



# Annual Programme 2020

## Network and Thematic Unit

### Governance

## Democratisation, Decentralisation and Local Governance



**Abbreviation**

<b>Abbreviation</b>	<b>Full Name</b>
FCHR Network	Fragility, Conflict & Human Rights Network
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
HR, HRBA	Human Rights, Human Rights Based Approach
IDAG	Interdepartementale Arbeitsgruppe (zur Korruptionsbekämpfung)
International IDEA	International Institute for Democracy and Electoral Assistance
IDS	Institute for Development Studies
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
PGE	Peace, Governance and Equality (Cluster)
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 2020 Network and Thematic Unit Governance / Democratisation, Decentralisation and Local Governance (DDLG)

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### 1. Context developments

Globally, political developments and governance contexts remain challenging, with increasing pushbacks on basic freedoms, democratic spaces and human rights. **Trends in undermining democratic institutions and processes and pressure on civic spaces persist and have been increasing in most SDC countries.** The so called third wave of democratization (1990-2005), which brought unprecedented expansion of accountability, transparency and inclusion and a tripling of electoral democracies, has come to an end and has reversed now. Characteristic of the new autocratisation is that the development is gradual and often happens within and through the law and democratic processes (OECD DAC, Framing Note for GOVNET Meeting October 2019).

**Corruption remains a major development obstacle** and despite increased global efforts in the fight against corruption challenges remain high due to geo-political changes, localized instability, transnational corruption and political pushbacks. Also, corruption forms and mechanisms are complex and adapt to changing political landscapes. The Corruption Perceptions Index 2018 (Transparency International) shows no improvement of the poor performance of the last years: More than two-thirds of countries score below 50, with an average score of just 43. It reveals that **the continued failure of most countries to significantly control corruption is contributing to a crisis in democracy around the world.**

Latest data from the CIVICUS monitor (People Power Under Attack 2019) show that **the fundamental freedoms of association, peaceful assembly and expression continue backsliding across the world.** In the space of a year, twice as many people are living in countries where these civic freedoms are being violated: 40% of the world's population now live in repressed countries - last year it was 19%. Civil society is under attack in most countries. In practice, this means that just 3% of the world's population are now living in countries where their fundamental rights are protected and respected (as compared to last year with 4%).

The 2019 World Press Freedom Index (Reporters Without Borders (RSF) shows how hatred of journalists has degenerated into violence, contributing to an increase in fear. **The number of countries regarded as safe, where journalists can work in complete security, continues to decline,** while authoritarian regimes continue to tighten their grip on the media. Only in 24 percent of the 180 countries and territories journalists can work under "good" or "fairly good" conditions (as opposed to 26 percent last year) while in 29% of countries, media and journalist operate in difficult and 11% in very serious situations.

**These global trends reflect the developments in most SDC partner countries where SDC faces increasing complex challenges to work.** This is particularly true for SDC's dedicated governance programs, but affects all other sectors as well, to different degrees. These context developments confirm that the DDLG learning trajectories on shrinking space for civil society and development effectiveness in authoritarian contexts, media support and combatting corruption are highly relevant. Interesting to note is that while the overall governance context is deteriorating, yet SDC's programs still are able to deliver results, even though mostly at local level, but not only. This shows on one side that politically informed and conflict sensitive approaches and adaptive working modalities do allow to stay engaged in politically complex contexts. On the other side, it of courses raises the question about the systemic influence, interaction and relevance of our programs with respect to the overall political developments. These are key questions that DDLG will continue to work in the coming years, notably in the joint work with the Peace, Governance and Equality Cluster (s. below).

## 2. Results 2019 and Priorities 2020

### 2.1. Policy dialogue and engagement with strategic partners

The political challenges to the governance contexts and the implementation of the SDG 16 is a common concern among donors and stakeholders of the international community. The role and options of donors in view of shrinking democratic spaces has been a key topic in DDLGs dialogue in international platforms and in the engagement with strategic partners.

**For SDC, the OECD DAC GOVNET, where Switzerland is holding the co-chair (with CAN), remains the most relevant international platform in terms of political dialogue on governance topics and trends.** The GOVNET continues working on good practice approaches to inclusive governance. In this work stream, SDC contributes with the experiences from the Nepal program. The GOVNET also initiated a much appreciated dialogue on *Facing the Trend in Declining Democracy*, and the exchange on exclusion and accountability in the use of new technologies. The debate has shown that there is high interest among members and a need to better understand the different trends and the potential and options donors have to respond. A new work stream is being framed for the new DAC program phase (2021-22). For SDC, this coincides with our internal learning themes on authoritarian contexts and will allow us to link our practice work with the global policy debates.

**Another key momentum 2019 was the 14<sup>th</sup> Annual Meeting of the DeLog network hosted by SDC** in Bern. This meeting focused on the SDG 16 and included thematic sessions of the four DeLoG work streams: 1) Urban and Territorial Governance / Local Economic Development, 2) Fiscal Decentralisation and Local Finance, 3) Localising the 2030 Agenda and 4) Decentralisation and Local Governance in Fragile Contexts. Next year's Annual Meeting will be in Colombo, hosted by LOGIN Asia who became a new member in 2018. From SDC's perspective priority for 2020 is the strategic orientation of DeLog. With the second funder withdrawing (BMZ), SDC has to decide how to continue the partnership. The strategic steering group currently works on milestones to strengthen the strategic orientation and renew commitment among partners.

The **strategic partnerships with International IDEA and the Forum of Federations** were marked by the approval of new phases of support, the appointment of a new Secretary General at IDEA and the reconvening of FoF donors in a Strategic Council Meeting. In 2020 these partners are celebrating their 25<sup>th</sup>, respectively 20<sup>th</sup> anniversary and plan a repositioning of their policy work at international level and particularly in relation to SDG 16.

SDC continues and intensifies the **cooperation with U4, the anti-corruption resource center.** The strategic steering committee held in Berlin in Nov 2019 showed that corruption is high on the agenda of all donors while the institutional set up and programmatic focus of the anti-corruption work varies from agency to agency. The steering committee also decided on U4 in-country workshops planned for 2020, a number of them initiated and led by Swiss embassies (notably HoA, Zimbabwe, Serbia, Ukraine). The partnership with U4 and the platform it provides for exchange among donors is of great value for SDC, not least in view of the revision of SDC's Anti-corruption strategy (dating from 2006), as mandated by the directorate in August 2019. SDC will be lead donor for U4 in 2020, the annual meeting will however take place at U4 head quarter in Bergen (Norway).

### 2.2. Results and Learnings from DDLG thematic priorities

DDLG had an intensive year of joint learning with geographic divisions and network members, most of them in cooperation with other SDC networks. Below a summary and some highlights.

- **Media support:** The SDC Media support Guide was fully revised. Beyond the description of the media sector and SDC's goals therein it incorporates possible entry points, discusses challenges like digital technologies and disinformation and gives guidance on media support in fragile contexts. Two videos were produced providing key insights on the relationships of ICT and Media as well as Media and Gender Equality. A paper commissioned to the Institute of Applied Media Studies Winterthur reviews

and analyses different models of Theories of Change underlying Media and Governance programmes by SDC, Fondation Hironnelle and other international media support organisations. It also identifies differences between Theories of Change used and the research evidence. In 2020 the focus will be on the dissemination of these resources among network members and with the wider international media support stakeholders. Two additional resource products on Media and Elections and Media and Corruption will also be produced. Discussions on the set up of a Media Policy Hub will be pursued, envisaging a possible contribution by the DDLG.

- **Contested space for civil society:** The conceptual approach to the topic was developed in the desk study commissioned to IDS and finalised in 2019. The approach was discussed at a Roundtable event organised by the Institutional Partnerships Division in May and at the F2F of the FCHRnet. A short guidance note synthesising key elements has been drafted and will be finalised in early 2020 and shared in-house and with the Swiss NGO platform. In future the topic will be embedded in wider reflections on **democratic backslides and trends to authoritarianism**. The DDLG started supporting the SENAP Division in this wider perspective with the elaboration of a desk study and two case studies on Burundi and Tanzania which were discussed at a regional workshop in Tanzania. The reflections on development cooperation in authoritarian contexts will be a key thematic learning of the PGE cluster in the next two years and will reach out to other geographical divisions as well.
- For the light process on **civic and human rights education for social cohesion and participation** led jointly with the CHRnet and EduNet, the networks prepared a short framing paper and organised an E-discussion gathering different experiences, approaches and learnings from network members. It is pursued with a working group of interested offices for peer exchange on programme experiences and reflections linked to their Theories of Change to make assumptions more explicit about what activity/output leads to which type of change. The working group will pursue these exchanges in the first half of 2020.
- The joint process with the Gender Focal Point on **Gender Responsive and Socially Inclusive Budgeting** that has been initiated in 2018 came to an end in 2019 with the publication of the guidance sheet and working paper on the topic at the F2F Gender. Also, a joint workshop on the topic was organized with seco in October 2019, in order to strengthen complementarities in each organizations' approach and further clarify the collaboration in the field of subnational public finance.
- The joint learning process on **Local Economic Development** with e+i continued with a possible application of the approach for SDC in Serbia. A DDLG case study on the political economy of local economic development supported the establishment of a new project. The findings of the study also nurtured discussions during the DeLog Annual meeting as well as at the e+i F2F. A regional course on LED in Western Balkans, organized by the Regional Advisor and supported by e+i and DDLG led to further clarifications of what LED means from this regional perspective and how Market System Development and governance programs could support such a perspective jointly. This work stream will be continued in the next year, through a DeLog in-country Workshop (in Serbia tbc), as well as a joint e+i and DDLG guidance on SDC's approach to LED. Also, this approach is relevant in order to determine what the new SDC guidelines on Engaging with the Private Sector mean in Local Governance.
- In a joint process with Quality Assurance, a report on the state of play of **adaptive management** within SDC has been established and the findings have been discussed in a 1.5 day workshop in July in Bern. The findings of these two activities will lead to a two-pager that clarifies SDC's approach to adaptive management and frames it within the Results Based Management approach. For DDLG this is particularly relevant when conducting field-based coaching processes of **political economy analysis**, like the one in Chad in March 2019 but also the ongoing process in Burkina Faso. Also a regional training for the Western Balkans offices has been organized as a follow-up on their Regional Governance Workshop. During this training, it became clear that behavioural change aspects become more and more relevant (particularly for the parliamentary support programs), an issue that has also been discussed during the adaptive management activities, where examples of Problem-Based-

Iterative-Adaptation (PDIA) and Theories of Action for specific strategic stakeholders have been exchanged.

- **The topic of anti-corruption is a priority area in the learning agenda of the DDLG Network for the years 2019/2020.** In order to advance the conceptual thematic work in anti-corruption a capitalisation exercise (Capex) on SDC's ongoing anti-corruption programs in 7 countries was initiated (Tanzania, Burkina Faso, Bangladesh, Kosovo, Honduras, Ukraine, and Romania). The capitalization exercise aims to identify programming approaches, lessons learnt, as well as challenges encountered, with a view of providing common understanding of current anti-corruption interventions and SDC positioning. A first mission took place in 2019 in Tanzania, the others will follow in early 2020. A synthesis report is expected for June 2020. DDLG also provides support to SDC's anti-corruption working group. The main priority 2020 of this working group will be the revision of SDC strategy on combatting corruption.

## 2.4. Institutional developments

**The DDLG team** has seen a number of changes during 2020, with Ursula Keller taking over the position as Focal Point in September 2019. The handover from Corinne Huser was well organized through a number of milestones since spring and went smoothly. Other changes in the TU were the departure of Liliane Tarnutzer and new in the team is Patrick Etienne who has taken over the dossier on anti-corruption from Sabine Piccard.

**The Peace, Governance & Equality (PGE) Cluster:** Given their close interlinkages and transversal character, the thematic units Governance/DDLG, Gender, Fragility, Conflict & Human Rights and Poverty /LNOB have formed a cluster to respond in a coherent and multi-dimensional way to current development challenges. While remaining four separate units and networks, the vision of the PGE cluster is to function as a knowledge and competence hub for PGE related policies, topics and tools, collaborating under a common strategic approach. With three out of four thematic focal points newly moving into their position, the momentum to advance the PGE cluster (PGE) with concrete steps was seized. Concrete steps 2019 included a joint planning day, a kick off session for the development of an integrated PGE approach and tool and a joint PGE program presentation for SDC and partners at headquarters in early January 2020.

## 2.5. Priorities and Outlook 2020 (s. also Annex 2 Overview of Governance / DDLG Planning)

### Policy dialogue and strategic partners:

- Continued engagement in the **GOVNET**, sharing SDC's work on authoritarianism and linking it to global debates.
- **Dialogue with Swiss civil society on shrinking space and good practice modalities;** contribution to policy work on civil society in the DAC and with the Global Partnership for Effective Development Cooperation (with IP).

### Strategic orientation:

- Finalize and launch the new **SDC Governance Policy/Thematic Guidelines on Governance** (Leitdokument B). Review and strategic orientation of the partnership portfolio
- Revise and launch **SDC's strategy on combatting corruption** (dating from 2006)

### Thematic learning and capacity building:

- Addressing the challenging of **declining democratic space and rising authoritarianisms:** What are causes and patterns and what are SDC responses (with the PGE cluster)?
- Finalize and disseminate the resource materials for **media support**
- Develop conceptual **guidance on anti-corruption programming** based on the findings of the CAPEX
- Develop conceptual basis, explore entry points to work on 1) integrated approaches on **municipal finance** and local economic development; 2) **digitalization and governance**.

- Strengthen capacities in **political economy analysis** to better implement politically informed approaches
- **Governance as transversal theme**: Deepen the understanding on why and how we should work on governance through sectors and as transversal topic.
- **Governance toolbox**: Develop a simple and easily accessible toolbox including selected key governance tools, complementing the joint PGE frame

**Monitoring and thematic quality assurance:**

- Analyse data and promote the strategic use of the **Governance Policy Marker** (series of webinars).
- Introduce a coherent set of Governance Indicators (ARI/TRI) to monitor and report on governance results and the message 21-24 (with PGE Cluster)

**PGE Cluster Priorities:**

- Addressing the challenge of **shrinking democratic space and rising autocratisation**,
- Operationalization of the **Development, Humanitarian and Peacebuilding Nexus**,
- Joint framework and **standardized guidance** to integrate the dimensions **of PGE as transversal topics**.

**Annex 1: DDLG Objectives and Milestones for the Year 2019 – Review December 2019**

Expected Results	Indicators	Activities 2019	Achievements 2019
<b>Strengthening thematic and methodological competence</b>			
<b>Nexus Fragility – DDLG: Further guidance and insights to open issues</b> <i>(cross-learning with CHRnet)</i>	<ul style="list-style-type: none"> <li>- Agreed conclusions, recommendations</li> <li>- Available synthesis and action research (2)</li> <li>- Results of joint discussions captured and synthesized learning</li> <li>- After F2FCHRnet 'action plan'</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare Guidance paper</li> <li>- Continue peer exchange on trust building and synthesise joint learning</li> <li>- Continue exchange with LOGIN team on working in fragile contexts</li> <li>- Conduct 2 action research studies (Mali, Honduras)</li> <li>- Inputs to F2F CHRnet</li> </ul>	<ul style="list-style-type: none"> <li>- Synthesis exists, but guidance still to be done</li> <li>- Trust-building with CHR done, Follow-up after F2F</li> <li>- One action research study conducted (Honduras will not take place)</li> </ul>
<b>Social cohesion</b> <i>(light process): Joint understanding on concepts &amp; definitions (collaboration with CHR &amp; education networks)</i>	<ul style="list-style-type: none"> <li>- Available paper and studies</li> <li>- Results of joint discussions captured and synthesized</li> </ul>	<ul style="list-style-type: none"> <li>- Provide overview on definitions and develop joint understanding</li> <li>- Link to and follow up ongoing in-house reflections &amp; discussions (e.g. SCOs Mozambique &amp; Moldova, migration, inclusion, civic &amp; HR education, South Africa conference)</li> </ul>	<ul style="list-style-type: none"> <li>- In-house paper established in draft-form</li> <li>- Was presented in draft for at DIE conference in August</li> <li>- To be approved by PGE in 2020</li> </ul>
<b>Support to media:</b> Further knowledge and guidance on key issues. Joint actions with other development partners <i>(ensure link to fragility, shrinking space, civic &amp; HR education)</i>	<ul style="list-style-type: none"> <li>- Available guide and resource packages</li> <li>- Input paper on ToCs discussed and reach out to int. stakeholders initiated</li> <li>- Joint action among Development Partners defined and initiated</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise update of SDC guide on media support with interactive elements</li> <li>- Provide knowledge resource packages on digital media/media literacy &amp; inclusion/gender in 2019 and (on media &amp; elections and media &amp; corruption in 2020)</li> <li>- Input papers and joint reflection on ToCs&amp; respective research evidence in media support (reach out to int. stakeholders after August 2019)</li> <li>- Participate and contribute to international conference on media &amp; to follow up activities</li> </ul>	<ul style="list-style-type: none"> <li>- SDC guide on media finalized, remains layout and translation</li> <li>- Resource packages on ICT &amp; Media and Gender &amp; Media available on Shareweb</li> <li>- Paper on ToC &amp; research evidence available, draft discussed with 3 Media NGOs, paper presented at CAMECO Berlin &amp; CFI Paris</li> <li>- Participated to 2 Global Media Freedom Conf. and following up</li> </ul>
<b>Shrinking space for civil society:</b> Common understanding on conceptual approach and SDC positioning and experience <i>(cross-learning with CHRnet)</i>	<ul style="list-style-type: none"> <li>- Available study and guidance</li> <li>- Findings shared and discussed at F2F CHRnet</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise IDS study</li> <li>- Prepare SDC profile</li> <li>- Prepare policy/operational recommendations (or guidance)</li> <li>- Test, validate during F2F CHRnet</li> <li>- On demand: define follow up activities</li> </ul>	<ul style="list-style-type: none"> <li>- IDS study available</li> <li>- SDC profile not done</li> <li>- Operational recommendations in draft form</li> <li>- Tested 1<sup>st</sup> insights during F2F CHRnet &amp; IP event in May</li> <li>- Follow-up with IP, GPEDC focal point and Swiss NGOs planned in 2020</li> <li>- Discussion broadened to working in authoritarian contexts (process with</li> </ul>

Expected Results	Indicators	Activities 2019	Achievements 2019
			SENAP/OSA)
<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>	<ul style="list-style-type: none"> <li>- E-discussion inputs synthesised</li> <li>- Topic discussed at F2F education network</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise framing paper</li> <li>- Conduct a e-discussion &amp; synthesize findings</li> <li>- Prepare input for F2F education</li> <li>- Wrap up activities</li> </ul>	<ul style="list-style-type: none"> <li>- Framing paper finalized</li> <li>- E-discussion held and synthesized</li> <li>- Example presented at F2F education</li> <li>- Started follow-up peer exchange with interested working group (with IDS facilitation)</li> </ul>
<b>Public Finance Management / GRB&amp;SIB:</b> Shared understanding, guidance and application <i>(cross-learning with Gendernet &amp; SECO)</i>	<ul style="list-style-type: none"> <li>- Available issue paper &amp; application</li> <li>- Available mapping of SDC programmes and issue paper</li> <li>- Results of joint discussions captured and synthesized learning</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise and disseminate practical guidance note GRB/SIB and promote application</li> <li>- Provide coaching and document cases where GRB/SIB is applied (Albania? BiH? Macedonia? Mongolia?)</li> <li>- Finalise mapping of SDC engagement in PFM and prepare PFM issue paper</li> <li>- Joint workshop with SECO on approaches and complementarity in PFM (incl. GRB/SIB)</li> </ul>	<ul style="list-style-type: none"> <li>- GRB/SIB products finalized and presented at Gender F2F</li> <li>- Coaching case not yet defined</li> <li>- PFM Mapping and analytical paper finished. Guidance paper in 2020 together with seco planned</li> <li>- Joint workshop with seco held on 30. October 2019</li> <li>- New: DeLoG workstream activities on subnational finance initiated, to be followed 2<sup>nd</sup> sem./2020.</li> <li>- New in 2020: Liaising with RIN &amp; FRONA to position the topic at global level</li> </ul>
<b>Role of private sector and local governance in LED:</b> Increased understanding on LED and how to work on the intersections Economic Development & Governance <i>(cross-learning with E&amp;I network)</i>	<ul style="list-style-type: none"> <li>- Available framing and guidance paper as well as case studies</li> <li>- Results of joint discussions captured and synthesized learning</li> </ul>	<ul style="list-style-type: none"> <li>- ToR/concept for country case studies</li> <li>- 2-4 country case analysis on linking economic development and governance</li> <li>- Discussion of findings and experience during F2F of education/E&amp;I networks</li> <li>- Guidance Paper on linking governance and economic development (tbd)</li> </ul>	<ul style="list-style-type: none"> <li>- Case study as preparation of project in Serbia done and findings presented during F2F e+i and DeLog annual meeting</li> <li>- Course held with DDLGN input in WBA on LED</li> <li>- Preparation for DeLog in-country workshop in February 2020 started.</li> </ul>
<b>Combatting corruption:</b> Increased knowledge, new insights and guidance	<ul style="list-style-type: none"> <li>- Updated SDC strategy (tbc)</li> <li>- Available knowledge resources that are relevant &amp; useful for members</li> <li>- Peer exchange and learning on selected aspects</li> <li>- Good level of information &amp; coordination on anti-corruption work</li> </ul>	<ul style="list-style-type: none"> <li>- Update SDC strategy (tbc)</li> <li>- Prepare concept &amp; action plan for new learning trajectory</li> <li>- Analyse SDC anti-corruption programmes and share findings and lessons</li> <li>- Provide access to U4 resources</li> <li>- Coordinate and contribute to SDC working group on anti-corruption</li> <li>- Ensure follow up of activities in IDAG corruption and in the</li> </ul>	<ul style="list-style-type: none"> <li>- Proposals for revision of SDC strategy available; SDC directorate mandated the elaboration of new strategy (meeting 3.9.); first discussion on key points in the SDC AG Anti-corruption in Dec. Strategy to be available by summer 2020.</li> <li>- ToR for CapEx in finalized, countries contacted and process initiated with first mission to Tanzania (report available)</li> <li>- Four meetings of the SDC WG</li> </ul>

Expected Results	Indicators	Activities 2019	Achievements 2019
	among SDC units and externally (e.g. IDAG)	DAC Govnet Anti-corruption task team	coordinated. Activity report & note to the Directorate for 3.9. meeting, key points for strategy discussed - Participation in IDAG meetings and input to strategy process of the Swiss Administration. Regular exchange with BQV on DAC ACTT - Inputs to the production of brochure for the UNCAC conference in Dec
<b>Political Economy and Power Analysis (PEPA):</b> Available Guidance, Coaching and evidence of application	<ul style="list-style-type: none"> <li>- Available guidance PEPA</li> <li>- Exchange on institutionalization</li> <li>- Changed/new programs based on PEPAs in SCOs</li> <li>- Results of joint discussions captured and synthesized learning</li> </ul>	<ul style="list-style-type: none"> <li>- Prepare guidance for PE &amp; Power analysis (PEPA) &amp; follow up institutionalisation (including risk guidance)</li> <li>- Provide coaching to PEPA analysis in SCOs</li> <li>- Combine with work stream on Policy Influencing; e.g. webinar policy influencing</li> <li>- Link to work on adaptive programme management (in collaboration with QS, Poverty FP, WG on remote monitoring): <ul style="list-style-type: none"> <li>o Conduct 3 webinars</li> <li>o Literature review will be conducted by the poverty focal point</li> <li>o Joint learning event</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Coaching and report for PEA Chad office done for Moyen Chari</li> <li>- Coaching for Burkina-Faso planned and started</li> <li>- Webmeeting on monitoring of policy influencing to be held in January 2020</li> <li>- 3 webinars on adaptive management conducted</li> <li>- Adaptive Management report established</li> <li>- Joint learning event conducted with QA (1./2.7.).</li> <li>- Nest steps with QA defined, all in the frame of the new RBM course</li> <li>- Additionally: Facilitation of regional PEA workshop WBA in Sept.</li> </ul>
<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>- Guidance sheets 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/Ed. Put on hold due to dissenting opinions among VSD and EDU. Provided input to F2F education/E&amp;I and agreed to resume. A guidance only for EDU is planned for 2020.</li> <li>- New 2<sup>nd</sup> sem: Contribution to 1 session f2f migration</li> <li>- Agr.&amp;Food Sec.: Will be clarified in context of planned regional workshop SENAP (?)</li> </ul>
<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;</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>- WBA Regional F2F Governance</li> <li>- Workshop Gov in health in DRC</li> <li>- Gov as TT in MTR of CS Mali</li> <li>- Finalise modules for 1 and 3 day Governance training, conduct pilot</li> </ul>	<ul style="list-style-type: none"> <li>- Regular course info provided</li> <li>- Regular exchange for DeLoG course; 5 SDC staff/partners attended; overall positive feedback</li> <li>- Due to flue Eurasia participation cancelled, instead short skype presentation provided</li> <li>- Inputs to WBA F2F on civic space, elections</li> <li>- Workshop in DRC conducted; report available</li> <li>- Preparations for Workshop HoA (2020)</li> <li>- Participation in the MTR CS Mali;</li> </ul>

Expected Results	Indicators	Activities 2019	Achievements 2019
	material for joint course on Governance, Gender, CSPM, HRBA. LNOB	<ul style="list-style-type: none"> <li>- In collaboration with CHR, gender, poverty units: Develop concept and modules for joint course and adjust tools</li> <li>- SENAP workshop Development Effectiveness in Authoritarian regimes</li> </ul>	<ul style="list-style-type: none"> <li>- draft report being finalised in 2<sup>nd</sup> semester</li> <li>- Gov. course development on hold due to further concertation with cluster white and QA new RBM course design</li> <li>- SENAP Workshop done, including IDS backstopping</li> </ul>
<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> <li>- Available set of standardized, coherent PCM instruments integrating the PGE lenses</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> <li>- In collaboration with CHR, gender, poverty units: Develop standardized, coherent instruments for PCM that integrate the different lenses</li> </ul>	<ul style="list-style-type: none"> <li>- CS OpT was postponed</li> <li>- No participation in Tanzania wshop possible, but participation in 2 follow up meetings</li> <li>- Regular demand and advise to programmes</li> <li>- No analysis of the EoPR, but provided feedback on its (limited) suitability for thematic learning</li> </ul>
<b>Policy Development and Expert Dialogue</b>			
<b>New Dispatch:</b> strong & coherent positioning from the perspectives governance, peace, HR, gender, inclusion	<ul style="list-style-type: none"> <li>- Inputs provided</li> <li>- Uptake in the new dispatch</li> </ul>	<ul style="list-style-type: none"> <li>- Provide coordinated thematic positioning and inputs to the redaction of new dispatch, together with CHR, gender and poverty units</li> <li>- Finalise ToC on Governance and possible set of indicators</li> </ul>	<ul style="list-style-type: none"> <li>- Coordinated inputs to drafting process provided</li> <li>- Basic ToC available; no ToC indicators yet, but coordinated input with cluster white for definition of common ARIs for the new dispatch</li> </ul>
<b>Governance Policy:</b> SDC positioning in governance	<ul style="list-style-type: none"> <li>- Approved and published Policy on Governance</li> </ul>	<ul style="list-style-type: none"> <li>- Approval by the directorate, final editing and dissemination</li> <li>- Follow up application of governance policy marker</li> </ul>	<ul style="list-style-type: none"> <li>- Delayed. Final draft will be discussed in core group in Jan 2020.</li> <li>- PM checklist finalised and approved by the directorate as mandatory annex to EPs &amp; CPs. Uploaded on new shareweb page. EP, CP guidelines updated &amp; internal communication by QA. SAP manual updated accordingly. 2<sup>nd</sup> round of data analysis conducted for the steering report to the directorate. Follow up discussions for quality assurance (together with cluster white) still necessary, as well as follow up with HA. Webinars planned fro 2020.</li> </ul>
<b>DAC GOVNET:</b> SDC positioning in international policy and expert dialogue	<ul style="list-style-type: none"> <li>- Inputs to policy papers, conferences, annual meetings</li> <li>- Recognition of SDC position</li> <li>- Produced knowledge accessible to DDLGN</li> </ul>	<ul style="list-style-type: none"> <li>- Participate and input to annual meetings</li> <li>- Contribute to and Follow up workstreams</li> <li>- Follow up, contribute to Govnet inputs for HLPF</li> <li>- Feedback of relevant information to DDLGN</li> </ul>	<ul style="list-style-type: none"> <li>- Several inputs to various papers provided and close follow up of workstreams</li> <li>- Participation in annual meetings (April, Oct)</li> <li>- Decision not to do HLPF side event by Govnet, instead submitted comments for Swiss statement</li> </ul>

Expected Results	Indicators	Activities 2019	Achievements 2019
<b>DeLoG:</b> joint efforts and shared knowledge and understanding with other DeLoG members	<ul style="list-style-type: none"> <li>- Inputs to different workstreams and working groups</li> <li>- Accessible information on international trends, debates</li> <li>- Exchanges on different approaches among members in selected thematic areas and captured learning</li> </ul>	<ul style="list-style-type: none"> <li>- Host the DeLoG annual meeting</li> <li>- Contribute to working group on course offers, to the strategic support group &amp; to selected workstreams</li> <li>- Feedback relevant information to DDLGN</li> </ul>	<ul style="list-style-type: none"> <li>- Annual meeting was organised by the TU DDLG and inputs to the sessions provided. CG members were invited to participate (but only few did). Report shared end of August.</li> <li>- Cont. regular contributions to ongoing activities</li> <li>- Collaboration for in-country Workshop on LED in February 2020</li> <li>- Active role in SSG to discuss future orientation and financing of DeLoG, proposing LOGIn to host Annual Meeting 2020.</li> </ul>
<b>Strategic partnerships:</b> Contributions to and learning from centres of expertise	<ul style="list-style-type: none"> <li>- SDC positions communicated &amp; acknowledged</li> <li>- Partners knowhow accessible &amp; relevant for DDLGN</li> </ul>	<ul style="list-style-type: none"> <li>- Follow up collaboration with U4 and participate in annual SteeCom meeting</li> <li>- FoF: PRA &amp; New phase approval; launch publication on territorial cleavages</li> <li>- Int. IDEA: New phase approval, recruitment of new SG, participation in Council Meeting(s);</li> </ul>	<ul style="list-style-type: none"> <li>- Cont. follow up U4</li> <li>- FoF new phase approved, participation to Strategic Council, launched publication at Geneva Peace Week (IFA on panel)</li> <li>- IDEA new phase approved; active inputs during SG recruitment, organised new SG visit to FDFA</li> <li>- Cont. dissemination via news uploads etc.</li> </ul>
<b>Network animation, communication, management</b>			
Facilitated peer exchange and information / communication via shareweb	<ul style="list-style-type: none"> <li>- Visibility of peer expertise</li> <li>- Regular dissemination of news</li> <li>- Available short information on DDLGN</li> <li>- Updated SDC Webpage on Governance</li> </ul>	<ul style="list-style-type: none"> <li>- Organise, upload peer interviews</li> <li>- Adjust and regularly update shareweb</li> <li>- Produce joint newsletter with CHR&amp; Gendernet, Poverty focal point (~4-6/y) and regularly upload news</li> <li>- Finalise DDLGN flyer and SDC web page on governance</li> </ul>	<ul style="list-style-type: none"> <li>- Two videos on donor coordination in the governance domain shared</li> <li>- Shareweb pages and members mgt adjusted</li> <li>- No newsletter for now; decision to start first concrete work as cluster white and decide after about different ways of communication</li> <li>- Flyer not yet ready. SDC Governance webpage revised and information video uploaded</li> </ul>
Backstopping support by IDS	<ul style="list-style-type: none"> <li>- Action plan realized</li> <li>- Positive feedback by DDLG members, TU</li> </ul>	<ul style="list-style-type: none"> <li>- Continuously follow up rolling planning and implementation</li> <li>- Review, planning y2/y3</li> </ul>	<ul style="list-style-type: none"> <li>- Cont. exchange</li> <li>- Review&amp;Planning Retreat held 27., 28. June, next one 22 Jan 2020</li> </ul>
Smooth transition to new focal point DDLGN	<ul style="list-style-type: none"> <li>- Handing over notes &amp; feedbacks by TU, TV</li> </ul>	<ul style="list-style-type: none"> <li>- Organise handing over FP DDLGN</li> </ul>	<ul style="list-style-type: none"> <li>- Several milestones for handing over, series of dedicated sessions in July, final handing over end of August. Hand over notes delivered.</li> </ul>
Monitoring system for DDLGN in place	<ul style="list-style-type: none"> <li>- Monitoring system</li> </ul>	<ul style="list-style-type: none"> <li>- Further refine and put in place M&amp;E system</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration with master students Univ of Zurich on measuring Governance interventions (3 reports).</li> <li>- First ideas of monitoring system formulated</li> </ul>

## Annex 2: Overview Governance / DDLG Planning 2020



**Annex 3:****Annual Planning 2020 - PGE Cluster & Governance / DDLG****1. PGE Cluster (joint framework):**

The PGE cluster functions as a knowledge and competence hub for PGE related policies, topics and methodologies/ tools, collaborating under a common strategic approach. This includes integrated thematic steering and policy development - within SDC and at the global level – and joint work related knowledge management and learning, operational advise and quality assurance.

Objectives and Results	Priorities 2020	Lead
<b>Policy Dialogue &amp; Influencing</b>		
<i>The PGE cluster has an active role in shaping global, national, SDC internal processes for the implementation of Agenda 2030, and it promotes coherence of PGE related development policies</i>	<p><b>Joint engagement in global platforms and policy dialogue:</b></p> <ul style="list-style-type: none"> <li><b>OECD DAC:</b> Coordinated thematic steering and messaging at the DAC Gendernet, Govnet, INCAF and the GPEDC</li> <li><b>UN world data forum:</b> Preparation and inputs for Swiss panel events on LNOB and social accountability, using synergies for events where possible with the cluster</li> </ul> <p><b>Joint engagement on the New Swiss Cooperation Strategy 21-24:</b></p> <ul style="list-style-type: none"> <li><b>Joint narrative and strong &amp; coherent positioning</b> on the effective implementation of the strategic goal 4/Peace, Governance &amp; (Gender) Equality and the integration of the PGE topics in the other goals</li> <li>(Joint approach to ARI/TRI – s. below monitoring &amp; thematic QA)</li> </ul> <p><b>Joint engagement with Swiss stakeholders and civil society (with IP)</b></p> <ul style="list-style-type: none"> <li>Engage in policy process around proposed DAC recommendation on civil society, GPEDC work stream</li> <li>Lead dialogue on selected topics with Swiss NGOs (i.e. nexus, enabling environment and autocratisation, etc.)</li> </ul>	<p><i>All</i></p> <p><i>FCHR</i></p> <p><i>DDLG (GPED C, IP)</i></p>
<b>Thematic Learning &amp; Exchange</b>		
<i>The PGE cluster contributes to institutional learning and exchange</i>	<p><b>Strategic priority learning topics:</b></p> <ul style="list-style-type: none"> <li><b>Challenges and possible strategies of engagement in contexts of autocratisation:</b> Define key questions, strategic direction and milestones of a ~2 years learning journey. Link to ongoing in-house learning process and to forthcoming work in DAC networks and GPEDC, uptake of findings of previous joint work streams on fragility, civil society and media</li> <li><b>Peace-Humanitarian Aid-Development Nexus:</b> Supporting the operationalisation of the nexus. Linking to SDC management response on the nexus evaluation and the OECD DAC recommendation on the triple nexus</li> </ul> <p><b>Other selective collaborations:</b></p> <ul style="list-style-type: none"> <li><b>DDLGN-Gendernet:</b> Case based follow up of gender-responsive / socially inclusive Public Finance Management/Budgeting application ((with link to the AAAA FfD agenda, financing for gender equality, GPEDC monitoring)</li> <li><b>Combatting corruption:</b> Revising SDC Strategy and strategic anti-corruption programming</li> <li><b>Social Protection:</b> Conceptualization of a social protection approach in SDC as follow up of the management response to the independent social Protection evaluation</li> <li><b>Digitalization:</b> Potentials and risks of digitalization in development contexts</li> </ul>	<p><i>DDLG</i></p> <p><i>FCHR</i></p> <p><i>Gender</i></p> <p><i>DDLG</i></p> <p><i>LNOB</i></p> <p><i>DDLG</i></p>
<b>Capacity Building &amp; Practice Support</b>		
<i>SDC staff and partners have the thematic and</i>	<b>Coherent modular approach for tools and trainings:</b>	<i>All</i>

<p><i>methodological capacities to implement the PGE related strategic goals of the current message (at HQ, SCO's and partners)</i></p> <p><i>Practice-oriented instruments and tools are in place, accessible. The PGE teams assure the integration of PGE standards into country programmes, projects and thematic strategies</i></p>	<ul style="list-style-type: none"> <li>• Develop a joint framework for integrating the PGE topics as transversal themes with a transformative approach along the PCM and RBM processes based on the Copenhagen risk framework (context, program, institution) and existing toolboxes</li> <li>• Propose a standard tool light (PGE essentials) and define processes, spaces for reflection on</li> <li>• Visualize and bundle the modular PGE approach and tools (standard light, specialized) to facilitate accessibility</li> <li>• Elaborate a standardized basic training module PGE</li> <li>• Explore the idea of joint PGE action plans on the basis of the existing gender action plans</li> </ul> <p><b>PGE in country and regional cooperation programmes, thematic strategies and projects:</b></p> <ul style="list-style-type: none"> <li>• Coordinated guidance and support in selected cases for the coherent integration of PGE topics</li> </ul> <p><b>Joint regional workshops and trainings</b></p> <ul style="list-style-type: none"> <li>• Inputs on demand</li> <li>• Discuss options for PGE face to face meeting (instead of separate F2Fs) in the future</li> </ul> <p><b>Mainstreaming PGE in SDC Courses</b></p> <ul style="list-style-type: none"> <li>• SDC PCM &amp; RBM courses, Ausreise-Seminar, Briefings (new employees at HQ etc.)</li> </ul>	All
<b>Monitoring &amp; Thematic Quality Assurance</b>		
<p><i>PGE results are systematically monitored and reported, on the level of the message, country programs and projects</i></p> <p><i>Reporting to the SDC directorate on PGE performance takes place</i></p>	<p><b>PGE Monitoring &amp; Reporting of the message 21-24</b></p> <ul style="list-style-type: none"> <li>• Joint work on ARI/TRI</li> <li>• Consider options for joint reporting for 2021? (i.e. 'PGE Status Report')</li> </ul> <p><b>Policy Markers PGE (PM Gender, Governance, Conflict &amp; Fragility Prevention)</b></p> <ul style="list-style-type: none"> <li>• Analysis of the three PGE relevant Policy Markers</li> <li>• Joint checklist?</li> </ul>	All
<b>Management &amp; Resources</b>		
<p><i>The PGE cluster is well organized to provide coherent and coordinated services; is pooling backstopping resources, strategic partnerships as much as possible; and uses a common working space</i></p>	<p><b>Resource Pooling for Backstopping</b></p> <ul style="list-style-type: none"> <li>• Develop a joint Backstopping Support Mandate that can provide the required support and expertise for the PGE cluster in an efficient way (as of 2021)</li> <li>• Develop a common PGE shareweb entry page, coordinate the management and facilitation of the sharewebs, including joint shareweb tender (for CHR, Gov, Gender - Poverty establishes new mandate in 2020)</li> </ul> <p><b>'One Stop Shop'</b></p> <ul style="list-style-type: none"> <li>• Develop and clarify working modalities of the <i>one stop shop service</i> in practice</li> </ul> <p><b>PGE management and organization</b></p> <ul style="list-style-type: none"> <li>• Define an adequate and efficient way of cooperation and coordination among Focal Points, thematic units and networks</li> </ul> <p><b>"White space"</b>: Define and implement a concept to answer the physical needs of the cluster dynamics, using the work spaces made available by the South Cooperation</p>	<p>All</p> <p>FCHR</p> <p>All</p> <p>All</p> <p>FCHR</p>

## 2. Network and Thematic Unit Governance / DDLG

Objectives and Results	Priorities and Activities 2020	Lead /Time
<b>Policy Dialogue &amp; Influencing</b>		
<p><b>Global Policy Dialogue:</b> DDLG has an active role in influencing global processes for strong governance commitments in the implementation of the Agenda 2030, with a particular focus on the SDG 16</p> <p>DDLG feeds learnings of SDC operational practice into SDC institutional and global policy processes</p>	<p><b>DAC GOVNET:</b> SDC keeps a strong profile in the Govnet community and plays an active role in the 2020 workstreams and activities</p> <ul style="list-style-type: none"> <li>- Inclusive governance: support the case-based work in Nepal</li> <li>- Active role and contributions in the framing of the new workstream on growing trend in authoritarianism</li> <li>- Support to Co-chair BGE (handing over in spring 2020)</li> </ul> <p><b>GPEDC:</b> Provide strategic /topical guidance to the Swiss co-chair program 2020-2022 on the following workstreams:</p> <ul style="list-style-type: none"> <li>- Action area 2.4.: Civil society partnerships to address shrinking civic space (in coordination with IP especially on forthcoming DAC recommendations, PGE cluster)</li> <li>- Action Area 2.6.: Strengthening development effectiveness at subnational level to achieve the SDGs – focus on municipal finance tbc (DDLG lead)</li> <li>- (Action Area 3 Leveraging Monitoring for action: use of country systems - tbd)</li> </ul> <p><b>Agenda 2030/SDG 16 /16+ (Pathfinder and other) - tbd</b></p> <ul style="list-style-type: none"> <li>- Identify entry points for DDLG to engage with the SDG 16/16+ agenda (pathfinders and others) and possible links to GPEDC, Govnet or DeLog (Coordinate with PGE cluster)</li> </ul> <p><b>UN World Data Forum 2020:</b> DDLG provides strategic /topical inputs to the UNWDF in Bern</p> <ul style="list-style-type: none"> <li>- Lead for High Level Session on social accountability and data</li> </ul> <p><b>DeLoG: Collaborative learning and policy dialogue with key stakeholders on local governance</b></p> <ul style="list-style-type: none"> <li>- Participate at Annual Meeting hosted by LOGIN (last week April 2020, Colombo tbd)</li> <li>- Strategy development to define strategic priorities, mobilise new members and partnerships and new funding modalities</li> <li>- Seek and establish strategic linkages to relevant policy platforms and processes, such as DAC Govnet, GPEDC (with focus on localizing, sub-national governance)</li> <li>- Depending on strategy development process, new CP to secure funding for upcoming phase (Sep 2020-)</li> </ul>	<p>BGE, KEQ GovNet March, Mai, Nov</p> <p>Time? PAPME KEQ</p> <p>IFA KEQ (IFA)</p> <p>KEQ</p> <p>KEQ, IFA 18- 21.10.</p> <p>KEQ 27.- 29.4.</p> <p>Summer</p>
<p><b>Policy Coherence / 'Whole of Swiss System':</b> DDLG promotes coherence on governance policies and cooperates and engages with the relevant stakeholders within SDC, FDFA, federal administration, Swiss civil society, private sector and</p>	<p><b>Policy dialogue with Swiss NGO platform and actors:</b> Whole of SDC approach</p> <ul style="list-style-type: none"> <li>- Lead dialogue on selected topics with Swiss NGOs (i.e. nexus, enabling environment and autocratisation, role of donors and CS in delivering effective development (aid through - aid to)</li> <li>- Engage in policy process around proposed DAC recommendation on civil society, with IP, GPEDC work stream</li> </ul> <p><b>Collaboration with Swiss Parliamentary Services</b></p> <ul style="list-style-type: none"> <li>- Renewal of the MoU, facilitate collaborations between SDC programs and parliamentary services as needed</li> </ul> <p><b>Policy dialogue with other Swiss stakeholders (federal, academia, other)</b></p> <ul style="list-style-type: none"> <li>- Continuous dialogue with SECO (around PFM, a.o.), AMS (election support,</li> </ul>	<p>KEQ, PAPME end of Jan, ongoing</p> <p>KEQ, ETP</p> <p>All</p>

<i>other stakeholders</i>	<p>Freedom of Expression a.o.)</p> <ul style="list-style-type: none"> <li>- Dialogue, exchange with relevant centers of expertise: Center for Democracy Arau, Institute for Federalism University of Fribourg, Institute for Political Science University of Bern, Institute for Political Science University of Geneva, Hirschman Center for Democracy IHEID, Institute for Political Science University of St. Gallen, swisspace Statebuilding Unit.</li> </ul>	<i>Ongoing, demand, opportunities</i>
<p><b>Strategic partnerships:</b> DDLG leads a dialogue with strategic partners &amp; centers of expertise and supports their institutional development</p>	<p><b>Strategic partnerships:</b> Contributions to, dialogue with and learning from strategic partners and centres of expertise.</p> <ul style="list-style-type: none"> <li>- In 2020, DDLG will conduct a review of the current portfolio of strategic partnerships and engagements, in view of the new message and the PGE cluster engagement, and discuss potential new partnerships (V-Dem, Media Lab, Muicipal Finance and LED?).</li> </ul> <p><b>Int. IDEA:</b></p> <ul style="list-style-type: none"> <li>- Contribute to the review of the Strategy 2018-2021</li> <li>- Participate in IDEA's steering bodies (esp. future of FAC, WG on Governance matters)</li> <li>- Organize a presentation of the GSOD report in Bern and monitor 25<sup>th</sup> anniversary events</li> </ul> <p><b>FoF:</b></p> <ul style="list-style-type: none"> <li>- Participate in Strategic Council and coordinate engagement with Swiss KdK and BJ</li> <li>- Follow-up and eventually attend 20<sup>th</sup> anniversary events</li> </ul> <p><b>U4 / Anti-corruption Resource Center:</b> SDC as lead donor for 2020</p> <ul style="list-style-type: none"> <li>- dialogue with U4 and co-donors on new SDC Anti-corruption strategy;</li> <li>- facilitate exchange with and pro-active outreach to country offices for U4 in-country workshops, helpdesk and other support offers;</li> <li>- identify strategic focus for SDC's research contribution (i.e. anti-corruption in climate change, or private sector engagement)</li> <li>- participate at U4 steering committee (Oct/Nov, tbd)</li> </ul> <p><b>ECDPM:</b> DDLG is one of four units within SDC that is giving a core-contribution</p> <ul style="list-style-type: none"> <li>- Clarification on topics of possible mutual interest for 2020 (i.e. on financing, PEA).</li> <li>- Decision on further collaboration after 2020.</li> </ul>	<p><i>all DDLG Q1</i></p> <p><i>PAPME Ongoing</i></p> <p><i>PAPME Sep</i></p> <p><i>KEQ, ETP</i></p> <p><i>Nov</i></p> <p><i>IFA Q1</i></p>
<b>Thematic Learning &amp; Exchange</b>		
<p><b>Steer and facilitate thematic learning:</b> DDLG – as part of the PGE cluster - deepens collaborative learning on selected strategic topics and priorities relevant to SDC's operational practice to achieve effective and transformative governance results</p> <p><i>Learnings influence /feed into SDCs operational practice, institutional policies and global policy processes</i></p>	<p><b>Addressing the challenge of shrinking democratic space / trend to authoritarianism: what are causes, patterns, trends, and what are SDC responses and strategies? (PGE priority topic)</b></p> <ul style="list-style-type: none"> <li>• Working group, discuss and define scope, elements, key questions, milestones and strategic directions of a 2-3 year learning journey</li> <li>• Finalize and disseminate guidance on shrinking space for civil society, feed key learnings in the new work stream</li> </ul> <p><b>Support to media:</b></p> <ul style="list-style-type: none"> <li>• Translate and disseminate SDC Guide, develop knowledge resources on Media and Elections and Media &amp; Corruption</li> <li>• Report on ToCs and research evidence disseminated and reach out to int. stakeholders and platforms</li> <li>• Develop an entry proposal to support the GFMD Policy Hub</li> <li>• Joint actions with other development partners (participate to CIMA coordination of donors, links with GovNet, follow-up CIMA research &amp; Global Conference in Canada)</li> </ul> <p><b>The governance of digitalization and the digitalization of governance – development perspectives</b> (in support of new SDC digitalization strategy)</p> <ul style="list-style-type: none"> <li>• Continuous participation in events on the topic throughout 2020</li> <li>• Establishment of a relevant network of actors on the topic in the DDLG realm</li> <li>• Establishment of an input paper / position paper from a DDLG perspective on the challenges and opportunities</li> </ul>	<p><i>KEQ, PAPME</i></p> <p><i>PAPME</i></p> <p><i>IFA ongoing Q1-2</i></p>

	<p><b>Governance in fragile contexts:</b> Finalization of learning journey (<i>with FCHR</i>)</p> <p><b>Civic &amp; human rights education for social cohesion and participation</b> (<i>light process, with FCHR &amp; educ net</i>): Continue peer exchange with dedicated WG</p>	IFA, Q1 PAPME Q1-2
	<p><b>Combatting Corruption:</b> Increased knowledge, new insights and guidance for strategic engagement to combat and prevent corruption in SDC partner countries</p> <ul style="list-style-type: none"> <li>SDC WG Anti-corruption: Coordinate WG (lead EBT), elaborate new SDC Strategy on Anti-corruption (launching event in October),</li> <li>Capex Anti-corruption in SDC's Programs: Accompany country reviews and synthesis report, share /disseminate results (Core group, learning event, webinar, develop guidance etc.) tbd</li> <li>Promote dialogue and exchange with SDC's operational divisions on Anti-corruption programming, facilitate exchange with U4 (in-country workshops, helpdesk)</li> </ul> <p><b>Accountability – link with anti-corruption, authoritarianism work and with Gov as TT</b></p> <ul style="list-style-type: none"> <li>Finalize topic paper (draft IDS) and identify next steps (i.e. link to anti-corruption and/or autocratisation work streams, and with governance as transversal topic)</li> <li>UNWDF: High level Panel on Social accountability, LNOB &amp; data</li> </ul>	KEQ, ETP Q1-2, Q3 Capex Q1-2, Q3-4  KEQ Q2-3 Q3-4
	<p><b>Public &amp; municipal Finance (including GRB, subnational PFM and transfers)</b></p> <ul style="list-style-type: none"> <li>Development of a position paper on subnational PFM together with seco, including a possible exchange of experiences and practices in countries</li> <li>Implementation of guidance on GRB/SIB in a country case (tbd)</li> <li>Input Paper on municipal finance for DDLG positioning tbc (IDS)</li> <li>Partnership and dialogue with UNCDF on municipal investment fund</li> <li>Link with SDG financing agenda /AAAA</li> </ul> <p><b>Engagement with the Private Sector &amp; Local Economic Development</b></p> <ul style="list-style-type: none"> <li>Publication of a Guidance on SDC's approach to LED together with e+i from a practical perspective (collaboration with e+i)</li> <li>(Gather learnings from WBA: Support to organization of DeLog in-country Workshop on LED in Serbia: <del>cancelled</del>)</li> <li>Follow up on program &amp; support to strategic development of MEG Program in BiH (tbd)</li> <li>Support implementation of SDC's EPS Strategy: Clarify what EPS means for governance/DDLG outside LED (i.e. natural resource governance issues, multistakeholder-processes, anti-corruption); seek entry points to work on B&amp;HR standards and conflict sensitive business practices in fragile contexts, particularl linked to issues of governance and statebuilding</li> </ul> <p><b>Urbanization and local governance in migration contexts</b></p> <ul style="list-style-type: none"> <li>Support to Learning Journey Migration on durable solution (lead GPM)</li> <li>Support to Mapping of programs in urban settings (lead ALAC)</li> </ul>	IFA Q2-3  tbc  IFA Q3  Q3,4  KEQ, PAPME IFA
<b>Work politically, work systemic:</b> Analytic, methodological skills of SDC staff, partners to work with a systemic and politically informed approach are strengthened	<p><b>Promote applied Political Economy and Power Analysis (PEPA):</b></p> <ul style="list-style-type: none"> <li>Coaching process with the office in Burkina Faso</li> <li>Possible coaching for the Bata region in Tchad</li> <li>Simplified guidance on TWP and PEPA as a module to the PGE Cluster tools</li> <li>Discuss policy influencing monitoring with group of interested DDLG members</li> <li>Clarify together with QA what is additionally needed within the new RBM roll-out on adaptive management (tbd). Check with DDLG members, if they have additional specific needs on "thinking and working politically".</li> </ul>	IFA Q1 ongoing
<b>Promote Governance as TT/ in Sectors:</b> Common understanding of priorities of governance as transversal topic is established & practical guidance	<p><b>Governance as transversal theme, in sectors:</b></p> <ul style="list-style-type: none"> <li><u>Governance in sectors:</u> 1) practical examples of governance in sectors, proposed focus 2020: Education, Climate Change (or Food Security), Migration (as part of LJ on durable solution); 2) document and share selected examples of implementation of governance in sectors (tbd), 3) Finalize and identify additional sectoral/topical guidance</li> <li><u>Learning event</u> to promote common understanding and strategic orientation on governance as TT/governance in sectors: As sector specific approach to</li> </ul>	KEQ, IFA, RNL Q3,4  Aug- Sep tbc

<i>provided for (selected) sectors/countries</i>	strengthen a given sector through improved governance? As a systemic, political approach to strengthen governance via a sector as alternative to targeted approach? Working on governance principles in sectors and programs? What are strategic priorities, topics, principles? What are practices, experiences, open questions? What are tools (i.e. governance action plans, strategic analysis of SAP data), etc.? - tbd	
<b>Capacity Building, Advise &amp; Practice Support</b>		
<p><b>Strengthen methodological competences:</b> SDC staff and partners have the thematic and methodological capacities to implement transformative governance programs (in line with the strategic goal 4 of the message 21-24 (HQ, SCO's, partners)</p> <p>Practice-oriented instruments and tools are in place and accessible</p>	<p><b>PGE tool, approach, training (s. section 1)</b></p> <ul style="list-style-type: none"> <li>- Coordinate and contribute to the joint process to develop a standard tool light for integrating the PGE topics as transversal themes</li> <li>- Elaborate a standardized basic training module PGE / first ToT for PGE cluster</li> </ul> <p><b>'Key Governance Tools':</b> Develop a governance tool box with simple and accessible guidance on key governance tools, as coherent set of tools and complementary to the overarching PGE guidance</p> <ul style="list-style-type: none"> <li>- Political Economy Analysis: Finalize work on bringing together PEA tools</li> <li>- Governance Analysis (Gov as TT): Identify key areas for basic governance analysis</li> <li>- Local Gov Assessment: Review and integrate PEA aspects</li> <li>- Define interlinkages, present as coherent set of tools (tool 1,2,3, etc.)</li> </ul> <p><b>ToT Governance (with CSPM)?</b></p> <ul style="list-style-type: none"> <li>- Discuss options for developing / offering a Governance ToT, based on Key Governance Tools (for 2021), Cooperation with CSPM, or PGE?</li> </ul> <p><b>Promote integration of Governance in other SDC learning events</b></p> <ul style="list-style-type: none"> <li>- RBM courses</li> <li>- Tailor made learning events/inputs for divisions (i.e. joint gender /governance inputs for Global programs in view of new strategies)</li> </ul>	<p>KEQ, IFA Q1-3</p> <p>Q2-4</p> <p>Q4</p> <p>ongoing</p>
<p><b>Support to operational practice:</b> Governance Focal Points of Coofs and divisions receive tailor-made support and strengthen their own advisory and capacity building role</p>	<p><b>Regional Workshops:</b> Participate at regional training and learning events (demand of SCO's)</p> <ul style="list-style-type: none"> <li>- <b>Cambodia:</b> Regional Learning Workshop on Governance as Transversal Theme, regional Governance workshop Mekong (24-27 May, Phnom Phen)</li> <li>- <b>Governance Meeting DAO:</b> Participation at the DAO yearly Governance Meeting End of May 2020</li> <li>- <b>Serbia:</b> Governance Portfolio Review (tbd)</li> <li>- <b>Burkina Faso:</b> Coaching on Political Economy Analysis and application (March)</li> <li>- <b>OSA:</b> Great Lakes/Gov TT in TVET sector (spring/summer); RPSA/Social Accountability MidTerm Review (early July); Regional Workshop Gov as TT (end of June, Maputo tbc)</li> </ul> <p><b>Advisory and Support Services as per request</b></p> <ul style="list-style-type: none"> <li>- Inputs /guidance for new programmes/CPs (and country strategies, ongoing)</li> <li>- Inputs for Study Trips Delegations</li> <li>- Participate to Tender Committees</li> </ul>	<p>KEQ</p> <p>PAPME</p> <p>IFA IFA</p> <p>tbc</p> <p>All ongoing</p>
<b>Monitoring &amp; Thematic Quality Assurance</b>		
<p><i>The quality of governance outcomes/results (both a specific sector and transversal topic) in SDC operations are systematically monitored and reported, on the level of the message, cooperation strategies and programs/projects</i></p>	<p><b>New Cooperation strategies:</b> Guidance to integrate a strategic approach to governance in new cooperation strategies (with Core Group members, PGE cluster)</p> <ul style="list-style-type: none"> <li>- Bilateral CS: Tanzania, South Caucasus, Central Asia (launching process for 2022)</li> <li>- Global Programs: Input for Global Cooperation, joint workshops/events Gender / Governance with each Global Program (Feb, April/May)</li> </ul> <p><b>Monitoring and reporting on Governance: ARI /TRI</b></p> <ul style="list-style-type: none"> <li>- Joint PGE approach to ARI/TRI (towards Goal 4 of the new dispatch, Jan 2020)</li> <li>- Define outcome oriented/transformational governance ARI/TRI (January 2020)</li> <li>- Analyse reporting on governance in Annual Reports (for steering, communication)</li> <li>- Discuss options for joint reporting in the PGE Cluster (i.e. 'PGE Status Report')</li> </ul> <p><b>Policy Marker and Checklist: Promote common understanding, minimum standards</b></p>	<p>All Ongoing</p> <p>KEQ Q1,2</p> <p>KEQ Q1</p> <p>KEQ</p>

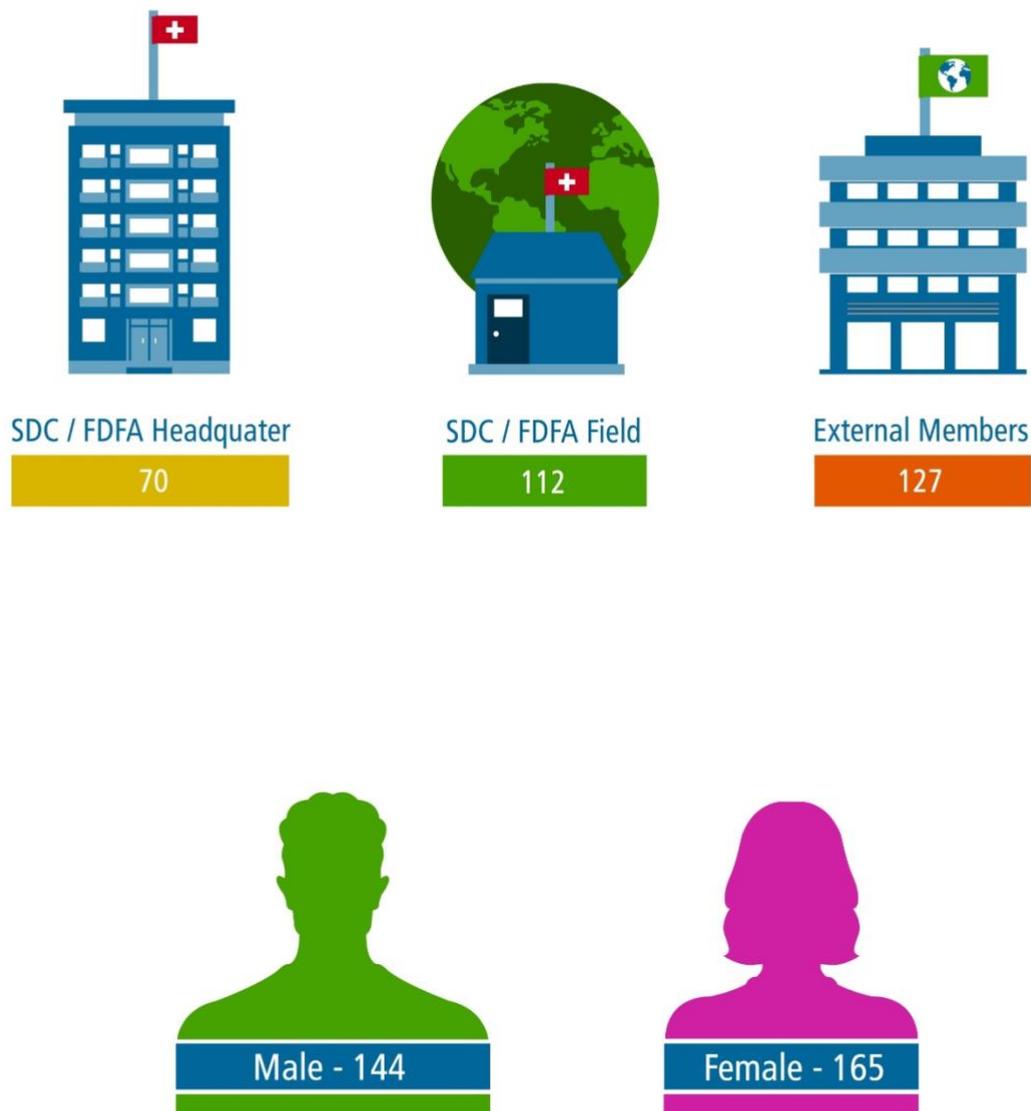
	<ul style="list-style-type: none"> <li>- Analysis of SAP data, for communication and steering</li> <li>- Webinars on use of Policy Marker and checklist</li> <li>- Guidance to program desks, operation committees</li> </ul>	Q2-3
<b>Strategy, Communication &amp; Management</b>		
<p><b>Strategy and profile:</b> DDLG/Governance has strengthened its strategic orientation and profile, is well positioned and visible within SDC and beyond.</p> <p>With its strategic profile, DDLG takes an active role to strengthen policy coherence in view of the new message, governance more broadly within SDC, FDFA</p>	<p><b>SDC Governance Policy/Strategic Guidelines</b></p> <ul style="list-style-type: none"> <li>- Finalize and launch SDCs governance policy as overarching document, define strategic priorities for the coming years for SDC (Strategic Guidelines Leitdokument B)</li> <li>- Review strategic partnership portfolio in view of the new governance policy</li> </ul> <p><b>Revising SDC's Anti-corruption Strategy</b></p> <ul style="list-style-type: none"> <li>- Elaborate and launch SDC's new Anti-corruption Strategy, steer coordination and consultation within SDC, FDFA, SECO, align with Federal Anti-corruption Strategy</li> <li>- Launching event Oct/Nov (tbd)</li> </ul> <p><b>Communication &amp; Outreach:</b></p> <ul style="list-style-type: none"> <li>- SDC Press Conference 2020 on Governance and civil society (with IP, IFA as speaker for DDLG (28 January 2020)</li> <li>- Promote dialogue on strategic topics with key actors within FDFA, SECO and Federal Administration</li> <li>- Provide inputs for dossiers and speaking notes as requested</li> <li>- Update SDC Governance Website</li> </ul>	<p>KEQ, BGE Q1 Q1</p> <p>ETP, KEQ Q1,2</p> <p>ongoing</p>
<p><b>Managing the DDLG team:</b> <i>The thematic unit is well organized, has adequate human and financial resources</i></p> <p><b>DDLG Core Group:</b> <i>The DDLG Core Group plays an active role in the network management</i></p> <p><b>PGE Cluster:</b> <i>The coordination with the PGE cluster functions well and is efficient</i></p>	<p><b>TU/ extended TU:</b></p> <ul style="list-style-type: none"> <li>- Regular bi-lateral and trilateral meetings, at times with extended TU</li> <li>- Clarification of division of roles and competences in the new TU composition, joint vision of DDLG/Governance strategy and profile, teambuilding moments</li> </ul> <p><b>DDLG Core Group:</b></p> <ul style="list-style-type: none"> <li>- Promote and support active role in Core Group, outreach to new members (i.e. global programs, humanitarian Aid), guidance on roles and responsibilities of division focal points</li> <li>- Engage and include Core Group members in capacity building to enhance competences and ownership</li> </ul> <p><b>Coordination with PGE Cluster</b></p> <ul style="list-style-type: none"> <li>- Assure smooth organization and effective coordination within the cluster, and in the interaction of TU and cluster (avoid coordination overkill)</li> <li>- Discuss options for joint mandates and resources (Shareweb, Backstopping)</li> </ul>	<p>All, KEQ ongoing</p>
<p><b>Backstopping Mandate:</b> <i>Assure smooth management of the IDS backstopping mandate</i></p>	<p><b>Management of IDS Backstopping</b></p> <ul style="list-style-type: none"> <li>- Joint planning meeting for 2020/21 (Jan 2020, Aug 20): Assure realistic planning, monitor financial commitments and cooperation mechanisms</li> <li>- Monthly calls with coordinator, visit in Brighton?</li> <li>- Effective coordination and management of tasks and sub-mandates</li> </ul> <p><b>Initiate reflection for follow up mandate</b> (summer 2021, with PGE cluster)</p>	<p>All, IDS ongoing</p>
<p><b>DDLG Network Communication</b> <i>is conducive for joint learning</i></p>	<p><b>Shareweb, publications and dissemination of learning products</b></p> <ul style="list-style-type: none"> <li>- Further promote interactive communication and the use of the shareweb as a joint resource and learning platform</li> <li>- Harmonize visual identify of DDLG products</li> <li>- Continuous updates on topics and Network news</li> <li>- Publish, disseminate and make learning products easy available</li> </ul>	<p>All, IDS, Hynek ongoing</p>

## Annex 4 Overview of Important Events and Activities in 2020

<b>Jan</b>	<p>13 Jan: PGE Presentation SDC</p> <p><b>22 Jan.:</b> IDS Planning 2020</p> <p><b>23 Jan:</b> Governance Policy Workshop</p>	<b>Feb</b>	<p><b>4 Feb:</b> SDC Press Conference on Governance</p>
<b>March</b>	<p><b>Date tbd:</b> GovNet Scoping Workshop on Auhoritarianism</p> <p><b>17-20 March:</b> PEA Assessment Burkina</p>	<b>April</b>	<p><b>23 April:</b> Council of Member States to International IDEA</p> <p><b>27-29 April:</b> DeLog Annual Meeting (hosted by LOGIN, Colombo)</p>
<b>May</b>	<p><b>26-29 May:</b> Regional Workshop Cambodia</p> <p>End of May: DAO Governance Meeting (tbd)</p>	<b>June</b>	
<b>July</b>	<p><b>Date tbd:</b> ESA regional workshop on Gov as TT ; midterm/peer review social accountability RPSA</p>	<b>Aug</b>	
<b>Sep</b>	<p><b>Date tbd:</b> Learning Event on Governance as Transversal Theme</p> <p><b>Date tbc</b> after UNGA: FoF High level conference + Strategic Council Meeting, Ottawa</p>	<b>Oct</b>	<p><b>Date tbd:</b> Launching Event SDC Anti-corruption Strategy</p> <p><b>18-21 Oct:</b> UNWDF, High level panel on Social Accountability</p>
<b>Nov</b>	<p><b>Date tbd:</b> International IDEA High Level Global Conference, Stockholm</p> <p><b>Date tbd:</b> U4 strategic committee meeting (Bergen)</p> <p><b>Date tbd:</b> GOVNET Meeting, Paris</p>	<b>Dec</b>	<p><b>3 Dec:</b> Council of Member States to International IDEA</p>

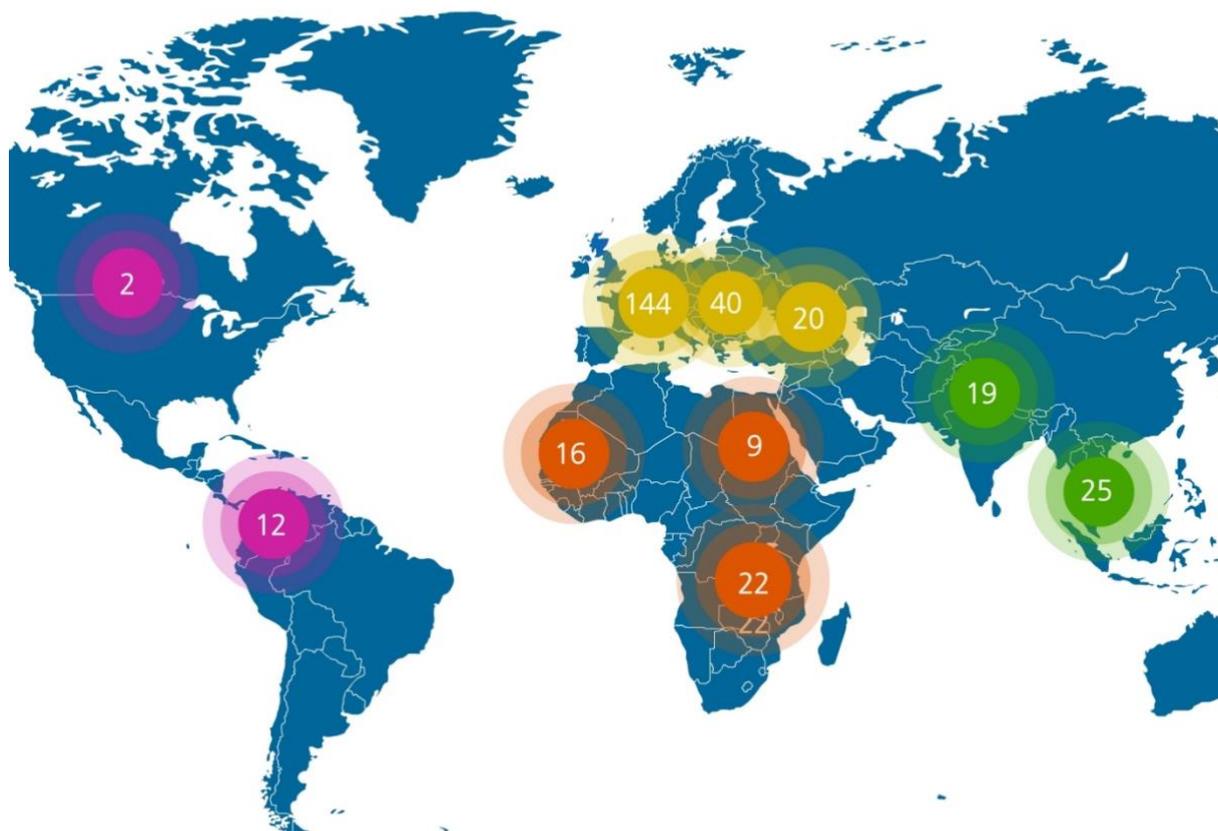
## Annex 5 Network Evolution

### Institutional Representation



The total number of members decreased from 311 to 309. Of this number 165 are women and 144 men.

## Regional Representation



North America: 2	West Africa: 16	Europe and Mediterranean Region: 144 (Switzerland: 111)	East Asia: 19
Latin America and the Caribbean: 12	Middle East and North Africa: 9	Western Balkans: 40	South Asia: 25
	Eastern and Southern Africa: 22	Euroasia: 20	

## Annex 6 Budget Thematic Unit: Expenditures 2019 and planned 2020/21

	2019	2020	2021
<b>Transfer Credit (Contributions):</b>			
DeLoG Phase 2	402'500	88'550	
DeLog Phase 3		300'000	300'000
IDEA phase 9	200'000		
IDEA phase 10	805'000	900'000	900'000
FoF phase 5	40'000		
FoF phase 6	250'000	250'000	300'000
Govnet (phase 10)	50'000		
Govnet (phase 11)	80'000	100'000	20'000
ECDPM	50'000	50'000	10'000
New contributions (tent.)		250'000	415'000
<b>Total</b>	<b>1'877'500</b>	<b>1'938'550</b>	<b>1'945'000</b>
<b>Internal Orders (Globalbudget)</b>			
F2F DDLG 2021			200'000
Dienstreisen DDLG	30'400	30'400	30'400
Übriger Betriebsaufwand (Übersetzungen, Druckkosten, Events, Kommunikation)	49'000	79'000	79'000
Collaboration Centres of Expertise (IDS)	832'000	832'000	832'000
Bezugssteuer Mandat IDS	50'000	50'000	50'000
<b>Total</b>	<b>961'400</b>	<b>991'400</b>	<b>1'191'400</b>
<b>Overall Total (amounts rounded)</b>	<b>2'838'900</b>	<b>2'929'950</b>	<b>3'136'400</b>

## Annex 7 Overview Human Resources Thematic Unit DDLG

Name	Responsibilities	%
Georgette Bruchez	<b>Overall responsible for the topic DDLG in SDC:</b> <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 (until Aug 2019) Ursula Keller (from Sep 2019)	<b>Focal Point DDLG:</b> <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>- Policy dialogue, representation in Govnet, DeLoG</li> <li>- Follow up DDLG mandate with IDS</li> <li>- Communication, network animation</li> <li>- Team management, coordination with PGE Cluster</li> </ul>	100%
Melina Papageorgiou	<b>Programme officer TU DDLG:</b> <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	<b>Programme officer TU DDLG:</b> <ul style="list-style-type: none"> <li>- Local Governance, Fiscal Decentralization / subnational public finance</li> <li>- Political Economy &amp; Power Analysis</li> <li>- Governance in fragile contexts</li> <li>- Local Economic Development, Municipal Finance Urban Governance</li> <li>- Digitalization</li> </ul>	80%
Laurent Ruedin	<b>Programme officer social inclusion in OZA &amp; TU DDLG:</b> <ul style="list-style-type: none"> <li>- Integrating social inclusion in DDLG work</li> <li>- Support to Governance as transversal theme and the development of an integrated PGE Tool</li> </ul>	30%
Liliane Tarnutzer (until June 2019)	<b>Governance programme officer WBD &amp; Core Group member DDLGN:</b> <ul style="list-style-type: none"> <li>- Transversal theme of governance in sectors</li> <li>- Parliament support</li> </ul>	20%
Sabine Piccard (until Sep 2019)	<b>Programme officer WBD &amp; support for DDLG on combatting corruption</b> <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%
Patrick Etienne (from Sep 2019)	<b>Programme officer WBD &amp; TU DDLG on combatting corruption</b> <ul style="list-style-type: none"> <li>- Capex on SDC's anti-corruption programs</li> <li>- SDC strategy on combatting corruption</li> <li>- Parliament support (tbd)</li> </ul>	20%
Christa Romagnini	<b>Assistant to the TU DDLG</b>	60%

# DDLG Annual Planning 2020

## Strategy & Management

### **Strategic orientation, institutional management:**

- Governance Policy, new strategy Anticorruption
- Team, network, backstopping
- Communication & outreach (SDC press conference 2020)

## Monitoring & Thematic Quality Assurance

### **Monitoring and reporting on the governance outcomes (M21-24):**

- Guidance for new Cooperation Strategies (with PGE)
- ARI /TRI – monitoring and reporting
- Governance Policy Marker (analysis, webinars)



## Capacity Building, Advise, Support

### **Strengthen methodological competences, operational practice:**

- 'Governance toolbox', PEA /PEPA guidance and practice support
- Regional workshops (Cambodia/GovTT, DAO, Burkina/PEA, ESA /GovTT, other tbc)

## Policy Dialogue & Influencing

### **Global policy dialogue, Agenda 2030 :**

- DAC Govnet/autocratisation, inclusive governance; UNWDF /social accountability
- CS Dialogue with Swiss CSO, GPEDC, DAC
- Portfolio review of strategic partners: Int. IDEA, FoF, U4, (ECPDM), DeLog - new partnerships?

## Thematic Learning & Exchange

### **Joint learning for transformative results**

- Shrinking democratic space / authoritarianism (with PGE cluster)
- Media support
- Anticorruption – Capex
- Governance & digitalization
- Municipal finance & local economic development
- Governance as TT and in sectors to work systemic, politically



## Annual Planning 2020

### PGE Cluster & Governance / DDLG

#### 1. PGE Cluster (joint framework):

The PGE cluster functions as a knowledge and competence hub for PGE related policies, topics and methodologies/tools, collaborating under a common strategic approach. This includes integrated thematic steering and policy development - within SDC and at the global level – and joint work related knowledge management and learning, operational advice and quality assurance.

Area	Objectives and Results	Priorities 2020	Lead
<b>Policy Dialogue and Influencing</b>	<i>The PGE cluster has an active role in shaping global, national, SDC internal processes for the implementation of Agenda 2030, and it promotes coherence of PGE related development policies</i>	<p><b>Joint engagement in global platforms and policy dialogue:</b></p> <ul style="list-style-type: none"> <li>• <u>OECD DAC</u>: Coordinated thematic steering and messaging at the DAC Gendernet, Govnet, INCAF and the GPEDC</li> <li>• <u>UN world data forum</u>: Preparation and inputs for Swiss panel events on LNOB and social accountability, using synergies for events where possible with the cluster</li> </ul> <p><b>Joint engagement on the New Swiss Cooperation Strategy 21-24:</b></p> <ul style="list-style-type: none"> <li>• <u>Joint narrative and strong &amp; coherent positioning</u> on the effective implementation of the strategic goal 4/Peace, Governance &amp; (Gender) Equality and the integration of the PGE topics in the other goals</li> <li>• (Joint approach to ARI/TRI – s. below monitoring &amp; thematic QA)</li> </ul> <p><b>Joint engagement with Swiss stakeholders and civil society (with IP)</b></p> <ul style="list-style-type: none"> <li>• Engage in policy process around proposed DAC recommendation on civil society, GPEDC work stream</li> <li>• Lead dialogue on selected topics with Swiss NGOs (i.e. nexus, enabling environment and autocratisation, etc.)</li> </ul>	<p><i>All</i></p> <p><i>FCHR</i></p> <p><i>DDLG (with GPEDC, IP)</i></p>

Referenz/Aktenzeichen:

Area	Objectives and Results	Priorities 2020	Lead
<b>Thematic learning and exchange</b>	<p><i>The PGE cluster contributes to institutional learning and exchange</i></p>	<p><b>Strategic priority learning topics:</b></p> <ul style="list-style-type: none"> <li>• <u>Challenges and possible strategies of engagement in contexts of autocratisation</u>: Define key questions, strategic direction and milestones of a ~2 years learning journey. Link to ongoing in-house learning process and to forthcoming work in DAC networks and GPEDC, uptake of findings of previous joint work streams on fragility, civil society and media</li> <li>• <u>Peace-Humanitarian Aid-Development Nexus</u>: Supporting the operationalisation of the nexus. Linking to SDC management response on the nexus evaluation and the OECD DAC recommendation on the triple nexus</li> </ul> <p><b>Other selective collaborations:</b></p> <ul style="list-style-type: none"> <li>• <u>DDLGN-Gendernet</u>: Case based follow up of gender-responsive / socially inclusive Public Finance Management/Budgeting application ((with link to the AAAA FfD agenda, financing for gender equality, GPEDC monitoring)</li> <li>• <u>Combatting corruption</u>: Revising SDC Strategy and strategic anti-corruption programming</li> <li>• <u>Social Protection</u>: Conceptualization of a social protection approach in SDC as follow up of the management response to the independent social Protection evaluation</li> <li>• <u>Digitalization</u>: Potentials and risks of digitalization in development contexts</li> </ul>	<p><i>DDLG</i></p> <p><i>FCHR</i></p> <p><i>Gender</i></p> <p><i>DDLG</i></p> <p><i>LNOB</i></p> <p><i>DDLG</i></p>
<b>Capacity Building and Advise for PGE mainstreaming in strategies, programmes, projects</b>	<p><i>SDC staff and partners have the thematic and methodological capacities to implement the PGE related strategic goals of the current message (at HQ, SCO's and partners)</i></p> <p><i>Practice-oriented instruments and tools are in place, accessible. The PGE teams assure the integration of PGE standards into country programmes, projects and thematic strategies</i></p>	<p><b>Coherent modular approach for tools and trainings:</b></p> <ul style="list-style-type: none"> <li>• Develop a joint framework for integrating the PGE topics as transversal themes with a transformative approach along the PCM and RBM processes based on the Copenhagen risk framework (context, program, institution) and existing toolboxes</li> <li>• Propose a standard tool light (PGE essentials) and define processes, spaces for reflection on</li> <li>• Visualize and bundle the modular PGE approach and tools (standard light, specialized) to facilitate accessibility</li> <li>• Elaborate a standardized basic training module PGE</li> <li>• Explore the idea of joint PGE action plans on the basis of the existing gender action plans</li> </ul>	<p><i>All</i></p>

Referenz/Aktenzeichen:

Area	Objectives and Results	Priorities 2020	Lead
		<p><b>PGE in country and regional cooperation programmes, thematic strategies and projects:</b></p> <ul style="list-style-type: none"> <li>Coordinated guidance and support in selected cases for the coherent integration of PGE topics</li> </ul> <p><b>Joint regional workshops and trainings</b></p> <ul style="list-style-type: none"> <li>Inputs on demand</li> <li>Discuss options for PGE face to face meeting (instead of separate F2Fs) in the future</li> </ul> <p><b>Mainstreaming PGE in SDC Courses</b></p> <ul style="list-style-type: none"> <li>SDC PCM &amp; RBM courses, Ausreise-Seminar, Briefings (new employees at HQ etc.)</li> </ul>	All
<p><b>Monitoring and Quality Assurance</b></p>	<p><i>The quality of PGE mainstreaming and results at SDC are systematically monitored and reported, on the level of the message, country cooperation programmes and projects</i></p> <p><i>Reporting to the SDC directorate on PGE performance takes place</i></p>	<p><b>PGE Monitoring &amp; Reporting of the message 21-24</b></p> <ul style="list-style-type: none"> <li>Joint work on ARI/TRI</li> <li>Consider options for joint reporting for 2021? (i.e. 'PGE Status Report')</li> </ul> <p><b>Policy Markers PGE (PM Gender, Governance, Conflict &amp; Fragility Prevention)</b></p> <ul style="list-style-type: none"> <li>Analysis of the three PGE relevant Policy Markers</li> <li>Joint checklist?</li> </ul>	All
<p><b>Management and resources</b></p>	<p><i>The PGE cluster is well organized to provide coherent and coordinated services; is pooling backstopping resources, strategic partnerships as much as possible; and uses a common working space</i></p>	<p><b>Resource Pooling for Backstopping</b></p> <ul style="list-style-type: none"> <li>Develop a joint Backstopping Support Mandate that can provide the required support and expertise for the PGE cluster in an efficient way (as of 2021)</li> <li>Develop a common PGE shareweb entry page, coordinate the management and facilitation of the sharewebs, including joint shareweb tender (for CHR, Gov, Gender - Poverty establishes new mandate in 2020)</li> </ul> <p><b>'One Stop Shop'</b></p> <ul style="list-style-type: none"> <li>Develop and clarify working modalities of the <i>one stop shop service</i> in practice</li> </ul> <p><b>PGE management and organization</b></p> <ul style="list-style-type: none"> <li>Define an adequate and efficient way of cooperation and coordination among Focal Points, thematic units and networks</li> </ul> <p><b>"White space"</b>: Define and implement a concept to answer the physical needs of the cluster dynamics, using the work spaces made available by the South Cooperation</p>	<p>All</p> <p>FCHR</p> <p>All</p> <p>All</p> <p>FCHR</p>

Referenz/Aktenzeichen:

## 2. Network and Thematic Unit Governance / DDLG (DDLG)

Area	Objectives and Results	Priorities and Activities 2020	Lead /Time
<b>Policy Dialogue &amp; Influencing</b>	<p><i>Global Policy Dialogue: DDLG has an active role in influencing global processes for strong governance commitments in the implementation of the Agenda 2030, with a particular focus on the SDG 16</i></p> <p><i>DDLG feeds learnings of SDC operational practice into SDC institutional and global policy processes</i></p>	<p><b>Active engagement in global policy dialogue &amp; international platforms</b></p> <p><b>DAC GOVNET:</b> SDC keeps a strong profile in the Govnet community and plays an active role in the 2020 workstreams and activities</p> <ul style="list-style-type: none"> <li>- Inclusive governance: support the case-based work in Nepal, coordinate with SDC office</li> <li>- Active role and contributions in the framing of the new workstream on growing trend in authoritarianism</li> <li>- Support to Co-chair BGE (handing over in spring 2020)</li> </ul> <p><b>GPEDC:</b> Provide strategic /topical guidance to the Swiss co-chair program 2020-2022 on the following workstreams:</p> <ul style="list-style-type: none"> <li>- Action area 2.4.: Civil society partnerships to address shrinking civic space (in coordination with IP especially on forthcoming DAC recommendations, PGE cluster)</li> <li>- Action Area 2.6.: Strengthening development effectiveness at subnational level to achieve the SDGs – focus on municipal finance tbc (DDLG lead)</li> <li>- (Action Area 3 Leveraging Monitoring for action: use of country systems - tbd)</li> </ul> <p><b>Agenda 2030/SDG 16 /16+ (Pathfinder and other) - tbd</b></p> <ul style="list-style-type: none"> <li>- Identify entry points for DDLG to engage with the SDG 16/16+ agenda (pathfinders and others) and possible links to GPEDC, Govnet or DeLog (Coordinate with PGE cluster)</li> </ul> <p><b>UN World Data Forum 2020:</b> DDLG provides strategic /topical inputs to the UNWDF in Bern</p> <ul style="list-style-type: none"> <li>- Provide input and co-organize High Level Session on social accountability and data</li> </ul> <p><b>DeLoG: Collaborative learning and policy dialogue with key stakeholders on local governance</b></p> <ul style="list-style-type: none"> <li>- Participate at Annual Meeting hosted by LOGIN (last week April 2020, Colombo tbd)</li> <li>- Strategy development to define strategic priorities, mobilise new members and partnerships and new funding modalities</li> <li>- Seek and establish strategic linkages to relevant policy platforms and processes, such</li> </ul>	<p><i>BGE, KEQ</i></p> <p><i>Ongoing GovNet Meetings: (March)/Mai/ November</i></p> <p><i>Time?</i></p> <p><i>PAPME,KEQ</i></p> <p><i>IFA/KEQ tbc</i></p> <p><i>(IFA)</i></p> <p><i>KEQ</i></p> <p><i>KEQ, IFA Jan/18-21Oct</i></p> <p><i>KEQ</i></p> <p><i>End of April Summer</i></p>

Referenz/Aktenzeichen:

		<p>as DAC Govnet, GPEDC (with focus on localizing, sub-national governance)</p> <ul style="list-style-type: none"> <li>- Depending on strategy development process, new CP to secure funding for upcoming phase (Sep 2020-)</li> </ul>	
	<p><b>Policy Coherence / 'Whole of Swiss System':</b> DDLG promotes coherence on governance policies and cooperates and engages with the relevant stakeholders within SDC, FDFA, federal administration, Swiss civil society, private sector and other stakeholders</p>	<p><b>Policy coherence within SDC/FDFA/ Bund - 'Whole of Swiss System'</b></p> <p><b>Policy dialogue with Swiss NGO platform and actors:</b> Whole of SDC approach</p> <ul style="list-style-type: none"> <li>- Lead dialogue on selected topics with Swiss NGOs (i.e. nexus, enabling environment and autocratisation, role of donors and CS in delivering effective development (aid through - aid to)</li> <li>- Engage in policy process around proposed DAC recommendation on civil society, with IP, GPEDC work stream</li> </ul> <p><b>Collaboration with Swiss Parliamentary Services</b></p> <ul style="list-style-type: none"> <li>- Renewal of the MoU, facilitate collaborations between SDC programs and parliamentary services as needed</li> </ul> <p><b>Policy dialogue with other Swiss stakeholders (federal, academia, other)</b></p> <ul style="list-style-type: none"> <li>- Continuous dialogue with SECO (around PFM, a.o.), AMS (election support, Freedom of Expression a.o.)</li> <li>- Dialogue, exchange with relevant centers of expertise: Center for Democracy Aarau, Institute for Federalism University of Fribourg, Institute for Political Science University of Bern, Institute for Political Science University of Geneva, Hirschman Center for Democracy IHEID, Institute for Political Science University of St. Gallen, swisspeace Statebuilding Unit.</li> </ul>	<p>KEQ, PAPME end of Jan, ongoing</p> <p>KEQ, ETP</p> <p>All</p> <p>Ongoing, according to demand opportunities</p>
	<p><b>Strategic partnerships:</b> DDLG leads a dialogue with strategic partners &amp; centers of expertise and supports their institutional development</p>	<p><b>Strategic partnerships:</b> Contributions to, dialogue with and learning from strategic partners and centres of expertise.</p> <ul style="list-style-type: none"> <li>- In 2020, DDLG will conduct a review of the current portfolio of strategic partnerships and engagements, in view of the new message and the PGE cluster engagement, and discuss potential new partnerships (V-Dem, Media Lab, Municipal Finance and LED?).</li> </ul> <p><b>Int. IDEA:</b></p> <ul style="list-style-type: none"> <li>- Contribute to the review of the Strategy 2018-2021</li> <li>- Participate in IDEA's steering bodies (esp. future of FAC, WG on Governance matters)</li> </ul>	<p>all DDLG</p> <p>Q1</p> <p>PAPME Ongoing</p>

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		<ul style="list-style-type: none"> <li>- Organize a presentation of the GSOD report in Bern and monitor 25<sup>th</sup> anniversary events</li> </ul> <p><b>FoF:</b></p> <ul style="list-style-type: none"> <li>- Participate in Strategic Council and coordinate engagement with Swiss KdK and BJ</li> <li>- Follow-up and eventually attend 20<sup>th</sup> anniversary events</li> </ul> <p><b>U4 / Anticorruption Resource Center:</b> SDC as lead donor for 2020</p> <ul style="list-style-type: none"> <li>- dialogue with U4 and co-donors on new SDC Anticorruption strategy;</li> <li>- facilitate exchange with and pro-active outreach to country offices for U4 in-country workshops, helpdesk and other support offers;</li> <li>- identify strategic focus for SDC's research contribution (i.e. anticorruption in climate change, or private sector engagement)</li> <li>- participate at U4 steering committee (Oct/Nov, tbd)</li> </ul> <p><b>ECDPM:</b> DDLG is one of four units within SDC that is giving a core-contribution</p> <ul style="list-style-type: none"> <li>- Clarification on topics of possible mutual interest for 2020 (i.e. on financing, PEA).</li> <li>- Decision on further collaboration after 2020.</li> </ul>	<p><i>PAPME</i> <i>Ongoing, Oct</i></p> <p><i>KEQ, ETP</i> <i>Ongoing, Nov</i></p> <p><i>IFA</i> <i>Q1</i></p>
<p><b>Thematic Learning &amp; Exchange</b></p>	<p><b>Steer and facilitate thematic learning:</b> DDLG – as part of the PGE cluster - deepens collaborative learning on selected strategic topics and priorities relevant to SDC's operational practice to achieve effective and transformative governance results</p> <p><i>Learnings influence /feed into SDCs operational practice, institutional policies and global policy processes</i></p>	<p><b>Promoting Democratic Development in Authoritarian Contexts</b></p> <p><b>Addressing the challenge of shrinking democratic space / trend to authoritarianism: what are causes, patterns, trends, and what are SDC responses and strategies? (PGE priority topic)</b></p> <ul style="list-style-type: none"> <li>- Working group, discuss and define scope, elements, key questions, milestones and strategic directions of a 2-3 year learning journey</li> <li>- Finalize and disseminate guidance on shrinking space for civil society, feed key learnings in the new work stream</li> </ul> <p><b>Support to media:</b></p> <ul style="list-style-type: none"> <li>- Translate and disseminate SDC Guide, develop knowledge resources on Media and Elections and Media &amp; Corruption</li> <li>- Report on ToCs and research evidence disseminated and reach out to int. stakeholders and platforms</li> <li>- Develop an entry proposal to support the GFMD Policy Hub</li> <li>- Joint actions with other development partners (participate to CIMA coordination of donors, links with GovNet, follow-up CIMA research &amp; Global Conference in Canada)</li> </ul> <p><b>The governance of digitalization and the digitalization of governance – development perspectives</b> (in support of new SDC digitalization strategy)</p> <ul style="list-style-type: none"> <li>- Continuous participation in events on the topic throughout 2020</li> </ul>	<p><i>KEQ, PAPME</i></p> <p><i>PAPME</i></p> <p><i>IFA</i> <i>ongoing</i></p>

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		<ul style="list-style-type: none"> <li>- Establishment of a relevant network of actors on the topic in the DDLG realm</li> <li>- Establishment of an input paper / position paper from a DDLG perspective on the challenges and opportunities</li> </ul> <p><b>Governance in fragile contexts: Finalization of learning journey</b> (<i>cross-learning with CHRnet</i>)</p> <p><b>Civic &amp; human rights education for social cohesion and participation</b> (light process) (<i>collaboration with CHR &amp; education networks</i>)</p> <ul style="list-style-type: none"> <li>- Continue peer exchange and learning with the dedicated Working Group</li> </ul>	<p>Q1-2</p> <p>IFA Q1</p> <p>PAPME Q1-2</p>
		<p><b>Anticorruption &amp; Accountability</b></p> <p><b>Promote Anticorruption:</b> Increased knowledge, new insights and guidance for strategic engagement to combat and prevent corruption in SDC partner countries</p> <ul style="list-style-type: none"> <li>- SDC WG Anticorruption: Coordinate WG (lead EBT), elaborate new SDC Strategy on Anticorruption (launching event in October),</li> <li>- Capex Anticorruption in SDC's Programs: Accompany country reviews and synthesis report, share /disseminate results (Core group, learning event, webinar, develop guidance etc.) tbd</li> <li>- Promote dialogue and exchange with SDC's operational divisions on Anticorruption programming, facilitate exchange with U4 (in-country workshops, helpdesk)</li> </ul> <p><b>Accountability – link with anti-corruption, authoritarianism work and with Gov as TT</b></p> <ul style="list-style-type: none"> <li>- Finalize topic paper (draft IDS) and identify next steps (i.e. link to anti-corruption and/or autocratisation work streams, and with governance as transversal topic)</li> <li>- UNWDF: High level Panel on Social accountability, LNOB &amp; data</li> </ul>	<p>KEQ, ETP</p> <p>Q1-2, launch Q3 Capex Q1-2, Diss Q3-4</p> <p>Q2-3 Q3-4</p>
		<p><b>Localizing SDG's and Municipal Finance</b></p> <p><b>Public &amp; municipal Finance (including GRB, subnational PFM and transfers)</b></p> <ul style="list-style-type: none"> <li>- Development of a position paper on subnational PFM together with seco, including a possible exchange of experiences and practices in countries</li> <li>- Input Paper on municipal finance for DDLG positioning tbc (IDS), Dialogue with UNCDF, link with SDG financing /AAAA</li> <li>- Implementation of guidance on GRB/SIB in a country case (tbd)</li> </ul> <p><b>Engagement with the Private Sector &amp; Local Economic Development</b></p>	<p>IFA Q2-3</p> <p>tbc</p> <p>IFA</p>

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		<ul style="list-style-type: none"> <li>- Publication of a Guidance on SDC's approach to LED together with e+i from a practical perspective (collaboration with e+i)</li> <li>- (Gather learnings from WBA: Support to organization of DeLog in-country Workshop on LED in Serbia: <del>cancelled</del>)</li> <li>- Follow up on program &amp; support to strategic development of MEG Program in BiH (tbd)</li> <li>- Support implementation of SDC's EPS Strategy: Clarify what EPS means for governance/DDLG outside LED (i.e. natural resource governance issues, multistakeholder-processes, anti-corruption); seek entry points to work on B&amp;HR standards and conflict sensitive business practices in fragile contexts, particularly linked to issues of governance and statebuilding</li> </ul> <p><b>Urbanization and local governance in migration contexts</b></p> <ul style="list-style-type: none"> <li>- Support to Learning Journey Migration on durable solution (lead GPM)</li> <li>- Support to Mapping of programs in urban settings (lead ALAC)</li> </ul>	<p>Q3</p> <p>Q3,4</p> <p>KEQ/PAPME IFA</p>
	<p><b>Work politically, work systemic:</b> <i>Analytic skills and methodological competences of SDC staff and partners to work with a systemic and politically informed approach are strengthened</i></p>	<p><b>Promote applied Political Economy and Power Analysis (PEPA):</b></p> <ul style="list-style-type: none"> <li>- Coaching process with the office in Burkina Faso</li> <li>- Possible coaching for the Bata region in Tchad</li> <li>- Simplified guidance on TWP and PEPA as a module to the PGE Cluster tools</li> <li>- Discuss policy influencing monitoring with group of interested DDLG members</li> <li>- Clarify together with QA what is additionally needed within the new RBM roll-out on adaptive management (tbd). Check with DDLG members, if they have additional specific needs on "thinking and working politically".</li> </ul>	<p>IFA Q1 ongoing</p>
	<p><b>Promote Governance as TT/ in Sectors:</b> <i>Common understanding of priorities of governance as transversal topic is established &amp; practical guidance provided for (selected) sectors/countries</i></p>	<p><b>Governance as transversal theme, in sectors:</b></p> <ul style="list-style-type: none"> <li>- <u>Governance in sectors:</u> 1) practical examples of governance in sectors, proposed focus 2020: Education, Climate Change (or Food Security), Migration (as part of LJ on durable solution); 2) document and share selected examples of implementation of governance in sectors (tbd), 3) Finalize and identify additional sectoral/topical guidance</li> <li>- <u>Learning event</u> to promote common understanding and strategic orientation on governance as TT/governance in sectors: As sector specific approach to strengthen a given sector through improved governance? As a systemic, political approach to strengthen governance via a sector as alternative to targeted approach? Working on governance principles in sectors and programs? What are strategic priorities, topics, principles? What are practices, experiences, open questions? What are tools (i.e. governance action plans, strategic analysis of SAP data), etc.? - tbd</li> </ul>	<p>KEQ, IFA, RNL Q3,4</p> <p>Aug-Sep tbc</p>

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<p><b>Capacity Building, Advise and Support</b></p>	<p><b>Strengthen methodological competences:</b> SDC staff and partners have the thematic and methodological capacities to implement transformative governance programs (in line with the strategic goal 4 of the message 21-24 (HQ, SCO's, partners))</p> <p>Practice-oriented instruments and tools are in place and accessible</p>	<p><b>PGE tool, approach, training (s. section 1)</b></p> <ul style="list-style-type: none"> <li>- Coordinate and contribute to the joint process to develop a standard tool light for integrating the PGE topics as transversal themes</li> <li>- Elaborate a standardized basic training module PGE / first ToT for PGE cluster</li> </ul> <p><b>'Key Governance Tools':</b> Develop a governance tool box with simple and accessible guidance on key governance tools, as coherent set of tools and complementary to the overarching PGE guidance</p> <ul style="list-style-type: none"> <li>- Political Economy Analysis: Finalize work on bringing together PEA tools</li> <li>- Governance Analysis (Gov as TT): Identify key areas for basic governance analysis</li> <li>- Define interlinkages, present as coherent set of tools (tool 1,2,3, etc.)</li> </ul> <p><b>ToT Governance (with CSPM)?</b></p> <ul style="list-style-type: none"> <li>- Discuss options for developing / offering a Governance ToT, based on Key Governance Tools (for 2021), Cooperation with CSPM, or PGE?</li> </ul> <p><b>Promote integration of Governance in other SDC learning events</b></p> <ul style="list-style-type: none"> <li>- RBM courses</li> <li>- Tailor made learning events/inputs for divisions (i.e. joint gender /governance inputs for Global programs in view of new strategies)</li> </ul>	<p>KEQ, IFA Q1-3</p> <p>Q2-4</p> <p>Q4</p> <p>ongoing</p>
	<p><b>Support to operational practice:</b> Governance Focal Points of Coofs and divisions receive tailor-made support and strengthen their own advisory and capacity building role</p>	<p><b>Regional Workshops:</b> Participate at regional training and learning events (demand of SCO's)</p> <ul style="list-style-type: none"> <li>- <b>Cambodia:</b> Regional Learning Workshop on Governance as Transversal Theme, regional Governance workshop Mekong (24-27 May, Phnom Phen)</li> <li>- <b>Governance Meeting DAO:</b> Participation at the DAO yearly Governance Meeting End of May 2020</li> <li>- <b>Serbia:</b> Governance Portfolio Review (tbd)</li> <li>- <b>Burkina Faso:</b> Coaching on Political Economy Analysis and application (March)</li> <li>- <b>OSA:</b> Great Lakes/Gov TT in TVET sector (spring/summer); RPSA/Social Accountability MidTerm Review (early July); Regional Workshop Gov as TT (end of June, Maputo tbc)</li> </ul> <p><b>Advisory and Support Services as per request</b></p> <ul style="list-style-type: none"> <li>- Inputs /guidance for new programmes/CPs (and country strategies, ongoing)</li> <li>- Inputs for Study Trips Delegations</li> <li>- Participate to Tender Committees</li> </ul>	<p>KEQ</p> <p>PAPME</p> <p>IFA IFA tbc</p> <p>All ongoing</p>

Referenz/Aktenzeichen:

<b>Monitoring &amp; Thematic Quality Assurance</b>	<i>The quality of governance outcomes/results (both a specific sector and transversal topic) in SDC operations are systematically monitored and reported, on the level of the message, cooperation strategies and programs/projects</i>	<p><b>New Cooperation strategies:</b> Provide guidance to integrate a strategic approach to governance in new cooperation strategies (with the respective Core Group members, PGE cluster)</p> <ul style="list-style-type: none"> <li>- Bilateral CS: Tanzania, South Caucasus, Central Asia (launching process for 2022)</li> <li>- Global Programs: Input to strategic guidance for Global Cooperation, joint workshops/events Gender / Governance with each Global Program (Feb, April/May)</li> </ul> <p><b>Monitoring and reporting on Governance: ARI /TRI</b></p> <ul style="list-style-type: none"> <li>- Joint PGE approach to ARI/TRI (towards Goal 4 of the new dispatch, Jan 2020)</li> <li>- Define outcome oriented/transformational governance ARI/TRI (January 2020)</li> <li>- Analyse reporting on governance in Annual Reports (for steering, communication)</li> <li>- Discuss options for joint reporting in the PGE Cluster (i.e. 'PGE Status Report')</li> </ul> <p><b>Policy Marker and Checklist: Promote common understanding, minimum standards</b></p> <ul style="list-style-type: none"> <li>- Analysis of SAP data, for communication and steering</li> <li>- Webinars on use of Policy Marker and checklist</li> <li>- Guidance to program desks, operation committees</li> </ul>	<p><i>All</i></p> <p><i>Ongoing</i></p> <p><i>Q1,2</i></p> <p><i>KEQ</i></p> <p><i>Q1</i></p> <p><i>Q2-3</i></p>
<b>Strategy, Communication, Management &amp; Resources</b> <i>(TU, Core Group, PGE Cluster, Network)</i>	<p><b>Strategy and profile:</b> DDLG/Governance has strengthened its strategic orientation and profile, is well positioned and visible within SDC and beyond.</p> <p>With its strategic profile, DDLG takes an active role to strengthen policy coherence in view of the new message, governance more broadly within SDC, FDFA</p>	<p><b>SDC Governance Policy/Strategic Guidelines</b></p> <ul style="list-style-type: none"> <li>- Finalize and launch SDCs governance policy as overarching document, define strategic priorities for the coming years for SDC (Strategic Guidelines Leitdokument B)</li> <li>- Review strategic partnership portfolio in view of the new governance policy</li> </ul> <p><b>Revising SDC's Anticorruption Strategy</b></p> <ul style="list-style-type: none"> <li>- Elaborate and launch SDC's new Anticorruption Strategy, steer coordination and consultation within SDC, FDFA, SECO, align with Federal Anticorruption Strategy</li> <li>- Launching event Oct/Nov (tbd)</li> </ul> <p><b>Communication &amp; Outreach:</b></p> <ul style="list-style-type: none"> <li>- SDC Press Conference 2020 on Governance and civil society (with IP, IFA as speaker for DDLG (28 January 2020)</li> <li>- Promote dialogue on strategic topics with key actors within FDFA, SECO and Federal Administration</li> <li>- Provide inputs for dossiers and speaking notes as requested</li> </ul>	<p><i>KEQ, BGE</i></p> <p><i>Q1</i></p> <p><i>Q1</i></p> <p><i>ETP, KEQ</i></p> <p><i>Q1,2</i></p> <p><i>ongoing</i></p>
	<p><b>Managing the DDGL/ Governance team:</b> <i>The thematic unit and Core Group is well</i></p>	<p><b>TU/ extended TU:</b></p> <ul style="list-style-type: none"> <li>- Regular bi-lateral and trilateral meetings, at times with extended TU</li> </ul>	<p><i>ongoing</i></p>

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	<p><i>organized and has adequate human and financial resources</i></p> <p><b>DDLG Core Group:</b> <i>The DDLG Core Group plays an active role in the network management</i></p> <p><b>PGE Cluster:</b> <i>The coordination with the PGE cluster functions well and is efficient</i></p>	<ul style="list-style-type: none"> <li>- Clarification of division of roles and competences in the new TU composition, joint vision of DDLG/Governance strategy and profile,</li> <li>- teambuilding moments</li> </ul> <p><b>DDLG Core Group:</b></p> <ul style="list-style-type: none"> <li>- Promote and support active role in Core Group, outreach to new members (i.e. global programs, humanitarian Aid), guidance on roles and responsibilities of division focal points</li> <li>- Engage and include Core Group members in capacity building to enhance competences and ownership</li> </ul> <p><b>Coordination with PGE Cluster</b></p> <ul style="list-style-type: none"> <li>- Assure smooth organization and effective coordination within the cluster, and in the interaction of TU and cluster (avoid coordination overkill)</li> <li>- Discuss options for joint mandates and resources (Shareweb, Backstopping)</li> </ul>	
	<p><b>Backstopping Mandate:</b> <i>Assure smooth management of the IDS backstopping mandate</i></p>	<p><b>Management of IDS Backstopping</b></p> <ul style="list-style-type: none"> <li>- Joint planning meeting for 2020/21 (Jan 2020, Aug 20): Assure realistic planning, monitor financial commitments and cooperation mechanisms</li> <li>- Monthly calls with coordinator, visit in Brighton?</li> <li>- Effective coordination and management of tasks and sub-mandates</li> </ul> <p><b>Initiate reflection for follow up mandate</b> (summer 2021, with PGE cluster)</p>	<p><i>All, IDS ongoing</i></p>
	<p><b>DDLG Network Communication and Management:</b> <i>Communication in the DDLG network is strengthened and is conducive for joint learning</i></p>	<p><b>Shareweb, publications and dissemination of learning products</b></p> <ul style="list-style-type: none"> <li>- Further promote interactive communication and the use of the shareweb as a joint resource and learning platform</li> <li>- Harmonize visual identify of DDLG products</li> <li>- Continuous updates on topics and Network news</li> <li>- Publish, disseminate and make learning products easy available</li> </ul>	<p><i>All, IDS, Hynek ongoing</i></p>