

STRATEGIC OBJECTIVE (SO) COMPLETION REPORT

A. BASIC ADMINISTRATIVE DATA

1. **SO Title and number:** More Effective, Democratic and Accountable Local Management of Services and Resources in Targeted Areas 685-002 (SO2)
2. **SO Approval Date:** September 1998 – August 2008
3. **Country assisted:** Senegal

B. FINANCIAL DATA

1. **Total SO Funding:** \$50,537,752
2. **Fund Account:** DV
3. **Actual or estimated host country contribution** \$2,740,000
4. **Other partner contributions (if applicable):**

C. PRINCIPAL IMPLEMENTING PARTNERS (including USAID-funded and those funded from other sources)

NAME & ACTIVITY	TYPE OF INSTRUMENT	TIMEFRAME	TOTAL COST
ARD Inc.(Associates in Rural Development) 685-C-00-00-00037-00	Contract	Feb 2000 – Dec 2004	\$12,996,964
IRG (Agriculture and Natural Resource Management Program–Wula Nafaa)	Contract	Jan 2003 - Jul 2008	\$11,548,772
SECID (South-East Consortium for Intl. Development) 685-0305-A-00-4211	Cooperative Agreement	Oct 2004 - Dec 2001	\$20,583,428
ENDA (Election Support)	Grant	Dec 2005 – Aug 2007	\$149,596
CRS (Locust - Avian Flu)	Cooperative Agreement	Aug 2005 – Jun 2008	\$2,125,500
Virginia Tech (Biopesticide)	Cooperative Agreement	Jul 2005 - Dec 2007	\$364,055.71
FAO (Locust) 685-G-00-05-00089	Grant	April 2005 – Feb 2006	\$300,000
Building capacity of local government and civil society leaders (Enda 3 D) 685-A-00-06-00083-00	Cooperative Agreement	April 2003 - April 2006	\$1,070,000
ENDA-GRAF (<i>Environnement et Development du Tiers Monde-Groupe Recherche-Action-Formation</i>) 685-G-00-99-00359-00	Grant	Dec 2000 – Nov 2002	\$408,720
National Democratic Institute (NDI) 685-A-00-03-00094	Cooperative Agreement	June 2003 – July 2006	\$990,716
TOTAL			\$50,537,752

D. Summary of overall impact at SO level and IR level in relation to what was originally planned

In response to a request from Senegalese stakeholders for support in implementing the ambitious 1996 Government of Senegal (GOS) reforms transferring significant administrative powers to local collectivities, SO2 was developed to improve the performance of elected officials and other local actors for more effective, democratic and accountable management of services and resources. Its aim was to contribute to the emergence of viable local government, in conjunction with more dynamic institutions and more effective citizen participation to manage and oversee local affairs. Three levels of local government were targeted: rural communities, districts and regions, collectively referred to as local collectives.

During the life of SO2, USAID/Senegal provided technical assistance to build the capacity of local governments in order to provide quality services to their constituents and manage resources in a more participatory manner. As a result, local governments increased their revenue collection and have been able to finance worthwhile activities such as improving trash collection, increasing water supply, and improving health services with these additional revenues. A study was undertaken one year before the end of SO2 to determine whether customer satisfaction with the quality and management of local services declined or increased over time. The results found that 54 percent of citizens were satisfied with their local governments, as opposed to 38 percent in areas where USAID/Senegal assistance had not been provided.

Via on-going activities with ENDA, NDI and IRG, USAID helped the GOS and local governments and communities develop the tools and policies needed to improve revenue collection and budget management, provide potable water, collect and dispose of solid waste, and profitably and soundly manage forests and arable lands. Furthermore, USAID/Senegal helped build advocacy and management skills of locally elected women, capabilities necessary to make these women more effective representatives of their constituents' interests.

E. Significant changes in the Results Framework during the life of the SO

There were no significant changes to the Results Framework during the life of the SO.

F. Summary of activities used to achieve the SO and their major output

USAID/Senegal provided technical assistance and training to locally elected officials, local government unit officers and community-based organizations (CBOs), which built the capacity of local government and civil society leaders. USAID/Senegal designed, developed and delivered a spectrum of capacity building training courses to facilitate the transition to decentralization. Skills courses included basic understanding of the roles and responsibilities of locally elected officials, managing natural resources locally, health, and leadership. The bulk of capacity building activities focused on enabling collectives and stakeholders to actively participate in the design and implementation of local development plans, prepare budgets, and establish solid accounting and property management systems. The capacity building activities also enabled stakeholders to work more effectively with state fiscal services. Such activities had significant impact in enhancing local institutional capacity, increasing local government revenues,

increasing popular participation in local affairs management and oversight, and ensuring a more effective implementation of decentralization policy.

G. Prospects for long term sustainability of impact and principal threats to sustainability

Under SO2, USAID/Senegal demonstrated that support to local governments can achieve meaningful results for improving capacity to manage services, collect revenues and plan for investment and development. Local government partners were able to address their constituents' concerns and demonstrate that progress toward improved local governance and service delivery is possible even with limited national-level support. Having received training on their rights and responsibilities, local citizens have become actively and effectively involved in local governance, thus finally able to satiate their hunger for change and progress to a measurable degree. These citizens now invest time and resources to participate in local government and hold local officials accountable for delivering services.

In spite of these improvements, however, the environment for further decentralization and faces limited GOS ability and willingness to enact the policy and institutional reforms or commit resources. Since the wide-ranging decentralization law was passed, the central government has made less than hoped for progress towards implementing reforms needed to enable local governments to effectively manage decentralized responsibilities.

G. Lessons learned for application to other SOs, including follow-on SOs in the same country or sector and similar SOs in other countries or sectors

- Governance relations can be transformed through information and interaction

Recognizing that information constitutes a source of power, the program operated on the principle of providing equal access to information and thereby leveled the playing field and the power relationships amongst actors. Productive relationships were produced where they did not exist before.

- One of the most effective ways to advance decentralization reforms is to demonstrate concrete results in improved local governance within the existing framework

Partner collectives have demonstrated that, under the current legal framework, improved local governance to manage public services and local resources is possible. Achievements through SO2 in institutional capacity building, access to financial resources, popular participation, public services, problem solving and applying existing laws and regulations are all demonstrative of improved local governance.

- Empowering local actors and building productive relationships and strategies that deliver technical assistance and training can create real and lasting improvements in local governance

By building the skills and knowledge of local leaders and by producing work plans and local initiatives that are sound, realistic and enjoy wide popular support, the program was able to plant the seed of transformative changes in the realm of local governance in target areas.

H. A summary of performance indicators used and an assessment of their relative usefulness for performance management and reporting

1. Proportion of Citizens in Local Government Units (LGUs), i.e. Rural Communities & Communes, in SO intervention zones who report satisfaction with the management of public services & resources.
2. Proportion of Citizens in LGUs in SO intervention zones who report satisfaction with the quality of the services delivered by the LGU.
3. Proportion of LGUs in SO intervention zones that follow prescribed budgeting processes.
4. Proportion of Community-Based Organizations (CBOs) working in SO intervention zones that improve their financial management.
5. Proportion of Local Governments (LGs) in SO intervention zones that increased local revenue generation.

These indicators were effective in measuring the satisfaction level of beneficiaries and the ability of local governments to correctly follow budgeting processes, increase their revenues and execute planned priority activities with either their own resources or incentive funds granted by USAID/Senegal.

I. List of evaluations and special studies conducted during the life of the SO, including Annual Reports

See Annex 1

J. List of instrument close out reports prepared for contracts, grants, and cooperative agreements

- DGL Felo Program Impact Assessment, November 2008
- Wula Nafaa Agriculture-Natural Resource Management Program Final Report, May 2008
- United Nations Food and Agriculture Organization (FAO) Agriculture Revival Program, “*Assistance agricole d’urgence aux populations vulnérables victimes des invasions de criquets pèlerins au nord du Sénégal*”, Final Report 2008
- Catholic Relief Services “Emergency Locust and Avian Flu Response Assistance Program (ELCARP), Senegal and Mauritania,” Final Evaluation, June 2008
- Catholic Relief Services “*Emergency Assistance Program for the Control of the Locust Peril and Avian Influenza*” Close-Out Memo, May 2008
- Virginia Tech “*Support for Operational Use of Environmentally Friendly Biopesticides against the Desert Locust*,” Close-out Report, December 2007
- Strengthening Local Self-Governance in Senegal : DGL Felo Program Results and Lesson Learned, Final Report, December 2004
- «*Rapport d’Impacts : Programme d’accompagnement technique d’ENDA-GRAF/USAID aux collectivités locales et au CDL* » 2000 – 2002
- South-East Consortium for International Development Final Report, December 2001

K. Names and contact point of individuals who were directly involved in various phases of the SO (planning, achieving, and assessing and learning), and who would be good sources of additional information

Douglas Sheldon	sgellar@indiana.edu
Scott Dobberstein	sdobberstein@usaid.gov
Peter Trenchard	ptrenchard@usaid.gov
Abdrahmane Diallo	adiallo@usaid.gov
Abdoul Wahab Ba	aba@usaid.gov

Annex 1

List of Guides, Manuals, and Communications Products

I. Local collective operation and management (7)

- *Introduction à la décentralisation au Sénégal*
- *Guide pratique sur l'organisation, le fonctionnement et la gestion des collectivités locales*
- *Guide pratique de développement économique des collectivités locales*
- *Guide pratique de la commission technique: Affaires domaniales du conseil rural et municipal*
- *Guide pratique pour la gestion des documents administratifs et du courrier*
- *Livret sur les droits et obligations des citoyens*
- *Guide foncier*

II. Increasing the capacities of local actors (5)

- *Module de formation: Leadership et communication dans la décentralisation et la gouvernance locale*
- *Guide du participant: Leadership et communication dans la décentralisation et la gouvernance locale*
- *Manuel du participant: Planification et gestion de projets*
- *Module de formation: Planification et gestion de projets*
- *Guide d'animation des journées d'information des élus locaux*

III. Finance (6)

- *Guide d'animation du forum sur le budget*
- *Guide d'animation de l'atelier sur l'organisation de la réunion d'orientation budgétaire*
- *Manuel simplifié de procédures de gestion budgétaire et de comptabilité administrative*
- *Manuel des procédures de comptabilité des matières*
- *Fiches pratiques de présentation des recettes des collectivités locales*
- *Guide pratique de la commission technique: Finances du conseil rural et municipal*

IV. Health (5)

- *La gestion de la santé en tant que compétence transférée*
- *Organisation, rôles, fonctionnement et outils de gestion des comités de santé*

- *Module de formation: Santé, population et action sociale*
- *Guide pratique de la commission technique: Santé du conseil rural et municipal*
- *Guide pratique pour l'élaboration et la mise en œuvre d'un projet de lutte contre le paludisme dans les collectivités locales*

V. Natural resources management (4)

- *Module de formation sur les compétences des collectivités locales en matière d'environnement et de gestion des ressources naturelles*
- *Manuel illustré sur les compétences des collectivités locales dans le domaine de l'environnement et de la gestion des ressources naturelles (versions en français, pulaar, wolof, et mandingue)*
- *Guide pratique de la commission technique: Gestion des ressources naturelles du conseil rural et municipal*
- *Guide pratique à l'usage des surveillants de forêts*

VI. Sanitation (3)

- *Module de formation en gestion administrative et financière des comités de salubrité*
- *Manuel d'informations et outils pratiques pour la gestion des comités de salubrité*
- *Guide pour la gestion des déchets solides des petites collectivités du Sénégal*

VII. Market management (1)

- *Guide pratique sur l'organisation et la gestion des marchés*

VIII. Increasing the capacities of CBOs and public infrastructure management committees (4)

- *Manuel de procédures d'utilisation et de gestion des équipements et matériels (CR de Pata)*
- *Gestion administrative et financière des organisations communautaires de base (module du formateur)*
- *Gestion administrative et financière des organisations communautaires de base et comités de gestion des infrastructures publiques (manuel du participant)*
- *Gestion administrative et financière, outils de gestion des comités de forages*

IX. Administrative and financial management / Strategic planning workshop facilitation (4)

- *Manuel du participant niveau 1: Formation en techniques de facilitation avec les méthodes avancées de participation MAP*
- *Manuel du participant niveau 2: Formation en techniques de facilitation avec les méthodes avancées de participation MAP*
- *Manuel du participant niveau 1: Formation aux méthodes de conception des activités participatives*
- *Manuel de facilitation des ateliers de planification de stratégies (APS)*

Clearances:

P.Trenchard, EGO

PT

Date

8/16/11

C.Tocco, PRM

CT

Date

7/19/11

J.Redder, OFM

JR

Date

8/22/11

B.Conde, RAAO

BC

Date

8/22/2011

A.Brewer, A/DIR

AB

Date

8/26/11