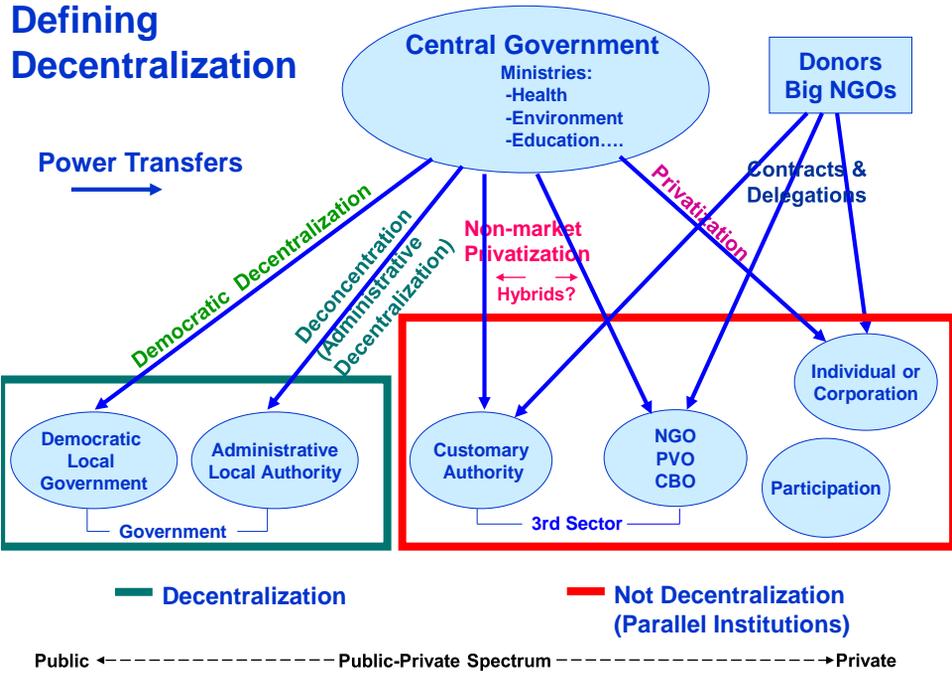


Defining Decentralization



Why Theorists Believe Decentralization Can Be Positive

Advertised Benefits [note parallel to 'participation']

- ❖ Enfranchisement, Equity, Efficiency, Development, Better Management, Better Service Delivery, Benefit retention

Mechanisms → Local Authorities are believed to:

- ❖ Better match services to needs and aspirations (public choice theory)
- ❖ Reduce transaction costs (new institutional econ) by proximity allowing:
 - ↪ Mobilizing local knowledge and skills for collective/public good
 - ↪ Mobilizing local labor for collective projects
 - ↪ Improved coordination among local programs
- ❖ Balance of negative and positive outcomes in decision making (economic theory of "internalizing externalities")
- ❖ Producing environmental subjectivities (Foucault)

→ ALL IMPLY INCLUSION MECHANISM: **REPRESENTATION** *With* **POWERS**

Elements of Effective Decentralization

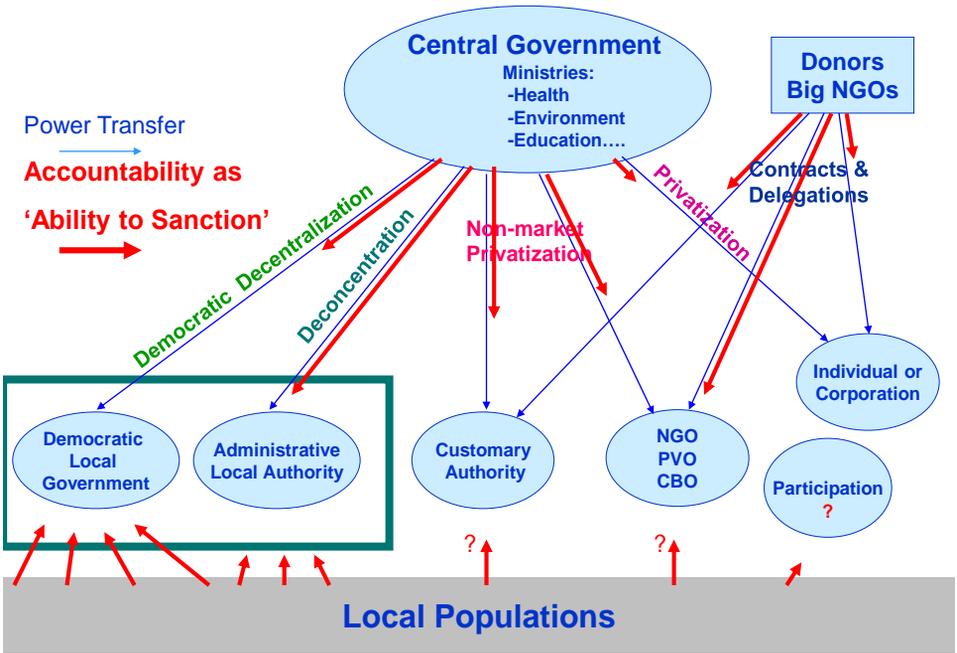
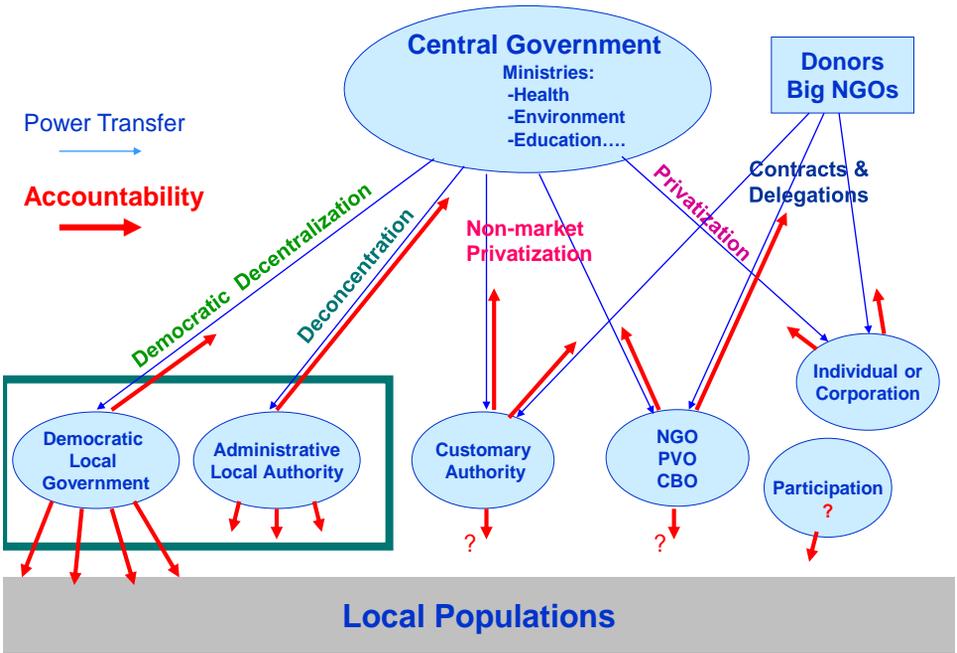
Positive Outcomes are Expected from:

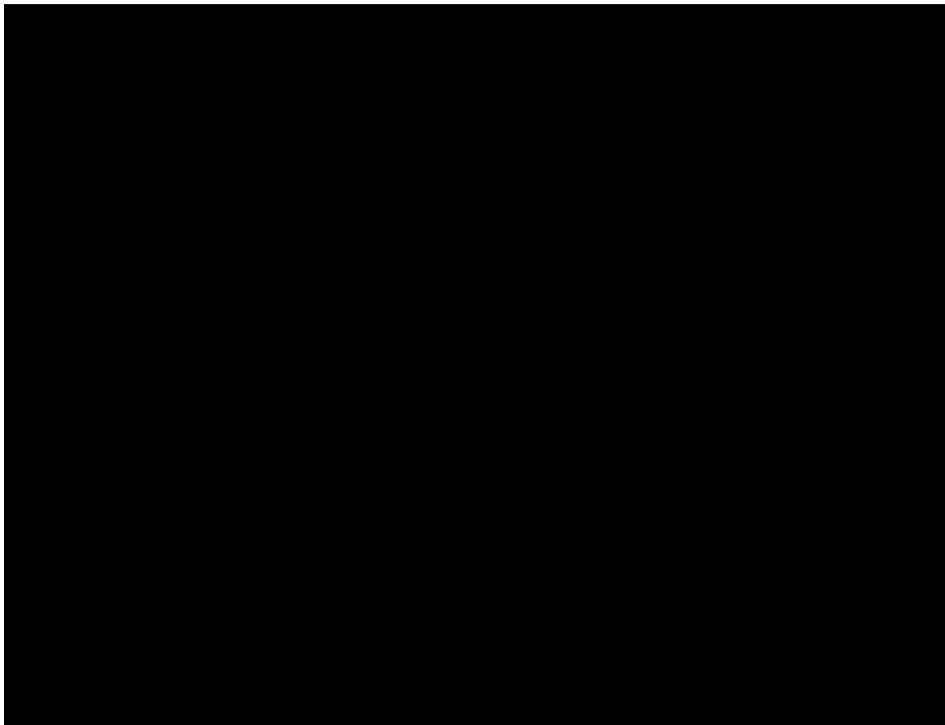
- ↪ Local Institutions → Actors
- ↪ *Entrusted with **Powers** (executive, legislative, judicial: discretion+capabilities to exercise them) [these give people **something to demand.**]*
- ↪ That are Accountable to the Local Population [*i.e. present mechanisms that establish the demand side of governance.*]

=====

Missing Elements to assure broader values: Limits on Discretion

- Actors, powers & accountability → formula for representation
- People still may choose to use resources in ways Foresters or Broader Society may not like





Guidelines for Institutional Choice

- ❖ **Choose democratic local institutions** where they exist; Call for them where they do not → Scrutinize and re-design local electoral processes to make elected bodies democratic
- ❖ Choose and focus on **fewer institutions**.
- ❖ **Do not transfer public powers to private institutions**
- ❖ **Use Participation as a tool** not a substitute for local democracy → Inclusion of marginal groups....
- ❖ **Use committees as tools** within democratic structures not in place of them
- ❖ **Nest institutions** so that any institutions with powers over “public” or collective resources [e.g. forests] are subordinated to democratic authorities
 - ↪ NGOs, Local administrative authorities, Local forest services, customary authorities should be accountable to local elected authorities
 - ↪ Disciplining effect of just hierarchy

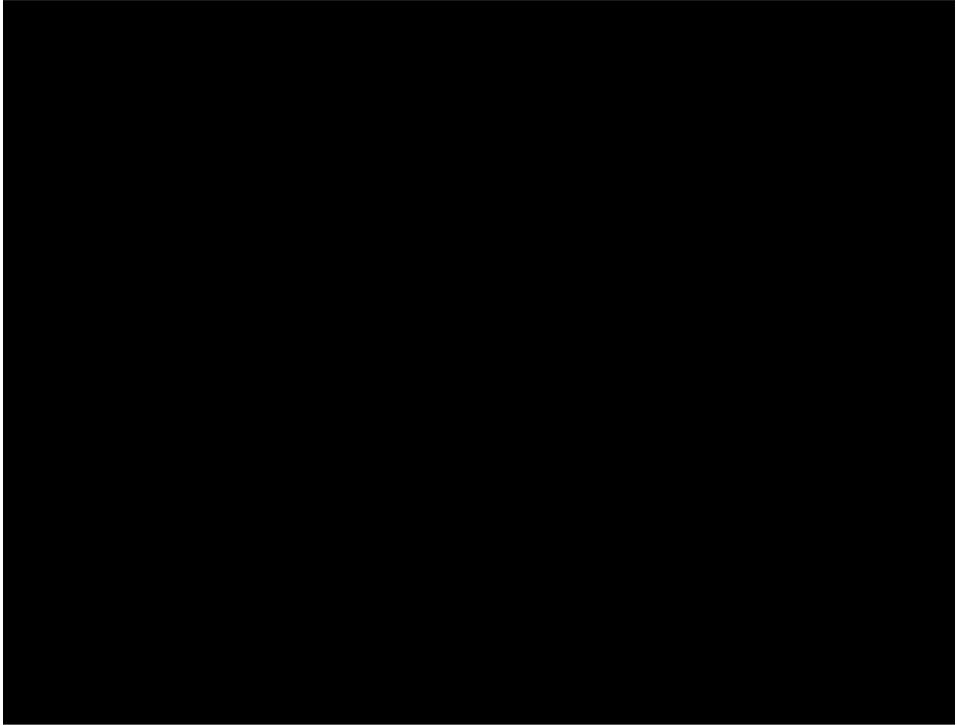
Power Transfer Principles

- ❖ Make powers transfers **secure**—means of transfer
- ❖ Focus on creating local **discretion** [bounded]
- ❖ Devolve **lucrative** opportunities
- ❖ **Separate technical from political** decisions—devolve political decisions.
- ❖ **Shift oversight and approval to a legal control model**—function of forest service to assure compliance with laws, not to approve every decision.
- ❖ Keep in mind that **capacity follows power**
- ❖ Use **taxation** of resource to retain value locally [must set at higher level—do not only give locals revenues from fines.]
- ❖ Shift from Planning to Minimum Standards [next]

Power Transfer Principles II

Limits and Context of Powers

- ❖ **Shift to uniform minimum standards** from a planning approach
 - ↪ Planning not needed for most activities → Standards needed
 - ↪ Delimit Space of Discretion = the many things people can do
 - ↪ Eliminate double standards between communities and corporations/level the playing field
 - ❖ Double standards on an uneven playing field
- ❖ **Incentives**—local people do not choose to invest in the environment
 - ↪ Treat NRM investments as other public works—pay labor
 - ↪ Rules of use and management = minimum standards



The End