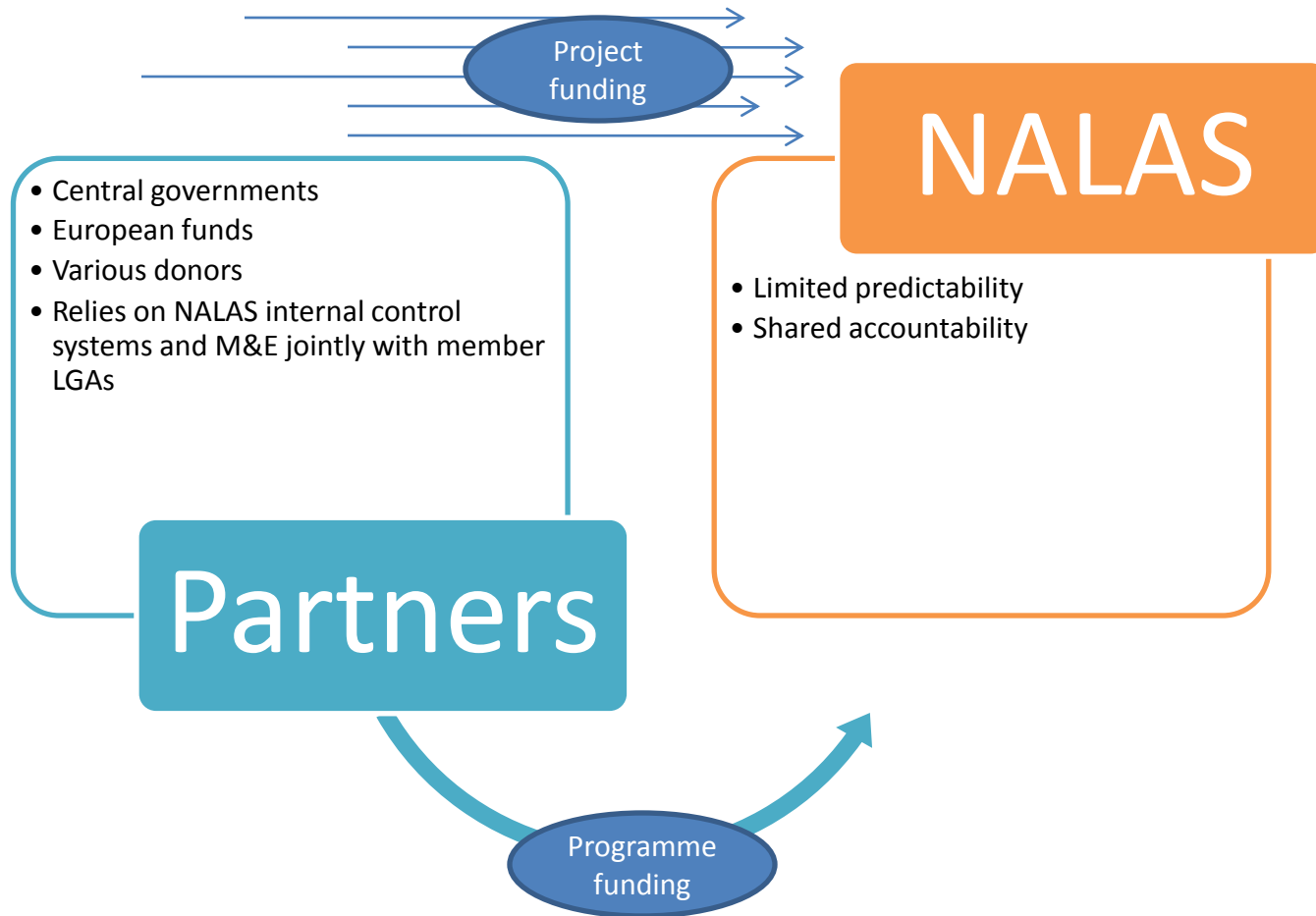


# Institutional support to LGAs and NALAS

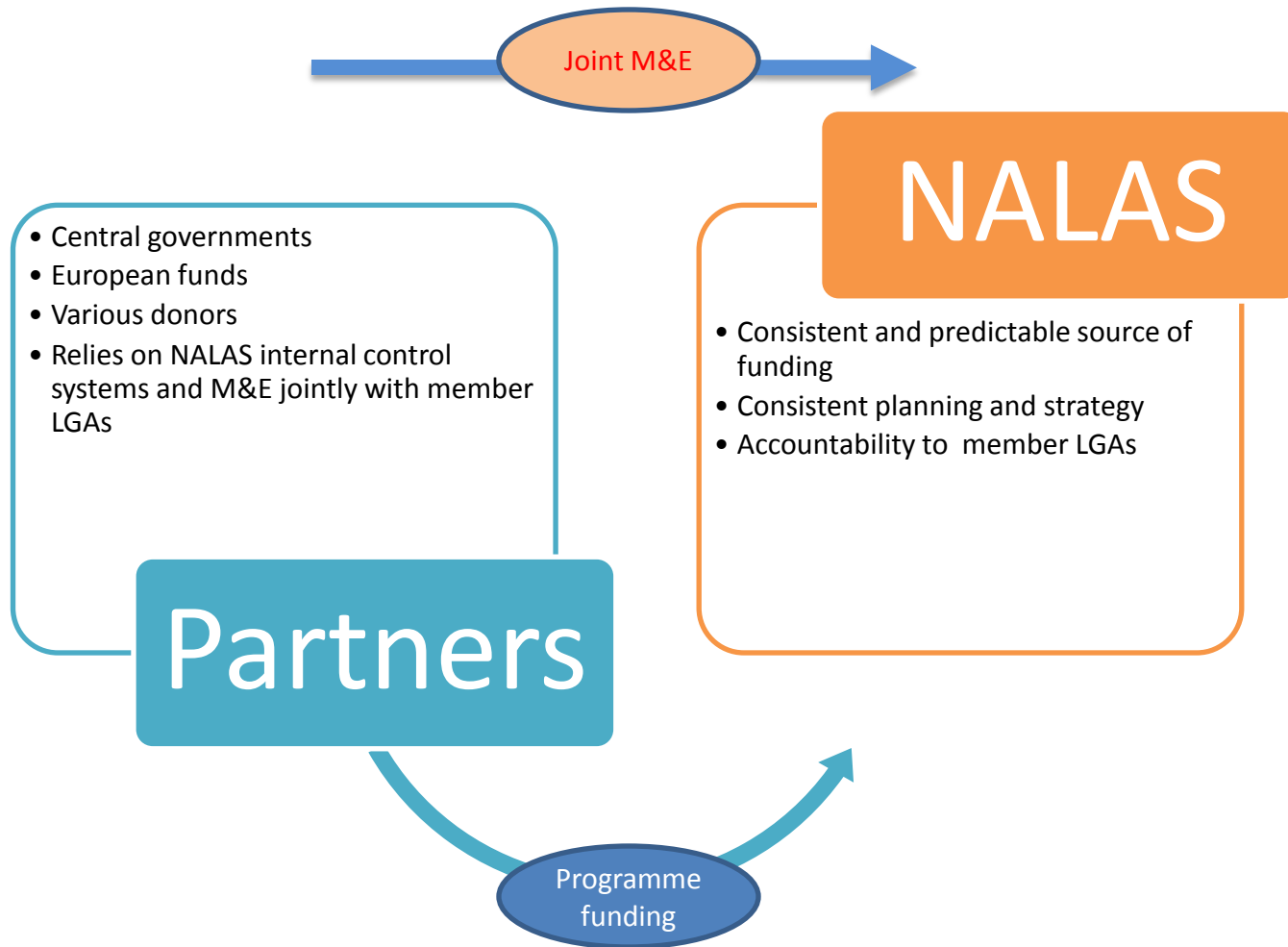
Shifting from project to programme support

*Experience of Switzerland with the NALAS*

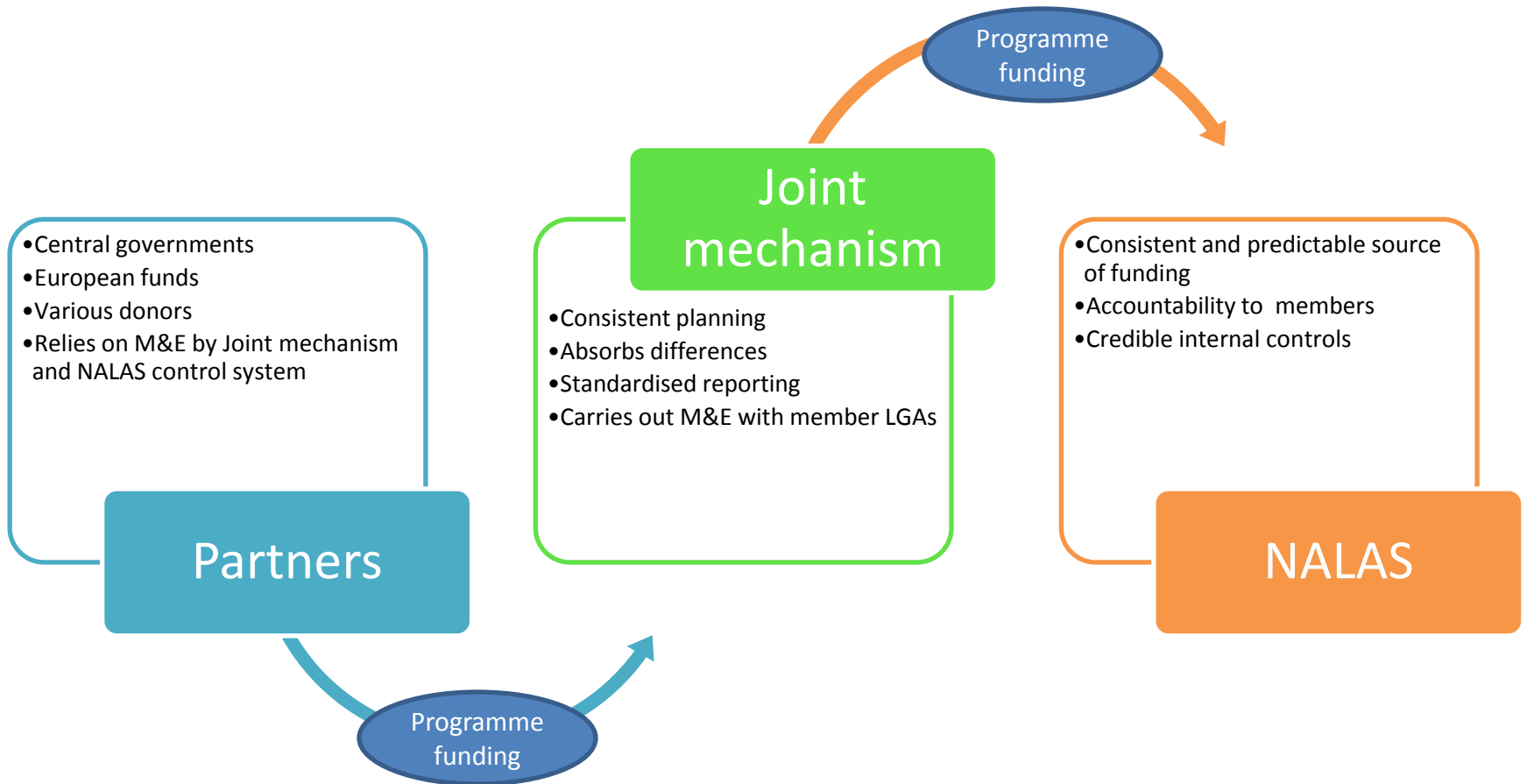
# support model



# support model



# support model



# Programme funding

SEREC report (november 2008)

- *Trust and large **autonomy** left to NALAS, with “soft backstopping”*
- *Support is **demand** driven only*
- *... **flexibility** and readiness to **negotiate** by SDC*
- *Empowerment, **trust building** approach which fosters initiative*
- *Allows fast progress in management and activities*
- *Increases capacity of LGAs to advocate*
- *Increases the **direct impact** of NALAS and LGAs on LGs*

# SDC's Findings

- Direct programme support acknowledges the legitimacy of NALAS and LGAs
- Direct programme support fosters accountability to members for results
- Direct programme support consolidates internal governance
- Direct programme support optimises the use of resources

# Selected observations (ZELS)

(before programme support)

- Pressure on expenditure posts
- Personnel structure depending on projects
- Low predictability of resources and employment
- Conflicting priorities and agenda
- Frustration of Members

# Selected observations (NALAS)

(with programme support)

- Initial caution
- Adjust to natural calendar
- Evolution towards consistent strategy and effective delivery
- Relations NALAS-Donor : transactional, not hierarchical → Stronger position
- Reasonable yet forward looking policies
- Responsiveness to members

# What is left to donors?

- Policy dialogue and advocacy
- Selected and targeted knowledge transfer
- Support to reporting and accountability process adjustments
- Overcome establishment and transition period
- Responsibility for predictability of funding

# Challenges

SEREC report (november 2008)

- *If SDC quits financing now*
- *Staff's turnover in an institution in "start up" conditions...*

# Selected observations

- Paris and Accra *stricto sensu* do not strictly apply beyond governments → *Principles do*
- To date, soft coordination rather than harmonisation → *NALAS led process*
- Donor governments vs implementing agencies : challenge for risk taking, accountability and overheads → *Rethink accountability requirements*
- Willingness of LGAs (and/or LGs) to take over → *Negotiate rolling out early*

# Opportunities

- High level of legitimacy
- Overseasable structure and portfolio
- Experience and transparency
- Capacity of NALAS to negotiate
- Example for LGA funding patterns