



**The Development Partners Working Group on Decentralisation and  
Local Governance (DeLoG)**

**9<sup>th</sup> Annual Meeting, 1- 4 July 2014  
Visby, Sweden**



**Decentralisation and Local Governance:  
Delivering Development Outcomes, Strengthening Democracy**

Hosted by

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## List of Abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
BRICS	The major emerging national economies: Brazil, Russia, India, China, and South Africa
CEO	Chief Executive Officer
DeLoG	Development partners working on Decentralisation and Local Governance
DGG	Democratic Governance Group of UNDP
DLG	Decentralisation and Local Governance
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOVNET	OECD DAC's Network on Governance
GTF	Global Task Force of Local and regional governments for post-2015 and towards Habitat III
ICLD	International Centre for Local Democracy
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NGO	Non-Government Organisation
OECD	Organisation of Economic Cooperation and Development
OECD-DAC	OECD's Development Assistance Committee
OECD-DCD	OECD's Development Co-operation Directorate
SALAR	Swedish Association of Local Authorities and Regions
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
Sida	Swedish International Development and Cooperation Agency
SMART	Self-Monitoring, Analytical and Reporting Technology
THP	The Hunger Project
UCLG	United Cities and Local Governments
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
VNG	International Cooperation Agency of the Association of Netherlands Municipalities

# Executive Summary

The Development Partners Working Group on Decentralisation and Local Governance (DeLoG) was established in 2006 in recognition of the prominent role decentralisation and local governance play in public sector reforms and poverty reduction strategies in many low- and middle-income countries. DeLoG seeks to promote strategy coherence and harmonization in order to improve the effectiveness of local governance and decentralization reforms.



The 9th annual DeLoG meeting, hosted by Sida and ICLD, took place in Visby, Sweden during Almedalen, Sweden’s annual democracy event, from 1 – 4 July 2014. Taking advantage of the vibrant political Almedalen setting, the meeting started with a panel discussion which was open to the public.

This year’s theme was ‘Delivering Development Outcomes, Strengthening Democracy’. Over the course of four days, approximately 40 participants from 21 organisations attended different thematic sessions, including the role of localisation in the post 2015 development agenda, the DeLoG study on the local public sector’s role in health and education, decentralised aid modalities, monitoring and evaluation, working in fragile environments, gender mainstreaming, and urban governance. Sessions included technical inputs, information exchange and group work discussion around core issues. The related powerpoint presentations are available [here](#) and descriptions of the sessions can be found in sections 1 – 6 of this report. A full list of participants, the agenda, and the meeting methodology can be found in Appendices 1- 3.

In terms of DeLoG business, the results from the previous work plan (2013-14) and of the members’ survey were presented, and inputs for 2014-15 work plan were agreed according to the DeLoG work streams. For an overview of agreements see the section on DeLoG business in this report and for the draft work plan, Appendix 4. In relation to capacity development, the learn4dev group agreed two in-country training courses as well as some e-learning and knowledge management measures. For more detail see the minutes of the learn4dev open session in Appendix 5.



Valuable opportunities for networking were factored into the agenda by hosts ICLD through a series of informal events and this formed an important part of the meeting, highlighted in the participants’ positive feedback. Other feedback gathered from the evaluation included appreciation of the planning and methodology which

allowed for a high level of participation during the meeting; overall agreement that the thematic sessions achieved their objectives, and overall agreement on how DeLoG business was conducted. Based on the on the feedback, we’ll continue to focus on some selected topics for the next annual DeLoG meeting, perhaps even further focusing on, and limiting to fewer topics in order to allow more time for in-depth discussion and exchange. For more detail see the analysis of the evaluation at the end of this report and the tallied results in Appendix 6.

# Session details

## 1. The Role of the local level in the post 2015 agenda



The annual meeting started with a panel discussion that was open to the public as well as the DeLoG members in the Sida tent, as part of the Almedalen week. The three panellists were Stina Karlton, Sida’s Senior Policy Specialist in Democracy, Sara Wettergren, CEO of The Hunger Project Sweden, and Jamie Boex, Senior Research Associate from the Urban Institute. They represented views and research from international donors, civil society organisations and the DLG community of practice.

**Stina Karlton** spoke about increasing dialogue between community leaders and elected local authorities as an on-going way of working together to create responsiveness, transparency, accountability, and mutually ensuring democracy. She began with an overview of Sida’s approach to enhancing democracy at the local level, and the Swedish Government’s new policy on the role of the local level in the post 2015 development agenda, underlining the importance of human rights and gender equity in the SDGs. She discussed the importance of letting development initiatives develop organically, with different actors taking on different roles.

*“Local authorities form a vital bridge between national governments, communities and citizens and will have a critical role in a new global partnership...” --The UN Secretary-Generals High-Level Panel on the Post-2015 Agenda Report.*

Stina presented some practical ways of expanding democracy in a concrete fashion by taking people seriously. She drew on examples from Burkina Faso and talked about grievance redress and participatory planning through ‘communal space days’, using civil society to monitor service delivery for water and sanitation, health and education, and aggregate data gathered to national level to bring to the attention of donors. Her main concern was for the need to use formal structures and national level development plans to provide windows for transparency and democracy at local level.

**Sara Wettergren** spoke from the perspective of a community service organization that is working with gender-focused, sustainable, grassroots development. Picking up on Stina’s theme, she explained why it was crucial for NGOs to partner with local governments and work through existing governance structures. To this end she presented The Hunger Project’s 2013 ‘State of Participatory Democracy Report’ with its Participatory Local Democracy Index of 35 countries. She outlined the five dimensions the Index was built on: active citizenry, political mandate, administrative decentralisation, fiscal decentralisation, and multi-stakeholder planning. She then went on to discuss some of the challenges that local governments face, including lack of finance, autonomy, guidelines, capacity, and active citizenry, as well as political interference, corruption, structural barriers and devolution disparity. She explained how the research methodology had combined legal and perception studies and how this had shown that implementation of services was lagging behind legal mandates and that although local governance structures and policies existed on paper, there was often very low public perception of them on the ground.

**Jamie Boex** then contributed insights from the interim report of a study which the Urban Institute had conducted with DeLoG: ‘The local public sector’s role in achieving development goals in health and education’. The study, a work in progress, looked at aid flows to the local level for health and education service delivery. It outlined how, with the exception of countries like Brazil and South Africa, money for devolved local government only accounted for a small proportion of resources that reached the local level through de-concentrated and delegated structures. The study’s preliminary results suggested that there was a positive correlation between the share of combined local level fiscal spending (which put devolved, de-centralised and central-at-local-level amounts together) and improvement in education outcomes. The impact of local health sector spending on health outcomes was less clear.

The issue of what constituted local spending had direct implications for the role of the local level in the post 2015 agenda. Jamie’s message to the wider audience at the panel discussion was that while virtually all Millennium Development Goal (MDG) related services were delivered at the local level, governance in development was shifting from a focus on local governance to a focus on sector governance. This mainstreaming was happening without a strong body of research to draw on. As practitioners and researchers, he felt that we failed somehow to provide convincing evidence to our colleagues working in the education and health sectors that the local level mattered in achieving better sectorial development outcomes. In order to start filling this information gap, the study provided an evidence-based starting point for an introspective look at the state of knowledge and practice within our working group on decentralisation and local governance.

Questions for the panellists then focused on the complexity of working at the local level through the kind of multi-stakeholder approach the panellists were advocating.



## 2. Localising the post-2015 agenda

The second session gave participants an update on the process of localising the post 2015 agenda, drawing on the expertise of colleagues directly involved in the localising negotiations, lobbying and re-drafting of indicators of the new development goals (hereafter called 'new SDGs'). It was an interactive session with two of the inputs by Skype.

**Kodjo Mensah-Abrampa**, Policy Advisor on Local Governance at the DGG/Bureau for Development Policy UNDP, briefed DeLoG members on the progress of the post 2015 national consultations: a

*What do we do to make sure that local communities take ownership of the process?*

process of 21 countries contributing towards the post 2015 agenda developing the Sustainable Development Goals (SDGs). He explained the vital role he saw for DeLoG to play, identifying two major areas of relevance for local governance. The first area was localisation: how to involve local institutions in implementing the tasks specifically assigned to them in the 17 new SDGs, and how to get development partners to support them in the implementation process. The second area was the role of the private sector: how to use the private sector to encourage participation in the new SDGs and how to get the private sector to influence the mobilisation of resources. In the post 2015 agenda Kodjo stressed that the move was from participation to ownership. Countries needed to own their development and practitioners needed to work with local institutions, and through them to the national system. He emphasised how the consultation process had moved on from lobbying for goals to be set to means of implementation. What UNDP will present to the Secretary General/General Assembly in September would be a report on how development partners can really support implementation by local governance actors. He invited DeLoG members to actively participate in the process.

**Nicola Crosta**, Head of Policy, UNCDF (and co-lead UN Technical Support Team's sub-group on Means of Implementation) presented next, via Skype, new developments in the zero draft revision of the sustainable development goals (SDGs) to incorporate things that weren't in the MDGs: a focus on growth, on inequality, on territorial differences and on climate change – all four issues having relevance to DLG. As a result, the document contained specific entry points for localising the agenda: cities, food, inequalities and governance. Currently, there was a chance to influence this paper by contributing suggestions and comments to the discussion forum at [www.worldwewant2015.org/localising2015](http://www.worldwewant2015.org/localising2015)

The new focus was now on the 'how' of the agenda rather than the 'what' – and in this 'how' financing was the most critical part. Nicola outlined some of the difficulties associated with the process of strengthening the role of local governance in the post 2015 agenda when it came to financing and 'means of implementation', especially with regard to the call from the poorest, least developed countries for financing and the attendant capacity and data problems. In describing the way forward - what was likely to happen next and how DeLoG and its members could get involved – Nicola explained the 'how' was a complex process. Implementation was being discussed as a goal in itself, but in fact the means of implementation had been imbedded as targets within the actual goals. A committee of experts in the financing of implementation existed, but since implementation was not a goal in itself, they were working in parallel to the other group. Another complication was that one group was made up of financial experts exclusively who were not practitioners. This created a lack of true contextual expertise. A further issue was that climate change finance, even though crucial, was not included in the zero draft update. All this resulted in an unmet need to coordinate the SDG

financing and implementing processes. If DeLoG members were to get more involved then what was needed was support for coordinated advocacy for the least developed countries, organising them as a more effective pressure group, assistance to equip the local level with the required technology, and evidence of the advantages of fiscal decentralisation.

**Edgardo Bilsky** Director of Programmes and Research, United Cities and Local Governments (UCLG), presented the objectives, vision and activities of UCLG in regard to the Post-2015 agenda. He



outlined how the Global Task Force (GTF) was bringing together all forums to advocate on the global agenda to localize SDG goals, targets and indicators, so that statistics could be disaggregated, and centralised and devolved aid flows made accountable by specifying them as rural and urban, national, regional and local. In this way, SDG achievements, failures and disparities in results would not just be reflected at national level. In addition to localising the goals and the attendant lobbying for localisation in the global debate, the GTF had also been working on a goal for sustainable cities and linking it to urbanization. Eduardo outlined some of the main challenges in this work which included sustaining issues of governance in the global debate, getting the sustainable cities goal accepted, and proposing the necessary indicators within the goals relevant and workable in the short time remaining. These issues needed to be resolved by the time the GTF reported to the UN in

September 2014; thereafter there would only be inter-governmental discussions on the SDGs.



**Carl Wright**, Secretary-General, Commonwealth Local Government Forum (CLGF), highlighted some of the outcomes of the current consultations on localising the SDGs held in Port Moresby, Abuja, Liverpool and Lima, and in particular the call in the CLGF Abuja Declaration for localising of SDGs to be accompanied by localising of resources and drew attention to the background documentation provided in this regard.

Participants had been circulated with the working paper which contained proposals for localizing the goals and targets, currently being discussed in the UN Open Working Group 12, but there wasn't time during the meeting to get some DeLoG member feedback on the

revisions.

**Eduardo Gonzalez**, Governance Advisor, Governance for Development and Peace Team, Global Partnerships and Policies Division, OECD-DCD, presented via Skype an update on the progress of the Global Partnership for effective Development Co-Operation, dedicated to the effective implementation of development, and to suggest it as a platform for DeLoG members to table specific implementation issues for localising the agenda and for reaching a wider range of countries. He explained that the Global Partnership was working on a tool to enhance the quality of cooperation and support for the post 2015 agenda. He suggested DeLoG could engage in this process by sharing



experience of what worked and didn't work in localising issues, and by communicating progress and participating in monitoring efforts at country level. Eduardo gave an update on the Global Partnership's First High Level Meeting in Mexico, summarising the presentation he did there, based on a survey carried out after Busan with ten indicators for quantifying progress. He mentioned new local government representation on the steering committee and what would be discussed at the first steering committee meeting in New York in July, including how the Global Partnership would be positioned and the issue of managing the large number of countries that comprised it.

*“What is the evidence that local elected people do a better job?”*  
*Jamie Boex*

**Jamie Boex**, Senior Research Associate at the Urban Institute, explained the methodology, preliminary findings and analysis of the DeLoG study, 'Localising Public Services and Development: The local public sector's role in achieving development goals in health and education' which he had presented in principle during the morning's panel discussion (see page 6 above).

He showed preliminary results from 23 countries (out of a targeted 30) where DLG spending on health and education had been disaggregated in terms of devolved, de-concentrated, and delegated spending at local level. After addressing some of the difficulties inherent in the research methodology and data collection, Jamie traced what conclusions might be drawn should the correlations between spending at local level and improvements in health and education prove finally to be significant. (This included the correlation between local level spending and improved literacy rates of 15-24 year olds, and the weaker correlation between local spending and reduction in under-five child mortality.) The resulting hypotheses were a) the more we spend at local level, the better the outcome, and b) local government involvement results in more responsive service delivery and achievement.

The group then discussed next steps – whether the study should keep going to cover the targeted 30 countries, and if the study were to continue after that, whether scaling up would be vertical: researching more countries, or horizontal: researching more sectors or more regions within the countries already covered, for example where there were stark differences between urban and remote areas. Suggestions included extending the study to Vietnam where the Cities Alliance was working because Vietnam was on the original list of 30 countries and hadn't been completed yet, and assisting with data collection in countries already targeted in which SDC was doing a local government assessment.



The session concluded with a visit from **Charlotte Petri Gornitzka**, Director General of Sida, who reiterated that working for democracy was the first and foremost priority of the Swedish Development Cooperation. She stressed the importance of local democracy and the need for implementers to work locally. This was not so much a case of what we had to *give*, but what we had to *share*, making development cooperation a win-win situation.

### 3. Aid modalities and their impact on decentralisation

**Harald Schenker**, Program Officer for Democratisation, Decentralisation and Local Governance, Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC) presented a new OECD study proposal on innovative aid modalities to support sub-national public sector reform. The aim of his presentation was to find development partners through the DeLoG network willing to participate in the study and to network between GOVNET and DeLoG. The study proposed to identify innovation in the fields of sub-national reform, public accountability and anti-corruption by singling out best practice from the analysis of about 24 examples - of both successful and unsuccessful innovations. Four entry points were proposed: strategy (policy), tools (service delivery), internal systems (M&E and knowledge management), and 'other' (new ways of thinking).



Usable or replicable innovation, for the purpose of the study, would be measured in terms of successful identification of a problem and execution of a solution, plus successful transfer and scaling

	<b>Sub-national reform</b>	<b>Public accountability</b>	<b>Anti-corruption</b>
<b>Strategy</b>			
<b>Tools</b>			
<b>Systems</b>			
<b>Other</b>			

up to other contexts, with value for money and good governance. Harald proposed to identify contributors to the study through DeLoG networks. After that, respondents would complete a questionnaire and if selected to the second round, a validation workshop.

In small groups, participants shared examples of an innovation as described in the presentation that they'd been involved with that had either been a success or a failure. They wrote their examples on different coloured cards to categorise them as sub-national reform, public accountability or anti-corruption. They stuck the cards on a table (see above) according to the type of innovation. The exercise showed that DeLoG members and their organisations could draw on a rich source of examples, particularly for tools and systems under the three thematic areas. Harald informed the group that the study implementers would be contacting DeLoG members to follow up on the research.

To re-ignite debate on the question of DeLoG's own study on effective use of country systems at sub-national level **Jochen Mattern**, Coordinator, DeLoG Secretariat gave a short briefing from the Aid Modalities work stream to remind participants of DeLoG's proposed study from the last annual meeting. The aim of the study was to analyse challenges and opportunities in the use of local country systems and present tools and best practices to development partners so that they used local country systems more. This would involve reviewing the ways country level systems had been

previously assessed, identifying examples that supported DLG, finding their strengths and weaknesses, quantifying development partners' thinking on advantages and disadvantages (e.g. local level capacity development vs. financial risk), and then identifying ways of tipping the balance in favour of using sub national country systems (e.g. building capacity to reduce risks).

**Bernhard Harlander**, Advisor, Decentralisation and Local Governance, GIZ presented experiences of country owned national monitoring and evaluation (M&E) systems in Francophone Africa which he had gathered from the recent DeLoG regional workshop in Yaoundé. The workshop has been implemented jointly with GIZ Cameroon. The workshop focused on 7 countries in terms of challenges, risks, lessons learnt and ways forward in order to prepare recommendations for partner countries and donors to improve country M&E systems. He concluded that DeLoG's contribution could be to collate and rationalize the different processes.

**Maya Schnell**, Desk Officer, Department for Governance, Democracy and Rule of Law, BMZ presented the results of the DeLoG M&E work stream survey. The survey asked for donor approaches to measure the impact of decentralisation and local governance support and the extent to which donors support and use national M&E systems. This was followed by a lively discussion regarding where the M&E impact work stream should focus on, based on the use of indicators.



*There is a large discrepancy between what is on paper and the actual situation, especially regarding fiscal decentralization*

In the following discussion on aid-modalities, Edgardo Bilsky, UCLG felt that national governments should take the proposed 17 new SDG indicators, reduce the number to an agreed set of key indicators, localise them and get governments to integrate them in their national/sub national systems. Those indicators should then be used in country systems. He stressed that right now the opportunity existed to look at the micro and middle level and DeLoG should keep lobbying. Kodjo Mensah-Abrampa, UNDP, conferred and reminded the group they had a unique opportunity to propose such indicators now. However, Jorge Rodriguez

Bilbao, EuropeAid felt that the 17 new SDGs were too donor-centred and central government oriented, not representing interaction with local governments. Amy Gill, UNDP said the group should focus on influencing national processes through the 'New Deal' and global processes through the post-2015 initiatives rather than coming up with our own indicators.



From the group discussions, opinions were varied: Harald Schenker believed that the window was already closing in terms of influencing the 17 SDG indicators and this was not what the DeLoG M&E work stream should be focusing on now.

Some participants thought the group should agree three or four indicators that all donors use, and draw on these when developing new projects, or push governments to use them as a minimum standard.

Elin Bergman, WB said the World Bank is currently undertaking an effort to collect and review the indicators that are being used in WB's intergovernmental and decentralization projects (financial, technical and convening services), with the aim to come up with a set of "core indicators" which capture the different types of engagements and their outcomes. Elin agreed to share the results of this effort with the Secretariat once it has been completed.

## 4. Decentralised local government in fragile environments

**Elin Bergman**, Public Sector Specialist, Public Sector and Governance Group, World Bank presented emerging conclusions from ongoing work on intergovernmental relations in fragile states. The presentation highlighted five core areas which are critical to conflict and domestic peace and is tackled by several levels of government. These were:

- taxes and transfers (e.g. who manages and who collects)
- natural resources (e.g. ownership, regulation, extraction rights, and revenue, mainly from gas and oil)
- human resource management (e.g. patronage and payrolls),
- public investment (e.g. building and infrastructure) and
- land administration (e.g. refugee/IDP land claims and property tax).

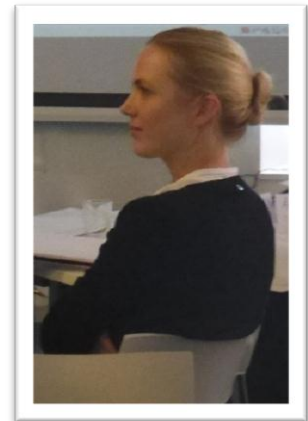
### *Advice for Local Governments in challenging situations*

*Keep things calm and isolate local conflict dynamics from broader ones outside of span of control.*

*Keep service delivery going and ensure performance legitimacy of government institutions.*

*Ensure bottom-up state building processes and inclusive governance while intergovernmental relations are redrafted.*

*Be seen to do these things!*



The five areas mostly concerned conflicts related to ownership – competing claims over resources, power and revenue. She argued that new approaches were required for these areas because standard development practices were often not possible in conflict situations. Elin went on to highlight relevant bargains that countries and their levels of government have struck in each of these five areas. Further research will be required to understand the implications of these reforms as well as trade-offs that needs to be addressed when undertaking intergovernmental reform.

**Chris Van Hemert**, Deputy Business Unit Manager, International Cooperation Agency of the Association of Netherlands Municipalities International (VNG) presented VNG's concept of fragile states and the main challenges to local governments working in conflict environments. He outlined a range of approaches and priorities that VNG used to strengthen sub-national governance in this context, including

**Do No Harm and conflict sensitivity:** working on a demand-driven basis through existing governance structures and systems without imposing blueprints; tailoring development to local needs and context to promote local ownership and sustainability, and using quick wins with the target group to establish the legitimacy of the approach.

**Hybrid governance:** focusing on legitimate, inclusive governance, through involving traditional authorities alongside newly appointed governance actors, members of old and new regimes, civil society and armed groups, while acknowledging the importance of intergovernmental relations.

**Colleague-to-colleague exchange:** sharing local governance expertise, for example with Dutch/international municipalities or local government associations, South-South twinning, tri-lateral programmes, and local Communities of Practice.

**Restoration of trust:** promoting legitimate and inclusive governance, Rule of Law, and accountability.

**Long-term commitment:** long-term on-the-job local coaching instead of Jet-in-Jet-out trainings, to ensure sustainable capacity development and performance legitimacy; working at three inter-related levels: Individual, organisational, and institutional.

**Amy Gill**, Programme Specialist, UNDP presented UNDP’s methodology for adapting social contracts



for core government services in crisis situations. UNDP’s aim was to broaden the scope of local government response in conflicts – beyond law and order - to meet the needs of marginalised groups and ex-combatants and to build trust in post conflict situations by including a social contract between citizen’s expectations and responsibilities on the one hand, and the competence of the state’s response on the other.

UNDP’s approach was to facilitate both sides – both local governments and citizens - to legitimise their relationship and establish a social contract between them, instead of the normal emphasis of capacity development

for either one side or the other.

Seven core functions of the social contract approach at local level were outlined:

- Basic rebuilding of livelihoods: providing choices not hand-outs and moving more quickly from relief to development.
- Reconciliation and rebuilding social cohesion: understanding that staying in refugee camps retards the process.
- Developing local institutions: using clan and traditional systems, for example, and reducing parallel structures for tax collection, local infrastructure and community representation.
- Ensuring rule of law and access to justice: providing space for redress, for example through local courts or community mediation.
- Fostering resilience: providing security through local governments, for example Uganda’s local security councils.
- Supporting inclusive politics: not shying away from supporting politicians and political parties with capacity development; promoting issue based rather than ethnic based politics and getting politicians to bring people together through service delivery.
- Fostering partnerships: working towards a common agenda, harmonising aid at local level, and avoiding the creation of parallel structures.

## 5. Gender mainstreaming in local governance

This was the first time that gender issues were on the agenda at DeLoG’s annual meeting. Specifically requested by ICLD and Sida, it is to be noted that Sida is advocating the gender development goal in the post 2015 debate. The purpose of the session was to share experience on gender equity and gender mainstreaming, and show its relevance to DeLoG.

*...Even when invited as a guest of honour on a function, I could feel like I am not the right person to preside over such a function...  
Munaba, Uganda  
(ICLD trainee)*

**Adiam Tedros**, Director of International Training Programmes, ICLD presented their international training programme ‘Local political leaders: capacitating women in politics’. She outlined how the training programme built leadership skills for women in local government from 21 countries, targeting up to 90 women in three training rounds, each lasting 18 months. Adiam gave a brief overview of the training aims, process, and achievements, including a research component derived from women councillors documenting their daily lives in local government. Diary entries varied from the councillors dealing with big issues, to everyday problems. Adiam explained that ICLD researchers now needed to design the queries that would tease out priority issues from the material, for example

challenges for women entering politics, work environment issues, quotas, etc. Adiam provided some examples from recent diary entries which participants read and reflected on.

**Magnus Jacobson**, Communication Strategist, Swedish Association of Local Authorities and Regions (SALAR), talked about a programme for gender mainstreaming which had been one of the few very successful large-scale programmes concerning local government in Sweden. He briefly presented a four-pillar strategy for gender mainstreaming: support, steering, strategic influencing and disturbance. (Disturbance in this case meant challenging conclusions made, questioning results, keeping an eye on what was done.) He then showed a [short film](#) on SALAR’s gender mainstreaming work with local authorities in Sweden. The film illustrated how gender disaggregated statistics were used as the main tool to make service delivery equal for men and women, boys and girls. Examples included how local authorities used gender disaggregated hospital and ambulance statistics to ensure women got equal treatment to men and how schools used gender disaggregated education statistics to ensure boys got equal study incentives at school. The film also illustrated how gender mainstreaming could be justified on a human rights basis but also on a quality of services and efficiency-effectiveness basis – what the film termed a ‘utility’ rationale.

**Carolina Wennerholm**, Lead Policy Specialist on Gender Equality, Sida and **Johan Norqvist**, Senior Programme Manager, SIDA presented gender equity and gender mainstreaming in international cooperation. They outlined Sida’s policy on gender mainstreaming, including some cases of Sida support for women’s political participation and influence in local governments. They emphasised that ‘gender analysis’ was the key to mainstreaming gender – that is, every process should be looked at from a gender perspective at all levels using both quantitative and qualitative information.



Participants were then divided into three groups, each with specific questions to discuss. Group 1, with Adiam from ICLD, focused on the diary entries women councillors had recorded and how these could be used for research. They discussed the question “What would you like to find out about women councillors from the ICLD data?” One suggestion was that this information could be used as a training tool. Another suggestion was that the material was used for documenting the road to becoming a councillor across cultures and comparing different councillors’ experiences. In conclusion, the group suggested that the diary corpus should speak for itself and a good starting point would be to quantify what was already there in terms of recurring topics and issues. Group 2, with Magnus from SALAR, focused on promoting gender mainstreaming in local government and discussed whether or not similar gender mainstreaming strategies could be used in developing countries; if so, how much of it was transferable, and what support was needed to make vertical and horizontal learning sustainable. The consensus from that discussion was that the utility argument – efficiency and effectiveness – was a good ‘in’ for service delivery - perhaps a better one to start with in cultures where the gender equity-human rights argument would not produce the same effect with bureaucrats. Group 3, with Carolina and Johan from SIDA, focused on promoting gender equality in international development cooperation. They discussed how much of Sida’s work in gender equality and gender

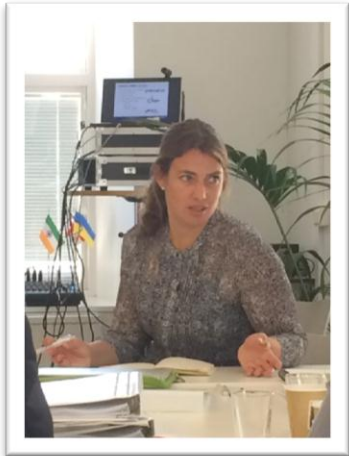
mainstreaming was relevant to DeLoG members' work, and why. This discussion brought up the importance of engaging men in the process of promoting women. The group discussed what type of indicators they would use to monitor the implementation of gender issues. Johan also brought up the topic of aid flow for gender mainstreaming at the local level. Although Sida strongly supported the importance of women, with 30% of its budget going to human rights and democracy, within those funds, very little was earmarked for direct support for gender equity at the local level.

Participants were then cross-grouped – one member of each of the three original groups formed a new 'threesome' and as ambassadors from their original groups, summarised their discussions and conclusions. This process cross-fertilised ideas on gender mainstreaming from the different perspectives of local women councillors, local authority service delivery, and international cooperation.

It was agreed that gender issues would continue to be on the agenda for future DeLoG meetings.

## 6. Urban Governance

**Diane Lopez**, Local Government and Decentralization Unit, UN-



Habitat gave a presentation on democratic access to service delivery using new technologies as municipal tools for transparency. She argued the case for municipalities as basic service providers to safe guard the urban poor from the spiralling costs of inflation, an unregulated private sector or informal systems that exploited people living in slums, forcing them to pay exorbitant sums to the local mafia. Her main premise was SMART technology could help. Apps and other mobile technologies increase efficiency, reduce costs, and help local

*The project tries to develop a tool which can help mayors gage alternatives for developing service delivery, taking into account transparency, financial stability, and ability to govern*

authorities leap-frog service delivery bottlenecks. At the same time they provide a level of transparency that convinces the public to buy into a formal system. Examples of SMART technology for local government included sensors that monitored safety in underground systems or controlled street lighting. The introduction of sensor controlled street lighting in Santander resulted in the city providing safer areas for women, while saving costs and using less personnel: with sensors the light on/off times became light-sensitive, making the labour-intensive job of programming them redundant. Other examples of SMART technology included municipalities who used a dedicated SMS number for taxi drivers to report illegal dumping in exchange for phone credits; cameras in market places to monitor services and hygiene; GIS mapping for illegal building and tax collection; and The Better Than Cash Alliance which promoted digital payments by SMS for utility bills, banking, remittances.

Diana outlined what would be necessary to promulgate the buy-in for SMART cities in developing countries and how UN-Habitat is establishing a platform for this purpose. New apps would be developed to fit specific systems. A register of existing apps would need to be compiled, software shared or made open-source to stop municipalities being ripped off by software developers. For the



same reason, local government staff would need training in procurement and real prices would have to be shared between municipalities. Capacity development in terms of IT literacy and safeguards would need to be provided to ensure data security and prevent the system being shut down or tampered with by hackers. Perhaps most importantly, a management revolution - training in responsiveness, planning, budgeting, maintenance, and trouble-shooting - would have to go hand in hand with the technological revolution. If not, local government staff would not be able to meet the demand for services and this would lead to a downward spiral that would undermine the public's incentive for swapping from the informal to the formal system.

A lively discussion ensued with participants outlining advantages and disadvantages of the SMART technology for transparency and urban development. Advantages included: implementation could happen without having to negotiate with central government; moving towards a cashless society could save municipalities a lot of money by reducing human error, corruption and inefficient transaction time (tax paid in the form of user fees made tax-collection redundant); the use of social media would put pressure on mayors and municipalities to provide services or at least to be held accountable for a lack of services; the private sector could be engaged to improve public services with incentives inherent in the technology - such as in the taxi driver example; public-private partnerships would become enhanced (such as joint ventures between municipalities and haulage firms); there would be buy-in from telephone companies because the future of the telephone business is in data and SMART technologies use data; women and the vulnerable would be safer on the streets (carrying a locked mobile phone instead of cash). Disadvantages included the lack of anonymity (apps would increase surveillance and privacy breaches by government); safety systems would become vulnerable to hackers and terrorism; the loss of face to face transactions would reduce trust between the community and the service provider with higher efficiency leading to impersonal and disempowering services; and the future of municipalities that weren't SMART – what would become of them?



## DeLoG Business

**Jochen Mattern**, Coordinator, DeLoG Secretariat GIZ presented a report on the 2013-14 work plan, detailing how DeLoG had supported the inclusion of DLG in the international agenda and how the work streams had been used for knowledge management and rallying development partner support for DLG.

Results of the member survey were presented, which rated

- high satisfaction with DeLoG's overall service, knowledge exchange, event management, and networking, with members' suggestions for improving knowledge management
- satisfaction with capacity development and visibility in the international agenda, with members' suggestions for more DeLoG participation in lobbying and implementation for localising the post 2015 agenda and more learn4dev events.

The 2014 – 15 DeLoG work plan was presented and members discussed what the work streams should initiate or continue doing. Agreements included

- finalising and disseminating the DeLoG-Urban Institute study on: The local public sector's role in achieving development goals in health and education;
- continuing support for the Global Partnership for Effective Development Cooperation and the UCLG's task force on writing /improving indicators that 'localise' the SDGs;
- supporting the development of the new urban agenda and the preparation of the Habitat III conference;
- developing capacity as outlined in the learn4dev open meeting minutes (see next section and the Appendix 5);
- sharing indicators for good practice in DLG support
- finalising the working paper on national M&E systems for measuring DLG reform;
- contributing examples of successful and unsuccessful innovations to the SDC funded OECD-GovNet study on Innovation in Public Sector Governance Reform (see Session 3 above);
- compiling tools and approaches for strengthening subnational systems;
- exchanging experience on working on DLG in fragile environments, mapping activities in ten fragile states, and compiling a list of conferences and their proceedings on post conflict recovery and DLG.

Details of the draft 2014-15 work plan can be found in Appendix 4.

In the initial DeLoG business meeting, **Marija De Wijn** made a short presentation on why Unicef wanted to join DeLoG and what it could offer the group. Members were given a chance to consider the new membership and in a second meeting agreed that UNICEF should join DeLoG.

Bonn and Barcelona were considered as possible locations for the **10th Annual DeLoG Meeting**. The clarification process will be finalised as soon as possible.

## Learn4dev Open Meeting

**Michelle Soeller**, Advisor, DeLoG Secretariat outlined the work of the learn4dev work stream for new members. She gave a short report on the open course in Vienna, March 2014 and the in-country course in Albania, May 2014, and there was further discussion on the DeLoG survey results.

Agreements on future activities included:

- going ahead with the in-country course in DRC in November but waiting to fix a date in Burkina Faso;

- gathering ideas from members on topics for the regional learning event for SDC;
- improving e-learning with lessons learnt from the pilot course and connecting it to a webinar series on Inclusion and De-centralised Local Government with inputs capitalizing on the knowledge that already exists within the network;
- editing current training materials, and developing two new chapters on gender inclusion and local/regional economic development;
- using GIZ’s data management system for on-line materials development and storage, and the learn4dev update e-mails as a way of keeping work stream members on board.

The Minutes of the learn4dev open session can be found in Appendix 5.

## News from DeLoG Members

**David Jackson**, Director Local Development Practice Area, UNCDF gave a brief overview of the new UNCDF business model. UNCDF would work in close cooperation with UNDP’s strategic plan 2014 – 17, commit to the post 2015 DLG agenda, focus on the least developed countries with special reference to ICT, and work towards financial inclusion of local development financial systems.

**Omar Siddique**, Senior Urban Specialist, Cities Alliance, gave a brief overview of the work of Cities Alliance. He explained that as a grant giving institution, for example with its Catalytic Thematic Fund, it promoted voice and capacity in cities. It currently had five country programmes (four in Africa plus Vietnam) and it focused on four main areas of work: inclusive economic development, informal economic development in cities, children and urban poverty, and migration. Omar agreed to circulate a description of the Cities Alliance to DeLoG members.

**Elin Bergman**, Public Sector Specialist, Public Sector and Governance Group, World Bank mentioned that the World Bank was restructuring and is adopting 14 “Global Practices” representing different thematic areas and five “Cross-Cutting Solutions” (Climate Change; Fragility, Conflict and Violence; Gender; Jobs; and Public Private Partnerships). Topics of intergovernmental relations will remain cross-cutting and rely on leadership of the Governance Global Practice; the Urban, Rural & Social Development Global Practice; and the Macroeconomic and Fiscal Management Global Practice. The purpose of the restructuring is to connect global and local expertise to better serve the World Bank’s client countries. Elin said the Bank could share further details once it has been made publically available.

**Kodjo Mensah-Abrampa**, Policy Advisor on Local Governance at the DGG/Bureau for Development Policy UNDP outlined the new structure for UNDP which would shortly be available on the public website. The restructuring was intended to make UNDP more pro-poor, equitable and inclusive. This meant more movement to the regional level with offices in the regions and a stronger emphasis on localising the 2015 agenda.

**Jochen Mattern**, Coordinator, DeLoG Secretariat GIZ mentioned the new [GIZ advisory approach](#) to support decentralisation, local self-government and federalism. The new strategic approach classifies GIZ support to decentralisation reforms in different country categories (classic developing countries, fragile states, emerging economy countries and the EU concession states). It contains ten areas of intervention ranging from administration and fiscal support to supporting, local governments associations and networks on global learning.

## Evaluation of the meeting

19 participants filled in the meeting evaluation form. Participants did not evaluate sessions they didn't attend, or which they co-organised. The tallied results can be found in Appendix 6.

### A. Thematic sessions

The group strongly agreed, with more than half the group strongly agreeing that

- The session on **Gender mainstreaming and gender equality** in local government raised or renewed interest in including gender equity in DeLoG's work.
- The presentation of the **DeLoG study on the local public sector's role in health and education** generated important discussion on spending and governance at the local level.

Opinion was more mixed on the other themes, especially for the topics on aid modalities, M&E, fragile environments and urban governance, as is inevitable when the varied interests of the participants are taken into consideration. However, in each case the majority agreed that

- The open session in the Sida tent on **The role of the local level in the post 2015 development agenda** was a good way to showcase the discussion.
- The inputs on the consultation process - the local government financing issues, the work of the GTF, and the Global Partnership - brought participants up to date on **Localising the post 2015 agenda**.
- The requests for further inputs on **Aid Modalities** - for **innovation** and use of **country systems to support decentralisation** - were put across clearly so that participants were able to respond in an appropriate way.
- The report from the Cameroon discussion on **National M&E systems** and the **DeLoG M&E survey results** set up a productive discussion on what the M&E work stream should work on next.
- The presentations on intergovernmental relations, local government support on the ground, and social contracts, provided a good overview of different approaches for **Decentralised local government in fragile environments**.

### B. DeLoG business

The majority of participants agreed that

- **DeLoG Business reports and survey results** were presented in a meaningful way.
- The open meeting on learn4Dev helped DeLoG members plan this work stream.

More than half the group strongly agreed that **News from DeLoG members** should be included in next year's annual meeting.

Almost two thirds of the group agreed that **DeLoG Business decisions** - on work stream planning, UNICEF membership, and finding next year's host - were made in a consensual and effective way. However some disagreement was expressed about the process.

### C. Planning, process and participation

In terms of process, participants agreed, with more than half the group strongly agreeing that:

- There were ample opportunities to participate and talk things through.
- There were ample opportunities to network.
- The session methodology got the right balance between input, discussion and output.
- The workshop was well planned.
- The workshop was well facilitated.

- The level of technology - audio, skype, hand-outs and the projection of film, websites and ppt - was appropriate and enhanced the input and the discussion.
- Workshop arrangements (venue, food, transport, airport transfers) were well organised.
- The workshop was well hosted in terms of hospitality, participation in Almedalen, and other events.

#### D. Open comments

What participants particularly liked about the meeting was

- opportunities for informal discussion, networking, and participation (9 similar responses);
- affective factors like the setting, venue, atmosphere, hospitality, team spirit and outside events (5 similar responses);
- the facilitation and the way people were mixed (3 similar responses);
- interesting inputs and updates on topics (2 similar responses)
- use of skype to include inputs from members who were not able to participate in person (1 response).

What participants felt could be improved for next time was

- a less crowded agenda so that a reduced number of topics would allow for more in-depth discussion and space to debate/compare strategies (4 similar responses, with one respondent suggesting a three-day limit to the meeting)
- more coherence between speakers to make the sessions clearer in terms of topic and participant response (2 similar responses)
- more time to work on particular work streams (2 similar responses)
- better logistical arrangements (2 similar responses).

In addition, individual respondents felt that

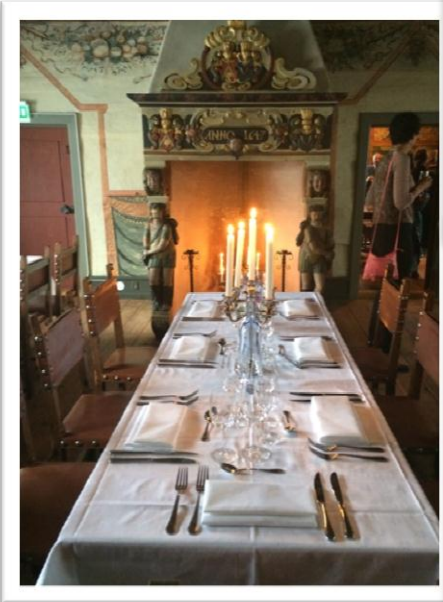
- The UNICEF membership was not properly discussed.
- The DeLoG business sessions should be more organised.
- The agenda should be more flexible.
- A clear outline for each session and the finalised agenda should be circulated to members earlier.
- Skype should continue to be used to include a wider range of interesting inputs.



*Book  
Recommendations  
from the sessions:*

***The Tyranny of the  
Experts***  
*by William Easterly*

***The Idealist***  
*by Jeffery Sachs*



## Appendix 1 List of Participants

No.	Organisation	Acronym	Name	First Name	Position	Department	Address	City	Country	Tel.	Email
1	Austrian Development Agency	ADA	Rabitsch	Waltraud	Senior Expert poverty reduction, rural development, decentralisation	Rural Development Division	Zelinkagasse 2	1010 Wien	Austria	+43 1 90 3 99 - 2545	<a href="mailto:Waltraud.Rabitsch@ada.gv.at">Waltraud.Rabitsch@ada.gv.at</a>
2	Federal Ministry of Economic Cooperation and Development	BMZ	Schnell	Maya	Advisor	Division Governance, Democracy, Rule of Law	Dahlmannstraße 4	53113 Bonn	Germany	+49(0)228-535-3829 99	<a href="mailto:Maya.Schnell@bmz.bund.de">Maya.Schnell@bmz.bund.de</a>
3	Cities Alliance	CA	Siddique	Omar	Senior Urban Specialist		Rond Point Schuman 6/5	1040 Brussels	Belgium		<a href="mailto:osiddique@citiesalliance.org">osiddique@citiesalliance.org</a>
4	Canadian Ministry of Foreign Affairs, Trade and Development	Canada	Djifa	Ahado	Policy Analyst Democracy, Governance and Human Rights	Global Sustainable Economic Growth Bureau	200, Promenade du Portage	Gatineau (Québec) K1A 0G4	Canada	+343-203-4773	<a href="mailto:djifa.ahado@international.gc.ca">djifa.ahado@international.gc.ca</a>
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6	DeLoG Secretariat	DeLoG/ GIZ	Mattern	Jochen	Coordinator	Decentralisation and Local Governance	Godesberger Allee 119	53175 Bonn	Germany	+49 228 24934 186	<a href="mailto:jochen.mattern@giz.de">jochen.mattern@giz.de</a>
7	DeLoG Secretariat	DeLoG / GIZ	Soeller	Michelle	Advisor	Decentralisation and Local Governance	Godesberger Allee 119	53175 Bonn	Germany	+49 228 24934 238	<a href="mailto:michelle.soeller@giz.de">michelle.soeller@giz.de</a>

8			Kennett	Psyche	Consultant		99 Milton Road	CB4 1XD Cambridge	UK	+44 1223 359332	<a href="mailto:psychekennett@yahoo.com">psychekennett@yahoo.com</a>
9	Federal Department of Foreign Affairs FDFA / Swiss Agency for Development and Cooperation	DEZA / SDC	Schenker	Harald	Programme Officer	Democratisation, Decentralisation, Governance	Freiburgstraße 130	3003 Bern	Switzerland		<a href="mailto:harald.schenker@eda.admin.ch">harald.schenker@eda.admin.ch</a>
10	EuropeAid Co-operation Office, European Commission	EuropeAid	Rodriguez Bilbao	Jorge	Quality Support Manager, Decentralisation and Local Governance	Civil Society and local Authorities	Rue de la Loi 41, 9/72 A	1049 Brussels	Belgium	+ 32 229-68549	<a href="mailto:Jorge.RODRIGUEZ.BILBAO@ec.europa.eu">Jorge.RODRIGUEZ.BILBAO@ec.europa.eu</a>
11	Deutsche Gesellschaft für Internationale Zusammenarbeit	GIZ	Baehring	Annette	Head of Competence Centre	Good Governance	Dag-Hammarskjöld-Weg 1-5	65760 Eschborn	Germany		<a href="mailto:annette.baehring@giz.de">annette.baehring@giz.de</a>
12	Deutsche Gesellschaft für Internationale Zusammenarbei	GIZ	Harlander	Bernhard	Advisor	Decentralisation and Local Governance	Godesberger Allee 119	53175 Bonn	Germany	+49 228 24934-257	<a href="mailto:bernhard.harlander@giz.de">bernhard.harlander@giz.de</a>
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15	Swedish International Center for Local Governance	ICLD	Scheffer Leander	Anne	Communication Strategist		Hamnplan 1, Visby	621 22 Visby	Sweden	+ 46 498 29 91 88	<a href="mailto:anne.scheffer-leander@icld.se">anne.scheffer-leander@icld.se</a>
16	Swedish International Center for Local Governance	ICLD:s Advisory Group	Ribot	Jesse C	Professor		University of Illinois, Department of Geography		USA		<a href="mailto:jesse.ribot@gmail.com">jesse.ribot@gmail.com</a>
17	Swedish International Center for Local Governance	ICLD:s Advisory Group	Björk-Klevby	Inga	Former Deputy Executive Director UN-HABITAT		UN-Habitat		Kenya		<a href="mailto:inga.klevby@gmail.com">inga.klevby@gmail.com</a>
18	Swedish International Center for Local Governance	ICLD:s Advisory Group	Mbabazi	Pamela	Associate Professor		Mbarara University of Science & Technology		Uganda		<a href="mailto:pkmbabazi@info.com.co.ug">pkmbabazi@info.com.co.ug</a>
19	Swedish International Center for Local Governance	ICLD:s Advisory Group	Cheema	Shabbir	Director		Asia-Pacific Governance and Democracy Initiative, East-West Center		Hawaii		<a href="mailto:CheemaS@eastwestcenter.org">CheemaS@eastwestcenter.org</a>
20	Swedish International Center for Local Governance	ICLD:s Advisory Group	Öjendal	Joachim	Professor		University of Gothenburg, School of Global Studies		Sweden		<a href="mailto:joakim.ojendal@globalstudies.gu.se">joakim.ojendal@globalstudies.gu.se</a>
21	KfW Development Bank	KfW	Blume	Jonas	Sector Economist	Governance	Palmengartenstraße 5-9	D-60325 Frankfurt am Main	Germany		<a href="mailto:Jonas.Blume@kfw.de">Jonas.Blume@kfw.de</a>
22	KfW Development Bank	KfW	Wörl	Jennifer	Sector Economist	Governance Sub-Saharan Africa	Palmengartenstraße 5-9	D-60325 Frankfurt am Main	Germany	+49-69-7431-95532	<a href="mailto:Jennifer.Woerl@kfw.de">Jennifer.Woerl@kfw.de</a>

23*	Organisation for Economic Co-operation and Development - Development Co-operation Directorate	OECD-DCD	Gonzalez	Eduardo	Governance Advisor, Governance for Development and Peace Team	Global Partnerships and Policies Division						<a href="mailto:eduardo.gonzalez@oecd.org">eduardo.gonzalez@oecd.org</a>
24	Swedish International Developed Cooperation Agency	Sida	Petri Gornitzka	Charlotte	Director General				Sweden			<a href="mailto:charlotte.petri.gornitzka@sida.se">charlotte.petri.gornitzka@sida.se</a>
25	Swedish International Developed Cooperation Agency	Sida	Karlton	Stina	Senior expert				Sweden			<a href="mailto:Stina.Karlton@sida.se">Stina.Karlton@sida.se</a>
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28	Urban Institute	UI	Boex	Jamie	Senior Research Associate	Center on International Development & Governance	2100 M St NW	Washington, DC	USA	+1 (301) 606-5920		<a href="mailto:jboex@urban.org">jboex@urban.org</a>
29*	United Nations Capital Development Fund	UNCDF	Crosta	Nicola	Head of Knowledge, Policy and Advocacy							<a href="mailto:Nicola.crosta@uncdf.org">Nicola.crosta@uncdf.org</a>
30	United Nations Capital Development Fund	UNCDF	Jackson	David			Two UN Plaza	10017 New York	USA			<a href="mailto:david.jackson@uncdf.org">david.jackson@uncdf.org</a>

31	United Nations Development Programme	UNDP	Gill	Amita	Programme Specialist		304 East 45th Street	New York, NY 10017	USA		<a href="mailto:amita.gill@undp.org">amita.gill@undp.org</a>
32	United Nations Development Programme	UNDP	Kristoffersen	Hanne	Crisis Governance Specialist	Bureau for Crisis Prevention And Recovery	One United Nations Plaza, CD 1, office #484	New York, NY10017	USA	+1 917 855-7525	<a href="mailto:Hanne.kristoffersen@undp.org">Hanne.kristoffersen@undp.org</a>
33	United Nations Development Programme	UNDP	Mensah-Abrampa	Kodjo	Policy Advisor – Local Governance	DGG/Bureau for Development Policy	304 East 45th Street	New York, NY 10017	USA	+1 212 906 5019	<a href="mailto:kodjo.mensah-abrampa@undp.org">kodjo.mensah-abrampa@undp.org</a>
34	United Nations Human Settlements Programme	UN-HABITAT	Lopez Caramazana	Diana		Local Government and Decentralization Unit	P.O. Box 30030	Nairobi 00100	Kenya		<a href="mailto:Diana.lopez@unhabitat.org">Diana.lopez@unhabitat.org</a>
35	United Nations Children's Fund	UNICEF	De Wijn	Marija	Policy Specialist Governance and Decentralization		3 UN Plaza	NY, 10017	USA	+1 212 326 7562	<a href="mailto:marijadewijn@yahoo.com">marijadewijn@yahoo.com</a>
36	International Cooperation Agency of the Association of Netherlands Municipalities	VNG International	Van Hemert	Chris	Project Manager	Asia, Sub Sahara Africa & Latin America	PO Box 300435	2500 GK The Hague	The Netherlands	+31 70-373 8108	<a href="mailto:chris.vanhemert@vng.nl">chris.vanhemert@vng.nl</a>
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38	World Bank	WB	Bergman	Elin			1818 H St. NW	20433 Washington D.C.	USA		<a href="mailto:ebergman@worldbank.org">ebergman@worldbank.org</a>

\* Participating via Skype

Time	Session	Presenters
9:00	<b>Welcome</b>	Jerker Stattin, Acting Secretary General and ICLD Board Chair
9.15	<b>Meeting overview and introductions</b>	Psyche Kennett, Moderator
9.25	<b>Administration matters</b>	Anne Scheffer Leander, ICLD
9.35	<b>DeLoG Business</b> <ul style="list-style-type: none"> <li>- Report on 2013-14 work plan</li> <li>- DeLoG Member Survey</li> <li>- UNICEF membership</li> </ul>	Jochen Mattern, DeLoG Secretariat
10.30	<b>Morning break</b>	
11:00 Session 1	<b>Open Session in the Sida tent: The Role of the local level in the post 2015 development agenda</b>	
	<ul style="list-style-type: none"> <li>- Local democracy and poverty reduction</li> <li>- Local de-concentration and local development</li> <li>- The DeLoG Study in relation to the post 2015 agenda</li> </ul>	Stina Karlton, Sida Sara Wettergren, The Hunger Project Sweden Jamie Boex, Urban Institute
12:00	<b>Lunch</b>	
13:30 Session 2	<b>Localising the post 2015 agenda</b> <ul style="list-style-type: none"> <li>- Update on the consultation process</li> <li>- The LG financing agenda</li> <li>- The GTF and building the global agenda</li> <li>- The Global Partnership</li> </ul>	Kodjo Mensah Abrampa, UNDP Nicola Crosta, UNCDF Edgardo Bilsky, UCLG Eduardo Gonzalez, OECD
15.00	<b>Afternoon break</b>	
15.30 Session cont.	2 <ul style="list-style-type: none"> <li>- The local public sector's role in achieving development goals: DeLoG study in detail</li> </ul>	Jamie Boex, Urban Institute
16.30	<b>Special welcome from Sida</b>	Charlotte Petri Gornitzka, Director General, Sida
16:45	Taking the DeLoG findings forward	Everyone
17.25	<b>Wrap up Day One</b>	Psyche Kennett, Moderator

## Day Two: Wednesday 2 July 2014

Time	Session	Presenters
9:00	<b>Overview of Day Two Administrative matters</b>	Psyche Kennett, Moderator Anne Scheffer Leander, ICLD
9.15 Session 3	<b>Aid Modalities and their impact on decentralisation</b>	
	- Innovative aid modalities to support sub national public sector reform	Harald Schenker, SDC
	- Use of Country systems to support decentralisation	Jochen Mattern, DeLoG Secretariat
	- National M&E systems: experiences from Francophone Africa	Bernhard Harlander, GIZ
11:00	<b>Morning break</b>	
11.30 Session 3 cont.	- DeLoG M&E work stream survey results	Maya Schnell, BMZ
11:45	- Linking aid modality approaches to DeLoG initiatives, work streams, and further research	Everyone
12:30	<b>Lunch</b>	
14:00 Session 4	<b>Decentralised local government in fragile environments</b>	
	- Intergovernmental relations in fragile states	Elin Bergman, World Bank
	- Local government support in fragile areas	Chris Van Hemert, VNG
15.30	<b>Afternoon break</b>	
16.00 Session 4 cont.	- Adapting Social Contract Methodology for core government services in crisis situations	Amita Gill and Kodjo Mensah Abrampa, UNDP
16:45	<b>Wrap up Day Two</b>	Psyche Kennett, Moderator

## Day Three: Thursday 3 July 2014

Time	Session	Presenters
9:00	<b>Overview of Day Three</b> <b>Administrative matters</b>	Psyche Kennett, Moderator Anne Scheffer Leander, ICLD
9.15 Session 5	<b>Gender mainstreaming in local governance</b>	
	- Promoting Women in Local Politics - - Gender mainstreaming in Swedish Local Government	Adiam Tedros, ICLD  Magnus Jacobson, SALAR
10.15	<b>Morning break</b>	
10.30 Session 5 cont.	- Sida's work in promoting Gender Equality	Carolina Wennerholm and Johan Norqvist, Sida
11:15	- Applying gender mainstreaming	Everyone
12:00	<b>Lunch</b> and optional guided walking tour of the medieval town	
14:00 Session 6	<b>DeLoG Business meeting</b> - Work plan 2014-15 - Discussion and decisions: UNICEF membership, Annual Meeting 2015 host	DeLoG Secretariat
15.15	<b>Afternoon break</b>	
15.30 Session 7	<b>Open meeting: Learn4Dev</b>	Michelle Soeller DeLoG Secretariat, Learn4Dev WG members, others interested
17.30	<b>Wrap up Day Three</b>	Psyche Kennett, Moderator
19.00	Visit to an open air political meeting	All those interested
19.30	<b>DeLoG Dinner</b>	Everyone

## Day Four: Friday 4 July 2014

Time	Session	Presenters
9.30	<b>Overview of Day Four Administrative matters</b>	Psyche Kennett, Moderator Anne Scheffer Leander, ICLD
9.45 Session 8	<b>Urban Governance</b>	
	- Democratic access to service delivery- new technologies and municipal tools for transparency	Diana Lopez, UN-Habitat
10.45	<b>Morning break</b>	
11.15 Session 9	<b>News from DeLoG Members</b>	
	- New business model UNCDF - Any other news	David Jackson, UNCDF Other members
12:00	<b>Wrap up of the Annual Meeting</b>	Psyche Kennett, Moderator
12.15	<b>Closing</b>	Jerker Stattin, Acting Secretary General and Chair, ICLD board
12:30	<b>Lunch</b>	
14:00	<b>Departure</b>	



## Appendix 3 Meeting methodology

# Meeting methodology

DeLoG 9<sup>th</sup> Annual Meeting, 1 – 4 July 2014, Visby, Sweden

### Overview

We really appreciate your participation at the 9th DeLoG Annual Meeting, hosted by SIDA and ICLD. To optimize communication, networking, and the sharing of experience, we've outlined the methodology that we'll be using during the meeting, along with some guidelines to elicit your full participation.

The meeting will follow a thematic approach, under the overall title of **Decentralisation & local governance: delivering development outcomes, strengthening democracy**. As detailed in the accompanying agenda, individual sessions will focus on different aspects of local democracy, as well as the topics that the DeLoG working groups are currently working on.

### Inputs

Presentations will be used as stepping off points for further discussion, networking and planning. Some presentations will be used as short catalysts for this process, while others may be longer, exploring topics and findings in more depth.

To make the most of the inputs, the organisers have singled out specific organisations and speakers to lead the process, at the same time scheduling enough discussion time in each session to elicit different inputs from participants in a more informal, but no less valid, way.

### Notes for presenters

In order to maximise interaction between development partners during the presentations, presenters should structure their session in the best possible way to share experience and interject energy into the debate, allowing time for discussion during or after their input. This means presenters should

- aim at speaking for about one third of the time allocated, devoting two-thirds of the time for questions, feedback, and discussion;
- keep to the time allocated;
- limit power-point slides accordingly.

The moderator will work with presenters to facilitate the audience's participation. This will be done in a variety of ways according to what the presenter feels is most appropriate for the topic, for example through

- an integrated set of discussion questions or tasks, interjected as the presenter proceeds;
- an extended question and answer session after the presenter has finished speaking;
- a discussion task (sharing or comparing experience, problem solving, etc.) which participants do in pairs or groups and then feed back to the whole group;
- parallel presentations as in a 'market place' arrangement or 'world cafe';
- panel discussions.

The DeLoG Secretariat is happy to re-produce any accompanying material presenters may wish to distribute to participants as hand outs: further information in terms of text, tables, or graphics which

compliment the presentation. Presenters are invited to submit such materials in soft copy to the Secretariat before the meeting so that they can be photocopied in time.

## Notes for participants

The more participants actively participate, the more effective the outcomes of the annual meeting will be. Outcomes include, but are not limited to 'products' or plans'. Less tangible but equally valuable outcomes will be sought in terms of networking, experience sharing, and showcasing innovation. In order to achieve this, participants should

- Embrace the thematic approach by making connections between sessions: for example
  - tracing themes across the agenda, and/or
  - thinking through possible applications to their own situation.
- Take the initiative to, and support others in:
  - relating experience to different contexts and contributing relevant additional experience;
  - clarifying understanding;
  - taking turns in discussions and allowing different voices to be heard;
  - working in a constructive way to complete 'tasks', for example finding strengths and weaknesses, brainstorming solutions, moving from the general to the specific to action (where appropriate);
  - arriving at group consensus on decisions (as required).
- Be punctual and keep to the time allocated.
- Respect others when they are speaking by listening actively, closing laptops, switching mobile phones to silent, and dealing with non-related communication at break times or away from the main group.

## The role of the moderator

The annual meeting will be facilitated by a moderator, in its planning, delivery and follow-up. The moderator's job is to

- Work with the presenters to focus on input that compliments the thematic approach.
- Work with presenters to structure their presentations in an interactive way that maximizes participation and exchange.
- Make sure sessions start and finish on time.
- Ensure the presentations go smoothly in terms of introductions, staging, coordination with other speakers, media, seating arrangements, and audience participation.
- Facilitate questions from the floor, help set up activities, collect, summarize and visualize ideas, ensure productive group work, plenary discussions, and task completion.
- Wrap up sessions and help set any follow-up agenda.
- Carry out an evaluation that will feed back into planning next year's meeting.
- Document and edit the English version of the proceedings.

We will be happy to answer any questions you may still have on the meeting format or on any of the above methodology, and we welcome any further suggestions from your side to make this year's annual meeting a real success.

## DeLoG Work plan 2014-2015 *DRAFT*

Work Area	Workstream	Proposed Outputs	DPs involved	Financed by	Second Half 2014	Half	First Half 2015	
					jul-sep	oct-dec	jan-mar	apr-jun
1. Support inclusion of DLG in the international development agenda	1.1. Contributing to the Global Partnership for effective development cooperation (GPEDC).	a) Explore possibilities to contribute to monitoring of Busan Indicators	Secretariat with support of DPs	BMZ, SDC				
		b) Continue participation in Effective Institutions building platform	Secretariat with support of DPs					
		c) Analyse the proposed roadmap of local and regional government for GPEDC implementation	Secretariat, UCLG / Fogar, UNDP, OECD					
	1.2. Evidence based advocacy and positioning of DLG issues in the Post 2015 Debate is finalised and presented to the	a) Finalising DeLoG / Urban Institute Study, The Local Public Sector's Role in Achieving Development outcomes	Secretariat, Canada, France, GIZ, UNCDF, UNDP, UNICEF, SDC	SDC, UNDP, France, GIZ, BMZ, Danida				
		b) Dissemination of the study results to GTF and DeLoG members (e.g. through Global Seminar Series)						

	<b>1.3. Contribute to shaping the Habitat III "new urban agenda"</b>	c) Support to UCLG task force on post 2015 (GTF) on proposing indicators for localising the agenda	Secretariat, GIZ, UN-Habitat, UNDP	BMZ, SDC				
		a) Participation in Habitat III Prep Com	Secretariat, UN-Habitat, UNDP, ICLD members of Habitat governing council	BMZ, SDC				
		b) technical inputs to shape the new urban agenda.	Secretariat with support of DPs	BMZ, SDC				
<b>2. DeLoG Workstreams to strengthening effective DP support to DLG</b>	<b>2.1. Capacity Development (learn4dev JLP)</b>	a) At least two In-country Joint Learning Events until next AM: Prospective Countries: DRC and Burkina Faso	For DRC: BTC and UNDP in the lead, other workstream members and DPs in DRC	BTC, SDC				
			For BF: SDC in the lead, support from ADA, MAE and other interested DPs in workstream and in BF	SDC (and tbc)				

		b) Conduct Open Courses for DP staff	tbc, Secretariat	SDC				
		c) Plan and conduct regional course	SDC, secretariat, all workstream members	SDC				
		d) E-Learning Course	GIZ, Secretariat	BMZ, SDC				
		e) Webinar series	Workstream members, Secretariat	SDC				
		f) Development of two new chapters on gender and inclusion as well as local and regional (economic) development in course materials.	Secretariat, ADA	SDC, ADA				
		g) Continuous updating of trainings materials and learning formats	Secretariat, MAE	SDC				

		h) Continuous updating of DLG Expert Group homepages	Secretariat	SDC				
		i) Continuous exchange and reporting to the learn4dev network as well as feeding back of network information to the learn4dev members	Secretariat	SDC				
	<b>2.2. Impact / Results measuring (M&amp;E)</b>	a) Exchange and analysis of exemplary indicators for support to DLG	BMZ (lead DP), ADA, DFID, GIZ, KfW, SDC, SIDA, UNDP, WB					
		b) Finalising DeLoG working paper on national M&E systems for measuring DLG reforms		BMZ				
	<b>2.3. Aid modalities for DLG</b>	a) Contribution to OECD Govnet Study: innovation in public sector governance reform, with innovations on sub national /decentralisation reforms	SDC Secretariat all DPs	SDC				
		b) collect and analyse DP approaches and mechanisms criteria to support the strengthening and use of subnational country systems	Canada, EU, GIZ, KfW, SDC, SIDA, UNCDF, UNDP, WB	BMZ, SDC				

	<b>2.4. Urban Governance</b>	a) support to Habitat III (see 1.3)	UN HABITAT (lead) all involved DPs				
	<b>2.5 Fragility and DLG</b>	a) Exchange experiences and use the group as a sounding board for approaches of own agency in fragile states					
b) Jointly prepare a mapping of donor activities in 10 selected fragile states chosen by the group		UNDP (lead), KfW, UNCDF, BTC, VNG, WB, UNICEF, GIZ, DfID (tbc), SDC (tbc), Danida (tbc)					
c) Put together a list of conferences (and reports of these conferences) on DLG in post-conflict recovery situations (2002 - 2016)							

		d) Put together a list with publications of DeLoG members on DLG and fragile states						
<b>3. Managing and sharing knowledge on effective DLG support</b>	<b>3.1 Website and Shared Workspace</b>	Maintained and updated Website	Secretariat	BMZ				
	<b>3.2. Newsletter</b>	Regular Publication of the DeLoG newsletter	Secretariat	BMZ				
	<b>3.3. Annual Meeting</b>	Annual Meeting 2015 successfully organized and conducted	facilitating committee	BMZ, host 2015	SDC AM			
	<b>3.4. E-Conferencing</b>	Tool implemented	Secretariat	BMZ				



## Appendix 5 Minutes of the Learn4dev open meeting

### Minutes DeLoG learn4dev Meeting, Visby, Sweden, 3.7.2014

#### Agenda

1. General information on workstream and learn4dev
2. Short report on past courses and other activities
  - Open course in Vienna, March 2014
  - In-country course in Albania, May 2014
3. Discussion on DeLoG survey results
4. Planned and/ or proposed activities
  - In-country courses
  - Regional courses
  - Webinar series
  - E-learning
  - Place of next open course
5. Any other business
  - DMS
  - E-Mail update

#### Members

UNDP, UNCDF, UNICEF are new members of the learn4dev workstream as of July 2014. VNG will take part in the group on behalf of the Dutch Ministry of Foreign Affairs who was already a member. The workstream now has 11 members:

SDC, MAE, DANIDA, EU, GIZ, BTC, ADA, VNG (Netherlands), UNDP, UNDCF and UNICEF.

#### Agreements on future activities

- In-country courses as envisaged/ planned in DRC and Burkina Faso. DRC is planned to be held this November. Michelle is in contact with BTC who proposed the course. In Burkina Faso, it was agreed to wait until the change of lead donor this summer. After this, another attempt for launching this course will be made. It was agreed to refrain from actively contacting the DPs in Burkina at this point in time due to reasons discussed during the meeting.
- Open course: No decision was reached on the location for the next open course. The secretariat will contact the members not present at this meeting to enquire further if they would be interested.
- The option of a regional learning event was discussed and it was initially agreed that the work stream members should post their ideas on an online pin board with the aim to help SDC, who proposed this course and who would mainly finance it, take a decision on the place and topic. Between the AM and the time of finishing these minutes of agreements, SDC has already continued discussions internally and decided on a proposal for a topic and may contact the other

work stream members for feedback on it in the near future.

- The e-learning will be changed according to the lessons learnt in the implementation of the pilot course. It will be connected with a webinar series on inclusion and DLG.
- The webinar series will focus on experts from our member organisations who will take different perspectives on this issue. The goal is really to capitalize on the knowledge that exists within the network. The target group are Anglophone staff of member organisations and especially alumni of DeLoG e-learning events and current e-learning participants.
- Two new chapters of training materials that have been started by consultants will be further developed. The first draft of the one on local and regional development will be drafted by Waltraud from ADA and the second one by Michelle. They hope to share these draft versions with the group for comments by mid-August and to finalise these chapters by the end of the year at the very latest.
- Another look will be given at the current training materials to identify if something more can be cut (Note to group: This was done by the secretariat already at the beginning of this year, guidance is be needed by members on what they think is unnecessary).
- Due to lack of better options, GIZ's DMS system will be the space for the group to simultaneously work on documents the same time and to store documents. Migration to capacity4dev should be discussed as soon as the updated version is available at the end of the year. Michelle will ask for access codes for DMS to be sent to the work stream's focal person within each organisation.
- The learn4dev update e-mails are seen as useful in frequency and length. It was agreed that they shall be sent at an ad-hoc basis, whenever the secretariat feels like there is something to report to the work stream members.

## Appendix 6 Evaluation Results

Evaluation tally for the DeLoG 9<sup>th</sup> Annual Meeting, 1 – 4 July 2014, Visby

1 = strongly agree 2 = agree 3 = somewhat disagree 4 = strongly disagree

		1	2	3	4
1	The open session in the Sida tent on <b>The role of the local level in the post 2015 development agenda</b> was a good way to showcase the discussion.	6	10	1	
2	The inputs on the consultation process - the local government financing issues, the work of the GTF, and the Global Partnership - brought me up to date on <b>Localising the post 2015 agenda</b> .	6	8	2	
3	The presentation of the <b>DeLoG study on the local public sector's role in health and education</b> generated important discussion on spending and governance at the local level.	8	10		
4	The requests for further inputs on <b>Aid Modalities</b> - for <b>innovation</b> and use of <b>country systems to support decentralisation</b> - were put across clearly so that I was able to respond in an appropriate way.	3	8	5	
5	The report from the Cameroon discussion on <b>National M&amp;E systems</b> and the <b>DeLoG M&amp;E survey results</b> set up a productive discussion on what the M&E work stream should work on next.		14	3	
6	The presentations on intergovernmental relations, local government support on the ground, and social contracts, provided a good overview of different approaches for <b>Decentralised local government in fragile environments</b> .	7	6	4	1
7	The session on <b>Gender mainstreaming and gender equality in local government</b> raised/renewed interest in including gender equity in DeLoG's work.	10	6		
8	<b>DeLoG Business</b> reports and survey results were presented in a meaningful way.	7	8		
9	<b>DeLoG Business</b> decisions - on work stream planning, Unicef membership, and finding next year's host - were made in a consensual and effective.	2	8	3	1
10	The <b>open meeting on Learn4Dev</b> helped DeLoG members plan this work stream.	5	3		
11	The session on <b>Urban Governance</b> helped DeLoG members contribute in a meaningful way to that work stream.	3	5	2	
12	<b>News from DeLoG members</b> should be included in next year's annual meeting.	10	8	1	
13	There were ample opportunities to participate and talk things through.	14	4	1	
14	There were ample opportunities to network.	15	4		
15	The session methodology got the right balance between input, discussion and output.	13	6		
16	The workshop was well planned.	11	7	1	
17	The workshop was well facilitated.	15	3		
18	The level of technology - audio, skype, hand-outs and the projection of film, websites and ppt - was appropriate and enhanced the input and the discussion.	10	9		
19	Workshop arrangements (venue, food, transport, airport transfers) were well organised.	10	7	2	
20	The workshop was well hosted in terms of hospitality, participation in Almadalen, and other events.	14	5		