



Annual Programme 2017

Network and Thematic Unit Democratisation, Decentralisation and Local Governance

**SDC Policy
Democratisation,
Decentralisation and
Local Governance**

Capitalisation of Experiences in SDC supported programs, Kigali 24-26.05.2016

Learning Journey, Inclusive Land Governance: Road to a better life





Abbreviation

Abbreviation	Full Name
A&FS Network	Agriculture and Food Security Network
ACC	Anti Corruption Commission
C & HR Network	Conflict & Human Rights Network
CapEx	Capitalization of Experience
CapDev	Capacity Development
CCM	Core Contribution Management
CIS	Commonwealth of Independent States
CP	Credit Proposal
CS	Cooperation Strategy
DAC	Development Assistance Committee
DDLG(N)	Democratisation, Decentralisation, Local Governance (Network)
DeLoG	Development Partners Working Group on Decentralisation and Local Governance
DFID	Department for International Development (UK)
DP	Development Partners
DRC	Democratic Republic of the Congo
EAD	East Asia Division
EC	Election Commission
ECDPM	European Centre for Development Policy Management
EU	European Union
F2F	Face to Face
FCS	Fragile and Conflict Situations
FDFA	Federal Department of Foreign Affairs
FoF	Forum of Federations
FP	Focal Point
GIZ	Gesellschaft für Internationale Zusammenarbeit
GL	Great Lakes
GRB	Gender Responsive Budgeting
GOVNET	DAC network on governance
HRC	Human Rights Commission
HSD	Human Security Division
HSI	Helvetas Swiss Intercooperation
HQ	Head quarter
International IDEA	International Institute for Democracy and Electoral Assistance
IDS	Institute for Development Studies
IFF	Institute of Federalism

Abbreviation	Full Name
INCAF	International Network on Conflict and Fragility
KLC Division	Knowledge-Learning-Culture Division
LA	Latin America
LGA	Local Governance Assessment
LGov	Local Governance
LOGIN	Local Governance Initiative and Network
LP	Learning Project
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PCM	Programme Cycle Management
PEA	Political Economy Analysis
PED	Political Economy and Development
PFM	Public Finance Management
PSAM	Public social accountability monitoring method
SDC	Swiss Agency for Development & Cooperation
SENAP	Southern Africa, East and North Africa, Occupied Palestinian Territory Division
SECO	State Secretariat for Economic Affairs
SI	Social inclusion
SRB	Social Responsive Budgeting
SwP	Swisspeace
TU	Thematic Unit
TVET	Technical Vocational Education and Training
UEMOA	West African Economic and Monetary Union
WBD	Western Balkans Division
WS	Workshop

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1. The Context

Since decades, governance processes, the way in which interactions and networks around public policies are shaped, are framed by three contested spaces: The first contested space is about the core functions of a state. In this space, supporters of a state as a 'protector' delivering social safety challenge those who want a state that is mainly taking over regulatory functions, accelerating economic growth. The second contested space is the one around the relevance of the nation state. In this space, supporters of a strong cultural nation state and those who would like to tame down nationalist tendencies challenge each other. Finally, the third contested space is the relevance of the state within a community of states. Contestation takes place between those that stress the importance of global, multilateral and regional governance and those that advocate for unilateral or bilateral approaches. These contestations are not new but have been present since the construction of nation states in the late 19th century and again in the area of de-colonialization in the mid-20th century. During 2016 some advocates in those contested spaces have gained in support so that the year brought some accentuations that nevertheless seem noteworthy:

The global economy has entered a sixth year of stagnation with an unchanged outlook; in this situation of global economic crisis 'stability' is favored by some to democratic governance. In the Global North people grew uneasy with a dismantling of social services, particularly in a stressed situation of economic crisis and they don't believe anymore in a state as a 'protector' and provider of services. Together with the economic success of alternative models in emerging economies, critical voices are getting louder about the relevance of democratic aspects in governance. In the Global South, the concept of a 'developmental state', where an omniscient technocratic government has the power to economically develop a country or adjust an economy, becomes the more valued alternative to liberal democratic states. More and more, democratic governance is seen a 'Western' value. Apart from a critique of the concept itself, there is a decline in trust in existing institutions of 'democratic' societies. Formal party membership in the Global North is declining and people all over the world are interested in new forms of affiliation like new social movements, especially through social media and alternative networks.

The nation state regained in strength as a concept and in the overall political discourse. Even though the practices of 'cultural' globalization are still present, there is a return to communitarian sometimes sectarian ideologies that attract new followers both in the Global South and North. This comes along with an appetite for strong leaders and populism. These are not shying away of using discriminatory and threatening rhetoric (and policies) and strengthening nationalist tendencies. They profit from populations who have become uneasy with the growing universality of cultures and the rise in human mobility. Adding to this is the perceived deterioration of security. While populations of several countries like Syria or Afghanistan have to endure violence on a daily basis, the impact on public opinion of incidents like the one in Turkey throughout 2016 cannot be neglected. Governments keep reacting with the approach of 'shrinking the space', installing laws prohibiting people to go out on the streets, even for peaceful protests. This often leads to a painful decline in the rule of law and a rise in impunity.

2016 was not a marking year for global governance; rather it was characterized by the commencement of the implementation of the agreements initiated in 2015 like the Paris Agreement on climate change or the Sustainable Development Goals. At the same time, some regional organizations have either stagnated or are in crisis, like the European Union with the vote of the British people to leave this community of states. Generally, there seems to be a tendency of states to turn inward, in order to grapple alone with their political challenges of violence, extremism or the refugee and migratory flows. While some countries in the Global North become more protectionists, partners in the Global South turn away from them like Turkey. This tendency is accompanied by a continuing change in the balance between the great powers. For the first time, the G-20 world leader's summit was held in China.

These developments during 2016 in the three contested spaces of governance also shape the working areas of DDLG, as they fundamentally influence the way how people are informed about, can

participate in, decide on or control public aspects of their life.

With a hardening of the tone and space on the national level, keeping spaces open for a participatory and inclusive discourse remains important. Working with and through civil society and media continues to be an important aspect of DDLGs work in its partner countries. Also, participatory and inclusive discourse might be easier to achieve from bottom-up, and thus new forms of decentralized governance and cooperation at the local level persist to be important. People engage with what they feel part of and value what they help to build. This also mirrors the fact that in parallel with the process of globalization there was always a trend of localization.

DDLG is convinced that for the challenging problems ahead, a joint approach is necessary and thus engages itself also with its topics at the multilateral level. It is particularly interested to bring the different communities of practice together around Goal 16 on peace, justice and effective institutions.

Finally, DDLGs work is impacted in so far, as the notion of 'democratic' governance is under criticism. With this, also the requirement of 'formal' democracy as a modality for aid is contested. DDLGs approach in this regard will not change, as it never supported a particular kind of governance structure, but rather starts from the context and works through country systems. The goal is not to support institutional fixes, but rather governance principles within contextualized and locally embedded systems. In line with this, it will continue reflections around credible political institutions and processes in the coming years and strengthen its work on combatting corruption. This also shows that despite the change in the global discourse, DDLG is convinced that particularly in these shifting and sometimes troubled times, there is a need for values that can guide ongoing change processes in an inclusive, accountable and transparent manner.

2. Results 2016 (see Annex 1A)

Overall the year was marked by the **following milestones**: **1)** the joint **learning journey on land governance** between DDLGN and the network on agriculture and food security that culminated in the f2f on land governance in September; **2)** the DDLGN learning journey on media assistance, starting with the co-facilitation (with KLC division) of a **regional experience capitalization workshop on media** in Kigali; **3)** the elaboration of **guidance documents on the SDC approach to governance**; **4)** contributions to the preparation of new cooperation strategies, including two in-country missions; **5)** reorganising the **TU DDLG partnership portfolio** based on a new partner strategy and tender process. Not all the expected results were achieved as planned, namely those related to enhanced communication, systematic follow up of DDLG knowledge application in operational work and the preparation of the governance foundation course. This was partly due to staff fluctuations and at times long recruitment procedures.

2.1 DDLGN members further strengthen their thematic knowledge

Experience capitalization on media support: In a first step the TU co-facilitated the learning trajectory for the SENAP division, in close collaboration with KLC division and the regional governance advisor. This included: i) digital story production by media actors describing their ambitions and experience in contributing to social-political transformation processes; ii) self-reflection by SDC staff and iii) joint experience sharing during a regional workshop, including as well SDC Benin. SDC partners and cooperation offices discussed about the role of media in their countries and their personal experience in working with media. For example, in Tanzania media support was successful in influencing enabling regulations, though this is not for granted, in Rwanda and DRC 'in situ' training and mentoring proved to be an appropriate approach which led to tangible results, compared to classical trainings, and in Benin the gradually evolving support to community radios over many years proved to be successful in terms of outreach and empowerment of citizens. Very impressively the media actors from Burundi described the threatening political conditions in their country and how they try to use social media as possible copying strategy. The Burundi example again showed the importance of careful context analysis and scenario planning for SDC. Participants discussed about the important roles of media, e.g. during elections, in enhancing people's voice and public accountability, or for peace building. An international media expert informed about recent trends in media assistance by pointing out the problematic tendency of using media as a messenger for particular interests (including those related to specific development issues), or for combatting violent extremism rather than providing genuine support to this important pillar of democracy. Documentation is accessible under the link below. The experience capitalisation for the larger network is underway and to be completed in 2017.

<https://www.shareweb.ch/site/DDLGN/events/2016%20Media%20Capitalisation%20Workshop/Seiten/default.aspx>.

Land Governance: Land serves many purposes and how land is governed is important for the development of a country. The members of the DDLGN and A&FS network were keen to learn more about this and participated in this yearlong learning process between the two networks. It included following elements: 3 country case studies combined with in country workshops (Mozambique, Cambodia, Brazil, conducted by IDS), one case study Switzerland (Agridea), f2f in Switzerland with field visits on concrete Swiss experience, and post f2f production (synthesis report, key recommendations, publication in the well-known magazine rural 21, draft synthesis of value creation stories of network members). Participants in the f2f discussed about experiences with different legal frameworks (communal land, private land, state land) and government policies (small holder agriculture and land titling versus large scale agriculture production and land concessions, versus protection of conservation areas), the challenges of balancing multiple interests in spatial planning, the potentials and risks of

land titling (e.g. threats to communal land and to women's control over land), ways of facilitating multi-stakeholder initiatives, access to information for all stakeholders and how to create evidence for planning and policy formulation, particular challenges related to gender equality, and about different forms of land related conflicts that emerge due to pressure on land. Use of learning by selected participants shall be followed in 2017.

One of the participants involved in the country case study learned that the local authorities and the private sector are not as closed as it seemed, and while SDC partners were good at managing their relationship with the community they were not very good in their dealings with local government and the private sector. He started a more critical dialog with partners about how they should engage better with district and municipal governors, and the need to create a structure for more sustainable conversation with the private sector. Another participant realized that the competing interests between the two Ministries of environment and of agriculture, forest, fisheries started to negatively affect the land accreditation in the SDC community forestry programme. Discussion at the Ministry level was initiated and the issue brought into the donor-government policy dialogue.

Documentation is accessible:

<https://www.shareweb.ch/site/Agriculture-and-Food-Security/focus-areas-overview/land-governance/documents-f2f-2016>

Noteworthy is the work conducted on the topic of **combatting corruption**, in close collaboration with other concerned units, namely the global institutions division (GI division) and the compliance office. This includes: a mapping of SDC anti-corruption programmes (genuine anti-corruption programmes and initiatives within DDLGN programmes), a list of global programmes, and a compilation of involved institutions within SDC, FDFA, other departments and global initiatives. You can find this information: https://www.shareweb.ch/site/DDLGN/topics/democratization/combatting_corruption/SitePages/Home.aspx

The SDC working group on corruption has been reconvened and enlarged. A note on the status of SDC's work against corruption has been submitted to the directorate with a proposal to reinforce its commitment. As a result, focal persons for each department have been nominated to support SDC's anti-corruption work, in close collaboration with the heads of finance, compliance office, GI division, finance control, quality assurance and the TU DDLG. The deputy head of the Eastern cooperation has been appointed as thematic responsible for the topic and chair of the working group. TU DDLG is acting as the convener of the working group and will continue to facilitate experience exchange and learning on combatting corruption.

Members made use of different **Capacity Development offers** such as the learning retreat on local taxation at IDS, or the e-course on decentralization and local governance by DeLoG. Following a request by SDC, DeLoG helped to organize a regional seminar on promoting the implementation of the Whitebook on fiscal decentralization in West Africa. The seminar was jointly organised by the Council of Local Government Associations (CCT) of the West African Economic and Monetary Union (UEOMA), DeLoG and the Global Fund for Cities Development (FMDV), supported by the French Ministry of Foreign Affairs, Germany (GIZ) and Switzerland (SDC). 70 participants discussed on the way forward and developed an operational strategy to advocate for the recommendations of the Whitebook and convey the message into the UEMOA member countries.

2.2 DDLG state of the art reflected in cooperation strategies and programs

The core group organised a task team that provided inputs and comments during the preparation of a large number of new **cooperation strategies**. On demand the TU participated in two missions for Benin (March) and Chad (November) to analyse the actual integration of governance in the cooperation strategies and provide recommendations for the way forward.

This was a mutually beneficial process and complemented the TU's conceptual work on SDC's governance approach. The newly prepared governance reference indicators for monitoring the implementation of the new message offer further guidance in this regard. With facilitation of the TU, IDS conducted a study and workshop on social accountability for the Great Lakes region that helps to inform in parts the forthcoming cooperation strategy. The objective of systematically analysing the integration of DDLG practice into programmes was however not achieved as planned. This will be better structured in 2017. Nevertheless, good examples could be observed in fiscal decentralisation (e.g. transfer schemes) or in parliament support (e.g. improved communication with the public to contribute to increased proximity and credibility of parliaments).

2.3 Guidance on governance and management for results

TU prepared a series of **conceptual and practical guidance** documents on governance which have been approved by the department's management (December). They include: i) SDC definitions, approach and thematic priorities in governance; ii) a practical guide how to integrate governance in SDC priority themes/sectors; iii) practical guide on governance in particular sectors, starting with health and to be complemented progressively for other sectors. Target group are SDC staff and implementing partners with the ultimate goal to contribute to systemic change processes and improve effectiveness and sustainability of SDC programmes. The documents were prepared with large consultations and in close collaboration with different SDC units (focal points and networks, geographical units, humanitarian aid, global programmes and networks, Analysis & Policy division) and selected cooperation offices. Final editing and dissemination will happen in 2017. The management suggested elaborating the definitions paper into a SDC policy on governance. This shall be addressed with the support of an external consultant in 2017.

The formulation of **governance indicators, including reference indicators** for the monitoring of the new message is completed. The list offers a combined set of indicators for the governance targets of South Cooperation (goal 5) and Cooperation with Eastern Europe (goal 8). They also provide guidance for results management in DDLG. See under:

<https://www.shareweb.ch/site/DDLGN/toolsandservices/SitePages/Home.aspx>

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

DDLGN members **benefited from ongoing collaboration with strategic partners**, such as **International IDEA** (presentation to core group on constitution reform programme, access to publications), **DeLoG** (courses, seminars, sharing of information, study presentation to core group on "building country monitoring systems for decentralization reforms") and **IDS** (studies and inputs to land governance, study and workshop on social accountability for Great Lakes, learning event on local taxation, series of finalized papers, including those jointly prepared with **HSI/SwP**).

Another interesting initiative could be launched with the signature of a **tripartite declaration of intention for the collaboration between the parliament services, SDC and the division of human security**. For SDC this provides the opportunity to use technical expertise within the Parliament Services for parliament support programmes. First collaborative initiatives started with Tunisia, Cambodia and Macedonia. More details are available under:

<https://www.shareweb.ch/site/DDLGN/toolsandservices/SitePages/Home.aspx>

The TU DDLG **partnership portfolio** has been reorganized based on the new partnership strategy and open tender. The winner of the mandate is IDS with a number of subcontractors, among others the Basel Institute on Governance, Fondation Hirondelle and Ximpulse. This was a major undertaking and will be very useful for demand driven, tailored support to the TU and the network. The new mandate will be ready to start in February 2017. Via shareweb

members will be updated on the collaboration with ongoing strategic partners and the new mandate (early January 2017).

https://www.shareweb.ch/site/DDLGN/about_us/SitePages/Home.aspx

Participation in **Govnet** was of limited benefit during 2016, due to fluctuations within Govnet team. But the TU actively participated in the working meetings and contributed to define the future 2 years work agenda. It wants to more actively use this platform in 2017.

2.5 Human resources (see Annex 6)

Due to long recruitment procedure and the departure of TU member Harald Schenker, the team was reduced in size during 2016. As a result not the entire planned activities could be covered, but important tasks and milestones have been accomplished. On a positive note, the TU profited from short term assignments of Elke Oehme (till July) on 'combatting corruption' and Jacques Mérat (Sept 16-March 17) on 'public finance management'.

From January 2017 the team will again be complete. It will include the current focal point (Corinne Huser, 100%), and programme officers (Andrea Iff, 80%, Melina Papageorgiou Trippolini, 60% till June, 80% from July), the governance responsible of the Western Balkans Division (Liliane Tarnutzer, 20%), the advisor on Roma and social inclusion of the Western Balkans Division (Laurent Ruedin, 30%), 10% of divisional resources for Govnet (Alex Widmer till June), 40% of the divisions internship (Aurelie Schwarb) and a programme assistant (Christa Romagnini, 60%). During a team retreat In January 2017 fine tuning of task distribution and substitution arrangements will be defined.

3. Priorities 2017 (see Annex 2A)

Milestones for 2017 include: **1) New learning journey** on the nexus **governance-fragility/conflict**, as requested by DDLGN members (in collaboration with C&HRnet); **2) Finalising ongoing learning trajectories on media assistance and in public finance management** (collaboration with gendernet); **3)** Two main **learning events** on independent oversight institutions (collaboration with C&HR net) and fiscal decentralisation; **4) Continued work on conceptual foundations** in governance and **application** in operations; **5) Contribution to highlight the importance of governance for development and in particular for SDG 16** implementation (in collaboration with C&HRnet and Aid Effectiveness network, Govnet/INCAF).

3.1 Strengthen thematic competence of DDLGN members

Nexus governance and fragility/conflict: This learning trajectory will include a synthesis of current reflection at international level, a series of cases studies to be more clear about the implications of fragility/conflict situations on the implementation of DDLG programmes and to get a better understanding how DDLG interventions can contribute to ease, overcome such difficult situations and contribute to peaceful co-existence within societies.

Media experience capitalization: The work on media experience capitalization will document international practice and analyse current SDC experience and lessons, concluding with recommendations on the way forward. During an e-discussion topics of particular interest shall be further explored.

Public Finance Management (PFM): Mapping of SDCs PFM support will be concluded in March, complemented by selected SDC case analysis, a PFM position paper and an issue paper on social responsible budgeting. This will contribute to clarify SDC positioning in public finance. Close exchange with SECO is already initiated.

Continuous exchange and discussion in the core group and network will focus on a range of actual topics, namely anti-corruption, inclusion, or engaging youth in DDLG.

Learning events, workshops: Besides the training offered by DeLoG, the TU will commit for two main learning events/workshops. Together with C&HRnet, a joint learning event on independent oversight institutions will be organised. This will contribute to promote accountable state institutions (SDG 16 agenda) and enrich the debate about the credibility of democratic institutions and processes. The aim is to provide insights and ideas about the collaboration with e.g. human rights/election/anti-corruption commissions, ombudspersons, or independent auditors. International and Swiss experience shall be jointly discussed and concrete SDC examples shared. Collaboration with other involved departments (DHS, SECO) and the support of international competence centres will be sought. Another important learning opportunity is a new course on fiscal decentralisation, to be prepared and conducted with the joint support of IDS and Swiss experts.

3.2 Advisory services and guidance to apply proven practice and standards in SDC operational work

The initiated **conceptual work and guidance** on SDC's **governance** approach will be continued to support application and to help reconcile different analytical lenses. The following steps are foreseen: **i)** publication and dissemination of the produced governance guidance papers (e.g. digital versions, appropriation by core group members, f2f events of other networks or regional seminars, integration in new sector strategies and cooperation strategies, incorporation in SDC PCM instructions and in the governance foundation course); **ii)** elaboration of SDC governance policy; **iii)** preparing foundation course on governance; **iv)** updating and simplifying tools on political economy and power analysis, starting from available stakeholder analysis/actor mapping and in synergy with the planned foundation governance course. Close collaboration with C&HRnet and gendernet is self-evident.

Together with the core group the integration of good DDLG practice in programmes shall be captured more systematically. Again, a core group task team shall be composed to offer peer advice during the preparation of new cooperation strategies.

3.3 Facilitate member's access to information and enhance dissemination of DDLG knowhow

The shareweb will be further refined and members encouraged and guided to make it a living platform. Synthesised DDLG learning will be communicated internally and externally (namely DHS, SECO, NGOs). Two fact sheets will be prepared: one on governance, another on combatting corruption, together with concerned SDC units and EDA info.

3.4 Contribute to highlight the importance of governance for development and in particular for goal 16 implementation

TU DDLG will engage in joint learning with the development community and lead on a selected topic of relevance in the governance and state building debate. Together with the C&HRnet and in the framework of Govnet-INCAF collaboration, key issues around the SDG 16 agenda shall be jointly exchanged and debated. The collaboration with IDS and subcontractors within the new partnership mandate will help in preparing respective inputs.

3.5 Engage in collaboration with centres of competence

Besides the launching of the new partnership mandate with IDS and its Swiss partners, the collaboration with other strategic partners will be renewed, e.g. the contribution to the Forum of Federations and DeLoG. The TU will follow up the findings of the external evaluation of International IDEA and contribute to the process of defining the organisation's new strategy.

Network members are encouraged to use the available expertise with the new mandate and current partnerships.

Annex 1 Network and Thematic Unit DDLG - Expected Results 2016 – Review December 2016

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of Dec. 2016
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 	<ul style="list-style-type: none"> - Postponed to 2017 - Peer presentations documented and available on DDLGN shareweb
	<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 	<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 	<ul style="list-style-type: none"> - Conduct CapEx & synthesize results - Organize discussions, exchange - Support CapEx & workshop of ESAD 	<ul style="list-style-type: none"> - CapEx trajectory in SENAP division co- facilitated, in collaboration with KLC division & Regional Advisor. Focus on experience exchange among practitioners from the region with interesting insights. Documentation available on DDLGN shareweb. - Working Group HCO, SAV, KTR structured & initiated DDLGN CapEx process, mandated to i-media. Inception report produced and work started. To be completed in June 2017.
	<ul style="list-style-type: none"> - Increased knowledge on land governance and inspiration for the operational work of SDC and partners 	<ul style="list-style-type: none"> - 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"> - 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 	<p>Learning journey completed as planned. Many interesting insights gained and recommendations synthesized. Documentation available on A&FS network shareweb.</p> <p>Selected stories captured about learning of network members and</p>

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of Dec. 2016
			documents and resources	how to use. To be followed in 2017.
	<p>Consolidating current learning: 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 	The position paper on parliament support finalized. More not possible because of staff fluctuations
	<p>First brief overview of SDC support activities in PFM - with integration of gender dimensions (e.g. GRB)</p>	Overview of programs and approaches	<ul style="list-style-type: none"> - Conduct mapping together with Gendernet 	Long recruitment process for new TU member delayed the process. Mapping is however under way and will be ready by end March 2017. Gender aspects included.
	Available information on corruption (documents, trainings, expertise) is accessible and serves the work of network members	<p>DDLGN sharepoint provides information on:</p> <ul style="list-style-type: none"> - Organizational chart of SDC units and other departments addressing corruption - List of relevant document and trainings - Overview of SDC anti-corruption programs 	<ul style="list-style-type: none"> - Define DDLGN page on corruption - Compile the different overviews and communicate to members 	<ul style="list-style-type: none"> - Documentation completed and available on DDLGN shareweb. - In addition the SDC working group on corruption has been re-convened and a note submitted to the Directorate with proposals how to strengthen SDC commitment SDC anti-corruption work (Sept 2016).

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of Dec. 2016
	Agenda defined for the new learning topic 2017 on DDLG in fragile and conflict situations	<ul style="list-style-type: none"> - Objectives and learning agenda for 2017 in close collaboration with C&HRnet - Roadmap and key actors 	<ul style="list-style-type: none"> - Establish sharepoint platform for peers - Define learning agenda and roadmap for 2017, in close collaboration with C&HRnet 	The roadmap for the learning journey is defined with broadly 5 key components. Collaboration with C&HR net established.
	New sharepoint serving as communication platform for DDLGN members and providing access to information	<ul style="list-style-type: none"> - Sharepoint established and regularly adapted according to user needs - Regularly updated information - Perception of users 	<ul style="list-style-type: none"> - Further develop sharepoint - Instruct DDLGN members how it can be used for their purposes - Regular update with information and news 	Members can access information. Shareweb structure is established, majority of documents uploaded & platform ready for use. Core group members were introduced with a short course how to use the new shareweb. Further refinements in 2017.
	Trainings offers to the satisfaction of DDLGN members: <ul style="list-style-type: none"> - subnational taxation and financing (IDS) - political economy analysis - DeLoG courses 	<ul style="list-style-type: none"> - IDS learning event - Regional political economy learning events (ESAD, EAD) - Positive feedback of participants 	<ul style="list-style-type: none"> - Realize training by IDS - Facilitate consultants, accompany training design PE - Provide access to DeLoG courses - Sharepoint with updated information on course offers 	Members made use of different training offers with generally positive feedback: <ul style="list-style-type: none"> - Overall positive feedback on the IDS learning event (March). Documentation on DDLGN shareweb available. - Overall positive feedback to the regional PEA course 19.-21.Sept. in Harare. TU contribution to design and participation by IFA. - Positive feedback on the DeLoG e-course. - Regional DeLoG seminar in Westafrica with positive feedback. Follow up process with UEOMA is underway in West Africa division.

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of Dec. 2016
<p>2. Supporting the integration of good DDLG practice and governance mainstreaming during PCM milestones</p>	<p>Advisory services for DDLG and mainstreaming governance meets the demand and contributes to thematic quality of selected cooperation strategies & programmes</p>	<ul style="list-style-type: none"> - Perception of advice seekers about usefulness and quality of service - Reflection of thematic “standards” in selected cooperation strategies, programmes 	<ul style="list-style-type: none"> - Build advisory teams in the core group - Advise to cooperation strategies and programmes (see 3B) - Capture trends and DDLG state of the art in programs 	<ul style="list-style-type: none"> - Core group task team was defined and provided comments to cooperation strategies. Systematic follow up on the satisfaction of advice seekers is pending. Closer follow up by the TU for Benin (mission), Mozambique, GL, and WB, with general positive feedback and uptake of several inputs. TU mission in Chad will help to inform new CS preparation during 2017. - Reflection of DDLG good practice in programmes will be partly captured in the results synthesis of annual programmes (early 2017). Some positive observations by TU, e.g. on fiscal decentralisation approaches, or in the support to parliaments. More systematic periodic joint analysis with the core group did not yet happen, but will be addressed in 2017.
<p>3. Providing guidance on governance and governance mainstreaming</p>	<p>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</p>	<p>Available guidance and targeted dissemination measures</p>	<ul style="list-style-type: none"> - Update guidance on mainstreaming governance 	<p>Series of documents on SDC approach to governance and practical guidance how to integrate in sector work prepared (with large consultations and collaboration with different units in SDC), submitted to deputies of SDC departments and</p>

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of Dec. 2016
as well as results management in DDLG for operational work of SDC and partners	the follow up of the senior mgt response to the SDC governance evaluation			approved (Dec), with some comments to be included. Final editing for early 2017 and dissemination throughout the year.
		Available concept & modules for governance training in 2017	- Define training concept and finalize modules	Due to time constraints postponed to 2017. Can build on the Governance guidance documents
		Available guidance on management for results in DDLG	- Review guidance on results management	Set of reference indicators for the monitoring of the new message elaborated as a basis for results management. A list with proxy indicators and reference indices to follow.
		Perception of DDLGN members about enhanced 'governance' understanding and the usefulness of guidance	- Provide comments & advise to Bolivia, Benin, Albania	Simultaneous process of preparing governance guidance documents and being involved in CS process Benin and analytical governance work Bolivia was beneficial for both processes. TU also conducted a governance "assessment" mission in Chad in view of planning the new CS in 2017. The governance guidance documents will be used for planning new CS in 2017, also for Albania.
	DDLG positions (policy paper) are known within SDC, HSD, SECO, NGOs	- Leaflet as handout - Number of presentations, discussions	- Organize dissemination activities	Due to staff constraints communications efforts were not conducted as intended. This will need a renewed effort in 2017. Official launch of policy paper in

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of Dec. 2016
			<ul style="list-style-type: none"> - Finalize draft concept paper for collaboration with centres of expertise - Conduct tender for collaboration with centres of expertise - Prepare credit proposals and contracts for new or continued collaborations - Regular Follow up of current partnerships (IDEA, FoF, IDS, IFF) 	<p>Completed</p> <p>Completed</p> <p>CP approved, contract will be signed in Jan 2017</p> <ul style="list-style-type: none"> - IDEA steering meeting and participation in strategy meeting with member states in April. Participation in external evaluation that will inform the new strategy process in 2017. Critical findings need follow up. - IDS collaboration mainly on land governance and few other assignments, learning event and finalising papers. - Participation in DELOG activities and relevant information shared.

Annex 2A Network and Thematic Unit DDLG – Objectives and Expected Results 2017

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
Strengthen thematic competence of DDLGN members	Members engage in joint learning on priority themes: - Accountability - Media - PFM, fiscal decentralisation - Governance-Fragility/Conflict	Members are more knowledgeable about the role and work with Independent oversight institutions	Learning event on HRC, EC, ACC, Ombudspersons, independent auditors	May	TU in collaboration with TLS/C&HR, DHS, SECO consultants (tbd)
		Members are more knowledgeable about actual practice in media support	Media CapEx with review of international practice and SDC experience, including recommendations for the way forward.	June	HCO, SAV, KTR With support of i-media
		Members are more knowledgeable about SDC approaches in PFM and current good practice, incl. aspects of GRB and SRB (gender & social responsive budgeting)	- Review current state of good practice - Mapping and brief analysis of SDC projects - 4 SDC desk case analysis (possible case Central America) - Issue paper on SRB (learn from Nepal/Albania) - DDLGN Position paper	March	IFA, MTE & Gendernet RNL/MIN with support IDS
				December/ ~early 2018	
Members increased awareness about the nexus between governance and situations of fragility, conflict and about possible ways of working	State of the art analysis (incl. reflections about actual reference frames)	June	IFA, C&HRnet, SAV, NAN, & in consultation with Marcel Stoessel With support IDS and partially with Int. IDEA		
	6 SDC country case studies (Afghanistan, Honduras, Burundi, Somalia, Ukraine, Mali or Tunisia (tbd))	December			

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE	
			Aspects of constitutionalism	October		
			Joining IDS-DFID mandate on empowerment/ accountability in FCS	tbd		
			Discussions related to new CS	Continuous	IFA, HCO, TARLI, PAPME, SAV	
			Inputs Regional Fragility Workshop Colombia	24.-28.04.	IFA, with FISRA, C&HRnet	
			- Continuous exchange of Network and CG Members on selected topics, namely anti-corruption, inclusion, engaging youth	Exchange during CG working sessions and via shareweb	Continuous	CG work plan & Inputs by peers With support of IDS, other experts
	Members make use of training offers and appreciate usefulness	- # of DDLGN training offers and level of participation by members/SDC staff - Members satisfaction with relevance & quality		Prepare Governance Foundation training: concept, modules, programme, facilitators	December	HCO, IFA together with CHRnet and gendernet With support IDS
				Offer course on fiscal decentralisation	1 st week Sept.	IFA with experts
				Provide access to DeLoG courses, webinars, e-discussions	Continuous	TU
	Advisory services and guidance to apply proven practice and standards in SDC operational work	Members are equipped to apply learning and proven practice	Guidance paper & seminar(s) on Political Economy & Power Analysis (PE&PA)	Analyse Trends of other donors (DFID, Govnet, EC)	June	IFA, CHRnet With support of IDS, other experts (ECDPM?)
				- Provide simplified approach to PE&PA, based on the stakeholder analysis, actor mapping; Link to governance foundation training - Follow up with QA for institutional anchoring	August	

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
				December	
			Trainings on demand (1 asked for Senap region)	2 nd semester	& NAN
		Further elaborated governance guidance documents - Governance policy paper - Sector guidance papers	- Prepare governance policy paper in collaboration with other concerned SDC units - Sector guide Water, agriculture & food security - Sector guide Education/TVET	December March December	HCO, consultant(s) TARLI
		Examples where TU/CG supported integration of good governance as well as fragility/conflict nexus in operational work	Final editing of governance guidance papers and rolling out/dissemination: - Appropriation by Core Group Members - Integration of governance as well as the fragility, conflict nexus in new cooperation strategies - Input to f2f health (on demand)	January/February Continuous November (tbc)	TU and CG members (according to CG work plan for CS)
		Evidence of applied DDLG practice in operations	Regular follow up with CG (2/year)	June/December	TU & CG members
		Evidence of integrated social inclusion perspective in DDLG work	- Systematically integrate social inclusion lenses in all planned activities; - Sharepoint documentation on SI	Continuous October	RNL

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
		Guideline on results measurement DDLG	Finalize guidance document	June	HCO, TARLI, PAPME
		Topic paper accountability and updated PSAM tool (public soc. acc. monitoring method) for Senap division	<ul style="list-style-type: none"> - Prepare short topic paper on accountability - Upon request of Senap division contribute to further refine PSAM tool 	July Tbd	HCO with support IDS NAN with support IDS
Facilitate member's access to information and enhance dissemination of DDLG knowhow	Members can easily access sharepoint information, and they make use of communication channels	<ul style="list-style-type: none"> - # of sharepoint visitors, downloads - # of initiated discussions by members, their inputs with news items, publications etc. - Members feedback on the usefulness of sharepoint 	<ul style="list-style-type: none"> - Refine sharepoint pages and tools - Upload new information - Prepare multi-media outreach materials - Animate peer exchange 	Continuous	TU with support IDS
	DDLG work is known in SDC and externally (DHS, SECO, NGOs)	# of TU communication and dissemination efforts	<ul style="list-style-type: none"> - Inform about DDLGN learning products, experience - Contribute to fact sheets on Governance and combatting corruption - Update SDC internet page on governance 	Continuous Tbd February	TU HEL, TU, CHRnet & gendernet, WG corruption HCO, SCWAU
Contribute to highlight the importance of governance for development and in particular for SDG	Enhanced SDC/TU contributions to internat. debates	DDLG inputs to debates and joint learning with development community	Engage in joint learning on SDG 16 related topics within Govnet (in collaboration with the Effective Institutions Platform, INCAF, gendernet), and with SDC networks.	Continuous	HCO, IFA, WID, together with C&HRnet, MULSU, gendernet

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	DEADLINE	RESPONSIBLE
16 implementation					
Engage in collaboration with centres of competence	DDLGN profits from thematic expertise of partners	<ul style="list-style-type: none"> - Members access to partners know how - Uptake of TU inputs in the partners strategies 	Launch new mandate with IDS & subcontractors and define workplan	January	HCO
			Input to the design of new IDEA strategy and regular CCM follow up	Continuous	<u>PAPME</u> , HCO
			New credit proposal and contract for FoF, and regular follow up	March, Continuous	<u>PAPME</u> , HCO
			Renewed contribution to DeLoG & follow up on topics of interest	January/cont. Continuous	<u>HCO</u> /TU

Annex 2B Planning overview of most important Events and Activities in 2017

January	February	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
16.01. Presentatio n/Discussio n annual programme DDLGN TU retreat			Presentatio n & Discussion of first findings media CapEx	Seminar on independent oversight institutions E-discussion media				Course on fiscal decentralisat ion (1 st week)			
			21.-24.04. Regional seminar LA in Colombo							F2f health network	LOGIN General Assembly
19./20.01. workplan IDS	Start new phase DeLoG and IDS mandate 8./9.02. IDEA evaluation follow up; 27./28.02. Steering Committee meeting	Start new phase FoF	DeLoG online course (tbc) 27.04. Retreat IDEA strategy	DeLoG Annual Meeting	Govnet meeting					IDEA ADF & Council meeting	Govnet meeting

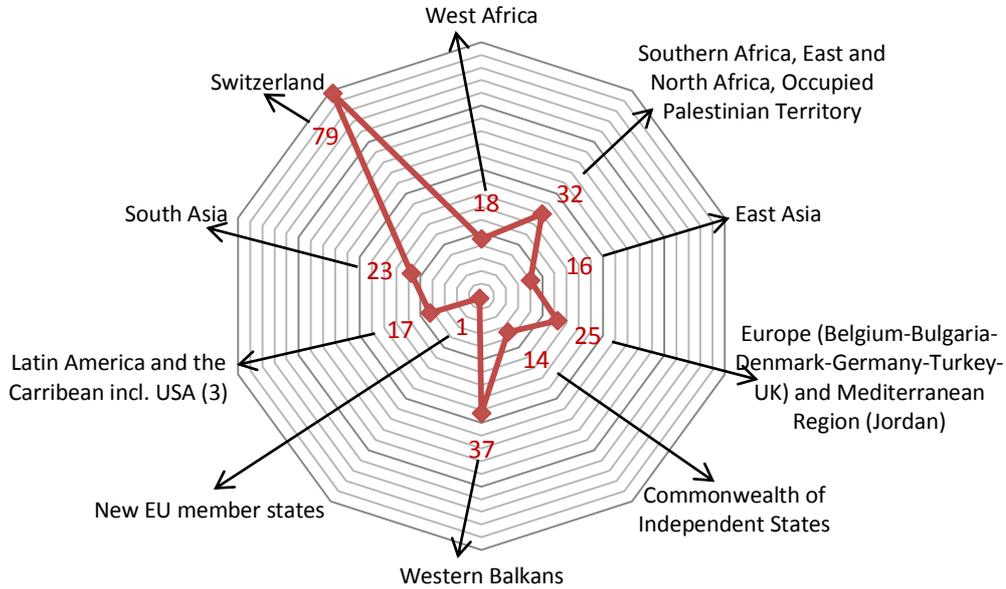
Annex 3 Overview of total DDLGN - Results and Products 2009-2016

Experience Capitalisation	Working aids	Policy contribution, inputs to directorate	Training	Communication	Studies, reviews
<p><u>9 learning projects or learning journeys</u> conducted including 35 case studies and 8 e-discussions on the 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 LGov institutions • Land Governance <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, 	<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” • Synthesis 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 • Reference indicators governance (for new message 2017-2020) • Topic paper on parliament support 	<ul style="list-style-type: none"> • Various papers concerning “democracy promotion” • Input paper governance for new message (2017-2020) • Note for directorate on electoral assistance • DDLG policy paper • Note to the directorate on SDC anti-corruption work 	<p>Since 2011: Annually various courses DeLoG</p> <p>2014: Learning retreat IDS on civic engagement</p> <p>2015: Course HQ (March) and regional seminar LA on political economy (October)</p> <p>2016: Learning retreat IDS on subnational taxation & financing; Regional seminar on pol. economy SENAP region</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); • Research studies on “citizen agency in contexts of fragility and chronic violence.” • 3 Working papers on SDC experience in subnational taxation and financing.

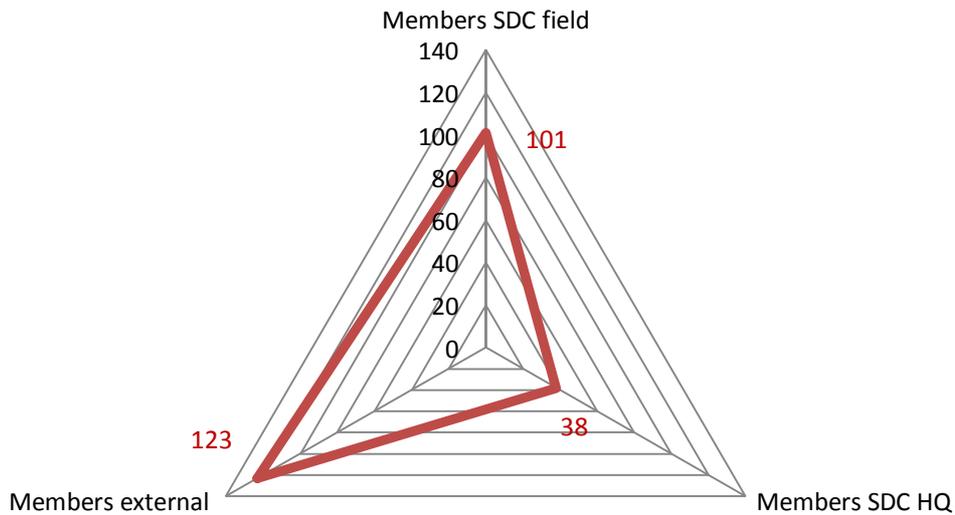
Experience Capitalisation	Working aids	Policy contribution, inputs to directorate	Training	Communication	Studies, reviews
<p>Summarized in 3 videos</p> <ul style="list-style-type: none"> • 5 videos Dobož Istok <p><u>3 additional E-discussions</u> incl. synthesis papers on: civic engagement, sustainable local government financing (May, Nov 2014) and on fiscal decentralization and gender (May, Sept 2015)</p>	<ul style="list-style-type: none"> • Practice Paper on CapDev of civil society organisations • Practical guide for analysing Local Governance Institutions • Definition paper on SDC approach to governance and Practical guide on how to integrate governance in SDC sectors/priority themes 			<p><u>2015:</u></p> <ul style="list-style-type: none"> • Presentation of F2F inputs & learning in all operational divisions <p><u>2016:</u></p> <ul style="list-style-type: none"> • Launching DDLG policy paper, incl. video • Feedback about f2f on land governance in WBD & EAD • New shareweb • Short information paper on Governance 	<ul style="list-style-type: none"> • Action research on informal local governance institutions Macedonia, Mongolia, Tanzania, Mali) • Literature reviews on CapDev to civil society organisations, informal local governance institutions • Country studies & in country WS on land governance Mozambique, Cambodia, Brazil

Annex 4 Network Evolution

Regional Representation



Institutional Representation



The total

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Annex 5 Budget Thematic Unit: Expenditures 2016 and planned 2017/18

	2016	2017	2018
Contributions:			
IDS actual contribution (tent.)	283'960.-	50'000	
DeLoG final payments	42'000.-	12'000	
DeLoG Phase 2		550'000	230'000
IDEA	1'001'270.-	1'000'000	800'000
FoF	200'000.-	300'000	250'000
IFF	210'000.-	38'000	--
Collaboration with centres of expertise (IDS)	--	935'920	971'360
Reserve for other initiatives (e.g. Govnet)	--	200'000	400'000
Global Credit DDLG Phase 5	3'770	--	--
Global Credit DDLG Phase 6	150'070	99'220	--
Global Credit DDLG Phase 7	--	60'000	290'000
Total	1'891'070	3'245'140	2'941'360

Annex 6 Overview Human Resources Thematic Unit DDLG

Name	Responsibilities	%
Corinne Huser	Focal Point DDLG: <ul style="list-style-type: none"> - Overall responsibility and coordination - Specific tasks according to annual plans - Network animation - Team management 	100%
Melina Papageorgiou	Programme officer in the Thematic Unit: <ul style="list-style-type: none"> - Strategic partnerships - Specific topics (tbd) 	80%
Andrea Iff	Programme officer in the Thematic Unit DDLG: <ul style="list-style-type: none"> - Fiscal Decentralization - Political Economy - Nexus Governance-Fragility/Conflict 	80%
Jacques Mérat (till March 2017)	Programme officer ad interim in the Thematic Unit DDLG: PFM mapping and short analysis	100%
Liliane Tarnutzer (Maternity Leave April to Sept)	Governance programme officer WBD & Core Group member DDLGN: <ul style="list-style-type: none"> - Practical guidance integrating governance in SDC thematic priorities/sectors - Specific topics (tbd) 	20%
Laurent Ruedin	Programme officer social inclusion in OZA & DDLG Thematic Unit: <ul style="list-style-type: none"> - Integrating social inclusion in DDLG work - Shareweb content & follow up on social inclusion 	30%
Aurélie Schwarb (replacement in Feb/March)	Internship: <ul style="list-style-type: none"> - Contributes to operating and managing shareweb - Supports DDLGN communication efforts - Foto archive 	40%
Alex Widmer (till June 2017, further involvement tbc)	Programme officer WBD & Govnet follow up for DDLG Thematic Unit	10%
Christa Romagnini	Assistant to the Thematic Unit	60%