

# Coherence between National and Local/Regional Levels in Public Service Delivery

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*Addis Ababa, Ethiopia, 21-23 June 2025*

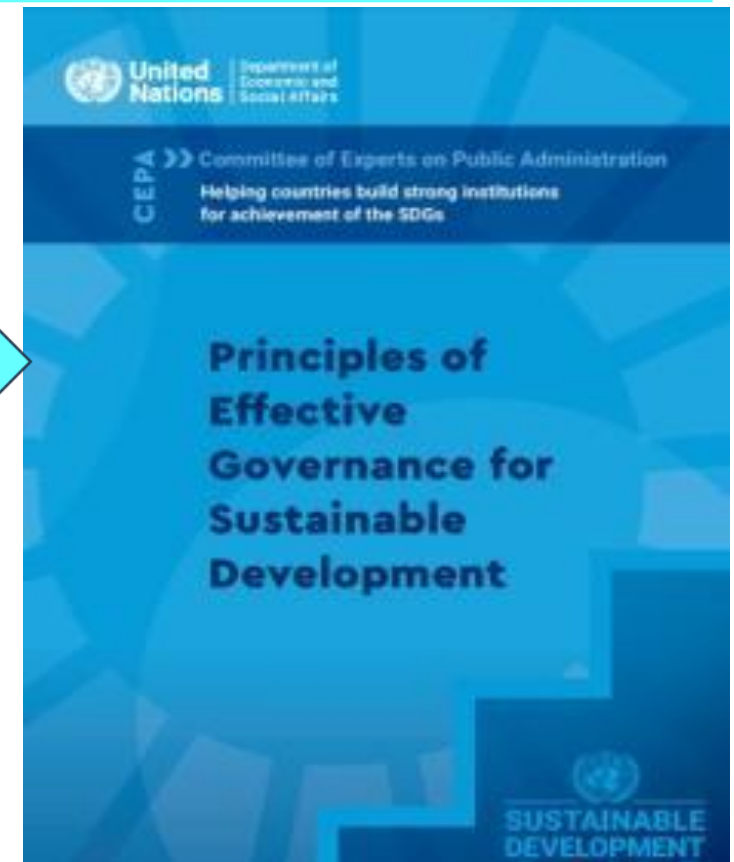
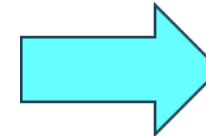
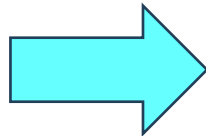
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## I- The Contextual dimension matters

### Existence of a Robust Global and Regional frameworks, Legal Instruments and Engagements

At the Global Level... «The World We Want»



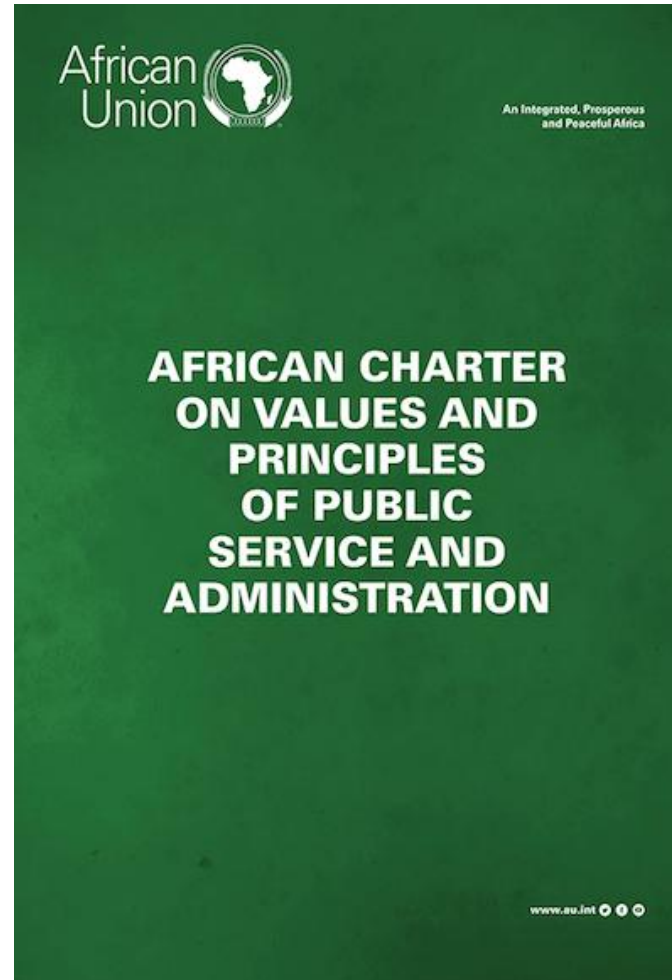
## II- The Contextual dimension matter too...

### At the Regional/African Level... « The Africa We Want »



#### Aspiration 3)

An Africa of **Good Governance**,  
Democracy, Respect for  
Human Rights, Justice and  
the Rule of Law



#### The African Charter on Values and Principles of Decentralization, Local Governance and Local Development

27 June 2014

## Duties of the Public Service and Administration

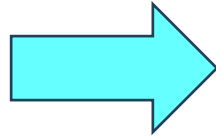
- ❖ Respect for Human Rights and Legality;
  - ❖ Access to Public Service;
  - ❖ Access to Information;
  - ❖ Efficient and Quality Service;
  - ❖ **Modernization of the Public Service and Administration.**
- ❖ Code of Conduct



## Article 8 of the African Charter on PS

- 1) PS and Administration shall facilitate the **introduction of modern and innovative procedures and systems** for the delivery of its services.
- 2) PS and Administration shall ensure that **modern technologies** are used to support and improve the delivery of services.
- 3) PS and Administration shall **simplify its procedures and ease formalities** related to access and delivery of services.

# **African Charter on the Values and Principles of Decentralization, Local Governance and Local Development**



## **Chapter II – Principles**

- 1) Local Governance
- 2) Subsidiarity
- 3) Resource mobilisation and Local Economic Development
- 4) Diversity and Differentiation
- 5) legality
- 6) Inclusion, Equity, Equality
- 7) Shared responsibility and complementarity
- 8) Participation
- 9) Representation
- 10) Transparency, Accountability and Ethical Behaviour
- 11) Mainstreaming Gender, Youth and Disability
- 12) Efficiency
- 13) Solidarity, Co-operation and Partnership

## II- The Historical and National dimension matter too...

Countries that have adopted for several decades, **Decentralization and/or Devolution** within their institutional system and governance, putting in place the necessary enabling environment and progressive policies and reforms, particularly in Africa are countries that have made progress in promoting:

- ❖ Stability and Peace;
- ❖ Democracy;
- ❖ Rule of Law;
- ❖ Human rights;
- ❖ Effective Governance;
- ❖ Citizen participation, engagement, and well-being;
- ❖ **Efficient Public Service Delivery at all levels;**
- ❖ Sustainable and Resilient Development.

**All these Global/Regional Engagements & National/Subnational  
transformative dynamics require today, more than ever:  
the Whole-of-Government; the Whole-of-Society & the Whole-of- Economy  
Approaches,  
IN PARTICULAR FOR PUBLIC SERVICE DELIVERY**



Source: <https://blogs.worldbank.org/en/arabvoices/how-can-governments-develop-a-whole-of-society-approach-to-address-the-climate-crisis>



# And Therefore... the Centrality of Coherence between National/Central and Subnational levels



Coherence between National and Local levels is a **key issue for the OECD**, as it helps to maximize the impact of public policies and promote harmonious territorial development.



## Strong Institutions Coordination

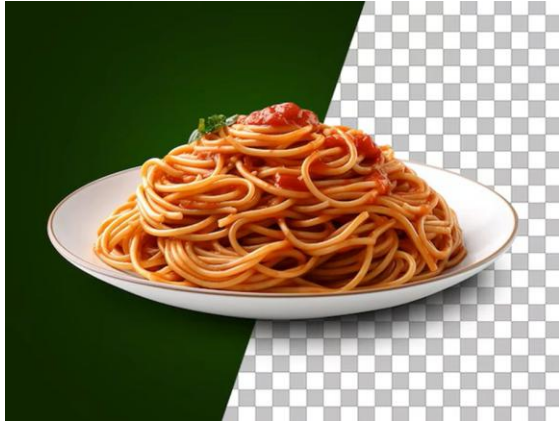
Data Capability  
Implementation  
Quality of  
Bureaucracy



## 2024 Ibrahim Index of African Governance

“But one of the most striking aspects of this report is **the gap between governance improvements and the perceptions of Africa’s citizens**. Even as governments make advances in areas like infrastructure and economic opportunities, many people in Africa feel left behind, perceiving a lack of tangible improvements in their daily lives or at least unmet expectations”.

### III- The damaging Impact of absence of or limited Coherence in a multi-levels Governance.



Inconsistent, non well coordinated, and non coherent Public Institutions, Governance system, Decision-making process, Public Policies, and Public Services between National/Central and Subnational levels give

room to at least **5** significant damaging impacts:

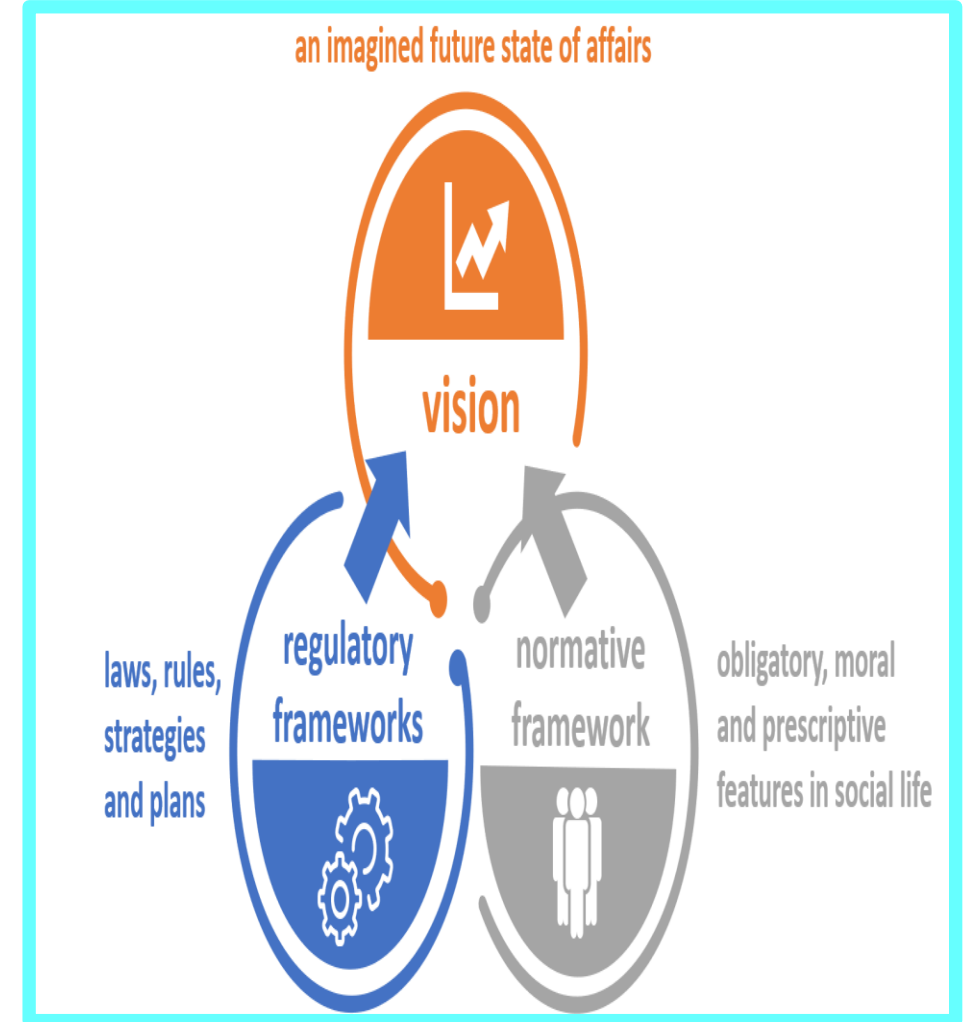
- 1) They affect peace, security, stability, progress, credibility and competitiveness of Countries and their Societies;
- 2) They generate conflicts and tensions;
- 3) They generate waste of resources, especially in a context of multidimensional crises: human, financial, technical, digital, and in terms of time management;
- 4) They undermine Citizens' Trust in their Leaders and Institutions;
- 5) They hinder and delay the efforts for sustainable development.

# **IV- How to create an Enabling and Sustainable Environment for Coherence between National and Subnational levels ?**

## 1) Existence of a Transformational Leadership animated with a Strong Political Will, Commitment and Ethical Behaviour

It's reflected by the institutionalization of Government-commitment towards an efficient Governance, Decentralization/ Devolution, Public Administration & Public Service Delivery Holistic System at all levels of Governance, based on the 11 PEG, in particular:

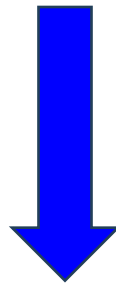
- **Policy Coherence**
- **Subsidiarity.**



**Source:** UNDESA, How to design and implement One-Stop-Shops to promote better Service Delivery and implement the Sustainable Development Goals, 2022.

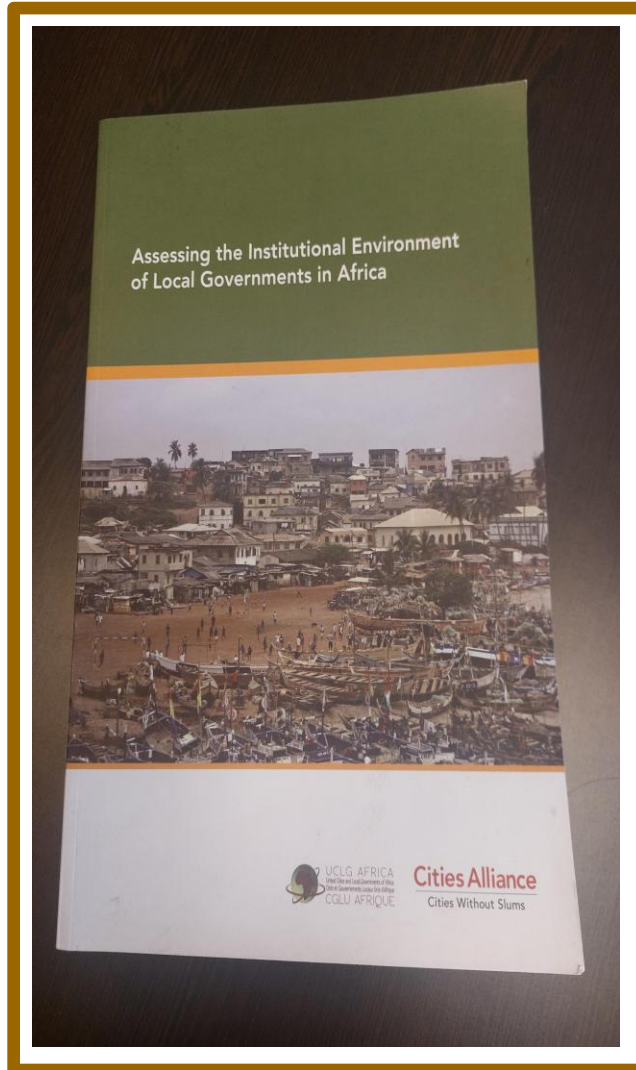
## **2) Creating an enabling and sustainable Institutional environment for Decentralization/Devolution & Public Service Delivery at Subnational Level**

**In any Multi-Level Governance system**, there is an urgent need to improve the Institutional environment to enable all Actors and Stakeholders (National/Central Governments, Local and Regional Governments, Civil Society, communities, Private Sector, Academia, ...) to act:



**in a Coherent Way**,  
on the field of **Public Service Delivery**.

# The 8 Standards of the Rating System of UCLG Africa & Cities Alliance since 2015: The City Enabling Environment Ratings (CEE Ratings)



**Recognising the Role of Local Government at the Constitutional Level as the best guarantee for action par LRGs**

**Legislative Framework**

**Local Democracy**

**Financial Transfers from Central Government to Subnational Governments**

**Own Revenues**

**Capacity Building of Subnational Government Administrations**

**Transparency**

**Citizen Participation**

**Subnational Government Performance**

**Urban Strategy**

**Gender Equality**

**Climate Change**

**Based on this Rating in 2021: few Champions**



<b>GREEN</b>	<b>Countries with the most favorable environment for the action of cities and Local Authorities</b>	<b>6 Countries : South Africa, Uganda, Morocco, Tanzania, Kenya, Zimbabwe.</b>
<b>YELLOW</b>	<b>Countries whose environment is rather favourable to this action</b>	<b>13 Countries</b>
<b>ORANGE</b>	Countries whose progress towards an enabling environment would require major reform efforts	<b>17 Countries</b>
<b>RED</b>	<b>Countries whose environment is generally unfavourable to this action</b>	<b>14 Countries</b>



# The 12 Principles of Good Democratic Governance of the European Council



Source:  
<https://www.coe.int/en/web/centre-of-expertise-for-multilevel-governance/12-principles>

**Principle 1:**  
**Democratic Participation**  
**Fair Conduct of Elections, Representation and Participation**

**Principle 2:**  
**Human Rights**

**Principle 3:**  
**Rule of Law**

**Principle 4:**  
**Public Ethics**

**Principle 5:**  
**Accountability**

**Principle 6:**  
**Openness and Transparency**

**Principle 7:**  
**Efficient, Effective, and Sound Administration**

**Principle 8:**  
**Leadership, Capability, and Capacity**

**Principle 9:**  
**Responsiveness**

**Principle 10:**  
**Sound Financial and Economic Management**

**Principle 11:**  
**Sustainability and Long-Term Orientation**

**Principle 12:**  
**Openness to Change and Innovation**



## **15 Key Pillars for an effective Coherence between National and Subnational Levels**

- 1) A strong Leadership & Clear Vision.
- 2) Clarify the roles, responsibilities, and spheres of competence assigned to the different levels of governance based on the Principle of Subsidiarity.
- 3) Ensure that all roles, responsibilities, and competences are adequately funded.
- 4) Strengthen local autonomy, especially fiscal autonomy, to improve accountability.
- 5) Support Subnational Capacity Building.
- 6) Establish appropriate structures and coordination mechanisms between the different Levels of Government.
- 7) Support Interjurisdictional Cooperation.
- 8) Strengthen Innovative and Experimented Governance.
- 9) Promote Citizen Engagement.
- 10) Continuous improvement of transparency.
- 11) Enhance data collection.
- 12) Strengthen Performance Monitoring.
- 13) Strengthen tax equalization systems and national regional development policies to reduce territorial disparities.
- 14) Enable reforms and public policies to be well understood and properly implemented, while avoiding systematic changes unless there is a reason to do so.
- 15) Making Digital Transformation a key lever for Coherence.

**V- Sharing some Good Practices...**

# 1) From Uganda

## Decentralized Health Policy Coherence

### Roles & Responsibilities at the National Level by the Ministry of Health

- ❖ Policy formulation, direction and oversight
- ❖ Design of Standards.
- ❖ Monitoring and Supervision.
- ❖ Financing budgets and work plans.
- ❖ Technical assistance and Capacity building.

### Roles & Responsibilities at Subnational Level

- ❖ **Policy implementation**, including at District level by the District Health teams (DHTs) : management of health facilities, recruit staff who meet the standards, monitor service delivery at local levels.
- ❖ **Set annual budgets and work plans** which are in line with the planning and budgeting guidelines issued by the Central government.

## Coordinated efforts:

- ❖ **For the Data production/collection:** The District Health Management Information systems (DHMIS) Feeds into the National Health Management Information System, while ensuring that Data flows from Local to National level.
- ❖ **Regular meetings:** Regular joint sector review meetings involve national and district stakeholders who assess progress and realign priorities.
- ❖ **Accountability of funds is done quarterly and annually** and the annual Health Sector Performance Report evaluate the national and district level performance. The districts are also assessed using the district League table, a tool that ranks Districts based on service delivery indicators.
- ❖ **Internal controls and checks** are done quarterly by the internal Audit department of the Local Governments and nationally by the Office of the Auditor General. The Audit reports form an opinion that determines the penalties for noncompliance and the rewards for good performance.

## 2) From Azerbaïdjan : The One-Stop-Shop Citizen-Oriented & Digital Driven



### 3) From Morocco

## Casablanca Dar Al Khadamat for major and small projects



### Objectives of the One-Stop Urban Planning Shop

- ❖ Simplify and accelerate administrative procedures;
- ❖ Improve Transparency and Efficiency of administrative action in urban planning;
- ❖ Promote urban development by facilitating project implementation.

**Based a well coordinated and coherent structure between National and Subnational Levels, Actors and Stakeholders.**

Source:

<https://www.casablanca.ma/fr/article/533/guichet-unique-durbanisme>



## 4) From Rwanda

### Isange One Stop Centre concerning Gender-Based Violence (GBV)



- ❖ The Government of Rwanda, establish **One Stop Centre in 2009** under the Guidance of First Lady Jeannette Kagame.
- ❖ The Centres are established across Rwanda in all Districts.
- ❖ They provide integrated services for GBV survivors, including medical, legal, and psychosocial support.
- ❖ They assure that victims and survivors of GBV and child abuse, receive immediate and coordinated support without the need to navigate multiple institutions.

## More Innovative & Inspiring Good Practices....



**The United Nations  
Public Service  
Award**



**The Council of  
Europe  
European Label of  
Governance  
Excellence (ELoGE)**



**AAPAM  
Innovative  
Management Award  
(IMA)**



**Kingdom of  
Morocco  
National Digital  
Administration  
Award**



## To conclude....

"The strength of a Public Policy does not rest solely on its National Vision, but on its Ability to take root Locally.

To this end, Coherence and Coordination between the National/Central and Subnational levels must not be a **Luxury, but a Duty and a Requirement.**"

*Thank  
you*

