Local Governance Initiative and Network

4th LOGIN General Assembly

Meeting Report

13 - 15 December 2016
Colombo, Sri Lanka
Local Governance Initiative and Network (LOGIN) is a multi-stakeholder knowledge exchange network that supports greater decentralisation and strengthened local governance in South and East Asia. Spanning 12 countries, LOGIN’s members include elected representatives, training institutions, think tanks, government departments, nongovernmental organisations and inter-governmental organisations, among others. Working in favour of accountable, transparent and inclusive local governance, LOGIN facilitates knowledge sharing and peer-engagements on key governance issues amongst its members. Since its inception in 2013, LOGIN has been connecting and capacitating various actors and change agents who are driving reform agendas within their countries and the region.

LOGIN’s General Assembly is the highest governing body of the network. All LOGIN members are a part of the General Assembly. The General Assembly convenes once a year and during these meetings, it defines the network’s strategic direction and thematic focus for the year ahead. It reviews LOGIN’s actions and collectively develops its annual workplan and activities.

LOGIN’s 4th General Assembly was held in Colombo, Sri Lanka from 13-15 December, 2016. The aim of the meeting was to enable network members to (i) engage with peers, reflect on their respective contexts, identify challenges for implementation and share strategies to develop a better understanding about LOGIN’s role in supporting cross-country learning (ii) contribute and agree on value proposition of LOGIN (iii) provide guidance on future learning orientation of the network and (iv) discuss and validate proposals about network’s future transition as an organisation.

LOGIN is supported by the Swiss Agency for Development and Cooperation.

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<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>BNEW</td>
<td>Bhutan Network of Empowering Women</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>DLG</td>
<td>Decentralisation and Local Governance</td>
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<tr>
<td>DLG</td>
<td>Department of Local Government</td>
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<tr>
<td>EGA</td>
<td>Extraordinary GA</td>
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<td>GA</td>
<td>General Assembly</td>
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<td>HLP</td>
<td>Horizontal Learning Program</td>
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<td>ICBP</td>
<td>Interactive Capacity Building Practice</td>
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<tr>
<td>IDS</td>
<td>Institute of Development Studies</td>
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<tr>
<td>KILA</td>
<td>Kerala Institute of Local Administration</td>
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<tr>
<td>LOGIN</td>
<td>Local Governance Initiative and Network</td>
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<tr>
<td>MTR</td>
<td>Mid-Term Report</td>
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<tr>
<td>RTI</td>
<td>Right to Information</td>
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<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>THP</td>
<td>The Hunger Project</td>
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<td>TLC</td>
<td>Thematic Learning Communities</td>
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Background

Local Governance Initiative and Network (LOGIN) is a multi-stakeholder learning network that supports greater decentralisation and strengthened local governance in South and East Asia. Spanning 12 countries, LOGIN's members include elected representatives, training institutions, think tanks, government departments, non-governmental organisations and inter-governmental organisations, among others. Working in favour of accountable, transparent and inclusive local governance, LOGIN facilitates knowledge sharing and peer-engagements on key governance issues amongst its members. Since its inception in 2013, LOGIN has been connecting and capacitating various actors and change agents who are driving the reform agenda within their country and the region.

LOGIN's General Assembly is held once a year in December. The annual meeting draws participation from LOGIN membership across member countries and SDC country offices in the region and head office in Switzerland.

Since LOGIN's inception (July 2013), four General Assemblies have been held (December 2013, December 2014, December 2015 and December 2016) which have defined organisational strategy and learning pathways for the network.

The 4th General Assembly was held in Colombo, Sri Lanka. Learning and reform priorities for 2017 and beyond and network transition plan. Representatives from 14 South and East Asian countries, SDC Country and Head Offices, LOGIN's Operational Committee and the Secretariat participated in this meeting.

The 4th General Assembly aimed to enable network members to

- Engage with peers, reflect on their respective contexts, identify challenges for implementation and share strategies with a view to develop a better understanding about LOGIN's role (potentials and limits) in supporting cross-country learning on Decentralisation and Local Governance related issues,
- Contribute and agree on the value proposition of LOGIN,
- Provide guidance on the future learning orientation of the network, and the regional positioning of the network in future times,
- Discuss and validate proposals for network’s future transition as an organisation.

The meeting was organised in a way to elicit participation and engagement of members through consultations, group exercises, presentations and panel discussions.

Day 1 focused on review of learning activities of 2016, assessment of country contexts and relevance of membership so as to build a shared understanding of LOGIN’s strengths and challenges.

Day 2 introduced a framework to assess learning effectiveness and value proposition of the network. Alongside, discussions were initiated on possible activities of 2017.

Day 3 discussed the possibility of systematising learning in the network through Thematic Learning Communities. The existing results framework was revisited and potential for improvement was discussed and finally, transition plan for network governance was discussed.
DAY 1
Orientation to LOGIN, Building a Shared Understanding of the Regional Context and Reviewing 2016
1. Introduction and Setting the Tone

The 4th LOGIN General Assembly commenced with non-formal interaction converged in small groups to talk about themselves, their work, and also share their key expectation from the General Assembly of 2016. The key expectations from the meeting were:

- Network and connect with each other as community of learners, share good practices individually and institutionally, and build strong strategic connections across countries for mutual benefit.
- Discuss how to establish standardized processes to follow through in learning, and explore how to overcome the challenges of transforming learning into practice.
- Understand LOGIN and network peers better, and understand what measures have been effective and efficient with regards to decentralization in Asia.
- Contribute to future strategic direction of LOGIN and collaboratively explore the new institutional arrangements for LOGIN.
- Understand future learning plans and explore other country practices that can be initiated in own country.
- Have fun!

Introducing LOGIN

For the benefit of new countries that were represented in the GA and new persons representing their institution in LOGIN for the first time, a session was organized to introduce LOGIN. This was enabled by four identical exhibits explaining the institutional set up of LOGIN, its learning calendar, its progress so far and current membership status. Members familiar with LOGIN’s activities and working presented LOGIN through the posters that formed part of each exhibit.

2. Understanding the reform process in decentralization and local governance in countries represented

The session was organised to enable membership to (i) to understand the triggers and manifestations of reform in each of the countries, (ii) reflect on common challenges and (iii) draw inferences for how LOGIN can be more relevant to the country context.

The participants were organised in country groups to discuss (i) Developments in 2016 that strengthened or hampered reform towards greater decentralization in each of their countries. (ii) Country Platform activities in 2016 and (iii) Membership profile of their country. Each country group was aided by a poster prepared by the membership analysing the status of reform in 2016. The conclusions of this discussion was shared with a proximate country group.

For details regarding the context analysis, please refer to Annexure III.

For details regarding country platform activities in 2016, please refer to Annexure IV.

Collaborative review of the learning calendar of LOGIN in 2016 was enabled in a Knowledge Café setting. Each participant had the possibility to choose and learn about two learning activities\(^1\) that were offered in 2016. The reporting back on each learning event was aided by a prepared poster that summarised the objectives and expected results of the learning offer, the learning methodology, the outcome and take-aways, and proposed next steps.

For details regarding the learning activities organized by LOGIN in 2016, please refer to Annexure V.

Report from LOGIN Secretariat for 2016

The Secretariat presented its report to the members on the activities in 2016. The presentation focused on (i) membership status and connectedness, (ii) knowledge services facilitated though the network, (iii) member contributions to network activities and (iv) expense report for the year. The key recommendations of the mid-term review were also highlighted by the Secretariat. The voluntary work undertaken by the members who constituted the Working Group on Governance Structure was highlighted by the Secretariat, and acknowledged by the membership.

The presentation highlighted that the priorities of 2017, were likely include:
- Setting up of Thematic Learning Communities
- Developing a more relevant results assessment system
- Network transition process
- Making the learning calendar more consistent with country needs
- Drawing more relevant membership into the network

The presentation was followed with an open interactive discussion around a range of topics. Key messages that emerged from this discussion are:
- LOGIN recognises the need and the network’s potential for longer term sustainability. The Secretariat aims to work on this issue through 2017-18, in conjunction the planned network transition process. Efforts have already been invested to develop a draft communication strategy for LOGIN and this will get finalised in coming days.
- Participation by key institutions from Indonesia in certain learning events, and also at the GA is a welcome development. This would enable LOGIN members to learn from DLG experiences of Indonesia, and especially on functional assignment. Member institutions from Indonesia also need to spell-out their aspirations and learning needs to derive benefit from their connectedness with LOGIN
- The mapping of the reform areas and priorities and stakeholder map will indicate institutions that can benefit from and contribute to learning offers of LOGIN. There is also a need to develop Theory of Change at the Country Platform level.

Also in response to a specific query, the process for selection of Country Facilitator was elaborated: in countries where SDC is present, the selection is done in consultation with the local SDC office; and in

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\(^1\) The learning events reviewed were:
(i) Face-to-face Learning Events
   - Civil Engagement, Social Accountability and Open Governance (collaboration with IDS, Sussex)
   - Women’s Political Empowerment
   - Fiscal Transparency and Open Data to Strengthen Accountability in Local Governments
(ii) Peer-Learning Engagements
   - Strengthening Capacities of Elected Women Leaders at the Local Level
   - Role and Functioning of Fiscal Commissions
   - Peer Learning on Electoral Reforms
(iii) E-Courses
   - Fiscal Decentralisation
   - Functional Assignment
other countries (e.g. India), this task is handled by one member institutions. There is a Terms of Reference for the country facilitator.

The presentation on the Secretariat Report 2016 is listed in Annexure VI.

4. Consolidating DAY 1

At the concluding session of day 1, a panel from the participants\(^2\) was invited to (i) discuss key insights gained through the day’s proceedings; (ii) reflect on match between LOGIN’s activities and the knowledge/learning needs of countries represented in LOGIN; and (iii) advise on areas to focus on to improve LOGIN’s relevance and effectiveness. Mr. Kuno Schlaefli moderated the discussion. The key insights shared by the panel in their opening remarks were:

- LOGIN Country Platforms have demonstrated serious interest on decentralisation, despite countries being at different stages of the reform process. The fact that certain countries are just starting out while certain other countries in the network are far ahead in their reform process, offers a unique opportunity for members to learn from each other and for LOGIN to support collaborative learning.
- There is a need to be more incisive in analysing political context and focus as much on analysing the economic aspects in each country.
- While the context analysis has focused on key developments and trends concentrated more on what happened in their countries, the analysis is weak on understanding the underlying reasons. The ‘what’ needs to be substantiated with the ‘why’.
- Given the language barriers across the membership, it is necessary that some thought is given to addressing this challenge.

Adding to the conversation, participants shared their perspectives:

- The presence of government institutions in LOGIN needs to be leveraged for influencing the reform agenda of the respective countries.
- The global context also needs to be factored in while analysing political and economic context at the country level.
- LOGIN should take the initiative to invite Ministers and key policy makers involved in the decentralization process as a means to influence governments to further reforms.

The Moderator reminded the plenary that political will is not an unitary force but a composite of many interactive and diverse forces that come together in shaping opinions, responses that trigger or retard change.

A panelist commented that political will is not always shaped by people but very often shaped by governments. He reminded the participants that it was important to be judicious about where to invest efforts – on people or governments? The Country Platform should locate important actors who can make change happen and Invite them as members of LOGIN.

Through an illustration of policy, praxis and programme triad, a panelist advised LOGIN that:

- A more realistic assessment of political economy should take into account the proclivities of the administrative arrangements in each country at each level.
- The local economy is ultimately founded not on politics (even if politics influences it critically), but on economics. The ability of local governments to influence the economic dimensions need to be apprised for deciding appropriate way forward.

\(^2\) The Panel comprised of Ms. Hemanthi Goonasekera, Mr. Rainer Rohdewohld, Mr. Suresh Raghavan, Mr. Michael Canares and Mr. Jagdeep Chhokar.
- If the intention is to influence policy, then civil society organisations (CSOs) should acquire academic proficiency to present ideas meaningfully and with relevance to emerging debates and issues. In addition, they need to acquire lobbying expertise.

- If CSOs wish to make a difference to program design, they need to have a thorough understanding of the working of governments and schemes. This demands a new set of approaches – capacities to express cogently several streams of action that service a public provision and the capability to place these within commonly accepted frameworks.

- It is at the praxis level, the expression of planned government programs on ground, that CSOs can be seen to be most effective with the sets of skills that they already possess – networking with local government, monitoring and evaluation, citizen engagement, etc.

He identified strategies for the LOGIN country platform influence sustainable change:

- Well-positioned advocacy to nudge program processes of local development and monitor their implementation
- Help shape citizen-friendly policy addressing key concerns of the local population
- Promote citizen voice and engagement in all programs at the local government level
- As far as possible ground all interventions within livelihoods contexts to ensure their sustainability.

Finally, Panellists advice to country platforms. It elicited the following responses:

- The quality of membership should be appropriate to changes the society needs.
- ‘Learning to learn’ should in fact transform to ‘learning to change’. Investments by the platform should lead to change in practices.
• It is high time that the network equips itself with a better understanding of how to use technology and innovation for local governance. The typical questions of engagement can be: how do we use user-based design that is useful for private sector to design local government services? And how do we use big data for local governments?

• Use digitization, ensure equity based participation for marginalized groups, ensure commitment of administration to mandated processes, keep media interested, promote academic rigour and promote and improve civil society-government linkages.

• LOGIN’s uniqueness is in bringing together different institutions who are sitting on different fences on DLG reforms and building trust among these institutions. This is a big asset that can be utilized at the country level.

• There is a need to map partners in the country and develop common agenda for mutual interest and to keep country platform alive.

Highlights:

• More incisive analysis of political and economic aspects of the country context need to be undertaken on a regular basis as a means of ensuring that LOGIN’s efforts are targeted towards the reform process of the respective countries. In addition to tracking change, the analysis should reflect the factors underlying the change.

• Membership to LOGIN should be representative of the stakeholders who hold or have the potential to hold influence on the reform process

• The governments need to be more significantly represented in the membership of the network
DAY 2
Reviewing Learning Effectiveness and Looking at 2017
1. Planning and Assessing Social Learning through Value Creation Stories

The session was centered on introducing Value Creation Framework by the resources persons invited to GA.\(^3\) As the framework aims to assess value creation in communities and networks, it carried potential as a tool for LOGIN to capture change triggered or influenced by it:

\(^3\) The resource persons were Beverly and Etienne Wenger-Trayner
The Value Creation Framework provides a structured way to look at underlying theory of change for social learning in networks:

- **Immediate Value**: A network member engages in a network activity that she/he finds interesting;
- **Potential Value**: Participation in the network activity leads to new inspiration or insight, helps forge of new partnerships and to develop action plans;
- **Applied Value**: Drawing on these insights, inspiration, partnerships, and action plans the network members might change the way they do things in their work;
- **Realized Value**: These changes in their way-of-working owing to social learning make a difference and/or leads to an improved outcome;
- **Transformative Value**: On certain instances it might even transform the broader societal context or the way business is done.

Data related to changes or improvements across cycles is collected through Value Creation Stories that reflect the values of their learning with something happening at each step of the framework – from immediate to potential to applied to realized and plausibly to transformative; and learning at each cycle is looped back for the community to learn as a whole from the experiences, success and even failures of the Member in its network induced change efforts.

For a nuanced discussion on Value-creation framework, the Resource Persons used the story of LOGIN facilitated peer-learning between Bhutan Network of Empowering Women (BNEW) and The Hunger Project in India:

We visited The Hunger Project in 2015 and they took us to the field in Bangalore to see what they do.

We met them we fell in love. We saw ourselves and our work in what they do. And we felt a great rapport and sympathy.

Something that interested us on this trip was the way they have a five year cycle strategy. In other words they have different strategies for women’s empowerment depending on where they are in the election cycle. Our own election was coming up and we recognized that we were in the cycle called “pre-election mode.” We crammed ourselves with information about what happens in this cycle.

Back in Bhutan we adapted their pre-election mode strategy to our own context. We worked on sensitizing officials on the ground to the election process and we rolled out a series of potential leaders’ workshops. We zoomed in on those women with the most potential and who were most likely to stand for election. We mobilized around 3,000 women for local elections.

As a result 80% of women standing for elections passed the Functional Literacy Test and women’s representation went up from 6.9% to 11.2%. Out of 205 local governments we increased the number of women chairs from 1 to 2 and deputy chairs from 12 to 24.

Phuntshok Choden, Head and Coordinator, BNEW

The Resource Persons transcribed this experience of learning partnership between two members into value-creation story that demonstrates the causal link between LOGIN enabled activity and improved outcome:
A value-creation story...

0 Activity
We visited The Hunger Project in 2015 and they took us to the field in Bangalore to see what they do.

1 What you experienced
We met them we fell in love. We saw ourselves and our work in what they do. And we felt a great rapport and sympathy.

2 What you got
Something that interested us on this trip was the way they have a five year cycle strategy... We recognized that we were in the "pre-election cycle" and crammed ourselves with information about what happens in this cycle.

3 What you did
In Bhutan we adapted their pre-election mode strategy. We worked on sensitizing officials to the election process and rolled out a series of potential leaders' workshops. We zoomed in on those women with the most potential and who were most likely to stand for elections. We mobilized around 3,000 women for local elections.

4 The result
As a result 80% of women standing for elections passed the Functional Literacy Test and women's representation went up from 6.9% to 11.2%. Out of 205 local governments we increased the number of women chairs from 1 to 2 and deputy chairs from 12 to 24.

Analysing further the Resource Persons elaborated the key characteristics of a good value creation story:

- A good story has a clear story-teller and is about something very specific
- The story does not miss any of the steps outlined above.
- The story has enough detail to show the logic between each step, and no more; and
- It leads to a success or failure (an unsatisfactory result can still make a very good story in the interest of learning)
Members were then invited to tell their stories of change that could be attributed to a LOGIN activity. For details regarding these members’ stories, please refer to Annexure VII.

The presentation on the Value Creation Framework is in Annexure VIII.

2. Emergence of Thematic Clusters

The Resource Persons requested the members to organise themselves in thematic clusters. The participants discussed: (i) why they are together in that cluster; (ii) what they have in common; (iii) How these commonalities manifest in their work; and (iv) would it be valuable to do something together? Then each group was asked to identify three aspirations for the group. These are listed below:

<table>
<thead>
<tr>
<th>Thematic Cluster</th>
<th>Group Aspirations</th>
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<tbody>
<tr>
<td>Transparency</td>
<td>• Right to Information access</td>
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<td></td>
<td>• Trust building/accountability</td>
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<td></td>
<td>• Proactive disclosure</td>
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<tr>
<td>Capacity Building of Local Governments</td>
<td>• Building organizational capacity</td>
</tr>
<tr>
<td></td>
<td>• Demand driven capacity building</td>
</tr>
<tr>
<td>Collaboration between Civil Society and Local Governance</td>
<td>• Provide capacity building to local government at all levels (civil society, training, workshops, meetings)</td>
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<td></td>
<td>• Monitoring to implementation plans, provide recommendations</td>
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<td></td>
<td>• Produce good practices and knowledge sharing around DLG reforms</td>
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<td></td>
<td>• Network strengthening</td>
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<td>Empowering Citizens</td>
<td>• Active participation</td>
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<td></td>
<td>• Citizen engagement</td>
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<tr>
<td></td>
<td>• Inclusiveness (men, women, disabled, minorities, youth etc.)</td>
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3. Learning Aspirations for 2017

Membership that organised itself into thematic clusters in the last session, continued in the same groups for this session. The session focused on harvesting learning ideas for 2017 and beyond. The discussion was informed by inputs on country context analysis, peers in the panel from Day 1 and the session on social learning on Day 2 about learning effectiveness and value creation. Using inputs from these, members in their thematic groups were asked to identify one or two learning aspirations for the next year and beyond and explain on charts why these aspirations were chosen. The following key learning aspirations by themes were identified:

<table>
<thead>
<tr>
<th>Learning Themes</th>
<th>Suggested Topics</th>
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<tbody>
<tr>
<td>Civil Service and Policy Reform</td>
<td>• Administrative Reforms</td>
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<td></td>
<td>• Inclusive Policymaking</td>
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<tr>
<td>Capacity Building of Local Governments</td>
<td>• Institutional capacity building of local governments</td>
</tr>
<tr>
<td></td>
<td>• Capacity building on monitoring and evaluation to assess performance of local governments</td>
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</table>

* On Day 1, Participants were asked two ‘burning questions’ by Etienne Wenger-Trayner. The first question was ‘What specific aspects of decentralization and local governance are you trying to affect in your work?’ And second question was ‘Which of those is so challenging that you would benefit from ongoing help from people trying to do the same things in other LOGIN countries? Based on responses by participants to these questions, thematic clusters were formed.
| Empowering Citizens                                      | - Empowerment of citizens for sustainable engagement for responsible services  
|                                                       | - Empowerment of citizens for improved economic situation  
|                                                       | - Civic education  
|                                                       | - Collate experience of citizen empowerment and share them through the network with appropriate modalities  
|                                                       | - E-course on advocacy for empowering citizens  
| Fiscal Decentralisation                               | - Best practices on revenue generation in local governments  
|                                                       | - Functional assignment  
| Social Accountability                                 | - Learning event on RTI and open government  
|                                                       | - Peer learning engagement on social accountability  
| Transparency                                          | - Learning about (a) relationship between RTI, open data & public fiscal transparency loss, processes & systems to achieve more accountable governance  
|                                                       | - Capacity building on the monitoring of public service delivery and using social accountability tools/mechanisms to hold local governments accountable  
|                                                       | - Electoral reform/transparency to ensure electoral justice  
| Women’s Empowerment                                   | - Elected women’s representatives co-learning platforms (inter and intra country)  
|                                                       | - Learn how to advocate for gender response policy reforms  
|                                                       | - Building on women’s political empowerment workshop of 2016  

Simultaneously a set of ideas which could potentially translate into learning offers were shared. The proposals were:

- **Enhancing public service delivery through open data and e-government**
  
  There is strong interest from Cambodia and Mongolia on proactive disclosure, open data) and the use of e-government innovation on better public service delivery which contributes to realisation of SDGs. Open Data and e-Governance are essential building block for achieving Open Governance. This learning offer will be in the form of Face-to-Face learning workshop together with MELP moderated mentoring programme, and on-site visits. This learning activity will lead to emergence of an action plan that can be followed through to achieve desired change; and a learning case-book will be developed to document the changes attributable to this learning offer.

- **Travelling workshop to understand local government processes in South Asia**
  
  This will involve orientation, understanding, local stakeholder meetings across 8 local government set-up in 4 countries of South Asia. There will be designated themes for learning in each location with focused inputs from hosts and resource persons. Participants of this travelling workshop will have shared responsibility for knowledge collation, analysis, interpretations and documentation; and at the end there will be Write-shop for 7 days to consolidate learning. The endeavour will result in LOGIN report on Local Government process in South Asia.

- **Playing with Policy – a cross country understanding on policy formulation and its influencing its impact**
  
  Aimed at developing cross-country understanding on how policy gets formulated and spaces for CSOs to influence it, creating impact on policy processes, and matrices to measure the impact of LOGIN efforts. The process would involve reflection workshops and optional field visits to develop common framework that could be adapted for local country context. There will also be consolidation of learning as an input to the body of knowledge related to public policy-making.

- **Power analysis – an analysis of power dynamics in governance and development**
  
  To better understand levels, spaces and forms of power, and their inter-relationship that impacts/ influences governance and development outcomes. This understanding will help identify actors, entry points and positive forms of power that can be mobilised in favour of desired changes.
of engagement will be face-to-face interaction in participatory workshop mode over 3-4 days with preparatory activities and sustained follow-up engagements.

- **Functional assignment**
  Three major learning activities has been proposed under this theme. Continuation of the e-learning course on functional assignment based on feedback from the participants. A study tour to Indonesia for Afghani and other members which was initially proposed in 2016 is being taken forward in 2017. An orientation workshop on functional assignment is proposed to be held for Mongolian stakeholders.

- **E-Course on enhancing own revenues in local governments**
  To capacitate LG practitioners on fiscal decentralisation theories impacting local government own revenues. Poor revenues in LOGIN Member country contexts have been a challenge; and e-course the will help the participants to prepare strategies for improving own revenue for individual Local Governments. The course will describe country legal regimes on own revenues; and list out policy intervention required to enhance own revenues.

- **E-course on Anti-corruption in local governments**
  Anti-corruption is at the core of all work on accountability. There is a need to take corruption out of the closet and collaboratively explore successful strategies for combating corruption in diverse context. At the end of the course the participants will be able to (i) clarify different forms of corruption; (ii) describe the game theories of corruption; (iii) apply the game theories of corruption to specify local government service delivery activities; and (iv) develop strategies for successful solutions.

- **Women’s Empowerment**
  There were three learning offers under this theme. Understanding role of water governance, developing strategies to empower women and prepare for elections and women’s role in election watch.

- **Learning offers from Bangladesh:**
  Different learning offers emerged from Bangladesh which included interactive capacity building practice (ICBP) to develop women’s political leadership at grass root level, horizontal learning program (HLP), local government support program in Bangladesh, civic engagement for budget tracking and community led development.

The membership used these inputs to reflect in their respective country groups their learning priorities. More details are available in Annexure IX.

### 4. LOGIN Transition Plan: Moving Towards Sustainability

In the final session of the day, SDC shared its perspective on the transition plan of the network, taking on board the recommendations of the Mid Term Review. Fabrice Fretz and Anne Savary Tchourine took the opportunity to share the main points from the SDC management response to the MTR:

- SDC fully shares the vision of a network that genuinely belongs to its members and extend its current support to LOGIN until end of 2018. SDC intends to continue as a strategic partner beyond this period
- SDC confirms its support to WGGS institutional proposals

SDC also shared its vision of the next steps involved in the transition plan, drawing from its discussions with WGGS, SDC shared its vision of the next steps in transition plan that it would support:

- Conducting an Organizational Development Study and a Legal Study by the first quarter of 2017. This process would be driven by the Secretariat, conducted by independent experts and overseen by the extended OC. The studies would use the proposals of the WGGS.
In mid-2017, a smaller, shorter Extraordinary GA (EGA) would be held which could take the final decision on the proposals for governance structures and funding proposals. Country platforms could nominate maximum 2 members to attend. As the study report would have already been published, the country platforms would have time to discuss their feedbacks to the proposals prior to the EGA.

By end-2017, it is expected that LOGIN can meet the conditions for Registration. Being a registered entity may bring additional requirements such as formation of a board and changes in personnel.

SDC representatives also highlighted key aspects of financial sustainability of LOGIN:

- The organizational development study may incorporate some proposals on fund raising mechanisms
- LOGIN should start internal reflections on sponsorship modalities
- Follow-up would be initiated as per discussions at the Extraordinary GA
- SDC was ready to facilitate contacts with potential funders

The plenary was then thrown open for questions, clarification and comments from Members. One key theme that dominated this free-flowing discussion was financial sustainability of LOGIN. There were legitimate concerns on LOGIN securing its funding as it takes on its new identity.

The network earnestly appreciates SDC’s commitment of continued association and support to LOGIN beyond 2018; and at the same time recognises that financial dependency on one funding partner is not sustainable in longer term. LOGIN in medium term should resolve the quantum and contour of SDC sponsorship; and SDC could also be approached for a corpus fund for continuance of the basic aspects of network operation. Simultaneously, the members must explore complementary financing models and pursue strategic engagement with potential funding partners. This would offer a broader understanding of resource mobilisation options for LOGIN to determine the funding model that might best serve the purpose of the network. At the same time, LOGIN must ensure adherence to certain non-negotiable principles when looking for new funding partners.

Listed below are certain other observations and comments of the members on SDC proposals on LOGIN transition plan and sustainability:

- It appears that how LOGIN functions presently will change. Going forward, some members may be added while others may drop out. For now the members should do whatever possible to focus on making the new entity strong, independent and as competent as possible. There is a need to package content, expertise and innovative learning methods that LOGIN has experimented with – to leverage these unique niches.
- Local funds can be identified for local activities and SDC could support international activities. Individual country platforms should get a buy-in from their governments and here too SDC could be of assistance.
- SDC has committed fully until 2018 but after than they will not simply go away; and may continue to be a part of the governing board of the new institutional arrangement for LOGIN. Members too would have space and voice to influence the direction the new entity. However, till the new Board gets constituted, the Secretariat and expanded OC should be entrusted with task of taking key decisions.
- The organizational development experts will perhaps conduct studies that focus more on the “hardware”: systems and structure of the network. The OD work should also focus on members’ ownership and commitment for the continuance. Currently the Secretariat takes ownership of the network – future plans should include network ownership aspects.

Thanking the members, SDC representatives further shared:

- SDC is in full support of the proposals of WGGS on governance transition which it believes has the support of LOGIN membership
• SDC is committed to LOGIN and does not want LOGIN to fail because of lack of finances
• The extra ordinary GA in mid-2017 will take the important decisions regarding LOGIN’s governance transition.
• The Organizational development and legal studies to be conducted next year will be driven by the Secretariat and will be validated by the members.

The next discussion was on the OC expansion plan. It was clarified that the nominees from East Asia had met the criteria for nominations to the OC and these nominees have been incorporated as members of Operational Committee. However the nominations from South Asia do not meet the agreed eligibility criteria. The nominating Country Platforms were requested to revisit their proposal, and arrive at consensus with regard to nominees from South Asia.

Highlights:

• LOGIN can potentially use value creation framework to better assess its value as a learning network for its membership.
• LOGIN’s Transition Plan to be initiated with Organizational development study and Legal study.
• Extraordinary General Assembly to be held in mid-2017 to review the outputs of the two studies and decide the way forward.
DAY 3
Agreeing on Strategic Priorities for 2017
1. Communities of Practice/Thematic Learning Communities: Looking Ahead

The morning session focussed on fleshing out the approaches to organising the communities of practice (CoP).

Community of practice could be elaborated as “A self-governed partnership among people who: (i) Share practical challenges they care about; (ii) Interact regularly and learn from/with each other; (iii) Put things into practice and loop the effects back; (iv) To improve their ability to make a difference”.

Communities of practice prove useful when practitioners need each other to:

- Help each other solve problems
- Hear each other’s stories across contexts
- Reflect on their practice and improve it
- Negotiate the practical implications of research
- Keep up with change
- Cooperate on innovation
- Manage a boundary together
- Find a voice and gain strategic influence.

Enumerating examples of industries and organizations that had adopted communities of practice, the Resource Persons pointed out that Communities of Practice work only when people really care about what they are learning. The tradition of Learning used to be vertical, but now in communities of practice, is taking a more horizontal direction. These communities were most effective when the learning was focused on needs and ideas that make a difference to the people’s daily lives. The early adopters of community of practice approach were businesses as they had managed to create large information banks but did not find these very useful. Slowly, governments, education institutions, health care organizations and now developments agencies are also adopting this idea. Some of the examples quoted included Treasury officials, ABSugar, IACoP, Public Accounts Community in Africa, TALearn among others.

The introductory on CoP was followed with questions and comments from the plenary, which have been summarized below:

- The difference between Thematic Learning Communities (TLC) and Communities of Practice (CoP) is that the term TLC was coined by WGGS; and the GA now needs to decide collectively whether the TLCs should be designed in such a way to resemble as Communities of Practice. In the context of LOGIN, the expectation is that there may be more than one Thematic Learning Communities
- Communities of practice are containers of people who actually keep doing work and engaging with each other to understand – what ideas did they try? Did those work? How did one adapt them to ones own context? So instead of simply using a manual, a community of practice would share the dynamic knowledge of the realities of what goes on the ground. Most Communities of Practice have a mix of online and face-to-face components, whereas others are exclusively online communities.
- The difference between Communities of Practice and Professional Associations is that Professional Associations are often formal organizations with set criteria for membership, lobbying functions and mostly without a learning loop. However there are examples of Professional Associations to have special interest groups to act as communities of practice.

The LOGIN community is focused on the theme of decentralization but there is a political, administrative and fiscal aspect of this idea. All these three areas need to work and the cross learning is very important.
Communities of practice should not work in isolation and may also have cross linkages. The idea is not fragmenting LOGIN but deepening and enriching its abilities.

The Resource Persons went on to share their perspective on the current model of LOGIN learning vis-à-vis what a community of practice might look like. The traditional learning methods and model of LOGIN has served well but the question is will it be useful to add another form of alliances across members from different countries. In the traditional model, a core group (Secretariat) organizes events and the members from different countries choose to attend them. In the community of practice model would demand deeper collective commitment from the membership to learn for making a change or improving practice over time; and the Secretariat could only provide complementary support to these efforts. The Resource Persons then discussed some of the advantages and relative disadvantages of traditional member led network and of communities of practices.

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Member Led Network: Menu of Offerings</strong></td>
<td><strong>Member Led Network: Communities of Practice</strong></td>
</tr>
<tr>
<td>Fairly easy on members whose contribution is to identify needs and report on offerings</td>
<td>A channel for people who are passionate for making a difference in practice</td>
</tr>
<tr>
<td>Can be joined a la carte</td>
<td>A home base for the collective learning of members</td>
</tr>
<tr>
<td>Relatively easy to justify to your organizations or sponsors</td>
<td>Leadership opportunity for people who want to step up based on their passion</td>
</tr>
<tr>
<td>Often favored by donors</td>
<td></td>
</tr>
</tbody>
</table>

The discussion on advantage and disadvantages of traditional model and communities of practice model brought forth the following responses and observations from participants:

- There are often questions about the value of communities of practice as the value may not be immediately. Many people like the idea in principle, however it may not speak to the direct needs of the organization or donors but is in fact driven by the needs of the community in practice.
- The current environment is changing. No longer are the donors as generous and do not grant as much autonomy. We all have full time jobs and often it is a difficult decision as to who in the organization attends what event. We have become driven by the pressure for results and reports.
- Of course a community of practice cannot work if they idea is “you attended last time so I want to go this time”. It is a challenge to make the community egalitarian in this respect and still see value. There is also a question mark as to whether this is something LOGIN will engage with.
- The sustainability/activities of the communities of practice may depend on the core group or facilitators.
- A community of practice needs a different kind of leadership that requires more commitment.
- Hobby related communities of practice seem to be robust and active without much support and organically form sub-groups too. How can we translate this enthusiasm into our professional networks?
- It is important to find the right domain for a community of practice – find what keeps people up at night, the right theme that is close to people’s hearts and identities. Sometimes it is also about finding something within a wider theme that makes you feel passionate. There are techniques to find what it is really that we identify with. The core driving force of a community of practice cannot simply be passion...
though. It may be based in “needs” rather than “wants”. There are many things that may actually be anchored in our needs that we can use to form communities of practice.

- Not all needs warrant a community of practice either – many may be easily and effectively served by traditional training sessions.
- We may develop mini versions of communities of practice at the country level. In essence for them to work we have to become open minded, there is much to learn and we have to share generously.
- The idea is to start slow and maybe start one community. The starting point is passion but it is a process not a change that happens overnight.

The presentation on Communities of Practice is in Annexure X.

Finally, the Resouce Persons invited the participants in respective thematic groups to brain-storm three key aspects related to launch of community of practice:

- Is there a basis for starting community of practice within their group?
- Are you grouped with the right people to discuss your challenges?
- Are people willing to step up and take the lead?

After an animated discussion, four thematic groups: Social Accountability, Capacity Building for Local Governments, Transparency, Women’s Empowerment have decide to proceed with the launch of their respective communities.

2. Finalizing the 2017 Plan

Moving forward, the participants of General Assembly worked in parallel groups to pursue planning for LOGIN activities in 2017:

1. Proposal for Learning Activities for 2017
2. Reframing Results Matrix
3. Communities of Practice.

A fourth group of SDC representatives worked on finalization of the transition plan for LOGIN in 2017.
Proposal for Learning Activities for 2017

One of the parallel groups of participants developed an ambitious proposal for Learning Activities for 2017 which is tabulated below:

<table>
<thead>
<tr>
<th>Country Events that can be leveraged by LOGIN</th>
<th>Peer Learning (New)</th>
<th>Peer Learning (Continuing)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bangladesh (Women’s Political Leadership)</td>
<td>• ICBP (WPE) – Bangladesh/India/Nepal</td>
<td>• WPE (EWR) – Bhutan (BNEW)/India (THP)</td>
</tr>
<tr>
<td>• Bhutan (Conference on Women Politics)</td>
<td>• Disability Inclusion – Cambodia/Bangladesh</td>
<td>• HLP – Nepal/Bangladesh</td>
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<tr>
<td>• Bangladesh (Water Governance)</td>
<td>• Social Accountability – Bhutan (RIM)/India (PAC)</td>
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<tr>
<td>• Mongolia (Functional Assignment)</td>
<td>• Gross National Happiness – Mongolia/Bhutan</td>
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<tr>
<td>• Mongolia (Transparency - Glass Account Law)</td>
<td>• Devolution – Myanmar/Indonesia</td>
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<td></td>
<td>• Open Data – Cambodia/Open Data Labs</td>
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<thead>
<tr>
<th>Network level Learning (Themes and Topics)</th>
<th>Afghanistan</th>
<th>Bangladesh</th>
<th>Bhutan</th>
<th>Cambodia</th>
<th>India</th>
<th>Indonesia</th>
<th>Laos</th>
<th>Maldives</th>
<th>Mongolia</th>
<th>Myanmar</th>
<th>Nepal</th>
<th>Pakistan</th>
<th>Philippines</th>
<th>Sri Lanka</th>
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<tbody>
<tr>
<td>Social Accountability</td>
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<tr>
<td>Fiscal Decentralisation (Own Source Revenue Public Financial Management)</td>
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<tr>
<td>Transparency (RTI/Open Data/Glass A/c/Open Government)</td>
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<tr>
<td>Functional Assignment (Study tour and E-Course)</td>
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<td>Electoral Reforms</td>
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<tr>
<td>Capacity Building of Local Governments</td>
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<td>Women/Citizen/Youth Empowerment (Inclusive Policy Making)</td>
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<td>Localising SDGs</td>
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<tr>
<td>Measuring Performance of Local Governments/Elected Representatives</td>
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<td>Anti-Corruption</td>
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<td>Decentralisation Policy and Process (Travelling Workshop)</td>
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<td>Decentralisation Policy and Process (Travelling Workshop)</td>
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3. Reframing Results Matrix

The second parallel group worked on the principles and process to be undertaken to review and reformulate the Results Framework of LOGIN, so that learning effectiveness and network outcomes are better captured and communicated. The participants, after a nuanced conversation, have agreed that the Framework for Social Learning in Networks, which proposes an underlying theory-of-change for how learning in networks creates certain types of value at every stage, provides an appropriate approach for remodelling LOGIN's Results Matrix. This framework provides rigorous method that combines Value Creation Stories and Indicators with Learning Loops to show value created at each stage and across stages of networked learning.

To move forward on this process the existing stories-of-change in the Network will be consolidated, and analysed to demonstrate how specific improvement or transformation of DLG country context can (at least in part) be attributed to the activity originating in LOGIN. A Design Brainstorming workshop/ event involving key network stakeholder has been proposed in the first quarter of next year to examine suitability of this framework for social learning with real life value-creation stories; and to incorporate relevant contextual refinements – with an aim to develop the draft design of remodelled LOGIN Results Matrix. Consultations with select network constituents will then be undertaken to fine-tune this draft design and produce the fully firmed-up LOGIN Results Matrix by middle of 2017.

4. Launching Thematic Learning Communities

Members of four thematic groups enthusiastically endorsed the idea of launching Communities of Practice, which in LOGIN are referred to as thematic learning communities on these domains:

- Capacity building for local governments
- Women’s empowerment
- Social accountability
- Transparency/RTI

Each of these communities had a few persons volunteering to undertake preparatory planning activities leading to the launch of these communities. This voluntary group would also identify some low hanging fruits.

5. LOGIN Transition Plan

The highlights reported were:

- With additional discussion on the transition plan having taken place, the idea is to start early next year with the preparation of the Terms of Reference for the organisational development study and the legal study.
- The studies would be launched as soon as possible, relevant consultants would be found to undertake this activity and proposal would be available on MELP.
- The Extraordinary GA would possibly be held in mid-July to agree on the way forward.
- The time between the Extraordinary GA and the regular GA in December would be busy, but the next steps will be based on the preferred legal form.
- By December 2017, we would like to be completely ready for registration.
- Of course there is a necessity of various support measures particularly the strengthening of the Secretariat.
- Many of the members of SDC are relocating in 2017 so it is important to ensure that those taking over positions dealing with LOGIN be familiar with the network.
Plan of Network Development Activities in 2017
Looking Ahead at 2017

Consolidating the priorities relating to (i) Transition Plan (ii) Launch of Thematic Learning Communities (iii) Reframing Results Framework (iv) Learning Activities, the following conclusions were made:

- The order of priority in developing a learning calendar will be (i) Existing Peer Learning (ii) Country Events that can be leveraged by LOGIN (iii) Activities that find resonance in the priorities of TLCs and (iv) Learning activities pending from 2016. Given that the transition plan will be a priority in 2017, the members would have to need to be flexible with their expectations with regards to the learning calendar.

6. Country Platform Work Plan

At the penultimate session, participants re-grouped in their respective Country Platforms to propose a country work plan for 2017. Based on the discussions so far, the Country Platforms worked out their agenda with regard to:

- How they would organize themselves over 2017
- What members will do on their return to their countries
- Who else they would need to connect with to be effective

The Plans are available as Annexure XI.

7. Closure of the 4th General Assembly

The concluding session of the 4th General Assembly began with ratification of Sri Lanka as an additional country from which the network would draw its membership. Inclusion of Ms. Tashi Pem from Bhutan and Mr. Chea Vantha from Cambodia (as nominees of membership from South East Asian countries) in the Operational Committee were ratified. It was agreed that membership from Bangladesh and Nepal would be given four weeks to nominate their candidates to the operational committee. The membership thanked the Sri Lankan hosts for the organisation and hospitality. With that, the fourth GA 2016 held in Sri Lanka drew to a close.
Annexures
Annexure I: Programme schedule

13 December 2016, Tuesday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.00 hrs</td>
<td>Introduction and Working Basis</td>
</tr>
<tr>
<td>10.30 hrs</td>
<td>Break</td>
</tr>
<tr>
<td>11.00 hrs</td>
<td>Context Review and Analysis</td>
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<tr>
<td>13.00 hrs</td>
<td>Lunch</td>
</tr>
<tr>
<td>14.30 hrs</td>
<td>Context and Learning Review 2016</td>
</tr>
<tr>
<td>16.00 hrs</td>
<td>Break</td>
</tr>
<tr>
<td>16.30 hrs</td>
<td>Key Messages from the Review of 2016</td>
</tr>
<tr>
<td>17.30 hrs</td>
<td>End of Day 1</td>
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<tr>
<td>19.30 hrs</td>
<td>Formal Dinner</td>
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14 December 2016, Wednesday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>08.30 hrs</td>
<td>Learning Effectiveness in Knowledge Networks</td>
</tr>
<tr>
<td>10.30 hrs</td>
<td>Break</td>
</tr>
<tr>
<td>11.00 hrs</td>
<td>Value Proposition of LOGIN</td>
</tr>
<tr>
<td>12.30 hrs</td>
<td>Lunch</td>
</tr>
<tr>
<td>14.00 hrs</td>
<td>Learning Aspirations for 2017</td>
</tr>
<tr>
<td>15.30 hrs</td>
<td>Break</td>
</tr>
<tr>
<td>16.00 hrs</td>
<td>LOGIN Transition Plan</td>
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</table>

15 December 2016, Thursday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>08.30 hrs</td>
<td>Communities of Practice/Thematic Learning Communities: Looking Ahead</td>
</tr>
<tr>
<td>10.30 hrs</td>
<td>Break</td>
</tr>
<tr>
<td>11.00 hrs</td>
<td>Shaping Work Plan 2017</td>
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<tr>
<td>13.00 hrs</td>
<td>Lunch</td>
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<tr>
<td>14.30 hrs</td>
<td>Setting In – Country Priorities</td>
</tr>
<tr>
<td>16.00 hrs</td>
<td>2017 Activity Calendar Consolidation</td>
</tr>
<tr>
<td>17.30 hrs</td>
<td>Closure of the 4th LOGIN General Assembly</td>
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# Annexure II: List of participants

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name</th>
<th>Designation</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Afghanistan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Mr. Abdul Aziz Noori</td>
<td>Dean of Law Faculty</td>
<td>Kateb University</td>
</tr>
<tr>
<td>2.</td>
<td>Mr. Abdul Muqtader Nasary</td>
<td>Director of Policy and Planning</td>
<td>Independent Directorate of Local Governance</td>
</tr>
<tr>
<td>3.</td>
<td>Mr. Mohammad Edrees Omarzad</td>
<td>Executive Director</td>
<td>EQUALITY for Peace and Democracy</td>
</tr>
<tr>
<td>4.</td>
<td>Mr. Mujeeb Ur Rahman Shinwari</td>
<td>Jr. National Technical Specialist</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>5.</td>
<td>Ms. Zohra Nawabi</td>
<td>Member</td>
<td>Kabul Provincial Council</td>
</tr>
<tr>
<td>6.</td>
<td>Mr. Hussain Akhlaqi</td>
<td>Senior Program Officer</td>
<td>Swiss Agency for Development and Cooperation</td>
</tr>
<tr>
<td>7.</td>
<td>Mr. Mohammad Mohsen Usyan</td>
<td>Country Facilitator</td>
<td>LOGIN</td>
</tr>
<tr>
<td><strong>Bangladesh</strong></td>
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<td>Global Vice President and Country Director</td>
<td>The Hunger Project</td>
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<td>Mr. Md. Akramul Haque</td>
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<td>Development Association for Self-reliance Communication and Health (DASCOH)</td>
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<td>Ms. Selina Jahan Lita</td>
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<td>Mr. Nitin Paranjape</td>
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<td>Abhivyakti Media for Development</td>
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<td>Mr. P.P. Balan</td>
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<td>Mr. Raghavan Suresh</td>
<td>Consultant/Former Director</td>
<td>Public Affairs Centre, Bengaluru</td>
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<td>33.</td>
<td>Mr. Ruchi Yadav</td>
<td>Director Programs</td>
<td>The Hunger Project - India</td>
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<td>35.</td>
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<td>Mr. Cecep Effendi</td>
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<td>38.</td>
<td>Ms. Nurliah Nurdin</td>
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<td>IPDN (Institut Pendidikan Dalam Negeri), Minister of Home Affairs, Republic of Indonesia</td>
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<td>Mr. Viengprasith Thiphasouda</td>
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<td>Marginalized Urban Women, Care International</td>
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<td>Ms. Emina Hadziabdíc</td>
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<td>Ms. Michal Corinne Harari</td>
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<td>Mr. Narayan Koirala</td>
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<td>Ms. Preeta Lall</td>
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Annexure III: Context Analysis

AFGHANISTAN

THE BIG CHANGE/S IN 2016

**Country/Region of operation:** Afghanistan

- Increment of National Revenue up to 40%
- Approval of access to information law
- Approval of anti-corruption law
- Conducting of Brussel Conference for donor commitment to support Afghanistan 2016 – 2020
- Presidential Decree on election reform and constitute of new Election Commission

The big changes in 2016

- Afghanistan, India and Iran signed the Chabahar Port agreement.
- CASA – 1000 Inauguration of electricity (Kyrgyz, Tajikistan, Pakistan and Afghanistan)
- Launch of railway transportation between China and Afghanistan from Kazakhstan and Uzbekistan
- Opening of Anti – Corruption Justice Center
- Establishment of one stop shop for construction permission
- Teacher Registration and payroll tracking system
Those relating to Political Decentralization

- Approval of provincial budgeting policy from Cabinet
- Sub-National Governance Policy Revision
- Launch of Citizen Charter Program
- Access to Information
- Presidential Decree to give the authority of oversight for provincial Councils
- Finalizing oversight mechanism for Provincial Councils’ members
- Approval of Public Private Partnership Policy in Cabinet

Those relating to Administrative Decentralisation

- Capacity building workshops at all zones of Afghanistan for sub national budgetary units
- Providing equipment’s to Mustofiast and provincial departments for proper implementation of provincial budgeting
- Conducting workshops on Budget circulars for provincial directors and employees
- Development of guidelines and formula on unconditional funds
- Extension of operation and maintenance reform
- Establishment of Public and Private Authority
The implications of these changes for LGs/Citizens are:

- The provincial budgeting and sub national government policy will pave the ground to provincial departments to get involved in budget planning, execution and service delivery
- The citizen and communities at grassroots level will monitor the budget execution and service delivery of government entities and NGOs
- Improvement standard of livelihood/household
- Close collaboration between citizen and gov.
- Citizen voice will be reflected to the policy leveles and programs
- Provincial priorities will be reflected to provincial plan and budget
Key responses/ Follow ups/ Further Changes expected are:

- The provincial budgeting and sub national policy implementation process need to be implemented in all provinces of Afghanistan.
- Follow up will be done in this regard with Ministry of Finance in the center and provincial departments at provincial level.
- Equitable distribution of national resources by sectoral ministries.
- Holding discussion among the LOGIN platform members on Decentralization and DE concentration steps to be taken by the government and CSOs at the central and provincial level.
- Active participation of citizens in decision making process.

Mapping the Actors

- Actively Support:
  - Mof
  - IDLG
  - MOEc
  - MRRD
  - Parliament
  - PC
  - Governors
  - CSOs
  - Donors

- Enable:
  - CSOs
  - Private sectors
  - Provincial Councils
  - And Communities

- Passive:
Critical Reflection: Success

Our Main Successes
- A. participation platform members to regional learning events
- B. Development of better coordination among the platform members
- C. conducting knowledge sharing/dissemination
- Providing constructive inputs for development of SNGP and PBP.
- Diversifying of LOGIN membership

Critical Reflection: Successes

Key Factors
- A. political will
- B. capacity of CSO and Government built
- C. donor interest – push
- Dialogue ground/constructive CSOs and Gov relation
- Progress on over all regulatory framework
- Approval of provincial budgeting policy by cabinet
Critical Reflection: Challenges

- Low capacity within the governmental and non-governmental entities
- Lack of coordination among government, CSOs, and private sectors
- Merit-based appointment process influenced by political parties
- Conflict among the top leadership of government has led to weak governance on various aspects
- Insufficient extension of LOGIN to local/grass-root level
- Low visibility of LOGIN in Sub-National level of the Country

Critical Reflection: Lessons

Key lesson:

- The significance and importance of decentralization
- The role of communities in deconcentrating and good governance process
- Flow of fund by provincial budgeting to local governments and gross communities
- Mobilization and strengthening networking and coordination among the governments, private sectors, and CSOs
- Regional learning has advantage than learning from developing countries
Looking at 2017.....

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<td>Political conflict</td>
<td>Rise in collection of National Revenue</td>
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<td>Lack of political will</td>
<td>Growth of Gross Domestic Product</td>
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<td>Insecurity</td>
<td>Rise on Per Capita income</td>
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<td>Capacities of local governments to some extent built</td>
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<td>Unemployment</td>
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Events in 2017 that LOGIN can leverage:

- Elimination of violence against women
- Role of communities in Budget planning and execution
- Citizen familiarly with tax payment
- Public Finance Management
- Practice of operation and maintains in practice (peer learning)
- Practices carried out by other countries on asset management via data bases
- Training for PCs and governor social monitoring
THE BIG CHANGE/S IN 2016

Country/Region of operation: Bangladesh

- Election Commission of Bangladesh has amended and published the amended Union Parishad (Election Conducting) Rules 2016 and the Union Parishad Election Code of Conduct 2016 in the official gazettes to make the election possible. Aspirants for the chairpersons’ posts will contest in the race, to be held on party lines, with party electoral symbols, for the first time. (Election Commission Bangladesh)
- First time District Council Election (indirect vote) in Bangladesh
- Indirect Election of Women Representatives at Upazila Parishad to complete comprehensive Upazila Parishad.
- GoB has drafted Water Rules & regulations to implement Bangladesh Water Act 2013 where water administration has become decentralized up to Union Parishad level. LGIs particularly, Union Parishad, Upazila Parishad and Pauroshavas have evolved as one of the regulatory and monitoring authority in the water sector of Bangladesh
- GoB has created required posts for 8 newly created Upazilas and taken initiatives to fill up vacant posts in Upazila Parishad by 2016.

Those relating to Political Decentralization

- First time Partisan Local Government Elections (Union Parishad & Municipality) in Bangladesh
- First time District Council Election (indirect vote) in Bangladesh
- Indirect Election of Women Representatives at Upazila Parishad in participation of women representatives of union parishes and municipalities
Those relating to Fiscal Decentralisation

- The average increase in own revenue of Upazila Parishads is about 13% compared to last year.
- According to LGIs allocation trend analysis, it is projected that in 2015-16 the allocation from central govt. to UP in about BDT 178.2 cr., UZP BDT 311.17 cr. and at Pourashavas BDT 406.58 cr.
- GoB pursues the fiscal decentralization overall budget allocation for local government institutions by 18.4% for the fiscal year 2015-16
- In 2015-16 the budget allocation from central govt. to UP increased by 7.8%, in UZP it decreased by 32.4% and in municipality increased by 7.9% (Compared to FY 2014-15)

Those relating to Administrative Decentralisation

- First Time District Council Election (indirect vote) in Bangladesh in participation leaders of LGIs, Earlier Govt. nominated representative run a district council
- GoB introduced e-tendering system in Upazila Parishad in 2016 to ensure transparent and accountable procurement in local governance system.
- GoB issued circular to established Upazila Digital Centre with Operational Guideline, 2016 to extend e-service to the doorstep of citizens
- GoB has updated organogram of Upazila Parishad in July 2016
- GoB has drafted Water Rules & regulations to implement Bangladesh Water Act 2013 where water administration has become decentralized up to Union Parishad level. LGIs particularly, Union Parishad, Upazila Parishad and Pauroshavas have evolved as one of the regulatory and monitoring authority in the water sector of Bangladesh
- GoB has created required posts for 8 newly created Upazilas and taken initiatives to fill up vacant posts in Upazila Parishad by 2016.
The implications of these changes for LGIs/Citizens are:

**LGIs**
- Power Party dominated Local Government Institutions (LGIs) through different direct or indirect elections so Govt. Officials have less control on LGI Leaders
- Undue political pressure on LGIs is visible
- LGIs got more budget allocation

**CITIZENS**
- Citizens divided into partisan identity at grassroots
- Both scenario are available – some citizens are getting due services and some are deprived from services or oppressed by LGI Leaders or his/her supporters
- Union Parishad Election marked with significant number of loss of life
- Citizens divided into partisan identity
- Scope of participation in LGIs increased

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**Mapping the Actors**

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<thead>
<tr>
<th>Actively Support</th>
<th>Enable</th>
<th>Passive</th>
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<td>Local Govt. Division</td>
<td>NGOs/ CSOs</td>
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<td>LGIs Leaders</td>
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Critical Reflection: Challenges

Our Main Challenges
- To implement need-based program for LGIs
- Limited drives due to absence of fund

What we did not Achieve
- Participation of LGIs not as per size and need
- Unable to design program as per need of LGIs

Critical Reflection: Successes

Our Main Successes
- LGIs, LG Associations and Local Govt. Division become active participants in LOGiN events
- Developed linkages between LGIs and other LG Stakeholders which has been helping other stakeholders to play pro-decentralisation role

Key Factors
- Scopes of Regular formal and informal interactions through different events
- Impact oriented implementation strategy of other stakeholders for strengthening decentralization
- Regular dissemination information on LOGIN activities to respective audience
Critical Reflection: Lessons

Key lesson
- Learning events focused on activists (NGOs/CSOs) not main actors e.g. LGIs
- Need to increase follow up programs
- Need to increase LOGIN branding to the LG Stakeholders including Policy Makers

Next Time…
- More programs as per need of LGIs on pro-people service delivery as per laws

Looking at 2017…..

Challenges
- To make effective LGIs as per people’s need
- To implement Laws
- To mitigate conflicts between Laws and political party priorities specially local political undue pressure
- To make LGIs transparent and accountable to the people ignoring undue favour of party supporters

Opportunities
- Elected Representatives run LGIs
- LG Laws are available
Events in 2017 that LOGIN can leverage:

- Run a knowledge platform for new leaders on better service delivery for citizens through implementing LGI laws
- Run an initiative to share Good Practices (in & inter countries) among LGI Representatives

THE BIG CHANGE/S IN 2016

Country/Region of operation: Bhutan

Not much changes in 2016

- 2016 LG election - Increased women’s awareness & participation at the grassroots in local governance & role of CSO
- Political will to decentralize and Central government’s confidence in the LG capacity shows increasing trend; as demonstrated through the introduction of DD Grant, increase in the share of fund of LG over the current 11th FYP
Relating to Political Decentralization

- Second Local Government Elections was held in 2016 for various LG posts in 205 gewogs. The 2nd LG election saw a voter turnout of 55.8% and an increase of women contesting for the various LG posts. Of the 1439 LG posts filled, 1275 are men and women secured 164 posts as compared to 76 in the 1st LG election 2011.
- Role of CSOs (BNEW) in supporting and enabling women to participate in governance

Relating to Administrative Decentralisation

Public sector reform processes
- The Royal Civil Service Commission carried out whole of government OD exercise between 2014/2015 to review the mandates, roles and responsibilities of all central agencies including the local government. As a result RCSC launched reform initiative to enhance professionalism and find the right person for the right job. The OD exercise for Local Governments offered the opportunity to assess their strategies, structures, systems, skills, staffing and so on.
Relating to Fiscal Decentralisation

- Dzongkhag Development Grant 2016 (fiscal decentralization)- As a means to further empower the local government functionaries and strengthen their participation through Wangtse Chirphel (decentralization), the Government seeing the positive impact brought about in the Gewog development by the Gewog Development Grant (GDG) of Nu.2 million per annum to every Gewog, has now introduced in the budget of FY 2016-17 a system of Dzongkhag Development Grant (DDG) and allocated Nu.7 million for each Dzongkhag

- LG Members Entitlement Act 2015- The purpose of this Act is to provide members of the Local Government with equitable, adequate and competitive remuneration, allowances and benefits, so that LG can attract competent and qualified candidates, prevent corruption by LG and to ensure efficient and effective delivery of services by motivating the LG members. 140 Bachelors degree graduates participated in the 2016 LG election and 40 got elected.

Relating to Administrative Decentralisation

- One of the visible impacts of such an exercise is the restructuring of Dzongkhag Forestry sector which is now clubbed with the Divisional/Territorial Forestry Office. Likewise, Tshogdrung (DT secretary) also received additional responsibility as focal points for Dzongkhag Disaster Management in addition to his/her normal duties. The Dzongkhag administration was also given importance and executive level managers were appointed as Dzongdas (mayors).
Relating to Fiscal Decentralisation

- **2016-2017 Fiscal year saw an increase in the transfer of funds for capital work to LG (fund and functions) & other development activities such as:** 274 power tillers distributed across the country, 1,236 kms of electric fencing installed covering 7,698 acres and benefitting 6,638 households, black topping of all Gewog center roads are underway. Implementation of poverty alleviation projects such as the REAP II- 150M, 20 Dzongkhags, 109 villages were more decentralized and THPP (targeted household poverty alleviation programs) are expected be further decentralized to LG.

The implications of these changes for LGs/Citizens are:

- More qualified people joining the LG
- Gradual decentralization, enhanced the efficiency & effective service delivery at the LG level
- With development activities & resources being poured in the rural, the role, responsibility and accountability of LG is increasing
- Gradual increasing in awareness and support for women’s role in governance
Looking at 2017.....

Challenges

- Social Accountability Initiative and institutionalizing it in Local Governance - Stakeholders acknowledges the needs, relevance and merits of such initiatives
- Decentralization Policy development – To fully achieve the vision of decentralization the need for a comprehensive policy is felt and preliminary discussions are happening
- The next cycle of Five Year planning has just begun (12th Five Year) – Good timing to push any LG reform agenda in over all planning process
- There is opportunity to expand the membership at the CP in absence of such platform for discourse and collaboration

Opportunities

- District Administrations
- Ministry of Finance
- Thimphu Municipality

Mapping the Actors

- Actively Support:
  - DLG
  - BNEW
- Enable:
  - ACC
  - MEDIA
  - RIM
  - NC/NA
  - GNHC
  - BTI
  - ECB
- Passive:
  - District Administrations
  - Ministry of Finance
  - Thimphu Municipality
Events in 2017 that LOGIN can leverage on:

- Social Accountability Initiative and institutionalizing it in Local Governance
- Decentralization Policy development
- The next cycle of Five Year planning has just begun (12th Five Year)

Country/Region of operation: Cambodia

- Although the national budget allocation to the sub-national level under the Decentralisation & De-concentration (D&D) reform increased, it remains low as a percentage of the national budget and the development part did actually not increase because of the faster increase in the administrative costs (salaries, allowances etc.).
- The national budget for 2017 was approved by the National Assembly with further increases in allocations for the D&D reform program, albeit small, and with 16% of the total budget funds unallocated.
- Without the adoption of the Access to Information law budget transparency is not likely to improve anytime soon.
- Tax revenues increased substantially but almost 400 million USD of the national budget were not spent due to poor budget forecasting and planning according to the government.
Key developments at the national level in 2016

- A coordination mechanism was developed across the three key governance reforms, i.e. the D&D, Public Administration and Public Financial Management reforms, with the purpose of streamlining planning, identifying synergies and strengthening momentum.
- The civic and political space at the national and sub-national level is shrinking.
- However, access to the social media expanded further (almost half of the Cambodian population now has access to the Internet) and its political significance increased as it has shown to be a powerful tool for citizens to air their grievances and forced authorities to react, positively as well as negatively.
- Preparations for the upcoming commune elections are underway with 81% voter registration achieved.

Key successes relating to Political/Fiscal Decentralisation

- The District/Municipal (DM) Fund was increased from 0.8% to 1% of the national budget.
- Policy and regulations on Sub-National Administration (SNA) own source revenues developed and approved and a decision was made to implement tax sharing whereby urban communes/sangkats from 2017 will receive an additional 30% of capital and provincial property tax collection and DM administrations will receive shared tax revenues from provincial administrations.
- The Board of Directors and Secretariat of the Sub-National Investment Fund (SNIF) was established and regulations and guidelines for SNIF projects were finalized and put in place.
A technical document on local economic development was finalized and distributed to the DM level to guide the formulation of development projects.

Social service delivery and climate change adaptation was strengthened at the sub-national level through increased expenditures from commune/sangkat budgets.

Cascade training by a network of advisors and facilitators was expanded to the DM level.

**Key Factors**

- Economic growth; macroeconomic stability; improved tax revenue collection; political willingness to improve service delivery through performance-based grants; public pressure to improve service delivery; donor pressure; pressure from the sub-national level for “How to do”-manuals; tangible climate change impacts, and NCDD capacity needs assessment.

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**Key successes relating to Political/Fiscal Decentralisation**

Good progress with respect to several preliminary functions being transferred progressively to districts and municipalities including early childhood education, primary education and non-formal education in all 14 DMs in Battambang Province, water supply operations and rural sanitation in two provinces and solid waste management in 26 municipalities across the country.

A study to identify functions that need to be transferred to SNAs completed in four other provinces.

The National Committee for Democratic Development Secretariat (NCDD-S) is actively coordinating with line ministries for more functions to be transferred to sub-national administrations in 2017, particularly to districts and municipal levels.
Key successes relating to Social Accountability & Civic Engagement

- With the support and active co-ordination of the NCDD-S and participation of the Ministry of Health, the Ministry of Interior, the Ministry Education and civil society organisations, social accountability activities were implemented in all 54 targeted districts.
- SNAs have become more open to citizen participation and collaboration with civil society.
- Increased citizen participation – expressing views and concerns, raising demands and offering recommendations during meetings/public events – was observed as a result of civic engagement activities and the implementation of the Social Accountability Framework (SAF).

Key successes relating to Administrative Decentralisation/Functional Assignment

- Capacity development of SNA staff initiated to prepare them for implementing the transferred functions.

Key Factors

- Public pressure to improve service delivery, “political” reasons/upcoming elections (budgets for delegated functions are much bigger than SNA development budgets meaning that their impact will be more tangible and felt by a higher number of people) and pressure from the donor community and civil society.
Key successes relating to Social Accountability & Civic Engagement

- Gender audit of the D&D reform was conducted and some actions were taken to increase the recruitment of women to decision-making positions at the sub-national level.

Key Factors
- Donor funding made available to the demand side, political will at the national level, increased understanding among SNA officials and counselors of the need to address public demands (in order to satisfy the central level and improve their prospects of getting re-elected).

Mapping the Actors

**Actively Support**
- **Internal:** MOI, NCDD, MEF, MoC and some other line ministries
- Some SNAs
- The opposition party CNRP (when not boycotting the National Assembly)
- **External:** Development partners, WGPD, CSOs, citizens and “pro-reform” foreign embassies

**Enable**
- **Internal:** NLC
- **External:** CSOs, citizens, research institutions and multilateral agencies (WB, IMF and ADB)

**Passive**
- National Assembly and the Senate
- Active negative forces:
  - **Internal:** Hardliners from the ruling party CPP
  - Some line ministries
  - Some SNAs
  - **External:** “Non-collaborative” foreign embassies

The Black Box (opaque decision-making): The CPP Central Committee
Critical Reflection: Main challenges & Lessons Learned

**Strengthen reform coordination***

- Linkages between the D&D, the Public Administration and the Public Financial Management Reforms are still weak, turf wars between the involved ministries delay reform implementation and there is resistance in some line ministries to the transfer of power and resources to the sub-national level.

- Top-down decision-making structures/ingrained attitudes at central level, the system of indirect elections at district and provincial level, and central appointment of Boards of Governors weaken downward accountability and diminish local ownership.

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Critical Reflection: Main challenges & Lessons Learned

- The D&D vision and its legal framework is not being understood/articulated well enough and sharing of information about program implementation and achievements is limited, which discourages active participation by citizens and other key stakeholders.

- Communication between line ministries, provinces, districts, municipalities, communes and communities is hampered by the lack of access to information systems and mechanisms.

- Gender, social equity and inclusiveness is not being mainstreamed sufficiently in the action plans of ministries, institutions and SNAs.
Critical Reflection: Main challenges & Lessons Learned

Lessons learned

- The secretariats of each of the three cross-cutting reforms need to cooperate more closely with one another to ensure consistent and effective implementation of each reform, address bottlenecks and make sure that capacity building actions are well-coordinated across the reforms.

- There is reluctance/lack of willingness among some line ministries to identify appropriate functions to be transferred to SNAs leading to delays in the functional assignment process. It requires strong political leadership to eliminate the ministerial turf wars and fully implement the D&D vision.

Lessons Learned (continued)

- The NCDD – as the institution responsible for coordinating the D&D reform – needs to develop a clear communication strategy and implement it.

- Even though a wide range of rules, regulations and guidelines have been disseminated, understanding of gender mainstreaming and inclusiveness amongst national and sub-national officials and public awareness still needs to be improved.

- The absence of an access to information law makes it difficult for the demand side to gather the necessary information and data to hold the supply side accountable for the implementation of the reform.
Continued...

**Improve public service delivery**

- The funds allocated for development at sub-national level, e.g. poverty reduction, climate change adaptation, social services, natural resource management etc., at sub-national level are still wholly inadequate to respond to local development needs and aspirations. In addition, the vast majority of SNAs have so far only spent development funds on infrastructure projects.

- Compounding this challenge, although the budget allocation to the DM Fund was increased, the subsequent increase in staff salaries and councilor allowances has resulted in DM administrations using almost all their funds to cover increased administrative costs.

Continued...

- Although 60% of the Cambodian population is younger than 30 years of age, the D&D reform agenda does not address the challenge of youth development and how youth can participate more actively in the development process at the sub-national level.

- The SNIF will come into operation in 2017 but SNAs lack the capacity to develop sound project proposals and do not have sufficient project management experience and experience in assessing citizen needs.

- Too much bureaucracy/cumbersome procedures imposed by the central level also act as a constraint on spending at the sub-national level.

- Weak integration of planning and budgeting between SNAs and de-concentrated line agencies.
Improve public service delivery: Lessons learned

- Commune/sangkat councils have been in operation since 2002 and have stronger capacity than the DM councils, which were established in 2009. The latter need to be empowered through higher fund allocations and capacity building so they can fully take on their two roles, i.e. responding to citizen needs through formulation and implementation of non-infrastructure development projects and overseeing service delivery on behalf of the electorate.

- Capacity for local resource mobilization needs to be build and own source revenues, i.e. taxes, need to be tested in order to strengthen ownership and improve services and accountability.

- SNA financial management procedures need to be reviewed and revised to identify bottlenecks and constraints based on the experiences and suggestions of SNAs to ensure that they are well designed and are being implemented more effectively. Inspection and auditing systems should be reviewed and enhanced to ensure compliance with SNA financial management procedures.

Intensify capacity development efforts

- The quality of capacity development at SNA level is questionable – too much one-way communication and too strong an emphasis on processes rather than results and quality – and support mechanisms are weak.

- Lack of monitoring & evaluation skills, collection of good practices etc.

- Documents/manuals are filled with instructions and law paragraphs but weak on practical examples.

- Budgets for capacity development are too small.

Lessons learned

- A capacity development strategy based on better (demand-driven) curriculum, tools and training methods delivered (together with coaching and mentoring) by highly skilled staff should be implemented. Analytical and facilitation skills are lacking at the sub-national level. Learning-by-doing approaches have not been tested but should be. Many capacity building activities (meetings/trainings/workshops) delivered to SNAs so far have been missed opportunities in the sense that they have not applied the theory to practice. Capacity building programs should be evaluated.

Increase transparency and accountability

- There are problems with lack of transparency and accountability in some districts and municipalities where tensions/lack of cooperation between the Board of Governors (the Executive) and the elected councils (providing oversight on behalf of the electorate) have been reported. The reports describe how the former withhold information and do not respond to inquiries/demands from the latter.

- On the supply side, there is still a limited understanding of what information/data should be publicly available, how to use it for participatory planning processes as well as a general unwillingness to provide more information/data to citizens than necessary or as prescribed by the Law.

- As far as the demand side is concerned, it has proved difficult to ensure active and consistent citizen participation in social accountability for a number of reasons. People have difficulties of seeing the immediate benefits of their participation, there is still a general reluctance among them to request information and their expectations about budget transparency are low.
Looking at 2017.....

Key challenges
- Strengthening the coordination between the D&D, PAR and PFM to ensure consistent and effective reform implementation.
- Increasing SNA capacity to formulate and implement development projects in response to local needs and aspirations.
- Close monitoring and trouble-shooting reviews of the functional transfer processes to ensure lessons and feedback are quickly fed into appropriate decision making processes before embarking on further functional reassignments.
- Piloting/testing own source revenues.
- Achieving greater fiscal transparency at the sub-national level (in the absence of an Access to Information Law).
- A major constraint is the lack of separation of powers (between the Executive, Legislative and Judicial branches) which causes confusion and discourages reform-minded actors at all levels to use their power and energy to press ahead.

Key opportunities
- Empower citizens to engage in decision making by increasing their access to information about council decisions and budget planning & expenditure.
- Public pressure for improved service delivery.
- Strong political will to meet public demands (due to upcoming elections).
- NCDD commitment with improved capacity and ownership to coordinate the reform.
- Increased resources to NCDD.
- The 2017 election result will likely lead to increased checks and balances at commune level as the opposition party stands to gain lots of votes, which will also alter the political representation at the DM level (through the next indirect elections).
- The development of the third implementation plan for the SAF for improved service delivery and strengthened social accountability.
- Emerging willingness on the part of the Ministry of Information to finalise the Access to Information Law which could lead to its subsequent adoption by the National Assembly.
Events in 2017 that LOGIN can leverage

- Provide links to good practices on youth and women engagement in other LOGIN countries
- Provide links to resources on assessing the performance of local governments and local CSOs
- Provide links to resources on effective capacity building of local governments
- Provide links to good practices on women's political empowerment
- Support learning on the use of unconditional grants/“permissive functions”
- Support learning on Local revenue mobilization
- Contribute to further experience sharing on functional assignment including the conduct of a research study on policy gaps and options for effective implementation of assigned functions by local governments.
- Support learning on Open Data and its role in creating greater transparency and accountability including awareness raising for youth networks and their engagement with the budgeting process at local government level.
- Support a pilot on budget tracking for sub-national budget in Cambodia (e.g. on District/Municipality Fund)
- Support knowledge and skills development for local governments, CSOs and the private sector on advocacy for inclusive development.

BASIC STRUCTURE OF LOCAL GOVERNMENTS IN INDIA

Country/Region of operation: India

Basic structure of local governments in India: constitutional provisions (73rd & 74th amendment acts, 1993)

- Constitutional status for Gram Sabha (assembly of the community in rural areas), Three tier Panchayat system at the village, intermediate and district levels, Single tier municipalities in urban areas
- Regular elections every 5 years, from separately delimited territorial constituencies at every level of Local Government (LG), through independent State Election Commissions
- Wards Committees mandated in urban areas for citizens’ participation
- Reservation of seats and leadership positions for deprived communities and women,
- State Finance Commissions to be set up once in 5 years to recommend financial share of LGs, Central Finance Commission to do the same, from central revenues,
- Powers to be devolved upon LGs by each State to enable them to function as institutions of self government. While discretion is there with State governments to devolve, Constitution contains list of matters that may be devolved, as a g
Inclusion of people in governance: Statistics on Local governments

- About 242,000 Panchayats in rural areas (Three levels; District, intermediate and village) and Urban Local Governments (City Corporations, Municipalities and Town Panchayats)
- 3.2 million elected representatives (of which women comprise 43% and deprived community reps, 23%)
  At the Village Panchayat level, each elected representative’s constituency comprises of about 340 people, (70 families), in urban areas it can vary from 600 people in small towns to 35,000 people in large cities

Rural Gram Sabha powers delineated through provincial law, typically covering

- Approval of plans and programmes of local governments
- Identification of beneficiaries of government projects
- Oversight of action through social accountability mechanisms, (approval of utilisation certificates, conduct of social audit mechanisms)

Higher level governments tend to ignore decisions of Gram Sabhas, or treat it as consultation advisory
Special powers for communities in tribal areas, through the Panchayats (Extension to Scheduled Areas) Act, 1996

Gram Sabhas given extensive powers to

- safeguard and preserve traditions, customs, cultural identity, community resources and customary mode of dispute resolution.
- approve the plans, programmes and projects for social and economic development,
- identify beneficiaries under poverty alleviation and other programmes,
- authorise the issue of utilization certificates after examining the utilisation of funds by the Gram Panchayat,
- protect common property resources, including minor forest produce,
- be consulted prior to land acquisition, extraction of minerals acquisition of land/rehabilitation

State legislation to give primacy to tribal communities to manage their affairs in accordance with traditions and customs.

Weaker design in urban areas

- Wards Committees not constituted in many States.
- If constituted, then not through democratic processes
- Not adequately empowered, as in the case of Gram Sabhas.
- Leading to very weak oversight over high expenditure decisions in urban areas

Government of India’s reform recommendations of enacting public participation law largely ignored
Events on Political and Administrative Decentralisation in 2016

**Union Government**

- No steps taken on structural aspects of political decentralisation – idea of synchronizing the conduct of central and state elections mooted;
- ‘President’s rule’ (i.e., direct rule by Union Government in a State by suspending or dismissing State assembly) imposed in 3 States, Arunachal Pradesh, Uttarakhand and Jammu and Kashmir;
- President’s rule in Arunachal Pradesh, struck down by the Supreme Court, which criticises the unconstitutional interference by the Governor in State legislature activities;
- President’s rule in Uttarakhand struck down by the State High Court, but this order is held in abeyance by the Supreme Court.
- On local government strengthening, Union Government exhorts States to strengthen devolution, through several ceremonial actions, including Prime Minister directly addressing LG representatives through special broadcasts during symbolic peoples assemblies on Nationally important days (Independence day, 2016);
- Ministry of Panchayati Raj discontinues quarterly newsletter in 2016 (Newsletter had been published in 2014 and 2015)

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Background to changes in 2015 and 2016

- May 2014: New government comes to power at the Union level, with no stated commitment to strengthen local governments in their political manifesto.
- However, new Union Government commits to strengthen Federalism.
- Planning Commission, which played an important role in central policy on decentralisation abolished and a consultative body, ‘Neeti Aayog’, established in its place. No role played by ‘Neeti Aayog’ in crafting decentralisation policy.
- Several steps taken towards fiscal decentralisation by new Union Government during 2014-16
- Individual steps taken in each State, regarding decentralisation
Events on Political and Administrative Decentralisation in 2016

State Governments
- No ‘Big Bang’ efforts in any State to strengthen democratic decentralisation.
- Karnataka passes major amendments to State Panchayat Raj Act, giving more powers to LGs and Gram Sabhas in the State. However, action to operationalize is slow;
- Kerala elects new State Government, which displays intent to strengthen local government legislation
- In the net analysis, most States have not taken any further steps to strengthen devolution by introducing new legislation or new policies.

Events on Fiscal Decentralisation, 2015-2016

Major changes in Union Government - State Government fiscal relations.
- Following acceptance of 14th Central Finance Commission Recommendations, share in the Central divisible pool of funds going to States increases from 32 percent to 42 percent.
- This leaves the Union Government with less funds (at least temporarily) to run specific purpose funding programmes (Centrally Sponsored Schemes) through line Ministries. Hence number of such schemes and allocations under them drastically pruned
- Ministry of Panchayati Raj drastically hit in such cuts; its budgetary allocation is brought down from Rs. 80 billion per year, to about 0.5 billion. Allocation gets restored to Rs. 20 billion in 2016-17
- Replacing specific purpose fiscal transfers, by giving States a greater proportion of revenue shares leads to fears that States will behave more irresponsibly. Research done by Accountability Initiative (a LoGin member), shows that such fears are overstated. States have increased their social sector expenditure after receiving greater untied revenue shares. (research report available).
Contd...

**Major changes in Union Government - State Government fiscal relations.**

- After protracted negotiations with States, a Goods and Services Tax bill is passed by Parliament. The Act is aimed to boost the Union Government's tax collections and expected to increase the tax-GDP ratio from the current 16%.

- GST levy at end point of use and final point of sale hits manufacturing States, but likely to be compensated temporarily at first, and more permanently by future finance commissions recommending compensatory horizontal formulae.

Contd...

**Union Government – Local Government fiscal relations.**

- Based on 14th Finance Commission recommendations, LG share of Union Government divisible pool goes up from 2.5 percent to 4.34 percent. In terms of actual allocations, there is a 400 percent jump.

- Such allocations are given only to Gram Panchayats and Municipalities, for expenditure on core functions (water supply & sanitation, solid waste management, roads & waterways, streetlights,)

- GST enactment may adversely impact revenue from some local government tax sources, such as entertainment tax and advertisement tax. This may make LGs even more dependent on inter-governmental fiscal transfers in future.
Contd...

Union Government – Local Government fiscal relations.

- Even though Finance Commission grants are block grants that LGs can use at their discretion, Ministry of Panchayati Raj floats the idea of a Gram Panchayat Development Plan (GPDP), as an additional conditionality to receive these funds.
- GPDP moots that each Gram Panchayat prepares a participatory plan buckling together (a) Their grants from the Union Government’s revenue pool (b) the National Employment Guarantee Programme (c) Other National Programmes for housing, watershed development etc. implemented at local level (d) State Finance Commission grants.
- The GPDP approach is accepted by all States. Thus, Union Ministry of Panchayati Raj wrests control over money devolved to local governments from the Union Revenue pool! In reality, a well meaning tool becomes another instrument of Centralisation.
- Ministry of Panchayati Raj also gets its allocations for capacity building partly restored, thus enabling it to play a major role in funding capacity building plans prepared by States.

Contd...

State Government– Local Government fiscal relations

- Guidelines for GPDP preparation in each State have become another insidious mode of ‘creeping centralization’. States are interfering in how local governments are preparing these plans, by issuing additional guidelines not envisaged earlier.
- Many States severely curtail their training programmes for Panchayats due to temporary reduction in funding for capacity building from the Union Government. However, with the restoration of funding allocations, State resume their activity on capacity building.
The implications of these changes for LGs/Citizens are:

- Political will lacking for giving meaningful thrust towards real devolution
- Inclusion continues to be a major challenge; women, Scheduled Castes, Scheduled Tribes, continue to be ignored or treated with condescension, barring a few exceptions.
- Boost in financial allocations to LGs promises autonomy and flexibility, but in reality, these are severely curbed by State and Central Ministry actions
- Departmental control over LG actions continue in several ways, particularly because administrative decentralisation is low.
- There is a great deal of activity happening within the jurisdiction of each LG. Plenty of government money is spent by various entities, but citizens and LGs are kept in the dark and have no way of holding such parallel entities to account.
- Integrated participatory planning at the local level is meaningless, if the fund envelope for such planning is just 2 percent of the total expenditure incurred locally
Key responses/ Follow ups/ Further Changes expected are:

- That LGs see potential for concerted political organization, in order to demand that creeping centralization be stopped, and the vision of devolution articulated by various policy documents is implemented in reality.
- Associations of LG elected representatives could catalyse the next generation of reforms, by putting pressure through political channels.
- The struggle to include the concerns of the marginalized will continue; it may be undergone both through and outside the associations.
- New age political parties that may come to the fore, could give new life to the devolution story, particularly if they are able to touch a responsive chord with the marginalized, where levels of dissatisfaction are running high.
- Classical NGOs working on devolution may need to evolve, particularly in improving their scale up and communication strategies, in the age of social media.
- Actions facilitated by INGOs are likely to further diminish; throwing funding for classical NGOs into disarray.

Key responses/ Follow ups/ Further Changes expected are:

- High scope for collaborative citizens actions, through social media groups focused on solving local problems – several examples of such actions already, particularly in urban areas which were hitherto less vibrant when it comes to participatory action.
- Need to renew understanding of the struggles of the marginalized; more studies, more grassroots level actions required.
- High potential for research institutions and activists to take up ‘following the money’ studies, to understand how money flows to the local level.
- Equally high potential for capacity building to go ‘viral’, spreading news and information through social media channels to evoke initial interest, promote collaboration and build networks.
- When following the money trail, studies on corruption will emerge as a natural consequence.
- A potential source of funding for the above activities is the private philanthropist, but many hesitate to fund local government or accountability related projects, because they are too ‘political’.
Critical Reflection: Successes

**Our Main Successes**
- More than quadrupling of fiscal transfers to LGs from the Union Government’s divisible pool
- Key amendments to LG legislation in a few States (eg., Karnataka)
- Promise of a few ‘follow the money’ studies
- Slow, but steady consolidation of the voice of the marginalized and excluded

**Key Factors**
- Better understanding of the LG issues over time, by the Union Finance Commissions
- Organisation of LG associations and their slow evolution to apply pressure on higher level politicians
- Awakening of interest in LG finances
- Steadfast activity by NGOs working on issues of inclusion
Critical Reflection: Challenges

Our Main Challenges

- Elite capture of local governments continues, even as the struggle for inclusive participation is ongoing.
- Political levels and policy makers increasingly biased towards de-concentration, treating LGs as agencies and not as devolved self governing institutions.
- Champions in the bureaucracy are fading out with very little new talent coming to the fore
- New age funders and social entrepreneurs shying away from working with LGs, due to distaste generally, with politics,
- Corruption across multiple levels emerging as a strong inhibitor of simplification of processes, reduction of levels and local transparency. The argument that decentralisation is only the decentralisation of corruption, remains a popular argument against decentralisation

What we did not Achieve:

- We can bring problems to the fore, but nuanced academic and research findings are not causing enough political change
- Facilitating the LG representatives to form associations and act as an effective lobby body, has not happened in every State.
- We have not made a dent on corruption across different levels of government
- The inclusion of women and the marginalized in decision making continues to be a constant battle

Critical Reflection: Lessons

Key lesson

- One cannot declare victory when the results of research are put out, or projects for training and capacity development are implemented, or even when legal provisions are put in place after hard bargaining

Next Time…

- Compartamentalisation to be avoided.
- Findings of research and pilot actions to be immediately fed into the political process.
- Greater engagement with politicians, more time to be spent on change management strategies.
- Tackle issues that have been avoided so far, such as corruption
Events in 2017 that LOGIN can leverage:

- Elections to State Assemblies in 5 or 6 States are due. This is a good opportunity to put pressure on political parties to make declarations and commitments in their political manifestos.
- Also opportune to ensure that those with pro-decentralisation credentials get candidature to stand for elections, across all political parties.
Country/Region of operation: Lao PDR

- The amended Lao Constitution was adopted by the outgoing 7th Legislature in December 2015. It further promotes the separation and decentralization of powers.
- Development of the new “Law on People’s Assemblies” which came into force in late 2015.
- General Elections in March 2016, National Assembly deputies (8th Legislature) and, for the first time, local representatives the “Provincial People’s Assemblies” PPAs were elected.

The big change/s in 2016 (continue)

- New Government/Executive was established. It proposed important reforms and measures such as strengthening local administration, promote quality of growth and investment for more revenue, enforcing anti-corruption laws.
- Sustainable Development Goals (SDGs) has been integrated in the 8th 5-year National Socio-Economic Development Plan.
- Vientiane Declaration II on Aid Effectiveness (in line with the Paris Declaration) was adopted by the Lao Government and Development Partners in late 2015:
  - Shift attention from traditional donor-recipient relationship to broader partnerships. Civil society organisations and private sector recognised as key actors in development.
Those relating to Administrative Decentralisation

- Revision of the **Law on Local Administration** was adopted by the National Assembly in 2015 (clarifies further the mandates, roles and functions between levels of GoL and administration).

- In 2016, the GoL decided to **apply the Sam Sang Directive to all 148 districts nationwide**.

- However the scaling up of the policy, in particular increase state-budget allocation to finance local public service delivery is challenging given the chronic fiscal deficit.

Those relating to Political Decentralisation

- National Pilot on decentralization/devolution called “Sam Sang” (2012-2014) which focuses on:
  
  - strengthening the three levels of local administration (province, district, village) delegating them with more budgeting, personnel and local planning functions in order to improve functional administration and public services and poverty reduction.
  
  - Delegation of power and authorities to Provincial and District governors, e.g. appointment of LG’s staff (while under close scrutiny by Provincial People’s Assemblies).

- In line with the amended Lao Constitution and Law of People’s Assembly which further promote Lao citizens’ engagement and participation in decision-making processes through their representatives the PPAs.
Those relating to Fiscal Decentralisation

- The Sam Sang Directive, the decentralization policy, is an important measure for the GoL in improving effectiveness of public administration and bringing delivery of public services closer to citizens.
- The implementation of the Sam Sang Directive has crucial influence on the state’s decisions on fiscal decentralization.
- As a result, the newly endorsed Public Investment Law and revised Budget Law gives new mandates to the district administration to execute and manage public investment projects with an amount of less that USD 625,000 per project, while the actual transfer of budget to local levels remain a challenge.

The implications of these changes for LGs/Citizens are:

- Need to further strengthen human and resources capacities of Local Administration including enhancing the sense of their ownership and control of their own affairs;
- Build capacities of newly elected Provincial People’s Assembly member to be able to represent the voice of the citizen;
- Promote citizen’s well-being, better standard of living, and sustainable development through improved access to public services and participation in politics and country development processes;
- Strengthening CSOs a central partner in implementation and in development dialogue, as well as deepening the engagement of the private sector as a development partner;
- Consider South-South cooperation in development and resource mobilisation;
Key responses/ Follow ups:

- 8th National Socio-Economic Development Plan integrates good governance and rules of Law among the priorities, including the SDGs goals.
- Ministry of Home Affairs has been appointed as lead in the implementation of Sam Sang Directive. In collaboration with 16 ministries and its department lines at province and district level.
- Build capacities of newly elected Provincial People’s Assembly members.
- National Governance & Public Administration Reform Programme (NGPAR) support to build capacities of district administration to improve service delivery, through the provision of capital and operational block grants.
- Vientiane Declaration II Country Action Plan 2016-2025 endorsed

Mapping the Actors

**Actively Support**
- Ministry of Home Affairs
- Ministry of Finance
- Civil society organisation
- Development partners

**Enable**
- Party leadership
- Government - 15 ministries

**Passive**
- Local government at all levels
- Citizens
Critical Reflection: Successes

Our Main Successes
- laws and regulations associated with decentralization available, and pilots initiated and lessons learned
- re-establishment of Local People’s assemblies

Key Factors
- enthusiasm of political will
- global and regional integration
- good relationship with other Asian Countries
- increased accessibility to govt/public services
- Increased access to information of govt.policies and plans, and of local and international developments

Critical Reflection: Challenges

Our Main Challenges
- the limits of knowledge and understanding of the local officers for the new tasks
- some departments at the national level not fully support to distribute greater authorities to LoG
- Inefficiency of financial and technical support.
- Local civil society engagement in the country development process remains a challenge (capacities, funding, understanding of the role of CSOs)
Key Lessons

Sustainable and inclusive growth in the Lao PDR

For more development effectiveness, especially with the implementation of the SDGs and to graduate from the LDCs, the Government needs to work with a broad range of stakeholders, including local and international CSOs.

- **Government**: fosterer, promoter, enabler, facilitator and regulator
- **Development Partners (international and regional)**: provide finance, technical expertise
- **Private Sectors**: Investments, technical expertise and growth
- **Civil Society Organizations**: service Delivery; technical expertise field experiences; empowerment and monitoring

Continue...

Key lesson

More balance and quality development

- To achieve inclusive and sustainable growth in Lao PDR, there is a need for more balance development, not only focusing on economic growth/GDP but also in human, education, health, environment development
- Need for higher quality of growth and investment, and more revenue generation to address poverty and hunger.
- More inclusive M&E system with regular and close monitoring of relevant development projects increase transparency and effectiveness.
## Challenges

- Decentralization, as a new initiative, it might take time to make understanding and get to use it both active and passive.

## Opportunities

- Increasing villages for applying to Sam Sang Initiative.
- Carry on with examining the possibility to create people’s Assembly in District level.

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## Events in 2017 that LOGIN can leverage:

- Technical assistance and field visit in some countries to learn about people’s assembly at district level.
- Fiscal decentralisation in a fragile fiscal context
- Coaching and peer learning for Lao CSOs on local governance issues, and on the implementation and monitoring of the SDGs.
THE BIG CHANGE/S IN 2016

Country/Region of operation: Mongolia

- State policy on decentralization approved by the Government
- Sustainable development goals-2013 approved
- Amendments in the Budget law:
  - Positive: requires government organizations to conduct a comprehensive review of functions and outcomes
  - Negative: cuts revenue sources to fund Local Development Funds
- Glass account law- full implementation in 2016
- National Action Plan for OGP approved and submitted
- Groundbreaking new laws enabling greater engagement of public decision-making come into force

The big change/s in 2016

- Deliberative polling technique was used by the Ulaanbaatar city municipality for the first time to engage public in prioritizing development projects
- The largest one-stop shop was established in UB to deliver up to 242 types of services to citizens
- Online platform was successfully launched to receive and respond to petitions and feedback from citizens
- Soums start implementing their very own development plans
Those relating to Political Decentralisation

- Local elections were held June and October 2016
  - results show more female elected representatives
- Some soums and districts develop and adopt charters
- Few transformative policy changes

Those relating to Administrative Decentralisation

- UB city municipality establishes the largest one stop shop to deliver 242 types of public services in one convenient location
- In some soums citizen score card method was used to prioritize spending of Local Development Funds
Those relating to Fiscal Decentralisation

- Local Development Fund (LDF)s under the Integrated Budget Law, Glass Account Law under implementation
  - The creation of the LDF was a substantial step towards fiscal decentralisation and improved civic participation in decision-making
  - Public procurement law, Glass Account Act other policies enables public monitoring and control of public spending in order to strengthen accountability and prevent corruption
- A number of system deficits still persist, such as the lack of a clear delineation of responsibilities between different government levels, low financial autonomy of sub-national authorities due to high dependency on grants and a low share of own revenues, high disparities among jurisdictions with respect to both fiscal capacities and fiscal needs, revenue assignments that are not fully aligned with functions.

The implications of these changes for LGs/Citizens are:

- Better enabling legal environment empowering citizens to participate in government decision making
- Improved budget transparency due to implementation of the Glass account law
- LDFs enable local governments respond to urgent infrastructure needs and priorities identified by communities
Key responses/ Follow ups/ Further Changes expected are:

- Implementation of crucial laws enabling citizen participation
- Elaboration of methodology on functional assignment and budget equalization

Mapping the Actors

- Actively Support
  - Government
  - CSOs
  - Citizens
  - Academician and researchers
- Enable
- Passive
  - Media
  - Sympathetic politicians
Critical Reflection: Successes

Our Main Successes
- Legal environment improved to enable citizen participation
- Local governments continue to utilize LDFs to respond to community development needs / a number of success stories emerging/
- Glass account law implemented

Critical Reflection: Challenges

Our Main Challenges
- Economic difficulties/ decreased funding for LDFs
- Capacity of stakeholders to make full use of newly institutionalized social accountability tools / public hearings etc/
Looking at 2017.....

**Challenges**
- Economic difficulties/budget constraints
- Capacity to implement critical laws

**Opportunities**
- More enabling legal environment

Events in 2017 that LOGIN can leverage:
- Language barrier is a problem for those interested in e-courses – possibilities to localize the content?
- Exchange experiences on practical aspects of functional reallocation/assignment, budget equalization
- Support in adapting the available contents on social accountability into a curriculum that can be offered to public servants, CSOs, and citizens in the local language
The big change/s in 2016

Country/Region of operation: Myanmar

- National League for Democracy (NLD) swept electoral victory generated majority seats (around 80% of civilian seats) in both Upper & Lower House, as well as state and region Hluttaw (Parliaments) and ethnic representatives in November 2015 election.
- The new government’s main priority is peace and democratization including the creation of federal state and good governance and economic development come second in their agenda. (the lady speech)
- Government slash the structure of government from 36 ministries to 22 ministries but three important ministries like Ministry of Home Affair (important key player of local governance and administrative decentralization) are still under military general appointed by commander in chief.
- The performance of the Government’s first 100 days trigger mixed reactions between unmet expectations and sympathy for long awaited civilian government.

The big change/s in 2016

- The NLD government has significantly changed and expanded the previous peace process architecture to address the long-term conflict in Myanmar.
- 21st century peace conference organized inviting all 15 armed organizations and their political wins, government representatives and international supporters (former UPDJC abolished, political parties removed from peace conference)
- Release of a 12 points plan for boosting Myanmar’s economy but the plan is too vague and that road maps of implementation were lacking.
- High inflation rate and depreciation of local currency make Myanmar economy going down.
- More international support are coming and Aung San Su Kyi leads the Development Assistance Coordination Unit to maximize the benefits of international aid.
- Escalate armed conflicts in Kachin, Shan State and northern Rakhine State.

Union Peace Dialogue Joint committee
Myanmar Government structure

Presidential

Parliamentary

Sub-National (14)

District/Township (69/330)

Ward & Village-track / Village (3005/13627)

TMC: Township Municipal Committee
WVTA: Ward & Village-track Administrator
D/TA-GAD: District/Township Administrator- General Administration Department
MOHA: Ministry of Home Affairs

Those relating to Political Decentralisation

- More centralized by new government (MPs or ministers are controlled by Party)
- Under the NLD led government, the cabinet at state and region (sub-national) is streamlined down to five from nine.
- Selection of chief Ministers of sub-national governments under the control of president.
- Peace process to have political agreement is crucial towards Federal Democracy system
- Constitutional amendment for further decentralization is stalled and local elections for establishment of elected bodies at township and district level hasn't approved yet.
- Township Municipal Committee elections are taking place but the their capacity and service provided by municipal committee are very limited.
- Mandalay City Development Committee (MCDC i.e Municipal) reorganized with election process (should go under specific local governance section?)
- Yangon City Development Committee (YCDC i.e Municipal) election did not able to start (should go under specific local governance section?)
- Re-election of Township level Municipal committee recently started in almost SNGs and Townships (should go specific under local governance section?)
Those relating to Administrative Decentralisation

- Administrative functions is given to Sub-national government while political and fiscal functions are centralized by National Government.
- In 2016, Government order to abolished Township/village Development Support Committee (T/VDSC), re-elect Ward and Village Administrator (WVTA), and Township Municipal Committees (TMC).
- New Government attempt to reform the role of GAD move under the control of SNs but yet it is come true as GAD is back bone of the military as MOHA minister is appointed by commander-in-chief of defense service.
- Development Affair Organization (DAO) is fully delegated to SNG (law, admin, budget) managements and Municipal services provided by forming Municipal committees.
- 316 Nos of OSS are not much functions than what citizens expected and it is not budgeted government plan.

Those relating to Fiscal Decentralisation

- The first and second Citizen budget for 2015 & 2016 have been published on the web site to all citizen but it is only mentioned overall amount.
- Updating Financial Rules and Regulations to strengthen responsibility and accountability in Budget Execution.
- Central Bank of Myanmar, Transport, Yangon and Mandalay Electricity Supply Corporation are privatized and corporatized outside the Union Fund.
- Improved tax collection from 3.6% of GDP in FY2011/12 (PA) to 8.7% of GDP in FY2015/16 (RE).
- Opened Stock Exchange Market and only four public companies are participated so far.
- Started to practice systematic public procurement system – concluding first international competitive bid for hardware purchase.
- Increase from 4% (2012) to 8% (2016) budget transfer to sub-national governments. All the rest staff salaries, department plan, and implementation budget under national ministries and managed by central government.
The implications of these changes for LGs/Citizens are:

- Weak of inter departmental coordination (horizontal)
- Executive power (new cabinet) do not fully influences to bureaucratic mechanism
- Citizen still have expectation on the new government but it is declining
- Cronies slowdown their business and wait to see. DASSK met with cronies and give blessing to look forward.
- Contract farming is NLD policy when local farmer are not ready yet. Also other counties experiences show negative effects in contract farming
- Peace Process in Maynamar is playing vital role in Myanmar and it is a tool for military to play political in Myanmar, to demolish popular role of NLD.
- CSO are not welcomed by NLD Govt. participating in National Peace Building process

Key responses/ Follow ups/ Further Changes expected are:

**International Development Partner and cooperation areas for fiscal reform**

- Modernization of PFM - WB, DFID, AusAID
- Fiscal Transparency & EITI - DFID, NORAD
- Fiscal Decentralization - WB, JICA
- Debt Management - ADB, WB, IMF(FAD)-JPN
- Government Finance Statistics (GFS) - IMF, Govt. of Japan
- Cash & Treasury Management - IMF, Govt. of Japan
- Medium Term Fiscal Framework and Policy Based Budgeting - WB
Critical Reflection: Challenges

**Our Main Challenges**

- There are lack of independent local governments units in Myanmar. SNG are so call LG but have no resources, capacity in addition to centralized controlled by party
- GAD is backbone of LG administration and development. This unit is under controlled by military
- One party rule the country

Critical Reflection: Successes

- National reconciliation approach, building trust with military
- No rent seeking and anti-corruption action
- more closer to citizen
Looking at 2017…..

**Challenges**
- Constitution
- SNG capacity and level of independent management
- Armed conflicts

**Opportunities**
- TMC is composed of elected, appointed and government official. It can be entry points improving revenue transparency, procurement openness, people participation, social accountabilities on their services
- Local government act/law promotion with other alliance

Events in 2017 that LOGIN can leverage:
- Developing the capacity of SNG through country level engagement and exposure
- Myanmar moving forward to federal democracy- LOGIN can leverage using DLG experiences and knowledges and local governments example in other countries (it is include Law, structure, decentralization process, essential capacity, etc.)
THE BIG CHANGE/S IN 2016

Country/Region of operation: Nepal

- Joint government formed by Nepali Congress and Central Maoist in the leadership of H. Prime minister Puspa Kamal Dahal, while CPN-Maxist Leninist came to the opposition.
The big change/s in 2016

Suspension of Lok Man Singh Karki - Commissioner of the Investigation of Abuse of Authority (CIAA)

Impeachment axe falls on Lokman Singh Karki

CIAA chief Lokman Singh Karki faces automatic suspension after 157 UML, Maoist MPs register proposal.

Oct 16, 2016 - As many as 137 lawmakers from the governing CPN (Maoist Centre) and the main opposition CPN-UML, on Wednesday evening registered an impeachment motion against Lokman Singh Karki, chief of the Commission for Investigation of Abuse of Authority (CIAA), at the Parliament.

Dr.KC’s (Styahgrah)-social movement Hunger Strikes against the corruption and demand for fair and inclusive health and education system. Solidarity for Dr. KC demand.

The big change/s in 2016

On going protest against the constitution amendment bill. It has the provision of excluding some districts from the Province-5 and including in the Province-4.

Un official blocked resulted crisis in the life of the general people (fuel crisis, food supply and medicine)
The big change/s in 2016

Ongoing post disaster reconstruction and rehabilitation- still creating pressure both local and central government.

Those relating to Political Decentralisation

- Due to the lack of elected representative development works, accountable government to address the all above mentioned issues have been advisedly affected.
- Government of Nepal has formed High level commission for Local Level Restructuring Process.
Those relating to Administrative Decentralisation

- Ongoing process (administration resource sharing and political)

Those relating to Fiscal Decentralisation

- Constitution has spell out, yet the low related implantation central, provincial and local level.
The implications of these changes for LGs/Citizens are:

- Uncertainty (lack of employability, continue of labor migration).
- Bottleneck for new leadership growth in local level due to long gap of local election
- Less implementation of RTI
- Market driven policies and practice
- Continue corruption and less accountable governance
- Unaffordable basic necessity for lower income families
Key responses/ Follow ups/ Further Changes expected are:

- Local governance election and three tiers of governance election suppose to be happened by Jan 2018.
- Local Level Restructuring process to be completed by 2017 and fully roll out the new constitution

Mapping the Actors

<table>
<thead>
<tr>
<th>Actively Support</th>
<th>Enable</th>
<th>Passive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil society specially youth, Youth political allies</td>
<td>Social and political activists-Leaders Media professionals Development agencies etc.</td>
<td>Media professionals Development agencies etc.</td>
</tr>
<tr>
<td>Media</td>
<td></td>
<td>Members of Parliaments</td>
</tr>
</tbody>
</table>
Critical Reflection: Successes

Our Main Successes
- Organized 3 HLP sharing events and disseminated message
- Membership expansion
- Conducted dialogue workshop, consultation seminar to discuss on Local Level Restructuring process, at local provincial and national level continue providing comments and feedback to Restructuring Commission.

Key Factors
- Support and commitment of network
- Favorable legal framework

Critical Reflection: Challenges

Our Main Challenges
- Multiple interest of members
- Resource limitation
- Transition of Country Facilitator and Hosting organization at the same time.

What we did not Achieve
- Nepal Country Platform was limited within the designed program of LOGIN Secretariat
Critical Reflection: Lessons

Key lesson
- More coordination needed to work with government (MoFALD – previous representative transition was critical)

Next Time
- More influential actors should be brought into the network from a diverse background.

Looking at 2017.....

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complex/understanding of membership among the</td>
<td>Bring more members into the membership network</td>
</tr>
<tr>
<td>membership</td>
<td></td>
</tr>
<tr>
<td>Resources and time</td>
<td>Explore like-minded donor agencies</td>
</tr>
<tr>
<td>Lacking inclusiveness in the membership network</td>
<td>Media partnership</td>
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<tr>
<td>(in terms of gender, caste and ethnicity)</td>
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</tbody>
</table>
Events in 2017 that LOGIN can leverage:

- Functional Assignment (Local Government source sharing, Indigenous Rights, Community Governance - Remittance Management)

THE BIG CHANGE/S IN 2016

Country/Region of operation: Pakistan

- All provinces held and completed LG elections but on the directives of the Supreme Court in 2016;
- All provinces now have Local Government Acts;
- Some fiscal decentralization on-going in Punjab and KP – but only where provincial governments and LG representatives from same political party;
- For the first time, a commitment of 30% of total provincial budget in KP has been made to LG reforms;
Those relating to Political Decentralisation

**Positives**
- All provinces have Local Government Acts in place;
- All provinces have three tiers of governance in place;

**Negatives**
- Frequent amendments in LG Laws in all provinces;
- No clear division of political powers;
- Provincial governments intervene in LGs’ functions;
- LG representatives working under the shadow of bureaucracy;
- In Punjab province, the elections for the reserved seats in each tier of LG were unnecessarily delayed;
- LG still not functioning in Punjab due to incomplete election process;
- Provinces retain the right to determine the nature and powers of LGs.
Those relating to Administrative Decentralisation

**Positives**
- Elected Mayor of Karachi metropolitan recently released from jail;

**Negatives**
- Strong bureaucracy at provincial level;
- Rural and Urban divide;
- DDACs comprising of MPAs in KP are parallel bodies;
- Centralized political parties system obstructs devolution.

Those relating to Fiscal Decentralisation

**Positives**
- In KP, the promise of transferring 30% of total development funds to LG representatives has been appreciated but has yet to materialize.

**Negatives**
- The complete transfer of fiscal powers to elected LG in all provinces remain a challenge, due to the stronghold of provinces;
- In Balochistan and Sindh Provinces, though the LG elections have been completed, no real transfer of fiscal powers;
- Allocation of development funds continue to be disbursed to MPAs;
- Provinces controlling fund allocation to districts as well as the dynamics of funds transfer;
- Scarce resources with LGs with limited capacity to raise own revenues.
- In current budget for 2016-17, no specific budget for LG in Punjab and Sindh.
The implications of these changes for LGs/Citizens are:

- Decentralization in Pakistan does not seem to be as effective as was expected at the time of LG elections;
- Provincial legislators are more interested in LGs sphere of work then in concentration on legislative business.

Key responses/ Follow ups/ Further Changes expected are:

- Strong advocacy by LG representatives, media and civil society in its true letter and spirit;
- Mobilization of LG representatives for their rights.
Mapping the Actors

- Actively Support
  - LG representatives
  - Media

- Enable
  - Citizens Groups
  - The Local Government Institutes

- Passive
  - Political parties
  - Bureaucracy

Critical Reflection: Successes

Our Main Successes
- Engagement with LG representatives;
- Engagement with LG schools;
- Bringing relevant civil society organizations on board.

Key Factors
- Linking service delivery with LG;
- Linking Legislative Performance with Legislators.
Critical Reflection: Challenges

Our Main Challenges
- Lack of Political will;
- Devolution to elected representatives at the grassroots level on back burner of Government’s agenda;
- Strong bureaucracy;
- Political system which obstructs devolution;
- Low awareness of LG representatives – of their role and rights.

What we did not Achieve
- Empowered LG in Pakistan

Critical Reflections:

Need to…
- Approach the issue of LG more holistically, focusing on political parties;
- Focus on legislative accountability from LG perspective;

Next Time…
- Focus more on political parties commitment for empowering LG representatives;
- Continue to influence/change DLG policies and practice through promoting knowledge exchange in own sphere of influence.
Looking at 2017…..

**Challenges**
- Bureaucracy;
- Centralized structure of political parties;
- Fund management by LGs;
- Year before General Elections – less focus by all on local governance.

**Opportunities**
- Elected LGs in all provinces of Pakistan;
- Public demand for LGs;
- Accessibility of Local Representatives;
- Media;
- Constitutional provisions for LGs;
- Local bodies will present their first budget (current budget passed by bureaucracy);
- National census will take place;
- The political process for next General Election will start.

Events in 2017 that LOGIN can leverage:
- Preparations for General Elections in 2018.
Those relating to Political Decentralisation

- New President of the Philippines wants to shift to a federal form of government within the first three years of his term.
- New leadership in the Philippine Senate seeks to re-examine amendments to the Local Government Code—long overdue for amendments.
Those relating to Administrative Decentralisation

- The Department of the Interior and Local Government (DILG) is more focused on supporting President Duterte on his “War on Drugs”; policies for local governments from the previous administration (i.e. full disclosure policy, seal of good local governance, bottom-up-budgeting) have been continued.
- Some local government officials have been implicated by President Duterte as protectors of drug dealers/drug lords; some have been arrested.

Those relating to Fiscal Decentralisation

- New bills filed for the direct release of the local governments’ share in National Wealth (taxes & royalties from mining and energy).
The implications of these changes for LGs/Citizens are:

- Amendments to the Local Government Code and new negotiations for the revised Bangsamoro Basic Law will run parallel to the “federalism timeline”
- Succession in certain local governments where local chief executives have been arrested or taken into custody due to drug-related charges
- Citizens are confronted with the new concepts of federalism that is often complicated by the options in the constitutional reform process and competing proposals which may not necessarily be federal in nature (i.e. hybrid presidential-parliamentary model)
Key responses/ Follow ups/ Further Changes expected are:

- Convening of the Constitutional Commission to draft the new constitution
- Discussions on the amendments to the Local Government Code will continue unless superseded by the constitutional reform process
- New officers of the different local government associations will determine the environment of local governance reform in the inter-governmental relations

Mapping the Actors

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<thead>
<tr>
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<tbody>
<tr>
<td>President</td>
<td>Duterte’s NGO supporters</td>
<td>Citizens groups</td>
</tr>
<tr>
<td>PDP-Laban Party</td>
<td>Academe</td>
<td>Academe</td>
</tr>
<tr>
<td>DILG</td>
<td>LG’s partner NGOs</td>
<td>Religious sector</td>
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<tr>
<td>Local Government Associations</td>
<td>Donor agencies</td>
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<tr>
<td>National Movement for Federalism</td>
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</tbody>
</table>
Critical Reflection: Successes

**Our Main Successes**
- Extend training to newly elected local officials
- Deliver independent information on federalism
- Develop partnerships with key actors

**Key Factors**
- CLRG’s long track record that is associated with the excellence of the University of the Philippines
- Presence of in-house experts
- Key actors would like to know what the UP thinks about issues in local governance

Critical Reflection: Challenges

**Our Main Challenges**
- High demand for our courses but we have scheduling limitations
- Delivering expert opinion that will not be construed as “partisan”
- Unusual high volatility of events in the transition process that seem to leave policy on local governments in the back burner for the meantime.

**What we did not Achieve**
- Finish in-house target research projects that will feed into our extension work
Critical Reflection: Lessons

**Key lesson**
- Need to be always in the loop with all stakeholders

**Next Time...**
- Clearer planning with partners to define CLRG’s work for 2017

---

Looking at 2017.....

**Challenges**
- Need for clarity of policies from the Duterte administration
- Competing interests may want to leverage CLRG’s opinions on issues

**Opportunities**
- Duterte was a former Mayor, he knows the issues that are relevant to local governments
- High demand remains from LGs who were not able to come to courses in 2016
- National government agencies recognize CLRG’s role in bridging/engaging relations with local governments
Events in 2017 that LOGIN can leverage:

- LOGIN may want to provide an Asian perspective on federalism
- Commemoration of the anniversary of the Local Government Code
- ASPAP and PSPA annual conferences
- Everyone—including international donor agencies—are still waiting for clearer policy directions on local governments to adapt our interventions (either through collaboration with government or independently)

SRI LANKA

THE BIG CHANGE/S IN 2016

Country/Region of operation: Sri Lanka

- Local Govt. elections postponed and council continues without elected members
- Right to information act passed by Parliament
- Government signed Open Governance Partnership. OGP to strengthen the civil society engagement in governance.
- Constitution assembly established
- Number of Commissions established under 19th amendment to the constitution including election commission.
Those relating to Political Decentralisation

- Commissions established under the 19th amendment
- Local Govt. election to be held under new system. Ward based and PR

Those relating to Administrative Decentralisation

- Establishment of ministry for Magapolis and Western Development (and special ministries for provincial development)
- Establishment of Regional Development Ministry
- Establishment of Commissions
Those relating to Fiscal Decentralisation

- Significant budget allocation to Ministry of Provincial Council and Local Govt.
- Amendment to the LA Act and more own source revenue generation powers to LAs

The implications of these changes for LGs/Citizens are:

- Better access to services
- Uphold accountability and transparency
- Minimize wastage and duplication of work
- Democracy is threatened in absence of elected members in the councils.
- LG Act amendments with compulsory citizen representation to LA standing committees
Key responses/ Follow ups/ Further Changes expected are:

- Transparent and accountable local government bodies.
- Availability of information at local councils.
- Democratic decision making
- Active citizen engagement

Mapping the Actors

- Actively Support
  - Election monitoring bodies
  - NGO/INGOS
  - Political parties
  - Media
- Enable
- Passive
  - Majority MPs
Critical Reflection: Successes

Our Main Successes
- Establishing quota system for women
- More citizen engagement through legalized process
- Right to information

Key Factors
- A.
- B.
- C.

Critical Reflection: Challenges

Our Main Challenges
- Active Citizen participation
- Empowered political representation at local levels
- Effective resource mobilization

What we did not Achieve; LG Act amendments yet to be passed by the Parliament
Critical Reflection: Lessons

Key lesson

Next Time…

Looking at 2017…..

- **Challenges**
  - Capacity building for wider range of stakeholders
  - Effective trainers

- **Opportunities**
  - Strong national and international support group network
Events in 2017 that LOGIN can leverage:

- Exchanges and knowledge sharing
- Capacity building programs
- Regional conferences on common themes.
- Sharing case studies and good practices.
Annexure IV: Country Platform Reports

AFGHANISTAN

Afghanistan - About the membership

- Independent Local Government
- Ministry of Finance (Provincial Budgeting Department)
- Afghanistan Research and Evaluation Unit
- Afghanistan Public Policy Research Organization
- Equality for Peace and Democracy
- Civil Society and Human Rights Network
- Kabul Provincial Council
- Integrity Watch Afghanistan
- New Message for Afghan Women
- Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC)
- Kateb University

Activities in 2016

- Conducting Regular platform meeting
- Attending to learning events (women empowerment and)
- Conducting dissemination session
- Attending of Platform members to SNGP revision consultation sessions.
- Mapping for identifying new platform members according to DLG development in the country
- Attending to Sub-National Governance Forum
Activities in 2016

- Attending to E-Learning Course
- Mapping for identifying related Gov. related actors to attend in peer learning event- event postponed to 2017
- Attending to CF annual planning meeting
- Attending to
- Developed platform work plan
- Shared and published CSOs publication on LOGIN website
- Keep up to date platform member on DLG development
- Shared the LOGIN knowledge map publication and learning event presentation to platform members

Critical Reflection: Success

Our Main Successes

- A. participation platform members to regional learning events
- B. Development of better coordination among the platform members
- C. Conducting knowledge sharing/dissemination
- Providing constructive inputs for development of SNGP and PBP.
- Diversifying of LOGIN membership
Critical Reflection: Successes

Key Factors
- A. political will
- B. capacity of CSO and Government built
- C. donor interest – push
- Dialogue ground/constructive CSOs and Gov relation
- Progress on over all regulatory framework
- Approval of provincial budgeting policy by cabinet

Critical Reflection: Challenges

Our Main Challenges
- A. low capacity within the governmental and non governmental entities
- B. lack of coordination among government, CSOs and private sectors
- C. Merit based appointment process influenced by political parties
- Conflict among the top leadership of government has led to weak governance on various aspects
- Insufficient extension of LOGIN to local/grass-root level
- Low visibility of LOGIN in Sub-National level of the Country
What we did not Achieve

- Non-conducting of FA peer learning
- Not attending to Open Data learning event in Manila
- Not coming to enforce IDLG and Katib internship MoU

Critical Reflection: Lessons

- The significance and importance of decentralization
- The role of communities in deconcentrating and good governance process
- Flow of fund by provincial budgeting to local governments and gross communities
- Mobilization and strengthening networking and coordination among the governments, private sectors and CSOs
- Regional learning has advantage than learning from developing countries
Activities in 2016

- In 2016, LOGIN BCP Members Participated in all three LOGIN Learning events and CFs participated in two planning meetings (March & October 2016)
- Organized a total of Seven Interactive meetings including a Special Meeting on WPE event.
- Organised two Local learning sharing events: 1) Citizen Budget Analysis & Union Parishad Information Flow (CARE-BD) 2) Local Government Institution led Water Resource Management in Barinda Area (DASCOH)
- Organised Three meetings on Selection of Participants for LOGIN Learning Events
- Organised one to one and platform meetings with MTR Consultant
- Meetings with Local Government Division and Ministry of Women Affairs
- LOGIN member has been participated in developing LOGIN Communication Strategy
Critical Reflection: Successes

Our Main Successes

- LOGIN BCP members were co-organisers of three LOGIN Learning Events (CARE BD - Fiscal Transparency and Open Data to Strengthen Local Government Accountability, APARAJITA and others - Women’s Political Empowerment & Helvatas-Civic Engagement, Accountability and Open Governance)
- Participation of respective Government officials in all three LOGIN Learning Events
- Attracted Non Member Organisations to join in LOGIN
- LOGIN BCP is a member of the team for preparing LOGIN Communication Strategy
- Though Limited number of members got opportunity to participate in LOGIN Learning but learning dissemination sessions at country level have been created scopes for gathering similar knowledge for other.

Key Factors

- BCP Members have made unique difference among respective audiences life through their interventions (e.g. Good Practices), which have sharing and replication value.
- Supportive role of government agencies (NILG), and Development partners (SDC)
- BCP has become a good interactive platform for learning sharing both in country and inter country through active participation of members

Critical Reflection: Challenges

Our Main Challenges

- On 1 July 2016, as a consequence of tragic terrorist attack we lost 22 lives including our foreign friends. That unwanted and sudden incident made life stuck off in Bangladesh and it took few months to back in normal.
- New Leadership in Local Government Division, CF spent time for making their understanding LOGIN and BCP mission, vision and activities
- Number of aspirants to join in LOGIN events was more than slot allotted for BCP members

What we did not Achieve

- Workshop on Women Political Empowerment – shifted from Dhaka to Bangkok, we missed opportunity to project ourselves on this issue to other member countries expectedly and our achievers, to some extent, were shocked. Because we had a plan to involve our 10-15 Top Performers in Dhaka workshop but shifting venue actually allowed limited participants; so we were unable to accommodate them in Bangkok
- Cancelation of Peer Learning Program on Disability Inclusive Local Governance between CDD, Bangladesh and Cambodia.
- Didn’t launch ICBP Pilot Initiative in due time
Critical Reflection: Lessons

- LOGIN Learning Event has been helping to enrich knowledge of respective participant of CSO, which is generated interest among more members to participate in LOGIN Learning events
- Gaps between disseminated knowledge in LOGIN Learning Events and Local Government Leaders knowledge needs on that issue
- Absence of regular follow up programmes of LOGIN Learning events
- BCP Members are interested to share their learning though organising more local learning events

Next Time...

- LOGIN BCP would like to organize an International Workshop in 2017 with success of the event held on 26-28 July 2016 in Bangkok, Thailand on Women Political Empowerment
- LOGIN BCP is ready to implement ICBP pilot initiative in collaboration with NILG (Bangladesh) and RSCD (India) in 2017.
- CDD (Bangladesh) is ready to coordinate a Peer Learning Program on Disability inclusive Local Governance with Cambodia in 2017.
- BCP is also interested to go ahead with Horizontal Learning Programme (HLP) in different interested LOGIN member Countries
- As the SDG framework doesn’t cover the development agendas of Rural Local Government as well as there is no clear indication about the resource allocation, LOGIN BCP can take initiative in this regard
Bhutan - About the membership

Membership has not expanded for Bhutan

Institutions which have submitted Knowledge Maps
- Department of Local Governance and Ministry of Home and cultural Affairs
- Royal Institute of Management
- Bhutan Network for Empowering Women
- National Council of Bhutan- Tashi Wangmo (as an individual member), institutional membership to be processed for NC

Institutions which have engaged with more than one learning event
- Department of Local Governance and Ministry of Home and cultural Affairs
- Royal Institute of Management
- Bhutan Network for Empowering Women
- National Council of Bhutan

Institutions which have been connected in a one event/ are in the periphery
- Tashidhing Local Government
- Anti Corruption Commission
- District Administration, Wangduephodrang
- Wangphu Gewog, Samdrup Jongkhar district

Activities in 2016

- Convened 2 Country Platform meeting
- LOGIN CP members participated in a multi stakeholder consultation on Social Accountability
- BNEW-Thpp peer partnership
  - Gender Training for strengthening women’s empowerment (2 rounds of training conducted - district election officer, district council secretaries, block administration officers)
  - 20 Potential Leadership workshops covering 1500 aspiring women LG candidates across 20 districts conducted as run up to the 2016 LG election.
- Participation in learning offers such as WPE, SA, Fiscal Transparency Open data & LG Accountability, Civic Engagement
Critical Reflection: Successes

Our Main Successes

- A. BNEW & Thpp peer connect

Key Factors

- A. Being able to find and collaborate with a peer institutions with very similar mandates & functions through the support of the network
- B. Seriousness & commitment of both the member institutions

Critical Reflection: Challenges

Our Main Challenges

- Staying connected and engaged amongst the network members both within the country and with other member countries

What we did not Achieve

- Taking forward of the Social Accountability Initiative in Bhutan through the network
- Coming up with an operational guideline for the CP operation
- Could not convene more CP meetings & interactions
Cambodia
About the membership

Membership of the Country Platform was expanded with three individuals and one new institution in 2016. There are now 23 individuals on the membership list representing 13 institutions including 3 government institutions, 7 civil society organisations and 2 research institutions/think tanks which all play key roles in the implementation of Cambodia’s decentralisation reforms. In addition, a number of institutions and organisations are consulted on a regular basis for their inputs to the development of the learning agenda in Cambodia (see box below).

Members of the platform have decided not to expand the membership further, as it will not be possible to have constructive discussions at the regular platform meetings if more than 8-10 people are in attendance. Instead, it has been decided to consult people from outside on an ad hoc basis when their expertise is needed. However, it is foreseen that more individuals/institutions will be invited to become members in 2017 when the Thematic Learning Communities have been established and Cambodia have entered into peer learning engagements with other LOGIN countries, e.g. active youth organisations and targeted people from the grassroots level.

Critical Reflection: Lessons

Next Time...
Country platform interaction needs to be more frequent.

Opportunity to collaborate needs to be seized at the right time before loosing momentum.
### Activities in 2016

<table>
<thead>
<tr>
<th>Type of activity</th>
<th>Purpose</th>
<th>Participants</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drafting of concept notes on disability inclusion, permissive functions and open data workshop</td>
<td>Expression of learning demands on the basis of which to explore peer learning opportunities</td>
<td>The Country Facilitator (CF), selected platform members, UNICEF and EU-SPACE</td>
<td>LOGIN Secretariat approval in principle of peer learning with Bangladesh on disability inclusion. Other peer learning ideas to be tabled for discussion at the GA.</td>
</tr>
<tr>
<td>Production of a Story of Change on the integration of decentralization aspects into Cambodia’s Environmental Code</td>
<td>Highlight the value of LOGIN as a mechanism for cross-border knowledge exchange</td>
<td>The CF and Post</td>
<td>Uploaded on MELP.</td>
</tr>
<tr>
<td>4 country platform meetings held</td>
<td>Discuss Cambodia’s learning demands, select participants for learning events and follow up</td>
<td>The CF and 8-10 platform members</td>
<td>Preparations for learning events completed and concept notes approved.</td>
</tr>
<tr>
<td>WPOD members updated on LOGIN developments at quarterly meeting</td>
<td>Engage the members in the formulation of learning demands, peer learning opportunities and the revision of the Theory of Change</td>
<td>The CF and WPOD members</td>
<td>Waiting for feedback from interested members.</td>
</tr>
<tr>
<td>Sensitizing CIO partners on social accountability tools</td>
<td>Spread the learning and effect change</td>
<td>Past and its partners</td>
<td>Application of tools ongoing.</td>
</tr>
<tr>
<td>Provision of inputs for WGGS meetings and the Operational Committee expansion note</td>
<td>Influence the future direction of LOGIN</td>
<td>The CF and platform members</td>
<td>Cambodia’s recommendations taken on board and its OC candidate selected.</td>
</tr>
<tr>
<td>Preparations for two CF meetings in Bangkok and Colombo, respectively</td>
<td>Ensure that Cambodia’s recommendations are taken on board</td>
<td>The CF and platform members</td>
<td>Action plans adopted reflecting Cambodia’s recommendations.</td>
</tr>
<tr>
<td>LOGIN presentation at a donor meeting in Phnom Penh</td>
<td>Update LOGIN developments to pave the way for donor inputs to the formulation of learning needs</td>
<td>The CF</td>
<td>Donor recommendations on learning needs and suitable candidates for learning events.</td>
</tr>
<tr>
<td>24 meetings held to prepare for LOGIN learning events including the GA 2016</td>
<td>Identify suitable participants, prepare case studies etc.</td>
<td>The CF and selected platform members</td>
<td>Candidates selected and case studies produced.</td>
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<tr>
<td>15 meetings held to follow up on learning events</td>
<td>Discuss, peer learning opportunities and how the learning can be spread</td>
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<td>Application of tools and methods and drafting of concept notes.</td>
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<td>The CF and potential new members</td>
<td>Membership expanded and awareness of LOGIN expanded.</td>
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<tr>
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<td>Raise awareness of LOGIN’s achievements and solicit views from donors on what LOGIN could leverage</td>
<td>The CF, SDC staff and donor representatives</td>
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<tr>
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<td>Specifying objectives of the peer learning, selection of participants and clarifying logistics</td>
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Critical Reflection: Successes

Our Main Successes

- A. Maintaining the strong engagement of a core group of members (8-10 persons) in discussions, formulation of learning demands and participation in learning events despite their busy schedules
- B. Exposing government officials to new progressive ideas through LOGIN’s learning events
- C. Securing strong government buy-in and involvement in the planning of peer learning on disability inclusion
- D. Formulation of learning demands in the areas of permissive functions and open data (awaiting further discussions with the LOGIN Secretariat)

Key Factors

- A. Members consider the exchange of knowledge through LOGIN as highly relevant to Cambodia’s decentralisation reforms and for their own work in connection therewith
- B. Government officials who have attended the learning events have generally been receptive toward discussions on how good practices from their peers in other countries could be emulated in Cambodia
- C. Government counterparts have realized that there is a skills gap relating to disability inclusion in Cambodia
- D. Members are eager for concrete outcomes from LOGIN learning events on the ground in Cambodia

Critical Reflection: Challenges

Our Main Challenges

- Translating learning event participation into concrete activities in Cambodia
- Engaging government members in network discussions and planning
- Promote LOGIN’s learning agenda and connect LOGIN to other national and sub-national networks in the country
- Engaging NGO networks in discussions to advance Convincing stakeholders that LOGIN can add value to the ongoing reforms
- Connecting LOGIN’s learning agenda with Cambodia’s reform agenda

What we did not Achieve

- Development of a work plan with assigned roles and responsibilities
- Establishment of peer learning engagements (but will happen in 2017)
- Revision of the Theory of Change of the country platform
- Publication of an annual report on achievements made in 2016
Critical Reflection: Lessons

Key lessons

- A flexible approach to facilitation has proved useful, i.e. meeting members on an individual basis to solicit inputs, since it has been challenging at times to arrange network meetings because of members’ busy schedules.
- Better preparation of learning event participation is needed to ensure more effective follow up.
- It is necessary to develop an annual work plan with a (modest) number of assigned roles and responsibilities to maintain momentum.
- In order to raise LOGIN’s profile and secure government buy-in, closer coordination between the country platform and the Development Partner Group/SDC is needed (which again will ensure better alignment between LOGIN’s learning agenda and key government and DP reform priorities).
- Provincially-based NGO networks should be engaged in the revision of the Theory of Change of the country platform to ensure that grassroots perspectives are taken into account.
- Country platform members should go on joint, carefully planned field trips to get a better feeling for challenges and opportunities in the reform process (costs to be covered by members themselves since the data gathering will be of direct relevance to their own work).
- There has been very little use of MELP for cross-country exchange (apart from WGGS-related matters) but this may change once the Thematic Learning Communities have been established.

Next Time...

- Developing an annual work plan with assigned roles and responsibilities.
- Revision of the Theory of Change.
- More frequent participation in government-donor meetings and meetings with government decision-makers.
- More documentation of LOGIN’s achievements, e.g. annual report and Stories of Change.

Building on Success

- Closer cooperation should be sought with NCDD as it is eager to increase the speed of the decentralization reforms.
- Closer coordination should be sought with EU-SPACE and the RED-Green Belt programme to explore synergies, e.g. in relation to the planned peer learning engagements.
- The newly-elected OC member from Cambodia will have a unique opportunity to advocate Cambodian standpoints and bring forward the country platform’s suggestions and recommendations.

India - About the membership

Membership drive is relatively low.
7a. Critical Reflection: Successes

Our Main Successes

- A. Increase in the financial resources of local bodies
- B. The fundamental skill required for budgeting is created
- C. Urban Local Bodies have become capable of accessing the CSR fund
- D. Substantial improvement in the service sector including Health, Education, Drinking Water, and enriching traditional water supply
7b. Critical Reflection: Challenges

Our Main Challenges
- A. To improve the knowledge level of panchayats
- B. Gap between the policy and implementation
- C. 

What we did not Achieve
- Use of modern technology in community governance
- Grass-root level empowerment

7c. Critical Reflection: Lessons

Key lesson
- Integrated approach is required for empowerment

Next Time…
- Involve research and other academic institutions

Building on Success
- Expand the experience sharing activities
Lao PDR - About the membership

- Ministry of Home Affairs
- Civil Society Consortium (Local Non-profit associations, INGO network, INGOs)
- Village Focus International

Activities in 2016

- CF attended 2016 planning meeting
- Face to Face meeting with Lao LOGIN members and side meetings with specific members to brief about LOGIN activities and learning offers.
- Contribution to the Literature collation on One-Stop-Shops. Lao case study “one One-Stop-Shops” for Fiscal transparency workshop
- Workshop on Civic Engagement, Accountability and Open Governance
- Workshop on Women’s Political Empowerment
- Keeping regular contacts with the members. Coordinate and assist the nominated person with the logistic but also with the reporting back.
7a. Critical Reflection: Successes

Our Main Successes
- A. Keeping the Lao LOGIN Members on board
- B. Participation to learning events

Key Factors
- A. Having two committed Country facilitators which did a close follow-up with all members
- B. LOGIN being an SDC platform – SDC bilateral cooperation with the Lao LOGIN Members

7b. Critical Reflection: Challenges

Our Main Challenges
- A. Learning, peer-exchange, networking not a priority for some of the members
- B. Topics of Learning Events might not necessarily be relevant to the Lao context
- C. Language, the level of English required limit the participation of Lao members, for instance the online course

What we did not Achieve
- Able to participate in all Learning events of LOGIN
- Ability to contribute/share Lao experiences to the LOGIN
7c. Critical Reflection: Lessons

Key lesson
- Need to revisit partners’ membership

MONGOLIA

Mongolia - About the membership

- Office of the President of Mongolia (www.president.mn)
- Open Society Forum (OSF, www.forum.mn)
- National University of Mongolia (NUM, www.num.edu.mn)
- Ulaanbaatar Municipality (UBM, www.ulaanbaatar.mn)
- Cabinet Secretariat of the Government of Mongolia (www.cabinet.gov.mn)
- Association to Mongolian Municipal and Local Authority (AMMLA)
- Mongolian Association of Local Authorities (MALA)
Activities in 2016

- Crucial new laws institutionalizing citizen participation came into force
- Members actively participated in the development of Mongolia’s Sustainable development goals until 2030 and National Action Plan for Open Government Partnership
- Glass account law implemented, experiences shared with LOGIN members
- UBM successfully piloted deliberative polling method to engage public in prioritizing development projects

7a. Critical Reflection: Successes

Our Main Successes
- A. Institutionalizing social accountability
- B. Glass account law implementation
- C. State policy document on decentralization adopted

Key Factors
- A.
- B.
- C.
7b. Critical Reflection: Challenges

Our Main Challenges
- A. Implementation of crucial new laws related to citizen participation, government transparency
- B. Development of methodology on functional assignment as a first step to implement the state policy on decentralization
- C. Economic difficulty, budget constraints, elections

What we did not Achieve
- Further improvements to LDFs, glass account law implementation

7c. Critical Reflection: Lessons

Key lesson
- It is one thing to put laws and policies in place and another thing to follow up with consistent and effective implementation

Next Time...
- Effective collaboration among various stakeholders to push toward a common goal
- Building on Success
  - Continue to improve implementation of the Glass account law, LDF, the General Administrative law
  - Continue dialogue on decentralization policy, identify capacity gaps and address identified challenges
Total 28 institutions engaged with country platform
- 8 institutions provide knowledge Map out of 14 active institutions while the rest are occasional
- Yet the Government official do not represent their institution under centralized management
Critical Reflection: Successes

Our Main Successes

- A. Increasing interest and engagement of likeminded organizations
- B. Identify potential opportunities and allies at local governance
- C. Likely to have resources for 2017

Key Factors

- A. LOGIN Asia learning incentive
- B. Active members of local governance in country level

Activities in 2016

- Organized country platform meeting 12 times in 2016
- 6 men & 3 women participated (3 from Govt.) LOGIN learning events and 5 in GA
- Participate LG training manual development
- Country plan developed and providing resources discussing with donor-2017
- Participates in
  - Local governance consultation workshops organized by EU, UNDP, Social Accountability in conflict area organized by Oxfam, Governance and budget by AA, PEA training by PP, WVTA law by SDC, PK and ACDD
  - DELGOSEA events in abroad
Critical Reflection: Challenges

Our Main Challenges

- Application for knowledge learned (unsimilar context, institutional commitments and priority)
- Resource (Men, Material, Money) + legal identity
- Government participation process

Critical Reflection: Lessons

Key lesson – Transactional development toward institutional commitments from personal participation

Next Time… Country level should have a clear objective and committed resource and using LOGIN learning events should be an added-value
Activities in 2016

- Institutionalizing LOGIN- NCP monthly meeting
- Membership Expansion (INLOGOS, IGD)
- Participation in learning events
- Organized HLP sharing events
- MoFALD representation constitute after Mr. Purusottamje (Under Secretary – Mr. Ramuraj Kadariya)
- Initiated annual e-newsletter and Nepal country platform.

Critical Reflection: Successes

- LOGIN Nepal successfully organized HLP sharing events. E.g., the HLP on LBFC, was organized in MoFLAD, where 30 participants out of 60 were from MoFALD and there was 15 us, 3 js and 1 secretary and other staff was participated. Other participants also well appreciated recognized the relevancy of the subject matter.
- Local Gov. Association organized dialogue workshop on Local level restructuring process in 22 districts in seven province
- Two women participants brought to GA (Prof. & US)
Critical Reflection: Successes

Key Factors

- Good coordination and cooperation among the network members
- Members commitments for LOGIN
- The favorable context due to local level restructuring process. LOGIN work is highly relevant
Critical Reflection: Challenges

Our Main Challenges
- Membership expansion
- Inclusiveness of membership
- Transition role of Country Facilitator and some member representative (MoFALD)

Critical Reflection: Lessons

Key lesson: The membership expansion process became complex due to diverse interests of members, so the membership criteria became too rigid, and we only brought imitated members into the network.

Activities were limited within the LOGIN designed activates.

Next Time: We will explore more membership who has great influence for the change process, ensuring diversity.

Building on Success: Strengthening network further and look for sustainability, bringing likeminded donor agencies.
Some glimpse

Slide 09

Some glimpse

Slide 10
Some glimpse

Thank you!
PAKISTAN - About the membership

PAKISTAN PLATFORM MEMBERS

2014  7
2015  14
2016  19

About the membership

Think tanks  Advocacy Group  Bilateral

INGO’s  Local Councils Association  Multilateral

University  Government Training Institutes

Government Support Project  NGO’s
DIVERSITY IN MEMBERSHIP

Categories of Partners
- NGOs - 7
- INGOs - 2
- Think Tanks - 3
- Bilateral-Multilateral - 2
- Advocacy Groups - 1
- University - 1
- Govt. Training Institute - 1
- Governance Support Project - 1
- Local Council Area

Activities in 2016

Meetings & Information Sharing Sessions
- Introductory Meeting with Secretary, LG,E&RD, KP
- Sharing of LOGIN’s 2016 Work Plan with Platform Members
- Introduction of LOGIN to GIZ Governance Team
- Briefing for Head of Cooperation, SDC
- Introductory Meeting with Director, LG&RDD, Sindh
- Cluster Platform Meetings in 4 cities
- Introductory Meeting with Director, PLGA, Punjab
- Meeting of LOGIN members with SDC Programme Manager for Pakistan
Critical Reflection: Successes

Our Main Successes

- Provincial representation & diversity of Membership
- LOGIN new concept and Platform... it has taken its roots as evident from an increased number of organizations joining the Network
- Relevant participants nominated to Learning Events
- Contribution to WGGS processes

Key Factors

- A. SDC viewed as reliable development partner in Pakistan
- B. Interest in LOGIN and what it offers
- C. LOGIN’s unique south-south approach

Critical Reflection: Challenges

Our Main Challenges

- LG Reforms currently low on national Government’s agenda due to multiple factors;
- LOGIN not an autonomous legal entity, hence Government’s hesitance to join the Platform;
- Distance is an issue (however, IT technologies can present a solution to enrich learning and institutionalize networking);
- Members yet to play more pro-active role in the Platform.

What we did not Achieve

- Political economy update;
- Develop a niche for LOGIN to work on gaps in LG in Pakistan;
- Involve LG actors at the grassroots level.
Take forward in 2017

- Political Economy Update, gaps identified, niche for Platform found and work commenced;
- Platform Workplan finalized and followed;
- Regular in-house learning sessions during Platform meetings;
- Systematic sharing of learnings by participants of Learning Events;
- Identify key change agents in LG setup and work with them;
- Keep GIZ engaged and interested in Platform activities.
Citizen-led social accountability is seen as one key approach for tackling service delivery inadequacies. While there is a large body of work on the rationale, principles, tools, mechanisms, and practices to promote social accountability, there is relatively less work on the political processes that link social accountability to government responsiveness, namely on the creation of coalitions between state and non-state actors for social accountability.

Open government and open data are new areas of research, advocacy, and activism that have entered the governance field alongside the more established areas of transparency and accountability as citizens increasingly have access to Information and Communication Technology (ICT) tools. The tools have the potential to enable citizens to monitor government performance and engage governments to express their views and demands in real time. Simultaneously, governments too are using ICTs as tools of governance in managing budgeting, procurement and the delivery of public services.

About Civic Engagement, Accountability and Open Governance

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About the Learning Offer

The Demand

Based on the demand expressed in the General Assembly of 2015 the Institute of Development Studies, Sussex and LOGIN collaborated on a learning offer which focussed on getting the participants to step back from the immediacy of the day-to-day work involving tools and techniques and to get them to think more strategically about the contexts they worked in, the political opportunities that were available, potential strategies for coalition building through vertical and horizontal integration, challenges of mediation and representation and the opportunities afforded by open governance.

The workshop introduced current thinking, practise and lessons learned in supporting meaningful civic engagement, accountability and open government at the local level. It examined strategies and challenges and highlighted concepts and approaches to political economy and power analysis, representation, transparency and accountability while also highlighting opportunities to work with new and informal civic and political actors.

The workshop explored three themes:

- Promoting citizen-led accountability in local governance and service delivery: Concepts, examples, good practices, and lessons learned from past experience

Workshop Aims

- Understanding the motivations, opportunities, and challenges of civic engagement, particularly with a focus on issues of representation and collective action
- Understanding the concepts surrounding transparency, right to information and open government in the context of the increasing relevance of Information and Communication Technology (ICT) to such processes

The workshop combined facilitated inputs and seminars by Resource Persons with structured sharing and analysis of participants’ experiences in the afternoon.

Expected Results

- At the end of the workshop, participants were expected to be
  (i) introduced to tools and frameworks to analyse and assess their strategies towards promoting civic engagement, transparency and accountability,
  (ii) acquainted with global initiatives and trends in supporting the agenda towards greater accountability and transparency,
  (iii) more aware of concepts and challenges relating to Open Governance

It was hoped that the workshop would eventually foster and strengthen a community of practice around the three workshop themes based on the experiences of LOGIN members, with inputs from researchers and experts.

Workshop Details

- Mode: Face-to-face experience sharing workshop
- Timeframe: 3 days (29 June-1 July 2016)
- Location: Colombo, Sri Lanka

12 Countries

- Afghanistan
- Bangladesh
- Bhutan
- Cambodia
- India
- Lao PDR
- Mongolia
- Myanmar
- Nepal
- Pakistan
- Philippines
- Sri Lanka

36 Participants

The workshop provided an opportunity for participants to step back from the immediacy of their day-to-day work involving tools and techniques and to think more strategically about the contexts they worked in, the political opportunities that were available, potential strategies for coalition building through vertical and horizontal integration, challenges of mediation and representation, and the opportunities afforded by open governance.

The workshop introduced current thinking, practice and lessons learned in supporting meaningful civic engagement, accountability and open government at the local level. It examined strategies and challenges and highlighted concepts and approaches to political economy and power analysis, representation, transparency and accountability while also highlighting opportunities to work with new and informal civic and political actors.

The workshop explored three themes:

- Promoting citizen-led accountability in local governance and service delivery: Concepts, examples, good practices, and lessons learned from past experience
Women’s political empowerment has been an area of consistent learning interest among LOGIN members. This is a challenge that many LOGIN member countries continue to face even as they move towards strengthening local governance. Among the key takeaways from a travel workshop organised by LOGIN in August 2014 on collectivization of local governments, participants expressed interest to learn further about participation of women in local governments, developing their leadership capacities, preparing them for elections and building associations of elected women representatives, etc. This demand was re-iterated in the 2nd and 3rd LOGIN General Assembly, and included in the learning calendar for 2016.

**Workshop Aims**

- The workshop allowed the participants to appraise:
  - Experiences from LOGIN member countries and others on policies, institutions, interventions to strengthen women’s political empowerment
  - Strategies to improve women’s participation in local governance, women’s representation in political processes, and mainstreaming women’s priorities in local government’s plans
  - Institutional processes of building networks of elected women representatives, shaping their activities (including action research and advocacy), and influence on policies and implementation processes of local governments

**Expected Results**

To enable (i) appreciation of the current state of practice amongst the network membership in strengthening women’s leadership, (ii) identification of potentially successful strategies, good practices and challenges, (iii) connections across peer-institutions in the network, and (iv) exploration of interest in developing a coherent and relevant learning agenda.

**About Women’s Political Empowerment**

Women’s political empowerment in local governance includes ensuring their adequate representation in local governments, their participation in planning and budgeting as well as sensitizing the larger community and local governments towards addressing specific problems of marginalized groups and ensuring social justice. Specifically, this includes:

- Legislations and policies institutionalizing women’s participation in local governance
- Creating enabling conditions, and institutionalizing participation of women and other marginalized groups in local governance
- Systematic effort to build capacities of women and other marginalized groups for participation in local governance

**Learning Methodology**

- The workshop was designed as a non-hierarchical learning platform, with spaces for deliberations around personal and institutional experiences.
- Group discussions and panel reflections were held at the end of each thematic exploration to further support dialogue and learning.
- Participants shared brief case studies detailing their experiences prior to the workshop. For this, a template was developed that helped participants analyse their current context, identify key strategies and recognise prevailing challenges. At the workshop, these case studies were arranged and displayed in a ‘market place’, around the workshop themes.

**Outcomes and Take Aways**

- Broad understanding of key issues under different themes of women’s political empowerment
- Country-specific experiences and challenges shared and consolidated
- Possibilities of deeper engagement and learning across peers recognised

**Few Proposed Next Steps**

- Learning offers and learning demands identified by participants which could provide basis for future learning events and peer learning activities
- Suggestions offered to LOGIN to support further learning on topic of women’s political empowerment

<table>
<thead>
<tr>
<th>Mode</th>
<th>Timeframe</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face experience sharing workshop</td>
<td>3 days (26-28 July 2016)</td>
<td>Bangkok, Thailand</td>
</tr>
</tbody>
</table>

**11 Countries**

- Afghanistan
- Bangladesh
- Bhutan
- Cambodia
- Laos PDR
- India
- Mongolia
- Nepal
- Pakistan
- Sri Lanka

**32 Participants**
Workshop on Fiscal Transparency and Open Data to Strengthen Local Government Accountability
25-27 October, 2016, Philippines

About Fiscal Transparency and Open Data

Fiscal transparency is comprehensive, clear, reliable, timely and relevant reporting on the past, present, and future state of public finances at all levels. Fiscal transparency is critical for effective fiscal management and accountability. It helps ensure that governments have an accurate picture of their finances when making economic decisions. It also provides legislatures, markets, and citizens with the information they need to hold governments accountable.

Open Data means data or information that anyone can access, use and share. The concept has two important dimensions. The data must be legally open, which means they must be placed in the public domain or under liberal terms of use with minimal restrictions. The data must be technically open, which means they must be published in electronic formats that are machine readable and non-proprietary, so that anyone can access and use the data using common, freely available software tools. Data must also be publicly available and accessible on a public server, without password or firewall restrictions.

About the Learning Offer

The workshop on Local Development Funds in June 2015, included discussions on accountability mechanisms at both horizontal and vertical levels of local governance. It also emerged in the workshop that LDFs offer a range of accountability tools and initiatives, including focus on improved transparency in budget allocations, participatory planning, social audit etc. Participants emphasised the need to probe further into fiscal health diagnostics and credible systems of the performance assessments. On the basis of the feedback from the membership in the General Assembly in December 2015, fiscal transparency and open data as a way to strengthen local government accountability processes emerged as a learning topic for 2016.

The topic also connects with discussions on Open Data in the workshop on Civic Engagement and Social Accountability held in June 2016. The discussions in the workshop centred on the emergence of information and communication technology (ICT) tools which help in handling large amounts of data and making information available in real time to decision makers as well as providing newer spaces for enhanced citizen-state engagement where wide variety of actors can participate in service delivery decisions as well as mobilise for collective civic action and demanding accountability.

Workshop Aims

The purpose of the workshop was to explore the concept and practice of fiscal transparency in local governments supported by open data systems focusing on:

- An appreciation of the state of practice in the region with respect to Public Finance Management and Open Data, through experience sharing, case studies and examples;
- Collaborative identification of challenges, bottlenecks / impediments to implementing Public Finance Management and to make fiscal data transparent
- Innovations and good practices in Public Finance Management and Open Data, including quick-fixes that can achieve a lot with relatively less effort and investment
- A broad understanding of how ICT can be leveraged for open data frameworks that enable greater fiscal transparency

Expected Results

Participants would gain (i) an appreciation of experiences at the local level in the region, on public financial management, and the efforts being made to make financial data transparent, (ii) through analysis of current practices, creating an understanding of the conditions that need to accompany and enable fiscal transparency at all levels of government and (iii) opportunities to link up with others working in the same field and grappling with similar challenges, so that they can network for problem solving in the future.

Mode | Timeframe | Location
--- | --- | ---
Face-to-face experience sharing workshop | 3 days (25-27 October, 2016) | Manila, Philippines

33 Participants

9 Countries
- Bangladesh
- Bhutan
- Cambodia
- India
- Indonesia
- Mongolia
- Myanmar
- Nepal
- Pakistan
- Philippines
E - Course on Basic Concepts of Fiscal Decentralisation
(3rd Edition)
9 May – 4 June 2016

About Fiscal Decentralisation
Fiscal decentralisation defines how revenues and expenditures are assigned to different levels of government. It is critical for effective functioning of local governments to have adequate sources of revenue and autonomy for decision making on expenditures. Fiscal decentralisation is influenced by design of inter-governmental fiscal relations and extent of authority for local governments in managing functions and functionaries.

Course Aim
- Equip participants with the basic concepts, experiences and innovations with regard to fiscal decentralisation across South and East Asia

Expected Results
- Provide participants with a firm grip on basic concepts of fiscal decentralisation
- Enable participants to use the principles outlined with in the e-course to map fiscal decentralisation scenarios in their own countries

Learning Methodology
- Self-paced learning
- Access to animated video lectures, power point presentations and secondary reading material
- Discussion board for collaborative learning
- Feedback from course experts on queries

About the Learning Offer
The demand for the e-course on fiscal decentralisation aims to provide an introduction to the fundamental concepts of fiscal decentralisation. The e-course was offered for the first time in 2014 and again in 2015 with updated content. As a result of demand from members for continuation of the course, a third edition of the e-course was offered in May-June 2016.

Course Mode
<table>
<thead>
<tr>
<th>Mode</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online/Distance learning</td>
<td>9 May to 4 June 2016</td>
</tr>
</tbody>
</table>

14 Countries
- Afghanistan
- Albania
- Bangladesh
- Bhutan
- Bolivia
- Cambodia
- India
- Mongolia
- Myanmar
- Pakistan
- Philippines
- Serbia
- The Gambia

38 Participants
E - Course on Basic Concepts of Functional Assignment
(2nd Edition)
24 October – 12 December, 2016

About Functional Assignment

Functional Assignment (FA) is the process of assigning roles, functions and tasks between different levels of the government. It is a fundamental building block of multi-level governance, affecting other key features of inter-governmental relations.

In an effective local governance system, local governments are assigned meaningful responsibility and authority to manage local affairs.

In some countries there is a gap between the legal (de jure) responsibilities of local governments or local officials, and their actual (de facto) role in local service delivery.

Course Aim

- Equip participants with the basic concepts, experiences and innovations with regard to FA across South and East Asia
- Enable participants to apply the tools and principles from the e-course in a simulated case study

Expected Results

- Participants will be equipped with tools, guidelines and methods regarding different aspects of FA
- Participants will be able to use tools and methods and understand FA context in their countries more clearly

Learning Methodology

- Self-paced study
- Weekly inputs with learning modules
- Review of assignments by resource persons
- Asynchronous moderated discussion forum
- Weekly responses to submissions by resource persons
- Case-study woven through the learning modules to help participants apply learning

About the Learning Offer

The Demand

Understanding FA and its basic concepts was identified as a learning demand at the 2nd LOGIN General Assembly (December 2014). Subsequently, first edition of the e-course on FA was conducted in 2015. Owing to the success of the 1st edition in 2015, the 2nd edition of LOGIN’s e-course on functional assignment is being conducted from 24th October to 12th December 2016.

09 Countries

- Afghanistan
- Cambodia
- Indonesia
- Malaysia
- Nepal
- Pakistan

28 Participants
Peer Learning:
Fiscal Commissions (Nepal-India)
14 to 18 June 2016

About the Peer Learning

In the process of transition from unitary to federal governance in Nepal, the structuring of fiscal federalism and local government is one of the key tasks for the Ministry of Federal Affairs and Local Development (MoFALD), an active member of LOGIN. In this process, MoFALD has embarked to restructure the Local Bodies Fiscal Commission to work as a National Fiscal Commission, to provide advice, support and facilitate the different tiers of government bodies in fiscal federalism.

In February 2016, the Ministry of Federal Affairs and Local Development (MoFALD), Government of Nepal, sought support from LOGIN to undertake an exposure visit to other countries which have the experience of Fiscal Commissions with an aim to restructure Nepal’s Local Body Finance Commission.

Given the experience in fiscal federalism in India, a study visit was arranged in June 2016. This included expert input sessions at National Institute of Public Finance and Policy (NIPFP), New Delhi to understand functioning of national and state finance commissions and how fiscal decentralisation is practiced at different levels. The group then travelled to Kerala, for interactions with government representatives, members of the State Finance Commission and members of Kerala Gram Panchayat Association. The study visit was facilitated by a LOGIN member, Intercooperation for Social Development (ICSD), India.

Objectives

- Learn about functioning and operation of Union and State Finance commissions in India
- Learn from the practice of fiscal decentralization and effective service delivery through sub-national government (states and local) under a federal governance system.

Process

14-15 June
Visit to National Institute of Public Finance and Policy (NIPFP), New Delhi
- Sessions on understanding structure of intergovernmental fiscal relations in India, constitutional provision, functioning and operations issues of the Union Finance Commission, evolving Centre-State financial relations in the context of the 14th Finance Commission award, and comparative analysis of functioning of State Finance Commissions across major States in India.
- Hands-on Training sessions on how projections are done by Finance Commissions; how they decide on vertical distribution and how inter-se shares are calculated, etc. were also held.
- Two studies, on Financing Core Services at Local Government Level, and Impact on Social Sector Spending in Indian States, following the 14th Finance Commission, were shared.
- The programme included an enriching panel discussion and interaction with experts on Intergovernmental Fiscal Relations.

16-18 June
Visit to Kerala
- Interaction with the State’s Finance Minister, Chief Secretary, a former Chairperson of the State Finance Commission and members of the Kerala Gram Panchayat Association (Local Government Association).
- Visit to offices of a village level Panchayat (local government) and a District Panchayat.

Key Learning

- How to approach functional assignment, responsibility/activity mapping.
- Sharing of resources - indicators, horizontal and vertical allocation.
- Disaster Management – more reading required.
- Divisible pool of resources - Either individual taxes or pool of all taxes are divided.
- Natural resources – more work required.
- D-base and Just-in-Time data transfers.
- Calculation of cost of services and estimation of own sources and revenues.
- Calculating tax capacities.

Results

- After their return to Nepal, participants of the Study Visit team shared their key learning with the Ministry of Federal Affairs and Local Development and other interested stakeholders.
The peer-engagement, between BNEW and THP-India, which was a direct consequence of BNEW's participation in the LOGIN study visit and travel workshop to India in 2014 on the collectivization of local governments, continued in 2016.

Bhutan Network for Empowering Women (BNEW) has been working on building leadership capacity of women and encouraging their participation in electoral processes of Bhutan.

The Hunger Project (THP), India is working with local CSOs and has reached out to more than 100,000 elected women representatives (EWRs) in local governance.

Local government elections were held in Bhutan in September 2016. In this context, BNEW wanted to utilise THP’s experience in capacity development and EWR leadership development to strengthen women's political empowerment through the electoral process.

Two Gender Training and Training of Trainers for Strengthening Women’s Empowerment through the Electoral Process (SWEEP) were held in January and May 2016 in Paro, Bhutan to:

- Understand the importance of women’s participation and representation as elected leaders
- Inculcate greater gender sensitivity in carrying out responsibilities as elected representatives, election officials and local government administrators

The trainings included over 80 participants from across the districts, including Election Officers and Local Administration Officers.

Over the year BNEW organised Potential Leadership Workshops in all districts, community sensitisation and media workshops, as a build-up towards the elections. After the local government elections in Bhutan, a team from BNEW visited THP-India in November 2016 to

- Take stock of the collaboration, review the results of the current elections and insights gained
- Brainstorm and develop a capacity building strategy and develop a work plan for capacity building of elected women in Bhutan

The next steps include:

- Adaptation of the five year capacity building cycle for elected women representatives based on THP's modules
- Setting up of baseline data and ongoing monitoring systems for assessing capacity development and performance of elected women
- Ongoing women’s leadership and community sensitisation programs
NETWORK MEMBERSHIP

- 133 institutions from 11 countries of South and East Asia are associated with LOGIN.
- 85 of these institutions have submitted their institutional Knowledge Maps.

Continue...

However an expanded group of institutions and individuals are engaged with LOGIN through MELP.
Peer-Group Connectedness in LOGIN

Network Operation and Management

Network functioning is anchored by 5 member team at the Secretariat with 10 Country Facilitators in 9 countries

- Gender breakdown of Country Facilitators: 4 women and 6 men
- In two countries function of facilitation is hosted by an institution (Mongolia and India)
- In Bangladesh there is co facilitation by a team of two Facilitators

Technical support has been provided in 2016 by,

- A team of local experts providing backstopping support to the Secretariat;
- Mr. Kuno Schlaefli from SDC HO supported the WGGS; and
- Beverly and Etienne Wenger-Trayner who will support the Network from the General Assembly of December 2016.
Continue…

<table>
<thead>
<tr>
<th>Network Support</th>
<th>Delivering on the Learning Calendar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretarial support to WGGS on Network Transition Planning</td>
<td>Consultatively developing the Learning Calendar</td>
</tr>
<tr>
<td>Anchoring Country Platform activities and coordination across countries</td>
<td>Identifying resource persons and agencies</td>
</tr>
<tr>
<td>Support the MTR process</td>
<td>Methodological consistency with participants’ needs and content provisioning</td>
</tr>
<tr>
<td>Secretarial support to the Operational Committee</td>
<td>Logistics support</td>
</tr>
<tr>
<td>Performance Tracking System</td>
<td>Facilitation and post event assessment</td>
</tr>
</tbody>
</table>

Learning Activities of 2016

- 3 Face-to-face Learning Events on Civic Engagement & Accountability, Women's Political Empowerment, and Fiscal Transparency & Open Data
- 2 streams of Peer-Learning engagements on
  - Strengthening Capacities of Elected Women Leaders at the Local Level
  - Role and Functioning of Fiscal Commissions
- Distance delivery of 2 e-Courses on Fiscal Decentralisation, and Functional Assignment
- Creation and dissemination of 2 Knowledge Products:
  - Experience collation on One Stop-Shops; and
  - Literature collation on localising SDGs
- Technical Assistance to Royal Institute of Management, Bhutan for OD self-assessment
- Knowledge harvesting and dissemination, communications and performance tracking
### Face-to-face Learning Events

<table>
<thead>
<tr>
<th>Learning Topic</th>
<th>Learning Methods</th>
<th>Duration</th>
<th>No. of Participants</th>
<th>From</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Engagement, Social Accountability and Open Governance (collaboration with IDS, Sussex)</td>
<td>Experience capitalisation workshop</td>
<td>3 days</td>
<td>36</td>
<td>12 countries</td>
</tr>
<tr>
<td>Women's Political Empowerment</td>
<td>Experience sharing workshop</td>
<td>3 days</td>
<td>32</td>
<td>11 countries</td>
</tr>
<tr>
<td>Fiscal Transparency and Open Data to Strengthen Accountability in Local Governments</td>
<td>Experience sharing workshop</td>
<td>3 days</td>
<td>33</td>
<td>9 countries</td>
</tr>
</tbody>
</table>

### Participation by stakeholder-group in F2F Learning Events

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Government</th>
<th>NGO / INGO</th>
<th>Think Tank</th>
<th>Training Institution (Govt. And Private)</th>
<th>Development Partner/Donor</th>
<th>Local Government Association / Elected Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Transparency and Open Data Workshop (N=35)</td>
<td>46%</td>
<td>11%</td>
<td>9%</td>
<td>9%</td>
<td>20%</td>
<td>6%</td>
</tr>
<tr>
<td>Women's Political Empowerment Workshop (N=32)</td>
<td>19%</td>
<td>44%</td>
<td>0%</td>
<td>0%</td>
<td>34%</td>
<td>3%</td>
</tr>
<tr>
<td>Civic Engagement, Accountability and Open Governance Workshop (N=36)</td>
<td>25%</td>
<td>9%</td>
<td>47%</td>
<td>8%</td>
<td>6%</td>
<td>11%</td>
</tr>
</tbody>
</table>
## Peer-Learning Engagements

<table>
<thead>
<tr>
<th>Learning Topic</th>
<th>Peer exchange between</th>
<th>Learning Methods</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening Capacities of Elected Women Leaders at the Local Level</td>
<td>BNEW, Bhutan &amp; THP, India</td>
<td>Capacity building workshops and training of trainers</td>
<td>On-going since 2015</td>
</tr>
<tr>
<td>Role and Functioning of Fiscal Commissions</td>
<td>MoFALD, LBFC &amp; MoF, Nepal, and NIPFP &amp; ICSD, India</td>
<td>Study visit and Seminar</td>
<td>Two weeks in May 2016</td>
</tr>
<tr>
<td>Peer Learning on Electoral Reforms</td>
<td>TDEA-FAFEN and Jagdeep Chhokar</td>
<td>Initial Dialogue and Discussion Meeting</td>
<td>6th and 7th October 2016</td>
</tr>
</tbody>
</table>

## Distance delivery of E-Courses

<table>
<thead>
<tr>
<th>Learning Topic</th>
<th>Learning Methods</th>
<th>Duration</th>
<th>No. of Participants</th>
<th>From</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Decentralisation</td>
<td>Participants’ self-learning with interactive Q&amp;A with Course Facilitator</td>
<td>4 weeks</td>
<td>38; 27 male &amp; 11 female</td>
<td>14 countries (all member countries except Sri-Lanka; and 4 non-members: Albania, Bolivia, Serbia and Gambia via DDLGN)</td>
</tr>
<tr>
<td>Functional Assignment</td>
<td>Participants’ self-learning with interactive Q&amp;A with Course Facilitator</td>
<td>7 weeks</td>
<td>28; 17 male &amp; 11 female</td>
<td>9 countries (all member countries except Laos and Philippines)</td>
</tr>
</tbody>
</table>
Knowledge Curation: Articles shared on LOGIN website till October 2016

<table>
<thead>
<tr>
<th>SI No.</th>
<th>Theme</th>
<th>By LOGIN Secretariat</th>
<th>By LOGIN Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Capacity Building of Local Governments</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Fiscal Decentralisation</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>Civic Engagement and Accountability</td>
<td>24</td>
<td>3</td>
</tr>
<tr>
<td>4.</td>
<td>Gender and Social Inclusion</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>Public Service Delivery</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Other themes related to Decentralisation and Local Governance</td>
<td>33</td>
<td>5</td>
</tr>
<tr>
<td>7.</td>
<td>General/Others</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>116</td>
<td>16</td>
</tr>
</tbody>
</table>

Markers of 2016

- Members engaged in annual plan preparation and implementation
- Interest from more countries to join the network
- Clear typologies of learning methodologies emerging
- Overall high satisfaction levels in learning offers
- Consistently positive feedback on the knowledge resource repository
Few things that didn’t work to plan

Related to learning activities
- Proposed collaboration with UNDP Regional Hub, Bangkok, did not take off despite several exchanges
- Efforts to leverage and ADB DeLoG event could not result in representation from LOGIN
- Security conditions and tightening of visa regimes posed a big challenge to logistics organisation and participation in face to face learning events
- Scope for better organisation and negotiation of participation in LOGIN learning events

Related to network governance
- The rescheduling of the Mid-Term review report finalisation and follow ups had implications on issues related to network governance follow-up
- Formalisation and expansion of membership have not been invested in adequately

Greater interaction at country level, particularly post event sharing
- More requests from state institutions for learning support on specific issues (instance of problem driven learning interventions)
- Peer-connections enabled by LOGIN being systematically leveraged outside of LOGIN
- Visible ownership and contribution from members. Estimated valuation of members’ time contribution in 2016: US$40,000

Continue…
Key MTR Recommendations

Link learning to results
- Work towards a strategic results framework that adequately captures the learning outcome and capacity changes
- Continue the flexible process-oriented planning approach, and strengthen a problem-driven implementation approach

Sharpen unique selling points
- Identify and focus on few flagship learning interventions
- Develop a “brand name” to make LOGIN’s innovative learning methods of modes of knowledge exchange better known

Streamline systems and procedures
- Develop operational guidelines on the relational roles and responsibilities
- Strengthen action planning and follow-up activities of network members
- Shift the focus from thematic to problem-driven learning interventions

Foster relevance and spin-off: consider an incubation process and spin-off strategies for LOGIN

Network Transition and Governance

- Investments made by the WGGS in fine-tuning the proposal for the future structure of LOGIN based on the feedbacks received in GA 2015
- Efforts made by the WGGS in expanding the OC
Expense Statement
(January to November 2016)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Major Component</th>
<th>Actual Exp as on 30.11.2016 (CHF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Learning Activities</td>
<td>360,603</td>
</tr>
<tr>
<td>2</td>
<td>Network Management &amp; Communication</td>
<td>111,990</td>
</tr>
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<td>3</td>
<td>Network Governance</td>
<td>29,219</td>
</tr>
<tr>
<td>4</td>
<td>Country Platform Cost</td>
<td>149,649</td>
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<tr>
<td>5</td>
<td>Secretariat Costs</td>
<td>206,324</td>
</tr>
<tr>
<td></td>
<td><strong>Grand Total</strong></td>
<td><strong>857,785</strong></td>
</tr>
</tbody>
</table>

Component specific distribution of Expense
(January to November 2016)

- Learning Activities: 42%
- Network Management & Communication: 13%
- Network Governance: 3%
- Country Platform Cost: 18%
- Secretariat Costs: 24%
- Total Expenses - CHF 860,000
  As of 30th November, 2016
Looking Ahead...

- Look towards the GA to indicate key priorities for 2017

**Activities likely to be invested in:**

- Making the learning calendar more consistent with country needs
- Drawing more relevant membership into the network
- Initiate setting up Thematic Learning Communities
- Develop a more relevant results assessment system
- Implement the Network Transition plan
### Stories about value of learning in LOGIN

| Civic Engagement (Jit Tshering, RIM, Bhutan) | “I was involved in a civic engagement workshop in Sri Lanka and it was interesting, challenging and enlightening. I found a peer institute and I realized that we need a proper analysis before introducing any concrete measures. So now we are building a plan to have an intervention that is culturally relevant and socially acceptable. We are still waiting for the fruits of our labor but this marriage of peers is well on its way” |
| Peer Learning on Horizontal Learning Program (Bishnu Bhusal, COMAT, Nepal) | “I was involved in a peer learning activity between Nepal and Bangladesh. LOGIN supported this program and created a plan for shared learning. We learned a great deal through programs and interactions with our partner country and as a result horizontal learning programs have been legitimately adopted in Nepal” |
| Sri Lanka and LOGIN (Hemanthi Goonasekara, FSLGA, Sri Lanka) | “As a member for the association of local governments, I found out about LOGIN through a Pakistani colleague. I established contact online and although I could not make the previous GA, I was abreast of all LOGIN activities throughout the year. When the women’s empowerment conversation was held in Bangkok, it was a cause close to my heart. What struck me is how interactive workshop the workshops are. It helped me understand that in our country we lacked a communication strategy that spoke to the voters for women’s representation. Upon our return we conducted our own workshops and we inspired by a person we met through LOGIN that could be a good a resource person for us. Ruchi from the Hunger Project in India can help us reach out to our women and to change our communication strategy for women's representation. We are all looking forward to a positive result.” |
| Fiscal Decentralization (Chanthary Huy, Ministry of Finance, Cambodia) | “I attended the LDF workshop in Mongolia and learnt about fiscal decentralization design in various parts of the region. I learnt about best practices and how they needed to be adapted to each country’s specific context to be effective. Back in my country I made a proposal called Sub National Investment Fund (SNIF) to create incentives for local governments that are performing well. The idea was to have local governments compete for grants for resource developments based on their populations and poverty indices. This idea has been formally adopted in the country although it has yet to be implemented. Whether it succeeds or fails it will be a tremendous source of learning for us all.” |
| E-Courses in KILA (P.P. Balan, KILA, India) | “I attended an e-course in fiscal decentralization facilitated by LOGIN. That inspired us to start courses designed for public officials in our country with specific modules on decentralization. Our idea is to create a pool of experts in the field. We have found that there is also a demand from elected members of the government to learn more. Our focus at the moment is to create “child-friendly local governance” and we have created a course for our elected officials to achieve this goal. The whole idea of e-courses came from being associated with LOGIN” |
| Enabling Research and Learning in Myanmar (Cindy Joelen, MDRI-CESD, Myanmar) | “I have attended workshops on decentralization and as a researcher I work on these issues in my own country. I realized that we do not have a systematic approach and lack understanding on how fiscal decentralization works. I feel the need to share my learning with my local networks and we have organized small trainings to which we invited politicians and local leaders to spread the message. I work to contextualize the learning of LOGIN and translate them in Burmese to make them more accessible. I use the material I gain on MELP to help my research and conduct workshops. We are in the early stages but look forward to the results.” |
We visited The Hunger Project in 2015 and they took us to the field in Bangalore to see what they do.

We met them we fell in love. We saw ourselves and our work in what they do. And we felt a great rapport and sympathy.

Something that interested us on this trip was the way they have a five year cycle strategy. In other words they have different strategies for women’s empowerment depending on where they are in the election cycle. Our own election was coming up and we recognized that we were in the cycle called “pre-election mode.” We crammed ourselves with information about what happens in this cycle.

Back in Bhutan we adapted their pre-election mode strategy to our own context. We worked on sensitizing officials on the ground to the election process and we rolled out a series of potential leaders’ workshops. We zoomed in on those women with the most potential and who were most likely to stand for election. We mobilized around 3,000 women for local elections.

As a result 80% of women standing for elections passed the Functional Literacy Test and women’s representation went up from 6.9% to 11.2%. Out of 205 local governments we increased the number of women chairs from 1 to 2 and deputy chairs from 12 to 24.
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A good value creation story ...

- has a clear story-teller
- is about something very specific
- does not miss any of the four steps
- has enough detail to show the logic between each step, and no more
- leads to a success or a failure

Tell a story of your own

- Use the instructions and the template to write your story
- Share it with your group
- Select one to share with everyone
What your group is about

You have five minutes:

• Agree on three key words or phrases to describe the theme of this group

• Write them on a flipchart

Now you may join another group

Why you are together

• Who is here

• What you have in common

• How it manifests in your work

• Would it be valuable to do something together?
A value-creation framework
how to vision, plan, sustain, and monitor social learning

Different types of value

Learning loops
Your aspirations

- What change in your country would your participation in this group generate? (Be specific and realistic.)
  
  - Put them on cards on the board

- What are the stories that will take you there?
  
  - Put them on cards on the board
A value-creation framework
how to vision, plan, sustain, and monitor social learning

The context

Learning to make a difference
Annexure IX: Learning Priorities of Country Platforms

Afghanistan
1. Decentralization:
   - Political
   - Fiscally
   - Administratively
2. Public financial management:
   - Statistical data management
   - Asset management
   - Gender responsive budgeting
3. Functional Assignment
4. Local Planning mechanism (participatory local planning)
5. Community based monitoring
6. Women’s empowerment
7. Local government capacity building
8. Do no harm approach

Bangladesh
1. Fiscal decentralization through
   - Revenue sharing from central to local
   - Own revenue generation of local government
   - Incentive based revenue collection
   - Equitable allocation and utilization of resources
   - Local level planning and budgeting
2. Electoral reform/transparency to ensure electoral justice
3. Coalition building of elected women representatives
4. Strengthening of parliamentary caucus/standing committees on women and local governance
5. RTI Movement

Bhutan
1. Learn from practices and experiences form other countries on formulation and implementation of decentralization policy
2. Comprehensive review and holistic framework to roll out “social accountability”
3. Maintain the momentum of partnership between BNEW & THP on women empowerment
4. Operationalize the capacity building agreement for local government functionaries signed between KILA (India) and DLG (Bhutan)

Cambodia
1. Own source revenue generation
2. Citizen empowerment for responsive public service delivery
3. Open data: tools/mechanism/system/how to analyze data
4. Incentive mechanisms for improving local government performance
5. Experience sharing on functional assignment
6. Viable anti-corruption strategies

**India**
1. Digital repository on DLG
2. Climate resilient local communities
3. Localizing SDG
4. Dynamics of democratic decision-making

**Indonesia**
1. Building the capacity, transparency, accountability
2. Measuring villages performance
3. Decentralization of the Indonesia models (case study)

**Laos**
1. Capacity building for local institutions on monitoring and evaluation/transparency to assess the performance public service delivery
2. Women empowerment in decision-making (policy, economic)
3. CSO linkage with government on transparency, social accountability, trust building, RTI

**Maldives**
1. Fiscal decentralization
2. Women involvement in development through local government
3. Strengthening interaction of local elected councils and civil society
4. Using Internet of things

**Mongolia**
1. “Glass Account” law implementation – transparency, accountability experience of LOGIN countries
2. Decentralization policy implementation
   • Functional assignment face-to-face workshop
3. Happiness index methodology
4. Social accountability
5. Civic engagement
6. Monitoring and evaluation methodology framework
7. Capacity building of local governors
8. Local development funds
**Myanmar**
1. Devolution experience of Indonesia (study tour)
2. Playing with policy
3. Capacity building on monitoring and evaluation to assess performance of local government institutions
4. Functional assignments
5. Parliament watch (Sri Lanka)
6. Decentralization law/set formulation
7. Anticorruption e-course

**Nepal**
1. Women political empowerment in local level election
2. Open governance (RTI) – improving civic participation to public data, information, decision-making process
3. Improving citizens though civic education

**Pakistan**
1. Transparency, social accountability and RTI
2. Community women leaders – learning journeys
3. Peer learning on electoral reforms (women’s role in election watch)
4. Local resource mobilization for local governments
5. Civil service reforms for responsive/active engagement with local government

**Philippines**
1. Fiscal decentralization (revenue sharing)
2. Open data (information disclosure + financial transparency)

**Sri Lanka**
1. Women’s political empowerment
2. Active citizen engagement
3. Right to information (open data)
4. Training newly elected LG councilors (role and responsibility)
5. Country platform operational modalities
6. Media engagement in local governance
7. Role of local councils in SDG’s
A community of practice is a self-governed partnership among people who
  - Share practical challenges they care about
  - Interact regularly and learn from/with each other
  - Put things into practice and loop the effects back

→ Improve their ability to make a difference

In gangs they learn to survive on the streets
In organizations they provide a better service to their clients
Communities of practice across sectors

Treasury officials: negotiating guidelines
Communities of practice sponsored by the Singapore Social Services Institute (2013-2016)

- Person-Centered Approach
- Mental Health
- Suicide Safer Singapore
- Intergenerational Approach
- Positive Parenting Programme (Triple P)
- Correctional Rehabilitation
- Impact Measurement (Elderly Care)
- Job Coaches (Job Placement for the Disable)
- Youth Sexuality
- Community Centric
- Narrative Practice
- Case Management
- Financial Governance
- Service Excellence
- School Social Work
- Social Service HR
- Research
- Peer Leaders (Support for ex-IMH patients)
- SPED (Special Education)
- Halfway House (SCORE)
- Parents and Family Involvement (Boys Brigade)
- Data Asset Management (IDA)
- Family Violence
- Trans-Discipline

The Correctional Rehabilitation community of practice
IACoP: producing resources

Public Accounts Committees: Role playing a key practice
It was fantastic to see everyone digging their teeth into these issues we all struggle with individually ...
Practitioners need each other to ...

- help each other solve problems
- hear each other’s stories across contexts
- reflect on their practice and improve it
- negotiate the practical implications of research
- keep up with change
- cooperate on innovation
- manage a boundary together
- find a voice and gain strategic influence

When have you experienced this?

An additional model for LOGIN learning

[Diagram of organizational structure with Secretariat, Country, General Assembly, Core group, and arrows indicating connections between them]
**Advantages**

**Member-led network: menu of offerings**
- Fairly easy on members whose contribution is to identify needs and report on offerings
- Can be joined a la carte
- Relatively easy to justify to your organization or sponsors
- Often favored by donors

**Member-led network: communities of practice**
- A channel for people who are passionate for making a difference in practice
- A home base for the collective learning of members
- Leadership opportunity for people who want to step up based on their passion

**Disadvantages**

**Member-led network: menu of offerings**
- Does not involve a collective agreement to change things in practice
- Does not offer many opportunities for members to take leadership on a sustained basis

**Member-led network: communities of practice**
- Demands a high level of commitment
- Needs fairly consistent participation of core group – not always easy to justify
What for you are the pros and cons?

Multiple forms of participation

a common picture
The art of cultivation
Distributing leadership in communities of practice

- Drive the learning agenda
- Interface with stakeholders
- Create value
- Manage the community memory

- Reflect on process
- Bring voices in
- Steward use of technology

How communities of practice learn
Continuous cycle into practice and back
Is there a community of practice here?

- Is this area a key part of who you are?
- Are some of you ready to take a lead?
- Are the people here the right people to discuss your challenges with?
- If these people talk about their challenges, will it be relevant to you most of the time?

Thank you!

Etienne and Beverly Wenger-Trayner

Email: be@wenger-trayner.com
Website: http://wenger-trayner.com
Workshops: http://wenger-trayner.com/betreat/
The art of cultivating

- ... driving a learning agenda
- ... leadership roles
- ... activity design
- ... ensuring continuity
- ... managing boundaries
- ... enabling infrastructure
- ... engaging with the strategic context

A new type of leadership
Origin in studies of apprenticeship

Learning as trajectory into a community of practice

A community of practice is a learning partnership

Learning partnership

Provider

Recipient

Learning together to make a difference
Debating a key issue

The University Innovation Fellows community
Key success/failure factors

- Strategic identity
- Practice-driven agenda
- Activity design
- Distributed leadership
- Continuity
- High value for time
- Accountability/recognition
- Adequate resources

- Operational thinking
- Sharing knowledge
- Build it and they’ll come
- Lists of topics
- Death by presentation
- Lack of leadership
- Time/contributions not valued

Key success/failure factors

- Engaged identity
- Distributed leadership
- Practice-driven agenda
- Activity design
- Continuity
- High value for time
- Accountability/recognition
- Adequate resources

- Thin slice of identity
- Lack of leadership
- Operational measures
- Build it and they’ll come
- Lists of topics
- Death by presentation
- Time/contributions not valued
Annexure XI: Country Plans for 2017

**Afghanistan**
- What, How and When
  - Expansion and further organizing platform by
    - Implementing membership criteria by Q1
    - Stakeholder mapping by Q2
    - Provincial level and gender basis mobilization by end Q2
  - Establish communities of practice by
    - Identifying common areas and practitioners within the platform by Q2
    - Identifying areas of interest outside of the country Q3
  - Who else is needed?
    - Other (Sos network and orgs)

**Bangladesh**
- Women’s political empowerment
  - Elected women representatives’ coalition building through workshop and field visit by Feb 2017 (Aparajita, Shariq, CARE, DASCOT)
  - LOGIN other country members
  - Interactive capacity building through peer learning by July 2017 (India + Bangladesh)
  - Local level planning and resource mobilization country platform and sharing meeting (continuous process) (Ministry of Finance + local government divisions)
  - Civic engagement and community led development (sharing and field visit jointly by CARE and Hunger Project Bangladesh May ’17)
  - Scale up and Institutional of HLP (Nepal and India) (continuous)
  - Water governance, decentralization of water administration
    - (WARPOT + DASCOTT Sharing by April 17 | International workshop and field visit)
    - Ministry of water resources + LOGIN + 13 ministries at Bangladesh)
  - Disability inclusive local government (Cambodia + Bangladesh by March 17)

**Bhutan**
- What do we want to address/achieve/prioritize?
  - LG structures and systems strengthened
    - Develop decentralization policy (start Jan 2017)
    - Comprehensive review and strategize roll out of social accountability (Start in Jan 2017)
  - Women Political Empowerment
    - For strengthening capacities and increasing representation (start March 2017)
    - Setting up a core group of women community leaders (Jan 2017)
    - National conference on WIP towards 3rd Parliamentary elections in 2018 (March 2017)
Who do we need to include?
Ministry of finance, GNHS, NA & NC, GG committees

How do we organize ourselves to be more effective?
- Invite relevant stakeholders (Feb)
- Appoint focal persons in member institutions (Feb)
- Form a core group of the FP’s (Feb)
- Learning offers to be carefully and strategically selected and participation ensured by most relevant stakeholders (as per network AWP)
- Develop and endorse a CP operational guideline (Mar/April)
- Develop CP calendar (Mar/Apr)
- Formalize membership as per criteria set (Feb/Mar)

Cambodia
- Preparation for network meeting
  - Participants (GA participants) – January
- Network meeting – January
  - Reporting from GA 2016
  - Agreed action plan 2017
  - Review roles and responsibilities
  - Political Economy Analysis review/theory of change
  - Membership review
- Preparation open data workshop (Jan)
  - Actual workshop (Feb)
- Annual report of 2016
- Share/report to country/WGPD network
  - Power cube
  - Story of change
  - FA process
  - D+D web application transmit
- Ongoing monthly/bi-monthly network meeting
- Study tour to Indonesia on FA process (March)
  - Concept note
  - Start (prep and select participants)
- Join WS in Mongolia
  - Reflection FA process
- Prep for Extraordinary GA2017
India
- Operationalize country platform (3 meetings annually)
- Learning themes:
  - Climate resilient local communities
  - Localizing SDG’s
  - Dynamics of democratic decision-making
- Membership
  - Map thematic/regional
  - Current members suggest 5 (deadline Jan 31)
- Ambition
  - Create a digital repository
  - Digital documentation of best practices of org’s

Indonesia
How to Organize?
- Will form LOGIN Indonesia (Jan 2017)
- Register the organization as civil association
- Open membership

What will be done?
- Organize socialization meetings (Jan-June 2017)
- Registering members (July-)
- Define secretariat
- Develop platforms and core issues
- Develop products as contribution to LOGIN (July onwards)
- Launching an annual events (Dec 17)

Whom to invite to the platform?
- Associations of local governance (province, district, municipality)
- Research institutions (SMERU etc)
- Universities (IPDN, UMJ etc)
- Relevant ministries (consultative)
- UCLG

Laos
- Laos’s country facilitator (ASAP) or co facilitation?
- MOHA to confirm membership/CF? (31.03.2017)
- Memberships
  - Current SCO?
  - National Assembly?
- MOHA to assess potential (local administration) members for LOGIN
- Country platform meetings, all 6 months (May & Nov)

**Maldives**

**How?**
- Membership of LOGIN (finalize)
- Nominate (LCI) as country coordinator
- Nationally inform all relevant authorities/NGO’s on LOGIN

**What?**
- Collaborate with Sri Lanka to share experience with interested authorities/NGO’s
- Communicate with the govt on LOGIN formally

**With Whom?**
- Local NGO’s
- Govt authorities
- SPLGA (Sri Lanka)

**Mongolia**

- Focus on implementation of progressive policies we put in place to deepen decentralization, social accountability, government openness
- Active and broader engagement within CP and LOGIN
- Workshop on functional assignment – May 2016 (Leadership: Cabinet secretariat | Co-ordination and support: Presidential office, Municipality of UB city, National Academy of Governance)
- Workshop on Glass Accounts – June (Leadership: Presidential office | Co-ordination and support: Cab Sec (Ministry of Finance, Open Society Forum, Citizens oversight of Budget Network)
- Localization of resources form LOGIN (Translation) – First half of 2017 (Leadership: National Academy of Governance – NGO’s, CP Members)
- Community of practice or horizontal learning community to capture and capitalize on existing good practices and knowledge within LG units – 3-9, 2017 (Leadership: Mongolian Association of Local Authorities)
- Participate in core group within the thematic learning community on monitoring and evaluation for public service delivery

**Myanmar**

**What we will do**
- Country platform meeting (monthly)
- Sharing session (4th LOGIN GA) (Jan onward…regular)
- Member assignment on thematic areas (April 2017 after learning journey is finalized)
- LG experiences sharing workshop (regular)
- Communication mechanism set up (May 2017)
- Developing LG knowledge leaflets (2 times/year)
- Engagement with union parliament (state/region SNG)
- O.E.A Training
- Update knowledge map (March 2017)
- Membership expansion to 3 sub-national level
- Peer learning (Indonesia, Sri Lanka)

**Nepal**

What?
- Women’s political empowerment for local election
- Open governance/RTI
- Citizen empowerment

How will you organize CP?
- Organize planning workshop (2 days)
- Mapping stakeholders
- Formulating our own code of conduct (By Feb 15 2017)
- Rolling out plan
- Extension of membership (Before end of Jan)

**Pakistan**

- Organizations
  - 2 groups (Members | Practitioners)
  - Generate enquiries around communities of practice (Q1 and Q2)

What we will do?
- Political economy analysis to identify gaps (Q1, Q2)
- Mapping exercise of practitioners (Q1)
- Annual newsletter (Q4)
- 2 annual meetings/cluster meetings (Q1, Q3)
- Invite members/practitioners to related events organized by member orgs (on-going)

What is needed to make it happen?
- Enhanced commitment of members to ensure continuous interaction (on-going)
- CoP in country consultation and linking them regionally (Q2, Q3)

**Philippines**

How do we organize ourselves?
- Involve department of interior and local government and local government associations formally
- Will try to embed LOGIN activities in CLRG’s Calendar 2017 (1st quarter 2017)

What to do?
- Create a community of practice among CLRG’s alumni (local officials) (1st-3rd quarter 2017)
- Learning offer to LOGIN members (i.e. performance management and incentives) (2nd quarter 2017)
- Introduce concept of “Glass Account” to Filipino LG stakeholders (3rd quarter 2017)
Who else to involve?
- Civil society organizations and their networks
- Local government associations
- Associations of local government bureaucrats
- Association of public AD schools

Sri Lanka
- Stakeholder mapping (Feb 2017)
- Identifying relevant/active organizations/institutions (March 2017)
- Setting up the country platform (inaugural meeting) (March 2017)
- Priority setting through an interactive workshop and developing the road map (April 2017)
- Sharing with LOGIN Secretariat feedback and implement (May 2017 onwards)

Organizations
- FSLGN
- Janathakshan
- Center for policy alternatives
- Participatory Gov. Forum
- Center for Governance Initiatives
- Sri Lanka Institute of Local Governance
- Universities (Colombo, Kelaniya, J’pura)
- Law and Trust Forum
- Transparency Int
- Women Dev. Center
- Dev. with disable network
- Rights Now
- Institute for Human Rights
- Search for common grounds
- Rural center for dev.
- PALTRA
- PAFFREL
- CAFFE
- CMV