

## Programme training course: Fragility, decentralisation and local governance

**MONDAY 9 November**

### **THEORETICAL FRAMEWORK: UNPACKING DECENTRALISATION, LOCAL GOVERNANCE AND FRAGILITY**

**Experts:** **Don Seufert**

**Guest speakers:** **Michaela Haliciu** (Policy Officer Fragility and Resilience, European Commission) and **Ilona Postemska** (National Programme Officer Governance and Peace building, Swiss Cooperation Ukraine)

**Facilitators:** **Nienke Vermeulen** and **Freddy Sahinguvu**

#### **Learning objectives**

At the end of the day, participants have:

- Introduced each other and an informal environment conducive to effective learning has been created;
- Been exposed to recent development on DLG in fragile contexts.
- Discussed comprehensively the dimensions and forms of fragility ;
- Strengthen their understanding of the three dimensions (political, administrative & fiscal) of decentralisation processes and local governance in fragile contexts;
- Discussed in groups and in plenary their usual DLG approach compared to the new developments in the field and have assessed whether there is a need to adapt their approach;
- Have addressed when decentralisation is meaningful and when it is counterproductive;

08:30 **Arrival of all the participants**

09:00 **Opening remarks and welcome by Peter Knip, director VNG international and Jochen Mattern, DeLoG**

09:15 **Introductions and sharing of expectations**

10:15 **Introduction to the programme by The Hague Academy**

10:30 Coffee break

- 11:00      **Session 1: Opening session: Unpacking the concepts Decentralisation, Fragility and Local Governance, Don Seufert**  
*During this opening session, participants and experts explore the current development on the concepts of 'fragility', decentralisation and local governance (dimensions and forms). The expert will provide a thorough overview of the forms of fragility and the nexus between fragility and decentralised local governance. At the end of this process, a 'working framework' that will guide the discussions during the three training days is established.*
- 13:00      Lunch (and forming groups for session 2)
- 14:00      **Session 2: Understanding decentralisation approaches in fragile contexts, Don Seufert**  
*Presentation on the decentralisation approaches in fragile contexts. The expert will analyse the different dimensions of decentralisation (political, administrative, fiscal), and discuss how they are or can be applied in a fragile context.*
- 15:00      Coffee break
- 15:30      **Sharing experience: The EU Policy Framework for addressing fragility, conflict and violence, Michaela Haliciu**  
*In this short presentation, Michaela will provide the participants with (1) an overview of the EU Comprehensive approach to external conflicts and crisis, its corresponding action plan, and one example based on Horn of Africa and with (2) a short overview of the EU approach to resilience, its corresponding action plan and one example from Ethiopia.*
- 16:15      **Sharing experience: The challenges in dealing with the current reform agenda and the conflict in Ukraine, Ilona Postemska**  
*Ukraine is working on its reform agenda, which is now overshadowed by the current military conflict. Ilona will share lessons learnt, challenges for donors, and new approaches in the process of programming in this fragile and extremely volatile political context.*
- 17:00      **Wrap up and reflections on lessons learned**
- 17:30      Social event; joint dinner @

**TUESDAY 10 November**

**BUILDING THE STATE FROM BELOW IN A FRAGILE CONTEXT**

**Experts:** **Dion van den Berg** and **Don Seufert**

**Guest speaker:** **Jorge Rodriguez Bilbao** (Quality Support Manager of the Civil Society and Local Authorities Unit, DEVCO, European Commission)

**Facilitators:** **Nienke Vermeulen** and **Freddy Sahinguvu**

**Learning objectives**

At the end of the day, participants have:

- Revisited the main highlights of the previous day;
- Explored the disconnection between peace building and state building;
- Discussed the potential role, risks and opportunities of local governments in supporting state legitimacy in peace building on the basis of real cases;
- Assessed the role of the local governments as the first stone of state building in fragile contexts through partnerships with communities and CSOs;
- Understood what political economy analysis is;
- Discussed why political economy analysis is relevant to DLG and fragility development and designing programs or revamping projects that are not getting much traction.

09:00 **Recap day 1**

09:30 **Session 1: An interactive presentation on the disconnect between peace building and state building, Dion van den Berg**

*In this session the expert argues that state building and peace building share the same long-term goals (democracy, rule of law, sustainable development). However, in most countries evidence shows that there is a disconnect between state building and peace building at the levels of strategies, programming and financing. The central question in this session is “How can this disconnect be overcome, in particular at the local level, and which role can decentralisation play in this process?”*

11:00 Coffee break

11:30 **Session 2: Local governments’ contributions to bottom-up state building and peace building, Dion van den Berg**

*During this session, the processes and principles of the potential role, risks and opportunities of local governments in supporting state legitimacy in peace building will be analysed and discussed.*

- 13:00 Lunch break
- 14:00 **Sharing Experience: Decentralisation in fragile context: what does it mean?, Jorge Rodriquez Bilbao**  
*In this short presentation, Jorge will share the European Commission's perspective and experiences on why local authorities in fragile contexts should be in the driver seat when supporting DLG.*
- 14:45 **Session 3: Applying political economy in fragile context, Don Seufert**  
*This session will help to better understand the political economy drivers, which is important to consider when developing and implementing DLG programmes. Examples of local governance issues where political economy analysis (PEA) is applied will be addressed, such as financing municipal services and operations; inclusive and transparent governance; devolving planning functions from the central government; and the impact or effect of political divisions on LG operations.*
- 15:30 Coffee break
- 16:00 **Session 3: Applying political economy in fragile context, continued, Don Seufert**  
*The session will continue with discussing the political economy drivers and ways forward to initiate change will be identified.*
- 17:30 **Wrap up and reflection on lessons learned**
- 18:00 End of the day

**WEDNESDAY 11 November**

**EFFECTIVENESS OF SUPPORT TO DLG IN FRAGILE CONTEXTS**

**Expert:** Corina Dhaene

**Panel:** Don Seufert, Corina Dhaene and Chris van Hemert (VNG International),  
moderated by Dion van den Berg

**Facilitators:** Nienke Vermeulen and Freddy Sahinguvu

**Learning objectives**

At the end of the day, participants have:

- Reviewed the main points of the previous day through a recap session;
- Discussed and shared their insights on the monitoring and evaluation (M&E) of donors support to DLG in fragile contexts;
- Reflected together with a panel of experts, on institutional challenges and opportunities for improving DLG support in fragile contexts;
- Participated in a World Café discussion on outstanding issues that might not have been sufficiently addressed during the three days training programme.

09:00 Start of the day and recap of day 2 (by group of participants)

09:30 **Session 1: Monitoring & evaluation of donors' support to DLG in fragile contexts, Corina Dhaene**

*The session will discuss why M&E of donors' interventions in fragile contexts is essential for both donors and recipients. Different tools used by donors to monitor and evaluate the effectiveness of their interventions will be addressed, such as Theory of Change, Outcome mapping, capacity building for M&E (incl their strengths and weaknesses).*

11:00 Coffee break

11:30 **Session 1 continued: M&E of donors' support to DLG in fragile contexts, Corina Dhaene**

*The session will continue with discussing challenges and solutions of M&E assessments in fragile contexts.*

13:00 Lunch break (and voting for World Café discussion topics)



DECENTRALISATION &  
LOCAL GOVERNANCE



- 14:00 **Panel discussion: what are institutional challenges and opportunities for improving our approaches to support DLG in fragile contexts**
- 15:00 Coffee break
- 15:30 **Welcome to the World Café**  
*Three days of training are not enough to discuss all issues related to DLG in fragile context. In the World Café, a space is provided to identify and thoroughly discuss outstanding issues/questions which have not been sufficiently addressed and deserve more attention.*
- 16:30 Wrap up and reflections on lessons learned
- 17:00 Closure of the programme & evaluations
- 17:30 Goodbye drinks @ VNG office

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