DeLoG Annual Meeting
Strategic Session II
From where are you joining us today?
And how are you?
<table>
<thead>
<tr>
<th>1) DURING INPUTS</th>
<th>2) CHAT</th>
<th>3) RAISE YOUR (VIRTUAL) HAND</th>
<th>4) INTERVENTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please…</td>
<td>Use the chat…</td>
<td>Raise your hand…</td>
<td>Once you have the floor, please…</td>
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<tr>
<td>…. always keep your microphone muted</td>
<td>…for technical difficulties</td>
<td>…if you want to ask a question or comment on sth.</td>
<td>…unmute yourself</td>
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<td>…deactivate your camera</td>
<td>…if you wish to speak (we inform you when you have the floor)</td>
<td>…(we inform you when you have the floor)</td>
<td>…indicate your name, followed by your organisation</td>
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<td>…to participate in a voting (yes / no)</td>
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<td>…we encourage you to activate your camera when speaking</td>
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The session will not be recorded!
Facilitating change through exchange, participation and social innovation

- Organizational Innovator and Transformation Catalyst
- Business Humanist and Personal Growth Supporter
- Social Processes Designer and Host
- Founder of www.speak-Green.com and of human-centered Organizational Governance www.hcOrG.com

www.claudiagross.com
Proposals for Change for the Sustainable Future of the DeLoG Network

Presentation of Results from the Consultation Process

Working Groups

Presentation of Results from the Working Group Discussions in Plenary

Personal Contribution, Wrap-up & Closing

Welcome, Opening and Objective

Next Steps
Purpose and Objectives of....

...the Consultation

→ analyse the current status,
→ outline possible options for the development of the network,
→ draft recommendations for different scenarios for the way forward.

...today

→ present the variety of findings through 5 proposals for change,
→ get a general impression and feedback from partners & members,
→ feel the pulse regarding specific potential steps forward.
Review of DeLoG‘s Annual Meeting 2020
The Annual Meeting so far ... 

- 80 Participants
- 12 Inputs & 17 Pitches
- From 26 M&P Organisations
- 20 activities planned with 33 Members from 19 Organisations
Strategic Session I
- Analysis of the DeLoG Survey 2020 and implications for the Network: DLG is highly relevant, but we need to redefine our strategic objectives and the narrative around DLG.
- To better define DeLoG’s future we need to jointly shape a vision of where the Network is heading. A stable foundation for the Secretariat that coordinates these efforts needs to be ensured.

Localising the 2030 Agenda
- Subnational reporting as well as harmonisation and the unification of our voices are key elements for supporting the localisation of the 2030 Agenda.
- DeLoG should be a platform that builds synergies through connecting diverse actors to foster knowledge exchange.

Local Finance and Fiscal Decentralisation
- Local Governments are at the forefront of responding to the COVID-19 pandemic. Financial instruments need to be adapted to the specific shocks caused by the pandemic. A well-functioning local government finance architecture is key for the COVID-19 recovery process.
- DeLoG should provide a platform to exchange ideas on solutions and to advocate for the strengthening of local finance.
Urban and Territorial Governance

- Local Service Delivery is strongly affected by the COVID-19 Pandemic. Financial support and multi-level dialogue is needed to support Local Economic Development (LED) and social recovery.
- *DeLoG should place Urban Governance and Sustainable Urbanisation higher on its Agenda.*

Decentralisation and Local Governance in Fragile Contexts

- M&P working on DLG in contexts of fragility, conflict and authoritarianism are confronted by growing difficulties and challenges.
- *DeLoG should support a common understanding of “fragile settings”, facilitate exchange on stakeholder mapping and successfully implemented approaches.*
5 Proposals for Change for the Sustainable Future of the DeLoG Network

presented by Dr. Claudia Gross
21 Interview Partners from 16 Institutions

Amita Gill (UNDP)
Annika Moqvist Uggla (SIDA)
Björn Möller (ICLD)
Daan Stelder (VNG)
Edgardo Bilsky (UCLG)
Gemma Aguado (UNDP)
Greg Munro (CLGF)
Jean-Christophe Charlier (ENABEL)
Jochen Mattern (former DeLoG coordinator)
Joëlle Piraux (ENABEL)
Johannes Krassnitzer (UNDP)
Katharina Lampe (GIZ)
Kelmend Zajazi (NALAS)
Kerstin Remke (BMZ)
Mathilde Penard (UCLG)
Micheline Gilbert (GAC)
Preeta Lall (LOGIN Asia)
Rainer Rohdewohld (ADB)
Serge Allou (UCLG)
Tehmina Akhtar (UNCDF)
Ursula Keller (SDC)
Added Value + Benefits

- Evolving network!
- Local governance on global scale
- Staying informed
- Diversity of partners and members
- Get-together as colleagues
- Gain time => direct access
- Forum of exchange amongst donors and practitioners
- Network of development partners
- Warm atmosphere
- All members willing to share
- NOT guarding business secrets
- High level of trust
- Honest
- Speak from one’s heart
- Hands-on benefits
- Co-create
- Very hands-on methods and tools
- Global overview
- Collect testimonials and add to website
"Believers" still being alive!
still believing in local governance
“a lot of water run under the bridge”
wind of change
new perspective of actors
political change => political priorities political agenda
future of development?
decolonizing the dev. agenda
donor paradigm
being more political
agenda setting
concerted aligned membership efforts
challenge donors and multi-laterals
Decentralization not en vogue / not savvy / not sexy
decentralization not en vogue / not savvy / not sexy
COVID-19 as a lever
more needed than ever
DeLoG as neglected instrument
like-minded and like-hearted people
Being amongst believers
Decentralization 2006 => Decentralization 2020

DeLoG as neglected instrument
more needed than ever
Decentralization 2006 => Decentralization 2020

Being amongst believers
"Believers"
5 Areas of Change

- Objectives and Results
- Communication
- Information Exchange and Cooperation
- Themes and Workstreams
- Finance, Hosting, Membership
Area of Change

Objectives and Results
Babylonic Language Confusion
Babylonian Language Confusion

governments or governance?

local governments

public sector reform local / development democracy

de-urbanization peri-urban

urban state-to-city cooperation

sub-nationals sector
distributive
decentralized de-concentration

territorial approaches

regional governance

multi-level governance
catalytic interface

civil society provincial
cities communities municipalities

CSOs authorities institutions tribes

citizen participation institutional reform

deconcentration

local (economic) development

agree on shared terminology

localization
catalytic interface

national
DeLoG => MuLeG ?

DeLoG => DeLoG 2.0 ?

network?  hub?  platform?

common good!

r*evolution of decentralization
COVID-19 as a Window of Opportunity
Future Strategic Orientation

Decentralization and Local Governance 1.0

Decentralization and Local Governance 2.0
Future Strategic Orientation

- Thematic positioning
- What are the DeLoG opportunities regarding the future of development?
  Donor paradigm? Introspection? Decolonizing? Being more political?
- Also regarding the SDGS and the post-2030 agenda
- Prioritization and ambitions
- Is a result-based management framework needed?
- How to agree on, measure and monitor results?
- r*evolution of decentralization

decentralization is an neglected, unworked field
put decentralisation in the center of the development agenda
5 Areas of Change

- Objectives and Results
- Communication
- Themes and Workstreams
- Information Exchange and Cooperation
- Finance, Hosting, Membership

Babylonian Language Confusion
DeLoG => MuLeG or DeLoG 2.0?
Corona as Chance
Strategic Orientation
Area of Change

Communication
Secretariat
Making the Network Visible + Get-to-know Each Other

✓ up-dated list of partners and members on website
❑ portrait partner / members / example of the month (or bi-weekly?)
❑ connecting on LinkedIn => profiles (list of social media info of all members)
❑ LinkedIn group? => DeLoG Watercooler (existing platform most people use; Slack is possible too)
❑ weekly: members present themselves (schedule!)
❑ monthly DeLoG Virtual Coffeebreak using e.g. donut (one day, all time zones, voluntary, screenshots)
❑ Metro Modell or Kumu.io as a software / add to make the network visible
Kiev Metro Model

PLANNING

SECTORS

PROCESSES

Kumu.io
For example: Regions and Countries within them

<table>
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<tr>
<th>Partners and Members (A-Z)</th>
<th>add regions and countries within them (from A-Z)</th>
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- **head quarters**
- **very active in**
- **active in**
For example: *focus themes and topics*

<table>
<thead>
<tr>
<th>Partners and Members (A-Z)</th>
<th>add themes and topics (from A-Z)</th>
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- **focus themes and topics**
- **active in**
- **interested in**

**could be popular #hashtags**
Forms of Communication and Information Exchange

✓ regular / monthly email updates
✓ quarterly newsletter
❑ => explore potential to crowd-fund / co-create it (collective format)
✓ website (regularly updated)
✓ Twitter
✓ cooperation with other communication platforms
❑ LinkedIn group
❑ revamp external communication

Not best or good practices, but NEXT practices
**Increase Visibility + Recognition** (especially towards higher hierarchies)

- update DeLoG Charter => relevance
- co-create DeLoG Pitch and share with all members
- design DeLoG seal to be added to websites, signatures, etc.
- collect data regarding events
  (number of events, participants, age, gender)
- collect testimonials and share them

How to measure results in the sector?
many voices,
one song
5 Areas of Change

- **Objectives and Results**
  - Babylonian Language Confusion
  - DeLoG => MuLeG or DeLoG 2.0?
- **Communication**
  - Corona as Chance
  - Strategic Orientation
- **Information Exchange and Cooperation**
  - Making the Network Visible
  - Get-To-Know Each Other
  - Communication and Info Exchange
  - Increase Visibility and Recognition
- **Themes and Workstreams**
- **Finance, Hosting, Membership**
Area of Change

Information Exchange and Cooperation
Forms of Cooperation, Engagement + Involvement - 1

✓ work-streams (extra topics =>)
✓ work plan
❑ DeLoG Market Place: regular Open Space Technology events on members’ and partners’ questions and themes, questions and doubts
❑ informal thematic sessions hosted by members & partners
❑ agile, virtual ways of co-creation of knowledge products
  => DeLoG Wiki
  => write workshop, BookSprints

Not best or good practices, but NEXT practices
Forms of Cooperation, Engagement + Involvement -2

✓ interactive formats such as during the Annual Meeting 2020
✓ peer-to-peer exchange and learning
❑ Experiment with other virtual formats:
  ▪ Open Space Technology
  ▪ virtual panels
  ▪ virtual fish bowls
  ▪ Liberating Structures
❑ Create new work stream: Innovative Methods and Tools

✓ Report number of participants, age and gender
✓ Evaluate all events
✓ Collect testimonials
Forms of Learning and Exchange

✓ Summer seminars
✓ E-learning course
✓ Learn4Dev

❑ learn more from each other (could be open to public too to raise funds)
  attractive titles, innovative methods

❑ 15-pagers on emerging themes + concrete examples e.g. communities and migration

❑ 50 stories of how local government as development actors dealt with Corona

❑ 1 year = 1 topic, monthly updates, 1 knowledge product (publication, film, etc.)
Forms of Info Provision and Ext. Communication

- co-create and offer tangible outputs / products / services
- pool and make easily accessible methods and contents on website
  => DeLoG Library of Resources
- DeLoG website as one-stop shop for DLG-related information provided and contributed by all partners and members (linked to their pages)
let's work the net
5 Areas of Change

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- Communication
  - Making the Network Visible
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  - Communication and Info Exchange
  - Increase Visibility and Recognition

- Information Exchange and Cooperation
  - Cooperation, Engagement and Involvement
  - Learning and Exchange
  - Information Provision and External Communication

- Themes and Workstreams
- Finance, Hosting, Membership
Area of Change

Thematic Areas, Workstreams and beyond
Potential Future of Workstreams

✓ DLG in Fragile Contexts,
✓ Fiscal Decentralisation and Local Finance,
✓ Urban and Territorial Governance and
✓ Localising the 2030 Agenda

❑ rethink if they are still relevant / needed / making sense and
  if yes, how can they add value and how to cooperate?
❑ co-create new drive
❑ temporariness of groups?
Additional Themes and Failures

➔ Emerging Challenges and Trends, “Universal Agenda”
➔ Democratic practices, human rights, equality
➔ Invite external speakers regarding current themes e.g.
  ▪ Otto Scharmer => Theory U and GAIA
  ▪ Universal Basic Assets / Services, etc.
  ▪ De-Privatized Public Services
➔ Inclusive Decision-Making (Sociocracy, Systemic Consensing, Loomio, etc.)
➔ “Failure of the Quarter” inspired by Dark Horse, Berlin
Potential Future of the Annual Meeting

- back-to-back to other in-person event (to save travel costs)
- location closer to where the members are (eco-friendly)
- hybrid (online and in-person) => regional workshops
- regional in-person and hybrid?
- more than one representative? online easier possible.
- online event also solves visa and quarantine issues
- instead of one big one => a series of events
- add workstream meetings => could be pre-summit
r*evolution of decentralisation
Continuous Momentum throughout the Year

Annual Meeting

website, work streams and work plan

Twitter, LinkedIn connections, LinkedIn group, weekly: M&P present themselves
Continuous Momentum throughout the Year

- Annual Meeting
- Website, work streams and work plan
- Twitter, LinkedIn connections, LinkedIn group, weekly: p & m present themselves
- Newsletter, Open Space sessions / DeLoG Marketplace, DeLoG Virtual Coffeebreak
Continuous Momentum throughout the Year

Annual Meeting

Continuous flow of information, exchange and cooperation

Website, work streams and work plan

Twitter, LinkedIn connections, LinkedIn group, weekly: p & m present themselves

Newsletter, Open Space sessions / DeLoG Marketplace, DeLoG Virtual Coffeebreak

Informal Sessions, webinars, online trainings, events, conferences, book sprints, etc.
Distribute the Cooperation (not only „decentralized“)

Reads like a “U”
Start here:

Partners & Members

- meet & mingle
- participate
- contribute
- shape the network
- engage
- co-offer workshops + trainings
- contribute to DLG discourse, agenda + policies
- advocate
- cooperate
- co-host sessions

Secretariat informs, sets impulses, encourages and enables…

rotating
self-organized
transparent
need for regional focal persons?
Distribute the Cooperation (not only “decentralised“)

co-

peer-
p-2-p

... together

shared

joint

common

mutual
5 Areas of Change

- Objectives and Results
- Communication
- Themes and Workstreams
- Information Exchange and Cooperation
- Finance, Hosting, Membership

Objectives and Results:
- Babylonian Language Confusion
- DeLoG => MuLeG or DeLoG 2.0?
- Corona as Chance
- Strategic Orientation

Communication:
- Making the Network Visible
- Get-To-Know Each Other
- Communication and Info Exchange
- Increase Visibility and Recognition

Themes and Workstreams:
- Potential Future of Workstreams
- Additional Themes
- Failures
- Annual Meeting

Information Exchange and Cooperation:
- Cooperation, Engagement and Involvement
- Learning and Exchange
- Information Provision and External Communication

Finance, Hosting, Membership:
- Babylonian Language Confusion
- DeLoG => MuLeG or DeLoG 2.0?
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Additional Themes:
- Failures
- Annual Meeting

Potential Future of Workstreams:
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Annual Meeting:
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Area of Change

Finance, Hosting and Membership
Financial Sustainability and Resilience

➔ Ideally donor-funded
➔ Membership fees not for everyone possible (bureaucratic constraints)
➔ Membership fees could be an administrative burden => automation!
➔ In-kind contribution e.g. offer a training or webinar in the name of DeLoG and donate the fees to the network (is this legal within the current set-up?)
➔ Payment scale based on criteria => to be agreed upon
➔ Modular => not one-fits-all, however fair and transparent approach
Financial Sustainability and Resilience

When donors do not fund the network, this is very telling. It’s rather their role than the one of partners. Convince them to fund it.

Make the DeLoG Network so invaluable that partners and members WANT TO contribute to it’s financial sustainability and resilience.
Funding First or Engagement First?
Funding Options: Reduce Costs, Increase Income

Reads like a “U”
Start here:

Partners & Members

- Funding of additional selected services e.g. report preparation
- Participation fees of partners and members
- In-kind contributions e.g. webinars
- Core funding / co-financing agreement
- Symbolic membership fee
- Membership fees for those members who can pay them

Participation fees of non-partners and non-members for events

With a fair payment scale (e.g. criteria: GDP, Cost of living, Annual budget)
Potential Future Role and Hosting of the Secretariat

✓ current role continues until Oct. 2021
  (manage, facilitate, administer, connect)

❑ less budget => what minimum is needed? what is possible? which role?
  what are the M&P’s expectations?

❑ relocation of the secretariat? => Where? Should it remain at GIZ / Bonn?

❑ closer to the partners, not necessarily in DEZA

❑ handing-over throughout next 12 months? when? to whom?
Potential New Members & Partners

We have discovered them.

key players

academics

universities

Association of Local Governments

Association of Local Authorities

research institutes

private sector

connections / involvement of own ministries

donors

referral system

more members from the South / field

actively reaching out to new members

onboarding new members systematically
funding DeLoG as a common good
5 Areas of Change

- Objectives and Results
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- Communication
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- Themes and Workstreams
  - Potential Future of Workstreams
  - Additional Themes
  - Failures
  - Annual Meeting

- Information Exchange and Cooperation
  - Cooperation, Engagement and Involvement
  - Learning and Exchange
  - Information Provision and External Communication

- Finance, Hosting, Membership
  - Financial Sustainability and Resilience
  - Funding Options
  - Future Role and Hosting of Secretariat
  - Potential New Partners and Members

- Potential Future of Workstreams
  - Additional Themes
  - Failures
  - Annual Meeting
5 Areas of Change

- Objectives and Results
- Communication
- Information Exchange and Cooperation
- Themes and Workstreams
- Finance, Hosting, Membership
Time for a short break 😊

We will reconvene here in 5 min.
5 Proposals for Change for the Sustainable Future of the DeLoG Network
5 Working Groups

- Objectives and Results
- Communication
- Finance, Hosting, Membership
- Themes and Workstreams
- Information Exchange and Cooperation
3 Potential Steps

1. **Reactions**
   Collect observations, opinions regarding the proposal and open questions.
   Check first, do we need time to read the proposal and open questions?
   Do we agree? If not, why? What alternative do we suggest? Any other thoughts?

2. **Options**
   What options do we identify? What are feasible next steps for the Network?
   Who should take these steps? The SSG, Secretariat, Members and Partners?
   Do we see risks that need to be considered?

3. **Proposals**
   What do we bring to the discussion within the plenary?
   Do we have a concrete proposal or decision to be taken?
5 Working Groups

- Objectives and Results: Anusha Lall
- Communication: Tehmina Akhtar
- Finance, Hosting, Membership: Johannes Krassnitzer
- Themes and Workstreams: Rainer Rohdewohld
- Information Exchange and Cooperation: Björn Möller
Welcome back!
Next Steps

1. Secretariat consolidates and shares next steps and timeline with M&P
2. Check who wants to be involved in what?
3. Implementation of concrete steps and proposals + constant monitoring through Secretariat
I will contribute to the Network...

be it inspired by today's workshop
or in general
Wrap-Up
Your feedback matters to us!
Please take part in our evaluatory survey via Lamapoll right now.

CLICK HERE
Thank you very much for your interest and active participation.