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Annual Programme 2014

Focal Point Democratisation, Decentralisation and Local Governance (DLG)



Annual Report / Annual Programme Focal Point Democratisation, Decentralisation and Local Governance (DLG)

1. The Context

Global Agenda: The progress of the post-2015 development agenda has been dominating the global discourse and is likely to continue to do so in 2014. DLGN, in consultation with other departments, has developed a Swiss position regarding governance in the post-2015 framework, recommending the creation of a self-standing, human rights based governance goal as well as the inclusion of governance into all other goals of the framework.

DLGN encourages efforts towards the inclusion of decentralization and sub-national levels of governance on the post-2015 agenda, e.g. through DeLoG, a network of 27 multilateral and bilateral development partners, which is making use of Swiss support to push this agenda, most recently at the UCLG world summit in Rabat in October 2013. (UCLG: United Cities and Local Governments, the world association of municipalities). The final declaration of the summit stressed the political role of local authorities as effective promoters of peace and dialogue among people: *“The local sphere is where democracies are built and reinforced.”* The ‘Global Task Force of Regional and Local Governments for Post-2015 and towards Habitat III’ met to discuss the roadmap towards a new set of development goals and new initiatives in this respect. DeLoG supported the task force by conducting a study on possible indicators and goals that are including sub-national levels for a localized Post-2015 framework.

Regional Developments: Overall, progress towards decentralization and democratic local governance is mixed, with sometimes steady progress but often unfavorable contexts of political instability and polarization. Some examples: events in North Africa and the Middle East somewhat corrected overly optimistic hopes that overthrowing the autocratic regimes in the region would be sufficient to foster a quick transformation of the affected countries into democratic ones. Especially the developments in Egypt unraveled a debate of the dichotomy between legality and legitimacy of elected representatives. Steps towards more decentralized and democratic systems in Mongolia, Bhutan and Myanmar have been much applauded. But the latter case also reveals that good governance, including the structural protection of human and minority rights are not a given, once authoritarian regimes open up or disappear. In East Africa the on-going fragile situation shows partial signs of worsening, with states formerly considered relatively stable, like Kenya and Tanzania potentially slipping towards instability. At the same time, and in spite of the security crisis in the Sahel zone, there is scope in building stronger local institutions in West Africa, e.g. with the cross-country decentralization agenda of the West African Economic and Monetary Union (UEMOA) but also with Mali’s push for regionalization. The latter is a good example of turning a situation of fragility into a chance to move towards new governance modalities. In Southeast Europe, developments are closely tied to the European integration agenda. Croatia’s success in joining and the EU’s successful mediation of an agreement between Serbia and Kosovo are to be noted. The longer the accession processes last, the more does the EU seem to be losing ground as a pull factor for the democratization of societies beyond the institutional approach.

SDC policy development: Global developments and Switzerland’s positioning in the regional context have led to more internal reflections on democracy promotion as an approach, starting from the premise that sustainable economic and social development cannot happen without substantial progress in including democratic principles into the equation. The envisaged DLGN policy paper will be a contribution to clarifying SDC positioning. Also, governance as an over-arching theme and specifically transversal governance need clarification, as internal cross-connections and interpretations are not sufficiently coherent. DLGN will make a substantial contribution to this debate within the planned upcoming governance evaluation.

2. Results 2013 (see Annex 1)

1. Lively exchange and learning during face to face meeting: The f2f was well organized and the close link to the actual context in Egypt very much appreciated. Participants were highly present and motivated in all the sessions. A lively network community contributed to the discussions and engaged in various social reporting activities (tweets, blog posts, video impressions etc.). Participants suggested continuing piloting with innovative online communication to keep the exchange alive. The agenda was a mix of sharing and valorizing the work done since the last f2f meeting and exposing participants to new ideas and 'out-of-the-box' reflections on democracy promotion, political economy and power analysis and using visual methods (e.g. BiH, Mozambique). All results and tools were brought to the attention of the participants for their consideration and follow up. The aim to valorize the commitment of those engaged in network learning was achieved. But partly, participants also suggested giving more time for exchange on practical examples and solutions.

2. Positive steps in network and focal point development:

Refreshed network dynamic: The total number of network members increased to around 200 (see annex 2), and the newsletter is an established communication tool addressed to around 230 persons. The core group has 15 members (focal point team not included), with approximately 150% assigned work time, though in reality often less. During first half of 2013, the Core Group was not very active as a group. However, members were engaged in bilateral activities with the Focal Point, in the steering group or in subgroups, like for example for the working groups on learning projects and f2f preparation. End of August 2013, a core group retreat was held to jointly discuss future priorities, actual network dynamics and the way forward of the core group functioning. Members decided to meet more regularly and use the meetings more systematically for joint exchange and learning on selected topics. Proposals for thematic exchange have been integrated in the annual plan 2014 with shared responsibilities by nearly all core group members.

Exchange in the wider network happened to some degree, mainly via D-group inquiries and learning projects, culminating in a series of e-discussions shortly before the f2f. The objective to engage DLGN members more systematically in PCM milestones and develop a pool of resource persons could not be achieved. There is still potential to enhance peer exchange and support between the f2f peaks. The f2f meeting was clearly a highlight in refreshing the network dynamic and members need to be supported in keeping the drive alive.

Reinforced Focal Point Team: The successor of the focal point assumed the new function in August. In addition, resources of the focal point have been expanded with the position of a new program officer to the focal point, who started work by End of August. The introduction of the new team is on track and the transition happens smoothly. This will allow expanding the engagement in policy dialogue in the future.

3. Proven practice and new ideas worked up and need for action identified: Major emphasis was given to test participatory visual methods for the use in PCM and for empowering marginalized stakeholders in political processes. A series of digital stories and videos were produced on experience capitalization of 10 years SDC decentralization support in Bosnia & Herzegovina. Local stakeholders indeed acquired the capacity to prepare their own testimonies about genuine concerns. But the reporting on results achieved in terms of SDC support was less in their focus as the process was not structured along the SDC program logic. Further conceptual work and practice is necessary on how to use visual methods for the communication of DLG results and experience. They are useful for results monitoring if complemented with other elements.

Secondly, the network focused on capitalizing and synthesizing SDC experience around the issues of 'outcome measurement' and 'citizen participation and social accountability' (two new learning projects). Recommendations are summarized in policy briefs. They highlight the importance of considering more the political dimensions and actors instead of applying stereotype technical approaches. Key messages are: to further invest in power and conflict analysis and to consider early engagement with national state actors and other important political actors (parliaments, parties, citizens activism), to link outcome measurement systems with local governance assessments and seek for alignment with national monitoring systems or harmonization with monitoring of other donors. One key recommendation is to provide guidance in the definition of outcome indicators, including aspects of power relations and policy influence. These recommendations will be addressed during 2014.

The support on political economy analysis and training to the cooperation offices in the Western Balkans, (with IDS/Institute for Development Studies), contributed to strengthen analytical competence and sensitize about power dynamics. Those involved expressed the need for more on the job learning and coaching.

4. Capacity development with major boost during f2f meeting: The f2f in Egypt was a key moment for capacity development in 2013. In addition, active contribution to the DeLoG/L4D courses on decentralization and local governance was pursued (Donor Coordination Group DLG/Learn for Development). The standard training offer for DLGN members is a chance to learn about basic concepts and strategies, tools and approaches of other agencies and to develop a common understanding. Next training will be held in 2014. Investigations for in-country training events in 2014 are in process. The SDC proposal to organize a regional training in West-Africa was postponed to 2015 and will need thorough preparation in 2014. A pilot e-learning course was launched with participation of 3 network members. First experience has been shared with DeLoG/L4D.

5. Rather limited engagement in policy dialogue and multilateral priorities: With limited available time, the follow up on policy dialogue and multilateral issues was not possible to the desired extent. Priority was given to DeLoG and the partnership with international IDEA. With the new program officer to the focal point, a stronger engagement in policy dialogue, collaboration within GOVNET and exchange with multilateral actors, e.g. UNDP is evolving. Collaboration within DeLoG working groups is increasing. This will be further expanded in 2014. The same applies for exploring new possible partnerships.

Preparation of the thematic policy paper DLG is in process with some delay. A position paper on democracy promotion is underway, in close coordination with the Division of Human Security (DHS), and will be integrated in the DLG policy paper. The process of governance evaluation (controlling) is delayed and the clarification on the concept of transversal governance still pending. This will be addressed by early 2014. Decision about possible transition of the dissolved PED network to DLGN was postponed. It is a question of available resources, SDC overall governance approach and internal thematic articulation around governance subcomponents.

6. Strengthened Human Resources: The focal point has been replaced by his successor, Corinne Huser (90%). A new program officer to the focal point, Harald Schenker, started working by end August (100%). He will mainly focus on strategic partners and policy dialogue, with particular responsibility for preparing the Swiss chairmanship of international IDEA in 2015. Doris Romer, who devoted her 50% capacity to the follow-up of institutional partnerships retired in May 2013. Stephanie Guha primarily attributed her 20% to the follow up of the BiH capitalization process with IDS. She will continue working on visual methods as part of her commitment for the network. Christa Romagnini is working as a program assistant (60%) for the focal point. The Focal Point is now better staffed with a small focal point team (210% program capacity and 60% program assistance). The ability to respond to expressed demands will however depend on real commitments by network members.

3. Priorities 2014 (see Annex 3A)

The Focal Point DLG will focus on the following four priorities: i) deepen and expand learning in actual and less experienced thematic priority areas; ii) providing work guidance in results measurement and participatory visual methods; iii) further enhancing peer exchange among network members and outreach to operations; iv) intensified policy work and multilateral collaboration.

1. Deepening and expanding learning for network members

During the f2f meeting and the core group retreat, network members defined thematic priority areas in which they want to deepen or expand their knowledge, rather than adding new ones. Two approaches will be followed. First: to continue concrete practice exchange on actual topics, such as fiscal decentralization, social accountability, social inclusion and electoral assistance. Second: to acquire new knowledge on closely linked but less experienced topics, such as the role of relevant but less targeted political actors in influencing democratic local governance (e.g. parliaments, political parties, genuine citizens' movements), and possible ways of engaging with these actors while minimizing the risks involved. To the first, network members will engage in peer exchange in core group meetings and online discussions, complemented by targeted expert and practitioners inputs beyond the SDC family (e.g. by strategic partners, researchers, GOVNET and DeLoG expertise). To the second, targeted action research will be commissioned and current SDC, other practitioners experience further explored. To complement thematic learning IDS planned 1-2 reading weeks and e-discussions catering particular demand of the network members. The extent to which each topic can be dealt with needs to be further specified. Fiscal decentralization is a strong priority in several divisions with a wish to develop benchmarks and guiding questions. Work on political actors was a clear message during the f2f meeting. Priorities, feasible workflow and real commitments of network members will be further specified in January.

For training, the outsourcing approach to DeLoG/L4D will be maintained. Network members will be invited to attend the next DeLoG/L4D standard training, 25th - 27th of March in Vienna. Two in-country trainings are planned: possibly in Albania, under the lead of SDC, and in Burkina Faso, under the lead of UNDP. These offer an opportunity to develop common understanding on concepts and reform perspectives among development partners, Government and civil society representatives in a given country. Further, the focal point will support the idea to develop a regional L4D course for West Africa for 2015. The actual course development within the L4D initiative on political economy will be followed and possible tailor made training opportunities for DLGN explored.

2. Work guidance on results measurement and participatory visual methods

Main priority is to define reference outcomes and indicators for the monitoring of cooperation strategies (and of programs in a later step), in conjunction with conceptual guidance to use participatory visual methods for beneficiary assessments. A working group with representatives of the of quality assurance division will engage in this work and organize a first learning event after completion in September. The group will consider interfaces with cognate themes, such as human rights, transversal governance and peace and state building goals. It will include dimensions of changing power relations and policy influencing. Results will be linked to the monitoring of the message on international cooperation (2013-2016).

3. Further strengthening peer exchange and outreach to operations

The focal point team gives high priority to nourish the positive network dynamics of the past year. It will promote exchange among peers with thematic online discussions, during regional seminars and in the core group meetings. Ways for more spontaneous online communication will be tested, (together with division knowledge & learning processes), outreach to regional advisors and existing regional dynamics intensified.

The peer support approach is an important pillar for application of learning and associated change of practice. The focal point will promote and facilitate participation of network members in PCM milestones, regional seminars (to the extent possible) in order to establish in-house expert resources. In addition it will make an effort to increase outreach to division and cooperation office management with short, targeted information and visual communication methods. In particular, the use of local governance assessments in PCM shall be promoted.

4. Intensified policy dialogue and multilateral work

The post 2015 process will remain high on the agenda and discussions will be closely followed. The focal point team will intensify thematic contributions to international and multilateral policy dialog and standard setting, in the frame of GOVNET, the SDC-EU dialogue program, ongoing consultations with selected bilateral development partners and multilateral organizations. UNDP for example defines democratic governance as one important result area of its new strategy (2014-2017), and the focal point team will assist core contribution discussions or discussions around the 'UNDP Democratic Governance Thematic Trust Fund', led by the division Global Institutions. Other avenues of possible collaboration with UNDP/UNCDF, Worldbank and regional development banks will be further explored. The aim is to feed in proven SDC experience to relevant global platforms, practitioners and expand its knowledge base with external expertise. The focal point team will pursue and expand the already active collaboration within DeLoG, particularly in the working groups L4D, results monitoring and work in fragile/conflict situations. New collaboration and partnership with national and international competence centers will be explored.

A major highlight is the forthcoming Swiss chairmanship of international IDEA in 2015. This requires major preparatory work to host the high level annual council meeting of member states and the annual democracy forum in November 2015. In addition, a number of side events for the year of the chairmanship need to be organized. Switzerland will act as vice chair in 2014 and participate in the steering committee meetings 4/year, council meetings 2/year.

In terms of internal policy development a position paper on SDC democracy assistance is being prepared and coordinated with the political division human security. This will contribute to the new policy paper on democratization, decentralization and local governance (DLG) which is under preparation and will be finalized early 2014. The focal point team will also invest in clarifying the transversal dimension of governance and contribute to in-house conceptual discussion on governance, closely linked to the external SDC evaluation on Governance.

Annex 1A Focal Point DLG - Expected Results 2013 – Review November 2013

Theme	Objective	Output/Indicator	Outcomes	Achievements as of June 2013 / required adaptations	Achievements as of November 2013 / required adaptations
F2F in Egypt	Revitalize network Push thematic learning, exchange Introduce guidance, methodological experiences, and recommendations from running learning projects Prioritize future learning priorities	Successful learning event degree of participation and engagement in exchange	Increased motivation to use methodological approaches, facilitated access Network dynamics	Objective fully achieved Future learning priorities drafted	Achieved: <ul style="list-style-type: none"> - 80 participants; dynamic conversations, visible community feeling; - Results of learning since last f2f presented and valorized; brainstorming on various topics. - Good articulation with the actual context EMM - IDS as useful resource for thematic learning - Future learning priorities identified and included in AP 2014
Partnerships	Renew contribution contract FoF, Institute of Federalism (IFF) Define Criteria for partnership with Swiss research structure research uptake and capdev with IDS	Credit proposals Framework and criteria		Both credit proposals approved Contracts in process Postponed to 2014 Potentials outlined at F2F, implementation depending on capacities of FP	Partially achieved: <ul style="list-style-type: none"> - FoF, IFF credit proposals approved, contracts signed - Identification of new partnerships postponed to 2014 - IDS: 2nd round of research defined; follow up on learning projects and CapDev in process

Theme	Objective	Output/Indicator	Outcomes	Achievements as of June 2013 / required adaptations	Achievements as of November 2013 / re-required adaptations
Multilateral Priorities	<p>Preparation Swiss Chairmanship IDEA 2015</p> <p>Contribute to formulation of post MDGs Develop a work programme and establish activities supporting multilateral dialogue Continue exchange and active engagement with the DeLoG group and its secretariat Contribute to establishment of "Int. Governance for development Platform" IGDP (former GOVNET) Contribution to the UNDP-UNCDF Contribute to dialogue with UNDP/democracy assistance</p>	<p>Participation in 4-6 meetings in Stockholm Rise Core Contribution to IDEA Participation in Task Force</p> <p>joint organization of one in-country training in the Western Balkans</p>	<p>Intensified exchange , effective support (steering committee) Governance aspects in Swiss position</p> <p>For 2014</p> <p>Partnership on the "Local Development Academy" of UNCDF</p>	<p>Representation and inputs via Swiss Embassy Stockholm Further intensification and interaction to be planned for 2014</p> <p>Input paper on Governance in 2015 was prepared for Swiss intra-governmental WG Contribution to work plan of DeLoG secretariat , active participation in Annual Meeting NY (June)</p> <p>Postponed to 2014</p>	<p>IDEA achieved:</p> <ul style="list-style-type: none"> - Representation and inputs via Swiss Embassy Stockholm; participation in council meeting 11/2014 by FP - Introduction of the new FP team to IDEA - Preparation of chairmanship IDEA in 2014 <p>Post MDGs achieved:</p> <ul style="list-style-type: none"> - Input paper on Governance finalized with broad consultation, under the lead of BAH - Loose follow up on UCLG process <p>DELOG achieved:</p> <ul style="list-style-type: none"> - Participation in the annual & WG meetings - Inputs to working groups, mainly on L4Dev <p>UNDP-UNCDF not achieved: More exchange in 2014</p> <p>IGDP Achieved: Participation in meetings and increasing collaboration</p>

Theme	Objective	Output/Indicator	Outcomes	Achievements as of June 2013 / required adaptations	Achievements as of November 2013 / re-required adaptations
Focal Point Development	Staff replacement, team development Clarify concept "transversal governance" Relationship with PED network			Recruitment PO, transfer to successor FP on going	Staff replacement achieved: New FP assumed work, new PO to the FP recruited, introduction in process Concept of transversal Governance postponed to 2014, in coordination with Gov Evaluation Collaboration with PED network during the f2f. Loose follow up on course design L4Dev/PEA; no further exchange after PED network was dissolved
Thematic policy	Thematic evaluation (controlling) Thematic policy (Paper B)	Product Paper	Confirmation that LGD programmes are worth it Definition of policy in DLG	Draft concept was consulted with FP by Controlling division Draft Policy in work (Matthias Hausherr)	Thematic evaluation on governance in process: Draft concept commented, further process delayed (controlling) Policy paper in process, due to transition to new team slightly delayed

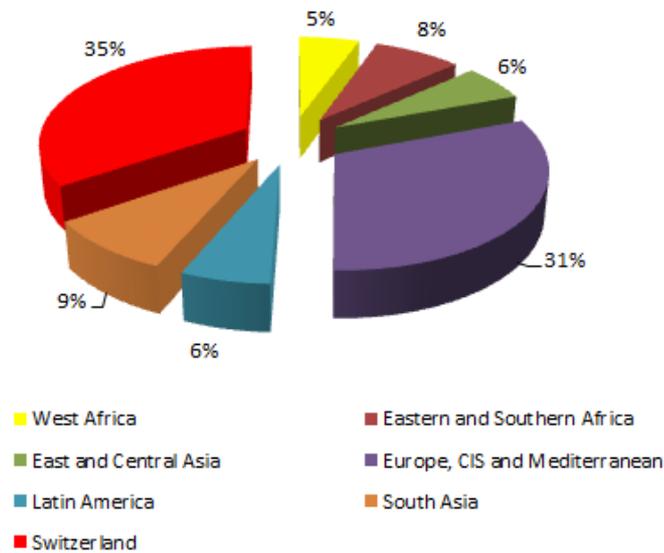
Theme	Objective	Output/Indicator	Outcomes	Achievements as of June 2013 / required adaptations	Achievements as of November 2013 / re-required adaptations
Capacity development	Organize one or two courses of the DeLoG/T4D in the framework of the DeLoG contribution Workshops and courses on PED with IDS			Prep. of In-country course in Burkina Faso for 2014 Regional Workshop in Nis Contribution/input to discussion of PEA in WBA at the F2F in Aswan	CapDev achieved: - L4Dev on track: Preparation for Burkina Faso in process; in addition preparation for in-country course in Albania initiated - PED workshops & f2f inputs by IDS concluded
Methodological development	Testing visual methods for empowering marginalized stakeholders in political processes	Digital stories and participatory videos on local governance in BiH. Recommendations and guidance for using them in PCM, in reporting of induced changes, and as empowerment approaches in decentralization projects	Openness and motivation of SDC and partners' staff to apply these methods in concrete cooperation contexts	11 Digital stories, 3 participatory videos produced. Communication plan is established on how to use these products for improved local dialogue in BiH (Doboj, Doboj Istok , etc.).	Partially achieved: - 11 Digital stories, 3 participatory videos produced. Results presented during f2f, in OZA forum and the division LA. Communication strategy for dissemination in BiH, process video, handbook on digital story producing being finalized by end 2013. - Further conceptual thinking necessary on how to use for PCM reporting and communication purposes. - In addition policy briefs on 2 learning projects available

Annex 1B Overview of total dlgn - Results and Products 2009-2013

Experience Capitalisation	Working aids, instruments	Policy Contribution	Trainings	Communication products	Thematic studies, reviews
<p>7 learning projects conducted including 31 case studies and 7 e-discussions on following topics:</p> <ul style="list-style-type: none"> • Sustainable municipal finances • Social inclusion • Local governance assessment tools • Election support • Study tour guidelines • Citizen participation/social accountability • Outcome measurement. <p>Capitalization of experiences made with the first batch of five learning projects.</p> <p>Capitalization of 10 years support to DLG in Bosnia&Herzegovina, completed until end 2013, using visual methods. So far available:</p> <ul style="list-style-type: none"> • 11 digital stories, Summarized in 3 videos • 5 videos Doboј Istok 	<ul style="list-style-type: none"> • Study Tour Guidelines • SDC Guidelines/Toolkit for Local Governance Assessments • Policy recommendations on social inclusion • Lernbuch “sustainable municipal finances” • Syntheses paper on electoral assistance • Policy briefs on citizen participation/social accountability and on outcome measurement • Good practices on how to conduct successful learning projects 	<p>Various concerning “democracy promotion”</p> <p>Position paper on democracy promotion ready by end year</p> <p>Policy paper DLGN ongoing, final till early 2014</p>	<p>F2F meetings:</p> <ul style="list-style-type: none"> • 2013: F2F meeting in Aswan (81 participants, including resource persons) • 2011: F2F meeting in Sarajevo (73 participants) • 2009: F2F meeting in New Delhi (45 participants), <p>2012: Workshop with authors of WB Study on “Does participation work?”</p> <p>Train4Dev. training (four days) for development partners in Mozambique (45 participants)</p> <p>Train4Dev. training course with DELOG in Thun (40 participants)</p> <p>Workshop with Int. IDEA on democracy assessment</p> <p>Various workshops with IDS experts on PED/PEA in DLG</p> <p>2011: 70 plus days of thematic training in DLG for SDC staff, incl. training on “Coaching”, training with donor coordination group and a three days intensive scientific training at IDS/Sussex. for 10 participants</p>	<p>Four introductory presentations of the tools/ guidelines to be used in discussions with operational divisions and partners.</p> <p>Outsourced Website with “Lernbuch on municipal finances” (http://www.dlgn-smf.ch/)</p> <p>News mail to 180 recipients (11 editions until June 2013)</p>	<p>First round of IDS research papers prepared; to be further elaborated in a second round and finalized by mid 2014. (see annex 4)</p> <p>Evidence based lessons learnt: support to decentralization in developing and transition countries (EvalBrief No1, in cooperation with controlling dep.)</p> <p>31 case studies on the learning projects</p> <p>Inclusive Local Governance for Poverty reduction: a review of Policies and Practices, by IDS</p> <p>PED Analysis’ in the Western Balkans</p>

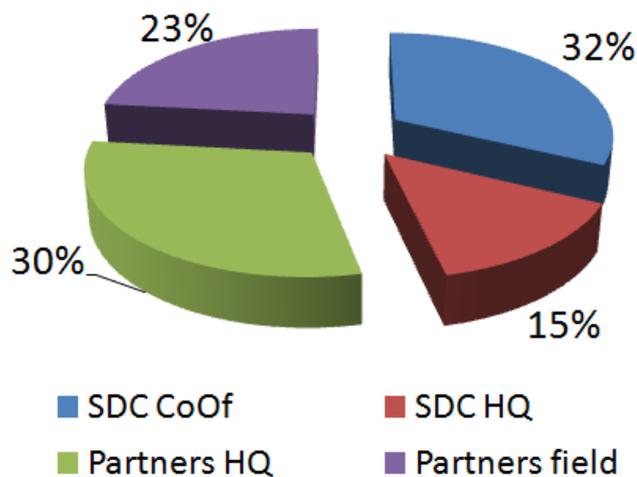
Annex 2 Network Evolution

Regional Representation



Slight increase in members from East and Central Asia, Latin America, Switzerland. Slight decrease from Eastern and Southern Africa and Europe, CIS and the Mediterranean.

Institutional representation of dlgn



The total number of members went from 195 to 202: 65 from SDC SCOs, 29 SDC HQ, 61 participants from partner organizations field and 61 HQ. 43% of participants women and 57% men.

Annex 3A Focal Point DLG - Expected Results 2014

Objectives	Expected results	Outputs/Indicators	Activities	Deadline	Responsible
1. To jointly exchange and learn on DLG practice and methods	Increased knowledge of network members in selected topics of democracy promotion, decentralization and local governance (DDLG) <i>(work in fragile and conflict situations included as transversal dimension)</i>	Knowledge sharing and joint learning organized	<u>Sustainable municipal finance/fiscal decentralization:</u> <ul style="list-style-type: none"> - Peer exchange Core Group/SCOs (fiscal decentralization, predictability, transparency and adequateness of intergovernmental finance system (including transfers), on budget support to LGovt., accountability and tax enforcement, OSR modalities); - Expert inputs (e.g. IDS on taxation, or Swiss expertise on PFM) 	Contin. 2014	HCO, TER, MIL, AKD, HKA, SCO Burundi
			<u>Social accountability:</u> <ul style="list-style-type: none"> - Peer exchange Core Group/SCOs on methods & tools, including aspects of corruption - Expert inputs to discussions (e.g. IDS), - Soc. Acc. workshop hosted in Mozambique with extension to DLGN members 	Cont. 2014 2 nd semester	HCO, MEYBE, URF, SJH SCOs Tanzania & Mozambique
			<u>Social Inclusion:</u> <ul style="list-style-type: none"> - Peer exchange CG/SCOs; - Synthesis of examples of local government financing social inclusion (IDS/HSI) 	Contin. 2014	HCO, MRH, MIL, MPE, SCO Burundi, (HKA - Serbia)
			<u>Electoral assistance:</u> <ul style="list-style-type: none"> - Peer exchange Core Group/SCOs - External expert inputs, (e.g. Swisspeace, Int. IDEA) and FDFA internal (AMS); - Facilitate discussion at management level; 	Contin. 2014	HCO, MEYBE, MOI-(DHS), SCO Tanzania & SA (tbc) (HKA),
			<u>Less targeted political actors:</u> <ul style="list-style-type: none"> - Learning project FP (LP: Desk study & Action research on the role of different political actors at local level, discussing results regionally (resulting in concrete working guidance in 2015); - Parliament assistance: Peer exchange in core group/SCOs; external expert inputs (e.g. UNDP, Int. IDEA); 	CP LP: 01/2014 Contract (IDS, SwP, HSI): 01/2014 Cont. 2014	HCO, SJH, HKA SJH, TER, FFT, HKA (SCOs Serbia, Macedonia)

Objectives	Expected results	Outputs/Indicators	Activities	Deadline	Responsible
	Guidance with working tools	Developed tools	- Define reference indicators for CS (and programs), including aspects of measuring policy influence, change in power relations and social inclusion; (Link to DELOG OM working group)	06/2014	HCO, LAU/RNL, MRH, MIL, HKA, SCO Tanzania
			- Benchmarks, key questions for sound fiscal transfer, on budget support to local governments and ORS systems	12/2014	HCO, TER, MIL, HKA, AKD
			- Support development of practitioners guide on political economy and power analysis (PEPA) (prepared by IDS, in collaboration with SIDA)	12/2014	HCO
			- Handbook on digital story producing (IDS)	03/2014	SJH, GUS
	Stronger competence with training	Trainings offered	- Learning event on DLG Outcome measurement with QS (linked to work on reference indicators)	09/2014	HCO, LAU, SJH,
			- Facilitate access to L4Dev training on DLG	25.-27.03.2014	SJH
			- Support organization of in-country trainings L4Dev/DLG (Albania, Burkina Faso)	tbd	SJH, SCOs
			- Contribute to preparation for L4Dev/DLG regional training for Westafrica	cont. 2014	SJH, MIL, AKD
			- Facilitate access to L4Dev trainings on political economy analysis (PEA)	tbd	SJH HCO
- Facilitate reading weeks at IDS (offer: SI, soc. acc., taxation and accountability, PEA, FCS, 'working with unusual suspects')	2/year	HCO, (Taxation: HKA)			
- Organize short learning events at HQ/during regional seminars;	tbd	HCO, SJH			
Shared understanding on the concept of Transversal Governance	Concept on transversal Gov defined and active inputs to in-house governance discussion	- Accompany external evaluation	Contin. 2014	HCO, MRH	
		- Clarify concept on transversal Gov, linked to QS and Gov Evaluation	06/2014	HCO, LAU, GUS, (MEYBE), SCO SA	
2. To support transfer of acquired knowledge in operational practice	Learning and standards are known, recognized and applied in program work	Communication initiatives	- Communicate learning & tools to divisions and use regional seminars for dissemination	Contin. 2014	HCO, SJH & Core Group, HKA, AKD, Tanz. (3 videos)
			- Communicate to division management good examples of using methods, tools	Contin. 2014	HCO, SJH, MPE

Objectives	Expected results	Outputs/Indicators	Activities	Deadline	Responsible
		Advise & coaching during PCM milestones to the satisfaction of divisions	<ul style="list-style-type: none"> - Advisory & coaching services on demand - Discuss selected CS, EP, CP in core group 	Contin. 2014	HCO, SJH Core Group
		Visual methods further tested and applied for M&E and communication of DLG practice	<ul style="list-style-type: none"> - Finalize BiH products (process video, guidebook, DVD) and follow up experience in Mozambique - Provide guidance on how to use visual methods for M&E purposes and link to QS (Ref. Ind., Ben. Ass.) and WLP; disseminate experience - Develop strategy how to use for in-house communication (including the new DLGN policy) and trainings - Establish pool of resource persons 	03/2014 Contin. 2014	SJH, GUS, MRH (Cuba), WLP&QS HCO, SJH, GUS, MRH, LAU/RNL SJH, GUS
		Evidence of using developed good DLG practice	<ul style="list-style-type: none"> - Analyse key documents (e.g. EoPR, AR, EP, CS) on reflected good practice 	AR: 01/2014	HCO, Core Group
3. To develop thematic policies and engage in international/multilateral dialog & standard setting	SDC position on DLG known	Position paper on democracy promotion and policy paper on DLG	<ul style="list-style-type: none"> - Prepare position paper on democracy promotion and coordinate positioning with DHS - Prepare policy paper DLG, consult, validate - Communicate policy 	02/2014 09/2014 Contin. 2014	HCO, SJH, HKA, HMB
	Contribution to expert discussion and standard setting at international, multilateral level	Inputs to and collaboration with: Post 2015 agenda, GOVNET and DELOG Policy dialogue with EU & selected development partners UNDP-UNCDF, WB	<ul style="list-style-type: none"> - Provide inputs and participate in WGs, seminars, platforms - Assess possible collaboration with UNDP-UNCDF, WB etc; - Contribution to GovNet Innovation study (via frame credit/contract A&P/GC) 	Contin. 2014 Contin. 2014 CP 01/2014 Study 2014	SJH, HCO, MPE, ETP
	Ground prepared for successful Swiss Chairmanship of International IDEA in 2015	Concept defined, preparation on track	<ul style="list-style-type: none"> - Prepare concept paper for planned activities, events; discussion in directorate - Start preparations for annual conference and democracy forum (Nov 2015), and side events - Ensure Swiss representation in council and steering committee meetings 	03/14 Contin. 2014 Council: 06/14 & 11/14 SteeCom: 4/y	SHJ, HCO, HMB, KJU, Swiss Embassy

Objectives	Expected results	Outputs/Indicators	Activities	Deadline	Responsible
	Relevant international & national centres of competence and experts contribute to DLGN policy work and learning	Partnership with relevant centres of competence maintained, expanded and regular expert inputs organized	<ul style="list-style-type: none"> - Prepare credit proposal/contract for continued core contribution to Int. IDEA - Prepare possible next phase IDS - Regular monitoring of partnerships - Define new possible partnerships - Coordinate expert inputs (mandates) 	End 2014 KA: 101/14, 11/2014 Contin. 2014	SJH, HCO
4. To promote dynamic and inclusive network	Core Group members engage in knowledge sharing and invest in network activities	Members engaged in CG meetings and assume responsibilities as per work plan	<ul style="list-style-type: none"> - Define learning agenda: concepts, timelines, division of responsibilities; monitor progress - Organize regular meetings and retreats - Members define MbO targets 	01/2014, contin. MTR: 06/14 01/2014	HCO, SJH, Core Group
	Enhanced peer exchange among network members	Intensified exchanges among peers (S-S, S-HQ)	<ul style="list-style-type: none"> - Exchange with regional sub-networks and contribute to regional seminars - Strengthen linkages and exchange with regional advisors - Define pool(s) of resource persons - Identify PCM milestones and promote advisory and coaching services by peers (reviews, scoping missions, planning workshops) 	Planned regional seminars: -WBA: 02/2014 -LAD: 04/2014 -LOGIN: 12/13 -WA: 11/2014 -OSA: ~08/2014	HCO, SJH HKA, AKD, Core Group
			<ul style="list-style-type: none"> - Pilot with stimulating ways of online communication - 1-2 e-discussions (IDS via ELDIS platform) - Introduce sharepoint 	Contin. 2014 tbd 2ns sem. 2014	SJH, HCO, WLP
Direction on future network development (external evaluation)	Inputs to external evaluation provided, possible follow up measures initiated	Provide inputs to evaluation and contribute to related discussions; follow up on agreed recommendations	Contin. 2014	HCO, HMB	

Annex 3B Planning overview of most important Events and Activities in 2014

January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
Learning Event Electoral Assistance (IDEA)	Learning Event democracy assessment (IDEA)	25.-27.03. Learn4Dev training on DLG		Reading week @IDS (tbc)				Learning event on DLG Outcome measurement	Reading week @IDS (tbc)		
		Concept paper for Int. IDEA chairmanship to directorate	Member State MTR retreat: 10.04.		Int. IDEA Council					Int. IDEA Council / Dem. Forum Botswana	
Int'l IDEA SC, (date tbc)			Int'l IDEA SC, (date tbc)			Int'l IDEA SC, (date tbc)			Int'l IDEA SC, (date tbc)		
		Introduction position paper democracy promotion Presentation Handbook on Digital Story Production/Screening Documentary			DLGN MTR				Credit proposal for possible next phase contribution to IDS	Presentation of policy paper DLG	Credit proposal core contribution to Int'l IDEA
	Regional seminar WBA: 18.02.-20.02.		Regional seminar LAD 01.04.-03.04.		DeLoG Annual meeting;		Regional seminar OSA tbc: (social accountability)			Regional seminar West Africa	LOGIN Gen. Assembly
Action research IDS/Helvetas IC/SwissPeace on Actors of democracy promotion & presentation of results in regional workshops (tbc)											
to L4Dev trainings political economy analysis (PEA), (number and dates tbc)											
External evaluations on Governance and of the thematic networks (ongoing)											

Annex 4 IDS: Concept notes for applied research and innovative approaches (second call)

Status by 19th August 2013

How can effective governance institutions support improved service delivery, and how can citizens participate effectively in decisions affecting their life? How can international cooperation efforts be better aligned to enhance the impact of democratization and decentralization initiatives? With some of these questions in mind, the IDS Governance Team is undertaking a three year partnership with SDC to support the Democratization, Decentralization and Local Governance Network (DLGN).

The research proposals carried out by the Governance and the Participation teams are based on the first round of research papers for completing and extending previous research studies. The research topics will continue to focus around four thematic questions:

- How to improve the quality of citizen participation, accountability, and representation in young democracies?
- How to support social accountability initiatives the local level?
- How to better understand the political economy of decentralization to ensure that works for the people?
- How to facilitate nonviolent transitions towards democracy in conflict contexts?

The suggested timeframe for the pieces of research is approximately mid 2014 (see time frame below). Short papers will be published in the IDS Bulletin on Decentralization and Local Governance, scheduled for November 2014, as a way of profiling this work, beyond the DLGN audience.

Author	Title & theme	Timeframe	Resources requested	Outputs / notes
Anuradha Joshi	'Causal Chain Analysis and Evidence'	Aug 2013 – March 2014 with draft by January 2014	10 Fellow time 20 days RA time	Conceptual paper of 20-25 pages
Jethro Pettit	Handbook on methods of power and political economy analysis Follows on from previous work	Proposal, outline and two draft chapters by September 2013. Publishers will be approached and a book contract agreed by December 2013. Jan-Aug 2014 submission in Dec 2014	30 days (or more if available) Possibly extra resources needed for preparing the handbook for publishing This could come out of 'mandated time' or 'capacity development'	Handbook Builds on work for Sida, but requires extra resources for this sort of publication
Mariz Tadros	Democracy promotion and citizenship: Understanding ruptures and capturing citizens' pulse	January to May 2014 with draft by March 2014	10 Fellow time 20 days RA time	Conceptual paper of 20-25 pages
Mariz Tadros	Decentralization and social cohesion in religiously heterogeneous contexts: increased sectarianism in the context of Egypt	December 2013 to April 2014 with draft by end March 2014	10 Fellow time 20 days RA time	Conceptual paper of 20-25 pages
Markus Schultze-Kraft	Decentralization and Peace-building in Kosovo: Is there a role for social accountability? Consolidating the research	By end of 2013	10 days fellow time £750 for RA Plus travel expenses	Article for submission to journal
Shandana Khan Mohmand	Formality and Informality of Local Governance Institutions in the Western Balkans	TBC	10 days fellow time 10 days plus 5 days for field work for RA in Serbia 10 days plus 5 days for field work for RA in BiH	Analytical paper