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Cooperation with Eastern Europe  
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# Annual Programme 2019

## Network and Thematic Unit Democratisation, Decentralisation and Local Governance



Democratisation, Decentralisation  
and Local Governance



## Abbreviation

Abbreviation	Full Name
CHR Network	Conflict & Human Rights Network
CG	Core Group of DDLG
CIVICUS	Global Civil Society Alliance for Citizen Participation
CS	Cooperation Strategy
DDLG(N)	Democratisation, Decentralisation, Local Governance (Network)
DeLoG	Development Partners Network on Decentralisation and Local Governance
E&I	Employment and Income
EP/CP	Entry Proposal / Credit Proposal
F2F	Face to Face meeting
FCS	Fragile and Conflict Situations
FoF	Forum of Federations
FP	Focal Point
GRB/SIB	Gender Responsive Budgeting/Socially Inclusive Budgeting
GOVNET	OECD DAC network on governance
HQ	Head quarter
HR, HRBA	Human Rights, Human Rights Based Approach
IDAG Korruptionsbekämpfung	Interdepartementale Arbeitsgruppe zur Korruptionsbekämpfung
International IDEA	International Institute for Democracy and Electoral Assistance
IDS	Institute for Development Studies
ITAD	ITAD Monitoring and Evaluation for International Development
IZA	Internationale Zusammenarbeit (International cooperation)
LED	Local Economic Development
LOGIN Asia	Local Governance Initiative and Network Asia
OECD / DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
PAR	Public Administration Reform
PEA / PEPA	Political Economy Analysis / Political Economy and Power Analysis
PFM	Public Finance Management
PRA	Partner Risk Assessment
SONAP	Southern Africa, East and North Africa, Occupied Palestinian Territory Division
SCO	Swiss Cooperation Office
SECO	State Secretariat for Economic Affairs
TT	Transversal Theme
TU DDLG	Thematic Unit DDLG
VSD	Vocational Skills Development

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## **Annual Programme 2019 Network and Thematic Unit Democratisation, Decentralisation and Local Governance (DDLG)**

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### **1. The Context in 2018**

The **governance context did not change remarkably** compared to the previous year. Governance deficiencies are a continuous challenge in all sectors of SDCs work. **Corruption** remains a major development obstacle, with poor performance in almost two thirds of the countries globally, and the majority making little or no progress in ending corruption.<sup>1</sup> Trends in undermining democratic institutions and processes persist. For the SDC operational work, the shrinking space for civic engagement has been a major concern. Data from the CIVICUS monitor<sup>2</sup> shows that **civil society is under serious attack** in 111 out of 196 countries, and nearly six in ten countries are seriously restricting people's fundamental freedoms of association, peaceful assembly and expression. Over a quarter of all people on the planet live in countries with closed civic space, while just 4% live in countries with open civic space. **Freedom of expression** with **attacks on journalists and censorship** is most often reported. Internet freedom has as well declined for the eighth consecutive year (e.g. with new laws restricting online media or increasing surveillance).<sup>3</sup> Because the media freedom is an essential component of corruption control, these trends as well negatively affect the fight against corruption and the state of public integrity.<sup>4</sup>

States also regularly violate the right to the freedom of peaceful assembly through the use of excessive force, the detention of protesters and the prohibition of demonstrations. Overall, **journalists, human rights defenders** and those **leading protests on the ground** are the most targeted. Of these, **women**, including groups advocating for women's rights and women human rights defenders, are most frequently mentioned, except for Africa, where these are the groups representing labor.

At the **regional level**, countries in Central and Eastern Africa, the Middle East and North Africa, Central Asia and parts of South East Asia continue to have the worst civic space conditions. In Asia and Pacific as well as the Europe Central Asia regions censorship is the number one violation, but also intimidation and harassment of activists is reported frequently in the Europe Central Asia region. In the Americas, attacks on journalists are the most commonly reported violation. In the Middle East and North Africa region, it is the detention of activists and in Africa, it is the use of excessive force against protesters.

However, as for the previous year a **nuanced analysis is important**. Trends in democratization are marked by fluctuations, upturns and downturns in individual countries and with different trends within and across regions. While in the CIVICUS report violations dominate, it also contains some good news. Some countries have improved their civic space ratings and many instances have been documented, where civic space opened up and progress has been achieved in improving respect for fundamental freedoms.

**Inclusion** is another concern that is high on the global development agenda, also for SDC. And it is an important dimension of the quality of democracy. A trend analysis of women's access to political power and the equality of social class and social group's enjoyment of civil liberties shows mixed results. There is remarkable progress in gender equality over the past four decades across all regions, though there is still a long way to go. By contrast, the inclusion of marginalized groups into the political process has seen no significant improvement in any of the regions.<sup>5</sup>

These developments confirm that the actual DDLGN learning trajectories on shrinking space for civil society, media support and combatting corruption are highly relevant. And we need to continue supporting SDC's operational work in understanding and dealing with power imbalances. Collaborative efforts with other SDC units working on gender, inclusion, human rights and fragility/conflict will continue, in order to pool forces in addressing these challenges. Furthermore, it will be important to well reflect these significant development challenges in the forthcoming dispatch (2021-2025) and to develop a strong common narrative.

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<sup>1</sup> Transparency International Corruption Perception Index 2017. Similar trends for 2018 are likely.

<sup>2</sup> People power under attack, CIVICUS, November 2018.

<sup>3</sup> Freedom on the net 2018, Freedom House.

<sup>4</sup> Index of Public Integrity 2017, European Research Centre for Anti-Corruption and State Building.

<sup>5</sup> Inclusion and the Global State of Democracy Indices, International IDEA, November 2018. And, Global gender gap report 2018, World Economic Forum: Across the four sub-indexes, on average, the largest gender disparity is on Political Empowerment, which today maintains a gap of 77.1%.

## 2. Results 2018 (see Annex 1)

### 2.1 Strengthen thematic and methodological competence

A major highlight was the DDLGN global F2F in the Ukraine, from **14<sup>th</sup> to 17<sup>th</sup> of May 2018** that coincided with the network's **ten years anniversary**. DDLGN members jointly discussed **four thematic priorities**: (1) nexus DDLG and fragility/conflict, (2) media support, (3) gender responsive and social inclusive budgeting (GRB/SIB) and (4) governance as transversal theme. Further, they engaged in knowledge exchange hubs offered by peers, on topics such as: civic engagement (SCOs Albania, Bolivia, HQ), political empowerment of women (SCO Bangladesh), local economic development (HQ), performance based grant schemes (Helvetas Kosovo), inclusion (HQ), donor dialogue in DDLG (SCO Ukraine), governance in partner organisations (SCO Benin), and the Journey on Nepal's Federalism (SCO Nepal).

The one day **field visit** was another important moment for joint learning by illustrative examples. Exposure visits addressed issues of building trust and restoring governance in the conflict affected Ukrainian context, the role of media and initiatives to stop fake news, the fiscal decentralization reform and budgeting processes, including participatory and gender based budgeting, and the larger governance and decentralization reform process. Finally, DDLGN members jointly defined the learning agenda for the coming two years. Besides follow up activities for ongoing workstreams, the fight against corruption was selected as most important new learning priority.

The F2F was a **collaborative process** conducted with all core group members and the Ukrainian team, as well as the two gender and conflict and human rights units. Overall, participants expressed very high, to high **satisfaction**. Highest scores went for the relevance for their work, new connections to people, and the togetherness as a learning community.

(See: <https://www.shareweb.ch/site/DDLGN/events/2018F2F/SitePages/Home.aspx>). A major setback was the absence of several network members from the SONAP region and from Kosovo due to visa problems, despite careful prior arrangements.

During the year, the DDLGN has been engaged in a number of **thematic learning trajectories**. The work is carried forward by different working groups, consisting of the TU, core group and sometimes network members and members of other thematic units. The F2F was an important moment to share, discuss and validate first results produced in the working groups.

**Nexus DDLG and fragility/conflict:** This entailed different steps over the years 2017, 2018 and produced different outputs: (1) Establishment of a state-of-the art study on governance programming in fragile contexts through an IDS expert. (2) Establishment of six case studies on how different DDLG programmes are impacted by fragile/conflict contexts and what positive influence they might have (Afghanistan, Egypt, Burundi, Mali, Ukraine, Honduras). (3) Discussion of first findings of the case studies during the F2F and exchange on selected issues of interest for the participants. (4) Post F2F production: finalization of all case studies and production of a synthesis paper, capturing overall learning.

**Some of the take aways:** (1) Local governance programmes can play an important role in *promoting dialogue and rebuilding trust*, which is often a fundamental pre-condition for any successful programme intervention. The facilitation of inclusive multi-stakeholder dialogue for joint problem solving around concrete issues is inherent to local governance strategies. Several network members are particularly interested to further discuss the issue of trust building. (2) In contexts where the space for DDLG work is under pressure it still can contribute to *maintain achievements before a crisis*, i.e. maintain scope for dialogue, uphold domestic stakeholder's capacity for delivering services and promote networks that underpin civil society. (3) *Common understanding and transparent, clear communication* within SDC office, with implementing partners and towards the larger public is essential in such contexts, not only, but also for DDLG work. This needs continuous attention and it requires dedicated efforts to contextualise our language. (4) The *collaboration with multiple actors* is very important and a key characteristic

of SDCs governance approach. It is however a challenge when it comes to the question of how to deal with extremist Islamist or other armed groups. This is an issue that will be further analysed. **5)** Another challenge is *how to measure and monitor* DDLG results in such contexts. It also relates to the current reflections on adaptive programme management and remote monitoring within SDC that will continue.

**GRB/SIB:** The collaboration produced two case studies on GRB/SIB interventions in Kyrgyzstan and Bangladesh, and one input paper on the conceptual framing and donor approaches. The latter suggests to use the logic of the budget cycle and human rights based approach as basic frame, which has been validated by network members during the F2F. Prior to the F2F, 73 members of the DDLG and the Gender networks engaged in a joint e-discussion. They pointed out that GRB/SIB should not be seen as an isolated approach but be integral part of SDCs participatory budgeting and social accountability work. It should also be linked to its assistance to parliaments and its policy initiatives aiming at social inclusion. The summary of all discussions and documents will be captured in a synthesis paper due by the end of 2018. A short practical guidance note is planned for 2019.

**Media support:** During the F2F, the findings of the SDC experience capitalisation of 2017 has been shared and participants engaged in a peer discussion on selected topics: 1) media and inclusion, 2) media sustainability, 3) media in fragile/conflict contexts. The third topic provided complementary insights to the learning on DDLG work in fragile/conflict contexts. Media can play an important role in deconstructing social divides, and to be a voice for vulnerable, conflict affected groups. They can be an important source of information about the security situation in conflict affected zones. In violent or authoritarian contexts online and satellite broadcasting can be alternative means to publish independent information. But media need to pay attention to their security plans and risk management strategies and they should train journalists on code of conduct and safety measures. SDC media programmes need to consider supporting media in this regard. The exposure to the Ukrainian media landscape during the F2F field visit was very interesting in highlighting the toxic impact of propaganda and fake news on the society, the divide in patriotic versus more nuanced media, and the importance of enhancing media literacy. For the coming years, knowledge provision and exchange on jointly identified issues will continue.

**Governance as transversal theme:** The practical SDC guide on how to apply governance as transversal theme has been presented to divisions and the cooperation office Albania. It was introduced and discussed during the F2F, with an illustration of how selected cooperation offices approach this. Participants jointly defined action plans for their divisions. During the IZA days, the focal points DDLG and Gender organised a joint working session on proven practice of integrating transversal themes. Interesting approaches at the level programme work, SDC and partner institutions and policy dialogue from Mongolia, Benin, Zimbabwe and SECO have been shared. Furthermore, a practical guide on transversal governance in the water sector has been finalised and one for vocational skills development initiated.

**Three new learning trajectories have been initiated** together with the networks CHR, education and E&I: **1) shrinking space for civil society, 2) civic and human rights education and 3) local economic development (LED).** For 1) and 2) analytical input papers for joint discussion are in preparation. Further, a joint webinar and e-discussion on LED took place, revealing different viewpoints either from a governance or a private sector/market development perspective: the first highlighting the importance of multi-stakeholder processes with a key facilitation, coordination role for local governments, whereas the second mainly sees government's role in providing enabling policies and economic services. There is an interest to further analyse how in practice SDC converges these perspectives. The ongoing work on mapping and analysing SDC practice in **public financial management (PFM)**, and its positioning against international state-of-the art will result in an issue paper by early 2019.

The learning also included **courses** for DDLGN members. Via the development partners

network DeLoG, a course on sustaining peace and local governance was organised in Brussels, with participation of 7 representatives from SDC and implementing partners. It provided interesting insights about the nexus between service delivery and conflict prevention/transformation and the potentials of local governance in strengthening social cohesion. SDC contributed with several expert inputs. Further, DeLoG conducted two e-courses on decentralisation, local governance that generated strong demand by DDLGN members (on average 6 participants). All courses had positive feedbacks. In September, the TU DDLGN organised a course on political economy and power analysis in Berne (with Policy Practice and IDS), and in December, a course on fiscal decentralisation in Lucerne (with Lucerne University of Applied Sciences HSLU). In another collaborative effort with the CHR and the gender unit, the TU DDLG co-facilitated a joint training for the Myanmar office on how to integrate governance, gender, human rights and CSPM approaches in their programmes. It was a first effort to promote a more coherent approach in applying these 4 lenses and respective tools.

## 2.2 Advisory services and support to application of knowledge

During the year, the TU had **manifold interactions** with different SDC units. This was very beneficial for integrating available DDLG experience and proven practice in SDC operational work, but also in terms of maintaining an overview of the overall governance portfolio development and staying connected across the SDC.

In the **Eastern Europe Cooperation**, the involvement at early stages and combined with country missions in the governance portfolio development for Moldova and Albania was very useful for an informed and continuous follow up. The TU also accompanied entry proposals and subsequent tender processes for Macedonia and Serbia, as other examples of early involvement and prospective follow up. It further contributed to the annual conference of Eastern Cooperation that focused on the topic 'democracy and the rule of law'.

In the **South Cooperation**, the TU was regularly involved in advising and commenting the development of several new programmes within the governance portfolios of Mozambique, the Horn of Africa and Egypt, in close collaboration with the SONAP regional governance advisor and its core group member. It participated in a peer review mission for the SDC civil society support programme in Rwanda, and in the subsequent regional workshop on 'ways to deal with the shrinking space for civil society'. Results of these discussions will also nurture the learning trajectory. Under the coordination of the SONAP regional governance advisor, the DDLG unit supported a peer learning process on social accountability approaches in Tanzania and Mozambique, and the development of a common guideline for designing and monitoring social accountability interventions. Other milestones were the regular inputs to the cooperation strategy development for Myanmar, the participation in the review mission of the parliament support programme in Mongolia and the contribution to the new strategic plan of the Asia local governance network (LOGIN), which is supported by the SDC.

For the **Global Institutions Division** the TU provided inputs to the renewed UNDP core contribution and the high level visit of the new UNDP administrator in Berne, for the Swiss statement on IDA 18 Mid Term review, to the EPs/CPs of the Pathfinder initiative (SDG 16+), and for the SDC contribution to the corruption competence centre U4. The management of this contribution was transferred to the DDLG unit by November 2018. With the **Institutional Partnership Division** exchanges happened around SDC's new NGO policy and for one of its annual cluster meetings.

The **collaboration with the Parliament Services** entered its 3<sup>rd</sup> year. At this time, several activities with parliament counterparts in Macedonia and Mongolia are underway and new entry points for collaboration with Albania are under discussion. Topics cover a broad range of parliament functions. The collaboration is much appreciated. It offers the possibility of expert discussions among peers on concrete questions. The SDC benefits with a stronger profile and visibility of Swiss know how in the partner countries. Not to underestimate is the important

linking role of SCOs in building common ground, and for ensuring the follow up of activities with their partners.

The session on **sharepoint** during the F2F was useful to refresh network member's awareness about available information and knowledge resources. It needs however further efforts to better guide the research of information and to enhance the visibility of available peer expertise. **Peer exchange** works well in structured formats (e.g. e-discussions), but is rarely self-initiated. Besides the time constraints of members, the available sharepoint format is not conducive for promoting dynamic virtual communication.

### **2.3 Contributions to policy development and international expert dialogue**

In terms of policy development the TU is preparing a SDC **governance policy**, in close consultation with other thematic units. After a second round of larger consultations in January 2019, the final version will be submitted for approval. Meanwhile, a short **explanatory video** on the way of promoting good governance was produced, with the support of the EDA Info: [https://www.eda.admin.ch/deza/de/home/themen/anwaltschaft\\_undguteregierungsfuehrung/gute\\_regierungsfuehrung.html](https://www.eda.admin.ch/deza/de/home/themen/anwaltschaft_undguteregierungsfuehrung/gute_regierungsfuehrung.html).

At the level of the **DAC GOVNET**, the TU DDLG continued inputs to the actual workstream on inclusive governance, and it was invited to present the findings of the experience capitalisation on SDC's media support. This is a topic of interest for several donors and development practitioners, who want to find solutions for the challenges media is facing today and to enhance effectiveness of their media support. The co-chair function exercised by the DDLG thematic responsible required considerable efforts, but was very beneficial in structuring ongoing work and agenda setting. In the **DeLoG** network the TU is continuously contributing to develop the course offer and acts as sounding board member. For a DeLoG side event on 'localising the SDG's' during the Africities summit in Morocco, panellists from the SCO Benin and local government partners of the SCO Burkina Faso could be mobilised. In both countries SDC is active in supporting subnational institutions for the implementation of agenda 2030.

The **management of strategic partnerships** has been much more intense than expected due to unforeseen circumstances. Further, the TU DDLG was very committed in accompanying the new strategy development of the Forum of Federations. And for the first time, the TU participated in the steering board meeting of U4. This provided a good overview of actual U4 knowledge production that can be useful for SDC. It also provided useful connections to anti-corruption specialists of other development agencies.

## **3. Priorities 2019 (see Annex 2)**

### **3.1 Strengthen thematic and methodological competence**

The **work in the learning trajectories** will be continued and some concluded (e.g. PFM and GRB/SIB). The cooperation offices Mali and Honduras asked to deepen analysis on DDLG in fragile/conflict contexts, namely on issues of armed groups, adaptive management/remote monitoring and multi-stakeholder platforms. Further, peer exchange on trust building will continue as well as an exchange with the Asia network LOGIN on working in fragile/conflict contexts. The summary of findings shall be discussed in the F2F of the CHRnet in June. In collaboration with the quality assurance division, the poverty focal point and other related SDC divisions, the TU DDLG will contribute to a joint learning event on adaptive programme management / remote monitoring / theory of change, and it will continue to provide guidance.

The work on shrinking space for civil society (conceptual approach and SDC positioning) will also be presented, discussed, and validated in the CHRnet F2F. The conceptual work on civic and human rights education will be finalised and current SDC practice shared in a joint e-discussion. These findings, as well as results of the LED work stream will be discussed in the F2F of the education/E&I network in May. It is foreseen that in this occasion also the transversal

theme of governance in education will be addressed. The media work stream has two priorities: 1) joint reflections around theories of change and respective research evidence, and 2) the preparation of knowledge resource packages on digital media/media literacy and on media and inclusion/gender.

Finding effective and innovative ways for combatting **corruption** will become a **new learning priority** for the next two years. The identified issues of concern cover a wide spectrum. As starting point, the overview of SDC anti-corruption programmes/initiatives has been updated. The next step is to analyse and share experiences and lessons. The DDLG unit will support members in accessing knowledge resources produced by the U4 competence centre, such as particular publications, studies, the help desk function, courses or tailor made webinars.

**The DDLG course offer has 4 pillars:** **1)**, courses provided by the DeLoG and U4; **2)**, piloting a foundation training on governance; **3)**, developing a coherent training offer that integrates the perspectives governance, human rights, leaving no one behind, gender and fragility/conflict; **4)**, response to demands for workshops on governance as transversal theme and political economy and power analysis, or other DDLG issues. The DDLG unit will also seek synergies with the Asia network LOGIN.

### **3.2 Strengthening operational practice**

Besides the regular advisory services, **a major priority** will be the joint work among the DDLG, CHR, gender and the poverty units to develop a more coherent set of instruments for supporting context analysis, programming and institutional readiness.

### **3.3 Contribution to policy development and expert dialogue**

Besides the continuous engagement in global platforms (GOVNET, DeLoG) and the management of strategic partners (Forum of Federations, International IDEA, U4) the TU DDLG will concentrate on four major priorities: **First**, contribute to an international conference on grand challenges in media support and to follow up activities. **Second**, host the DeLoG annual meeting in Switzerland, where members will discuss global trends and results produced in the actual workstreams (localising the SDGs, territorial/urban development, innovative finances for local governments, sustaining peace and local governance). **Third**, provide inputs to the high level panel forum in July on SDG16 reporting. This shall be done in a coordinated manner with other SDC units. **Fourth**, contribute to prepare the next dispatch and foster a common narrative by the DDLG, CHR, gender and poverty units. The TU DDLG will continue developing a theory of change for governance that could also inform the monitoring framework of the next dispatch.

### **3.4. Network animation, communication and management**

The TU DDLG will further upgrade the sharepoint to make it more user friendly, and it will invest to better visualise available knowhow of its members. It will produce joint quarterly newsletters together with the CHR, gender and poverty units. The initiated revision of the SDC governance webpage will be finalised and a monitoring system for the DDLG put in place.

A major undertaking is the joint **pilot project of the DDLG, CHR, Gender and Poverty units**. The aim is to test new forms of collaboration and team management for more coherent, agile and efficient work. A kind of thematic ‘one stop shop facility’ shall simplify ongoing efforts of closer collaboration, as well as the support to cooperation offices and their interaction with the thematic units.

Another milestone will be the **change in the focal point position** mid-2019. The handing over will be carefully prepared. For an overview on budget and human resources see Annex 5&6.

## Annex 1 Network and Thematic Unit DDLG - Expected Results 2018 – Review November 2018

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
<b>Strengthen thematic and methodological competence</b>	The DDLG F2F and its <b>10 years anniversary</b> are milestones to foster the network spirit, for joint learning and shared understanding	- Level of participation and contributions of DDLGN members - Appreciation by DDLGN members	- Plan & organise 10 years celebration - Organise, F2F together with the CG, other involved networks and promote peer learning and networking	- F2F conducted with active participation & contributions by CG &network members, as well as representatives of gender and C&HR networks - Positive feedback by participants - After action review conducted and shareweb uploads done
	Learning and joint conclusions on how to address the <b>nexus fragility-DDLG</b> ( <u><a href="#">cross learning with C&amp;HRnet</a></u> )	- Available studies, papers - Results of joint discussions - Captured and synthesized learning - Agreed conclusions, recommendations - After F2F 'action plan'	- Conduct 3 more field research and establish 6 case study reports - Conduct expert workshop on comparative insights - Share constantly over Shareweb - Develop practical insights (guidelines or else) during F2F - Organize follow up after F2F with CHR	- All case studies conducted, overall reports and summaries established - Expert Workshop conducted, foto report available; findings shared during F2F through case study reporting and draft synthesis paper, as well as an open space discussion. Joint conclusions documented - Follow-up activities planned until CHR F2F: finalised synthesis paper (by Jan 2019); action research with two offices (Mali, Honduras) and online exchange on trust-building initiated. - Exchange with LOGIN members active in fragile contexts initiated
	Enhanced knowledge on ways to support <b>media</b> and to address related challenges	- Results of SDC CapEx disseminated at HQ - Information of DDLGN members about approaches and available guidance of SDC and other development agencies - Shared insights on innovative approaches	- Share results of media capitalization within SDC and DDLGN - Co-Learning with SONAP peers - Update SDC guidance on media support - Follow up on the CapEx recommendations	- At the F2F: Media capitalization and review of donor approaches shared with DDLGN members; Fondation Hirondelle presentation of media sector; joint discussions on selected topics with inputs of SONAP peers and agreement on future priorities. - SDC Media Guide update finalisation delayed to March 2019 - Concept note for future work on Theories of Change/research evidence approved

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
		<ul style="list-style-type: none"> <li>- Initial steps to further strengthen support services</li> </ul>		
	<b>PFM, GRB/SIB</b> <i>(cross learning with Gendernet)</i>	<ul style="list-style-type: none"> <li>- Available papers, studies</li> <li>- Common conceptual understanding in GRB/SIB</li> <li>- Shared insights on promising approaches</li> </ul>	<ul style="list-style-type: none"> <li>- Establish state of the art, donor mapping and 2 case studies on SRB and GRB</li> <li>- E-discussion</li> <li>- Share &amp; discuss first findings during F2F</li> <li>- Revise PFM mapping and analysis; develop guidance paper</li> </ul>	<ul style="list-style-type: none"> <li>- GRB/SIB state of the art papers, donor mapping and 2 case studies prepared; e-discussion conducted; first findings shared/discussed during F2F. Validation of conceptual approach.</li> <li>- Draft Input paper on GRB/SIB established and commented.</li> <li>- Revision of SDC PFM mapping and revision of topic paper initiated.</li> </ul>
	Further learning on <b>civic engagement</b> <i>(cross learning with C&amp;HRnet, Education Net, IP, Swiss NGO platform)</i>	<ul style="list-style-type: none"> <li>- Synthesis of e-discussions, other available papers</li> <li>- SCOs engaged in reflective practice</li> <li>- SCOs appreciation of the learning processes and operational relevance</li> </ul>	<u>Shrinking space:</u> <ul style="list-style-type: none"> <li>- Define roadmap</li> <li>- Collect and review relevant international policy approaches, guidance documents</li> <li>- Collection, joint discussion of SDC approach and experience (e-discussion?)</li> <li>- SONAP Workshop</li> <li>- Support reflective practice with selected SCOs</li> </ul> <u>Enabling Environment (lead EAD)</u> <ul style="list-style-type: none"> <li>- Contribute to SDC-Swiss NGO working group and workshop in June</li> </ul> <u>Civic and HR education:</u> <ul style="list-style-type: none"> <li>- Collect main</li> </ul>	<u>Shrinking space:</u> <ul style="list-style-type: none"> <li>- Concept for Learning Journey defined; Survey on burning issues with DDLGN and CHRNet members conducted and synthesis document available;</li> <li>- Draft Desk Study on existing strategies available</li> <li>- Participation and inputs to peer review of CS support programme in Rwanda and to subsequent regional SONAP Workshop on shrinking space;</li> <li>- Inputs on shrinking space provided at IP Cluster Meeting, CHRnet meeting and IZA days</li> <li>- Elaboration of an FDFA intranet page gathering ongoing discussions and outputs by different FDFA units</li> </ul> <u>Contributions to the work on enabling Environment for CS with Swiss NGO Platform:</u> <ul style="list-style-type: none"> <li>- Regular participation in WG;</li> <li>- World Café input at learning event in September</li> </ul> <u>Civic and HR education:</u>

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
			<p>understanding and approaches in international governance community, HR community and Education community</p> <ul style="list-style-type: none"> <li>- E-discussion with 3 networks</li> <li>- Type of further products to be defined after E-discussion and produced accordingly</li> </ul>	<ul style="list-style-type: none"> <li>- Concept note for cross-learning with EduNet and CHRnet available, as well as first overview of concepts and orientation for civic and HR education;</li> <li>- Workshop with expert inputs kick-started the learning process; draft of short framing paper available to set the stage for an E-discussion with network members</li> <li>- Sample of SDC projects identified</li> <li>- E-discussion postponed to January 2019 as conceptual framing took longer than expected</li> </ul>
	<p>SDCs profile &amp; work in combating <b>corruption</b> is further strengthened <i>(in part collaboration with C&amp;HRnet)</i></p>	<ul style="list-style-type: none"> <li>- Outward communication</li> <li>- Shared knowledge on current SDC operational experience</li> <li>- Further reflections on how to approach in operational work</li> </ul>	<ul style="list-style-type: none"> <li>- Update internet page on combatting corruption</li> <li>- Analyse experience of SDC anti-corruption programmes, including the evidence of their contribution to peace &amp; security</li> <li>- Collect further insights on how to include anti-corruption work in domain portfolios and how to address it in challenging political contexts</li> <li>- Coordinate and support the SDC working group on combatting corruption</li> </ul>	<ul style="list-style-type: none"> <li>- Update of the SDC web page on corruption completed. To be uploaded with revised web pages on governance in Jan/Feb 2019.</li> <li>- Updated mapping of SDC anti-corruption programmes/targeted measures is available. Analysis &amp; discussion of experience shifted to 2019 as part of a new learning trajectory. Nexus to peace &amp; security no priority for the time being. (Decision by the SDC working group on combatting corruption 17.08.2018).</li> <li>- Review of actual SDC strategy and proposals for possible update available. To be discussed with SDC working group corruption.</li> <li>- Completed demand clarification with SCOs about key issues and preferred learning formats regarding a new learning trajectory on corruption. First ideas available to design learning process and action plan (in 2019).</li> <li>- Regular coordination of activities of the SDC anti-corruption working group, but less intense in 2nd semester, also due to shifts in personnel; action plan completed by 50%, and by 80% in Jan. 2019. Regular participation in IDAG meetings over the year assured, incl. presentation of the SDC approach in May.</li> </ul>

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
	<p>Knowledge on the SDC approach in <b>governance</b> and how to apply as <b>transversal theme (TT)</b> in operational work (<u>collaboration with C&amp;HRnet &amp; Gendernet; collaboration with QS &amp;EC</u>)</p>	<ul style="list-style-type: none"> <li>- Available policy paper and sector guidance papers</li> <li>- Course ready to start</li> <li>- Dissemination measures</li> <li>- Support services to SCOs, divisions</li> <li>- Policy markers</li> <li>- Key indicators to monitor integration of governance as TT</li> </ul>	<ul style="list-style-type: none"> <li>- Elaborate governance policy paper</li> <li>- Prepare governance foundation course</li> <li>- Elaborate sector guidance governance as TT in education, VSD</li> <li>- Further disseminate available guidance and support the practical application of governance as TT (e.g. in Albania)</li> <li>- Further elaborate governance policy markers and proposition on how to monitor governance as TT in the current/forthcoming message</li> </ul>	<ul style="list-style-type: none"> <li>- Outlines of policy paper and foundation course consulted with CHR &amp; and Gender units; 2nd revised policy paper by Dec. for consultation in Jan 2019. Elaboration of foundation course put on hold till Myanmar workshop experience in Sept. Completion early 2019 and piloting 2nd semester 2019.</li> <li>- Dissemination of the guide governance as TT during F2F and elaboration of division action plans. Follow up by CG members.</li> <li>- Guide on governance as TT in education on hold because of divergent visions &amp; scarce resources in the 2 other networks; initiated guide for VSD and finalised guide for the water sector</li> <li>- Introduction of the guide Governance as TT in the South Cooperation Department and in the West Africa Division, (in other divisions introduced by the CG members), during a mission in Albania and the Sept workshop in Myanmar. Introduction in HA department in early 2019.</li> <li>- Guide for policy marker governance completed, to be approved by the Directorate. Actual numbers for policy marker checked and targets to be defined Jan 2019.</li> <li>- Instructions for monitoring governance as TT pending; seeking joint approach with other units (CHR, gender, poverty).</li> </ul>
	<p>First steps to broadening knowledge base on <b>territorial development/LED</b> (<u>collaboration with E&amp;Inet and SDC learning group on urbanisation</u>)</p>	<ul style="list-style-type: none"> <li>- Case studies</li> <li>- Overview of SDC approach, identification of relevant aspects/questions</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss steps and process in the two networks</li> <li>- Conduct case studies in collaboration with E+I on Local Economic Development (possible involvement of ECDPM)</li> <li>- Follow up on possible other initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Powerpoint on state of the art and SDC approach</li> <li>- Webinar based on state of the art ppt as well as additional presentations of 6 short country studies</li> <li>- E-discussion following the webinar</li> <li>- F2F discussion &amp; exchange among core group members and E+I used for identification of relevant questions, aspects to deepen</li> </ul>

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
	Supporting <b>PEA</b> practice	<ul style="list-style-type: none"> <li>- Available update of tools</li> <li>- Testing application with selected SCOs</li> </ul>	<ul style="list-style-type: none"> <li>- Proposition of a simplified tool for SDC and finalisation, approval</li> <li>- Coordination with CHR/Gendernet on analytical tools</li> <li>- Establishment of a good shareweb site on PEA for field offices</li> <li>- Expert Workshop on 'Adaptive Learning and Management'</li> <li>- PEA course with a focus on operations and management in the frame of the Learn4Dev development partner group</li> <li>- Respond to demands of SCOs for application</li> </ul>	<ul style="list-style-type: none"> <li>- Learn4Dev Course on 'PEA and Adaptive Learning and Management' conducted 11/12 September in Bern with Policy Practice and IDS</li> <li>- Webinar on Adaptive Learning and Management conducted with ITAD</li> <li>- Simplified tool for SDC planned for next year in coordination with CHR/Gendernet.</li> <li>- Revised Shareweb site on PEPA yet to be established.</li> <li>- No testing of application with SCOs, but the PEA Course in Tunisia used a concrete case study to elaborate the reorientation of this program.</li> </ul>
	Guidance for <b>RBM</b> in DDLG	<ul style="list-style-type: none"> <li>- Documented, shared experience on ARI/TRI</li> <li>- Guidance paper</li> </ul>	<ul style="list-style-type: none"> <li>- Collect experience with ARI/RI</li> <li>- Finalise guidance in RBM DDLG</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback by CG members in December indicates that ARI/TRI have been integrated to certain extend in new CS and in annual reporting; dedicated efforts made by the Western Balkans Division. No particular feedbacks on experience with ARI/TRI. Reporting on ARIs will be summarised, analysed together with QS in Jan 2019.</li> <li>- First draft ToC for governance elaborated, as basis for RBM</li> <li>- Launch of Capstone Course with University of Zurich on Results measurement in DDLG. (Master students analyse relevant M&amp;E initiatives and indicator systems and make proposals for the TU DDLG). Deliverable 1 (overview of commonly used indicators in DDLG) established.</li> </ul>

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
	Network members access and use DDLG training offers	<ul style="list-style-type: none"> <li>- Number of courses offered</li> <li>- Available information on course offers</li> <li>- Level of participation in DDLG course offers and satisfaction of participants</li> </ul>	<ul style="list-style-type: none"> <li>- Upload information on course offers on shareweb</li> <li>- Facilitate opportunities to participate in DeLoG courses</li> <li>- Organise fiscal decentralisation course</li> </ul>	<ul style="list-style-type: none"> <li>- Information on course offers uploaded</li> <li>- 3 DeLoG courses offered: 2 e-courses on DLG (on average 6 participants) and F2F course on DLG &amp; Sustaining Peace (7 participants). Positive feedbacks.</li> <li>- Fiscal decentralization course conducted in Dec (16 participants). Collection of Feedbacks in process. Joint debriefing in Jan.2019</li> </ul>
<b>Support application of knowledge in operational work</b>	CS, Programmes integrate DDLG practice recommendations	<ul style="list-style-type: none"> <li>- Support services TU</li> <li>- CS, CPs, EoPR</li> </ul>	<ul style="list-style-type: none"> <li>- Inputs to CS OPT, Myanmar, Afghanistan, HoA</li> <li>- Analysis of DDLG uptake in programme</li> </ul>	<ul style="list-style-type: none"> <li>- Inputs to CS OpT (later postponed to 2019) and HoA on demand; reorientation of governance domain in Afghanistan on RoL;</li> <li>- Inputs to CS Myanmar with uptake to certain extent</li> <li>- Several inputs to EPs and CPs, in several cases with continuous involvement where uptake could be observed.</li> <li>- No EoPRs received during the year; collection via CG in December. Analysis in January 2019</li> </ul>
	Members can access and use knowledge resources and they engage in shareweb communication	<ul style="list-style-type: none"> <li>- # sharepoint visitors</li> <li>- Members contributions via shareweb</li> <li>- Members feedback on shareweb's usefulness</li> </ul>	<ul style="list-style-type: none"> <li>- Continuously update pages/information</li> <li>- Upload documentation on PAR &amp; inclusive governance</li> <li>- Animate peer inputs/discussions</li> </ul>	<ul style="list-style-type: none"> <li>- All documents uploaded in view of the F2F; DDLGN shareweb promoted during F2F</li> <li>- PAR upload postponed to 2019</li> <li>- Available format for shareweb E-communication is not user friendly; need to reflect on different approaches</li> <li>- Sharewb use: from 1.9.2017-31.8.2018: 4'100 visits with an average of 340 unique visitors per month (see activity report IDS). Members use shareweb mostly for accessing documents, news or links; the frequency is once every quarter or six months; 64% find it useful, 18% are neutral (see members survey on DDLGN services in July, with 32 respondents).</li> </ul>
<b>Partner with centres of expertise and contribute to international expert</b>	DDLG contributes to advance the international governance agenda (namely SDG 16) and	<ul style="list-style-type: none"> <li>- Inputs to global platforms</li> <li>- Benefits for DDLGN members and TU from IDS mandate</li> </ul>	<ul style="list-style-type: none"> <li>- <u>Govnet</u>: Share SDC experience in inclusive governance and contribute to the</li> </ul>	<u>Govnet</u> : SDC input with 5 examples to Govnet survey on inclusive governance. Sharing of findings with DDLGN members during F2F. Presentation of SDC media CapEx findings during February meeting. Considerable engagement to guide Secretariat and push for

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES	Achievements as of November 2018
<b>&amp; policy dialogue</b>	benefits from global expertise	- Inputs from partners for the use of DDLGN	<p>definition of workplan 19/20</p> <ul style="list-style-type: none"> <li>- Contribute to <u>DeLoG</u> workstreams DeLoG advisory group</li> <li>- Follow up activities with <u>IDS</u></li> <li>- Follow up partnership with <u>U4</u></li> <li>- <u>Int. IDEA</u>: Presentation of Global State of Democracy Report to SDC, Follow-up discussion on Democratic Accountability in service delivery</li> <li>- <u>FoE</u>: Feedbacks to strategic plan and Results-Based Management; Decide on next phase and prepare</li> <li>- Feedback to the DDLGN about global level debates and partners expertise</li> </ul>	<p>implementation of workplan, SDC proposals for the workplan 19/20 submitted. Participation in the advisory group.</p> <p><u>DeLoG</u>: Contribution to the revised DeLoG Charta and inputs to the training on DLG &amp; sustaining peace. Participation in the strategic support group and the L4Dev working group. Participation in annual meeting in May. Facilitation of SCO representation in a side event during the Africities summit.</p> <p><u>IDS</u>: Review of 1<sup>st</sup> year of collaboration and planning meeting for 2<sup>nd</sup> year conducted. Work streams overall on track but some issues about delays. Activity plan &amp; budget for 2<sup>nd</sup> year established.</p> <p><u>U4</u>: Discussions and feedback to the EP in May-July. Inputs to write the CP. Contract prepared and signed in Nov. Participation in annual donor meeting in Nov.</p> <p><u>IDEA</u>: Global State of Democracy report presented at the DDLG annual programme presentation; input to inter-regional WS on SDG 16; heavy engagement in the Institute's governance including external audit</p> <p><u>FoF</u>: 2 times feedback to new strategic plan; Partner Risk Assessment to be finalized in December and new phase to be approved early 2019</p> <p><u>Update of DDLGN members</u> on actual collaborations and work priorities during the F2F in May.</p>

## Annex 2 Network and Thematic Unit DDLG – Objectives and Expected Results 2019-2020

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES 2019	DEADLINE	RESPONSIBLE
<b>Strengthening thematic and methodological competence</b>	<b>Nexus Fragility – DDLG: Further guidance and insights to open issues (cross-learning with CHRnet)</b>	- Agreed conclusions, recommendations - Available synthesis and action research (2) - Results of joint discussions captured and synthesized learning - After F2FCHRnet 'action plan'	- Prepare Guidance paper - Continue peer exchange on trust building and synthesise joint learning - Continue exchange with LOGIN team on working in fragile contexts - Conduct 2 action research studies (Mali, Honduras) - Inputs to F2F CHRnet	- June 2019 - Continuously - Continuously - Until May - 18.-20.6.	IFA, VCR IFA, VCR, LOD, LLU IFA IFA VCR, IFA
	<b>Social cohesion (light process): Joint understanding on concepts &amp; definitions (collaboration with CHR &amp; education networks)</b>	- Available paper and studies - Results of joint discussions captured and synthesized	- Provide overview on definitions and develop joint understanding - Link to and follow up ongoing in-house reflections & discussions (e.g. SCOs Mozambique & Moldova, migration, inclusion, civic & HR education, South Africa conference)	- 2019/2020	IFA, PAPME, RCR
	<b>Support to media:</b> Further knowledge and guidance on key issues. Joint actions with other development partners (ensure link to fragility, shrinking space, civic & HR education)	- Available guide and resource packages - Input paper on ToCs discussed and reach out to int. stakeholders initiated - Joint action among Development Partners defined and initiated	- Finalise update of SDC guide on media support with interactive elements - Provide knowledge resource packages on digital media/media literacy & inclusion/gender in 2019 and (on media & elections and media & corruption in 2020) - Input papers and joint reflection on ToCs& respective research evidence in media support (reach out to int. stakeholders after August 2019) - Participate and contribute to international conference on media & to follow up activities	- March text/June interactive parts - August - August, cont. - 30.1.-1.2. & cont.	PAPME, STEFE; NAN, HCO, RNL

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES 2019	DEADLINE	RESPONSIBLE
	<b>Shrinking space for civil society:</b> Common understanding on conceptual approach and SDC positioning and experience <i>(cross-learning with CHRnet)</i>	- Available study and guidance - Findings shared and discussed at F2F CHRnet	- Finalise IDS study - Prepare SDC profile - Prepare policy/operational recommendations (or guidance) - Test, validate during F2F CHRnet - On demand: define follow up activities	- February - March - April - June - after F2F in June	PAPME, RCR, WID, MAGLI, NAN, OP
	<b>Civic and human rights education:</b> Common understanding on definitions and the SDC approach, experience <i>(cross-learning with CHR &amp; education networks)</i>	- E-discussion inputs synthesised - Topic discussed at F2F education network	- Finalise framing paper - Conduct a e-discussion & synthesize findings - Prepare input for F2F education - Wrap up activities	- January - February - 7.-10.5. - December	PAPME, HNN, GON, WID, RNL
	<b>Public Finance Management / GRB&amp;SIB:</b> Shared understanding, guidance and application <i>(cross-learning with Gendernet &amp; SECO)</i>	- Available issue paper & application - Available mapping of SDC programmes and issue paper - Results of joint discussions captured and synthesized learning	- Finalise and disseminate practical guidance note GRB/SIB and promote application - Provide coaching and document cases where GRB/SIB is applied (Albania? BiH? Macedonia? Mongolia?) - Finalise mapping of SDC engagement in PFM and prepare PFM issue paper - Joint workshop with SECO on approaches and complementarity in PFM (incl. GRB/SIB)	- May - Until 2020 - February - Mid 2019	IFA, RNL
	<b>Role of private sector and local governance in LED:</b> Increased understanding on LED and how to work on the	- Available framing and guidance paper as well as case studies	- ToR/concept for country case studies - 2-4 country case analysis on linking economic development and governance - Discussion of findings and experience during F2F of education/E&I networks	- January - 2 in Jan-April, ~2 in 2nd semester - 7.-10.5.	IFA, WID, LOD, TARLI

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES 2019	DEADLINE	RESPONSIBLE
	intersections Economic Development & Governance <i>(cross-learning with E&amp;I network)</i>	- Results of joint discussions captured and synthesized learning	- Guidance Paper on linking governance and economic development (tbd)	- Dec 2019/2020	
	<b>Combatting corruption:</b> Increased knowledge, new insights and guidance	- Updated SDC strategy (tbc) - Available knowledge resources that are relevant & useful for members - Peer exchange and learning on selected aspects - Good level of information & coordination on anti-corruption work among SDC units and externally (e.g. IDAG)	- Update SDC strategy (tbc) - Prepare concept & action plan for new learning trajectory - Analyse SDC anti-corruption programmes and share findings and lessons - Provide access to U4 resources - Coordinate and contribute to SDC working group on anti-corruption - Ensure follow up of activities in IDAG corruption and in the DAC Govnet Anticorruption task team	- Tbd - January - Throughout 2019	HCO, PIB
	<b>Political Economy and Power Analysis (PEPA):</b> Available Guidance, Coaching and evidence of application	- Available guidance PEPA - Exchange on institutionalization - Changed/new programs based on PEPAs in SCOs - Results of joint discussions captured and synthesized learning	- Prepare guidance for PE & Power analysis (PEPA) & follow up institutionalisation (including risk guidance) - Provide coaching to PEPA analysis in SCOs - Combine with work stream on Policy Influencing; e.g. webinar policy influencing - Link to work on adaptive programme management (in collaboration with QS, Poverty FP, WG on remote monitoring): o Conduct 3 webinars o Literature review will be conducted by the poverty focal point	- May - Continuous - Continuous/ 22.1.2019 - Throughout 2019 - Throughout 2019 - March 2019	IFA

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES 2019	DEADLINE	RESPONSIBLE
			<ul style="list-style-type: none"> <li>o Joint learning event</li> </ul>	~ June	
	<b>Governance as transversal theme in sectors:</b> further guidance for sectors available <i>(collaboration with education and E&amp;I, possibly also agr.&amp;food security networks)</i>	<ul style="list-style-type: none"> <li>- Factsheets on Governance as TT in VSD, education and possibly in Agriculture &amp; Food Security</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise VSD; new: basic education,</li> <li>- Possibly new: Agriculture &amp; Food Security</li> </ul>	<ul style="list-style-type: none"> <li>- VSD: May, others end 2019</li> </ul>	HCO, TARLI
	<b>Trainings, workshops:</b> Increased knowledge and readiness to use it	<ul style="list-style-type: none"> <li>- Level of participation in and satisfaction with DeLoG &amp; U4 trainings</li> <li>- In-country workshops for SCOs with positive feedbacks and knowledge uptake by participants</li> <li>- Piloted governance course and positive feedback by participants</li> <li>- Available concept &amp; material for joint course on Governance, Gender, CSPM, HRBA. LNOB</li> </ul>	<ul style="list-style-type: none"> <li>- Regular information on DeLoG and U4 courses;</li> <li>- Contribute to DeLoG course on sustaining peace and DLG</li> <li>- Eurasia Regional workshop on Gov in health</li> <li>- Workshop Gov in health in DRC</li> <li>- Workshop on Governance in Agriculture in HoA (tbc)</li> <li>- (Regional seminar of the governance WG in West Africa) (tbc)</li> <li>- (Gov as TT in MTR of CS Burkina, Mali) (tbc)</li> <li>- Finalise modules for 1 and 3 day Governance training, conduct pilot</li> <li>- In collaboration with CHR, gender, poverty units: Develop concept and modules for joint course and adjust tools</li> </ul>	<ul style="list-style-type: none"> <li>- Continuously</li> <li>- Course: 11.-15.3.</li> <li>- 11.-13. Feb</li> <li>- 4.-8.3.</li> <li>- ~2<sup>nd</sup> sem.</li> <li>- June</li> <li>- Tbc</li> <li>- Pilot in 2<sup>nd</sup> semester</li> <li>- End 2019/early 2020</li> </ul>	HCO HCO /IFA HCO IFA PAPME (tbc) IFA HCO HCO, IFA, KEQ, HYS, RON, GON. DVE, GUS
<b>Strengthening operational practice</b>	<b>Advisory services:</b> consultations and uptake in programmes	<ul style="list-style-type: none"> <li>- Demand for advise and inputs provided; satisfaction with inputs and uptake</li> </ul>	<ul style="list-style-type: none"> <li>- Support visioning of CS Tanzania</li> <li>- Support CS OpT</li> <li>- Provide support, coaching to programmes on demand</li> <li>- Follow up on EoPR</li> </ul>	<ul style="list-style-type: none"> <li>- Wshop Feb, cont.</li> <li>- Continuously</li> <li>- Continuously</li> <li>- Continuously</li> </ul>	HCO IFA TU, CG TU, CG

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES 2019	DEADLINE	RESPONSIBLE
		- Available set of standardized, coherent PCM instruments integrating the different lenses Governance, HRBA, gender, LNOB, CSPM, PEPA...	- In collaboration with CHR, gender, poverty units: Develop standardized, coherent instruments for PCM that integrate the different lenses	- Throughout 2019/early 2020	HCO, IFA, KEQ, HYS, RON, GON, DVE, GUS
<b>Contribution to policy development and expert dialogue</b>	<b>New Dispatch:</b> strong & coherent positioning from the perspectives governance, peace, HR, gender, inclusion	- Inputs provided - Uptake in the new dispatch	- Provide coordinated thematic positioning and inputs to the redaction of new dispatch, together with CHR, gender and poverty units - Finalise ToC on Governance and possible set of indicators	- Dec2018/Jan, cont. - 2019/2020	HCO, TU, BGE
	<b>Governance Policy:</b> SDC positioning in governance	- Approved and published Policy on Governance	- Approval by the directorate, final editing and dissemination - Follow up application of governance policy marker	- Jan-March - Continuously	HCO
	<b>DAC GOVNET:</b> SDC positioning in international policy and expert dialogue	- Inputs to policy papers, conferences, annual meetings - Recognition of SDC position - Produced knowledge accessible to DDLGN	- Participate and input to annual meetings - Contribute to and Follow up workstreams - Follow up, contribute to Govnet inputs for HLPF - Feedback of relevant information to DDLGN	- April, tbd - Continuously - Jan-July - Continuously	BGE, HCO HCO BGE, HCO HCO
	<b>DeLoG:</b> joint efforts and shared knowledge and understanding with other DeLoG members	- Inputs to different workstreams and working groups - Accessible information on international trends, debates - Exchanges on different approaches among	- Host the DeLoG annual meeting - Contribute to working group on course offers, to the strategic support group & to selected workstreams - Feedback relevant information to DDLGN	- 20.-22.5. - Continuously	HCO/TU HCO, IFA for 2 workstreams

OBJECTIVES	EXPECTED RESULTS	INDICATORS	ACTIVITIES 2019	DEADLINE	RESPONSIBLE
		members in selected thematic areas and captured learning - Positive feedback on annual meeting and accessible findings for DDLGN			
	<b>Strategic partnerships:</b> Contributions to and learning from centres of expertise	- SDC positions communicated & acknowledged - Partners knowhow accessible & relevant for DDLGN	- Follow up collaboration with U4 and participate in annual SteeCom meeting - FoF: PRA & New phase approval; launch publication on territorial cleavages - Int. IDEA: New phase approval, recruitment of new SG, participation in Council Meeting(s); - Disseminate relevant publications of partners	- Continuously, Oct/Nov - Feb/2nd semester - May/December - Continuously	U4: HCO FoF & IDEA: PAPME
<b>Network animation, communication and management</b>	Facilitated peer exchange and information / communication via shareweb	- Visibility of peer expertise - Regular dissemination of news - Available short information on DDLGN - Updated SDC Webpage on Governance - Members satisfaction with shareweb & information	- Organise, upload peer interviews - Adjust and regularly update shareweb - Produce joint newsletter with CHR& Gendernet, Poverty focal point (~4-6/y) and regularly upload news - Finalise DDLGN flyer and SDC web page on governance	- Continuously - June/cont. - 4-6/y - Jan/Feb	HCO/TU Consultants/TU PAPME, HCO  HCO/TU
	Backstopping support by IDS	- Action plan realized - Positive feedback by DDLGN members and TU	- Continuously follow up rolling planning and implementation - Review and planning meeting y2/y3	- Continuously - June/July	Overall HCO, & TU for specific workstreams
	Smooth transition to new focal point DDLGN	- Handing over notes & feedbacks by TU, TV	- Organise handing over FP DDLGN	- July	HCO
	Monitoring system for for DDLGN in place	- Monitoring system	- Further refine and put in place M&E system	- 1 <sup>st</sup> semester	HCO

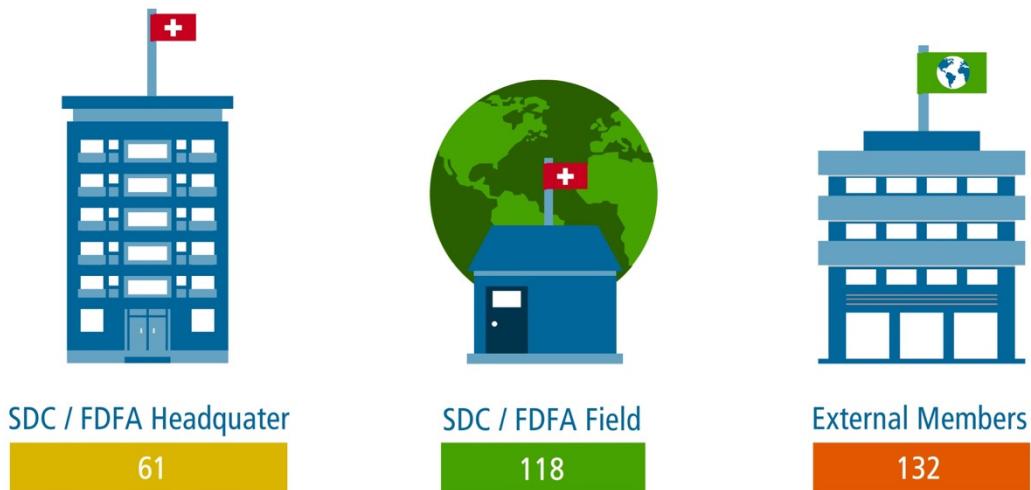
### Annex 3      Overview of Important Events and Activities in 2019

<b>Jan</b>	- <u>30.01.-01.02.</u> International Media Conference in Paris (PAPME, HCO)	<b>Feb</b>	- <u>11.-13.02.</u> Regional workshop Eurasia on Transversal Governance in Health in Tashkent (HCO) - <u>18.-20.02.</u> WBA Regional Governance Seminar in Belgrade (PAPME/TARLI) - <u>19.-22.02.</u> (tentative)Tanzania CS workshop (HCO)
<b>March</b>	- <u>04.-08.03.</u> DRC workshop on Transversal Governance in Health in Bukavu (HCO) - <u>17.02. - 03.03.</u> IFA PEA Workshop & Assessment in Tchad	<b>April</b>	- <u>24.-26.04.</u> Govnet plenary meeting in Paris (HCO) - <u>29.04.-03.05.</u> F2F Gender Net (HCO) in Switzerland - Ausreiseseminare
<b>May</b>	- <u>20.-22.5.</u> -DeLoG annual meeting in Bern (TU) - <u>07.-10.05.</u> F2F Education/E&I Net (PAPME, IFA) in Zürich	<b>June</b>	- <u>18.-20.06.</u> F2F CHRNet (PAPME, IFA) in Geneva - Regional seminar West Africa working group on governance (PAPME) - Event on Adaptive Programme Management, in Switzerland, Lead QS (TU)
<b>July</b>	- HLPF 2019 in New York (tbc) - Handing over Focal Point (HCO)	<b>Aug</b>	
<b>Sep</b>		<b>Oct</b>	
<b>Nov</b>		<b>Dec</b>	- Council of Member States Meeting International IDEA in Stockholm (PAPME)

**To be confirmed or specified:** NMS negotiations; workshop TT Governance South Africa; MTR Burkina Faso & Mali (CSPM/Governance); Pilot Foundation Course(s) Governance; Ausreiseseminare; Moments of thematic exchange with Swiss NGOs (organised by IP); Workshop HoA on Transversal Theme Governance in agricultural development (IFA, 2<sup>nd</sup> semester); launch Fof/IDEA publication on territorial cleavages; impact assessments in governance GIZ-DIE; inputs to F2F sustainable cities in context of human mobility (migration network, 11./12.9., Switzerland)

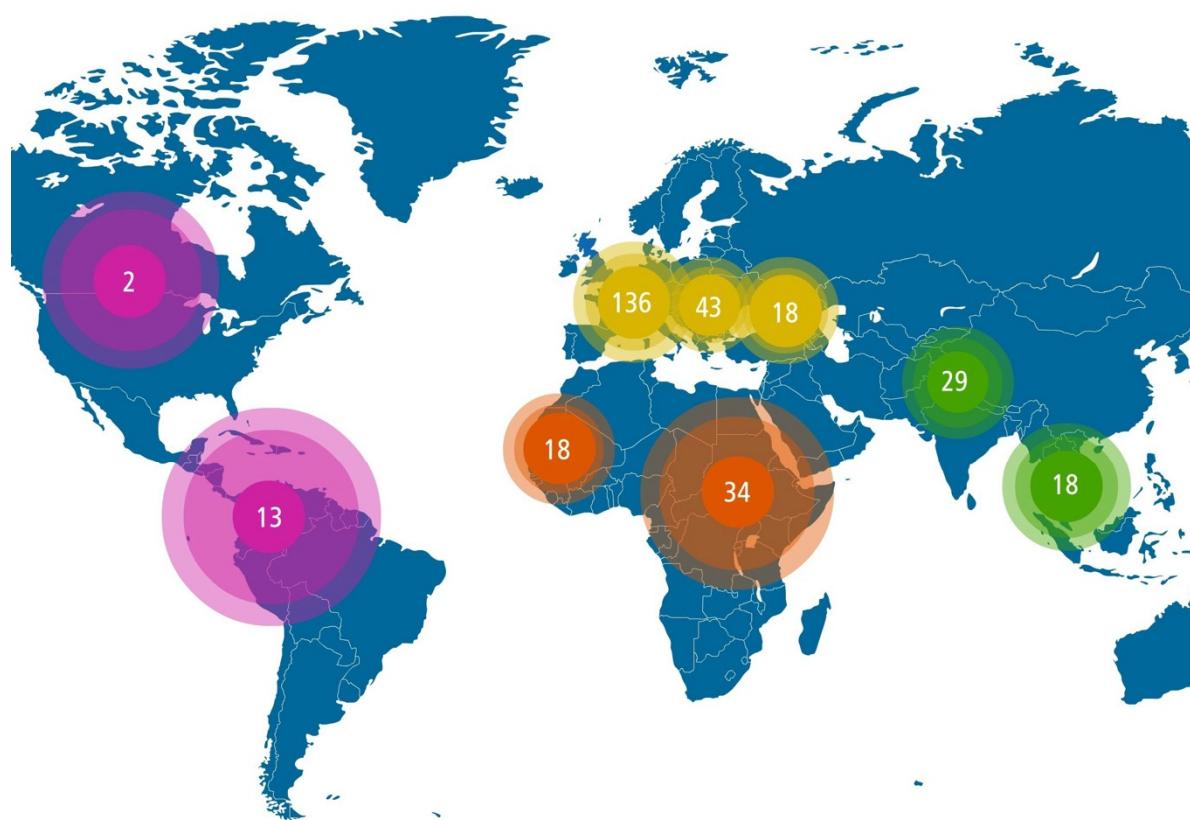
## Annex 4 Network Evolution

### Institutional Representation



The total number of members increased from 275 to 311. Of this number 149 are women and 162 men.

## Regional Representation



North America: 2

Latin America and the Caribbean: 13

West Africa: 18

Southern Africa, East and North Africa  
Occupied Palestinian Territory: 34

Europe and Mediterranean Region: 136  
(Switzerland: 104)

Western Balkans: 43

Euroasia: 18

East Asia: 18

South Asia: 29

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## Annex 5      Budget Thematic Unit: Expenditures 2018 and planned 2019/20

	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Transfer Credit (Contributions):</b>			
IDS final payment	35'000		
DeLoG Phase 2	231'000	231'000	200'000
IDEA phase 9	800'000	200'000	
IDEA (phase 10, tent.)		800'000	900'000
FoF (phase 5)	200'000	40'000	
FoF (phase 6, tent.)		250'000	250'000
Govnet (phase 10)	50'000	10'000	
Govnet (phase 11)		80'000	100'000
ECDPM	45'000	50'000	50'000
New contributions (tent.)		250'000	250'000
Globalkredit DDLG Phase 7	32'000		
<b>Total</b>	<b>1'393'000</b>	<b>1'911'000</b>	<b>1'750'000</b>
F2F	116'662		
Übriger Betriebsaufwand (Übersetzungen, Druckkosten, Events, Kommunikation)	66'900	151'800	100'000
Collaboration Centres of Expertise (IDS)	832'725	832'000	832'000
Bezugssteuer Mandat IDS	43'455	50'000	50'000
<b>Total</b>	<b>1'059'742</b>	<b>1'033'800</b>	<b>982'000</b>
<b>Overall Total (amounts rounded)</b>	<b>2'452'742</b>	<b>2'944'800</b>	<b>2'732'000</b>

## Annex 6      Overview Human Resources Thematic Unit DDLG

Name	Responsibilities	%
Georgette Bruchez	<p><b>Overall responsible for the topic DDLG in SDC:</b></p> <ul style="list-style-type: none"> <li>- Co-chair of Govnet</li> <li>- General follow up of DDLG activities, products</li> </ul>	20%
Corinne Huser (handing over to Ursula Keller in July)	<p><b>Focal Point DDLG:</b></p> <ul style="list-style-type: none"> <li>- Overall responsibility and coordination</li> <li>- Specific topics: Parliament support, corruption, Governance approach and governance as transversal theme</li> <li>- Representation in Govnet, DeLoG</li> <li>- Follow up DDLG mandate with IDS</li> <li>- Network animation</li> <li>- Team management</li> </ul>	100%
Melina Papageorgiou	<p><b>Programme officer TU DDLG:</b></p> <ul style="list-style-type: none"> <li>- Strategic partnerships IDEA, FoF</li> <li>- Specific topics: election support, civic engagement, media support, public administration reform</li> </ul>	80%
Andrea Iff	<p><b>Programme officer TU DDLG:</b></p> <ul style="list-style-type: none"> <li>- Fiscal Decentralization</li> <li>- Political Economy &amp; Power Analysis</li> <li>- Nexus Governance-Fragility/Conflict</li> <li>- Local Economic Development</li> </ul>	80%
Liliane Tarnutzer (change mid 2019)	<p><b>Governance programme officer WBD &amp; Core Group member DDLGN:</b></p> <ul style="list-style-type: none"> <li>- Transversal theme of governance in sectors</li> <li>- Parliament support</li> <li>- Urban governance</li> </ul>	20%
Laurent Ruedin	<p><b>Programme officer social inclusion in OZA &amp; TU DDLG:</b></p> <ul style="list-style-type: none"> <li>- Integrating social inclusion in DDLG work</li> <li>- Shareweb content &amp; follow up on social inclusion</li> </ul>	30%
Sabine Piccard	<p><b>Programme officer WBD &amp; support for DDLG on combatting corruption</b></p> <ul style="list-style-type: none"> <li>- Support coordination of the SDC working group</li> <li>- Support to specific activities of the DDLGN according to its annual plan</li> </ul>	20%
Christa Romagnini	<b>Assistant to the TU DDLG</b>	60%