



Annual Programme 2016

Network and Thematic Unit Democratisation, Decentralisation and Local Governance



Annual Report / Annual Programme
Network and Thematic Unit
Democratisation, Decentralisation and Local Governance (DDLG)

1. The Context

1.1 Challenges to Democracy...

Democratic freedoms have come under pressure from a variety of directions throughout the year, and no shift is expected in the negative tendencies of past years.¹ Lack of democratic governance and weak institutions create an enabling environment for the disintegration of conventional state structures based on common understanding of statehood and power sharing. Most obvious signs are the armed conflicts, such as for example in Syria and Iraq, Libya or Yemen, and rising forms of extremism seeking for alternative ways of exercising power. Similar corrosive trends can be noticed in territories under the control of other militias e.g. in West Africa, or of organized crime, drug trafficking and corruption e.g. in Latin America.

The refugee movements resulting from some of these conflicts as well as an upsurge in Islamist terrorism have dominated much of the public sphere this year. The response from some European governments affected democratic principles, by temporarily suspending fundamental rights. The ideologically and politically motivated equation of refugee influx with the rise of Islamist terrorism and the selective use of security forces further led to the erosion of governance levels in a number of countries.

Another substantial challenge to democratic governance came in various forms and degrees of state capture leading to stronger control of the public sphere by the state. This paradigm often goes hand in hand with an authoritarian style of governing and restrictions imposed on various forms of personal freedom and autonomy, i.e. on the liberal understanding of democracy and governance. In quite a number of contexts, state capture manifested itself in a shrinking space for civil society, in limitations to plurality of opinions and voices – often paralleled by a strengthening of majority political parties and by a rise in pressure on media and control of communications, including social media.

... and achievements with the Global Development Agenda

On the other hand, the global community managed to adopt the 2030 Agenda for Sustainable Development in 2015. The explicit integration of the good governance agenda with a standalone goal 16 means a significant achievement and is a clear policy shift compared to the MDGs. While the challenges of its implementation remain, the very fact of the adoption can be seen as a boost to those forces demanding more accountability, acknowledging what the UN's One Million Voices Report stated, namely that *“people want to have a say, hold their governments accountable and monitor in real time the progress made in their countries.”*

There are also a number of countries that went against a generally rather dire trend and have proven that governance, and especially accountability, can be a motor for democratic progress. Romania's National Anticorruption Directorate has begun to indict senior officials and other influential persons; furthermore the government had to resign due to public pressure related to corrupt practices that cost more than 50 lives in a single incident. The former prime minister is himself indicted and faces court trial. It remains to be seen if these events will be a game-changer, but they certainly gave a boost to the country's civil society and paved the way for more substantial changes.

Burkina Faso managed the difficult transition from ousting of the president, who attempted to install himself in that position for lifetime, through one successful and one attempted coup

¹ <https://freedomhouse.org/report/freedom-world/freedom-world-2015>

d'état onto a successful election process in November 2015. Although it does represent somewhat of an exception, the case shows that peaceful transition and a culture of protest and critical citizenry do not have to exclude each other. And finally, the outcome elections in Venezuela, where the governing party lost in a landslide in early December are an indicator that people can feel empowered to demand accountability and governance even in contexts featuring high degrees of state capture.

1.2 Democratization, Decentralization and Local Governance as key elements of Switzerland's engagement in good governance

Switzerland was very actively engaged in shaping the **2030 agenda** and advocated for the inclusion of democratic principles as well as the inclusion of strong governments at decentralized levels. Goal 16 calls for responsive, inclusive, participatory and representative decision-making at all levels and the protection of fundamental freedoms. Goal 17 and the Adis Abeba Action Agenda for Financing Development outline the need to enhance domestic resource mobilization (e.g. taxation) and management of public finances. To both areas the DDLG thematic unit has regularly contributed with comments and with facilitating side events during SDG negotiations in New York. The definition of a monitoring framework and indicators will be the on the top of Switzerland's agenda in 2016, and the thematic unit will provide inputs upon request.

The **new dispatch 2017-2020** will be the main strategy for SDCs contribution to implementing the 2030 agenda. The draft document gives high priority to good governance as a key element for more effective and inclusive development and essential for political transformations based on power sharing and public oversight. The DDLG thematic responsible and thematic unit have been actively contributing to the drafting process and will stand ready for inputs during consultations in 2016.

In the light of the SDGs, the **OECD/DAC Govnet** is giving high emphasis on identifying more effective solutions to governance challenges and to re-thinking policy approaches. The current discourse of "thinking and working politically" matches with SDCs positioning in the recently approved DDLG policy paper: *"DDLG interventions are highly political because they aim at changing political systems, institutions and processes, and they address the sensitive issue of deep-rooted power structures and relations. (...) The SDC is committed to consciously engaging in such complex and sensitive systemic change processes, while taking into consideration the associated risks."* In 2016 the thematic unit will continue efforts to further strengthening political analysis in programme cycle management.

Financial constraints for the work of Govent and other governance related OECD/DAC subgroups (INCAF, Gendernet) are of major concern and require an institutional position of SDC in view of the forthcoming working agendas 2017/2018.

2. Results 2015 (see Annex 1A)

2.1 Learning and common understanding in the network:

Learning priorities in the network:

Learning and peer exchange focused on the two topics “**accountability**” and “**fiscal decentralization**”, (focus on “financial transfers” and on “fiscal decentralization and gender”). Furthermore less known terrain in working with political actors has been explored and jointly discussed, for example the role and ways of engagement with **informal local governance institutions**, (institutions exercising certain authority but operating outside formal state structures, e.g. traditional or religious authorities), and support to **parliaments**. The learning process was structured in peer exchange and expert inputs on current global practice and geared towards the f2f meeting as major milestone. Network members presented case studies from different contexts and they engaged in several e-discussions (facilitated by IDS). Documentation of the peer case studies is being finalized and a topic paper on accountability prepared which will serve as inspiration or guidance for network members (to be finalized altogether in February 2016). The work on informal institutions has been structured in literature review, practical research in 4 SDC partner countries (Mongolia, Tanzania, Macedonia, Mali) and e-discussion. It will serve as illustration and inspiration for network members and will be concluded with a brief guidance paper for analysing the role and legitimacy of informal institutions and their relation with formal institutions (final versions end January 2016). For parliaments, the DDLG thematic unit has conducted a brief mapping of SDC parliamentary support programs and a global mapping and analysis of parliamentary strengthening. This will be completed with a SDC topic paper available end of January 2016.

F2F as the highlight for joint learning, priority setting and network dynamic

In June, 68 members of the network (SDC staff from headquarters and SCOs, representatives of implementing partners, and experts) found their way to Mozambique, Pemba. SDC's regional divisions were all represented. However, due to logistic challenges, some DDLGN members particularly from Latin America and the Western Balkans were not able to join. This was the downside of the back-to-back organization with the antecedent regional ESA division workshop, which on its positive side reduced travelling within the region and linked learning processes on accountability.

Support mechanisms of accountability were presented in a systemic conceptual framework that was assessed helpful by many participants to structure their own approach. And with regard to parliament support participants reported an increased understanding of the issues at stake and entry points that are promising. The presentations and discussions around fiscal transfers helped participants to get an understanding of the various design options of fiscal transfers to the subnational level. The discussions contributed to raise awareness that there is no magic formula and fiscal transfers may serve a variety of purposes that are not always converging. Questions of gender sensitive and socially inclusive approaches have been debated and particular considerations in fragile and conflict contexts shared and illustrated with examples from Afghanistan and Somalia. Finally, the field visit offered a “glimpse of reality” and reflections on both topics from a comprehensive perspective, as well as learning how to work in a system of de-concentration rather than decentralization.

The discussion around concrete examples (within a given conceptual framework) was instrumental for triggering peer learning and reflection: While raising awareness about differences and similarities, challenges and opportunities in the different contexts, they were seen as sources of inspiration and knowhow to be used in other contexts. New contacts were made to transfer expertise and knowledge from one SCO to another.

Almost all DDLGN participants were actively involved in the programme, as expert presenters, panellists, facilitators or reporters of group discussions. It was said by various participants that

the participatory preparatory process led by the thematic unit, together with the core group, and the involvement of several DDLGN members proved to be very successful both, with regard to the thematic as well as methodological learnings of participants.

Furthermore, the participants jointly defined their future learning priorities. Together with the core group these have been further specified and prioritized for the years 2016/2017.

In a targeted communication effort main learning and discussion has been shared during tailor made presentations in all geographical divisions at headquarters. Summary reports have been prepared and all information is accessible under the blog report of the f2f: <http://f2f-ddlgn.net/>

Training and tailored learning inputs:

On request of Latin America Division **two courses on political economy** have been organized for SDC staff: One at headquarters, based on course methodology developed by the joint donor group on political economy analysis, and in partial collaboration with CHRnet, and the other a tailor made regional seminar for Latin America. While the first was of mixed results, the second was assessed very positively. It incorporated concrete experience with political economy studies conducted by the cooperation offices in Bolivia, Honduras and Nicaragua and was timely to support reflections around their Mid Term Reviews of cooperation strategies. The DDLG core group member of Latin America division played a crucial role in preparing the seminar, jointly with DDLG thematic unit, and will be an important resource person for future peer advice. Some DDLGN members also benefited from the online training on decentralization and local governance offered by the Development Partners Working Group on Local Governance and Decentralization (DeLoG). Feedback was positive and the training perceived as useful.

Over the year several **informative inputs** have been provided for the core group members, for example on: "Legitimacy and Authority in Fragile States" with Swisspeace (January), "The Local Public Sector's Role in achieving Development Goals in Health and Education" with DeLoG and Jamie Boex (April), "Social Accountability Approach" of the Basel Governance Institute (March), Political Party Support with International IDEA (May) and the Netherlands Institute for Multiparty Democracy (November). The latter have been recorded by video and shared with all network members. One webinar was organized with IDS on their publication "Citizen Agency in Contexts of Fragility and Chronic Violence." It was however not very successful due to technical problems of connectivity for SDC staff. Solutions from IT/EDA are not yet available.

With the **Asia LOGIN network** collaboration focused around two major events: the team leader of the LOGIN secretariat participated as one of the main facilitators of the F2F. Vice-versa, a member of the DDLG thematic unit participated in the regional high level workshop on "local development funds" in Mongolia, organized by LOGIN and provided inputs to discussions. Major conclusions are accessible in the back to office report. Furthermore the DDLG thematic unit provided a major learning input (parliament support) to the **regional seminar of the Western Balkan Division** in January.

2.2 Application of DDLG practice

The thematic unit was very active in commenting, discussing credit proposals. **DDLG practice is visible** mainly in areas of support to elections and CSOs, subnational government finances or accountability. Efforts to actively facilitate **peer exchange during PCM milestones** have not been very successful but materialized in at least 2 concrete examples: peer support from Pakistan to Bhutan (CapEx of Governance portfolio) and from Tanzania to Mozambique (political economy analysis in DDLG). In future this will depend on the initiative of DDLGN members placing offers case by case. On request of the cooperation office in Mozambique, IDS provided assistance for future strategic orientation in CSO capacity development (concept). This has been combined with an input on CSO capacity development for the larger network (literature review and short practice paper available end of January 2016).

2.3 Major investment in policy agendas and SDC policy development:

Another milestone was the Swiss chairmanship of **International IDEA** in 2015 which was organized under the lead of the DDLG thematic unit in collaboration with IDEA. The chosen topic for the chairmanship was “accountability as a central element of democracy”. Several discussion events have been organized in Brussels and during **SDG negotiations** in New York, together with the Global Institutions division and the Mission New York. This proved to be effective in shaping content of SDG 16 and contributed to the profiling of democracy principles in the global policy discourse. IDEA will continue efforts in monitoring the implementation of the agenda 2030. The chairmanship culminated in the annual democracy forum and council meeting in November in Berne, with inputs by several high level guest speakers (UN deputy secretary general, the Foreign Minister of Mongolia, the Swiss Councillor of the Federal Department of Foreign Affairs, and the SDC General Director). Discussions were organized around three panels with participation of very interesting panellists: “accountability actors”, “accountability mechanisms”, “accountability and the 2030 agenda.” This nicely rounded up the DDLGN learning on accountability in 2015 and useful new contacts could be established. However, time investment was huge and sometimes pushing the limits of the thematic unit.

A major achievement is the approval of the **DDLG policy** paper after comprehensive consultations. The policy defines SDC’s goals, orientation and scope in this area and the significance for SDC development work. It highlights a political-systemic perspective and the importance of context as key reference and starting point. It is a normative document and orientation for SDC staff and serves as reference for partner organizations and the wider development community. (Edited version by end of January).

Furthermore the focal point was engaged in shaping the **new dispatch (2017-2020)**. After dedicated advocacy, governance is well reflected as a strategic goal, as thematic domain and as transversal theme. DDLG topics are core elements within the governance agenda.

In March the senior management response to the external SDC **governance evaluation** has been approved, and the SDC thematic responsible (TV) for DDLG has been assigned with the coordination of **follow up** measures. An action plan has been defined in consultation with the working group (TV DDLG, three governance related focal points DDLG, C&HR, Gender, and representatives from the department of global cooperation) and the sounding board (consisting of the deputy heads of domains) - and first activities initiated.

Upon request by the Swiss Parliament and backing by the Councillor of FDFA, the Swiss **Parliament Institute (PI)**, **SDC and the DHS** have explored modalities for collaboration on parliament support and defined a **joint declaration of intention**. Official signature will be organized in January 2016. This will offer the possibility for expert advice by PI in SDC programs and more systematic support for study visits.

2.4 Swayings in human resources:

The current thematic unit includes the focal point (HCO, 100%) and programme officer (SJH, 100%) and a programme assistant (RRC, 60%). The initial reinforcement by one more programme officer (100%), and the new drive in fiscal decentralization and political economy has been interrupted with the unexpected job change of Jonas Frank. This is a major setback in terms of time intensive introduction but also in terms of the loss in thematic expertise. The new recruitment is ongoing, and the vacancy is covered with ad interim engagement of Elke Oehme. The governance responsible of the Western Balkans Division invests 20% for the thematic unit and core group. In future, additional 40% will be available for the topic of “inclusion”. Furthermore 40% of the divisional internship will be allocated to the thematic unit for communication purposes, and 10% of divisional resources will be freed for representation in the Govnet and to accompany the labour intensive tender process for the reorganization of the partnership portfolio in 2016 (overview of human resources see Annex 4).

3. Priorities 2016 (see Annex 3A)

3.1 DDLGN members further strengthen their thematic knowledge:

In 2016 the network will focus on **two new main learning priorities**, the experience in **media** support and **land governance**. The first expresses the interest to continue learning about relevant political actors of democracy, who also play an important role in accountability, and the second has been brought forward by network members as a new topic and critical issue in many regions. This happens to be a key priority for the agriculture and food security network (A+FS network) as well and members decided to embark in a joint learning journey. In media DDLGN will seek synergies with the ongoing capitalization process in ESA division, and the thematic unit, together with KLC division, will engage in the facilitation of this process and the regional workshop on this topic (May). In both learning streams the aim is to provide sound knowledge, to analyse ongoing practical experience and exchange on lessons learned. Network members will be key actors with the facilitation and steering of the thematic unit together with core group members.

For the **ongoing work** on **parliament support** knowledge will be **further consolidated**, with standard knowledge on intertwined elements of electoral systems, functioning of parliaments and role of political parties. This will be shared and discussed more extensively in 2017.

The **collaboration with other networks** for joint learning and exchange will be pursued. "Land governance" is a joint effort between DDLGN and A+FS network (co-lead), in close collaboration with the CHRnet and the Gendernet. IDS will be mandated for preparing country case studies and to facilitate in-country learning with SDC cooperation offices and relevant stakeholders (within the strategic partnership with the DDLG thematic unit). Results will be shared and discussed during A+FS face to face meeting 5.-8. September. Furthermore the collaboration between DDLGN and the Gendernet on "fiscal decentralization and gender" will be continued (second semester). The next step is to provide a brief overview of SDC support activities in public finance management, including the gender dimension (e.g. gender responsive budgeting). This also serves the purpose to aliment SDC strategic thinking on SDG 17 and the Adis Abeba action agenda. For 2017 more intense collaboration with CHRnet will be sought on "DDLGN in fragile and conflict contexts". Learning objectives and a roadmap will be jointly defined in 2016, in which the core group member from South Asia division and the regional governance adviser ESA division will play a crucial role. This also meets the recommendations of the external governance evaluation to identify intersections with other governance related networks.

Training will focus on strengthening knowledge in Decentralization and Local Governance in general and in fiscal decentralization in particular. Together with IDS the thematic unit will organize a learning retreat on sub-national taxation and financing (8.-11. March). For the West Africa division a regional seminar on fiscal decentralization will be organized, in collaboration with UEOMA/CCT, DeLoG and the regional SDC governance advisor (April). Upon request from EA and ESA divisions the thematic unit together with core group members will help with the design and facilitate experts for regional seminars on political economy. Experience from Latin America Division has already been shared and respective peer advice will be sought. Furthermore DDLGN members will have access to courses organized by DeLoG (co-financed by DDLGN) and on sharepoint they can access information on other training offers. Interestingly, SDC is now founding partner of the U4-Anti-Corruption Resource Centre (financed by Division Global Institutions) and SDC staff can make use of the good quality (online) courses and other services offered (research, helpdesk).

Access to information and online communication: With the new sharepoint (ready by end January) network members will have access to relevant information and can engage more easily in peer discussions and communication initiatives. On specific request platforms for

peer exchange on political economy and on DDLG in fragile and conflict contexts will be available. Particular efforts have been made to compile available information and knowhow on combatting corruption that will also be accessible within January.

3.2 DDLG state of the art is reflected in cooperation strategies and programs:

Another emphasis will be placed on the elaboration of new cooperation strategies. **Advisory services** provided by the thematic unit together with core group members shall meet the demand expressed by several cooperation offices (see Annex 3B) and **contribute to thematic quality of cooperation strategies** and programs. Jointly they will make an effort to systematically capture trends and reflection of DDLG state of the art in programs. For the Great Lakes a study paper on social accountability and decentralization in challenging contexts will be prepared, with the support of IDS (within the strategic partnership with the DDLG thematic unit), to serve as input to the elaboration of the new cooperation strategy.

3.3 Guidance on governance, governance mainstreaming and result management in DDLG is available and useful for operational work of SDC and partners:

The DDLG thematic responsible and thematic unit will provide a **major input to implement key recommendations of the external SDC governance evaluation** and respective senior management response. This mainly includes: to update the guidance on governance mainstreaming which shall include an overall SDC definition on governance (May), to finalize the guidance in results management for DDLG (May) and to prepare a training concept and foundation course on governance. First training activities will be organized in 2017. These guidance papers can be useful during the process of preparing several new cooperation strategies in 2016. Upon request from cooperation offices Benin, Bolivia and Albania the thematic unit together with core group members will offer advice in governance mainstreaming and contribute to governance mainstreaming studies (see Annex 3B). The new DDLG policy paper shall be communicated within SDC and to other relevant departments as well as Swiss NGOs (leaflet for quick readers, presentations and discussions).

3.4 Continued contribution to advance policy agendas and access for DDLGN members to relevant global standards and expertise

The thematic unit will regularly participate in major global platforms, such as the OECD/DAC Govnet and the DeLoG in order to contribute to common normative policy setting and to joint learning and exchange. It will provide inputs to the definition of the SDG 2030 monitoring framework and to implementation follow up (upon request). And it will be ready to aliment the consultations of the new dispatch (upon request).

Another major priority for the thematic unit in 2016 is to reorganize the collaboration with relevant global and Swiss centres of expertise on the basis of an open tender. (With the exception of those where Switzerland is engaged as a member state). For this a concept has been elaborated and will be consulted and finalized in January. The initiated dialogue with International IDEA about the organizations strategic orientation and thematic profiling as well as further steps in results management will be pursued. IDS will continue as important partner to accompany learning in the network and in selected cooperation offices.

Annex 1A Focal Point DLG - Expected Results 2015 – Review November 2015

Objectives	Expected results	Indicators	Activities	Achievements as per November
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"> - Perception of DLGN members about acquired knowledge and how it can be applied - Documented exchange and learning, accessible to all 	FISCAL TRANSFER SYSTEMS AND LOCAL GOVERNMENT REVENUE GENERATION	<p>Core Group (CG) agreed to focus on the topic of fiscal transfers.</p> <p>During F2F expert inputs provided and country cases presented by peers. F2F participants reported increased understanding about purpose & design options of transfers and particularities in different contexts.</p> <p>With the Gendernet two e-discussions conducted: fiscal decentralization & gender and taxation & gender. Conclusions and lessons synthesized, documented and partially discussed in F2F.</p> <p>Presentation of F2F learning on fiscal transfers in LA division. Documentation of country cases almost finalized for dissemination</p>
			Quick Mapping current experience with intergovernmental transfer systems ; present selected examples and discuss key dimensions during f2f (e.g. prospects & risks of performance based grants, transparent and predictable transfers, development funds)	
			Quick Mapping of experience & open questions in LGovt revenue generation and how it promotes social accountability relations ; present selected examples and discuss during f2f	
			Provide inputs on key aspects of Public Finance Management at sub-national level , and the link to accountability	
			Link the learning and discussions to Gender & inclusion perspective (e.g. Gender and PFM, GRB)	
			Possible Post f2f activities (tbd) : e.g. targeted webinars, e-discussions etc.	
			PUBLIC ACCOUNTABILITY	<p>Systemic conceptual frame presented, discussed in F2F. Participants assessed this as helpful to structure own approaches. Case studies presented, incl. one on EASD experience. This helped to illustrate approaches in different contexts. Learning from OSA workshop synthesized and documented in wshop report.</p> <p>SDC overview & global analysis of parliament support presented, discussed in f2f. Synthesized in topic paper. Participants reported increased understanding of issues at stake.</p>
			Establish common understanding about accountability concepts and how we can support accountability dimensions	
			Feedback learning from ESAD social accountability workshop to DLGN (f2f, etc.)	
			Exchange on Parliament support and the way forward during f2f (presentation and discussion of DLGN paper, IPU principles, AGORA platform etc.)	
Electoral Assistance : Present & discuss DLG paper during f2f, wider dissemination & follow up of				

Objectives	Expected results	Indicators	Activities	Achievements as per November	
			examples	Presentation of F2F learning on accountability, parliaments, informal authorities in all divisions. Topic paper on accountability and documentation of country cases to finalize early 2016	
			Possible post f2f activities (tbd): e.g. further deepen analysis of experience in key aspects, e-learning, etc.		
			ACTORS IN LOCAL DEMOCRACY – BEYOND THE USUAL SUSPECTS		
			Complete action research (3) and synthesis of results, share and discuss results and way forward during f2f	4 country case studies, literature review and final draft guidance paper available. One e-discussion conducted with synthesis report.	
			Continue exchange on emerging ideas for programming	Discussed during F2F and main conclusions documented. Contributed to raise awareness, stimulate new reflections and provide guidance.	
	DLG members acquire knowledge, competence in key aspects of DLG and political economy & power perspectives	- Facilitated access to quality training - Perception of DLGN members about acquired learning and usefulness	TRAINING		
			Provide overview about good quality training offers (e-courses, trainings, etc.)	Regular training information via d-group; Sharepoint platform delayed	
			Organize Webinars, e-discussions	3 e-discussions conducted, synthesized, disseminated; positive feedbacks	
			Facilitate L4Dev Political Economy trainings	One L4Dev PE training, 1 regional PE training for SDC staff. Regional training with very positive feedback	
			Facilitate DeLoG regional training	Preparations for DeLoG regional training are underway. No foundation training offered; online training conducted with participation of DDLGN members.	
Facilitate DeLoG foundation training and e-course					
2. To support transfer of acquired knowledge in operational practice	DLGN Learning and standards are known, recognized and applied in program work	- Integration of DLGN learning and guidance in cooperation strategies and programs - Testing of new	Update list of experts and competence centres	Update of experts lists delayed, will be available on sharepoint in Jan 2016	
			Capture interesting & innovative experience and communicate to divisions, disseminate DLGN learning in divisions and follow up its use	Communication of experience to divisions with focus on F2F topics	
			Advise to Cooperation Strategies and during PCM milestones (CS: Niger & Ukraine, MTR: Bolivia & Nicaragua, Benin & Mali, South Caucasus & Central Asia)	Comments to draft cooperation strategies Niger, Ukraine. Comments to ToR PEAs Bolivia & Mozambique. Active in commenting, discussion CPs. DDLG practice visible e.g. on support to	

Objectives	Expected results	Indicators	Activities	Achievements as per November
		approaches	Facilitate access to action learning & action research	elections & CSOs, accountability and DRM. Participation in MTR CS Central Asia had to be cancelled. Access to action learning with IDS facilitated for Mozambique

Objectives	Expected results	Indicators	Activities	Achievements as per November
3. To promote dynamic and inclusive network	F2F enhancing joint learning and exchange	<ul style="list-style-type: none"> - Captured results of learning and exchange - Well organized event - Perception of participants about usefulness 	<ul style="list-style-type: none"> Planning & execution of the event Document learning and disseminate 	<p>Joint preparation process with core group. Except the unexpected problems with flight connections and new visa requirements the event was well organized. Perception of participants was positive. Learning results are captured on the Blog report and in written reports. Learning has been disseminated in all divisions.</p> <p>Core Group very committed during the preparation phase and during the F2F. Members regularly engaged in specifying the theme, the concept and programme. They facilitated preparation of country cases, moderated and/or reported on group discussions. One CG member (EAD) acted as one of the main F2F facilitators. At HQ the CG members moderated the presentation and discussion in their divisions.</p> <p>During the f2f DDLGN members defined priorities for 2016/2017. Together with the core group this has been further specified and the annual plan for 2016 defined.</p> <p>Peer exchange during PCM facilitated in 2 cases. List with peer advice opportunities prepared but not very successful. In future ddlgn members will place offers case by case. Participation in e-discussions very rich and in total 11 peer presentations during f2f. This proves to be useful to stimulate reflections, networking and maintaining the network spirit of sharing and supporting.</p> <p>Outreach to Swiss NGOs postponed</p>
	Core Group members invest in network activities	<ul style="list-style-type: none"> - Level of inputs to core group meetings - Specific contribution to learning themes and f2f 	<ul style="list-style-type: none"> Participate, contribute to CG meetings and thematic working groups Contribute to thematic inputs for f2f 	
	Network members engage in peer exchange	<ul style="list-style-type: none"> - Peer advise during PCM milestones - Level of engagement in e-discussions, webinars, d-group - Contributions to CapEx, f2f 	<ul style="list-style-type: none"> Mapping of PCM milestones Facilitate and promote peer exchange & peer support 	
	More of relevant Swiss implementing NGOs are associated to DLGN	<ul style="list-style-type: none"> - Expanded relations - Periodic exchange 	<ul style="list-style-type: none"> - Mapping of most relevant actors - Facilitate periodic exchange, discussions 	

Objectives	Expected results	Indicators	Activities	Achievements as per November
	learning			

Objectives	Expected results	Indicators	Activities	Achievements as per November
4. To lead on SDC policy & strategy development in DDLG	Strategic orientation for the elaboration of the new message	Inputs to documents and discussions	<ul style="list-style-type: none"> - Comment documents and participate in meetings - Coordinate with other Governance focal points 	<p>Several rounds of comments to the drafting process of the new dispatch; active lobbying for the governance theme which is well reflected.</p> <p>Policy paper DDLG finalized & approved by end year. Communication in 2016. Continued good collaboration & exchange with DHS on elections and on parliament support. Only one initial discussion with SECO, but interest limited.</p> <p>Under the lead of the thematic responsible DDLG the action plan for implementing recommendations of the governance evaluation prepared, consulted; first activities initiated.</p>
	DLG thematic positions & policy are known in SDC, by other relevant Departments & Swiss NGOs	<ul style="list-style-type: none"> - Information & dissemination initiatives - Awareness in SDC, other Dep. 	<ul style="list-style-type: none"> - Disseminate thematic positions within SDC and to other departments (SECO, DHS), relevant Swiss NGOs - Identify synergies, scope for collaboration with Departm. 	
	FP contribute to the implementation of recommendations of the Governance Evaluation	Inputs to documents and discussions	<ul style="list-style-type: none"> - Participate in working groups where required - Contribute to implementation of action plan - Update guidance and support mainstreaming governance 	

Objectives	Expected results	Indicators	Activities	Achievements as per November
5. To contribute and position CH in expert & policy discussion at international, multilateral level and to collaborate with relevant centres of	FP shapes discussions and brings back learning to the network: <ul style="list-style-type: none"> - Post-2015 agenda - GOVNET and DELOG - Policy dialogue with bilateral & multilateral development partners 	<ul style="list-style-type: none"> - Inputs to meetings, conferences, working groups, - Uptake of inputs - Information provided to DLGN 	Provide inputs, comments to post-2015 negotiations (Governance, development financing)	<p>Regular inputs provided to Swiss positions for SDG 16 and 17, emphasizing the inclusion of subnational government levels and of democratic principles. Adoption of final agenda is an achievement.</p> <p>Regular participation in DeLoG and Govnet and contributions to specifying and advancing respective agendas. Feedback to CG on Govnet Workshop “working & thinking politically”.</p> <p>The OECD/DAC decision to no longer fund the work of Govnet, INCAF and the gendernet is a problem which requires an institutional response.</p> <p>The Chairmanship of IDEA was successful and beneficial for shaping definition of SDG 16, profiling principles of democracy in the global policy discussion and for rounding up learning on</p>
	Successful Swiss Chairmanship of Int. IDEA		<ul style="list-style-type: none"> - Quantity & quality of expert inputs, level of exchange and debate generated 	

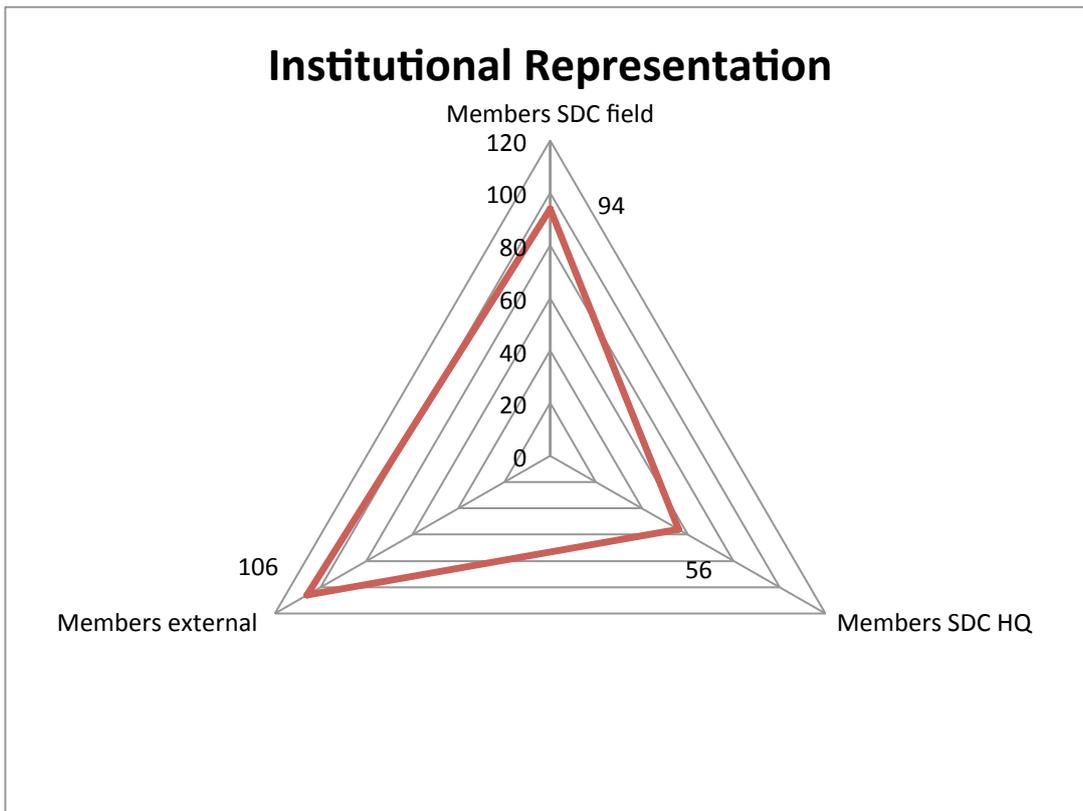
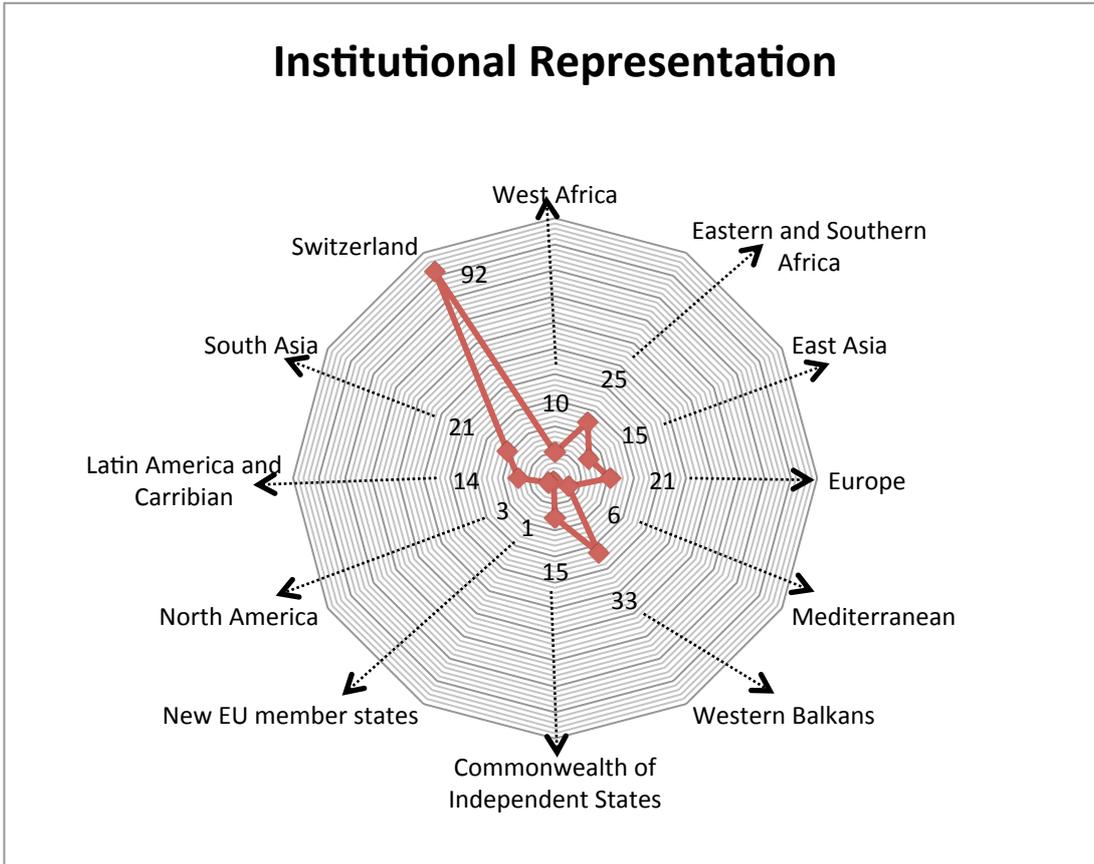
Objectives	Expected results	Indicators	Activities	Achievements as per November
expertise		<ul style="list-style-type: none"> - Positive feedback of participants about events - Inputs for learning to DLGN - Swiss actors have better knowledge of and are linked with IDEA 		accountability as well as for networking. Outreach to Swiss Actors were however limited. And input output relations could be questioned in some parts.
	Collaboration/partnership with centres of expertise for learning and policy development (current strategic partners & others)	<ul style="list-style-type: none"> - Concrete learning & inputs for policy development - Perception of DLGN members about acquired learning and ideas for programming 	<p>Identify opportunities and engage in exchange with current strategic partners on particular topics</p> <p>Reach out to other centres of expertise in the context of organizing f2f and IDEA democracy forum</p>	<p>Thematic inputs from IDEA continued; furthermore inputs by Swisspeace, the Basel Governance Institute and NIMD. This stimulated reflections around the role and collaboration with political parties and on social accountability. It resulted in some cases first contacts with cooperation offices.</p> <p>IDS contributed with expert inputs during the F2F, moderated two e-discussions and contributed to the learning project on informal institutions. Altogether this was very useful for DDLGN learning. Concrete collaboration emerged with SDC Mozambique office and will take place for GL.</p> <p>During the democracy forum first contacts with BBC media action; will be pursued in 2016.</p>

Annex 1B Overview of total dlgn - Results and Products 2009-2015

Experience Capitalisation	Working aids	Policy contribution	Training	Communication	Studies, reviews
<p><u>8 learning projects</u> conducted including 35 case studies and 8 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 • Informal institutions <p><u>Capitalization</u> 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 Dobož Istok 	<ul style="list-style-type: none"> • Study Tour Guidelines • SDC Guidelines/Toolkit for Local Governance Assessments • Policy recommendations on social inclusion • Learning book on “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 • Handbook on participatory visual methods and website as resource for the use of participatory methods • Draft Working aid on ‘managing for results 	<ul style="list-style-type: none"> • Various concerning “democracy promotion” • Input paper governance for new message (2017-2020) • Policy paper DLGN (draft end year, final Jan 2015) • Note on electoral assistance, topic paper on parliament support • DDLG policy paper 	<p>Since ~2011: Various trainings by DeLoG</p> <p>2014: Learning retreat IDS on civic engagement</p> <p>2015: Course on (March) and regional seminar on political economy (October)</p>	<ul style="list-style-type: none"> • Four introductory presentations of the tools/ guidelines to be used in discussions with operational divisions and partners. • News mail to 180 recipients (11 editions until June 2013) • Outsourced Website with “Learning book” on municipal finances” <p><u>2014:</u></p> <ul style="list-style-type: none"> • Presentation on electoral assistance in S-Asia division • Presentation ongoing priorities DLGN for CIS • Presentation LP citizen participation & work plan DLGN in LA workshop • Presentation LGA guideline in WBD workshop • Presentation DDLGN learning on civil society in LOGIN assembly 	<ul style="list-style-type: none"> • Evidence based lessons learnt: support to decentralization in developing and transition countries (EvalBrief No1, in cooperation with controlling dep.) • 35 case studies in the context of learning projects • Inclusive Local Governance for Poverty reduction: a review of Policies and Practices, by IDS • PED Analysis’ in the Western Balkans • IDS research papers, published in IDS bulletin (sept 2014); • Action research on so far less targeted political actors in Dec. 2014 in Macedonia; (report Jan 2015) • Research studies on “citizen agency in contexts of fragility and chronic violence.”

Experience Capitalisation	Working aids	Policy contribution	Training	Communication	Studies, reviews
<p>3 additional E-discussions and synthesis papers: on civic engagement, sustainable local government financing (May, Nov 2014) and on fiscal decentralization and gender (May, Sept 2015)</p>				<p>2015:</p> <ul style="list-style-type: none"> • Presentation of F2F inputs & learning in all operational divisions 	

Annex 2 Network Evolution



The **total number** of members went from 208 to **256**. Of this number **127 are women and 129 men**.

Annex 3A Focal Point DLG - Expected Results 2016

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
1. Strengthening the thematic knowledge of DDLGN members and the collaboration with other networks	Peer presentations F2F 2015 are documented and serve as inspiration or guidance for network members	<ul style="list-style-type: none"> - Short SDC Position paper accountability - Case studies on fiscal transfers and accountability 	<ul style="list-style-type: none"> - Finalizing Position Paper - Finalization Case studies 	End February	<ul style="list-style-type: none"> - HCO - HCO, MIL
	<p>New Learning Journeys 2016:</p> <ul style="list-style-type: none"> - Mapping and analysis of experience in media assistance (SDC & other) provides an overview of proven practice for network members - Increased knowledge on land governance and inspiration for the operational work of SDC and partners 	<ul style="list-style-type: none"> - Available Analytical studies on CapEx media SDC and other agencies - Summary of initial joint reflections, lessons and conclusions for the way forward (e.g. e-discussion, ESAD workshop) - Access to relevant information and competence - Available case studies and synthesized peer exchange - Lessons, conclusions of joint reflection and ideas for the way forward - Access to relevant information and competence 	<ul style="list-style-type: none"> - Conduct CapEx & synthesize results - Organize discussions, exchange - Support CapEx & workshop of ESAD - Analyse, synthesize land governance systems in selected countries and SDC/partner interventions - Present and discuss results in f2f of AFS net - Follow up measures: Prepare study Papers, policy messaging, list of key documents and resources 	<p>December 2nd semester May (ESAD)</p> <p>1st semester</p> <p>September</p> <p>December</p>	<p>NAN, RBI, HCO, SAV, in collaboration with KLC division</p> <p>Co-Lead AFSnet & DDLGN: FFT, NAN, HDM HCO In collaboration with CHRnet and gendernet</p>
	<p>Consolidating current learning:</p> <p>Standard knowledge on intertwined elements of electoral systems, work of parliaments and the role of political parties prepared & made available</p>	<ul style="list-style-type: none"> - Available documents, papers - Synthesized discussions - Concept, roadmap for ddlgn workshop in 2017 	<ul style="list-style-type: none"> - Conduct analytical work - Initiate webinars, short learning inputs, discussions - Preparation for workshop in 2017 	December	SJH, TARLI, FFT, together with partners

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
	First brief overview of SDC support activities in PFM - with integration of gender dimensions (e.g. GRB)	Overview of programs and approaches	- Conduct mapping together with Gendernet	June	Thematic unit, KEQ
	Available information on corruption (documents, trainings, expertise) is accessible and serves the work of network members	Ddlgn sharepoint provides information on: - Organizational chart of SDC units and other departments addressing corruption - List of relevant document and trainings - Overview of SDC anti-corruption programs	- Define ddlgn page on corruption - Compile the different overviews and communicate to members	End January;	OEE, HCO
	Agenda defined for the new learning topic 2017 on DDLG in fragile and conflict situations	- Objectives and learning agenda for 2017 in close collaboration with C&HRnet - Roadmap and key actors	- Establish sharepoint platform for peers - Define learning agenda and roadmap for 2017, in close collaboration with C&HRnet	End January continuous	SAV, TARLI, NAN, KTR, MRH, HCO
	New sharepoint serving as communication platform for ddlgn members and providing access to information	- Sharepoint established and regularly adapted according to user needs - Regularly updated information - Perception of users	- Further develop sharepoint - Instruct ddlgn members how it can be used for their purposes - Regular update with information and news	End January continuous	Thematic unit
	Trainings offers to the satisfaction of ddlgn members: - subnational taxation and financing (IDS) - political economy analysis - DeLoG courses	- IDS learning event - Regional political economy learning events (ESAD, EAD) - Positive feedback of participants	- Realize training by IDS - Facilitate consultants, accompany training design PE - Provide access to DeLoG courses - Sharepoint with updated information on course offers	March May/Sept April, cont. continuous	HCO HCO, MRH, NAN, RBI SJH Thematic unit
2. Supporting the integration of good DDLG practice and	Advisory services for DDLG and mainstreaming governance meets the demand and contributes to thematic quality of selected	- Perception of advice seekers about usefulness and quality of service - Reflection of thematic “standards”	- Build advisory teams in the core group - Advise to cooperation strategies and programmes (see 3B) - Capture trends and DDLG state of the	18 th January continuous	Core group and thematic unit

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
governance mainstreaming during PCM milestones	cooperation strategies & programmes	in selected cooperation strategies, programmes	art in programs		
3. Providing guidance on governance and governance mainstreaming as well as results management in DDLG for operational work of SDC and partners	Guidance available and disseminated that is useful for operational work of SDC and partners, modules for governance foundation training ready for 2017, according to the action plan for the follow up of the senior mgt response to the SDC governance evaluation	Available guidance and targeted dissemination measures	- Update guidance on mainstreaming governance	May	HCO, KOR, THW, other FPs, QA
		Available concept & modules for governance training in 2017	- Define training concept and finalize modules	December	HCO, RON, KEQ, QA, KLC
		Available guidance on management for results in DDLG	- Review guidance on results management	May	HCO, TARLI
		Perception of ddlgn members about enhanced 'governance' understanding and the usefulness of guidance	- Provide comments & advise to Bolivia, Benin, Albania	continuous	Core group and thematic unit
	DDLG positions (policy paper) are known within SDC, HSD, SECO, NGOs	- Leaflet as handout - Number of presentations, discussions	- Organize dissemination activities	June	HCO, SJH
4. Contribution to advance policy agendas and access for DDLGN to relevant global standards and expertise	Information on trends, state of the art in DDLG are available and known to network members and thematic inputs to global platforms help to advance the development agenda and collaboration among DPs	- Perceptions of DDLGN members of accessing relevant global expertise, debates - Inputs into global platforms - Forms of partnership and collaboration with global/Swiss competence centres, expertise	- Regular participation and inputs to Govnet, Delog, other platforms	Continuous	SJH, WID
			- Inputs to SDG monitoring framework	Upon request	SJH
			- Finalize draft concept paper for collaboration with centres of expertise	Mid-January	SJH
			- Conduct tender for collaboration with centres of expertise	September	SJH/WID
			- Prepare credit proposals and contracts for new or continued collaborations	December/ ev. early 2017	SJH/HCO
- Regular Follow up of current partnerships (IDEA, FoF, IDS, IFF)	Continuous	SJH, HCO			

Annex 3B Planning overview of most important Events and Activities in 2016

January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
		IDS seminar “sub-national taxation & financing 8.-11.03.						F2F meeting Land Governance 5.-9.09.			
		WBA Regional Wshop Macedonia 15.-17.03.	Westafrica/U EOMA seminar on fiscal decentral. (tbc)	EAD Regional WShop Pol. Economy (tbd) OSA Regional workshop on CapEx media 23.-27.05.				OSA Regional WShop Pol. Economy			LOGIN General Assembly
			DeLoG online course	DeLoG Annual Meeting	Govnet (tbc)						Govnet (tbc)
	IDEA MTR follow up				IDEA Council					IDEA ADF & Council meeting Mongolia	

PCM consultations in the network (Task Teams will be defined 18th of January)

1. Cooperation strategies

- **Benin:** Consultation draft concept note 12.5.-22.5.; (draft strategy 28.8.-30.10)
- **Mali:** Consultation draft concept note 16.5.-31. 5.; (draft strategy Mid-August)
- **Burkina Faso:** Consultation draft concept note 25.4.-5.5.; (draft strategy Sept./Oct.)
- **Great Lakes:** Consultation draft concept note (May); (draft strategy ~Oct/Nov); IDS study and in-country workshop on inclusive decentralization and social accountability in highly centralized and conflict contexts (April & Sept)
- **Mozambique:** Feedback on political economy study DLG and study CapDev CSOs (**early Jan**); Consultation results framework draft concept note (April);
- **Cuba:** Comments to TOR and findings of studies related to Governance, during first trimester; comments draft concept paper Sept/Oct
- **Hindukush/Pakistan:** comments draft concept note August
- **Central Asia:** Consultation draft concept note (~July); (draft strategy tbd)
- **Macedonia:** Consultation draft concept note (April)

2. Thematic strategies

- **Governance concept East and Southern Africa Division:** discussion of roadmap and collaboration/consultations

3. PCM milestones

- **Bangladesh:** Local Governance portfolio assessment: commenting TOR and findings (March/April & June/July); supporting the reflection on future lines of engagement. Entry and Credit Proposals on: Urban Governance, Sub-district Governance, Sharique final phase
- **Nepal:** consultants for MTR LGCDP, Expertise on federalism, intergovernmental transfers, transitional management, election support
- **Afghanistan:** commenting draft proposal on election system support (Feb/March); consultation on entry points district governance and elected councils (Sept?)
- **Macedonia:** Planning workshop Municipal Councils (27. / 28. January); Consultation Credit Proposal

4. Mainstreaming Governance

- Benin: Field study on mainstreaming governance second half of March
- Bolivia: Studies on mainstreaming governance in domains: comments to TOR (early Jan) and to the study (March/April?)
- Albania: Request for conceptual accompaniment and advice during 2016

Annex 4 Overview Human Resources DDLG Thematic Unit

Name	Responsibilities	%
Corinne Huser	Focal Point DDLG: <ul style="list-style-type: none"> - Overall responsibility and coordination - Specific tasks according to annual plans 	100%
Harald Schenker	Programme officer in the Thematic Unit: <ul style="list-style-type: none"> - International policies - Strategic partnerships - Parliament assistance 	100%
Vacant (to be recruited)	Programme officer in the Thematic Unit DDLG: <ul style="list-style-type: none"> - Fiscal Decentralization - Political Economy 	100%
Elke Oehme (temporary, till ~mid 2016)	Programme officer in the Thematic Unit DDLG: <ul style="list-style-type: none"> - Lead: Compilation available resources on corruption - Contributions to PFM mapping - Contribution to implementation action plan governance evaluation (mapping of global programs, initiatives governance and linkages to national programs) 	100%
Liliane Tarnutzer	Governance programme officer WBD & Core Group member DDLGN: <ul style="list-style-type: none"> - Till end November 2015: support preparations of IDEA democracy forum and council meeting - Documentation learning journey citizen participation - Parliaments (electoral systems, gender) - DDLG in conflict/post-conflict contexts, in WBA - Regional development/LED, in WBA 	20%
New post (from 2016)	Programme officer social inclusion OZA & Programme Officer in DDLG Thematic Unit: <ul style="list-style-type: none"> - Mainstreaming social inclusion in DDLG and other sectors - Contributions to governance foundation training 	40%
Successor Elena Tankovski	Internship: <ul style="list-style-type: none"> - Contributes to operating and managing sharepoint - Supports ddlgn communication efforts - Foto archive 	40%
Alex Widmer	Programme officer WBD & targeted support to DDLG Thematic Unit: <ul style="list-style-type: none"> - Govnet - Tender and selection strategic partners 	10%
Christa Romagnini	Assistant to the Focal Point	60%