

The local government system in

Sierra Leone



SUMMARY

Sierra Leone is a constitutional parliamentary republic with three spheres of government: central government, local councils and chiefdom councils. There is no constitutional provision for local government therefore the Local Government Act 2004 is the main legislation that provides the legal framework for local councils. The Ministry of Local Government and Rural Development (MLGRD) has responsibility for implementing decentralisation and local governance reforms.

There are 19 local councils made up of five city councils, one municipal council in the urban areas and, 13 district councils in the predominantly rural areas.

The Local Government Act 2004 gives both the local councils and the chiefdom councils powers to raise revenue including local taxes, property rates, licences, fees and charges, mining revenues, interest and dividends etc. Transfers from central government include recurrent and development components. There are three broad

types of transfers: administrative grants, grants for devolved functions and local government development grants. Under the Local Government Act 2004, 80 functions were devolved to local councils. By the end of 2010 46 of the 80 had been devolved, with the intention that the remainder of functions will be devolved by the end of 2012. The 46 currently devolved functions include but are not limited to, primary and secondary health, primary and junior-secondary education, environmental health, agriculture

extension services, rural water supply, solid waste management and community development.

1. CENTRAL GOVERNMENT

Sierra Leone is a constitutional republic with a unicameral parliamentary system. The president is both head of state and head of the government, is directly elected for a five-year term and can serve no more than two consecutive terms. The president appoints a cabinet with the approval of parliament. Under the constitution Members of Parliament (MPs) are not permitted to hold office concurrently in the cabinet. The parliament, called the House of Parliament, has 124 members who serve five-year terms. Of these, 112 are elected to represent constituencies under the first-past-the-post representation system. There is universal suffrage at age 18. The 12 provincial districts also each return one paramount chief member of parliament, separately elected by an electoral college of chieftain councillors in each district.

2. LEGAL BASIS FOR LOCAL GOVERNMENT

2.1 Constitutional provisions:

The 1991 constitution makes no provision for local government, various reports since however have recommended that local government should be protected by the constitution. The new national decentralisation policy recognises that the constitution should be revised to reflect the policy of decentralisation and devolution.

2.2 Main legislative texts:

The Local Government Act 2004 is the legal framework for the effective running and administration of local councils. This Act is currently under revision to reflect the 2010 national decentralisation policy. It makes provision for the re-establishment of local councils as they existed before 1972 when they were suspended (five town councils, 12 district councils and Freetown City Council). It also creates the new Western Area Rural District by merging the four former rural districts of Koya, Waterloo, Mountain and York. Through statutory instruments introduced in 2006, city status was granted to the former towns of Bo, Kenema, Koidu-New Sembehun and Makeni, and municipal status to Bonthe Town Council.

The Local Government (Assumption of Functions) Regulations 2004 guide the process of devolution. This legislation specifies 80 functions to be devolved from central to local government, the devolving central ministry, department or agency, and when the local councils should assume each function. About half of these functions were devolved within the timeframe set (2005-2008) in the regulations. A programme to speed up devolution of the remaining

functions has been underway since 2009, with the intention that the full transfer of functions will be completed by the end of 2012.

3. STRUCTURE OF LOCAL GOVERNMENT

3.1 Local government within the state:

Local government operates in a single tier, with all 19 local councils governed by the Local Government Act 2004, which gives councils legislative, financial and administrative powers.

3.2 Ministerial oversight:

The Ministry of Local Government and Rural Development (MLGRD) has responsibility for implementing decentralisation and other local governance reforms. This includes specifying functions to be assigned to local councils, and coordination and implementation of the programme of devolution from central government to local councils. Under the Local Government Act 2004 MLGRD is responsible for:

- Monitoring and inspecting the activities of local councils to ensure that they conform to the requirements of local government and other relevant legislation
- Mediating and resolving disputes between councils, or between a council and a government ministry or other organisation
- Promoting participatory processes within councils and encouraging citizens' inclusion and involvement in governance
- Approving local council by-laws and making model by-laws (by statutory instrument)
- Approving loans by councils
- Certifying that any proposed delegation of functions or agreement between a council and a national or international organisation satisfies the requirement(s) of the Inter-Ministerial Committee on Decentralisation (see section 7).

MLGRD can determine the action and intervention required if a local council fails to discharge its responsibilities. Where a council is unable to respond as required, the ministry will assume temporary responsibility for the council's functions and devise a programme for developing the council's capacity. If a council refuses to comply, the minister may reduce or withhold grants or funds from it, until satisfied that the function will be performed adequately.

To ensure the effectiveness of its mandate, the Ministry comprises the Local Government Department and a technical division, the Decentralisation Secretariat (DecSec), funded through a World Bank-coordinated project to support implementation and capacity-building for local government reforms (2006-11). 2011 will be

a transition year with the mainstreaming into the Ministry of core functions undertaken by DecSec anticipated. Other government ministries have national policy-making, technical guidance and monitoring responsibilities for relevant devolved functions. The Ministry of Finance and Economic Development (MOFED) issues guidelines for the preparation of development plans.

The president can establish new local councils as well as, subject to parliamentary approval, take over the functions of any local council for a period of 90 days or up to 12 months if the election of the council is due within the year. The Local Government Service Commission (LGSC) provides regulatory, performance management, and management functions to local government. Its membership, which is appointed by the president and approved by parliament, comprises: a chairman, a representative from MLGRD, a representative from the Public Service Commission, a representative from the Human Resource Management Office and four other persons, three of which must be female. The LGSC is the main national institution providing guidelines, support, and direct supervision to local councils in terms of human resource management, general management issues, capacity development, and adjusting the organisational structures to be as effective as possible. A national taskforce on decentralisation was set up in 2008, chaired by a deputy minister of MLGRD, to improve the effectiveness of the decentralisation process. Priority was given to the development of a national policy on decentralisation, which was approved by the cabinet in September 2010. This national decentralisation policy is guiding a review of the Local Government Act 2004, and the alignment of conflicting legislation with the policy and the revised Act.

3.2 Council types:

There are 19 local councils: five city councils and one municipal council in the urban areas, and 13 district councils in the predominantly rural areas. The responsibilities of local councils vary depending on their location and urban or rural character. For example, the broad range of services that will be devolved from the Ministry of Fisheries and Marine Resources and the Ministry of Agriculture will not apply to all councils. Councils must establish a budgeting and finance committee, a development planning committee and a local technical planning committee to oversee the preparation and review of the development plan. The Local Government Act 2004 confers discretion to establish other committees, which may also co-opt non-voting members.

Table 1. Distribution of councils and population

Province / area	Number of authorities			Population (Census 2004)
	District Councils	City Councils	Chiefdoms	-
Eastern	3	2	44	1,191,539
Northern	5	1	53	1,745,553
Southern	4	2	52	1,092,657
Western	1	1	0	947,122
TOTAL	13	6	149	4,976,871
Largest population	453,746(a)	772,873(b)	87,627(c)	-
Smallest population	129,947(d)	9,740(e)	2,607(f)	-
Average population	288,695	203,973	27,045	-

^a Port Loko District Council ^b Freetown City Council ^c Yoni Chiefdom, Tonkolili District

^d Bonthe District Council ^e Bonthe Municipal Council ^f Toli Chiefdom, Kono District

3.3 Traditional leadership:

The paramount chieftaincy is an important institution in the governance of Sierra Leone. Under the constitution 'the institution of chieftaincy, as established by customary law and usage, and its non-abolition by legislation is guaranteed and preserved' Section 72, Constitution of Sierra Leone. MLGRD also has oversight of chieftaincy matters including aspects of paramount chieftaincy elections, chiefdom council and chiefdom police, and also oversees tribal headmen matters in the Western Area. The traditional component of local government administration is comprised of chiefdom administrations in the 149 chiefdoms in the provinces (each headed by a paramount chief who is elected for life from a ruling family of the chiefdom). In the Western Area, tribal headmen are appointed by the president to advise on matters concerning the traditions of their ethnic group, and each village has a village headman elected by the electors.

The basic political unit of a chiefdom is the 'section', made up of a number of towns or villages and headed by a section chief or sub-chief. The paramount chief has jurisdiction over the sections within the chiefdom. The paramount chief, chiefdom speaker (deputy) and section chiefs form the political hierarchy, together with town chiefs and village headmen. The administration of the chiefdom is undertaken by a chiefdom committee, presided over by the paramount chief, which serves as an executive body to the chiefdom council comprising all the sub-chiefs and chiefdom councillors.

The Chieftaincy Act 2009 makes provision for the election of paramount chiefs and sub-chiefs. A candidate for paramount chieftaincy must be from a ruling house that existed at independence in 1961. In amalgamated chiefdoms (that is chiefdoms which comprise more than one former chiefdom amalgamated during the colonial

period) crowning is rotational between the parts of the amalgamated chiefdom. Paramount chiefs are elected by the councillors of the chiefdom, each chiefdom councillor representing every 20 local taxpayers in that chiefdom. The polling is supervised by the Electoral Commission. The paramount chief is elected for life, although s/he may be removed from office by the president following a judicial inquiry finding gross misconduct.

The Chieftaincy Act 2009 specifies the functions of a paramount chief, including:

- Supervising collection of local taxes, and assisting in collection of other lawful taxes
- maintaining order and good government
- preserving, promoting and, as appropriate, serving as guardian of customs and traditions
- serving as an agent of development in the chiefdom
- supervising the election of sub-chiefs in the chiefdom.

Traditional leaders have a number of formal inputs into governance matters. At the national level, one paramount chief from each district serves as a member of parliament. A national council of paramount chiefs (NCPC) was established in October 2003. Each district and city council in the three provinces includes paramount chief councillors selected by the paramount chiefs of the district. Paramount chiefs are members of the local council's ward committee/s within their chiefdom.

The Local Government Act 2004 requires chiefdom councils to cooperate with local councils with regard to their traditional functions of preventing the commission of offences in their area, prohibiting or restricting illegal gambling, making and enforcing by-laws and holding land in trust for the people of the chiefdom. A local council may delegate any of its functions to a chiefdom council. A council may also consult a

traditional authority where a local custom or tradition impedes development of the area or obstructs the council in carrying out its responsibilities. Where the situation is resolved, the council, through by-laws, can amend the custom or tradition. Either party can appeal to MLGRD where there is no resolution.

There is no chieftaincy system in the Western Area. A tribal headman (there are 17 in all) is appointed by the president, with the mandate to advise central government on matters relating to the traditions of their ethnic groups within the Western Area and to communicate government messages to the people. Village headmen are elected by universal adult suffrage in the villages of the Western Area rural district to serve a three-year term.

The government is currently reviewing chiefdom administration to strengthen and align it with the current decentralisation framework. MLGRD is undertaking activities which will culminate in the preparation of a national policy on chiefdom governance and tribal administration. This will entail an amendment and consolidation of all relevant laws, many of which date back to colonial times. A programme of support to chiefdom administration is underway, in particular to strengthen the chiefdom police and administration.

4. ELECTIONS

4.1 Recent local elections:

The last local elections took place in July 2008. The local government elections of May 2004 were the first held in Sierra Leone for 32 years. Voter registration, civic education and the elections are overseen by the National Electoral Commission, with funding support from the United Nations Development Programme.

4.2 Voting system:

Local council elections are conducted under the first-past-the-post system on a ward basis. The six city and municipal councils return mayors while district councils return chairpersons, all elected by universal suffrage.

4.3 Elected representatives:

Wards return councillors on a single-member per ward basis in the 13 district councils (which have between 18 and 34 wards) and in Freetown City Council (which has 49 wards). The other city and municipal councils have multi-member wards. Paramount chiefs are ineligible to stand for office as elected councillors. In local council areas where there is a paramount chieftaincy system (the three provinces), the paramount chiefs in the council's area select between one and three

of their number to represent their interests on the local council. The term of office for elected councillors and paramount chief councillors is four years. The political head of a local council is the mayor (city council) or chairperson (district council). The 2008 local government elections introduced direct election for mayors and chairpersons. Mayors and chairpersons are also elected for a four-year term and are eligible for re-election once. The deputy mayor or chairperson is elected by the councillors from among their number.

4.4 Women's representation:

In the last local government elections women accounted for 18.9% of elected councillors and no women were elected as a mayor or chairperson. A by-election in December 2010 however, returned a female chairperson in Kono district council. Every ward has a ward committee of at least ten elected members whose main function is to champion developmental activities within the ward. Amongst the ten members at least five should be women.

5. SYSTEMS FOR COMMUNITY INVOLVEMENT

5.1 Legal requirement:

The Local Government Act 2004 requires that residents of the locality are consulted before the council approves or reviews its development plan. The Ward Committee (section 96 of the Local Government Act 2004) provides a focal point for discussion of local problems and for making recommendations to council to remedy these; also mobilizing residents of the ward for the implementation of self-help and development projects, and for educating residents on their rights and obligations in relation to local government.

5.2 Implementation:

The local council's development planning process is inclusive and must include consultation with residents of the locality. At ward level, councillors and ward committees play a role in monitoring the delivery of devolved services (ie those delivered through the local council), and also the operation of ministries, departments and agencies in respect of the services they provide. Transparency and accountability to the public is enhanced through requirements to publish council documents, budgets and accounts, development plans etc; and meetings of the council are open to the public. Most local councils rotate the location of their monthly council meeting between the wards, so as to take the council closer to the people. The capacity of civil society groups to monitor local government and service delivery is being enhanced through

various initiatives, both to strengthen accountability between service providers and the poor and to provide feedback for policy-makers. Examples include: training of community monitors in three districts in 2010 (under the ENCISS programme); training of facilitators to involve communities in monitoring local service delivery (other than the health sector); disseminating information on councils' activities to ward level; and, developing monitoring systems such as the Community Score Card (a community based monitoring tool which includes citizen report card monitoring, service provider self-assessment and interface meetings between service providers and the community) and the provision of non-financial incentives (eg certificates) for monitoring the government's free health care initiative.

5.3 E-government:

There is no e-government strategy in place.

6. ORGANISED LOCAL GOVERNMENT

The Local Councils Association of Sierra Leone (LoCASL) was formed in July 2004.

7. INTERGOVERNMENTAL RELATIONS

Intergovernmental relations are formally established in the Local Government Act 2004. An Inter-Ministerial Committee on Decentralisation ('the IMC') is the highest political body nationally and is chaired by the vice-president of Sierra Leone. Its membership comprises the minister responsible for local government, the ministers responsible for finance and development, education, health and sanitation, works, and agriculture; and the Attorney General. Four mayors or chairpersons of local councils, elected from their number, represent the local councils. The IMC is responsible for overseeing the implementation of the Local Government Act 2004, overseeing the further development and implementation of local government and decentralisation, protecting and promoting local democracy and participatory government, and arbitrating between ministries, departments and agencies of government, provincial administrations and local councils.

In each of the three provinces, a provincial coordination committee (PCC) is responsible for coordinating the activities of local councils in the province, ensuring that local councils collaborate in the execution of joint programmes in which they have an interest, and reviewing and coordinating the provision of public services in the province. The PCC is chaired by the resident minister for the province and the committee's secretary is the provincial secretary. Its

membership comprises the mayors/chairpersons and chief administrators of each local council in the province. Government ministries and departments are required to consult local councils about any projects affecting their areas. Local councils may establish joint committees with power to co-opt for matters in which they have a common interest. Other agencies (eg NGOs) working in an area should coordinate their activities with the local council and operate in line with the local development plan.

Since 2004, the former role of district officer has been vacant, with some of the functions assumed by the local council chief administrators. The district officer post is being reinstated and will be the Ministry's principal representative in each district in the three regions (excluding the Western Area) to enhance the undertaking of the Ministry's roles, in particular the interface with chieftdom councils and coordination of non-devolved functions of other ministries at district level. Parliament approves the budgets of local councils and of MLGRD each year, and receives the Auditor General's audit report of each local council. A parliamentary committee on local government monitors policy and implementation by the Ministry and local councils.

8. MONITORING SYSTEMS

Statutory responsibility for inspecting and monitoring the 19 local councils rests with the MLGRD. The Ministry does this by investigating matters that give rise to concern over a council's performance, regular monitoring visits and coordination of monitoring. A comprehensive local government performance assessment system (known as CLoGPAS) was designed in 2006 to serve as a sustainable mechanism for monitoring compliance and performance accountability for councils, devolving MDAs and civil society. The CLoGPAS results determine high-performing and low-performing councils, and guide the provision of capacity-building support to local councils. In its first year (2006) CLoGPAS' results were used to design a performance incentive grant system. CLoGPAS was reviewed in 2010, and is being further developed, including indicators to reflect MDA collaboration with local councils with respect to devolved functions.

There is a national joint coordinating committee, co-chaired by deputy ministers of MOFED and MLGRD with membership including key service MDAs, which meets quarterly to coordinate the monitoring of central-government-funded activities and projects being implemented by local councils. There is also a parliamentary committee on local government which has an oversight role in holding local councils and the

Table 2. Aggregate revenue and expenditure for local government 2009

Revenue	Le Billion	Expenditure	
Government transfer		Admin and operational	
Conditional	32.57	Salaries total	n/a
Unconditional	11.20	Elected representatives	n/a
Other transfers	8.42	Staff	n/a
Local Tax Revenue		Facilities total	n/a
Local tax	1.63	of which maintenance	n/a
Property tax	3.56	Other costs	n/a
Local Non-Tax Revenue		Operational Costs	n/a
Fees and charges	3.93		
Market dues	2.22	Service delivery (total)	n/a
Other fee and charges	1.71	Utilities	n/a
Business registration	0.13	inc. water, gas, electricity etc	n/a
Licenses	2.65	Infrastructure	n/a
Mining royalties	0.59	inc. roads, sewage	n/a
Other local revenue	3.67	Other Services	n/a
TOTAL	67.35	TOTAL	n/a*

a) Other transfers include transfers to undertake projects or finance activities but not part of normal central government transfers or were not part of council budget at the start of the budget year. This can be conditional or unconditional. * No aggregate expenditure for 2009 was available at time of printing.

Ministry to account. The committee may conduct studies and summon the ministry and councils to answer questions on their stewardship and policy. Parliament approves the annual budgets of central government and local councils.

The Auditor General undertakes an annual audit of each of the local councils' accounts and financial statements and reports both to the councils and to the minister. The audit reports are public documents. The minister reports to parliament on actions taken in response to matters raised in the report. All councillors and appointed or assigned staff are subject to the provisions of the Anti-Corruption Act 2008, which also provides for the continued existence of a national anti-corruption commission (ACC) with a mandate for the prevention, investigation, prosecution and punishment of corruption and corrupt practices. They are required to declare their assets to the ACC. The ACC undertakes training and monitoring of councils' compliance with the Act, in cooperation with the ministry.

A district budget oversight committee (DBOC) operates in each district. Its functions include:

- Assisting in the formulation and monitoring of all poverty-related activities
- Serving as a focal point for all discussions of the medium-term framework budget and public expenditure tracking surveys
- Monitoring the expenditure of all government allocations to councils
- Serving as intermediary between the government and the people concerning budgetary allocations for their districts.

The DBOCs report to MOFED every four months on the progress of budget execution in the districts, with copies of their reports sent to the parliamentary finance committee and the ACC.

9. FINANCE, STAFFING AND RESOURCES

9.1 Locally raised revenue:

The Local Government Act 2004 gave both local councils and chiefdom councils powers to raise revenue from sources including local taxes, property rates, licences, fees and charges, mining revenue, interest and dividends etc. The chiefdom councils also have traditional sources of revenue; mainly local taxes and fees from local markets. The law provides that they share some of these revenues. This has created tensions between the local councils and the chiefdom councils and has been identified as a barrier to revenue mobilisation by local councils. The new decentralisation policy and the proposed chiefdom governance and tribal administration policy seek to minimise conflict.

9.2 Transfers:

Transfers to local councils are of two kinds: vertical and horizontal.

The vertical transfer from central government includes recurrent and development components. The recurrent component covers non-salary transfers for devolved functions and the operational (administrative) running cost of councils. The development component (local government development grant) is used to finance local council development projects and is funded by donors and the central government. The vertical allocation is not based on any formula; however, the law guarantees that upon

devolution of a function, the allocation for that function is at a minimum equal to the pre-devolution amount, to ensure that service provision does not deteriorate as a result of devolution. Also, the law stipulates that annual increments in the global allocation to local councils should at minimum match the rate of increase in the central government's operational budget. In the absence of a formula to determine the vertical allocation, ad hoc methods through negotiations with the devolving MDAs are used. It is likely that negotiating the vertical pool with line ministries will continue until the effective costs of performing the devolved functions are fully established.

The second type of transfer is the horizontal distribution, which consists of a range of conditional or tied grants, based on varying formulae or criteria depending on the purpose of the transfer. For example the criteria or formula used to distribute grants for primary education are different from those used to distribute grant for waste management or primary healthcare.

Having determined the vertical pool and horizontal allocation, transfers are processed on a quarterly basis and funds disbursed directly to the local council. Councils have separate accounts for each sector grant. Councils submit monthly financial and quarterly technical reports to the ministry responsible for finance, and accessing next quarter's grant is contingent upon submission of the above reports.

There are three broad types of horizontal transfer: administrative grants, grants for devolved functions and the local government development grants (LGDGs). The first two are

stipulated in the Local Government Act 2004 and are financed solely by central government. The LGDG is co-financed by the central government and its development partners. It helps councils undertake development projects in their localities through providing funds that allow councils to undertake development projects to meet priority needs of their localities, and through non-discretionary funds meant to support broad national developmental objectives. All these transfers are conditional or tied grants, though in the case of LGDG, the local council decides on which project to fund in a given year.

9.3 Local authority staff:

Local government staff are recruited by the council, which has powers to discipline and dismiss staff. Senior appointments must meet selection criteria determined by the Local Government Service Commission (LGSC). Councils are required to appoint other senior staff after consultation with the LGSC, and in accordance with its guidelines. Councils must appoint a local council chief administrator who is head of the paid service. Formal staffing structures are to be developed as functions are progressively transferred to the local councils. Councils must establish departments for administration, planning and development, finance, and internal audit. They may also establish 'thematic functional departments' after consulting the LGSC. Salaries for 'core staff' are paid from central government grant. In respect of devolved functions, staff devolved from the parent MDA are paid by central government. Councils may pay for additional staff from their own source revenue; the city councils in particular employ staff for additional functions, eg waste management and policing. Elected representatives (mayors/ chairpersons and councillors) do not receive a salary, but central government pays travel allowances and sitting fees on a quarterly basis to the councils.

10. DISTRIBUTION OF SERVICE DELIVERY RESPONSIBILITY

Under the programme of devolution, responsibility for many basic social services have been transferred to the local councils. During the transition period (2004–2008) 37 of the 80 functions specified for devolution were formally devolved to local councils and a further nine were devolved in 2010. These devolved functions include:

- district hospitals)
- Primary and junior-secondary education (including the payment of school fee subsidies, distribution of textbooks and teaching and learning materials)
- Agriculture extension services (crop and animal)
- Environmental healthcare including access to safe drinking water and food quality and safety
- Rural water supply
- Solid waste management
- Registration of births and deaths
- Civil marriages
- Fire prevention education and non-technical fire-fighting
- Licensing of canoes
- Establishment and management of fish ponds
- Provision of local public address equipment
- Community development.

Some city councils have established a metropolitan police force, particularly to support collection of revenue and compliance with by-laws.

References and useful websites

1. Statistics Sierra Leone www.statistics.sl
Housing and Population Census 2004
www.statistics.sl/2004_pop_&_hou._census_analytical_reports/2004_census_report_on_population_size_age_and_sex_structure.pdf
2. UN statistics <http://unstats.un.org/unsd/demographic/products/dyb/dyb2008/Table03.pdf>
3. IMF statistics www.imf.org/external/data.htm
4. The Ministry for Local Government and Rural Development – no website
5. UNDP Human Development Report 2010
www.hdr.undp.org
6. Sierra Leone national government
www.statehouse.gov.sl

Annex A. Summary of service provision in different spheres of government

Service	Delivering authority			Remarks
	Federal Government	Province/Territory	Local Authority	
GENERAL ADMINISTRATION				
Police	■			
Fire Protection	■		■	+ basic fire-fighting.
Civil protection	■			+ probation services only.
Criminal justice	■		■	local courts are responsible for
Civil justice	■			maintaining customary law in areas with a paramount
Civil status register			■	chieftaincy system.
Statistical office	■			
Electoral register	■			
EDUCATION				
Pre-school				
Primary			■	+ education covering the first 9 years of schooling.
Secondary	■		■	+ the local authority is responsible upto mid-secondary
Vocational and technical	■			schools, JSSII.
Higher education	■			+ education on environmental, fire prevention and
Adult education				public health issues.
Other	■		■	
SOCIAL WELFARE				
Kindergarten and nursery				
Family welfare services			■	
Welfare homes				
Social security				
PUBLIC HEALTH				
Primary care			■	+ including drug control & prevention matters.
Hospitals	■		■	
Health Protection			■	
HOUSING AND TOWN PLANNING				
Housing				
Town planning			■	
Regional planning				
TRANSPORT				
Roads	■		■	+ maintenance of primary feeder roads and chiefdom
Transport	■			roads and tracks.
Urban roads	■		■	
Urban rail				+ city & town councils.
Ports	■			
Airports	■			
ENVIRONMENT AND PUBLIC SANITATION				
Water and sanitation			■	
Refuse collection and disposal			■	
Cemeteries and crematoria			■	
Slaughterhouses			■	
Environmental protection	■		■	
Consumer protection			■	
CULTURE, LEISURE AND SPORTS				
Theatre and concerts				
Museums and libraries			■	
Parks and open spaces				
Sports and leisure			■	
Religious facilities				
UTILITIES				
Gas services				
District heating				
Water supply			■	
Electricity	■			
ECONOMIC				
Agriculture, forests and fisheries			■	+ enterprise development.
Economic promotion			■	
Trade and industry				+ mining licences & building permits.
Tourism				
Other economic services			■	