

# Las realidades de la descentralización y la democratización

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# Decentralization: A Worldwide Trend

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- **More responsibilities for local governments**
- **More resources to carry out these responsibilities**
- **In the context of expanding democracy**

# Decentralization: Expectations for Local Governance

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- **More efficiency**
- **More effectiveness**
- **More democratic participation**
- **Better service provision**
- **Less corruption**

# Decentralization: Consequences in the Real World

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- **Many different outcomes of decentralization in many different places**
  - **Some local governments have improved**
  - **Some have stayed the same**
  - **Some have declined in performance**

# Big Questions about Decentralization

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- **Why are outcomes of decentralization and democratization so different in different places?**
- **What factors explain good performance of local governments?**
- **Performance:**
  - **Efficiency**
  - **Effectiveness**
  - **Responsiveness**
  - **Development orientation**
  - **Change orientation**

# Four Factors Support Better Performance

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- **Competitive elections**
- **Pro-active leadership**
- **Improved administration**
- **Citizen demand**

# Political Competition

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- **New responsibilities and resources make elections more important to candidates, parties, and citizens**
- **More competition in elections brings focus on quality of governance and promises for improvements**
- **Citizens become more alert to holding officials and parties accountable**

# Local Leadership

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- **When local institutions are weak, performance is very dependent on the quality of leadership**
- **Local leaders were important in**
  - **Acquiring resources**
  - **Introducing management changes**
  - **Stimulating institutional development**
  - **Engaging citizens**



# Improving Administration

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- **An important tool for local leaders to bring more efficiency, effectiveness, and responsiveness to government**
- **Important for the sustainability of change**

# Civil Society

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- **Important pressure for improvement**
- **Clientelism is not accountability**
- **Focus on rights and obligations of citizens to hold local governments accountable for activities and investments**

# Overall, findings suggest that:

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- **Decentralization is changing local governments, but progress is not universal**
- **Competitive elections provide opportunities for improving governance**
- **When local institutions are weak, the quality of local leadership is more important**
- **Improved administration makes a difference and must be promoted by local officials**
- **When citizens demand better government, they are more likely to get it**

# What Can We Do?

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- **Promote free and fair local elections**
- **Encourage more “room to maneuver” for local governments and their leaders**
- **Promote the modernization of local administration to decrease dependence on other levels of government**
- **Increase monitoring and accountability pressures from citizens**
- **Understand decentralization as a long-term process; it will never be perfect**

**Muchas Gracias!**

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