



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

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### **1. The Context**

#### **Global Agenda**

The post-2015 development agenda continued to dominate the global discourse and culminated in the formulation of seventeen draft Sustainable Development Goals (SDGs), including targets. This draft will be subjected to negotiations between UN member states. In parallel the processes of breaking down the targets into concrete indicators and developing monitoring modalities for the implementation of the SDGs are ongoing in a variety of fora.

Many issues relating to governance, including its sub-national dimension are reflected without using the word “governance” in goal 16: *“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”* This could be done more completely and systematically. Also, governance is mainstreamed to a certain degree across the entirety of the SDGs.

In its involvement, and in line with its learning focus on effective and inclusive civic engagement as well as on unusual political actors in local governance, DLGN tried to promote issues pertaining to the area of democratic governance, which received less attention in a discourse focusing predominantly on effective state institutions.

#### **Regional Developments**

The year has been marked by an upsurge and escalation of violent conflicts, but also by examples of successful conflict management and smooth transition to democratically legitimised institutions. As a trend, it seems that reforms towards stronger and better functioning institutions continued, while at the same time participation of citizens is rather decreasing and governments actively constrict spaces and opportunities for civil society. This goes in line with a tendency towards more authoritarian rule in a number of contexts, which involves control over society on one hand, and interest in efficient institutions on the other.

**Africa** continues to paint a mixed picture, with **fragility dominating**. On one hand, violence and increasing fragility pose a threat to progress in governance in a large number of contexts (Nigeria, Mali, Horn of Africa, Tansania, Great Lakes Region). On the other hand, the handling of the crisis in Burkina Faso, including the foreseen elections in 2015, denote a level of political and democratic maturity of all actors involved, and especially the people, which could inspire hope beyond the country itself.

Following the **North-African revolutions**, only Tunisia finds itself on its way to a democratic transition of its institutions, which continue to be threatened by terrorism, but also a weak economy. Morocco remained stable and Egypt stabilised, but in both countries space shrank further for civil society.

The **Near East has seen a drastic deterioration** of the political and security situation, leaving narrow spaces for pushing a DLG agenda, if at all. A third war in six years and its aftermath took its toll on the West Bank, including East Jerusalem, and in the Gaza Strip. Interlinked armed conflicts have led to a **full scale complex regional crisis** having a devastating impact on Syria and Iraq but also on Lebanon, Jordan and Turkey, with only Jordan maintaining relative stability and Yemen remaining tense.

**Re-centralization of power, lack of division of powers and hegemony of ruling parties** continue to characterize the political context in **Latin-America**, specifically in Nicaragua and Bolivia, at the cost of human rights and freedom of expression. Decentralisation reforms continue to face the challenge of low local capacity. Honduras continues to be marked by high levels of violence and institutional instability; reforms in Cuba are slow and face the emergence of an increasingly demanding middle class. The fact that Haiti was not able to organize national

and local elections could lead to radicalization of the opposition. Corruption remains endemic on a regional level, and increasing pressure from drug trafficking rings puts increased pressure on already weak institutions.

**Fragile contexts** persist in **Asia**, with **difficult political and economic settings**: stagnation if not deterioration of governance in Afghanistan and Bangladesh; a deadlock in Nepal; closing space for civil society and worsening human rights situation in Laos and Vietnam, but also in Central Asia; electoral uncertainty in Myanmar. On the other hand, slight improvement in sub-national governance can be noted in Pakistan, challenged by protests and the persistence of conflict; political stabilisation and improved governance can be noted in Cambodia, and ambitious decentralization efforts are maintained in Mongolia however, threatened by economic setbacks. Uncertainty persists in Central Asia about gravitating between Russian and Chinese spheres of influence.

**Eastern Europe and the Caucasus** were **shaken up by the Ukrainian crisis** and its possible wider implications, driving Moldova, Georgia and Ukraine closer to the EU, and Armenia closer to Russia. Ukraine itself is torn between an ongoing conflict and the need to stabilize the country, upon which the success of a major decentralisation reform depends. Incipient decentralisation efforts were made in Georgia and Armenia. At the same time, Armenia and Azerbaijan witnessed a worsening of the situation of civil society, quite drastically in the latter.

The political, social and economic context in the **Western Balkans remains challenging**, especially with the EU accession process continuously losing traction. Serbia's balance between the EU and Russia is illustrative of this. A tangible deterioration in democratic governance in Macedonia, citizens' protests and parliamentary elections in Bosnia and Herzegovina in early 2014 and a political stalemate in Kosovo before the eventual successful formation of a new government in late 2014 marked the year, but also a beginning (though highly contested) re-organisation of Albania's local government map.

### **SDC policy development**

The formulation of positions for the new Swiss Parliament Message 2017-2020 has started in the second half of the year and DLGN has actively contributed input, thus asserting its role to provide strategic orientation in the governance domain. With the process gaining pace in 2015, this strand of activity is very likely to increase in intensity.

The evaluation of SDC's governance-related activities recommended that a better institutional anchoring be given to this domain, which concentrates more than 30% of SDC's spending. A management response proposing a way forward is expected in early 2015.

## 2. Results 2014 (see Annex 1A)

### 1. To jointly exchange and learn on DLG practice and methods

**Joint learning and mapping of experience:** The network members had defined a number of learning topics which they further specified and adapted during the year. **Two types of activities were followed:**

- **First: Deepening learning and exchange**, mainly on the issues of citizen engagement, (partially including social accountability), and on local government revenues. **Modalities of engagement** were: **e-discussion** on 'civic engagement in local governance' (May) followed by a **learning retreat** on the same topic (September), one e-discussion on 'sustainable local government financing' (November). The sequencing of the e-discussion with a learning retreat proved of value as learning format. There was large and active participation by the DLGN members and feedbacks were positive. In Pakistan for example, it provided practical ideas for re-designing a program on social mobilization in the FATA region. LOGIN drew on concepts and reading references that came out of the DLGN learning for a study pack on civic engagement in local governance. The SCO Mekong in Laos could use some of the learning material for preparing its citizen participation calendar 2015. And in Nicaragua, ideas and contacts could be harvested for the preparation of a new civil society support program. Remaining questions, e.g. on inclusive and informal types of citizen engagement will require further deepening in 2015. The results from the second e-discussion showed that there is a lot of work and interesting thinking ongoing on local revenue generation, fiscal transfers and public finance and accountability issues. Many practical examples have been shared, particularly from the Western Balkans and East/South Africa regions.

Another modality was the exchange in **regional workshops**, in the Western Balkans (February: local government associations and revenue generation), Latin America (April: inclusive citizen participation & service provision), and during the annual meeting of the Asia network on Decentralization and Local Governance (LOGIN) in December. The regional workshops were organized by the geographic divisions with selective inputs by the focal point, for example on the instrument of local governance assessments and/or on the capitalization of experience on citizen participation. This was shared to certain degree with the larger network.

- **Second: quick mapping and analysis of experience**, for example: in the areas of electoral assistance, in close collaboration with DHS (Swiss experience & donor mapping); parliament support (SDC approaches & donor mapping); local government revenue mobilization (quick overview on domestic resource mobilization initiatives and mapping & analysis of direct budget support to local governments by the regional advisor Western Balkan's); and on the work with so far less targeted political actors (new learning project). The latter stimulated internal reflection processes in the cooperation offices (12) that responded to the questionnaire, and a first action research study on 'traditional leaders' has been initiated in Macedonia in December. Two more will be realized in Tanzania (February) and in Mongolia (March). All these activities will serve as input to various DLG thematic papers and the DLG policy paper, and will be the basis for continued peer exchange in 2015. Social inclusion was no longer pursued as standalone topic but addressed in transversal manner within the thematic work streams.

**Learning sessions in the core group and training offers:** Several training opportunities could be offered with participation by network members. Three DLG trainings were conducted by DeLoG (a donor coordination group on decentralization & local governance): **standard training** in March for donor agencies, with considerable participation of DLGN members, one **in-country training in Albania** with the coordination of the SDC cooperation office in Tirana, and one **e-course** in October/November (participation from 8 SDC cooperation offices). While

the quality of the **first needs improvement**, the feedback to **the second was very positive**. For Albania it was timely in view of the new government reform dynamic and it was marked by joint ownership of donors and government. Results were fed into the processes of writing the new decentralization strategy. Preparations for a regional training in West Africa were postponed to 2015. The focal point also assured continuity of SDC engagement in the donor coordination group on political economy training, after the **PED** network in SDC had been dissolved. The training material was completed and one **pilot training** organized (June), with **positive feedbacks** from the two SDC participants (SCO's Albania, Tanzania). Apparently it stimulated new ways of thinking and provided a platform for networking. More trainings are under preparation for 2015, one for SDC headquarters possibly in March, and others also in-country, (e.g. in Latin America in October), and a community of practice shall be established. The DLGN **core group** organized a series of **learning and sharing sessions with overall positive feedback**, e.g.: on electoral assistance, democracy assessments, feedback from the Western Balkan regional workshop, political economy and power analysis, IDS research studies, and the new tool for social accountability monitoring and evaluation (SAME) developed by the division East/South Africa.

**All in all, these initiatives contributed to enhance knowledge of network members, provide inspiration, new ideas and to nurture the network dynamic. Knowledge on civic engagement could be deepened and expanded; some of it is reflected in new project ideas. Conceptual learning on social accountability will be further discussed, and exchange on dimensions of fiscal decentralization continued. Network members are interested to learn about new thinking but time constraints seem to be the major obstacle for more in-depth analysis and reflection.**

**Guidance on managing for results and on participatory visual methods:** After consultation with the core group, the guidance on managing for results will be finalized by end year and consulted in the larger network and division of quality assurance in January. It provides an overview of major thematic topics, challenges and tips in formulating and measuring results at the level of domain portfolios, as well as a list with possible outcomes, fields of observation and indicators for inspiration. It is thought as a living document and links to useful examples will be constantly updated. The video and handbook on digital story producing have been finalized and complemented by a webpage serving as source of information on transformative creative and visual storytelling methods. A launching event will be held early next year. The planned update of the guidance on governance as transversal theme is postponed to 2015. **These working tools will help to orient operational work of network members.**

## **2. To support transfer of knowledge into operational practice**

This mainly happened by ways of advice to cooperation strategies, design of new projects and during regional seminars. Though very time-consuming this type of activity proved very **useful in terms of** knowledge transfer, relationship building, and for acquiring an overview about main programs and regional profiles. It is however difficult to always clearly attribute the immediate impact on programmatic work. **Application of DLGN learning could be observed in some examples** though not captured systematically: The new civil society or social accountability support programs in Nicaragua and Benin, programs on parliamentary support in Macedonia and Cambodia, new programs in local government budget support and revenue generation in the Western Balkans, on electoral assistance in Afghanistan, Myanmar or Kyrgyzstan, plans to conduct local governance assessments in Bhutan, possibly Benin and the new cooperation strategies Tanzania and Ukraine, to name a few. Targeted information by the focal point to the division's management only happened to a limited degree. This shall be done more systematically in 2015, together with the respective core group members.

## **3. To develop thematic policies and engage in global policy dialogue**

**Continuous engagement at the level of international policy dialogue:** The focal point ac-

tively contributed to the **post-2015 negotiations**, namely to Switzerland's positioning on governance in the SDG working group (inputs to documents, breakfast meeting in New York). Uptake of positions could be negotiated for key aspects, except the strengthening of civic engagement and civil society. Positions are well reflected in the Federal Councils position paper, though unfortunately good governance is not amongst Switzerland's four top priority themes. At the level of donor collaboration, the focal point **continuously participated** in the **DAC/Govnet** meetings and **contributes** to a Govnet study on 'innovation in DLG'. Exchange within the **DeLoG** continues, though more active participation in other work streams than training was not possible. Some avenues of possible collaboration with UNDP/UNCDF, Worldbank (GPSA) have been explored but assessed as not yet promising enough.

**Intense collaboration with strategic partners:** DLGN organized two interesting learning sessions at headquarters with **International IDEA** on 'electoral assistance' and 'democracy assessments'. This partnership also required close follow up on various management issues and the strategic repositioning of the organization. Initial preparation for the Swiss chairmanship 2015 started (concept paper), the ground is well prepared. Inputs to strategy reflections have also been provided to the **Forum of Federations**, another strategic partner organization. **Collaboration with IDS gained new momentum**, with the moderation of two e-discussions, one learning retreat (successful piloting of new learning format with IDS), participation in Latin America regional workshop, and two learning sessions at headquarters. Besides, **first steps were initiated to increase outreach to Swiss competence centers**, e.g. initial exchange with the Democracy Institute in Aarau, the Institute for Governance in Basel, and the college of higher education in Lucerne (on fiscal decentralization/PFM), as well as the continued collaboration with Swisspeace. This activity strand will continue in 2015.

**Policy contribution within SDC:** The policy paper DLG is in preparation with the final draft expected by the end of the year, followed by consultation in January and finalization in February 2015. **First inputs** were provided in **orienting the SDC positioning on governance in the new message (2017-2020)**, in consultation with the focal points C&HR and gender. DLGN also contributed to the **discussion paper for the directorate on 'Financing for Sustainable Development'** (domestic resource mobilization) and made **recommendations on Switzerland's electoral assistance approach**, which were **adopted by the directorate**. Besides, the focal point was actively engaged in **two external evaluations**, the one on SDC networks, and even more so, the one on governance. Results highlighted the good performance of SDC governance programming but identified significant missed opportunities and areas for improvement, such as: formulating more realistic change hypothesis, outcome monitoring and reporting, communication, governance and gender mainstreaming, strengthening the knowledge base and human resources for thematic guidance and quality assurance.

#### **4. To promote a dynamic and inclusive network**

**Committed collaboration in the core group - at times loose:** Though collaboration for the learning topics was rather loose, the core group members supported various mapping initiatives with cooperation offices and provided selective inputs to the core group meetings. They actively contributed to the preparation of this annual program. Bi-weekly meetings were held regularly with varied participation by core group members. These proved to be useful for regular updates, consultations about ongoing work and learning blocks. Overview and understanding about DLG profiles in the different divisions increased. Initial discussion about more systematic exchange with relevant Swiss NGOs will be pursued next year.

**Peer support promoted but still more potential:** Selected initiatives could be facilitated during the year, (e.g. in the context of cooperation strategy Tanzania, project preparations Afghanistan, Benin). **The d-group** continued to be a very dynamic platform for mutual consultations. Core group members would like to further promote peer support, e.g. by means of mixed review teams (SCO staff associated to expert reviews). An overview of PCM milestones in 2015 will facilitate joint identification of respective opportunities. First brainstorming

was held with other focal point colleagues on possible **new forms of online communication**, but nothing initiated yet, mainly due to the delayed migration to sharepoint.

**Efforts to increase outreach to regional dynamics:** The focal point contributed to **3 regional workshops**. As mentioned above, this was very useful for better understanding of regional priorities and realities, communicating some of the DLG learning tools and fostering relationships. Collaboration with the **regional governance advisor** for the Western Balkans could be intensified for several ongoing activities (peer advice, inputs and comments on policy papers, experience mapping, regional learning events on DLGN etc.). Similar initiatives to enhance regional exchange are underway in the divisions East/ Southern Africa (with a new regional advisor) and being explored in the division Latin America. This could be very beneficial for the DLGN. With the Asia network **LOGIN** sporadic exchange was maintained but was more intense during the LOGIN annual assembly meeting in December. LOGIN used DLGN learning on civic participation for its members and vice versa, it developed a distant learning module on fiscal decentralization which could be used by the DLGN. This will be further explored next year.

**Collaboration with other networks:** DLGN contributed to one session on social accountability in fragile and conflict situations during the CHR f2f meeting and held regular consultations during preparation of thematic papers, to integrate human rights and fragility perspectives. With the gender network closer collaboration for 2015 was agreed on women's political empowerment, respectively gender in fiscal decentralization. One member of the gender network will participate in the DLGN working group for the f2f. With the focal point agriculture and food security first brainstorming was held for possible collaboration on land governance in 2016, one of the future themes suggested by the core group members. This will be further consulted with the larger network during the f2f, and with other concerned networks.

### 3. Priorities 2015 (see Annex 3A)

**Expected highlights:** The core group proposed to concentrate on two major thematic topics and to use the f2f in 2015 to share results, deepen learning and define future priorities. Another important milestone is the chairmanship of International IDEA with the organization and execution of the council meeting and joined democracy forum in Switzerland in November 2015. Moreover, the focal point is expected to provide strategic orientations to the new message (2017-2020), and to contribute to the implementation of the recommendations of the governance evaluation, once approved by the directorate. **The f2f meeting will be held on 15<sup>th</sup>–19<sup>th</sup> June 2015 in Mozambique**, back to back with the preceding regional social accountability workshop of OSA division.

DLGN work will be organized around the following objectives:

#### 1. To jointly exchange, learn and develop a common understanding on DLG experience and good practice

Learning and exchange will concentrate mainly **around two topics** which are of course closely interlinked:

- i) **Fiscal decentralization and local government revenue generation for financing local development and public service provision, with a nexus to public finance management and social accountability relations.** This represents a continuation and stock taking of the earlier learning initiative on 'sustainable local government finances'. In all divisions these topics are of high priority. In **collaboration with the gender network** perspectives of gender in PFM or gender responsive budgeting shall be integrated.
- ii) **Public accountability**, including the larger accountability architecture and dimensions of social accountability. The aim is to establish a common understanding on concepts of public

accountability and how we can support different accountability dimensions, for example: engaging with media in their role as 'info-mediaries', social accountability approaches, parliamentary assistance, electoral assistance and forms of non-formalized civic engagement and women leadership. This will be further specified in view of the f2f planning. Learning from the social accountability workshop organized by OSA division prior to the f2f will be shared.

New thinking on so far less targeted political actors in local democracy will be pursued to learn more about their potential role as drivers or restrainers of change and how to engage with them. Social inclusion, gender and DLG in fragile contexts shall be integral part in the thematic work streams. Interesting expertise from DLGN partners and outreach to other competence centers shall enrich joint discussions and mutual learning. Possible post-f2f learning could include targeted webinars, and/or e-discussions, or targeted action research. **As a result it is expected that the DLGN members will receive information, inspiration and ideas for programming in the prioritized topics, and that they develop a common understanding on concepts, approaches.**

**The focal point team is also committed to facilitate access for the DLGN members to quality training with the aim to enhance knowledge and competence** on key aspects of DLG, political economy and power analysis. Together with the network members it will provide an update about available quality trainings in various related fields. Trainings in the frame of L4Dev (DeLoG and political economy) will be continued and E-learning formats further pursued. Together with IDS, action learning (combined with applied research) shall be supported.

## **2. To support transfer of acquired knowledge in operational practice**

With the support of network members, the focal point team will capture interesting experience and communicate to divisions; it will invest to disseminate DLGN learning and follow up on application. Together with the core group members the focal point will continue to provide advise during PCM milestones and facilitate peer support, and/or expert advise. Support for mainstreaming governance and political economy & power shall be strengthened. **The aim is that DLGN learning and standards are known, recognized and used in SDC programs.**

Core group members identified **several divisional priorities for possible engagement with DLGN** (advisory inputs, peer or expert support): In South Asia focus is on social inclusion and DLG in fragile contexts, or DLG in a federal setting. Fragility, inclusion and gender are important in many other divisions too. In Latin America, besides the issue of inequality, the implications of organized crime on good governance and maintaining spaces for civic engagement in countries with increasingly authoritarian tendencies are issues of concern. In East/South and West Africa governance as transversal theme is an explicit priority and examples could also benefit work of DLGN. Social accountability will continue as a priority and elections will be high on the agenda in several countries in Africa. In West Africa, cross border collaboration is a particular feature with a regional program to enhance fiscal decentralization and local governance. To this the planned regional DeLoG training on fiscal decentralization can make a valuable contribution, and in the near future this might also be useful for LOGIN. In the Western Balkans the focus will remain on fiscal decentralization and parliamentary assistance as well as civic engagement, local democracy promotion. In the South Caucasus civic engagement is also on the agenda, as well as local democracy promotion in Kyrgyzstan, with the challenging context of narrowing spaces. With the network C&HR and its working group on civil society, synergies will be used. Several midterm reviews of cooperation strategies (CS) are planned, also a new CS for Niger, and the new CS for Ukraine to be finalized.

## **3. To promote a dynamic and inclusive network**

**Highlight is the f2f in June, which shall contribute to joint exchange and learning, to facilitate networking among members and nurture network dynamic.** It shall offer a good mix of experience exchange and external expert inputs, provided by DLGN members, current

DLGN partners and others (opportunity to expand relationship building to competence centers, experts).

An active core group and network members that invest in DLGN activities are essential. Outreach to relevant Swiss implementing partners for periodic exchange shall be pursued. **The focal point and core group members will jointly advance the DLGN agenda and promote and facilitate peer exchange and support.** This will of course depend on the core group members' ability to regularly engage. Hopefully the migration of DLGN's online resources to a sharepoint-based solution can be finalized in early 2015 and offer a more interactive platform for exchange among DLGN members.

With LOGIN synergies will be actively pursued mainly on local development funds and social accountability, but also on women in politics, functional re-assignments and the e-learning package on fiscal decentralization. DLGN will certainly be able to benefit from learnings of the regional workshops on gender and governance in West Africa, on social accountability in East/South Africa and on subnational budget support and parliamentary assistance in the Western Balkans. **With other thematic networks** (gender, C&HR, agriculture & food security) collaboration and exchange will be pursued as described earlier.

#### **4. To lead on SDC policy and strategy development**

The focal point is committed to **provide strategic orientation on governance** for the elaboration of the **new message (2017-2020)**, and to contribute to the implementation of the recommendations of the **governance evaluation**, once approved by the directorate. Depending on the scope of required follow up measures, this would require adequate resources. The draft policy paper on DLG will be consulted in January and finalized in February; short thematic sub-papers on various topics will follow to be ready for the f2f.

#### **5. To position Switzerland in expert and policy discussion at global level and to collaborate with relevant centers of expertise**

The **post-2015** process will remain high on the agenda and the focal point will **contribute to position Switzerland** in respective discussions. It will continue an active role in donor platforms, and on demand provide inputs to SDC bilateral and multilateral policy dialogue. However, due to high commitments it will not actively invest at this moment in searching new collaborative partnerships at multilateral level.

#### **Major milestone is the forthcoming Swiss chairmanship of International IDEA in 2015.**

This requires significant work to successfully organize the high level annual council meeting of member states combined with the annual democracy forum. The event will be hosted in Switzerland in November 2015. In addition, a number of side events for the year of the chairmanship will be organized in conjunction with the 20<sup>th</sup> anniversary celebrations of IDEA. Switzerland will chair the four steering committee meetings, and the two council meetings taking place in 2015.

**The joint learning and collaboration with other strategic partners and competence centers remains important to DLGN.** The focal point will seize opportunities, such as the f2f and events with International IDEA.

**Strengthened Human Resources for the focal point:** The current focal point team (focal point, Corinne Huser, 90%; program officer, Harald Schenker, 100%), will be expanded with one more program officer (Jonas Frank, 100%). He will mainly focus on aspects of fiscal decentralization, and assume responsibility for the transversal themes of governance and political economy & power. Christa Romagnini is working as a program assistant (60%) for the focal point. The Focal Point is now a bit better equipped to address transversal topics and respond to demands (~ 290% program capacity and 60% program assistance).

## Annex 1A Focal Point DLG - Expected Results 2014 – Review November 2014

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
				<p>See separate report MTR core group of 1<sup>st</sup> Sept.; no major changes since then</p>  <p>Summary_Mid Term Review and Outlook I</p>	
<b>1. To jointly exchange and learn on DLG practice and methods</b>	<p><b>Increased knowledge of network members in selected topics of democracy promotion, decentralization and local governance (DDLG)</b> <i>(work in fragile and conflict situations included as transversal dimension)</i></p> <p><i>Knowledge in civic engagement deepened &amp; spread among members, some also reflected in new project ideas. Initiated conceptual learning on social acc. which will be further discussed in 2015.</i></p> <p><i>First exchange on local government financing /</i></p>	<p>Knowledge sharing and joint learning organized</p>	<p><u>Sustainable municipal finance/fiscal decentralization:</u></p> <ul style="list-style-type: none"> <li>- 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);</li> <li>- Expert inputs (e.g. IDS on taxation, or Swiss expertise on PFM)</li> </ul>		<p>Less intense than planned; initial mapping and peer exchange</p> <ul style="list-style-type: none"> <li>- E-discussion sustainable local government financing &amp; synthesis paper</li> <li>- Quick mapping local government revenue mobilization</li> <li>- Analysis on direct budget support to local governments (RA WBD)</li> <li>- Research presentation IDS on local taxation</li> <li>- Participation in reg. Wshop Western Balkans (Local govt. financing);</li> <li>- Partic. &amp; input to reg. Wshop Westafrica (fiscal transfer systems)</li> </ul>
			<p><u>Social accountability:</u></p> <ul style="list-style-type: none"> <li>- Peer exchange Core Group/SCOs on</li> </ul>		

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
	<p><i>fiscal transfer systems. Will be given more emphasis in 2015</i></p> <p><i>Network members interested to learn about new thinking; time constraints expressed as major problem to allow more profound analysis</i></p>		<p>methods &amp; tools, including aspects of corruption</p> <ul style="list-style-type: none"> <li>- Expert inputs to discussions (e.g. IDS),</li> <li>- Soc. Acc. workshop hosted in Mozambique with extension to DLGN members</li> </ul>		<p>acc. included):</p> <ul style="list-style-type: none"> <li>- E-discussion civic engagement in LGov</li> <li>- Learning retreat inclusive citizen engagement</li> <li>- Regional Wshop LA: learning inputs on incl. Citizen engagement</li> <li>- Research presentation IDS on social acc.</li> <li>- Accountability as priority in 2015; Wshop Mozambique postponed to 2015</li> </ul>
			<p><u>Social Inclusion:</u></p> <ul style="list-style-type: none"> <li>- Peer exchange CG/SCOs;</li> <li>- Synthesis of examples of local government financing social inclusion (IDS/HSI)</li> </ul>		<p>Initial draft paper prepared, but discontinued. Will be treated in transversal way 2015</p>
			<p><u>Electoral assistance:</u></p> <ul style="list-style-type: none"> <li>- Peer exchange Core Group/SCOs</li> <li>- External expert inputs, (e.g. Swispeace, Int. IDEA) and FDFA internal (DHS);</li> <li>- Facilitate discussion at management level;</li> </ul>		<ul style="list-style-type: none"> <li>- Mapping Swiss experience &amp; note to the directorate with recommendations that were adopted</li> <li>- Mapping of other donors completed</li> <li>- Existing working aid will be updated with these new inputs</li> <li>- Close collaboration with DSH; positive experience with new expertise DRI</li> <li>- Wshop with international IDEA on el. assistance</li> </ul>

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
			<u>Less targeted political actors:</u> <ul style="list-style-type: none"> <li>- Learning project FP (LP: Desk study &amp; Action research on the role of different political actors at local level, discussing results regionally (resulting in concrete working guidance in 2015);</li> <li>- Parliament assistance: Peer exchange in core group/SCOs; external expert inputs (e.g. UNDP, Int. IDEA);</li> </ul>		<ul style="list-style-type: none"> <li>- Questionnaire on current experience and open questions sent to SCOs; 13 respondents, quite strong interest to get involved in action research</li> <li>- Synthesis paper on questionnaire &amp; follow up interviews</li> <li>- 1 action research in Macedonia in December; report by Jan 2015</li> <li>- Mapping on parliament assistance ongoing, including mapping of other donors</li> <li>- Comments to the IPU principles for parl. assist.</li> </ul>
	<b>Guidance with working tools</b> <i>Working tools being finalized this year, dissemination and support for application next year</i>	Developed tools	<ul style="list-style-type: none"> <li>- 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)</li> </ul>		Underway: Scope expanded to guidance on results management (definition & M&E of outcomes; some methodological reflections)
<ul style="list-style-type: none"> <li>- Benchmarks, key questions for sound fiscal transfer, on budget support to local governments and ORS systems</li> </ul>				Not followed due to time constraints	
<ul style="list-style-type: none"> <li>- Support development of practitioners guide on political economy and power analysis (PEPA) (prepared by IDS, in collaboration with SIDA)</li> </ul>				<ul style="list-style-type: none"> <li>- BBL on PEPA organized at HQ;</li> <li>- Input on power analysis by IDS during LA workshop &amp; learning retreat</li> <li>- Handbook on power analysis by end year</li> </ul>	
<ul style="list-style-type: none"> <li>- Handbook on digital story producing (IDS)</li> </ul>				Finalized and complemented by webpage as	

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
					resource for participatory methods; but not disseminated yet (launch in Dec/Jan 2015)
	<p><b>Stronger competence with training</b></p> <p><i>Several training opportunities offered with participation by DLGN members. Except for one, feedbacks were positive by the participants. Some triggered new ways of thinking or ideas for program design</i></p>	Trainings offered	<ul style="list-style-type: none"> <li>- Learning event on DLG Outcome measurement with QS (linked to work on reference indicators)</li> <li>- Facilitate access to L4Dev training on DLG</li> <li>- Support organization of in-country trainings L4Dev/DLG (Albania, Burkina Faso)</li> <li>- Contribute to preparation for L4Dev/DLG regional training for Westafrica</li> <li>- Facilitate access to L4Dev trainings on political economy analysis (PEA)</li> <li>- Facilitate reading weeks at IDS (offer: SI, soc. acc., taxation and accountability, PEA, FCS, 'working with unusual suspects')</li> <li>- Organize short learning events at HQ/during regional seminars;</li> </ul>		<ul style="list-style-type: none"> <li>- No learning event on OM, due to time constraints, and preparation of guidance took longer than anticipated;</li> <li>- L4D DLG conducted: 1 generic, 1 in-country, 1 e-course; regional course postponed to 2015</li> <li>- 1 IDS reading week</li> <li>- Several learning events at HQ &amp; during reg. seminars conducted</li> </ul>
	<p><b>Shared understanding on the concept of Transversal Governance</b></p> <p><i>Not yet shared understanding in DLGN. But group of committed people around governance evaluation</i></p>	Concept on transversal Gov defined and active inputs to in-house governance discussion	<ul style="list-style-type: none"> <li>- Accompany external evaluation</li> <li>- Clarify concept on transversal Gov, linked to QS and Gov Evaluation</li> <li>- Contribute to Gov evaluation and discussions</li> </ul>		<ul style="list-style-type: none"> <li>- Active role and contribution to governance evaluation</li> <li>- Input paper on governance for new message</li> <li>- Update of guidance document postponed due to time constraints</li> </ul>
<b>2. To support transfer of acquired knowledge</b>	<b>Learning and standards are known, recognized and applied in program</b>	Communication initiatives	<ul style="list-style-type: none"> <li>- Communicate learning &amp; tools to divisions and use regional seminars for dissemination</li> </ul>		Limited exchange with divisions by focal point but several inputs during various regional seminars. To

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
<b>in operational practice</b>	<b>work</b>				be intensified in 2015
	<i>Sequence of events around civic engagement (e-discussion followed by learning retreat) was useful to enhance learning and promote application</i>		<ul style="list-style-type: none"> <li>- Communicate to division management good examples of using methods, tools</li> </ul>		
	<i>Reminder on local governance assessment in all regional seminars at least renewed awareness about this tool</i>	Advise & coaching during PCM milestones to the satisfaction of divisions	<ul style="list-style-type: none"> <li>- Advisory &amp; coaching services on demand</li> <li>- Discuss selected CS, EP, CP in core group</li> </ul>		Many consultations for EP, CPs. CS involvement/consultation in Tanzania, Ukraine, Afghanistan
	<i>Electoral assistance approaches better known by those involved in project design</i>	Visual methods further tested and applied for M&E and communication of DLG practice	<ul style="list-style-type: none"> <li>- Finalize BiH products (process video, guidebook, DVD) and follow up experience in Mozambique</li> <li>- Provide guidance on how to use visual methods for M&amp;E purposes and link to QS (Ref. Ind., Ben. Ass.) and WLP; disseminate experience</li> <li>- Develop strategy how to use for in-house communication (including the new DLGN policy) and trainings</li> <li>- Establish pool of resource persons</li> </ul>		<ul style="list-style-type: none"> <li>- Finalization of BiH products but with many delays by partners;</li> <li>- Mapping of available material for guidance underway</li> <li>- In house communication postponed to 2015 due to delays. Also no pool of resource persons yet.</li> </ul>
	<i>Direct advise on several aspects during PCM milestones; some uptake observed.</i>  <i>Many key documents do not provide lot of thematic reflections re good practice, thus tracing of uptake is a bit difficult</i>	Evidence of using developed good DLG practice	<ul style="list-style-type: none"> <li>- Analyse key documents (e.g. EoPR, AR, EP, CS) on reflected good practice</li> </ul>		<ul style="list-style-type: none"> <li>- Reading of some EoPR, but they do not provide adequate information on thematic approaches and lessons.</li> <li>- Analysis of key documents but not systematically: EoPR and AR do not reflect on thematic good practice, not the right tool. CS &amp; EPs, CPs analysed and some provide evidence of new thinking; inputs provided where solicited, uptake to be seen.</li> </ul>

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
<b>3. To develop thematic policies and engage in international/ multilateral dialog &amp; standard setting</b>	<p><i>SDC position on DLG known to certain degree</i></p> <p><i>Strategic orientation with policy paper under way; moreover a series of thematic sub papers will follow in 2015</i></p> <p><i>Initial inputs for strategic orientation on governance in the new message</i></p> <p><i>Recommendations on electoral assistance adopted by the directorate</i></p>	<p>Position paper on democracy promotion and policy paper on DLG</p>	<ul style="list-style-type: none"> <li>- Prepare position paper on democracy promotion and coordinate positioning with DHS</li> <li>- Prepare policy paper DLG, consult, validate</li> <li>- Communicate policy</li> </ul>		<p>Final draft by end year, larger consultation, finalization Jan 2015</p>
	<p><b>Contribution to expert discussion and standard setting at international, multilateral level</b></p> <p><i>Continuous participation, contribution in donor coordination platforms</i></p> <p><i>Active contributions to Switzerland's strategic positioning on gov in post-2015 process; uptake of many key aspects and well reflected in the Federal Councils position paper</i></p>	<p>Inputs to and collaboration with:</p> <ul style="list-style-type: none"> <li>- Post 2015 agenda,</li> <li>- GOVNET and DELOG</li> <li>- Policy dialogue with EU &amp; selected development partners</li> <li>- UNDP-UNCDF, WB</li> </ul>	<ul style="list-style-type: none"> <li>- Provide inputs and participate in WGs, seminars, platforms</li> <li>- Assess possible collaboration with UNDP-UNCDF, WB etc;</li> <li>- Contribution to GovNet Innovation study (via frame credit/contract A&amp;P/GC)</li> </ul>		<ul style="list-style-type: none"> <li>- Several inputs to post-2015 positioning on governance</li> <li>- Govnet innovation study initiated, underway</li> <li>- Participation in Delog annual meeting and 2 Govnet meetings</li> <li>- Some avenues with UNCDF, WB (GPSA) explored, but not further pursued (not promising yet)</li> </ul>

Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
	<p><b>Ground prepared for successful Swiss Chairmanship of International IDEA in 2015</b></p> <p><i>Ground prepared; strategic direction clear</i></p>	Concept defined, preparation on track	<ul style="list-style-type: none"> <li>- Prepare concept paper for planned activities, events; discussion in directorate</li> <li>- Start preparations for annual conference and democracy forum (Nov 2015), and side events</li> <li>- Ensure Swiss representation in council and steering committee meetings</li> </ul>		<ul style="list-style-type: none"> <li>- Concept note approved by directorate; Initial brainstorming on thematic subtopics</li> <li>- Swiss representation in different meeting ensured; besides, considerable investment in management/steering issues</li> </ul>
	<p><b>Relevant international &amp; national centres of competence and experts contribute to DLGN policy work and learning</b></p> <p><i>Quite intense collaboration with strategic partners, influencing management/steering issues and contributing to joint learning</i></p>	Partnership with relevant centres of competence maintained, expanded and regular expert inputs organized	<ul style="list-style-type: none"> <li>- Prepare credit proposal/contract for continued core contribution to Int. IDEA</li> <li>- Prepare possible next phase IDS</li> <li>- Regular monitoring of partnerships</li> <li>- Define new possible partnerships</li> <li>- Coordinate expert inputs (mandates)</li> </ul>		<ul style="list-style-type: none"> <li>- IDEA: Will start end year, early 2015</li> <li>- IDS: Phase extension till end Jan 2015; draft Prodoc prepared and outline consulted with core group; CP in preparation.</li> <li>- Inputs to learning events by IDEA &amp; IDS</li> <li>- Participation in FoF strategic council meeting</li> </ul>
<b>4. To promote dynamic and inclusive network</b>	<p><b>Core Group members engage in knowledge sharing and invest in network activities</b></p> <p><i>Network members participate in regular meetings and contribute to the network agenda, as much as their time allows.</i></p>	Members engaged in CG meetings and assume responsibilities as per work plan	<ul style="list-style-type: none"> <li>- Define learning agenda: concepts, timelines, division of responsibilities; monitor progress</li> <li>- Organize regular meetings and retreats</li> <li>- Members define MbO targets</li> </ul>		Regular bi-weekly meetings with varied participation by all members; rather loose collaboration in working groups, but support assured when required

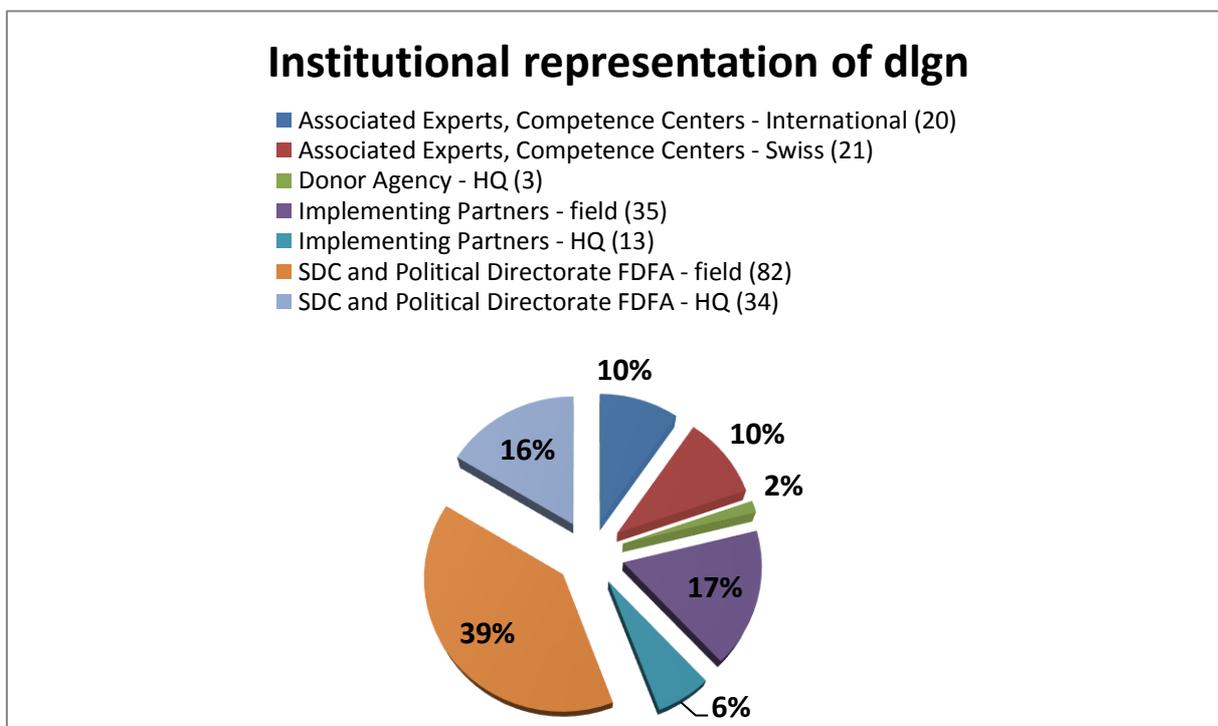
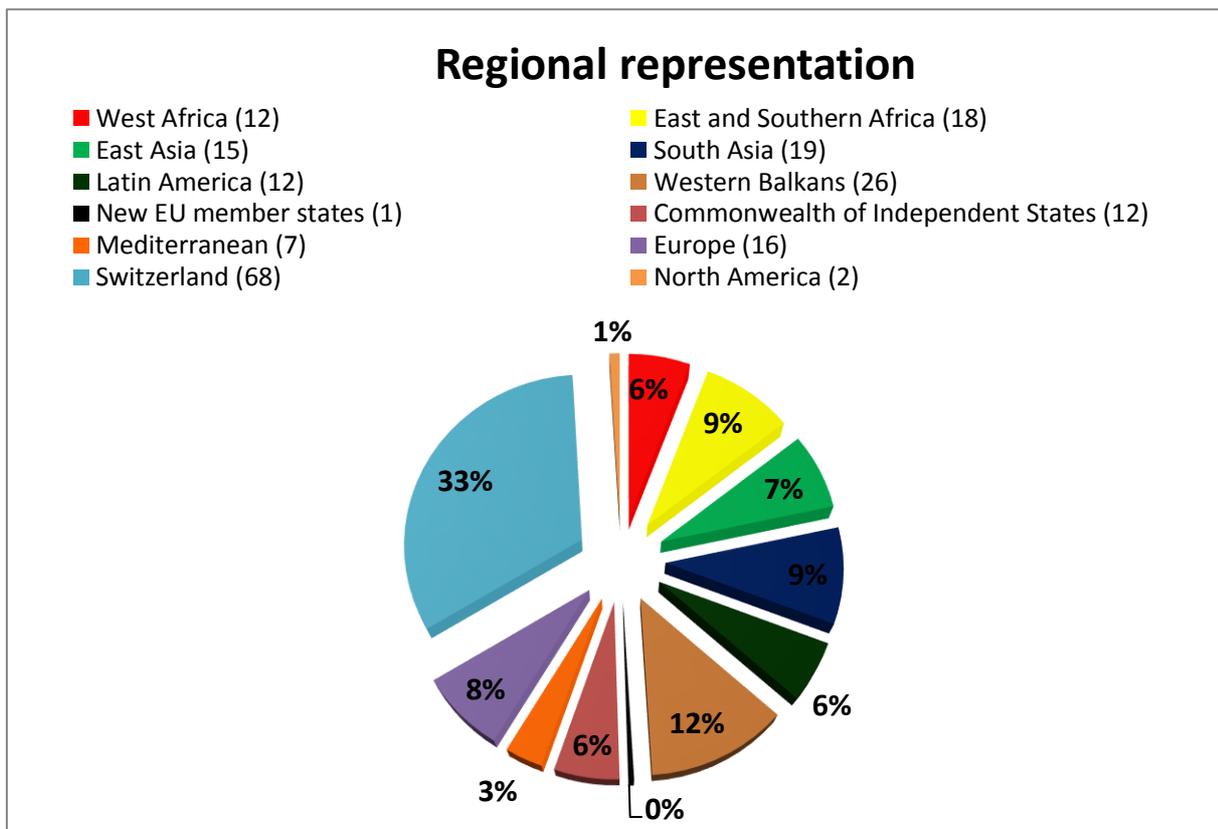
Objectives	Expected results	Outputs/Indicators	Activities	Achievements as of June	Achievements per Nov.
	<p><b>Enhanced peer exchange among network members</b></p> <p><i>Peer support in selected cases, but could be promoted more systematically</i></p> <p><i>Communication mainly via d-group, which is actively utilized but not entirely responding to the requirements.</i></p> <p><i>Shareweb is not adequate for network communication; transition to sharepoint will hopefully improve conditions</i></p>	Intensified exchanges among peers (S-S, S-HQ)	<ul style="list-style-type: none"> <li>- Exchange with regional sub-networks and contribute to regional seminars</li> <li>- Strengthen linkages and exchange with regional advisors</li> <li>- Define pool(s) of resource persons</li> <li>- Identify PCM milestones and promote advisory and coaching services by peers (reviews, scoping missions, planning workshops)</li> </ul>		<ul style="list-style-type: none"> <li>- Participation in 4 regional gov. workshops and selected contributions</li> <li>- Linkage with regional advisor WBD strengthened</li> <li>- Peer exchange promoted in selected cases, not yet systematically; no pool of resource persons established; requires push by CG members, to be pursued in 2015</li> </ul>
			<ul style="list-style-type: none"> <li>- Pilot with stimulating ways of online communication</li> <li>- 1-2 e-discussions (IDS via ELDIS platform)</li> <li>- Introduce sharepoint</li> </ul>		<ul style="list-style-type: none"> <li>- First brainstorming in WG facilitated by knowledge management division. Some ideas but not yet tested; also due to delayed sharepoint</li> <li>- 2 e-discussions held with IDS and their associated experts;</li> <li>- Still very active d-group</li> <li>- 2, maybe 3 newsletters published, less than intended</li> </ul>
	<p><b>Direction on future network development (external evaluation)</b></p> <p><i>Report did not provide new insights; follow up actions in preparation.</i></p>	Inputs to external evaluation provided, possible follow up measures initiated	Provide inputs to evaluation and contribute to related discussions; follow up on agreed recommendations		Inputs to network evaluation provided

## Annex 1B Overview of total dlgn Results and Products 2009 - 2014

Experience Capitalisation	Working aids	Policy contribution	Training	Communication	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"> <li>• Sustainable municipal finances</li> <li>• Social inclusion</li> <li>• Local governance assessment tools</li> <li>• Election support</li> <li>• Study tour guidelines</li> <li>• Citizen participation/social accountability</li> <li>• Outcome measurement</li> </ul>	<ul style="list-style-type: none"> <li>• Study Tour Guidelines</li> <li>• SDC Guidelines/Toolkit for Local Governance Assessments</li> <li>• Policy recommendations on social inclusion</li> <li>• Lernbuch “sustainable municipal finances”</li> <li>• Syntheses paper on electoral assistance</li> <li>• Policy briefs on citizen participation/social accountability and on outcome measurement</li> <li>• Good practices on how to conduct successful learning projects</li> <li>• Working aid on ‘managing for results’</li> <li>• Handbook on participatory visual methods and website as resource for the use of participatory methods</li> </ul>	<p>Various concerning “democracy promotion”</p>	<p>F2F meetings:</p> <ul style="list-style-type: none"> <li>• 2013: F2F meeting in Aswan (81 participants, including resource persons)</li> <li>• 2011: F2F meeting in Sarajevo (73 participants)</li> <li>• 2009: F2F meeting in New Delhi (45 participants)</li> </ul>	<p>Four introductory presentations of the tools/ guidelines to be used in discussions with operational divisions and partners.</p>	<p>Evidence based lessons learnt: support to decentralization in developing and transition countries (Eval-Brief No1, in cooperation with controlling dep.)</p>
		<p>Input paper governance for new message (2017-20)</p>		<p>News mail to 180 recipients (11 editions until June 2013)</p>	<p>31 case studies on the learning projects</p>
		<p>Policy paper DLGN (draft end year, final Jan 2015)</p>		<p>Outsourced Website with “Lernbuch on municipal finances” (<a href="http://www.dlgn-smf.ch/">http://www.dlgn-smf.ch/</a>)</p>	<p>Inclusive Local Governance for Poverty reduction: a review of Policies and Practices, by IDS</p>
		<p>Series of thematic ‘fact sheets’ to democracy promotion, parliament support, electoral assistance, municipal budget support (under preparation, ready at the outset of 2015)</p>		<p><u>2012:</u> Workshop with authors of WB Study on “Does participation work?” Train4Dev. training (four days) for development partners in Mozambique (45 participants); Train4Dev. training course with DELOG in Thun (40 participants); Workshop with Int. IDEA on democracy assessment; Various workshops with IDS experts on PED/PEA in DLG</p>	<p><u>2014:</u></p> <ul style="list-style-type: none"> <li>• Presentation on electoral assistance in S-Asia division</li> <li>• Presentation ongoing priorities DLGN for CIS</li> <li>• Presentation LP citizen participation &amp; work plan DLGN in LA workshop</li> <li>• Presentation LGA guideline in WB workshop</li> <li>• Presentation of LGA, NALAS study &amp; DLGN</li> </ul>

Experience Capitalisation	Working aids	Policy contribution	Training	Communication	Studies, reviews
<p>Capitalization of 10 years support to DLG in Bosnia&amp;Herzegovina, completed until end 2013, using visual methods. So far available:</p> <ul style="list-style-type: none"> <li>• 11 digital stories, Summarized in 3 videos</li> <li>• 5 videos Doboј Istok</li> </ul> <p>e-discussions moderated by IDS: on civic engagement &amp; on sustainable local government financing (May, Nov 2014) with synthesis paper</p>			<p>2014: L4D/Delog: 1 basic course in DLG &amp; 1 in-country course in Albania &amp; 1 e-course; L4D pilot course pol.economy; 1 week learning retreat with IDS on civic engagement; 2x ½ days workshop with Int. IDEA on electoral assistance &amp; democracy assessment; seminar with IDS on research work</p>	<p>work priorities in WA workshop</p> <ul style="list-style-type: none"> <li>• Presentation DLGN priorities in LOGIN assembly (tbd)</li> </ul>	

## Annex 2 Network Evolution



The total number of members went from 202 to 208. 47% of participants women and 53% men.

## Annex 3A Focal Point DLG - Expected Results 2015

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE	
1. To jointly exchange, learn and develop a common understanding on DLG experience and good practice	DLGN members get information, inspiration and ideas for programming on aspects related to fiscal decentralization and public accountability, including reflections on how to engage with so far less targeted political actors (important but less familiar drivers and restrainers of change)	<ul style="list-style-type: none"> <li>- Perception of DLGN members about acquired knowledge and how it can be applied</li> <li>- Documented exchange and learning, accessible to all</li> </ul>	<b>FISCAL TRANSFER SYSTEMS AND LOCAL GOVERNMENT REVENUE GENERATION</b>			
			Quick Mapping current experience with <b>intergovernmental transfer systems</b> ; present selected examples and discuss key dimensions during f2f (e.g. prospects & risks of performance based grants, transparent and predictable transfers, development funds)	Jan-June	HCO, FNO, NAN, KORDA, MIL/AKD, HKA/TARLI, FFT, SAV	
			Quick Mapping of experience & open questions in <b>LGovt revenue generation and how it promotes social accountability relations</b> ; present selected examples and discuss during f2f	Jan-June		
			Provide inputs on <b>key aspects of Public Finance Management at sub-national level</b> , and the link to accountability	June, ff.		
			Link the learning and discussions to <b>Gender &amp; inclusion</b> perspective (e.g. Gender and PFM, GRB)	Jan-June		STEEV (gender network)
			<b>Possible Post f2f activities (tbd)</b> : e.g. targeted webinars, e-discussions etc.	2 <sup>nd</sup> semester		
			<b>PUBLIC ACCOUNTABILITY</b>			
			<b>Establish common understanding</b> about accountability concepts and how we can support accountability dimensions	June, ff.	MEYBE, NAN, STUSV, HKA, HCO	
			Feedback learning from <b>OSA social accountability workshop</b> to DLGN (f2f, etc.)	June, ff.		
			Exchange on <b>Parliament support</b> and the way forward during f2f (presentation and discussion of DLGN paper, IPU principles, AGORA platform etc.)	June, ff.	SJH, HKA/TARLI, FFT	
<b>Electoral Assistance</b> : Present & discuss DLG paper during f2f, wider dissemination & follow up of examples	June, ff.	HCO, DHS				

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
			<b>Possible post f2f activities (tbd):</b> e.g. further deepen analysis of experience in key aspects, e-learning, etc.	2 <sup>nd</sup> semester	FP team
			<b>ACTORS IN LOCAL DEMOCRACY – BEYOND THE USUAL SUSPECTS</b>		
			Complete action research (3) and synthesis of results, share and discuss results and way forward during f2f	June	HCO
			Continue exchange on emerging ideas for programming	2 <sup>nd</sup> sem.	CG
	<b>DLG members acquire knowledge, competence in key aspects of DLG and political economy &amp; power perspectives</b>	<ul style="list-style-type: none"> <li>- Facilitated access to quality training</li> <li>- Perception of DLGN members about acquired learning and usefulness</li> </ul>	<b>TRAINING</b>		
			Provide overview about good quality training offers (e-courses, trainings, etc.)	1 <sup>st</sup> semester	Focal Point Team
			Organize Webinars, e-discussions	2 <sup>nd</sup> semester	
			Facilitate L4Dev Political Economy trainings	March (HQ), October (LA), other tbd	FNO, HCO
			Facilitate Delog regional training	WA: Nov	SJH
			Facilitate Delog foundation training and e-course	tbd	
OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
<b>2. To support transfer of acquired knowledge in operational practice</b>	<b>DLGN Learning and standards are known, recognized and applied in program work</b>	<ul style="list-style-type: none"> <li>- Integration of DLGN learning and guidance in cooperation strategies and programs</li> <li>- Testing of new approaches</li> </ul>	Update list of experts and competence centres	1 <sup>st</sup> semester	Focal Point Team
			Capture interesting & innovative experience and communicate to divisions, disseminate DLGN learning in divisions and follow up its use	continuous	CG, Focal Point Team
			Advise to Cooperation Strategies and during PCM milestones (CS: Niger & Ukraine, MTR: Bolivia & Nicaragua, Benin & Mali, South Caucasus & Central Asia)	continuous	CG, Focal Point Team
			Facilitate access to action learning & action research	continuous	HCO

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
<b>3. To promote dynamic and inclusive network</b>	<b>F2F enhancing joint learning and exchange</b>	<ul style="list-style-type: none"> <li>- Captured results of learning and exchange</li> <li>- Well organized event</li> <li>- Perception of participants about usefulness</li> </ul>	Planning & execution of the event	1 <sup>st</sup> semester	<u>Working Group f2f:</u> FBE/STUSV, MEYBE, MIL, MRH, FFT, STEEV, Focal Point Team
			Document learning and disseminate	2 <sup>nd</sup> semester	
	<b>Core Group members invest in network activities</b>	<ul style="list-style-type: none"> <li>- Level of inputs to core group meetings</li> <li>- Specific contribution to learning themes and f2f</li> </ul>	Participate, contribute to CG meetings and thematic working groups	continuous	CG
			Contribute to thematic inputs for f2f	Jan-June	
	<b>Network members engage in peer exchange</b>	<ul style="list-style-type: none"> <li>- Peer advise during PCM milestones</li> <li>- Level of engagement in e-discussions, webinars, d-group</li> <li>- Contributions to CapEx, f2f</li> </ul>	Mapping of PCM milestones	January	CG
			Facilitate and promote peer exchange & peer support	continuous	CG, Focal Point Team
	<b>More of relevant Swiss implementing NGOs are associated to DLGN learning</b>	<ul style="list-style-type: none"> <li>- Expanded relations</li> <li>- Periodic exchange</li> </ul>	<ul style="list-style-type: none"> <li>- Mapping of most relevant actors</li> <li>- Facilitate periodic exchange, discussions</li> </ul>	continuous	Focal Point Team, CG

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
<b>4. To lead on SDC policy &amp; strategy development in DLG</b>	<b>Strategic orientation for the elaboration of the new message</b>	Inputs to documents and discussions	<ul style="list-style-type: none"> <li>- Comment documents and participate in meetings</li> <li>- Coordinate with other Governance focal points</li> </ul>	continuous	HCO, FNO
	<b>DLG thematic positions &amp; policy are known in SDC, by other relevant Departments &amp; Swiss NGOs</b>	<ul style="list-style-type: none"> <li>- Information &amp; dissemination initiatives</li> <li>- Awareness in SDC, other Dep.</li> </ul>	<ul style="list-style-type: none"> <li>- Disseminate thematic positions within SDC and to other departments (SECO, DHS), relevant Swiss NGOs</li> <li>- Identify synergies, scope for collaboration with Departm.</li> </ul>	continuous	

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
	<b>FP contribute to the implementation of recommendations of the Governance Evaluation</b>	Inputs to documents and discussions	<ul style="list-style-type: none"> <li>- Participate in working groups where required</li> <li>- Contribute to implementation of action plan</li> <li>- Update guidance and support mainstreaming governance</li> </ul>	continuous	

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
<b>5. To contribute and position CH in expert &amp; policy discussion at international, multilateral level and to collaborate with relevant centres of expertise</b>	<b>FP shapes discussions and brings back learning to the network:</b> <ul style="list-style-type: none"> <li>- Post-2015 agenda</li> <li>- GOVNET and DELOG</li> <li>- Policy dialogue with bilateral &amp; multilateral development partners</li> </ul>	<ul style="list-style-type: none"> <li>- Inputs to meetings, conferences, working groups,</li> <li>- Uptake of inputs</li> <li>- Information provided to DLGN</li> </ul>	Provide inputs, comments to post-2015 negotiations (Governance, development financing)	continuous	SJH
			Regular participation, active collaboration in GOVNET and DELOG meetings and working groups	continuous	SJH
			On demand: Provide inputs to policy dialogue	on demand	SJH
	<b>Successful Swiss Chairmanship of Int. IDEA</b>	<ul style="list-style-type: none"> <li>- Quantity &amp; quality of expert inputs, level of exchange and debate generated</li> <li>- Positive feedback of participants about events</li> <li>- Inputs for learning to DLGN</li> <li>- Swiss actors have better knowledge of and are linked with IDEA</li> </ul>	<ul style="list-style-type: none"> <li>- Successful delivery on Council meeting and Democracy Forum in Switzerland and other events as needed.</li> <li>- Participate actively in relevant IDEA meetings, events</li> </ul>	December	SJH
	<b>Collaboration/partnership with centres of expertise for learning and policy development (current strategic partners &amp; others)</b>	<ul style="list-style-type: none"> <li>- Concrete learning &amp; inputs for policy development</li> <li>- Perception of DLGN members about acquired learning and ideas for programming</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities and engage in exchange with current strategic partners on particular topics</li> <li>Reach out to other centres of expertise in the context of organizing f2f and IDEA democracy forum</li> </ul>	continuous	Focal Point Team

**Annex 3B Planning overview of most important Events and Activities in 2015**

January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
	DeLoG e-course DLG	L4Dev PEA						DeLoG Annual meeting (date tbc)	L4Dev PEA Latin America	DeLoG RegSem West Africa tbc	
			IDEA MTR		IDEA Council			IDEA 20 <sup>th</sup> Anniversary 15. Sept.		<b>IDEA Council /Dem. Forum Switzerland</b>	
	Launch Website on Transformative Story-telling for Social Change				<b>DLGN F2F</b> 15.-19. June Mozambique		DLGN MTR				
WBA Regional Workshop Pristina 27.-29. Jan.					OSA WS social accountability 8.-12. June  West Africa WS on Gender & Governance 1.-5. June						LOGIN Gen. Assembly
<b>Possible trainings:</b> Learn4Dev training on DLG (date tbc); other L4Dev/PEA trainings (tbd)											

**Annex 4 Budget Focal Point 2015**

	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Contributions:</b>			
IDS	200'000.-	790'200.-	458'500.--
DeLoG	250'000.-	125'000.-	392'500.--
IDEA	800'000.-	1'200'000.-	1'000'000.—
FoF	250'000.-	250'000.--	200'000.—
IFF	576'000.-	576'000.--	500'000.—
GOVNET	220'000.-	0.--	0.—
Fund for new partners	0.-	0.--	600'000.--
<b>Globalkredite Focal Point</b>	521'000.--	400'000.—	400'000.—
Globalkredit IDEA Präsidentschaft	0.--	500'000.--	0.--
<b>Total</b>	<b>2'817'000.--</b>	<b>3'841'200.--</b>	<b>3'551'000.--</b>