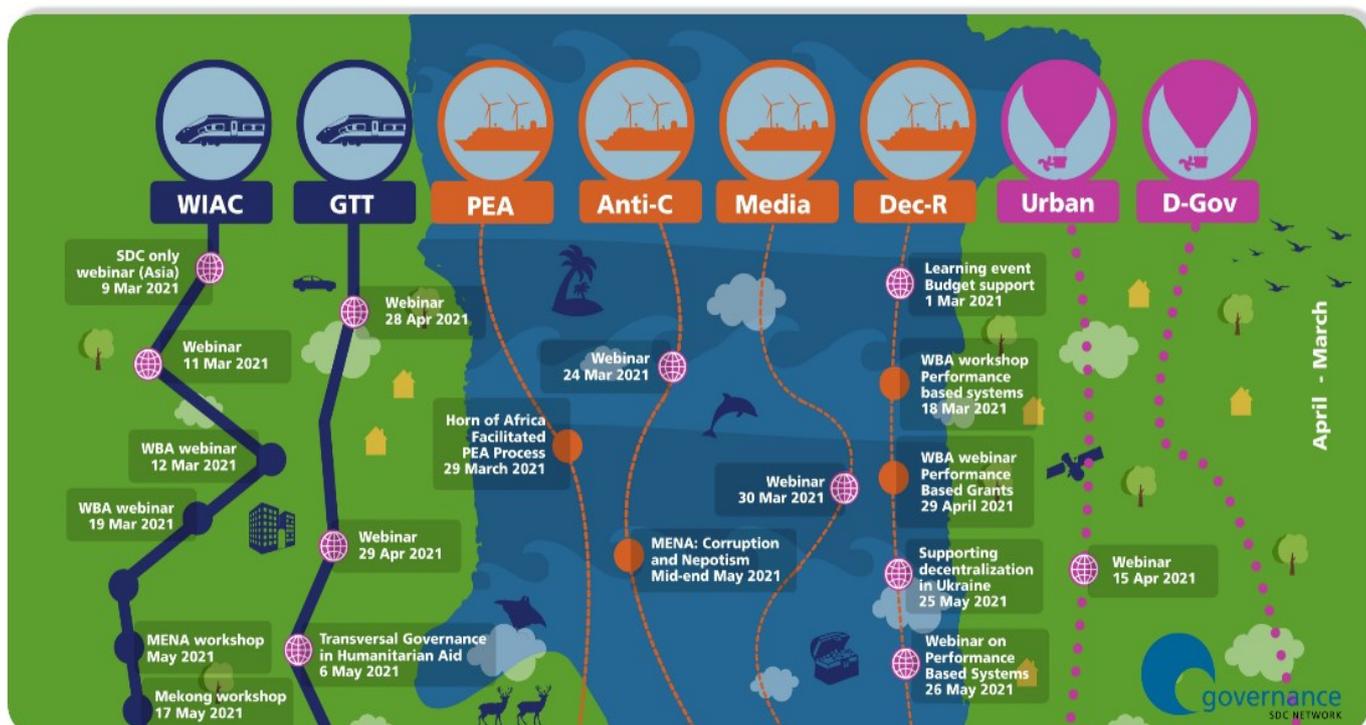


Annual Programme 2022

Network and Thematic Unit Governance



Contents

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Network and Thematic Unit Governance

1.	Context developments 2021	3
2.	Achievements and Results 2021	4
	2.1 Policy dialogue and strategic partners	4
	2.2 Key results on thematic learning, practice support and advice	6
	2.3 Strategic and institutional developments	8
3.	Priorities and Outlook 2022	9
	Annex 1: Overview Governance Planning 2022 (Graphic)	11
	Annex 2: Governance Planning 2022 (Table)	12
	Annex 3: Governance Review and Results 2021 (Table)	21
	Annex 4 Network Evolution	35
	Annex 5: Budget Thematic Unit: Expenditures 2021 and planned 2022/23	36
	Annex 6: Human Resources Thematic Unit Governance	37

Annual Programme 2022

Network and Thematic Unit Governance

1. Context developments 2021: grip of the pandemic and continuing authoritarianism

The Pandemic continues to be a major determinant in international development. As observed last year, both well-intentioned and opportunistic policy measures to respond to and manage the COVID-19 crisis turn out to have negative effects on the quality of governance and SDG 16 outcomes. The enormous strains on the already vulnerable economies and societies in SDC's partner countries has exacerbated a global trend of democratic erosion and raising authoritarianism, with strong yet diversified manifestations in SDC partner countries. Above all, these are **the consolidation of authoritarian and centralistic political systems and increased occurrences of dismantling democracy from within**, undermining the legitimacy of and trust in democratic institutions and putting further pressure on human rights, fundamental liberties, the civic space and freedom of media.

While the gradual weakening of democratic governance and systems is a general characteristic for democratic decline, **the year 2021 was dominated by major political turmoil in several countries**, just to mention the putsch in Myanmar in February 2021 and the seizure of power by the Taliban after the withdrawal of American troops in August 2021, re-shifting the focus on abrupt breakdowns and collapse of democratic systems, including the question what this means for development actors.

In Myanmar, the (re)seize of power by the military regime has brought the democratisation process to a halt. In Afghanistan, the collapse of the foreign backed government brings questions around use of country systems, local ownership and legitimacy to the forefront, putting external statebuilding support backed by military stabilization measures (once more) into question.

In both cases, **SDC sticks to the principle of 'staying engaged' even when it gets difficult**. It defined principles of engagement and reviewed its programs and working modalities. Yet, beyond managing the immediate challenges, development actors have to ask more fundamental questions: **How do we respond when the assumption and foundation our partnership is built on, that democratic governance is intrinsically linked to sustainable development, is not given anymore?** When, in the wake of the increasing global polarization, the narrative on sustainable development delinked from democratic governance is gaining ground?

A report to be published by the OECD DAC Governance Network (*ODA by Regime Context (2010-2019)*) confirms that working in autocratic contexts is more than ever the norm. The report, analysing the ODA flows (in general, and on governance) by regime context, shows that ODA to autocratic regimes increased from 64% in 2010 to 79% in 2019, mostly, but not only, due to humanitarian aid. Also, an increasing share of the population in ODA recipient countries live under autocratic regimes (rising from 56% in 2010 to 79% in 2019). The data of CIVICUS monitor tells a similar story, with civic space conditions declining year on year. According to 2020 data, 25.4 % of people live in countries rated as having closed civic space, 43.4 % in repressed civic space, and the percentage of people living in countries with obstructed civic space jumped from 15.8 % to 18.3 %, while only 3.4% of people live in countries with fully open civic space.¹ This goes hand in hand with systemic corruption as major development obstacle that has been accentuated during the COVID-19 crisis. This year's Corruption Perceptions Index (CPI) of Transparency International shows that most countries have made little to no progress in tackling corruption in nearly a decade. The analysis shows that corruption is not only more pervasive in countries least equipped to handle the COVID-19 pandemic undermining the global health response to COVID-19, but also contributes to a continuing crisis of democracy².

¹ [CIVICUS monitor 2020](#)

² [Corruption Perception Index 2020](#)

These figures are underscored by the analysis presented in Int. IDEA's newest Global State of Democracy Report 2021³. The report shows that the number of countries moving in an authoritarian direction in 2020 outnumbered those going in a democratic direction. Also, democratically elected governments, including established democracies, are increasingly adopting authoritarian tactics, often with popular support, and authoritarianism is deepening in non-democratic countries. The reports also identifies opportunities, in particular the resilience of many democratic systems that were able to adapt their institutions in short time or the strengths of democratic movements resisting the global trends. The report ends with policy recommendations that also form the backbone of the democracy statement Int. IDEA is publishing right ahead the US Summit on Democracy⁴. Int. IDEA's Democracy Statement is a joint call by 29 member states, including Switzerland.

Given these context developments **SDC's governance work and priorities as outlined in the Governance Guidance (five pillars) remains relevant and addresses key trends and challenges.** The PGE Learning Journey on Working in Authoritarian Context (managed and lead by the Governance Unit) in particular addresses some of the key challenges SDC and other development actors are currently facing.

2. Achievements and Results 2021

While the context development is dire, the year 2021 was a very dynamic and productive year for the governance unit and network. **Firstly, with the adoption and publication of [SDC's Guidance on Anti-Corruption](#)** in summer 2021, following the [SDC's Governance Guidance](#) from 2020, SDC's governance work and approach is now anchored in two new thematic guidance documents providing a clear strategic orientation and profile. The two guidance are complementary and interlinked, through the Governance pillar 3 on Anti-corruption, and will serve as strong conceptual base for exploring cooperation and synergies when transitioning into the new PGE section. **Secondly, and this year's highlight, is the virtual [Governance Network Journey](#)** with its innovative online methods, cutting edge topical events and learnings on SDC's governance priorities and a dynamic network community shaping the journey as active contributors and participants. The Journey received much attention within SDC and beyond for its innovative approach and key topics. **Thirdly, as part of the Network Journey, a number of new and in-depth knowledge products were produced and published** (or are about to be finalized in the first part of 2022), such as the policy paper on digitalisation, political economy approaches or the operational guide on anti-corruption. **Finally, with Switzerland's endorsement of the democracy statement initiated by SDC's partner Int. IDEA,** SDC has received high visibility within the FDFA and made an important contribution to Switzerland's positioning in view of current crisis of democracy.

2.1. Policy dialogue and strategic partners

SDC's experiences and the thematic learnings of the network serve as an important source and backbone for our engagement on international platforms, notably the OECD DAC GovNet and the DeLoG, and the dialogue with our strategic partners:

- **The OECD DAC Network on Governance (GovNet)** remains the most relevant international platform in terms of political dialogue on governance policies in development contexts. SDC had a strong profile with active contributions to important policy processes and thematic work streams. In particular, the 'parallel engagement' of SDC and the GovNet on inclusive governance and rising authoritarianism allows fruitful exchange on the topic. SDC disseminated the thematic papers on *Authoritarian Developmental States* and *Fragility & Autocracy* through the GovNet. SDC also presented findings from its learning journey on Working in Authoritarian Contexts at the GovNet plenary in October. The presentation received high attention from the members, since SDC is one of the few members that is systematically reflecting on the consequences for working in such contexts. After the publication of the *Report on ODA by Regime Context*, the GovNet will now deepen the analysis with case based work to distil the experiences on programming effectively in autocratic

³ [The Global State of Democracy Report: Building Resilience in a Pandemic Era](#) (Int. IDEA 2021)

⁴ <https://www.state.gov/host-sponsored-events-the-summit-for-democracy/>

contexts, with a view to develop a Guidance Note for members. SDC's experiences on the topic serves as orientation for this work.

- **DAC Recommendation on Enabling Civil Society:** After two years of intense dialogue led by the DAC Civil Society Task Team, supported by the GovNet, the DAC Recommendation on Enabling Civil Society was adopted in July 2021. SDC's Governance Unit, jointly with the Institutional Partnerships Division (IP) and the Global Partnership for Effective Development Cooperation (GPEDC) teams, played an active and important role to ensure a strong and coherent text. The Recommendation is built around the three complementary pillars 1) respecting, protecting and promoting civic space, 2) supporting and engaging with civil society as donors, and 3) incentivising CSO effectiveness, transparency and accountability. The DAC is now discussing the monitoring modalities with its members. The Recommendation will be an important reference for shaping and sharpening SDC's policies towards a coherent approach in working with (local) civil society.
- **Switzerland endorses the Int. IDEA Democracy Statement:** Int. IDEA initiated a call among its member states to elaborate a statement on democracy, as a joint statement in view of the US summit in December 2021. SDC has been an early supporter and was involved in all stages and coordinated the process with the State Secretariat / Peace and Human Rights Division (AFM). With the joint note by SDC and AFM to BRIC, Switzerland's membership and strategic partnership with Int. IDEA received renewed political attention. Int. IDEA also published its biannual flagship report: *The Global State of Democracy Report 2021: Building Resilience in a Pandemic Era*. The report focusses on democracy trends in the time of the COVID pandemic and growing geopolitical polarization. It reflects critically on current fault lines and proposes a forward-looking agenda to evolve democratic governance. With its high profile engagement Int. IDEA proves that they are a key stakeholder for an inclusive dialogue on confronting the threats to democracy.
- **International Fund for Public Interest Media (IFPIM):** The contribution to and engagement of Switzerland with IFPIM comes as a new opportunity for SDC to promote better frame conditions for independent media in low and middle income countries. The Summit for Democracy provides the vehicle to pledge support to this long standing initiative. The Governance Unit has drafted a note to DZP to outline background, opportunities and potential engagement. The engagement with the fund would be coherent and complement SDC's support to the **Global Forum Media Development** to establish the International Media Policy and Advisory Centre (IMPACT).
- **UN World Data Forum (UNWDF):** The Governance Unit organised and implemented the *High Level Panel on Data for the Accountability to the People* at the UNWDF in Bern (October), with DZP holding concluding remarks. The panel highlighted the importance of data as an essential element to build stronger accountability of governments towards their people, and how data can be a powerful tool for people to demand accountability. The event received much attention and positive feedback by both panel speakers and the audience.
- **A Focus on Federalism:** With the new core contribution for the **Institute of Federalism (IFF)** realised, SDC has now a second partner on Federalism, besides the **Forum of Federation (FoF)**. For both partners, Switzerland's political system is an important anchor point for the political dialogue. The institutional dialogue with the IFF is led as a joint FDFA / SDC dialogue, coordinated by SDC. SDC cooperates with the IFF to publicize the IFF summer school and highlight potential cooperation areas to the Swiss offices/embassies. The FoF has been celebrating its 20 year jubilee (with HRU on a panel). An external evaluation ongoing will assess their performance and progress in view their strategy.
- **Development Partners Network for Decentralisation and Local Governance (DeLoG):** The DeLoG remains an important platform for policy dialogue and learning on local governance, with both donors and stakeholders of municipal and urban associations as members. The adoption of the new strategy (2021-2024) serves as an orientation to lead a donor dialogue on the future of DeLoG, initiated by SDC. Despite an active network, a successful Annual Meeting (with GTO at the Opening Panel) and with new members joining (i.e. NALAS, Roaid, Berghof Foundation), funding and a new arrangement for the hosting of the secretariat are still not secured. SDC prolonged the current contract until June 2022, with two options for the future (orderly disengagement, or continuation with

new host arrangement, and partners).

- **Dialogue with SECO on Public Finance Management (PFM) and Fiscal decentralisation (Guidance):** The dialogue on PFM approaches and the cooperation between SECO and SDC has intensified in 2021, with external support. The aim is to develop a joint vision and understanding on the respective strengths, expertise and how to collaborate on PFM; issues and sources of tensions are the understanding of what PFM entails, the question around the topical lead as well as different ways of steering of operations (centralised (SECO) vs. decentralised (SDC)). A joint guidance will be produced, as basis for further cooperation (thematic addition to the institutional SDC - SECO Vademecum).
- **SDC has further intensified its cooperation with U4, the anti-corruption resource center:** U4 elaborated its new strategy 2022-2026 to be formally adopted at the steering committee meeting in December 2021. SDC is preparing the Credit Proposal for the phase 2, to cover the full strategy period. The partnership remains key for SDC for the implementation of SDC's Guidance on Anti-corruption and to intensify its operational and political engagement. U4 also supported SDC with backstopping services (IDS sub-contractor). Together with the Basel Institute of Governance, U4 published the findings from the capitalisation of SDC's anticorruption work as a synthesis paper and is about to finalise the Operational Guide accompanying the Anti-corruption Guidance.
- **Digital democracy - smartvote:** The cooperation with Politools to introduce the voter advice application smartvote in four pilots has taken off. While Politools has finished the work on an international modul based application that can quickly be introduced and used by local partners, contact with several offices (Bosnia and Herzegovina, Albania, Tunisia, Moldova and Mongolia) have lead to interesting exchanges and the search for good local partners. Other offices (Georgia, Nepal and Benin) do not see opportunities at this point. Already the exchange with the colleagues brought up several issues and questions that will help Politools to further develop and adapt its tool to the international context.

2.2. Key results on thematic learning: The Governance Network Journey⁵

The Governance Network Journey served as the red thread for the network's thematic learning throughout the year. **The Network Journey was designed and conceptualized to contribute to the implementation of the Governance Guidance.** This by way of familiarizing network members with the five thematic priorities and pillars, addressing and reflecting on current challenges we face within and across the priority topics and by developing a common understanding and approach of new topics.

The virtually lead Network Journey was also a way to address the limits set by the pandemic and embrace it to explore alternative digital ways of collaborative learning as a network and keeping a network lively and dynamic in times when travelling and physical meetings are not possible.

The Network Journey was designed and built around three *moments forts*, a 'Departure' meeting in January 2020, the Governance Week mid-way in June and the 'Arrival' meeting and harvesting in January 2022. The overall theme was on strengthening governance in the wake of democratic back slide and COVID-19. The network journey included 'compulsory', optional, and exploratory topics⁶.

Participation and response by network members was very positive. More than 150 persons participated in the Governance Week and 170 in one or more learning events throughout the year. A survey carried out after the Governance week and with selected network members throughout the journey by the International Institute for Development Studies (IDS, backstopping) showed that the network members highly value the network for its non-linear out of the box thinking and the efforts put in to develop a digital way of collaborating and keeping the network alive. Most important for participants was the space for strategic thinking on their country context and linking it to regional and global debates as well as the cross-

⁵ See the Shareweb Page: [The Governance Network Journey](#)

⁶ The Network Journey's is made up of eight 'travel offers' as thematic workstreams: [Working in Authoritarian Contexts](#) (WIAC); [Governance as a Transversal Theme](#) (GTT); [Political Economy Approach](#) (PEA); [Anti-Corruption](#) (Anti-C); [Media Development](#) (Media); [Decentralisation Reloaded](#) (Dec-R); [Urbanisation/ Urban Governance](#) (Urban) and [Digital Governance](#) (D-Gov).

regional exchange with colleagues.

Some results and findings from selected thematic travels:

- **Working in Authoritarian Contexts** was a compulsory travel and served as red thread throughout the Network Journey: Based on the Policy Note [Governance in Authoritarian Contexts](#), a number of regional consultations were held to reflect on the implications for SDC in the specific contexts (Western Balkans, Central Asia, Mekong and East and Southern Africa). In addition, three issue papers were commissioned to deepen critical issues, two of them published and available as short synthesis notes ([Authoritarian Developmental States](#), [Do Autocracy and Fragility Connect?](#), Gender & Authoritarianism, forthcoming).

Key learnings from this travel are:

- The importance to **differentiate approaches and expectations depending on the governance historical trajectories** of the partner countries and **the regional influences at play**. This contextual understanding helps identifying what spaces we may have and what progress we can realistically achieve. What has proved to be helpful is to distinguish between countries, which never really established democratic institutions nor had the intention, countries which engaged in a democratic transition, but where democracy is backsliding (gradually, or suddenly) or countries with young democracies in times of regional and global downturns.
 - **The dilemma of what is called the institutional “mimicking of democracy”**. Often non-democratic governments superficially adopt or learn from democratic systems and practices (like elections and parliaments, public consultations, participative or performance-based planning etc). Democratic mimicking maybe used to keep check on dissent and giving some voice to people (without real choices). They ultimately bear the risk to enhance resilience of authoritarian regimes. The question thus is how best to navigate available openings to foster inclusive policies despite an overall authoritarian governance.
 - **Staying engaged also applies for authoritarian contexts. Yet, it comes with a number of dilemmas**, such as if and how to work with governments without legitimizing and strengthening authoritarian regimes, or how to work with civil society without overburdening or endangering them. Therefore, **the Learning Journey will end with a Guidance Note on how to stay engaged in authoritarian contexts**. The Guidance will address the implications and the dilemmas we are facing and build on concrete experiences gathered and specific country cases, including a specific focus on how to stay in engaged when abrupt disruptions happen, such as the cases of Myanmar, Afghanistan or Mali, Burundi and Nicaragua.
- **Digitalisation in governance:** In the balloon (explorative) journey on digital governance, a good basis has been laid with two longer reports, one on relevant issues in digitalisation and governance ([Key Issues on Digitalisation and Governance](#)) and a report of possible partners in the realm of digitalisation and governance. These two documents have been discussed during two sessions during the Network Journey. After, a follow up event in October took place where the findings from the discussions during the Network Journey were brought together in a table, and a paper with three assessment methods for digital projects was reviewed by the network members. All products will be layouted and ready online until the final Network Event. The topic has been of great interest for a lot of the network members and a course is planned for 2022.
- **Budget Support:** In the boat journey on “decentralization reloaded”, one workstream was on budget support. Three budget support events took place online, with participants from both SECO and SDC. The exchange on general budget support as well as sub-national budget support was fruitful and it became obvious how the different Swiss projects across the organization inspire each other. Also very interesting was the exchange with the international budget support “champions”, the World Bank and the European Union, as they gave some insights on the approach of these two institutions and the (sometimes similar) remaining challenges. As a follow-up, and in collaboration with the Focal Point Aid Effectiveness, a report has been mandated where (based on interviews from the input givers of the events) an analysis of the link between budget support and aid effectiveness has been conducted.

- Other important learning and results to report are from the travel on **Political Economy Analysis (PEA)** where the new policy paper on [SDC's Political Economy Approach](#) was presented. Colleagues shared their experiences with **practical approaches to PEA** on what the lessons were that have been drawn and how this changed their "thinking and working politically". During the **Media Development Support** travel the focus was on **potentials of strengthening independent and pluralistic media** to foster good governance, participation and accountability and the role of media in providing platforms for inclusive dialogue in fragile contexts. Also available now a whole set of [Media Resource Packages](#) (including videos on Gender & Media, and Media & Information Literacy).

2.3. Strategic communication and institutional developments

With both the SDC's [Guidance on Governance](#) and the [Guidance on Anti-Corruption](#) renewed and published (Leitdokumente B) the conceptual basis of SDC's governance approach is now complete. The Guidance's are forward looking documents that help position and orient SDC's work on governance in view of the challenges ahead. They serve as thematic orientation of SDC's work and are an important tool for strategic communication, both for positioning SDC's governance profile within the Federal Administration as well internationally (i.e. other donor agencies, DAC GoNet, etc.).

SDC's approach and way of working does meet interest and receives attention. I.e. the new Anti-corruption Guidance has been presented at the IDAG Anticorruption (led by AWN) and the BK IZA. As a result of the SDC presentation of its work on working in authoritarian contexts, SDC received request for informal exchanges by a number of bilateral agencies (BMZ, Norad) and was also invited to present SDC's approach on governance as transversal theme at a DAC seminar with Estonia.

On an institutional level, the Fit4purpose process was at the centre in 2021. It required coordination, joint action and considerable resources by the Peace, Governance and Equality (PGE) cluster throughout the year. With the reorganisation, the Governance Unit will become part of the new thematic section Peace, Governance & Equality, bringing together the four thematic units and networks (Fragility, Conflict and Human Rights; Governance; Gender and Social Inclusion; Culture). The PGE cluster was actively contributing to the process through the fit4purpose workshops led by the senior management and by providing required information and propositions for the organisational set up and the financial and human resources, including opportunities for synergies (both thematically and human resources).

Besides the fit4purpose process, the **PGE cluster continued collaborating closely**:

- Cooperation on the joint learning topic on Working in Authoritarian Contexts, and the Nexus.
- Coordinated inputs for new country programs and regional guidelines
- Finalizing the joint PGE tool (the so called PGE essentials framework for integrated context analysis), however, no test/pilot implementation could be realised
- Tendering of a **joint PGE thematic backstopping (2022-2026)**. The evaluation and selection of the new backstopping partner / consortium will take place in early 2022, with the contract and cooperation beginning in March 2022.

The new PGE section will allow to continue the path initiated by the PGE cluster to deepen the cooperation in view of more comprehensive and integrated thematic approaches and closer collaboration among the different networks. The thematic section PGE will collaborate closely with the thematic hubs resp. the regional advisors as new positions in the geographic divisions. This new set up brings the thematic support closer to the operations and the field and has much potential. However, as for all SDC, the Governance Unit is affected by the reduction of positions and human resources and will have to adapt the scope and focus of its engagements. The transition into the new section will be a priority in 2022.

3. Priorities and Outlook 2022

(s. also the Graphic Overview, and Planning Table 2022 in the Annex)

In view of the transition into the new PGE section and the limited human resources available, a realistic and pragmatic planning for 2022, adapted to available resources, is key. General principles are:

- 1) Working more **demand driven than supply oriented**, thus reducing pro-active engagement and initiatives and consolidating on thematic learnings from the Network Journey

- 2) Focus on a **few priority topics** (based on demands from the regions) and sustain other topics as **'dormant topics'**
- 3) **Prioritize the support for the field**, 'external' demands are to be treated secondary, and HQ / institutional request according to urgency and relevance only.

Policy dialogue and strategic partners

The governance team will continue and deepen the policy dialogue and messaging on the importance of **inclusive and democratic governance with an open civic space, independent media for more impact, reducing corruption and better and more sustainable development**, through contributing to Swiss positions, international platforms and strategic partners, such as:

- Pro-active dialogue in the **DAC GOVNET**, linking global debates with SDC learnings, cooperating in particular on SDC's work on working in authoritarian context and the guidance on how to stay engaged.
- Focus on SDC's role and approach for the implementation of the **DAC Recommendation on Enabling Civil Society**, in cooperation with IP, FCHR/PGE, GPEDC, AFM and Swiss civil society.
- Continue **dialogue with AFM on democratic governance and the importance of independent public interest media**. Sharpen Swiss positions and engage with the IFPIM, GFMD and the DAC GovNet and engage with Int. IDEA for the visit planned of the General Director in Switzerland.
- Engage with key partners, in particular U4 and Basel Institute of Governance, on **promoting comprehensive approaches to anti-corruption in development contexts** (to implement the new Guidance), coordinate with the IDAG Anti-corruption on Swiss positions and build the ground for a coherent PGE hub on Anti-corruption and Asset Recovery.

Thematic learning and advise

With the **Governance Network Journey 2021-2022 coming to an end** (final regional and plenary events end of January 2022), the thematic learning activities will centre on the consolidation and deepening of selected topics, based on the demands identified at the regional events in January.

- Finalize the PGE Learning Journey on **Working in Authoritarian Contexts**, harvest and disseminate key learnings, this includes a PGE internal Workshop for harvesting and dissemination (March) and publishing the Guidance Note on how to stay engaged (as final product). This work will be disseminated among the PGE networks, SDC management, and SDC divisions, as well as through international platforms (in particular DAC).
- Consolidate resources and provide spaces for learning and exchange on **Governance, Digitalisation & Media** (short introduction course)
- Continue engagement on **Governance as transversal theme**, with tailor made learning events on a demand base (incl. with humanitarian aid). This also includes a webinar on the application of the Governance Policy Marker. Furthermore, initiate reflection on **joint approaches of Governance as transversal theme, HRBA, CSPM** (new position /PGE section)
- Revise and implement the new structure for the **Governance Shareweb**, in alignment with the new PGE Shareweb, and ensure that all (new) topic papers and resources are published (according to the 5 pillars) and easy accessible.

Capacity Building

- The first **SDC Governance Course** will be offered in March 2022. The course will introduce core governance principles and key issues along SDC's [Governance Toolbox](#). It will introduce participants to concepts and approaches of SDC's systemic approach to governance, including governance as a transversal theme, and explore how to apply them in daily programming decisions. The course entails three self-paced virtual sessions, a webinar and a 2.5 days in-person training in Bern.
- Provide support for the practical use of the **Operational Guide on Anti-corruption**

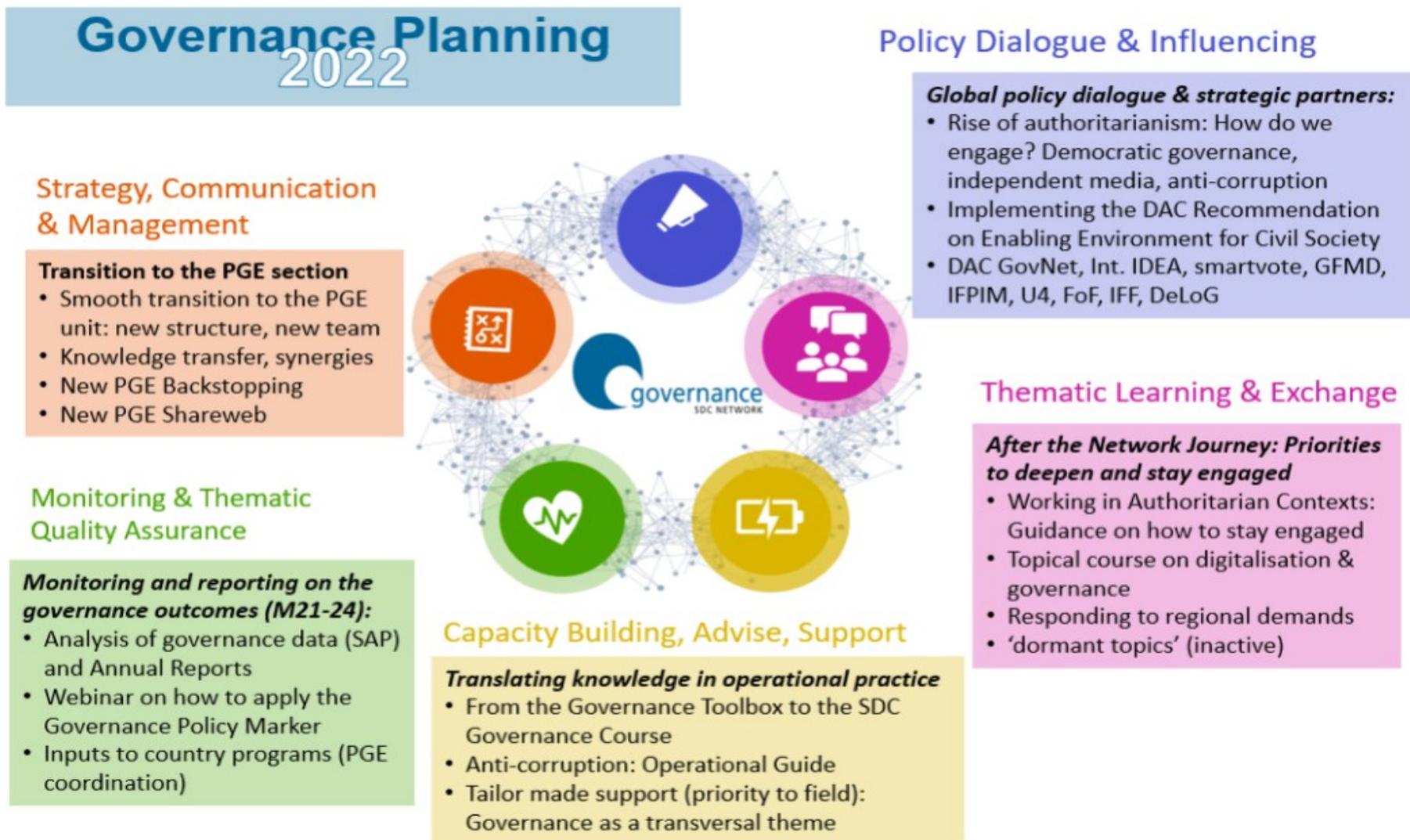
Monitoring and thematic quality assurance

- Follow up on the two-part assignment on **Monitoring Governance** (by IDS backstopping): 1) Qualitative review of governance related results in SDC's Annual Reports 2021, and 2) In-depth analysis of the SAP data of the Governance Policy Marker. The review will provide recommendations to improve the quality of governance monitoring and reporting (quantitative and qualitatively).
- Webinar on the **Governance Policy Marker** to establish common understanding on how to apply the Governance Checklist and Policy Marker

Managing the governance team: From the thematic unit to the PGE team

- Manage transition into the PGE section, organising the new team(s) with new head of section, PGE colleagues
- Ensure knowledge transfer of key areas and topics into the new set up (rotation of IFA, new team members, but reduced resources and positions)
- Select new PGE backstopping partners (tender) and ensure a well-functioning set up, working arrangements and coordination within the PGE team.
- Credit proposals planned in 2022: U4 (phase2), GFMD/IMPACT(phase1), smartvote (phase1), Int. IDEA (phase11), IFPIM tbc, DeLoG tbc

Annex 1: Overview Governance Planning 2022 (Graphic)



Annex 2: Governance Planning 2022 (Table)**Annual Planning 2022 - Thematic Unit and Network Governance**

In view of the transition to the new PGE section and the reduced resources available, adopt a realistic and pragmatic planning, adapted to available /reduced resources.

General principles:

- Working more *demand driven than supply oriented*, reduce pro-active engagement and initiatives to a few defined priority areas
- ‘Dormant topics’: Do not work pro-actively to develop further all ‘important topics’, *consolidate on few priority topics* (based on what has been elaborated during the Network Journey) and sustain ‘dormant topics’, meaning to act upon only according to needs and demands.
- Focus and prioritize on advise and support for the field, ‘external’ demands are to be treated secondary, and SDC HQ / institutional request according to urgency and relevance
- Reduce number of pro-active proposed events, engagements and cooperation with other networks must be strategic (not any opportunity)

Area, objectives and results	Priorities and Activities 2021	Responsibility Timeline
1) Policy dialogue & Strategic partners		
<p>Global policy dialogue: <i>The Governance unit plays 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> <i>The Gov unit feeds learnings of SDC operational practice into SDC institutional and global policy processes</i></p>	<p><i>Global policy dialogue & international platforms</i> Key topics for strategic messaging and dialogue (through Swiss positions, international platforms, strategic partners,)</p> <ul style="list-style-type: none"> • Democratic governance, rise of authoritarianism: How do we work, engage? (DAC GovNet, Int. IDEA, AFM) • Civic space and enabling environment for civil society: Implementation of the DAC recommendation on enabling civil society (DAC GovNet/CS TaskForce; IP, GPECD, EMM; AFM; Swiss civil society) • The role of independent media for democratic governance (IFPIM, GFMD, AFM) • Anti-corruption and Asset Recovery (U4, DAC ACTT; AWN, UNGASS, UNCAC, a.o. – new ‘hub’ in PGE) <p>OECD DAC Network on Governance (GovNet): The GovNet remains the most relevant international platform in terms of political dialogue on governance themes and policies in development contexts. SDC keeps a strong profile with active participation and contributions, in particular:</p>	<p>All</p> <p>KEQ</p>

	<ul style="list-style-type: none"> - Workstream on inclusive governance and rising authoritarianism: Participate and engage on horizon scanning event, case-based work and guidance on how to work in contexts of democratic decline and authoritarianisms, ensure linkages with and dissemination of SDC work and experiences, - IFPIM: follow up on policy debates around the IFPIM in the GovNet (where BBC media action is an observer) - DAC Recommendation on Enabling Civil Society: Represent SDC positions in the GovNet for the follow up and monitoring of the recommendation, ensure linkages within SDC (incl. with the new PGE position as of Sep 2022) - Revised Governance Policy Marker: Participate in WG for elaborating a handbook /guidance for the new Inclusive and Democratic Governance Policy Marker, introduce new marker in SDC - Clarify SDC representation in the ACTT (A&P, Governance Unit/ PGE) <p>GPEDC:</p> <ul style="list-style-type: none"> - Provide strategic and topical guidance to the Swiss co-chair program 2022 <i>upon demand and available resources (no pro-active engagement)</i> - Monitor debates and development on Action Area 2.6: 'modernizing the narrative on development effectiveness' 	IFA
<p>Strategic partnerships</p> <p><i>The Gov unit leads a continuous dialogue with strategic partners and supports their institutional development</i></p> <p><i>Policy dialogue with and through strategic partners</i></p>	<p><i>Democracy and elections</i></p> <p>Int. IDEA (Int. Institute for Democracy and Electoral Support):</p> <ul style="list-style-type: none"> - Manage partnership and participate in IDEA's steering bodies (Council meetings, steering committees) - Prepare a visit of IDEA's Secretary General to Switzerland, together with the organization of an event on the Global State of Democracy Report 2021, possibly jointly with AFM/STS <p>Polittools/Smartvote : pilot project for digital democracy (Voting Advice Application)</p> <ul style="list-style-type: none"> - Manage partnership (prepare CP for first phase, administrative management) - Facilitate dialogue between Polittools, SDC office and local partners in the selected pilot countries for the sustainable and conflict-sensitive implementing of smartvote in country elections. - Lead a dialogue on strategic orientation, future of international toolbox, country cooperations) <p><i>Media</i></p> <p>GFMD/ IMPACT (Global Forum for Media Development)</p> <ul style="list-style-type: none"> - Manage partnership and finalize Credit Proposal for main phase - Ensure strategic linkages with IFPIM and SDC operations where feasible <p>Int. Fund for Public Interest Media (IFPIM): (if SDC decides to fund)</p> <ul style="list-style-type: none"> - Draft and submit Credit Proposal in first half of 2022 - Participate and contribute actively in the establishment of the Fund, in particular on the governance structure and operating principles - Manage partnership - Ensure linkages of Fund with GFMD and SDC operational work and guidance 	<p>WHA</p> <p>IFA / WHA</p> <p>WHA</p> <p>WHA</p>

	<p><i>Federalism and Decentralisation</i></p> <p>FoF (Forum of Federations):</p> <ul style="list-style-type: none"> - Manage partnership and participate in Strategic Council meetings - Follow up on the external evaluation, ensure implementation of on the recommendation - Continue dialogue with Alt SR Altherr, new president of the board, and the cabinet <p>IFF / international centre (Institute for Federalism, University of Fribourg)</p> <ul style="list-style-type: none"> - Consolidate collaboration and bi-annual dialogue (joint FDFA dialogue) - Focus on institutional development in year 2 (services, monitoring) - Promote collaboration with SDC programs where feasible <p>DeLoG: Collaborative learning, policy dialogue on decentralisation, local governance, urbanisation</p> <ul style="list-style-type: none"> - Manage and support the strategic process on the future of DeLoG, with two options: 1) new donors, funding modalities and a new arrangement for hosting the secretariat allow DeLoG to continue, 2) DeLoG will be dissolved by June 2022 - Depending on the outcome, secure SDC funding for a new phase (as of July 2022) - Promote outreach to SDC staff in the field for active participation in DeLoG activities (if it continues) <p><i>Anti-corruption</i></p> <p>U4 / Anticorruption Resource Center (and Transparency International tbc)</p> <ul style="list-style-type: none"> - Manage partnership and participate at U4 steering committee meetings (CP phase 2, 5 year strategy) - Participate and contribute actively to U4 20 years jubilee - Facilitate and exchange with country offices to promote U4 capacity building and support services (online courses, in-country workshops, helpdesk) <p>Other partnerships on AC (<i>after transition to PGE</i>)</p> <ul style="list-style-type: none"> - Explore opportunities and clarify priorities for potential further partnerships: UNODC, TI 	<p>WHA (KEQ)</p> <p>KEQ</p> <p>KEQ</p> <p>KEQ</p> <p>KEQ</p> <p>KEQ/ Coord. with Asset Recovery position</p>
<p>Policy Coherence and WOGA</p> <p><i>The Gov unit promotes coherence on governance policies and engages with the relevant stakeholders within SDC, FDFA, federal administration, Swiss civil society, academia, private sector and other stakeholders</i></p> <p><i>Governance is well positioned and visible within SDC, FDFA and IC partners</i></p>	<p><i>Cooperation and dialogue within FDFA / Bund and 'Whole of Swiss System'</i></p> <p>Within SDC on IFI's, UNDP (<i>upon demand, selectively</i>)</p> <ul style="list-style-type: none"> - Lead strategic dialogue on governance and provide inputs for strategic documents of the IFI's (WB, Regional Banks) and UNDP <p>SECO on PFM</p> <ul style="list-style-type: none"> - Based on joint guidance published in early 2022, continue dialogue, coordination and collaborative approach in Swiss interventions in the area of fiscal decentralization, (sub-national) PFM, budget support <p>Swiss Parliamentary Services on Parliament Support</p> <ul style="list-style-type: none"> - Based on new MoU, facilitate collaborations between SDC programs and parliamentary services as needed 	<p>All</p>

	<p>AFM on Democracy</p> <ul style="list-style-type: none"> - Continue dialogue and joint approach and positions on democracy, in particular for the US summit process (Dec 2021-Dec 2022), - Organize joint activity around the visit of GD of Int. IDEA to Switzerland, as follow up on the Swiss support for the Democracy Statement. - Establish and continue regular dialogue on media freedom, the IFPIM, or the Swiss democracy forum planned in Sep 2022 - Coordinate on joint mandates: Parliamentary services, partnership with IFF <p>AWN on Anti-Corruption</p> <ul style="list-style-type: none"> - Coordinate and exchange with AWN on the monitoring of the Federal Strategy to Prevent Corruption, participate in the IDAG when required - Provide SDC perspectives and input for Swiss positions in global policy processes (UNCAC, etc.), incl. on Asset recovery (with DV) - Anti-corruption in Development as topic in the BK IZA, with WOGA partners (2 Feb 2022) <p>Other Swiss Actors: no active outreach to other Swiss stakeholders planned this year, but responding upon demand and according to priorities</p>	
<p>2) Thematic Learning & Exchange</p>		
<p>Steer and facilitate thematic learning: <i>The Gov unit deepens collaborative learning on selected strategic topics and priorities – as defined in the governance guidance and as relevant to SDC’s operational practice - to achieve effective and transformative governance results</i></p> <p><i>Learnings influence and feed into SDCs operational practice, institutional policies and global policy processes.</i></p>	<p>Bring the Governance Network Journey 2021-2022 to a successful end</p> <ul style="list-style-type: none"> - Arrival meeting 26-27 January 2022 for harvesting of learnings on three levels: 1) individually, 2) thematic and 3) methodologically - Debate on key topics in the final plenary focusing on authoritarianism, corruption, media and digitalisation - Identify regional priorities for the coming 1-2 years (at the time zone events) - Launch the Governance Charta as road map for the future <p>The Governance Network remains a lively community within the new PGE section</p> <ul style="list-style-type: none"> - Keep the governance network as a dynamic and collaborative community (as PGE sub-network?) - Build on learnings and experiences from the Network Journey: methodologic (online network community) and thematic (s. below pillars 1-5) - Seek synergies in the PGE network management, develop a joint PGE identity (communication, training, learning topics a.o. tbc in the new structure) <p>Shareweb</p> <ul style="list-style-type: none"> - Revise and implement new structure for the governance Shareweb, in alignment with the new PGE Shareweb - Publish all (new) topic papers (according to the 5 pillars), present resources well structured, easy accessible - Promote interactive communication and the use of the Shareweb as a joint resource and learning platform; publish, disseminate and make learning products easy available - 	<p>IFA (until Summer 22) KEQ WHA</p>

	<p>Governance Newsletter</p> <ul style="list-style-type: none"> - Publish the Governance Newsletter: 3 newsletters until summer 2022 - Transition in PGE section: Plan a joint PGE Newsletter 	
<p>Pillar 1: Democratic governance, participation, accountability</p>	<p>Working in Authoritarian contexts:</p> <p>Finalize, harvest and disseminate key learning of Learning Journeys:</p> <ul style="list-style-type: none"> - SDC Guidance Note (March) - PGE internal Workshop for harvesting (March) - Publish all resources on Shareweb (well structured, easy accessible) - Disseminate key messages among PGE networks, SDC management, and SDC divisions (how?) - Disseminate through international platforms (in particular DAC) <p>Civic space, Civil Society, Citizen's participation, Human Rights (Gov / FCHR position as of Sep 22)</p> <ul style="list-style-type: none"> - Develop SDC position / strategy on the DAC recommendation on Enabling Civil Society (with IP, FCHR) - Identify needs and entry points for implementing the Recommendation (operational, institutional) - Develop common understanding and integrated work approach on the Gov / FCHR topics of citizen's participation, civic space, civil society, human rights - Civic education: Final Webinar on LJ with Education Network (Jan 2022) <p>Media Support:</p> <ul style="list-style-type: none"> - Finalize knowledge resource package (media & corruption) (Hirondelle) - Make all resources available on Shareweb, (well structured, easy accessible) - (Provide guidance to programs, offices according demands (through Hirondelle /Backstopping) <p>Accountability ('dormant topic')</p> <ul style="list-style-type: none"> - Publish and disseminate topic paper (December /Jan 2022) <p>Parliament support ('dormant topic')</p> <ul style="list-style-type: none"> - Upon demand: Provide input and accompany parliament support program and facilitate collaboration with Swiss parliamentary service (Cambodia, Mongolia, Albania, North Macedonia, other tbc) <p>Election support ('dormant topic')</p> <ul style="list-style-type: none"> - Upon demand: Provide input for election support program, facilitate collaboration with Swiss Expert Pool for election observation if required, coordinate with AFM (desk election, political violence) 	<p>KEQ / WHA</p> <p>KEQ / new PGE position</p> <p>WHA /Backstopping</p>
<p>Pillar 2: Decentralisation & multi-level governance</p>	<p>Decentralisation and Local Governance</p> <ul style="list-style-type: none"> - Disseminate key learnings from capitalisation of 5 SDC programs (IDS analysis) -> <i>part of knowledge management and learning for handover IFA to KEQ</i> - Support offices on demand -> <i>offices are informed that from summer 22 onwards support will be done through backstopper</i> - 	<p>IFA (until Summer 22)</p> <p>hand over to KEQ Backstopping</p>

	<p>PFM, fiscal decentralization, municipal finance, budget support</p> <ul style="list-style-type: none"> - Publish and disseminate joint practice paper “Collaborating on PFM” with seco (joint dialogue initiated in 2020) -> <i>handover to seco and KEQ</i> - Publish and disseminate input paper on sub-national finance support of SDC (IDS analysis) -> <i>include findings in handover on decentralisation to KEQ</i> - Event on Municipal Finance with Global Program Water (International Municipal Investment Fund) -> <i>include findings in handover on decentralisation to KEQ</i> - Follow-up on Budget Support Series with Focal Point Aid Effectiveness (Study) -> <i>hand over topic to Focal Point Aid Effectiveness</i> <p>Local Economic Development</p> <ul style="list-style-type: none"> - Publication, dissemination of the Guidance on SDC’s approach to LED (with e+i) -> <i>hand over to e+i</i> <p>Urbanization</p> <ul style="list-style-type: none"> - Coordinate, clarify position of urbanization within new thematic structure within PGE. <p>Cooperation with DeLoG</p> <ul style="list-style-type: none"> - Depending on Scenario, phasing out of activities with DeLoG, or re-engage with strategic focus 	<p>Sven Stucki (ALAC)</p> <p>KEQ</p>
<p>Pillar 3: Anticorruption</p>	<p>Anticorruption: Engage with SDC programs /partner countries</p> <ul style="list-style-type: none"> - Publish the operational guide (integrated in the Shareweb as toolbox), develop dissemination and outreach strategy - Facilitate exchange of SDC offices with U4 (in-country workshops, online trainings, helpdesk) - (Provide support to anticorruption programs for SDC operational divisions, according to demand) <p>SDC Working Group on Anticorruption (lead EBT)</p> <ul style="list-style-type: none"> - Revise mandate of WG, define members /strategic participation, develop annual program - Strengthen WOGA dialogue and coordination around policy engagements (with Asset Recovery Position) 	<p>KEQ</p> <p>ETP (until Summer 22)</p> <p>Coord. with Asset Recovery Position</p>
<p>Pillar 4: Governance & digitalization</p>	<p>Governance & digitalization: Consolidate resources, provide spaces for learning and exchange</p> <ul style="list-style-type: none"> - Publish and disseminate topics papers elaborated in 2021 as part of Network Journey - Make all resources available on the Shareweb (well structured, easy accessible) - Plan and implement introductory course on digital governance in collaboration with the focal point digitalisation (GTZ), IDS and Diplofoundation - Coordinate and lead institutional dialogue within SDC (WLK, others), FDFA 	<p>IFA (until Summer 22)</p> <p>handover to KEQ/ WHA /Backstopping</p>

<p>Pillar 5: Governance as strategic lever Governance as transversal theme <i>Common understanding of governance as transversal topic is established & practical guidance provided</i></p> <p>Thinking and working politically: <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>Governance as transversal theme, in sectors</p> <ul style="list-style-type: none"> - Finalize final learning product on from Network Journey plus 1 pager - Publish and make resources available on Shareweb (well structured, easy accessible) - Policy Marker Webinar (April) - Continue engagement with tailor made learning events on a demand base (incl. with humanitarian aid) <p>Governance & Social Protection</p> <ul style="list-style-type: none"> - Learning module on social protection & governance, as part of LNOB learning series (18 May 2022) <p>Applied Political Economy Analysis</p> <ul style="list-style-type: none"> - Publish and disseminate policy paper, make available on the Shareweb - Support for facilitated PEA as per request, country or sector specific <p>Adaptive Management</p> <ul style="list-style-type: none"> - Cooperate upon demand, coordinate with PGE, QS -> handover to QS in summer 2022 <p>Governance, HRBA, CSPM: Linking the transversal dimensions</p> <ul style="list-style-type: none"> - Thinking about common approaches and practices tbc (for 2023) 	<p>KEQ New PGE position</p> <p>KEQ</p> <p>IFA KEQ/ Backstopping</p> <p>IFA</p> <p>New PGE position</p>
<p>3) Capacity Building, Advise & Support</p>		
<p>Strengthening methodological competences <i>SDC staff and partners have the methodological capacities to implement transformative governance programs (in line with the strategic goal 4 of the message 21-24 (HQ, SCO's, partners)</i></p> <p><i>Practice-oriented instruments are in place and accessible</i></p> <p><i>SDC staff and partners receive tailor-made support</i></p>	<p>PGE essential framework</p> <ul style="list-style-type: none"> - Launch the PGE essential framework (for PGE team, SDC, management) <p>Governance Course:</p> <ul style="list-style-type: none"> - Implement Governance Course (pilot): In three parts: 1) three self-paced online sessions, 2) Webinar, 3) in person training of 2 ½ day (Jan-Feb 22, 2-4 March) - Based on experiences, establish standard course to be implemented yearly, consider course in F <p>Overview of Governance trainings offers</p> <ul style="list-style-type: none"> - Elaborate (or revise) overview of Governance training offers (SDC, other), available on the Shareweb <p>Advise and practice support upon request for SDC unit (HQ and field) <i>(as per request, availability, field as priority)</i></p> <ul style="list-style-type: none"> - Support EMS in the technical dialogue and negotiation on the topical offer 13 on citizen and civil society engagement, transparency and social inclusion - Support offices in the request for Economic and Financial Analysis for local governance programs - Tailor made practice support to governance focal points and cooperation offices (coaching, webinars, workshops, etc.) in all governance priority topics / pillars - Inputs and guidance for new projects and country programs 	<p>KEQ</p> <p>IFA, KEQ</p> <p>All</p>

4) Monitoring & Thematic Quality Assurance		
<p>Thematic quality assurance <i>The quality of governance outcomes/results (both specific sector and transversal topic) are systematically monitored and reported, on the level of the IC strategy, country programs and projects</i></p>	<p>New country programs, regional guidelines, global programs :</p> <ul style="list-style-type: none"> - Provide concerted guidance and input as PGE cluster in the planning processes and consultations of new programs and guidelines to ensure systematic integration of governance and PGE dimensions <p>Monitoring and reporting on Governance</p> <ul style="list-style-type: none"> - Screening of Annual Reports for Governance Results (IDS): Discuss and disseminate report, findings - Explore options for qualitative monitoring and reporting (status report PGE) <p>Governance Policy Marker:</p> <ul style="list-style-type: none"> - SDC Steering report on the SAP data /Governance Policy Marker (end of Jan 22) - In-depth analysis of SAP data (IDS Mandate):Discuss and disseminate report, (February / March) - Webinar on the practical application of the Policy Marker and checklist (April tbc) <p>Operation Committee</p> <ul style="list-style-type: none"> - Participate in Operations Committees and Tender Committees as per request <u>and availability</u> 	<p>PGE, all</p> <p>KEQ WHA</p> <p>KEQ WHA</p> <p>All</p>
5) Strategic Orientation, Communication, Management & Ressources		
<p>Strategic orientation & communication <i>The SDC's governance approach has a clear strategic orientation and profile, in line with the IC 21-24.</i></p>	<p>Strategic orientation, communication & outreach: SDC's Guidance on Governance and Anticorruption</p> <ul style="list-style-type: none"> - Lead strategic dialogue on governance with stakeholders within SDC, FDFA, with SECO, Bund - Provide inputs for dossiers and speaking notes as requested - Lead dialogue , exchange with other agencies and stakeholder (direct, through DAC, opportunity driven) - Promote social media communication through SDC or governance twitter account 	<p>KEQ</p>
<p>Managing the team and the transition to the PGE section</p> <p>Resources</p> <p>Wissenstransfer</p>	<p>From the Governance Fachteam to PGE Team</p> <ul style="list-style-type: none"> - Regular bi-lateral and trilateral meetings, upholding team spirit until transition in PGE section - Manage transition in PGE section, organising the new team(s) with new head of section, PGE colleagues <p>Human Resources & Budget</p> <ul style="list-style-type: none"> - Human resources: Ensure adequate human resources: Verzichtsplanung, temporary support for 2022, discussion on strategic priorities & staffing / human resources - Clarify Budget Planning Governance / PGE Section <p>Credit Proposal's 2022:</p> <ul style="list-style-type: none"> o U4 (phase 2), GFMD /IMPACT (phase 1): Jan / February 2022 o Smartvote (phase 1), IFPIM tbc: April 2022 o DeLoG (phase 3) tbc: June o Int. IDEA (phase 12): Nov / Dec 2022 o FoF (phase ?): Feb 2023 <p>Wissenstransfer Governance</p> <ul style="list-style-type: none"> - Organize and update Shareweb with relevant and new resources - Peer learning on key areas (handover IFA to Fachteam, future core team members): 	<p>KEQ, PGE</p> <p>KEQ</p> <p>All, ETP, RCC</p> <p>IFA, all</p>

	<ul style="list-style-type: none"> ○ Digitalisation ○ Political Economy Analysis ○ Decentralisation & Local Governance, Fiscal Decentralisation ○ Other: Gov as TT, Anti-corruption 	
Fit 4 purpose	<p>Fit4Purpose:</p> <ul style="list-style-type: none"> - Contribute to the next steps of the Fit4Purpose process for the strategic set up, structure and organisation of the new PGE section, as requested, as relevant - Establish common understanding of (complementary) roles and responsibilities with the (regional) PGE advisors in the geographic divisions - Engage and shape reflection on the future set up of PGE core group(s) and networks 	KEQ All
<p>Backstopping Mandate <i>Managing of backstopping mandate</i></p>	<p>Phasing out IDS Backstopping</p> <ul style="list-style-type: none"> - Effective coordination and management to phase out IDS backstopping - Ensure effective and good quality delivery of final products, MEL report, and final operational and financial reports <p>New PGE Backstopping (lead Governance)</p> <ul style="list-style-type: none"> - Assure transparent evaluation of bidder's offer and selection of new PGE backstopping partner (Jan-Feb) - Sign contract, organizing kick-off and establish good and well organized working relationships with new partners - Establish effective coordination and management of tasks and sub-mandates, workplan etc. <p>Management of the PGE Shareweb Mandate (Lead FCHR)</p> <ul style="list-style-type: none"> - Contribute to the management of the joint PGE Shareweb Mandate (Boss AG, dubbed perceptions) 	KEQ, RCC PGE colleagues, KEQ, RCC KEQ, RCC

Annex 3: Governance Unit and Network - Review 2021

Thematic Unit and Network Governance – Review 2021

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
1) Policy dialogue & Strategic partners		
<p>Global policy dialogue & international platforms:</p> <p><i>The Governance unit plays 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>The Gov unit feeds learnings of SDC operational practice into SDC institutional and global policy processes</i></p>	<p>Key topics and strategic messaging on Agenda 2030/SDG 16 (through different platforms)</p> <ul style="list-style-type: none"> • Messaging on democratic governance, rise of authoritarianism & COVID-19 (through Swiss positions, international platforms and strategic partners, i.e. for HLPF) • Messaging and dialogue on the role of civil society, working with and/ or through civil society (Coordination with PGE, IP, GPECD and Swiss civil society on the DAC recommendation) <p>DAC GOVNET: SDC keeps a strong profile in the Govnet community and plays an active role in the 2021 workstreams and activities</p> <ul style="list-style-type: none"> - Inclusive governance: follow up on the case-based works (incl. Nepal) and ensure dissemination of final report within SDC - Active role in workstream on growing trend in authoritarianism, ensure linkages with SDC work on working in authoritarian contexts - Engage in GovNet consultations on the Civil society DAC Recommendation - Participate in WG for revising the PD/GG Marker, introduce new marker in SDC <p>GPECD: Provide strategic and topical guidance to the Swiss co-chair program 2020-2022 on the following workstreams:</p>	<p>For the SDC Governance Unit, the OECD DAC Network on Governance remains the most relevant international platform in terms of policy dialogue on governance themes and policies in development contexts. SDC had a strong profile with active contributions to important policy processes and thematic workstreams:</p> <ul style="list-style-type: none"> - DAC work stream democratic backsliding and rising authoritarianism: SDC participates in the GovNet working group on authoritarianism. With the US summit for democracy (9-10 Dec), the topic has received further momentum in the GovNet. The SDC presented the results from the Learning Journey on Working in Authoritarian Contexts at the GovNet plenary in October. It received high attention from the members and serves now as an orientation for further case based work and a planned Policy Guidance Paper. SDC also disseminated the issue papers on Authoritarian Developmental States and Fragility & Autocracy through the GovNet. - DAC Recommendation on Enabling Civil Society: The DAC adopted the DAC recommendation on Enabling Civil society in July 2021, elaborated by the DAC Civil Society Task Team and supported by the GovNet. SDC (Governance and IP) played an active and important role to ensure a strong and coherent text. <p>The SDG 16 was under review at the HLPF 2021, but the Governance Unit had no resources to engage in the Swiss position or in side events.</p> <p>GPECD: The governance unit collaborated with the GFMD in particular on Action Area 2.4., DAC CS recommendation (s. above). On Action Area 3 the Governance Unit initiated and led a WOGA dialogue through</p>

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
	<ul style="list-style-type: none"> - Action area 2.4.: Civil society partnerships to address shrinking civic space (on forthcoming DAC recommendations, with IP, PGE cluster) - Action Area 2.6.: Strengthening development effectiveness at subnational level to achieve the SDGs – support as requested, promote cooperation and exchange between GPEDC and DeLoG - Action Area 3: use of country systems and budget support – provide inputs from the SDC - SECO learnings on budget support <p>UN World Data Forum 2020 (October 2021 in Bern)</p> <ul style="list-style-type: none"> - Co-organize and implement the High Level Session on social accountability and data (accepted by the UNWDA program committee in April 2020) <p>DeLoG: Collaborative learning, policy dialogue on decentralisation, local governance, urbanisation</p> <ul style="list-style-type: none"> - Accompany strategy development to define strategic priorities, mobilise new partnerships and funding modalities. - Depending on the outcome, secure funding for a new phase (as of Oct 2021); make a decision on the location of the secretariat. - Promote outreach to SDC staff in the field for active participation in DeLog activities 	<p>a joint webinar series on Budget support (global, sub-national, sectoral) with the SDC GPEDC team and SECO. Regular exchange on Action Area 2.6. on 'modernizing narrative on development effectiveness' took place.</p> <p>UNWDF: The Governance Unit organized and implemented the High Level Panel on Data & Social Accountability at the UNWDF in Bern, DZP hold concluding remarks. The event received much attention and positive feedback by both panel speakers and the audience.</p> <p>DeLoG: SDC was essential in supporting a forward-looking orientation of the new DeLoG strategy (2021-2024). The strategy serves as a basis and orientation to steer the donor dialogue, initiated by SDC (3 meetings), on the future of DeLoG. At the Annual Meeting in Sep 2021, GTO was representing the SDC on the opening high-level dialogue. The Annual Meeting also served for a transparent discussion with partners and members on the future of DeLoG (new hosting of secretariat, co-funding partnerships). With the second prolongation of the SDC phase 1 contract until June 2022, clarification on these matters are sought.</p> <p>Besides the strategy development, the Governance Unit made active outreach to SDC colleagues at HQ and in the field to participate in events and the Annual Meeting. DeLoG also participated at the Governance Week.</p>
<p>Policy Coherence and WOGA: Cooperation and dialogue within FDFA / Bund and 'Whole of Swiss System'</p> <p><i>The Gov unit promotes coherence</i></p>	<p>Swiss Parliamentary Services</p> <ul style="list-style-type: none"> - Based on new MoU, facilitate collaborations between SDC programs and parliamentary services as needed 	<p>Swiss Parliamentary Services:</p> <p>The lunch invitation to DZP by C. Fischer, head of the international section of the PD (4 September), DZP is now well informed about the cooperation with the PD. Generally, a good dialogue and regular exchanges, including how to make parliaments continue working in COVID 19 ties (exchange with SCO Serbia). Current cooperation on</p>

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
<p><i>on governance policies and engages with the relevant stakeholders within SDC, FDFA, federal administration, Swiss civil society, academia, private sector and other stakeholders</i></p>	<p>SECO, AMS (partners within IC strategy 2021-2024)</p> <ul style="list-style-type: none"> - SECO: Continuous dialogue and joint mandate for common understanding and approach in Swiss interventions in the area of fiscal decentralization, (sub-national) PFM, budget support - AFM: continuous dialogue on common topic and partners: election support, media freedom, Parliamentary services, IFF <p>Policy dialogue with other Swiss stakeholders (NGO's, academia)</p> <ul style="list-style-type: none"> - Swiss civil society, NGO's (Helvetas, NGO platform, swisspeace, KOFF etc.); - In cooperation with IP: institutional exchange Swiss NGO's on working with local civil society - Relevant centers of expertise: Center for Democracy Aarau, Institute for Federalism University of Fribourg, Institute for Political Science University of Bern, Geneva, St. Gallen, Hirschman Center for Democracy IHEID, a.o. 	<p>parliament support programs are Mongolia, North Macedonia, Albania, Cambodia/Mekong. The Mekong program lends itself for a dialogue on risks and staying engaged in contexts of democratic decline.</p> <p>SECO: The dialogue with seco on PFM approaches and the cooperation between seco and SDC has been intensified in 2021, with external support. The aim is to develop a joint vision and understanding on the respective strengths, expertise and how to collaborate on PFM; issues and sources of tensions are the understanding of what PFM entails, the question around the topical lead as well as different ways of steering of operations (centralised (SECO) vs the decentralized (SDC). A joint guidance will be produced, as basis for further cooperation (thematic addition to the institutional SDC-seco Vademecum).</p> <p>AFM: With Switzerland's support to the democracy statement initiated by SDC's partner Int. IDEA, the dialogue with AFM has intensified, in view of Switzerland's position and participation at the US democracy summit. Stronger and ongoing cooperation on the topic is envisaged. Other joint engagements include the dialogue with the PD and IFF.</p> <p>Swiss stakeholders: Regular exchanges do take place, with Swiss Civil Society on the DAC recommendation, and on democracy with specialized centres and actors (i.e. B. Kaufmann / Democracy Forum)</p>
<p>Strategic partnerships</p> <p><i>The Gov unit leads a continuous dialogue with strategic partners and supports their institutional development</i></p>	<p>Int. IDEA (Int. Institute for Democracy and Electoral Support):</p> <ul style="list-style-type: none"> - Participate in IDEA's steering bodies (esp. Council, future of FAC, WG on Governance matters) - Promote joint policy dialogue with Swiss stakeholder and international platforms (Swiss candidate for Board of Advisors, DAC GovNet, etc.) <p>FoF (Forum of Federations):</p> <ul style="list-style-type: none"> - Participate in Strategic Council meetings 	<p>Int. IDEA: SDC has been an early supporter of the democracy statement initiated by Int. IDEA in early summer, in view of the Summit on Democracy in December. The Governance unit has been involved in all stages, coordinated with AFM and has endorsed the statement. With the joint note by DZP and GSO to BRIC Switzerland's membership to and strategic partnership with Int. IDEA received renewed political attention. The publication of the Global State of Democracy Report 2021 has underscored this. A visit of the General director to Switzerland is planned for 2022. More generally, SDC/WHA was an active participant at steering bodies, WHA also established a good dialogue with the Swiss Embassy in Stockholm.</p>

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
	<ul style="list-style-type: none"> - Mandate and coordinate external evaluation jointly with Global Affairs Canada - Follow-up and eventually attend 20th anniversary events (mainly online) <p>IFF / international centre (Institute for Federalism, University of Fribourg, new contribution)</p> <ul style="list-style-type: none"> - Establish collaboration and regular dialogue (with FDFA partners), accompany strategic and institutional development - Promote collaboration with SDC program where feasible <p>U4 / Anticorruption Resource Center (and Transparency International tbc)</p> <ul style="list-style-type: none"> - Participate at U4 steering committee meetings - Facilitate exchange with country offices in-country workshops, helpdesk and other support offers; - Follow up implementation of SDC's research contribution on anticorruption & climate change <p>GFMD/ IMPACT (Global Forum for Media Development)</p> <ul style="list-style-type: none"> - Participate actively to the co-creation process to further shape the interventions of the IMPACT - Accompany the opening phase (incl. responding to open questions), prepare Credit Proposal main phase 	<p>FoF: The external evaluation is ongoing, results are to be expected mid-December. FoF has been doing interesting outreach and communication, i.e. the dialogue series for the 20 years jubilee (with participation of HRU), or the pod cast series on gender & federalism (with KEQ). For 2022, the follow up and implementation of the evaluation recommendation will be at the center.</p> <p>IFF: With the signing of contract for a core contribution and two meetings as institutional dialogue between the IEDA and IFF, collaboration has been well established. The help desk days allow different EDA units or embassies to engage with the IFF for short term support or services (i.e. the exchange on the Chilean constitution). SDC cooperates with the IFF to publicise the IFF summer school and highlight potential cooperation areas to the Swiss offices/embassies.</p> <p>U4: The Governance Unit participated at all online U4 partner meetings and will also attend the physical steering committee meeting in Norway (2-3 Dec). With the new SDC guidance on Anti-corruption published and the new U4 strategy to be adopted, the partnership remains key for SDC to intensify its operational and political engagement and implement the guidance. The research on climate finance & corruption, financed under the special budget line was finalized.</p> <p>U4 has been a very active supporter of the Governance Network Journey (modules on AC), as sub-contractor to the IDS backstopping. However, more generally, SDC is not fully exploiting the support and training opportunities provided by U4 to its member agencies. Better use of these offers must be at the center of next year's cooperation.</p> <p>The CP for the new phase (2022-2026) will be submitted in Jan 2022.</p> <p>GFMD / IMPACT: SDC has been involved and consulted in the intervention design and the elaboration of the program document of IMPACT (preparative work and joint meetings in May, Sep). A non-cost extension of the EP-Phase (until Feb 2022) allows GFMD / IMPACT to clarify partnerships and financing of the program (to reach 50% own/</p>

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	<p>Politools/Smartvote</p> <ul style="list-style-type: none"> - Establish the new partnership with Politools and 'smartvote' (developer of the Voting Advice Application) - Accompany opening phase as a pilot project for digital democracy, prepare CP for first phase - Engage together with Politools with cooperation offices that would like to support the finding/vetting of local partners or engage directly with Politools' 	<p>other contributions). The CP for phase 1 is being drafted (for the OpKom in Feb 22).</p> <p>IFPIM: The contribution and participation of Switzerland in the Int. Fund for Public Interest Media (IFPIM) comes as a new opportunity for SDC to engage on better frame conditions for independent media in low and middle income countries. The US Summit for Democracy in December provides the vehicle to pledge support to this long standing initiative. The Governance Unit has submitted a note to DZP to outline background, opportunities, risks and potential financial engagement.</p> <p>Politools /smartvote: Contract has been signed. A kick off meeting in summer allowed to establish cooperation modalities and decide on next steps. Politools participated at the Governance Week (on media and digitalization). The international toolbox has been established and currently, a dialogue is being led with cooperation offices to explore interest and opportunities for country implementation, in view of selecting 4 pilot countries (with elections upcoming in the coming 1-2 years). The CP for phase 1 will be submitted in March 2022.</p>
2) Thematic Learning & Exchange		
<p>Steer and facilitate thematic learning:</p> <p><i>The Gov unit deepens collaborative learning on selected strategic topics and priorities – as defined in the governance guidance and as relevant to SDC's operational practice - to achieve effective and transformative governance results</i></p> <p><i>Learnings influence and feed into SDCs operational practice,</i></p>	<p>Network Journey 2021-2022 (s. concept note, website)</p> <ul style="list-style-type: none"> - Network Journey (a 'train ride') with three major stops /moments: 1) Kick off event 28 January 21, 2) Governance week 7-14 June 21, and 3) final meeting 27-28 January 2022 (f2f?) - A series of synchronous (global) and asynchronous (regional) learning events are organized (online and/or offline) - A menu of topics for the various learning events: two compulsory topics: 1) working in authoritarian contexts /PGE LJ, and 2) governance as transversal theme /in sectors, four topics for selection: Anticorruption, media, municipal finance and political economy analysis, and two new topics for exploration: urbanization and digitalisation 	<p>Network Journey 2021-2022 : The Network Journey was successfully rolled out and implemented with the seven travels. A particular highlight was the Governance Week in June 2021, where 80 participants took part in several events. The Monitoring, Learning and Evaluation Report showed that the network members particularly enjoyed being able to exchange among each other and gather learnings from peers. If investing time online, time for interaction is very much appreciated (instead of inputs). There was a lot of interest in all topics, of particular interest was Political Economy Analysis as well as Digitalisation, as two newer topics. In the second half of the year not so many events took place (apart from Digitalisation and some regional events on Authoritarianism) - also because the time after the summer break quickly fills with planning tasks. One remaining event in January 2022</p>

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<i>institutional policies and global policy processes.</i>	<ul style="list-style-type: none"> - Putting in place a communication strategy /concept connecting the different learning events and moments, new sletter - Participative approach, including core group, colleagues from the field, delegating responsibilities 	<p>and the final event on 26/27 is currently planned and implemented</p> <p>For the first time in 2022, the Governance Course will take place and it is the intention to link it also to the learnings from the Network Journey.</p>
Pillar 1: Democratic governance, participation, accountability	<p>Authoritarianism, shrinking democratic space, civil society in times of COVID-19 (PGE priority topic)</p> <ul style="list-style-type: none"> - Accompany tailor made regional work streams on the PGE LJ 'Working in Authoritarian Contexts' (based on the overall ToR's developed from the Policy Note) - Link with findings from the regional webinars on COVID-19 & Governance (synthesis report) and policy dialogue and engagement on civil society - Publish and disseminate the two issue papers 1) claims of effective authoritarian states /developmental elites, 2) authoritarianism and fragility (commissioned with IDS), and final Synthesis Paper from LJ. - Overall coordination and lead of the PGE Learning Journey, ensure linkage with Governance Network Journey <p>Support to media:</p> <ul style="list-style-type: none"> - Develop additional knowledge resources: finalise the media literacy, develop media & corruption, and eventually media & elections. - Joint actions and messaging with other development partners (i.e. CIMA, Luminare, tbc) <p>Parliament support</p> <ul style="list-style-type: none"> - Accompany parliament support program and facilitate collaboration with Swiss parliamentary service (Cambodia, Mongolia, Albania, North Macedonia, other tbc) <p>Accountability</p>	<p>Authoritarianism, shrinking democratic space, civil society in times of COVID-19: PGE and Network Journey priority topic</p> <ul style="list-style-type: none"> - Three regional webinars (Mekong, WBA and OSA) took place, experiences were shared the Governance Week - A joint Governance / FCHR webinar on civic space was held in Oct, with the OHCHR, the DAC and the AFM participating, to present the OHCHR and DAC guidance on civic space /civil society and discuss SDC positions and next steps. - Two issue papers and short synthesis notes on ADS and Fragility & Authoritarianism were published and disseminated within SDC and through DAC GovNet; the issue paper on Gender & Authoritarianism is being finalized, to be presented at a joint Governance /Gendernet webinar in Dec. - As a final product of the Learning Journey a guidance on how to stay engaged is planned, based on recent experiences in Myanmar, Burundi, Nicaragua, a.o. (with support of IDS). <p>Support to media: Hirondele has produced two new videos on information and media literacy which Network members can use as training material on this topic. The resource package on media & corruption will be published by end of year.</p> <p>Parliament support: SDC has been supporting and /or renewing its support to a number of parliament support program, in particular in Mongolia and Cambodia (new phases), and continues to work in Albania and North Macedonia. The Governance Unit facilitates coordination with the PD when requested. Other cooperations (i.e. Kyrgyzstan, Georgia) are not realised or planned, due to political context (Kyrgyzstan), or change of focus (Georgia, to focus on sub-national level)</p>

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	<ul style="list-style-type: none"> - Finalize topic paper (draft IDS), identify entry points PGE LJ on authoritarian context, governance as transversal theme and anticorruption programming - (UNWDF: High level Panel on Social accountability & data) 	<p>Accountability: the topic paper on accountability has been finalized and will be published in December. It provides an overview on the conceptual basis of accountability as a key aspect of good governance. It also outlines different approaches to work on accountability in governance and sectoral programs.</p>
<p>Pillar 2: Decentralisation & multi-level governance</p>	<p>Decentralization</p> <ul style="list-style-type: none"> - Support the capitalization of large decentralization projects in Burkina Faso and Ukraine (with network member participation) - Network sharing of impact of 4 different large decentralization projects (Ukraine, Burkina Faso, Albania and Bangladesh), integrate a focus on decentralization of basic service structures (education, health). <p>PFM (sub-national), municipal finance, budget support</p> <ul style="list-style-type: none"> - 4 online events on budget support (with GPEDC, SECO) - Q1 - Publish joint position paper on subnational PFM with seco (joint dialogue initiated in 2020) - Input paper on municipal finance for governance positioning (IDS) - Engage with DeLoG workstream on local finance and fiscal decentralisation - Continue dialogue with UNCDF on municipal investments (with PGP water) 	<p>Decentralization:</p> <p>Several programs have been supported either in their capitalization (Burkina Faso and Ukraine) or in their programming (Cambodia and new program in Ukraine). As part of the Network Journey, the capitalization of Burkina Faso as well as Ukraine have been presented. For Ukraine, the interesting thing was that the capitalization took place as a peer review in collaboration with the network, including two Governance network members. Within the framework of the decentralization journey, 4 webinars have taken place on Performance Based Systems organised together with Sascha Müller and Valbona Karakaci. Currently, a practice-oriented synthesis paper is written which will be distributed early 2022.</p> <p>PFM (sub-national), municipal finance, budget support:</p> <ul style="list-style-type: none"> - Together with seco, three online events on budget support (general, sub-national and with partners) took place. An event on sectoral budget support was planned but did not take place as it was difficult to find cases without the other thematic networks. In collaboration with the Focal Point Aid Effectiveness, a report on "budget support and aid effectiveness" was mandated as a follow-up to the webinars. The draft report will be revised and will be ready at the beginning of next year. - Supported by a backstopper, four workshops together with the WEMU section of seco took place on the coordination and collaboration on (subnational) PFM. Currently, the backstoppers conduct interviews to collect best practices and a draft report will be ready at the end of the year

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	<p>Local Economic Development</p> <ul style="list-style-type: none"> - Publication of the Guidance on SDC's approach to LED (Q2, with e+i) - Establish link of LED with blended finance activities of SDC (International Municipal Investment Fund) <p>Urbanization</p> <ul style="list-style-type: none"> - Cooperate with Focal Point urbanization on the 'urbanisation tool' , participate in SDC WG on urbanisation as feasible, establish links with relevant DeLog partners as feasible - Scoping study on donor support to urban governance to determine "Swiss" niche - Collaboration with Global Program Migration Tbc: Learning Journey Migration on durable solution, urbanisation? (i.e. for Network Journey event) 	<ul style="list-style-type: none"> - A draft of the input paper on municipal finance will be ready by mid December (IDS). Due to illness of the researcher the study took longer than expected. - No engagement with DeLog on the workstream on municipal finance took place. - The dialogue with GP water on UNCDF's municipal investment fund continued. A joint event is still planned for early 2022. <p>Local Economic Development</p> <p>The guidance on SDC's approach to LED is finalised but still needs to be layouted. In January 2022, an event will take place where the guidance will be disseminated with the help of the office in Bangladesh.</p> <p>Urbanization:</p> <p>Donor mapping (by IDS) completed and presented at GovWeek webinar, as well as two other examples of urban governance. Discussion of the 10 urbanisation dimensions and their link to governance helped to make clearer how SDC wants to work on urbanization.</p> <p>The planned collaboration with GP Migration did not take place.</p>
Pillar 3: Anticorruption	<p>Anticorruption: Increased knowledge and guidance for anticorruption programming</p> <p>Anticorruption in SDC programs /partner countries</p> <ul style="list-style-type: none"> - Publish the new anticorruption guidance and develop an operational guide - Publish synthesis report and country papers of the Anticorruption Capex, share results through a learning event (module of the network journey) - Provide support to anticorruption programs for SDC operational divisions (according to demand) - Facilitate exchange of SDC offices with U4 (in-country workshops, helpdesk) <p>SDC Working Group on Anticorruption</p>	<p>Anticorruption</p> <p>The SDC's Anti-Corruption Guidance was adopted (July) and published end of August. The Guidance was presented at the BK IZA in October. The guidance will be accompanied by an operational guide, the final draft is submitted, the final version will be available online on the shareweb.</p> <p>The Capex Synthesis report was finalized and a synthesis note published and presented at Webinar in March (Network Journey);</p> <p>Support to operational divisions for new programs /or commenting new programs in the OpComs (Mali, Tanzania, Bangladesh, Armenia, Uzbekistan a.o.).</p> <p>U4 has selected the Armenia proposal for In-country Workshop in 2022.</p>

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	<ul style="list-style-type: none"> - Coordinate the SDC WG Anticorruption (lead EBT) - Strengthen WOGA dialogue and coordination around policy engagements 	<p>SDC Working Group on Anticorruption:</p> <p>The WG remains an important SDC internal platform for exchange of information and consultation. The WG provided valuable inputs for the new AC Guidance as well as for the survey and review of the 2016 DAC Recommendation on corruption risk management. In October, a WG meeting was convened to discuss mandate, format and participation of the WG, not least in view of the new AC guidance (monitoring implementation, etc.).</p> <p>Exchange and coordination intensified within SDC and with other federal units, in particular AWN, SECO around UNODC visit, UNGASS, IACA. SDC also participated at several meeting of the IDAG Anticorruption where it also presented the new SDC Guidance (August). Stronger focus on influencing Swiss positions from development perspective is envisaged for 2022 and within the new PGE section.</p>
<p>Pillar 4: Governance & digitalization</p>	<p>Governance, digitalization & data</p> <ul style="list-style-type: none"> - Explore needs and possible entry points for SDC's engagement (IDS position paper, learning event in the network journey) - Lead institutional dialogue within SDC, FDFA (incl. with Diplo Foundation) - UNWDF High level event on social accountability & data (s.above) - Explorative webmeetings either in regions or on specific topics to define need and interest of colleagues in Swiss representations, establish linkages with 'smartvote' project where feasible 	<p>Governance & digitalization:</p> <p>A good basis has been laid with two longer reports, one on relevant issues in digitalisation and governance (with an accompanying shorter policy note) and a report of possible partners in the realm of digitalisation and governance. These two documents have been discussed during two sessions during the Network Journey. After, a follow up event in October took place where the findings from the discussions during the Network Journey were brought together in a table, and a paper with three assessment methods for digital projects was reviewed by the network members. All products will be laid out and ready online until the final Network Event. The topic has been of great interest for a lot of the network members and a course is planned for 2022.</p>

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<p>Pillar 5: Governance as strategic lever</p> <p>Governance as transversal theme Common understanding of governance as transversal topic is established & practical guidance provided for (selected) sectors/countries</p> <p>Thinking and working politically: Analytic skills and methodological competences of SDC staff and partners to work with a systemic and politically informed approach are strengthened</p>	<p>Governance as transversal theme, in sectors</p> <ul style="list-style-type: none"> - Learning and experience sharing on governance as transversal theme (compulsory menu of the network journey) - Sector-specific learnings (as part of Network Journey): education, migration? (practice cases, guidance/good practice note tbc) - Humanitarian aid: Continue engagement on governance as transversal theme in humanitarian aid (coaching, policy marker) - Global programs: Establish systematic cooperation with global programs on selected topics, i.e. with GP climate change on implementation of CC policies on sub-national level <p>Applied Political Economy Analysis</p> <ul style="list-style-type: none"> - Learning event on applied PEA (network journey) - Coaching for facilitated PEA as per request (HoA ongoing, Great Lakes, Central Asia and Niger new) - Operational guide (as part of governance toolbox) 	<p>Governance as transversal theme, in sectors</p> <p>Two webinars each during Network Journey and Gov Week that met high interest; in addition a special learning event with HA (MENA, Amman office) took place which resulted in the HA being more interested and active. HA also presented good practice examples (i.e. on durable solutions, thinking around sustainability a.o.) at the Governance Week.</p> <p>A final learning product (incl. with examples, insights from sectors, different approaches) will be produced by end of January.</p> <p>No specific engagement with Global Programs nor is such engagement planned at this point.</p> <p>Applied Political Economy Analysis:</p> <p>There was a strong interest on the topic during the governance week, where also the new Policy Brief was published (also online). A possible support of a facilitated PEA process for Central Asia is still pending, the support for the facilitated PEA process in HoA has ended in April 2021. An assessment of the discussions during the governance week has led to the conviction that no further documentation is needed, but rather “soft skill events”, where the application and the corresponding challenges of doing a PEA are discussed.</p>
<p>3) Capacity Building, Advise & Support</p>		

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
<p>Strengthening methodological competences</p> <p><i>SDC staff and partners have the methodological capacities to implement transformative governance programs (in line with the strategic goal 4 of the message 21-24 (HQ, SCO's, partners)</i></p> <p><i>Practice-oriented instruments are in place and accessible</i></p> <p>Support to operational practice</p> <p><i>SDC staff and partners receive tailor-made support</i></p> <p><i>Governance focal points in SDC offices and core group members strengthen their own advisory and capacity building role</i></p>	<p>PGE essential framework</p> <ul style="list-style-type: none"> - Launch the PGE essential framework, provide tailor made guidance for practical application - Elaborate a standardized training module PGE, start with a ToT for the PGE cluster <p>Governance Toolbox and Governance Training:</p> <ul style="list-style-type: none"> - Launch governance toolbox (as complementary to the PGE essentials framework) and further develop according to perceived needs (i.e. on monitoring governance) - Provide guidance for practical application (tailor made, 'quick' learning events) - Develop and conduct standard module training on governance (applicable as full training or in three modules /stages) <p>Integration of governance in other SDC learning events</p> <ul style="list-style-type: none"> - Integrate governance in the PCM and RBM courses (with PGE) - Provide tailor made trainings and inputs for operational divisions (i.e. for Humanitarian Aid, global programs) <p>Practice support and advisory services (ongoing)</p> <ul style="list-style-type: none"> - Provide tailor made practice support to governance focal points, cooperation offices and operational programs (coaching, webinars, workshops, etc.) - Inputs and guidance for new projects and country programs - Participate in Tender Committees as per request <p>Regional requests for support (tbc): (additional demands, engagements, outside of network journey)</p>	<p>PGE essential framework:</p> <p>The PGE basic tool is about to be finalized, with first experiences with Central Asia and Kyrgyzstan (Selina Bezzola, s. report). However, due to the engagement on the Fit4Purpose, the PGE Team did not manage to do tests with pilot countries. The PGE tool will be finalized and presented in 2022.</p> <p>Governance Toolbox, Training:</p> <p>The governance toolbox was launched at the Kick-off Event of the Network Journey. The toolbox served as main reference for two network travels (Governance as TT, PEA /Thinking and working politically). It will be used as an important backbone of the Governance Course that is now planned for early 2022.</p> <p>Governance is not integrated systematically in the PCM and RBM courses nor is it planned for the future. This is done for gender & social inclusions. There is no space to add additional transversal themes.</p> <p>Engagements with offices and learning events were mostly as part of the Network Journey (i.e. on regional webinars on Authoritarian Contexts); also, regular contributions and inputs for OpKoms and active participation at the Mekong regional program and the Afghanistan country workshop (June).</p>
4) Monitoring & Thematic Quality Assurance		
<p>Thematic quality assurance</p> <p><i>The quality of governance outcomes/results (both a specific sector and transversal topic) are</i></p>	<p>New country programs, regional guidelines, global programs:</p> <ul style="list-style-type: none"> - Provide concerted guidance and input as PGE cluster in the planning processes and consultations of new programs and 	<p>New country programs, regional guidelines, global programs:</p> <p>Regular inputs and coordinated contributions to new Country programs with PGE</p>

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
<p><i>systematically monitored and reported, on the level of the IC strategy, country programs and projects</i></p>	<p>guidelines to ensure systematic integration of governance and PGE dimensions</p> <p>Monitoring and reporting on Governance: ARI /TRI</p> <ul style="list-style-type: none"> - Provide guidance, share experiences on how to apply and monitor the governance and PGE ARI's and TRI's (joint PGE webinar) - Monitor aggregated data and 'Perlen' of governance ARI's (and TRI's) through the new digital tool - In-depth screening of selected Annual Reports for governance results (IDS) - tbc - Explore options for qualitative monitoring and reporting (status report governance or PGE) <p>Governance Policy Marker and Checklist: Promote common understanding, minimum standards</p> <ul style="list-style-type: none"> - In-depth analysis of SAP data in view of quality and thematic steering (screening of CP's and analysis of SAP data over 5 years, commission to IDS, tbc) - Webinars to exchange on the practical application of the Policy Marker and checklist - Provide ongoing guidance to program desks, operation committees 	<p>Monitoring and reporting on Governance: ARI /TRI</p> <ul style="list-style-type: none"> - Analysis of Governance Policy Marker data 2020, for Steuerbericht 2021 (presented also at a Governance Core Group Meeting in March); - In-depth analysis of policy marker data and qualitative assessments of governance results of Annual reports is currently ongoing (Backstopping), a report is expected for February 2022. - Follow up on RDM (Result Digital Management) development to use ARI /TRI results was not done systematically <p>Governance Policy Marker and Checklist:</p> <ul style="list-style-type: none"> - Webinar on policy marker is postponed and is planned for April 2022, will include the findings of the policy marker analysis and practical guidance on the application of the Policy Marker Checklist
5) Strategy, Communication, Management & Resources		
<p>Strategic orientation, profile</p> <p><i>The SDC's governance work and approach has a clear strategic orientation and profile, in line with the IC 21-24.</i></p>	<p>SDC's Guidance on Governance and Anticorruption</p> <ul style="list-style-type: none"> - Launch of the new governance guidance at the kick-off event of the network journey (end of Jan 2021) - Submit SDC's new guidance on anticorruption to the directorate (Feb 2021), consider launching / public event with Swiss stakeholders and U4 (second semester tbc) - (Coordinated) dissemination of governance and anticorruption guidance with SDC's operational divisions, WOGA partners and the BK IZA (Feb 2021 tbc) 	<p>SDC's Guidance on Governance and Anticorruption</p> <p>The Governance Guidance was launched at the Kick off Meeting of the Network Journey. The Anticorruption Guidance was adopted by the directorate (26 April), final document submitted in July and Guidance published in August.</p> <p>The key elements and pillars of the Guidance have been presented at the Network Journey Webinars in March, and at the Governance week (together with the key features of the Operational Guidelines).</p> <p>The new Guidance was also presented at the IDAG Anticorruption and</p>

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
<p>Communication:</p> <p><i>The governance network, thematic unit, and the governance topics, are well positioned and visible within SDC, FDFA and other IC partners in the federal administration</i></p>	<p>Communication & Outreach:</p> <ul style="list-style-type: none"> - Lead / intensify strategic dialogue on governance (i.e. messaging on COVID-19 & democracy) with stakeholders within SDC, FDFA, with SECO (and Federal Administration) - Communicate through SDC twitter account, or: governance twitter account? - Consider Public event with strategic partner (Swiss, non-Swiss) - tbc - Provide inputs for dossiers and speaking notes as requested 	<p>the BK IZA. However, no launching event took place nor is planned.</p> <p>Communication & Outreach: Governance week brought high visibility within SDC and with partners, including and in particular the DMP with partners such as the High level event with GTO /Int. IDEA. The Governance Week was covered with social media communication (SDC GOV #)</p> <p>Inputs for dossier /SPN: HRU (for FoF 20 year dialogue series), GTO for the GovWeek and the DeLoG Annual Meeting.</p>
<p>Managing the governance team (thematic unit): <i>The thematic unit is well organized and has adequate human and financial resources</i></p> <p>Governance Core Group: <i>The Governance Core Group plays an active role in the network management</i></p> <p>PGE Cluster: <i>The coordination with the PGE cluster functions well and is efficient</i></p> <p>Governance Network <i>Communication in the network is strengthened and is conducive for</i></p>	<p>TU/ extended TU:</p> <ul style="list-style-type: none"> - Regular bi-lateral and trilateral meetings, at times with extended TU - Continue building a joint commitment and understanding on SDC's governance work and strategic vision through ongoing and pro-active communication, exchange and cooperation - Integrating new team member, managing transition, teambuilding moments <p>Governance Core Group:</p> <ul style="list-style-type: none"> - Promote and support active role in core group, outreach to new members (global programs, Humanitarian Aid), guidance on roles and responsibilities of division focal points - Engage and include core group members in network activities to enhance competences and ownership <p>Coordination with PGE Cluster</p> <ul style="list-style-type: none"> - Assure smooth organization and effective coordination within the cluster, and in the interaction of TU and cluster (avoid coordination overkill) - Effective management of the new joint shareweb mandate - Prepare tender for a joint thematic backstopping <p>Cooperation and Communication in the Governance</p>	<p>Governance Unit: Good teamwork for Network journey and GovWeek, joint vision and understanding of SDC's governance approach and work; well prepared hand-over Melina to Hanspeter and smooth transition with new team member</p> <p>Governance Core Group: Active participation at the monthly meetings and in particular for the Network Journey and Governance Guidance (some members are travel guides); core group member of HA</p> <p>Coordination with PGE Cluster:</p> <ul style="list-style-type: none"> - Close coordination according to joint plan and in particular for strategizing and Inputs for the fit4purpose process - New Shareweb backstopping as a joint PGE mandate (joint tender) initiated (March 2021) - New thematic backstopping mandate with PGE cluster was tendered (end of October), selection of tenderer in Jan 2022, new contract planned for March 2022. <p>Communication in the Governance Network:</p> <p>Network Journey and GovWeek brought dynamics to the network; reconnected in times of Corona, new Shareweb pages for Network Journey and Toolbox facilitated access and communication to</p>

Area, objectives and results	Priorities and Activities 2021	Review and Results 2021
<i>joint learning</i>	Network <ul style="list-style-type: none"> - Promote the network as a dynamic and collaborative community - Promote interactive communication and the use of the shareweb as a joint resource and learning platform; publish, disseminate and make learning products easy available - Establish 'governance' as the new logo, harmonize visual identify of governance products 	<p>information and tools; 'Governance' is slowly replacing 'DDLG'.</p> <p>The Shareweb structure and content will be revised in parallel to the new PGE shareweb structure.</p>
Backstopping Mandate <i>Assure smooth management of the IDS backstopping mandate</i>	Management of IDS Backstopping <ul style="list-style-type: none"> - Prolong mandate until Jan 2022 - Assure realistic planning, monitor financial commitments and cooperation mechanisms - Monthly calls with coordinator - Effective coordination and management of tasks and sub-mandates 	IDS Backstopping: Final activity plan and budget for last semester /until end of mandate phase is submitted; prolongation until end of March 2022 was signed (beginning July); regular exchange and coordination works fine. Phase out and finalizing ongoing work is closely monitored.

Annex 4 The network in numbers

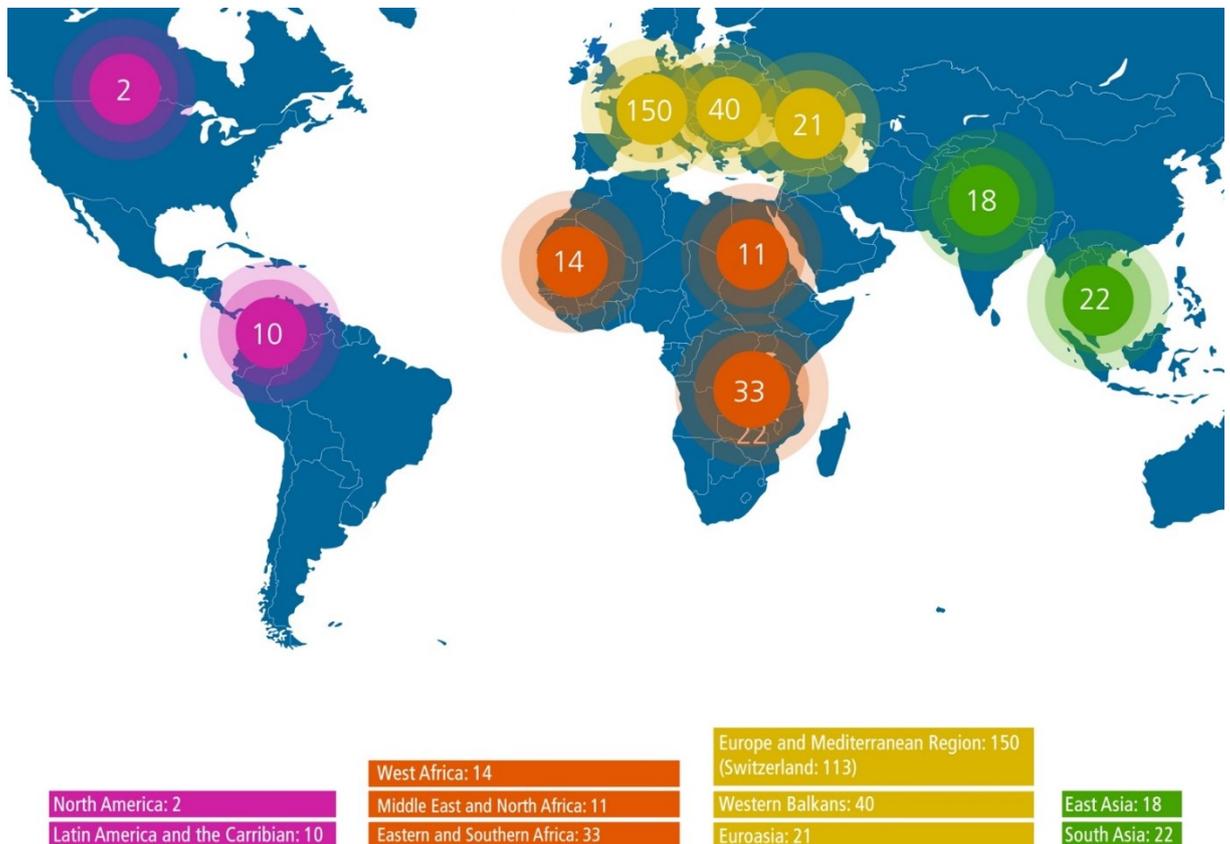
Gender Representation



Institutional Representation



Regional Representation



The total number of members increased from 306 to 321. Of this number 176 are women and 145 men.

Annex 5: Budget Thematic Unit: Expenditures 2021 and planned 2022/23

	2021	2022	2023
Transfer Credit (Contributions):			
DAC GovNet	100'000	100'000	100'000
International IDEA	830'000	850'000	900'000
Digital democracy – smartvote (Polittools)	60'000	104'000	46'000
Int. Media Policy & Advisory Centre IMPACT (GFMD)	147'000	153'000	110'000
DeLoG (tbc)	315'000	137'000	340'000
Forum of Federation (FoF)	270'000	230'000	250'000
Institute for Federalism (IFF)	250'000	250'000	250'000
U4 Anti-Corruption Resource Centre (2021 = Zahlung über SZ)	200'000	520'000	350'000
New: IFPIM - International Fund for Public Interest Media (Total 2.5 Mio./ 2022 – 2024) tbc	0	900'000	800'000
Total Contributions	2'172'000	3'244'000	3'146'000
Internal Orders (Globalbudget)			
Governance Network Journey 2021-2022	24'000	30'000	0
Travel Governance Unit (less due to Covid-19 in 2021)	1'600	20'000	20'000
Übriger Betriebsaufwand (Übersetzungen, Druckkosten, Events, Kommunikation)	27'200	50'000	50'000
Collaboration with Centre of Expertise (IDS)	200'000	340'000	0
Bezugssteuer Mandat IDS	49'000	50'000	0
Backstopping PGE Cluster	0	825'000	1'100'000
Total Internal Orders	301'800	1'315'000	1'170'000

Annex 6: Human Resources Thematic Unit Governance

Name	Responsibilities	%
Carin Salerno	Thematic responsible for governance in SDC: General follow up of Governance activities, products	
Ursula Keller	Focal Point Governance: <ul style="list-style-type: none"> - Overall responsibility and lead sector policy, representation DAC Governance Network - Strategic partnerships: DeLoG, IFF, U4, Swiss Parliamentary Service, dialogue with AFM - Thematic focus: Governance as transversal theme, Democracy & authoritarian contexts, Anti-corruption (Incl. U4), parliament support - Managing the backstopping mandate with IDS - Communication, network animation, Shareweb - Team management, coordination with PGE Cluster 	100%
Hanspeter Wyss	Programme officer TU Governance: <ul style="list-style-type: none"> - Strategic partnerships: Int. IDEA, FoF, GFMD/IMPACT, IFPIM tbc - Democratic governance: media support, election support, civic engagement, public administration reform, parliament support 	100%
Andrea Iff	Programme officer TU Governance: <ul style="list-style-type: none"> - Local Governance, Fiscal Decentralization / Public Finance Management, dialogue with SECO - Political Economy & Power Analysis, Adaptive Management - Governance in fragile contexts - Urban Governance, Local Economic Development, Municipal Finance - Digitalization & Governance - Smartvote /Polittools 	80%
Laurent Ruedin (until summer 2021)	Programme officer social inclusion in OZA & TU Governance: <ul style="list-style-type: none"> - Integrating social inclusion in governance work - Support to governance as transversal theme and the development of an integrated PGE Tool 	20%
Patrick Etienne (since Sep 2019)	Programme officer WBD & TU Governance on combatting corruption <ul style="list-style-type: none"> - Capex on SDC's anti-corruption programs - SDC strategy on combatting corruption - Partnership U4 , (TI) 	40%
Christa Romagnini	Assistant to the TU Governance	60%