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Annual Programme 2021

Network and Thematic Unit Governance



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Annual Programme 2021

Network and Thematic Unit Governance

1. Context developments 2020

The year 2020 was dominated by the COVID-19 pandemic crisis. The global public health emergency, compounded by a major economic and financial crisis, puts enormous strains on the already vulnerable economies and societies in SDC's partner countries and may risk reversing progress in poverty reduction of the last decades. It is foreseeable that the crisis will have a lasting impact on governance as well.

Both well-intentioned and opportunistic policy measures to respond to the COVID-19 crisis may have negative effects on the quality of governance and SDG 16 outcomes. While strong executive leadership is required to reduce the contagion and combat the pandemic crisis, some governments instrumentalised the emergency rule to consolidate power and dismantle democracy from within, undermining the legitimacy of democratic institutions and putting further pressure on human rights, fundamental liberties, the civic space and freedom of media. Thus, the crisis response further played into the ongoing push backs on democratic governance and the overall democratic backslide that can be witnessed globally. According to the CIVICUS monitor, states are enacting overly broad emergency legislation and legislation that limits human rights. Restrictions of the freedom of expression and access to information continue, protesters are being detained, protests are being disrupted and excessive force is being used by states. Not surprisingly, only 3% of the world's population lives in countries with open civic space, a 1% decrease from last year. But CIVICUS monitor also says that civic activism continues during the pandemic and people have continued to mobilise demanding their rights.

SDC's own observations and experiences¹ confirms this analysis. While responses to the COVID-19 pandemic differ largely among governments, all countries share a potential governance crisis, with pre-COVID-19 trends reaffirming: the shrinking of civic space, the constraints for media and misinformation from governments, the fragile position of the legislative branch, the lack of transparency and accountability, 're-centralization' of power and responsibilities and the increasing influence of the security apparatus. Existing inequalities and social exclusion patterns are reinforced, with the most vulnerable people hit the strongest, in particular in the absence of social protection systems that can help navigate and reduce the immediate effects for the population. Local governments were and are critical actors in managing the pandemic response and its impacts, but are particularly challenged as they lack capacities, understanding of their role and obligations and have limited budgets. Moreover, the unfolding global economic crisis may affect the macroeconomic stability contributing to an overall political destabilization, affecting fragile contexts in particular, and putting further pressure on already strained public budgets.

While data for 2020 are not yet available at the point of writing, **analysis of SDC partners (U 4) show that corruption risks have increased in the emergency response.** With the large funding donors are channeling into the crisis response of partner countries, the risks of mismanagement and corruption increase, as procurement rules are often disregarded opening the door for undue profit from the crisis. Such abuses can mean that agencies waste scarce resources and will make the response to the pandemic less effective. The Corruption Perceptions Index 2019 (Transparency International) does not cover the impacts of the COVID-19 crisis, but it confirms that a majority of countries are showing little to no improvement in tackling corruption.

In sum, experiences from partners and SDC indicate that state capacity and trust are key attributes of successful government responses to the crisis. Effective, accountable, and resilient institutions, including and in particular also on local government level, together with a vibrant, free, and

¹ Based on a series of six regional webinars convened during May and June 2020. The synthesis report is available on the [shareweb](#)

independent media, civil society and community mobilisation, are among the essential determinants of successful COVID19 recovery in the medium- to long-term.²

The relevance of SDC's overall governance focus has been confirmed also in the time of COVID-19. Therefore, SDC continued its governance programs wherever possible and feasible, but strengthened the focus on 1) vulnerable and left behind groups, 2) protection of human rights, civil society and media freedom, and 3) digital instruments and solutions to enable the continuation of democratic processes and ensure equitable access to services.

For example, the e-government instruments developed prior to the COVID-19 crisis in Mongolia were essential for the communication between the people and their local government and enabled the continued delivery of major services. In Northern Macedonia, SDC supported a legal reform to allow local parliaments to convene online and continue to take and implement decisions, thus strengthening their legislative role during the crisis. In Afghanistan, a joint donor initiative is being implemented to improve access to justice through virtual hearings of delayed judicial processes. In Tanzania, the media programme is supporting a network of community radios to spread accurate information to the population and the big basket funding mechanism has allowed CSOs and media partners to respond in a quick manner, balancing the official government policy of negating the pandemic crisis. The focus in Nepal was on the support of re-integration of the large number of returning labor migrants from the Gulf region³.

2. Achievements and Results 2020 and Priorities 2021

A major milestone is the adoption and publication of the new SDC guidance on governance. It renews SDC's commitment and serves as conceptual foundation for SDC's work and approach to governance. The conceptual foundations will be complemented by the guidance on anticorruption that is being finalised by January 2021. Responding to the COVID-19 pandemic crisis the governance network initiated a series of regional webinars on COVID-19 and its impact on governance. The findings from this collaborative process, together with the publication of two substantive network learning products, the Policy Notes on *Governance in Authoritarian Contexts* and *Responding to the Contested Space for Civil Society*, were the thematic highlights in 2020. Other key results are the establishment of the governance toolbox, successful online trainings on governance as transversal theme and the development of the new governance reference indicators (ARI's and TRI's). Two new innovative partnerships on media development and digital democracy complement the governance partner portfolio. Finally, with the SDC yearly press conference's focus on governance ('Mitwirkung'), governance has received high visibility and broad media coverage beyond SDC.

2.1. Policy dialogue and strategic partners

The thematic learnings of the network on authoritarianisms, contested civic space and the impacts of the pandemic crisis served as source and backbone for our policy dialogue, on international platforms, notably the DAC GovNet and the DeLog, and with our international and Swiss partners.

- **The OECD DAC GovNet remains the most relevant international platform in terms of political dialogue on governance.** This year the effects of the COVID-19 crisis on governance were at the centre. SDC provided inputs from its own learnings and participated in the working group drafting the *Joint messages on democratic governance and COVID-19*. The GovNet (Marc de Tollenaere) participated at SDC's webinar commenting the *Policy Note on Governance in Authoritarian Contexts*. SDC also participated in the GovNet working group for the revision of the DAC Policy Marker on Governance and supported the case study work on inclusive governance in Nepal.
- **The policy dialogue on civil society** centered around the debates and preparatory work for a DAC guidance on working with civil society. Jointly with the institutional partnerships and the GPEDC teams, the governance unit coordinated positions and inputs towards the DAC process and the dialogue with the Swiss civil society. The Guidance Sheet *Responding to the Contested*

² Joint messages on democratic governance and COVID-19, DAC GovNet 2020

³ See Synthesis report on COVID-19 & Governance (SDC Governance Network, 2020)

Space for Civil Society, launched a joint webinar in July 2020 with participation of the DAC and Swiss NGOs, and provided the conceptual base for this dialogue.

- **Strategic partners issued key analysis on governance responses to COVID-19.** International IDEA developed a tracker of parliamentary actions taken in response to COVID-19 by Parliaments in 166 countries, several key insights on elections in times of pandemic etc. The Forum of Federations developed a series of papers documenting how federal countries deal with the COVID crisis in their intergovernmental relations. Both partners shifted debates and policy influencing online with webinars and podcasts generating large visibility. IDEA marked its 25th anniversary with a 25hours series of events around the globe on the future of democracy.
- **The development partner's platform DeLoG initiated a strategy process** to review its orientation and position within the landscape and stakeholders on multi-level and local governance and urbanization. SDC, remaining the only main donor after BMZ's departure, has a lead role. DeLoG has successfully shifted all activities to online formats and the Annual Meeting in July 2020 had a high and diversified attendance. While the network is alive, and new development partners are joining (i.e. LOGIN, NALAS, Roaid), funding is not secured. SDC will have to make a decision whether it recognizes DeLoG as a relevant platform and is willing to invest.
- **SDC has further intensified its cooperation with U4, the anti-corruption resource center.** Together with the Basel Institute for Governance, U4 was supporting the drafting of the anticorruption guidance and is leading the capitalisation on SDC's anticorruption work. The country workshops planned (i.e for the HoA, with SDC in the lead) had to be postponed and are now re-scheduled as an online workshop. SDC is also finalizing a special contribution for research on Corruption & Climate change.
- **A new MoU with Swiss Parliamentary Services (SPS) was signed.** After a 5 years pilot phase, the parliamentary services allocated additional resources to continue the international cooperation for parliament support more permanently. Cooperation is ongoing in Albania and new cooperation phases for Cambodia, Macedonia and Mongolia are in the planning, and collaborations are being explored (Georgia, Kyrgyzstan). The governance unit plays a facilitating role, the programmatic lead is with SPS and the country offices. The collaboration between SDC and the SPS is seen as an interesting model for WOGA cooperation with specialized federal offices.
- **Institute of Federalism (IFF):** The political processes claiming additional funding through a general contribution to IFF (Motion 19.3008, FiKo – N) required high attention and resources throughout the year. Given the acceptance of the Motion 19.3008 by both chambers of the Parliament (last by the state council in Sep 2020), SDC is now negotiating a core contribution for the international center of the IFF.
- **Finally, two new partnerships were established in 2020,** the governance unit complements its strategic partner portfolio with two innovative projects and policy initiatives: 1) SDC supports the Global Forum for Media Development to establish the International Media Policy and Advisory Centre (IMPACT). IMPACT aims to gather, scrutinize and disseminate key knowledge resources for more needs based and innovative media assistance policy. 2) The cooperation with smartvote (Politools) aims to incubate the establishment of a Swiss-based international voter advice application to support digital democracy and kick-start its implementation in selected partner countries.

2.2. Key results on thematic learning, practice support and advice

Given the difficult circumstances due to the COVID-19 situation, the governance team adapted its work plan and methods. With missions and travels cancelled, the time and resources 'gained' were focused on advancing the conceptual foundations of the thematic work. The crisis was also an opportunity to explore new working methodologies in online formats. The team has invested much efforts in developing its online facilitation skills and tools. Working online is in many ways more inclusive (as more people can be involved) and more efficient (as less resources are required), however the interaction and learning has limitations in terms of quality and depth.

Selected results and achievements of the networks thematic learning and practice support in 2020:

- **Democratic governance, authoritarianisms and contested civic space in times of COVID-19:** With the (above mentioned) publication of the Policy Notes on *Governance in Authoritarian Contexts* and *Responding to the Contested Space for Civil Society*, the governance network laid the conceptual foundation for both our inputs in the international policy dialogue and for SDC's thematic learnings. The findings from the webinar series on COVID-19 were feeding into this work. The publications received much attention and were presented through two well attended webinars, with the DAC and Swiss partners, and on platforms and in dialogue with strategic partners (DeLog, Int. IDEA). They serve as a basis for the Learning Journey (LJ) on Working in Authoritarian contexts with the PGE cluster. The framework developed in the Policy Note distinguishes four regime types (autocracy, liberalized autocracy, limited political democracy, political democracy) providing for each specific considerations on the opportunities and risk engaging in these contexts.
- **Other ongoing themes:** The SDC Media support Guide was published and used as a reference in advices to country offices while the dialogue with international media support actors was pursued. Digitalization is one of the topics where the thematic unit established important networks and commissioned a scoping study to determine the specific foci within the broader field. A paper that summarizes SDCs work on PFM has been finalized and the institutional cooperation and dialogue with seco's WEMU unit was continued. A new initiative on municipal finance was initiated with the dialogue on joint support on blended finance at the local level with the global program water (and UNCDF as their cooperation partner). The 4-pager on Adaptive Management has been published and disseminated in a well-attended webinar with QA.
- **Governance as transversal topic:** With governance as transversal theme more prominently integrated into standard procedures (such as regional guidelines, country programs, etc.), there is more demand on training and support, in particular from operational divisions that have no specific focus and experiences with governance (i.e. Humanitarian Aid, global programs). A number of trainings (online) were conducted for regional offices (MENA, Mekong, Great Lakes - by the regional advisor governance). Tailor made and sequenced trainings proved to be most effective. More generally, there is still a need to establish a common understanding of the practical implementation of governance as transversal theme. It will thus remain a key topic for next year as well.
- **The Governance Toolbox:** Much effort has been put into developing an easy accessible web-based governance toolbox. Based on a simple overview structure, the toolbox will assembly and organize the available tools and resources, with a 2 pager introduction into main topics, analytic tools and approaches. The toolbox was much informed by the learnings and experiences form the practice trainings on governance as transversal theme. Applied trainings will be developed and implemented in 2021.

2.3. Strategic and institutional developments

With the new guidance on governance and anticorruption (to come), SDC has reconfirmed its strong commitments, renewed its approach and defined forward looking strategies on how to meet the complex governance challenges our partner countries are facing. The governance guidance was developed in a collaborative process with the governance network and core group and adopted by the directorate in August and published in December 2020. It defines five strategic orientations and five principles on how to work on governance and serve as overall guidance for SDC's governance work. The new document has the status as Leitdokument B and replaces the DDLG policy which will remain valid as a thematic document. The new guidance on anticorruption (a revision of the existing anticorruption strategy of 2006), will complement SDC's conceptual foundations on governance.

Working in the Peace, Governance & Cluster: After a joint planning, the year 2020 was the first year of systematic collaboration in the cluster. The cluster approach aims for greater coherence and effectiveness and to function as a knowledge hub for PGE-related policies, topics and tools. Main results of this first year of cooperation are:

- The development of a **joint PGE tool (the so called PGE essentials framework)** and the coordination around the joint development of the ARI's and TRI's leading to a **complementary set**

of PGE indicators.

- Initiating **two learning journey's** , one on the triple nexus (lead FCHR) and the other on working in authoritarian contexts (lead Governance network)
- A **joint tender** for the shareweb facilitation, the beginning of the joint mandate is expected in March 2021.
- **Joint inputs to new regional guidelines and country programs** which was much appreciated by the operational divisions. For this considerable efforts (more than anticipated) have been invested, because all regions and global programs developed new documents when the SDC introduced regional guidelines as a new instrument. These processes were an opportunity to develop common understanding and messages and brought the cluster high visibility.
- Finally, the **pilot of the cluster PGE** as a way of collaborating across thematic silos raised significant institutional interest and was discussed twice with the board of Directors. Proposals on how to make thematic work within SDC more effective were developed jointly with the cluster green and other thematic focal points. They fed into the discussion on the pathways towards a fit for purpose institution regarding thematic expertise (online toolbox).

2.4. Priorities and Outlook 2021

(S. also the overview graphic in the Annex. detailed Planning Table 2021 available on request)

Policy dialogue and strategic partners:

- Intensify policy dialogue and messaging on **democratic governance, rise of authoritarianism & COVID-19**, through Swiss positions, international platforms and strategic partners.
- Related to it, continue policy dialogue on **the role of civil society**, working with and/ or through civil society, in view of the new DAC instrument on civil society currently being developed. Coordination and consultation with PGE, IP, GPECD and Swiss civil society.
- Continued engagement in the **DAC GOVNET**, sharing SDC's work on authoritarianism and civil society and linking it to global debates.

Strategic orientation and communication:

- Strategic communication and dissemination on SDC's new guidance on governance and the new guidance on anticorruption (within SDC, but also FDFA and SECO, BK IZA, and with Swiss civil society and academic stakeholders)

Thematic learning and capacity building:

- The thematic learning activities will centre on the **Governance Network Journey 2021-2022**. Instead of a one-time f2f event, a sequenced journey with regional and thematic learning events will take place online (and partially offline, if possible). Three 'main stops' are foreseen: 1) Kick off meeting (28 Jan2020), 2) the Governance week mid-way (7-12 June) and the final stop and harvesting (Jan 28, 2022). The overall theme is on strengthening governance in the wake of democratic back slide and COVID-19. The network journey includes 'compulsory', optional, and exploratory topics covering the major themes and priorities of the new governance guidance.
- Lead the process on the **PGE learning journey on Working in Authoritarian Contexts** (as part of the governance network journey and a joint activity with the PGE Cluster. Develop operational **guidance on anti-corruption programming** based on the recommendations of the CAPEX (conducted in 2020 in 8 countries) and further develop and disseminate the resource materials for **media support**.
- Support the **capitalisation of SDC decentralisation projects** and explore entry points to work on integrated approaches on **municipal finance** and on digitalization **and governance** as a new topic. Strengthen capacities in **applied political economy analysis** through case specific support and coaching to better implement politically informed approaches
- **Governance toolbox and governance as transversal theme**: Develop a standard module on governance and provide guidance and tailor made trainings for the practical use of the new governance toolbox. In particular, share learnings and experience on governance in sectors and

as transversal topic (education, migration). Support governance as transversal themes in global programs (i.e. GP climate change) and with humanitarian aid.

Monitoring and thematic quality assurance:

- Analyse SAP data for thematic steering and promote the correct use of the **Governance Policy Marker** (series of webinars).
- Provide guidance and **monitor the uptake of and reporting of the new governance indicators (ARI/TRI)** and the complementary set of PGE indicators. Joint PGE webinars are planned.

Managing the governance team:

- Besides the cooperation and communication with the Governance Network, the coordination with the PGE cluster and the active work in the governance core group, one member of the team will take up a new position as governance advisor in Belgrade, and will be replaced by a new colleague (joining from the Global Institutions Domain) who will need to be introduced in his new tasks.

Annex 1: Governance Review and Results 2020 (Table)

Annual Planning 2020 and Review Thematic Unit Governance / DDLG

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
Policy dialogue, Influencing & Strategic partners		
<p>Global Policy Dialogue: DDLG has an active role in influencing global processes for strong governance commitments in the implementation of the Agenda 2030, with a particular focus on the SDG 16</p> <p>DDLG feeds learnings of SDC operational practice into SDC institutional and global policy processes</p>	<p>Active engagement in global policy dialogue & international platforms</p> <p>DAC GOVNET: SDC keeps a strong profile in the Govnet community and plays an active role in the 2020 workstreams and activities</p> <ul style="list-style-type: none"> - Inclusive governance: support the case-based work in Nepal, coordinate with SDC office - Active role and contributions in the framing of the new workstream on growing trend in authoritarianism - Support to Co-chair BGE (handing over in spring 2020) <p>GPEDC: Provide strategic /topical guidance to the Swiss co-chair program 2020-2022 on the following workstreams:</p> <ul style="list-style-type: none"> - Action area 2.4.: Civil society partnerships to address shrinking civic space (in coordination with IP especially on forthcoming DAC recommendations, PGE cluster) - Action Area 2.6.: Strengthening development effectiveness at subnational level to achieve the SDGs – focus on municipal finance tbc (DDLG lead) - (Action Area 3: use of country systems - tbd) <p>Agenda 2030/SDG 16 /16+ (Pathfinder and other) - tbd</p> <ul style="list-style-type: none"> - Identify entry points for DDLG to engage with the SDG 16/16+ agenda (pathfinders and others) and possible links to GPEDC, Govnet or DeLoG (Coordinate with PGE cluster) <p>UN World Data Forum 2020: DDLG provides strategic /topical inputs to the UNWDF in Bern</p> <ul style="list-style-type: none"> - Provide input and co-organize High Level Session on social accountability and data <p>DeLoG: Collaborative learning and policy dialogue with key stakeholders on local governance</p> <ul style="list-style-type: none"> - Participate at Annual Meeting hosted by LOGIN (last week April 2020, Colombo tbd) 	<p>Authoritarianism, COVID-19 & Governance (DAC Govnet): Dialogue and inputs around COVID-19 & Governance; active contributions to the GovNet Key messages drafted jointly by a working group. Invited the DAC (Marc) for the webinar launching and discussing the Policy Note on Governance in Authoritarian Contexts</p> <p>Dialogue on civil society strengthening (with GPEDC, IP): The TU Gov had an active role in the dialogue with Swiss civil society and contributed to the SDC's inputs and positioning around the DAC recommendation. The guidance note on the contested space for civil society (Webinar with IP) provided conceptual base. Inputs and consultation on the AA 2.6. on subnational level governance as per demand.</p> <p>SDG 16+/Pathfinder: No active contributions and engagements this year, lead on the 16+ processes is mostly with FCHR</p> <p>UNWDF: The TU Gov successfully submitted a proposal for a High-level Panel on Social Accountability & Data (accepted by UNWDF committee in April 2020). The Panel will be implemented at the UNWDF in 2021 (6-8 October)</p> <p>Strategy process DeLoG: SDC had a lead role in the strategy process of DeLoG, facilitated by an external consultant. The process was collaborative and brought a lively dynamic in the network. The online AM (Colombo meeting was cancelled) and events allowed more persons from partners to participate, incl. from SDC, and GPEDC is now an active partner. While the</p>

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<ul style="list-style-type: none"> - Strategy development to define strategic priorities, mobilise new members and partnerships and new funding modalities - Seek and establish strategic linkages to relevant policy platforms and processes, such as DAC Govnet, GPEDC (with focus on localizing, sub-national governance) - Depending on strategy development process, new CP to secure funding for upcoming phase (Sep 2020-) 	<p>network is alive, and new development partners join (i.e. NALAS, Roaid), the funding is not secured yet. With Canada preparing a contribution, a second donor is on board, and SDC reaches out to others. Decision to make: The location of the secretariat after Sep 21, SDC's further commitment.</p>
<p>Policy Coherence / 'Whole of Swiss System': DDLG promotes coherence on governance policies and engages with the relevant stakeholders within SDC, FDFA, federal administration, Swiss civil society, private sector and other stakeholders</p>	<p>Policy coherence SDC/FDFA/ Bund - 'Whole of Swiss System'</p> <p>Policy dialogue with Swiss NGO platform and actors: Whole of SDC approach</p> <ul style="list-style-type: none"> - Lead dialogue on selected topics with Swiss NGOs (i.e. nexus, autocratisation, role of donors and CS (aid through - aid to) - Engage in policy process around proposed DAC recommendation on civil society, with IP, GPEDC work stream <p>Collaboration with Swiss Parliamentary Services</p> <ul style="list-style-type: none"> - Renewal of the MoU, facilitate collaborations between SDC programs and parliamentary services as needed <p>Policy dialogue with other Swiss stakeholders (federal, academia)</p> <ul style="list-style-type: none"> - Continuous dialogue with SECO (around PFM, a.o.), AMS (election support, Freedom of Expression a.o.) - Dialogue, exchange with relevant centers of expertise: Center for Democracy Aarau, Institute for Federalism University of Fribourg, Institute for Political Science University of Bern, Institute for Political Science University of Geneva, Hirschman Center for Democracy IHEID, Institute for Political Science University of St. Gallen, swisspeace 	<p>Dialogue with Swiss NGO's, s. above,</p> <p>New MoU with Swiss Parliamentary Services signed: With the new MoU signed (4.9.), the cooperation received renewed visibility within SDC. Ongoing cooperation in Albania, renewed for Cambodia, Macedonia and Mongolia are in the planning, further collaboration being explored (Georgia, Kyrgyzstan)</p> <p>Dialogue with other Swiss stakeholders ongoing according to opportunities and demand</p> <p>IFF /Motion 19.3008: Given the acceptance of the Motion 19.3008 by the Parliament (Sep 2020), SDC is now negotiating a core contribution to the international centre of the IFF. Ongoing political processes (FiKo – N) require high attention and resources.</p>
<p>Strategic partnerships: DDLG leads a dialogue with strategic partners & centers of expertise and supports their institutional development</p>	<p>Strategic partnerships:</p> <p>Int. IDEA:</p> <ul style="list-style-type: none"> - Contribute to the review of the Strategy 2018-2021 - Participate in IDEA's steering bodies (esp. future of FAC, WG on Governance matters) - Organize a presentation of the GSOD report in Bern and monitor 25th anniversary events <p>FoF:</p> <ul style="list-style-type: none"> - Participate in Strategic Council and coordinate engagement with Swiss KdK and BJ - Follow-up and eventually attend 20th anniversary events <p>U4 / Anticorruption Resource Center: SDC as lead donor for 2020</p>	<p>Int. IDEA: IDEA was very active on COVID-19& democracy and had high profile events and initiatives for safeguarding democracy, incl. for the 25 year jubilee. SDC proposed a Swiss candidate for the advisory board (IFF) to increase ties with Swiss actors and visibility in Switzerland. No Swiss engagement on the 25 year jubilee meeting. The internal compliance case is ongoing, but takes long time and puts Switzerland in a challenging position as only Member requiring updates.. New Swiss Ambassador in Sweden briefed on IDEA.</p> <p>FoF: SDC has active and leading role in the Strategic Council (with Ca), 20th Anniversary is postponed, ToR for evaluation are drafted and supported at Strategic Council meeting. BJ and KdK discontinued their support to the FoF.</p> <p>U4: SDC was lead-donor in 2020; U4 was active in the response to COVID 19, with several online donor meetings and webinars (AM meeting 23/24</p>

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<ul style="list-style-type: none"> - dialogue with U4 and co-donors on new SDC Anticorruption strategy; - facilitate exchange with and pro-active outreach to country offices for U4 in-country workshops, helpdesk and other support offers; - identify strategic focus for SDC's research contribution (i.e. anticorruption in climate change, or private sector engagement) - participate at U4 steering committee (Oct/Nov, tbd) <p>ECDDPM: DDLG is one of four units within SDC that is giving a core-contribution</p> <ul style="list-style-type: none"> - Clarification on topics of possible mutual interest for 2020 (i.e. on financing, PEA). - Decision on further collaboration after 2020. 	<p>November). Support to the drafting of SDC's anticorruption strategy as sub-contractor through the IDS mandate. Focus of special budget line is on research for climate change & anticorruption.</p> <p>ECDDPM: it was decided that the partnership will end in 2020, as SDC lacked resources for stronger engagement.</p> <p>New partnerships developed in 2020 are: 1) IMPACT /New Media development support EP approved with a one year opening phase, 2) 'Smartvote' (digital democracy), OpKom 16.12., and 3) Core contribution IFF (based on Motion 19.3008)</p>
Thematic Learning & Exchange		
<p>Steer and facilitate thematic learning: DDLG – as part of the PGE cluster - deepens collaborative learning on selected strategic topics and priorities relevant to SDC's operational practice to achieve effective and transformative governance results</p> <p><i>Learnings influence /feed into SDCs operational practice, institutional policies and global policy processes</i></p>	<p>Democratic Governance Authoritarian Contexts</p> <p>Addressing the challenge of shrinking democratic space / trend to authoritarianism: what are causes, patterns, trends, and what are SDC responses and strategies? (PGE priority topic)</p> <ul style="list-style-type: none"> - Working group, discuss and define scope, elements, key questions, milestones and strategic directions of a 2-3 year learning journey - Finalize and disseminate guidance on shrinking space for civil society, feed key learnings in the new work stream <p>Support to media:</p>	<p>COVID-19 & Governance:</p> <p>DDLG launched a series of 6 regional webinars on COVID-19 and its impact on governance (April- June) and set up a dedicated webpage. A synthesis report is being finalized. The findings fed into the work on authoritarianism and shrinking civic space and also into our policy dialogue (with DAC GovNet, DeLog, strategic partners))</p> <p>Working in Authoritarian Contexts:</p> <p>DDLG published the <i>Policy Note on Governance in Authoritarian Contexts</i> and <i>the Guidance sheet responding to the contested space of civil society</i>. Both publication were launched through well attended webinars and received much attention:</p> <ul style="list-style-type: none"> - 2/7/2020: Governance in Authoritarian Contexts, with Marc De Tollenaere, DAC GovNet, app. 90 persons attended - 9/7/2020: How we work with Civil Society, joint webinar with IP, DAC civil society WG, attendance by Swiss NGO's, app.90 persons - 16/7/2020: Presentation of work on authoritarianism at the Annual Meeting of DeLog. As a follow up, A Webinar with DeLog is planned for December 2020 <p>Based on the DDLG Policy note, the ToR for the PGE priority topic and Learning Journey (LJ) on Working in Authoritarian contexts were developed.</p> <ul style="list-style-type: none"> - 7/9/2020: Kick off meeting with all PGE networks and divisions (deputies) - Two background studies with IDS mandated (on effective authoritarian states, authoritarianism and fragility) - Tailor made ToRs for participating regions and countries are now established (for work plan 2021) <p>Support to Media:</p>

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<ul style="list-style-type: none"> - Translate and disseminate SDC Guide, develop knowledge resources on Media and & Elections and Media & Corruption - Report on ToCs and research evidence disseminated and reach out to int. stakeholders and platforms - Develop an entry proposal to support the GFMD Policy Hub - Joint actions with other development partners (participate to CIMA coordination of donors, links with GovNet, follow-up CIMA research & Global Conference in Canada) <p>The governance of digitalization and the digitalization of governance – development perspectives (in support of new SDC digitalization strategy)</p> <ul style="list-style-type: none"> - Continuous participation in events on the topic throughout 2020 - Establishment of a relevant network of actors on the topic in the DDLG realm - Establishment of an input paper / position paper from a DDLG perspective on the challenges and opportunities <p>Governance in fragile contexts: Finalization of learning journey (<i>cross-learning with CHRnet</i>)</p> <p>Civic & human rights education for social cohesion and participation (light process)(<i>collaboration with CHR & education networks</i>)</p> <ul style="list-style-type: none"> - Continue peer exchange and learning with the dedicated Working Group 	<ul style="list-style-type: none"> - The media guide is published, including an online version and dissemination videos in progress. Further resources are planned for 2021 (media literacy, media & corruption) - The entry proposal for a partnership with GFMD for the project IMPACT was accepted at the OpKom 12.11. <p>Digitalization:</p> <ul style="list-style-type: none"> - A position paper with IDS is commissioned - DDLG has positioned itself as relevant actor within SDC and has established networks (i.e. Diplo Foundation) - Partnership with 'smartvote' as a pilot project for digital democracy established, entry proposal will be submitted at the OpKom 16.12. - Support and contribution of the SDC-wide Blockchain event <p>Governance in fragile contexts:</p> <ul style="list-style-type: none"> - Working Paper is finalized and will be published in December 2020 <p>Civic & human rights education:</p> <ul style="list-style-type: none"> - Two webinars were conducted, a brown bag lunch is planned in early 2021 for a final dissemination of results
	<p><u>Anticorruption & Accountability</u></p> <p>Promote Anticorruption: Increased knowledge, new insights and guidance for strategic engagement to combat and prevent corruption in SDC partner countries</p> <ul style="list-style-type: none"> - SDC WG Anticorruption: Coordinate WG (lead EBT), elaborate new SDC Strategy on Anticorruption (launching event in October), - Capex Anticorruption in SDC's Programs: Accompany country reviews and synthesis report, share /disseminate results (Core group, learning event, webinar, develop guidance etc.) tbd - Promote dialogue and exchange with SDC's operational divisions on Anticorruption programming, facilitate exchange with U4 (in-country workshops, helpdesk) <p>Accountability</p> <ul style="list-style-type: none"> - Finalize topic paper (draft IDS), identify next steps (i.e. link to anti-corruption, autocratisation or governance as TT - UNWDF: High level Panel on Social accountability & data 	<p>Anticorruption</p> <ul style="list-style-type: none"> - The CapEx on SDC's Anticorruption work is in the final stage, with country reports on Tanzania, Bangladesh, Honduras, Guatemala, Kosovo, Ukraine and Romania (and Burkina Faso to come). The synthesis report is being drafted. - The SDC WG on Anticorruption convened 4x in 2020, serving as the main sounding board for the elaboration of the new Anticorruption Guidance - The new Anticorruption Guidance is in the final draft, being consulted for a second time with the WG, and then with selected stakeholders in the Federal Administration; expected to submit to the directorate beginning of Feb. The process was supported by the Basel Institute of Governance (first and main draft) and U4 (various inputs). - Ongoing support for exchange of country offices with U4 for the CapEx or according to demand. <p>Accountability:</p> <ul style="list-style-type: none"> - Topic paper will be finalized in 2021

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<p>Localizing SDG's and Municipal Finance</p> <p>Public & municipal Finance (including GRB, subnational PFM and transfers)</p> <ul style="list-style-type: none"> - Development of a position paper on subnational PFM together with seco, including a possible exchange of experiences and practices in countries - Implementation of guidance on GRB/SIB in a country case (tbd) - Input Paper on municipal finance for DDLG positioning tbc (IDS) - Partnership and dialogue with UNCDF on municipal investment fund - Link with SDG financing agenda /AAAA <p>Engagement with the Private Sector & Local Economic Development</p> <ul style="list-style-type: none"> - Publication of a Guidance on SDC's approach to LED together with e+i from a practical perspective (collaboration with e+i) - (Gather learnings from WBA: Support to organization of DeLog in-country Workshop on LED in Serbia) - Follow up on program & support to strategic development of MEG Program in BiH (tbd) - Support implementation of SDC's EPS Strategy: Clarify what EPS means for governance/DDLG outside LED (i.e. natural resource governance issues, multistakeholder-processes, anti-corruption); seek entry points to work on B&HR standards and conflict sensitive business practices in fragile contexts, particularly linked to issues of governance and statebuilding <p>Urbanization and local governance in migration contexts</p> <ul style="list-style-type: none"> - Support to Learning Journey Migration on durable solution (lead GPM); Support to Mapping of programs in urban settings (lead ALAC) 	<p>- UNWDF (s. above under policy dialogue)</p> <p>Public Finance Management and Budget Support</p> <ul style="list-style-type: none"> - DDLG had a continuous dialogue with seco on its different, but complementary approach to PFM. A process for improved joined understanding is ongoing - DDLG developed a background note on public sector support and the Use of Country System (as contribution to the debates on the GPEDC Action Area 3: use of country systems). - DDLG also produced a note on budget support for BRIC, the note was consulted with all divisions at SDC. As a follow up, a series of webinars on budget support (general, sectoral, sub-national) as a joint learning event is scheduled for Jan 2021 (SDC, seco). - The PFM Paper will be published in Dec 2020, (without parts that include seco). - GRB pilot was not implemented and is not planned at this point. <p>Municipal Finance</p> <ul style="list-style-type: none"> - Ongoing exchange and consultation with the GP water on SDC's engagement with the UNCDF Technical Facility of the Municipal Investment Fund - Scoping Paper for SDC's positioning and focus in municipal finance is commissioned, expected in January 2020 - Continuous engagement with Municipal finance workstream of DeLog <p>LED</p> <ul style="list-style-type: none"> - LED guidance is being finalized until Q1 2021, Lead e+i. - LED workshop with DeLog was cancelled by the Serbia Office due to misunderstandings around the roles of DeLog, SDC and other partners. - No specific cooperation with KEPS on the EPS strategy at this point. <p>Urbanisation</p> <ul style="list-style-type: none"> - Cooperation with new focal point (Sven, ALAK) established, presentation of the 'urbanisation tool' at the DDLG Core group meeting (October 2020) - Joint engagement on migration, urbanisation and governance is planned for 2021 - Consultation on the role and relevance of DeLog as platform for both local governance and urbanisation is ongoing.
<p>Work politically, work systemic: Analytic skills and methodological competences of SDC staff and partners to work with a systemic and politically</p>	<p>Promote applied Political Economy and Power Analysis</p> <ul style="list-style-type: none"> - Coaching process with the office in Burkina Faso - Possible coaching for the Bata region in Tchad 	<p>Applied Political Economy Analysis:</p> <ul style="list-style-type: none"> - Online coaching process for Burkina Faso office helped to shape the strategic orientations for the new country programme - Ongoing facilitation, support to PEA processes in countries: Burkina

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
<i>informed approach are strengthened</i>	<ul style="list-style-type: none"> - Simplified guidance on TWP and PEPA as a module to the PGE Cluster tools - Discuss policy influencing monitoring with group of interested DDLG members - Clarify together with QA what is additionally needed within the new RBM roll-out on adaptive management (tbd). Check with DDLG members, if they have additional specific needs on “thinking and working politically”. 	<p>Faso (facilitated PEA approach), HoA (facilitated PEA approach), Cambodia (PEA for parliament support), Ukraine (PEA of health system reform), PEA Workshop Kosovo on Integrated Water Resource Management</p> <ul style="list-style-type: none"> - PEA and Policy influencing are integrated prominently in the new governance toolbox (in the structure and with so called 2 pagers) - ‘Thinking and working politically’ is integrated as one out five principles of how to work on governance (approach)
<p>Promote Governance as TT/ in Sectors: <i>Common understanding of priorities of governance as transversal topic is established & practical guidance provided for (selected) sectors/countries</i></p>	<p>Governance as transversal theme, in sectors:</p> <ul style="list-style-type: none"> - <u>Governance in sectors:</u> 1) practical examples of governance in sectors, proposed focus 2020: Education, Climate Change (or Food Security), Migration (as part of LJ on durable solution); 2) document and share selected examples of implementation of governance in sectors (tbd), 3) Finalize and identify additional sectoral/topical guidance - <u>Learning event</u> to promote common understanding and strategic orientation on governance as TT/governance in sectors: As sector specific approach to strengthen a given sector through improved governance? As a systemic, political approach to strengthen governance via a sector as alternative to targeted approach? Working on governance principles in sectors and programs? What are strategic priorities, topics, principles? What are practices, experiences, open questions? What are tools (i.e. governance action plans, strategic analysis of SAP data), etc.? - tbd 	<p>Governance as transversal theme</p> <ul style="list-style-type: none"> - Gov as TT is a key feature of the Governance Toolbox (s. below) - Three regional online trainings were conducted (MENA Amman, MENA Lebanon, Mekong). The Regional Advisor ESA also conducted two sector-specific trainings (TVET/Bukavu, e+i/HoA), and the DDLG Core Group had one session (June) to share experiences on implementing Gov as TT. These trainings and exchanges greatly informed our understanding and approach on how to promote Governance as TT in practice. - No sector-specific work was conducted with other thematic networks, some of the proposed actions will be taken up for the planning 2021 (in particular, education, migration, possibly CC) - The learning event did not take place, instead, the learning event will feature as main topic for the network journey /f2f in 2021.
Capacity Building, Advise & Support		
<p>Strengthen methodological competences: <i>SDC staff and partners have the thematic and methodological capacities to implement transformative governance programs (in line with the strategic goal 4 of the message 21-24 (HQ, SCO’s, partners)</i></p> <p><i>Practice-oriented instruments and tools are in place and accessible</i></p>	<p>PGE tool, approach, training (s. section 1)</p> <ul style="list-style-type: none"> - Coordinate and contribute to the joint process to develop a standard tool light for integrating the PGE topics as transversal themes - Elaborate a standardized basic training module PGE / first ToT for PGE cluster <p>‘Key Governance Tools’: Develop a governance tool box with simple and accessible guidance on key governance tools, as coherent set of tools and complementary to the overarching PGE guidance</p> <ul style="list-style-type: none"> - Political Economy Analysis: Finalize work on bringing together PEA tools - Governance Analysis (Gov as TT): Identify key areas for basic governance analysis - Local Gov Assessment: Review and integrate PEA aspects - Define interlinkages, present as coherent set of tools 	<p>PGE Tool (s. also PGE planning table)</p> <ul style="list-style-type: none"> - The PGE essential framework was elaborated in a collaborative process (with the guidance of swisspeace). - A process guide is being finalized (to be discussed in December). Applied /basic training module is planned for 2021. <p>Governance Toolbox</p> <ul style="list-style-type: none"> - DDLG put much effort in an easy accessible web-based governance toolbox (complementary to PGE tool) - Based on a simple overview structure, the toolbox will assembly and organize the available tools and resources. A key feature are 2 pagers of the main topics, analytic tools and approaches (Gov priorities, Gov as TT, Governance Analysis, PEA, Thing and working politically, policy dialogue, Governance monitoring a.o.). A first version of the toolbox will be ‘online’ by end of December.

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<p>ToT Governance (with CSPM)?</p> <ul style="list-style-type: none"> - Discuss options for developing / offering a Governance ToT, based on Key Governance Tools (for 2021), Cooperation with CSPM, or PGE? <p>Integration of Governance in other SDC learning events</p> <ul style="list-style-type: none"> - RBM courses - Tailor made learning events/inputs for divisions (i.e. joint gender /governance inputs for Global programs in view of new strategies) 	<ul style="list-style-type: none"> - A basic training and /or ToT Governance was not elaborated, but is planned for 2021, as follow up to the toolbox. <p>Governance in SDC Learning events:</p> <ul style="list-style-type: none"> - A workshop was conducted with the GP Climate Change an an input provided at the division retreat of the Global Cooperation division (jointly with Gender)
<p>Support to operational practice: <i>Governance Focal Points of Coofs and divisions receive tailor-made support and strengthen their own advisory and capacity building role</i></p>	<p>Regional Workshops: Participate at regional training and learning events (demand of SCO's)</p> <ul style="list-style-type: none"> - Cambodia: Regional Learning Workshop on Governance as Transversal Theme, regional Governance workshop Mekong (24-27 May, Phnom Phen) - Governance Meeting DAO: Participation at the DAO yearly Governance Meeting End of May 2020 - Serbia: Governance Portfolio Review (tbd) - Burkina Faso: Coaching on Political Economy Analysis and application (March) - OSA: Great Lakes/Gov TT in TVET sector (spring/summer); RPSA/Social Accountability MidTerm Review (early July); Regional Workshop Gov as TT (end of June, Maputo tbc) <p>Advisory and Support Services as per request</p> <ul style="list-style-type: none"> - Inputs /guidance for new programmes/CPs (and country strategies, ongoing) - Inputs for Study Trips Delegations - Participate to Tender Committees 	<p>Regional workshops:</p> <p>Due to COVID-19 no missions were conducted and all trainings and workshops were organized online, notably (s. also above):</p> <ul style="list-style-type: none"> - Gov as TT in MENA, Mekong - Trainings on the integration of governance in sectors TVET, e+I (ESA, by the regional advisor) - PEA for Burkina Faso - Portfolio Review Serbia (by swisspeace) - Peer Review RPSA (Southern Africa) was cancelled, and the DAO Governance Meeting postponed for 2021 <p>Advisory and Support Services as per request</p> <ul style="list-style-type: none"> - Consultations for regional guidelines and country strategies – s. below - Tender committee on Capitalization of Decentralization Support in Burkina - Input during Study tour delegation from the Finance Ministry in Nepal
Monitoring & Thematic Quality Assurance		
<p><i>The quality of governance outcomes/results (both a specific sector and transversal topic) in SDC operations are systematically monitored and reported, on the level of the message, cooperation strategies and programs/projects</i></p>	<p>New Cooperation strategies: Provide guidance to integrate a strategic approach to governance in new cooperation strategies (with the respective Core Group members, PGE cluster)</p> <ul style="list-style-type: none"> - Bilateral CS: Tanzania, South Caucasus, Central Asia (launching process for 2022) - Global Programs: Input to strategic guidance for Global Cooperation, joint workshops/events Gender / Governance with each Global Program (Feb, April/May) 	<p>Regional guidelines, country programs</p> <ul style="list-style-type: none"> - Considerable efforts (more than anticipated) have been invested in consultations and advise for regional guidelines, country programs and projects. - This was partly due to the elaboration of regional guidelines as a new SDC instrument, consequently all regions and all global programs developed new guidelines. In addition, many new country programs are being developed and requested thematic guidance. With the country program workshops generally taking place online, the offices were able to involve more thematic Focal Points /teams – a positive trend, however it did absorb considerable resources.

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<p>Monitoring and reporting on Governance: ARI/TRI</p> <ul style="list-style-type: none"> - Joint PGE approach to ARI/TRI (towards Goal 4 of the new dispatch, Jan 2020) - Define outcome oriented/transformational governance ARI/TRI (January 2020) - Analyse reporting on governance in Annual Reports (for steering, communication) - Discuss options for joint reporting in the PGE Cluster (i.e. 'PGE Status Report') <p>Policy Marker and Checklist: Promote common understanding, minimum standards</p> <ul style="list-style-type: none"> - Analysis of SAP data, for communication and steering - Webinars on use of Policy Marker and checklist - Guidance to program desks, operation committees 	<ul style="list-style-type: none"> - For all inputs and guidance, the PGE focal points and teams coordinated their inputs. This gave the PGE cluster good visibility within SDC, but it also required additional resources for coordination. <p>Monitoring Governance - the ARI's and TRI's:</p> <ul style="list-style-type: none"> - The set of new governance ARI's and TRI's were finalized (incl. fact sheets for each indicator). DDLG coordinated the process within the PGE cluster to ensure complementary and coherence among the PGE indicators. - The governance ARI's and TRI's are integrated in the new guidance (Annex 3). - Quality Assurance developed a digital system to collect and aggregate the ARI's, managed by the desk responsible. Therefore, no systematic monitoring of Annual Reports 2020 by the DDLG network is done (but collection of highlights). - Joint PGE reporting has not been discussed so far. <p>Policy Marker and Checklist</p> <ul style="list-style-type: none"> - Analysis of the Governance Policy Marker was presented to the directorate in April 2020 (together with gender). The elaboration of differentiated target values (i.e. for HA) was decided. - Subsequently, new target values for the IC strategy 21-24 were defined (submitted end of Sep) – with low values for HA. - Learning and exchange on the use of the Checklist (Webinar) did not take place, will be part of the planning 2021.
Strategy, Communication, Management & Resources		
<p><i>(TU, Core Group, PGE Cluster, Network)</i></p> <p>Strategy and profile: DDLG/Governance has strengthened its strategic orientation and profile, is well positioned and visible within SDC and beyond.</p> <p>With its strategic profile, DDLG takes an active role to strengthen policy coherence in view of the new message,</p>	<p>SDC Governance Policy/Strategic Guidelines</p> <ul style="list-style-type: none"> - Finalize and launch SDCs governance policy as overarching document, define strategic priorities for the coming years for SDC (Strategic Guidelines Leitdokument B) - Review strategic partnership portfolio in view of the new governance policy <p>Revising SDC's Anticorruption Strategy</p> <ul style="list-style-type: none"> - Elaborate and launch SDC's new Anticorruption Strategy, steer coordination and consultation within SDC, FDFA, SECO, align with Federal Anticorruption Strategy - Launching event Oct/Nov (tbd) 	<p>The SDC's Guidance on Governance</p> <ul style="list-style-type: none"> - The new SDC guidance on governance has been elaborated in a collaborative process and was adopted on 10/8/2020 by the SDC directorate - Feedbacks and comments were integrated and the guidance finalized and published in November 2020. - The new guidance will be communicated by the SC director (SDC all mail). Dissemination in the governance network and presentations for the operational divisions. <p>The SDC's Guidance on Anticorruption</p> <ul style="list-style-type: none"> - A concept note outlining the main pillars and approach was elaborated and consulted with the SDC WG on AC (March), a first draft, elaborated by the BIG, was consulted in May-June, a second and final draft in December. Submission to the directorate is foreseen for beginning of Feb

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
<p>governance more broadly within SDC, FDFA</p>	<p>Portfolio Review:</p> <ul style="list-style-type: none"> - In 2020, DDLG will conduct a review of the current portfolio of strategic partnerships and engagements, in view of the new message and the PGE cluster engagement, and discuss potential new partnerships (V-Dem, Media Lab, Municipal Finance?). <p>Communication & Outreach:</p> <ul style="list-style-type: none"> - SDC Press Conference 2020 on Governance and civil society (with IP, IFA as speaker for DDLG (28 January 2020) - Promote dialogue on strategic topics with key actors within FDFA, SECO and Federal Administration - Provide inputs for dossiers and speaking notes as requested 	<p>2021.</p> <ul style="list-style-type: none"> - Launching event in 2021. <p>Review of partnership portfolio</p> <ul style="list-style-type: none"> - DDLG had a portfolio review in February 2020 which helped to assess the opportunities and strategic value of the governance 'portfolio' and discuss strategic orientation for 21-24. - In the course of 2020, (three) new partnership were initiated: 1) GFMD with IMPACT, 2) Polittools with 'smartvote and 3) IFF (international center) - An overview and description on the strategic partners for governance are included in the annex of the new governance guidance. <p>Communication & Outreach</p> <ul style="list-style-type: none"> - With the SDC yearly press conference's focus governance (participation), the topic has received high visibility and broad media coverage (incl. DDLF staff /IFA). It was an opportunity to develop communication material and a 'narrative' on governance. - Strategic dialogue was taking place with seco around the topics of PFM, fiscal decentralization and budget support; with AMS on electoral support and the Swiss parliamentary services; with AMS, the PD and Präsenz CH for the cooperation with IFF. - Inputs for dossiers and speaking notes include: IFF (several occasions); budget support (BRIC); media support (DZP), parliament support /coop. with Swiss parliamentary services, Anticorruption, Working with partner governments (Data Panel DZP) a.o.
<p>Managing the DDGL/ Governance team: <i>The thematic unit and Core Group is well organized and has adequate human and financial resources</i></p> <p>DDLG Core Group: <i>The DDLG 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>TU/ extended TU:</p> <ul style="list-style-type: none"> - Regular bi-lateral and trilateral meetings, at times with extended TU - Clarification of division of roles and competences in the new TU composition, joint vision of DDLG/Governance strategy and profile, - teambuilding moments <p>DDLG Core Group:</p> <ul style="list-style-type: none"> - Promote and support active role in Core Group, outreach to new members (i.e. global programs, humanitarian Aid), guidance on roles and responsibilities of division focal points - Engage and include Core Group members in capacity building to enhance competences and ownership 	<p>Thematic Unit DDLG / Governance (Fachteam)</p> <ul style="list-style-type: none"> - The weekly Fachteam meetings – in to bilateral meetings - introduced during lockdown, are now taking place regularly and contribute to joint vision on the governance strategy and thematic sharing and co-creation. The 'Fachteam' was the main sounding board for the new governance guidance. - Division of roles is clear and tasks are delegated with new tasks coming up, while also promoting shared responsibilities and joint discussion and exchange in the team. Teambuilding with WBA team. <p>DDLG Core Group:</p> <ul style="list-style-type: none"> - Good participation of Core group members, in particular for the new guidance and the regional webinars on COVID-19 where the core group members for in charge (with support by the thematic unit). - Core group members from HA and GP to be included in 2021.

Area, objectives, results	Priorities and Activities 2020	Review and Results 2020
	<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) - Discuss options for joint mandates and resources (Shareweb, Backstopping) 	<p>Coordination with PGE Cluster</p> <ul style="list-style-type: none"> - Effective coordination among the FP was established, with regular meetings, and WG on specific tasks (PGE Tool, Learning Journeys). - Much effort, several inputs for joint messaging to promote the cluster approach for thematic work in SDC (directorate retreat, several notes, online letter box) - Inclusion of PGE team members remains limited to the working groups - Joint mandate for the Shareweb was published in October (beginning for March). Joint thematic backstopping is planned for 2022. For 2021, the IDS mandate can cover selected needs of the PGE cluster.
<p>Backstopping Mandate: <i>Assure smooth management of the IDS backstopping mandate</i></p>	<p>Management of IDS Backstopping</p> <ul style="list-style-type: none"> - Joint planning meeting for 2020/21 (Jan 2020, Aug 20): Assure realistic planning, monitor financial commitments and cooperation mechanisms - Monthly calls with coordinator, visit in Brighton? - Effective coordination and management of tasks and sub-mandates <p>Initiate reflection for follow up mandate (summer 2021, with PGE cluster)</p>	<p>IDS Backstopping</p> <ul style="list-style-type: none"> - Joint planning now adjusted with DDLG planning cycle. More activities could be realized and budget spending is progressing well. Monthly call with the SPOC ensure smooth coordination. - The mandate will be prolonged until Jan 2022, as sufficient budget is available and important thematic activities ongoing. It will also cover selected needs of PGE networks. The planning for a new mandate by summer 2021.
<p>DDLG Network Communication and Management: <i>Communication in the DDLG network is strengthened and is conducive for joint learning</i></p>	<p>Shareweb, publications and dissemination of learning products</p> <ul style="list-style-type: none"> - Further promote interactive communication and the use of the shareweb as a joint resource and learning platform - Harmonize visual identify of DDLG products - Continuous updates on topics and Network news - Publish, disseminate and make learning products easy available 	<p>Shareweb /dissemination of learning products:</p> <ul style="list-style-type: none"> - Good cooperation with the shareweb facilitator on dissemination of learning products, interactive communication and graphics - In particular: Short videos on the media guidance; Graphics for the new Governance guidance; Graphic for the DDLG yearly plan; Technical support for webinars, and organisation of documentation and publication on the shareweb, a.o.

Annex 2: PGE Review and Results 2020**PGE Annual Plan 2020 – Review and Results 2020****1. PGE Cluster (joint framework)**

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

Area	Priorities 2020	Review
Policy Dialogue and Influencing	<p>Joint engagement in global platforms and policy dialogue:</p> <ul style="list-style-type: none"> • <u>OECD DAC</u>: Coordinated thematic steering and messaging at the DAC Gendernet, Govnet, INCAF and the GPEDC • <u>UN world data forum</u>: Preparation and inputs for Swiss panel events on LNOB and social accountability, using synergies for events where possible with the cluster <p>Joint engagement on the New Swiss Cooperation Strategy 21-24:</p> <ul style="list-style-type: none"> • <u>Joint narrative and strong & coherent positioning</u> on the effective implementation of the strategic goal 4/Peace, Governance & (Gender) Equality and the integration of the PGE topics in the other goals 	<p>The OECD DAC policy networks (Gendernet, GovNet, INCAF, GPEDC) remain the most relevant international platform in terms of political dialogue on PGE themes and policies. While the PGE cluster had no explicit coordination on thematic steering and messaging, the effects of the COVID-19 crisis were the major topic of all policy platforms and the DAC more broadly.</p> <p>Selected outputs of the policy platforms where the PGE links are:</p> <ul style="list-style-type: none"> • <u>The GovNet</u> had a focus on the impacts of COVID-19 on governance. The GovNet drafted the <i>Joint messages on democratic governance and COVID-19</i>. DDLG provided inputs from its own learnings, based on the series of regional webinars on CIVID-19 & governance. Further, the DAC participated at DDLG's webinar and commented the <i>Policy Note on Governance in Authoritarian Contexts</i>, an opportunity to share SDC's learning with the ongoing work stream of the GovNet. These are relevant for the PGE messaging as a whole. For the next phase, the GovNet will continue the workstream on authoritarian contexts and finalize its work on inclusive governance, which includes addressing gender, social inclusion and conflict prevention. • <u>Gendernet</u>: At the global level the backlash against the gender equality agenda driven by conservative forces is an issue. But the debate is not particularly framed around authoritarian contexts, neither in the DAC Gendernet. Political empowerment of women and consequences of authoritarianism did not trigger

Area	Priorities 2020	Review
	<ul style="list-style-type: none"> (Joint approach to ARI/TRI – s. below monitoring & thematic QA) <p>Joint engagement with Swiss stakeholders and civil society (with IP)</p> <ul style="list-style-type: none"> Engage in policy process around proposed DAC recommendation on civil society, GPEDC work stream Lead dialogue on selected topics with Swiss NGOs (i.e. nexus, enabling environment and autocratisation, etc.) 	<p>most interest for PwB 2021/2022 (for the time being). However, the topics Covid/build back better, as well as the triple Nexus are of interest for the Gendernet and provide potential for joint messaging & steering. (Covid e.g.: gender responsive/inclusive governance, empowering women/DAG & their leadership, pushing the equality agenda. Nexus e.g.: gender lenses in the State of Fragility report, humanitarian aid SGBV interventions with stronger empowerment and prevention focus, and with a longer term perspective).</p> <ul style="list-style-type: none"> INCAF: A highlight of INCAF's work was the launch of the States of Fragility Report which analyses the risks and coping mechanisms of countries along five dimensions (political, societal, environmental, economic and security) to assess their degree of fragility. All PGE aspects are dealt with in the report, given the comprehensiveness of the fragility assessment. A special call was made to address fragility issues in the light of the COVID-19 that carries the risk of leaving even further behind the most vulnerable groups. The findings of the report are of relevance to all four thematic networks and could be more broadly shared and reflected upon. Various discussions took place on the effects of the COVID-19 crisis, which are also relevant to other PGE topics. Furthermore, the two main items on INCAF's agenda, the implementation of the triple nexus and fit for fragility, bear a potential for a stronger joint messaging. So far, this potential has been most exploited in the discussion on the triple nexus, including, beyond conflict sensitivity, also a gender responsive lens. LNOB: New DAC CoP on Poverty and Inequality in preparation for the Workplan 2021/22. It will offer new opportunities for joint messaging, as there is an explicit objective on tackling poverty and inequality linking it to gender equality and inclusive governance (with the Gendernet, GovNet). <p>UN World Data Forum:</p> <ul style="list-style-type: none"> The PGE cluster developed and submitted a proposal for a High-level Panel on Social Accountability & Data, including perspectives and actors on civil society, gender, LNOB & data. The proposal was accepted by UNWDF committee in April 2020). The Panel will be implemented at the UNWDF in 2021 (6-8 October). A second proposal was elaborated in collaboration with the focal point education on LNOB and Data (ready for WDF 2021). A third proposal but exclusively on gender equality has been accepted. <p>The policy dialogue on civil society centered around the debates and preparatory work for a DAC guidance or recommendation on working with civil society.</p> <ul style="list-style-type: none"> Jointly with the institutional partnerships and the GPEDC team, the PGE cluster

Area	Priorities 2020	Review
		<p>(lead DDLG) coordinated positions and inputs towards the DAC process and the dialogue with the Swiss civil society.</p> <ul style="list-style-type: none"> The Guidance Sheet <i>Responding to the Contested Space for Civil Society</i>, launched in a joint webinar in July 2020, with participation of the DAC and Swiss NGOs, provided the conceptual base for this dialogue. The guidance sheet builds on the findings of joint DDLG-FCHR learning journey on shrinking space for civil society <p>Joint positioning on the message 21-24</p> <ul style="list-style-type: none"> Advances and challenges regarding the pilot experience of the cluster PGE as a way of collaborating across thematic silos to implement objective 4 of the Swiss Strategy for International Cooperation 2021-2024 raised significant institutional interest and were discussed twice with the board of Directors. Proposals on how to overcome challenges regarding thematic work within SDC were developed jointly with the cluster green and the other thematic focal points. They fed into the discussion on the pathways towards a fit for purpose institution regarding thematic expertise. The new governance guidance makes explicit reference to the PGE themes contributing to the objective 4 of the IC strategy 21-24 (in the text and Annex 2) The joint PGE inputs for new regional guidelines and country programs was a strong message for integrated approaches of PGE themes. The coordinated efforts and inputs were much appreciated by the operational divisions and gave the cluster good visibility.
Thematic learning and exchange	<p>Strategic priority learning topics:</p> <ul style="list-style-type: none"> <u>Challenges and possible strategies of engagement in contexts of autocratisation:</u> Define key questions, strategic direction and milestones of a ~2 years learning journey. Link to ongoing in-house learning process and to forthcoming work in DAC networks and GPEDC, uptake of findings of previous joint work streams on fragility, civil society and media <u>Peace-Humanitarian Aid-Development Nexus:</u> Supporting the operationalisation 	<p>Learning journey on working in authoritarian contexts</p> <p><i>The Policy Note on Governance in Authoritarian Contexts</i> serves as a conceptual basis for the new PGE Learning Journey (LJ). The framework distinguishes four regime types (autocracy, liberalized autocracy, limited political democracy, political democracy) providing each specific considerations on the opportunities and risks engaging in these contexts. The preparatory work in 2020 includes:</p> <ul style="list-style-type: none"> Developing the overarching ToR defining key questions around working with state actors and institutions, the use of country systems and aid effectiveness principles, working with non-state actors (informal and civil society actors, engaging with regional structures and WOGA, the linkages between authoritarianism and fragility, and the narrative on the 'efficient authoritarian state'

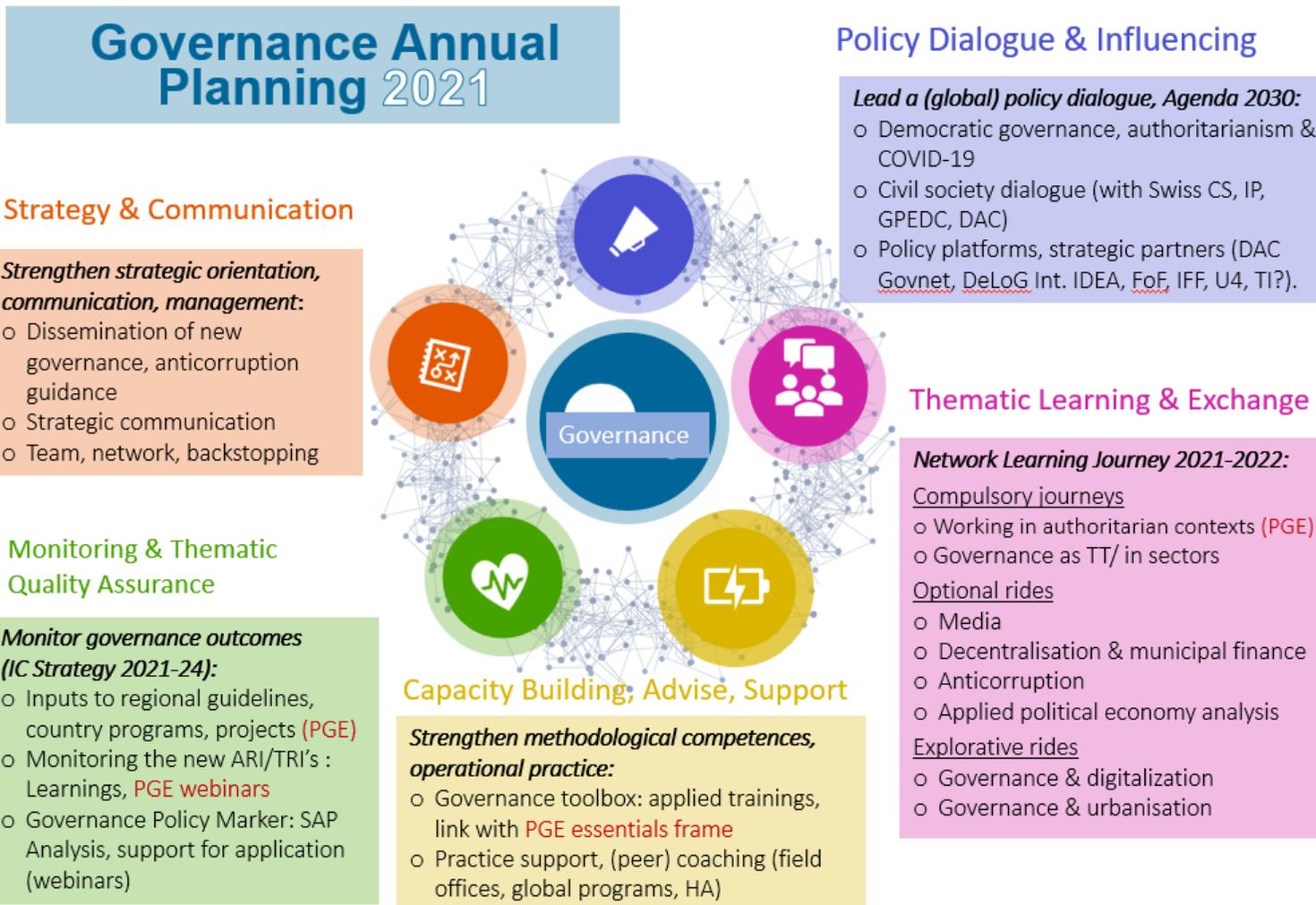
Area	Priorities 2020	Review
	<p>of the nexus. Linking to SDC management response on the nexus evaluation and the OECD DAC recommendation on the triple nexus</p> <p>Other selective collaborations:</p> <ul style="list-style-type: none"> • <u>DDLGN-Gendernet</u>: Case based follow up of gender-responsive / socially inclusive Public Finance Management/Budgeting application ((with link to the AAAA FfD agenda, financing for gender equality, GPEDC monitoring) • <u>Combatting corruption</u>: Revising SDC Strategy and strategic anti-corruption programming • <u>Social Protection</u>: Conceptualization of a social protection approach in SDC as follow up of the management response to the independent social Protection evaluation • <u>Digitalization</u>: Potentials and risks of digitalization in development contexts 	<ul style="list-style-type: none"> • A Kick off meeting with all PGE networks and divisions (deputies) to inform about the LJ and discuss the key questions proposed (/ Sep 2020) • Two background studies with IDS mandated (on effective authoritarian states, authoritarianism & fragility) • Tailor made ToRs per participating region and/or country are now established, and products and working method defined (for work plan 2021) <p>Learning journey on the triple Nexus</p> <p>The LJ has three objectives : a) develop a common institutional understanding of the triple nexus for the Swiss International Cooperation; b) assess the benefits of the nexus approach and identify conducive factors for its implementation via the collection and analysis of lessons learnt from innovative good practices and positive examples implemented within the Swiss IZA, by bilateral and multilateral partners, as well as by Swiss NGOs; c) identify operational and institutional bottlenecks and make concrete proposals on how to overcome them and move forward.</p> <p>Kick off LJ was realised in March; conceptual note presented to the Board of Directors in June; sounding board composed of representatives from SDC (AH-CS-CG) and HSD, HQs and field, constituted; draft state of the art elaborated; interviews with staff on-going. The process will go on in 2021.</p> <p>Other selected collaborations:</p> <ul style="list-style-type: none"> • <u>DDLG-Gender</u>: the joint work on gender-responsive budgeting has not been implemented • <u>Combatting corruption</u>: A second draft of new SDC guidance on anticorruption is in consultation with the SDC working group. The final draft is planned for submission to the directorate beginning Feb 2021. The process was support by the Basel Institute of Governance (first and main draft) and U4 (various inputs). • <u>Social Protection</u>: The former CLP that accompanied the social protection evaluation has now defined ToRs to engage a social protection specialist who will accompany the participatory process in 2021/22 to establish SDCs approach to social protection (implementation of the management response to the evaluations recommendations) • <u>Digitalization</u>: Responding to (governance) opportunities and risks of rapid digitalization is now anchored as a new pillar and thematic priority in the new guidance on governance. A position paper with IDS is commissioned to identify the specific areas and entry points. Mapping on digitalisation activities with

Area	Priorities 2020	Review
		eastern cooperation is ongoing. Close cooperation with the Diplo foundation established (mandate by FDFA enhance learning on digitalisation).
Capacity Building and Advise for PGE mainstreaming in strategies and programmes	<p>Coherent modular approach for tools and trainings:</p> <ul style="list-style-type: none"> Propose a standard tool light (PGE essentials) for a transformative approach to PGE topics as transversal themes. Define spaces for reflection along the PCM and RBM cycles, based on the Copenhagen risk framework (context, program, institution) Visualize and bundle the modular PGE approach and tools (standard light, specialized toolboxes) to facilitate accessibility Elaborate a standardized basic training module PGE Explore the idea of joint PGE action plans on the basis of the existing gender action plans <p>PGE in country and regional cooperation programmes, thematic strategies and projects:</p> <ul style="list-style-type: none"> Coordinated guidance and support for the coherent integration of PGE topics <p>Joint regional workshops and trainings</p> <ul style="list-style-type: none"> Inputs on demand Discuss options for PGE face to face meeting (instead of separate F2Fs) in the future 	<p>PGE Essential Framework</p> <ul style="list-style-type: none"> Final draft of PGE essentials context analysis tool with a process guidance has been prepared and will be validated in the PGE team in December. It combines the three PGE thematic lenses for a comprehensive analysis along three analytical categories (critical issues, actors, framework conditions). The tool provides a description of the analytical categories and essential set of questions for the analysis. The process guide explains the purpose, when it should be used and how. It was tested for the first time during the joint planning workshop for the regional guidelines Eurasia Division - with a positive feedback. Next step is the piloting with selected country offices. Visualisation of the modular PGE approach is still pending Idea about possible training module PGE will be discussed in Nov/Dec Discussion about possible Action Plan PGE pending, possibly discussion in Nov/Dec <p>PGE inputs for regional guidelines, country programs</p> <ul style="list-style-type: none"> Dedicated effort made for coordinate response to a series of (sub-) regional strategic guidelines, Programme Frameworks of Global Programmes and new country programmes. This was highly appreciated and at the same time strengthened common understanding on PGE reflections among involved PGE team members. This was a positive development, but also requested much more time and resources than anticipated. An efficient way for comprehensive positioning & guidance merits further thoughts. Joint workshop on Governance and Gender during management retreat of the Global Cooperation Department and for Climate Change and Environment in view

Area	Priorities 2020	Review
	<p>Mainstreaming PGE in SDC Courses</p> <ul style="list-style-type: none"> • SDC PCM & RBM courses, Ausreise-Seminar, Briefings (new employees at HQ etc.) 	<p>of the new Programme Framework GPCCE</p> <p>Mainstreaming in SDC courses</p> <ul style="list-style-type: none"> • Joint inputs Gender and LNOB on the integration of transversal topics during 3 PCM trainings of SDC, and during regional GESI workshop Eastern Cooperation (due early Dec). As a further step, concrete ways of integrating a more comprehensive PGE perspective would need to be developed in close exchange with QS (based on the PGE essentials tool).
<p>Monitoring and Quality Assurance</p>	<p>PGE Monitoring & Reporting of the message 21-24</p> <ul style="list-style-type: none"> • Joint work on ARI/TRI • Consider options for joint reporting for 2021? (i.e. 'PGE Status Report') <p>Policy Markers PGE (PM Gender, Governance, Fragility, Conflict & Human Rights)</p> <ul style="list-style-type: none"> • Analysis of the three PGE relevant Policy Markers • Joint checklist? 	<p>Coordination for the PGE ARI's and TRI's</p> <ul style="list-style-type: none"> • The PGE cluster closely coordinated the development of the new reference indicators (ARI's and TRI's) to ensure complementary and coherence among the PGE indicators. They have been communicated in the respective core groups but not yet in the larger networks. • Options for joint reporting for 2021 not yet discussed <p>Policy Markers PGE</p> <ul style="list-style-type: none"> • A detailed analysis of the Governance and Gender Policy Markers was presented to the directorate in April 2020. The directorate requested to explore the feasibility of differentiated target values (possibly with lower values for HA or GC). Subsequently, new target values for the IC strategy 21-24 were defined. • Given that there is no FCHR Policy Marker backed up by a compulsory checklist, options to work towards a joint checklist were deemed as not opportune. However the gap between a PGE approach and the still highly siloised approach of SDC's normative instruments regarding transversal themes remains an issue.
<p>Management and Resources</p>	<p>Resource Pooling for Backstopping</p> <ul style="list-style-type: none"> • Develop a joint Backstopping Support Mandate that can provide the required support and expertise for the PGE cluster in an efficient way (as of 2021) • Develop a common PGE shareweb entry page, coordinate the management and facilitation, including joint shareweb tender (for FCHR, Gov, Gender) 	<p>Backstopping</p> <ul style="list-style-type: none"> • Clarification were undertaken to identify the modalities for a joint backstopping mandate, focusing on needs regarding thematic expertise in the four topics. The elaboration of the mandate will take place in 2021. • ToRs and tender document were elaborated in close coordination with the 3 focal point. Tender has been launched and offers will arrive by mid-December. The mandate will start in the first trimester of 2021 and will enable for a more streamlined PGE communication and interaction with the different networks.

Area	Priorities 2020	Review
	<p>'One Stop Shop'</p> <ul style="list-style-type: none"> Develop and clarify working modalities of the <i>one stop shop service</i> in practice <p>PGE management and organization</p> <ul style="list-style-type: none"> Define an adequate and efficient way of cooperation and coordination among Focal Points, thematic units and networks <p>"White space"</p> <ul style="list-style-type: none"> Define and implement a concept to answer the physical needs of the cluster dynamics, using the work spaces made available by the South Cooperation 	<p>One stop shop</p> <ul style="list-style-type: none"> A pragmatic approach predominated in the work of the cluster for 2020. Working modalities of the One Stop Shop still need to be developed and clarified. <p>PGE management and organisation</p> <ul style="list-style-type: none"> Regular meetings between Focal Points took place and working groups including members of the thematic units and networks were put in place to manage the different workstreams (LJs, tender process, thematic positioning, joint messaging, etc...). Some fine-tuning is still required to define the most adequate and efficient way of coordinating among Focal Points, thematic units and networks. <p>White space</p> <ul style="list-style-type: none"> Important efforts were undertaken to define an adequate concept for the "white space" on the 4th floor, in coordination with EDA-Immobilien. The concept was supported by the line management but BBL refused that structure changes be made (remove walls between offices). An alternative was explored to re-affect the use of the MENA-D common space and a new concept exists but it would enter in competition with the already undertaken as part of the new MENA-D team development. A decision needs to be taken as to the future of the initiative, especially in light of the predominant home office situation and the future move to Zollikofen.

Annex 3: Overview Governance Planning 2021 (Graphic)



Annex 4: Governance Planning 2021 (Table)

Annual Planning 2021 - Thematic Unit and Network Governance
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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></p> <p><i>The Gov unit feeds learnings of SDC operational practice into SDC institutional and global policy processes</i></p>	<p><u>Global policy dialogue & international platforms</u></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 work stream 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>GPEDC: Provide strategic and topical guidance to the Swiss co-chair program 2020-2022 on the following workstreams:</p> <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>	<p>All</p> <p>KEQ</p> <p>All</p> <p>KEQ, IFA Oct 2021</p>

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
	<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 	KEQ (IFA, PAPME)
<p>Policy Coherence and WOGA <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><u>Cooperation and dialogue within FDFA / Bund and 'Whole of Swiss System'</u></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>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 - AMS: 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>KEQ</p> <p>All</p> <p>All</p>
<p>Strategic partnerships <i>The Gov unit leads a continuous dialogue with strategic partners and supports their institutional development</i></p>	<p><u>Strategic partnerships</u></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 - 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>PAPME</p> <p>PAPME</p> <p>KEQ</p>

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
	<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>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>KEQ, ETP</p> <p>PAPME</p> <p>IFA</p>
2) Thematic Learning & Exchange		
<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>Network Journey 2021-2022 (s. concept note, website)</p> <ul style="list-style-type: none"> - Network Journey (a 'train ride') with three major stops /'moment forts': 1) Kick off event 28 January 21, 2) Governance week 7-14 June 21, and 3) final meeting 27-28 January 2020 (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 - Putting in place a communication strategy /concept connecting the different learning events and moments, newsletter - Participative approach, including core group, colleagues from the field, delegating responsibilities 	<p>Lead IFA, KEQ</p>
<p>Pillar 1: Democratic governance, participation, accountability</p>	<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. 	<p>Lead PAPME, KEQ</p>

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
	<ul style="list-style-type: none"> - 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, Luminate, 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, Macedonia, other tbc) <p>Accountability</p> <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>PAPME</p> <p>KEQ (PAPME)</p> <p>All</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) <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 work stream on local finance and fiscal decentralisation - Continue dialogue with UNCDF on municipal investments (with PGP water) <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) 	<p>IFA</p> <p>IFA</p> <p>IFA</p> <p>IFA</p>

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
<p>Pillar 3: Anticorruption</p>	<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> <ul style="list-style-type: none"> - Coordinate the SDC WG Anticorruption (lead EBT) - Strengthen WOGA dialogue and coordination around policy engagements 	<p>KEQ, ETP</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>IFA</p>
<p>Pillar 5: Governance as strategic lever</p> <p>Governance as transversal theme</p> <p><i>Common understanding of governance as transversal topic is established & practical guidance provided for (selected) sectors/countries</i></p> <p>Thinking and working politically:</p> <p><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"> - Learning and experience sharing on governance as transversal theme (compulsory menu of the network journey) - Sector-specific learnings: education, migration? (for network journey, other 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, Central Asia and Niger new) - Operational guide (as part of governance toolbox) 	<p>KEQ (IFA)</p> <p>IFA</p>

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
3) Capacity Building, Advise & Support		
<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>Support to operational practice <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 and engagements, outside of network journey)</p> <ul style="list-style-type: none"> - Eastern and Southern Africa (ESA) - Western Africa (DAO) - Asia - MENA, ALAK - Humanitarian Aid, Global Programs 	<p>KEQ (IFA)</p> <p>KEQ/IFA</p> <p>All</p> <p>All</p> <p>All</p>
4) Monitoring & Thematic Quality Assurance		
<p>Thematic quality assurance <i>The quality of governance outcomes/results (both a 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: 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) 	<p>All</p> <p>KEQ</p>

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
	<ul style="list-style-type: none"> - 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 	KEQ
5) Strategy, Communication, Management & Resources		
<p>Strategic orientation, profile <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 new 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) 	KEQ ETP
<p>Communication: <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 	KEQ All
<p>Managing the governance team <i>(thematic unit): 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>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>DDLG 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 	KEQ KEQ

Area, objectives and results	Priorities and Activities 2021	Responsibility, Timeline
<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 joint learning</i></p>	<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 Network</p> <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>KEQ</p> <p>KEQ</p>
<p>Backstopping Mandate <i>Assure smooth management of the IDS backstopping mandate</i></p>	<p>Management of IDS Backstopping</p> <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 	<p>KEQ</p>

Area	Objectives and Results	Priorities 2021	Lead
Thematic learning and exchange	<i>The PGE cluster contributes to institutional learning and exchange</i>	<p>Learning Journey Authoritarian Contexts:</p> <ul style="list-style-type: none"> • Issue papers on 1) efficient authoritarian states /Developmental elites & Fragility and 2) authoritarianism (IDS, by March 2021) • Tailor made regional learning events/processes as defined in 'regional ToRs'. Important to ensure integrated 'PGE' participation and engagement by the divisions and offices • Synthesis report (or other product) of final learnings, to be presented to directorate? • The PGE Learning Journey is directly linked as a core element (compulsory module) of the Governance Network Journey. Milestones are: Kick off event 28 Jan 2021, Governance week 7-12 June 2021, final harvesting Jan 2022 <p>Learning Journey Triple Nexus</p> <ul style="list-style-type: none"> • International state of the art and findings from the interviews are shared in the steering group, first lessons drawn and topics requiring more in-depth analysis are identified. • Series of webinars/e-discussions carried out in the first trimester on the understanding of the triple nexus and its main benefits and limitations; the topics most conducive for its implementation (education, AFS, migration, PGE, etc...); the bottlenecks and proposals to overcome them. • Synthesis report including pathway forward for a more systematic and systemic implementation of the triple nexus elaborated, validated, presented to the board of Directors in June. <p>Other selected collaboration :</p> <p><u>Social protection:</u> Defining the way forward in social protection in SDC to enhance impact on poverty eradication (recommendations of the social protection evaluation). Establish CLP work plan of the participatory process 2021/22.</p> <p><u>Gender & PFM / GRB:</u> Integrate in the Decentralisation & municipal finance modul of the Governance Network Journey</p> <p><u>Digitalization:</u> Integrate PGE (in particular LNOB and Gender in view of the digital gap) in the Digitalization module of the Governance Network Journey</p> <p><u>Adaptive Management:</u> Deepen the understanding of the bottlenecks related to active adaptive management and identify proposals to overcome them, in coordination with QA</p>	<p>GOV</p> <p>FCHR</p> <p>LNOB</p> <p>GOV/GE</p> <p>GOV</p> <p>GOV/FCHR</p>
Capacity Building and Advise for PGE mainstreaming in guidelines	<i>SDC staff and partners have the thematic and methodological capacities to implement the PGE related strategic goals of the current message (at HQ, SCO's and</i>	<p>Coherent modular approach for tools and trainings:</p> <ul style="list-style-type: none"> • PGE analysis tool and process guidance is validated in the PGE team • Visualised presentation of the entire PGE toolbox in accordance with the PGE essentials tool, and the interaction of the different tools and their specifics 	<p>All</p>

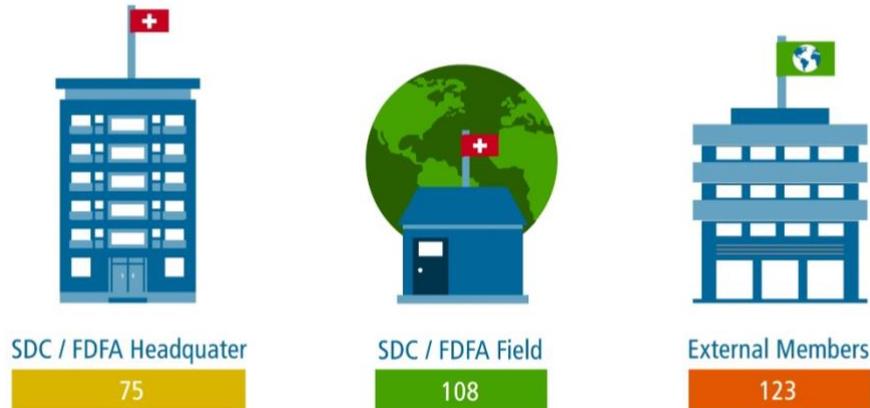
Area	Objectives and Results	Priorities 2021	Lead
and programmes	<p><i>partners)</i></p> <p><i>Practice-oriented instruments and tools are in place, accessible. The PGE teams assure the integration of PGE standards into country programmes, projects and thematic guidance's</i></p>	<ul style="list-style-type: none"> The tool is tested with selected SCOs during strategic operational milestones and where it fits, during planned regional trainings Finalization and presentation in all SDC departments, official launch <p>Mainstreaming PGE in SDC Courses</p> <ul style="list-style-type: none"> SDC PCM & RBM courses- develop PGE approach (beyond LNOB, Gender) Ausreise-Seminar, Briefings (new employees at HQ etc.), etc. <p>Consolidation of PGE knowhow within PGE team</p> <ul style="list-style-type: none"> Foundational trainings (PGE Tool) All Team members provide advisory inputs from a coherent PGE perspective (peer learning, PGE vademecum); PGE-one stop service model is functioning and anchored within the team 	
Monitoring and Quality Assurance	<p><i>The quality of PGE mainstreaming and results at SDC are systematically monitored and reported, on the level of the message, country cooperation programs and projects</i></p> <p><i>Reporting to the SDC directorate on PGE performance takes place</i></p>	<p>Consultation regional guidelines, country and global programs</p> <ul style="list-style-type: none"> Continue to provide concerted and coherent PGE inputs and guidance for new regional guidelines, country programs, global programs and thematic guidance documents (by other networks) (peer learning on PGE perspective, s. above) <p>Monitoring the PGE ARI's and TRI's</p> <ul style="list-style-type: none"> Introduction to the PGE indicators (Joint Webinar, February) Monitoring of uptake and quality of ARI's and TRI's in the cooperation programs and in Annual reports (<u>Option</u>: Screening of CP's and AP) (Consider options for a way / format of joint reporting?) 	<p><i>All</i></p> <p><i>All</i></p>
Management and resources	<p><i>The PGE cluster is well organized to provide coherent and coordinated services; is pooling backstopping resources, strategic partnerships as much as possible; and uses a common working space</i></p>	<p>Resource Pooling for Backstopping Mandates</p> <ul style="list-style-type: none"> Joint management of the Shareweb mandate Prepare joint backstopping frame for a thematic PGE Backtoppig (starting in 2022) <p>PGE Management and organization</p> <ul style="list-style-type: none"> Continue regular and efficient coordination among FP (PGE FP's) Promote PGE collaborative work modalities and team spirit (more all PGE Team meetings /exchanges, etc.) (PGE thematic units) Participative and joint outreach to network members (PGE networks) <p>Communication</p> <ul style="list-style-type: none"> Explore options for joint communication (newsletter, other format) 	<p><i>All</i></p>

Annex 6 The network in numbers

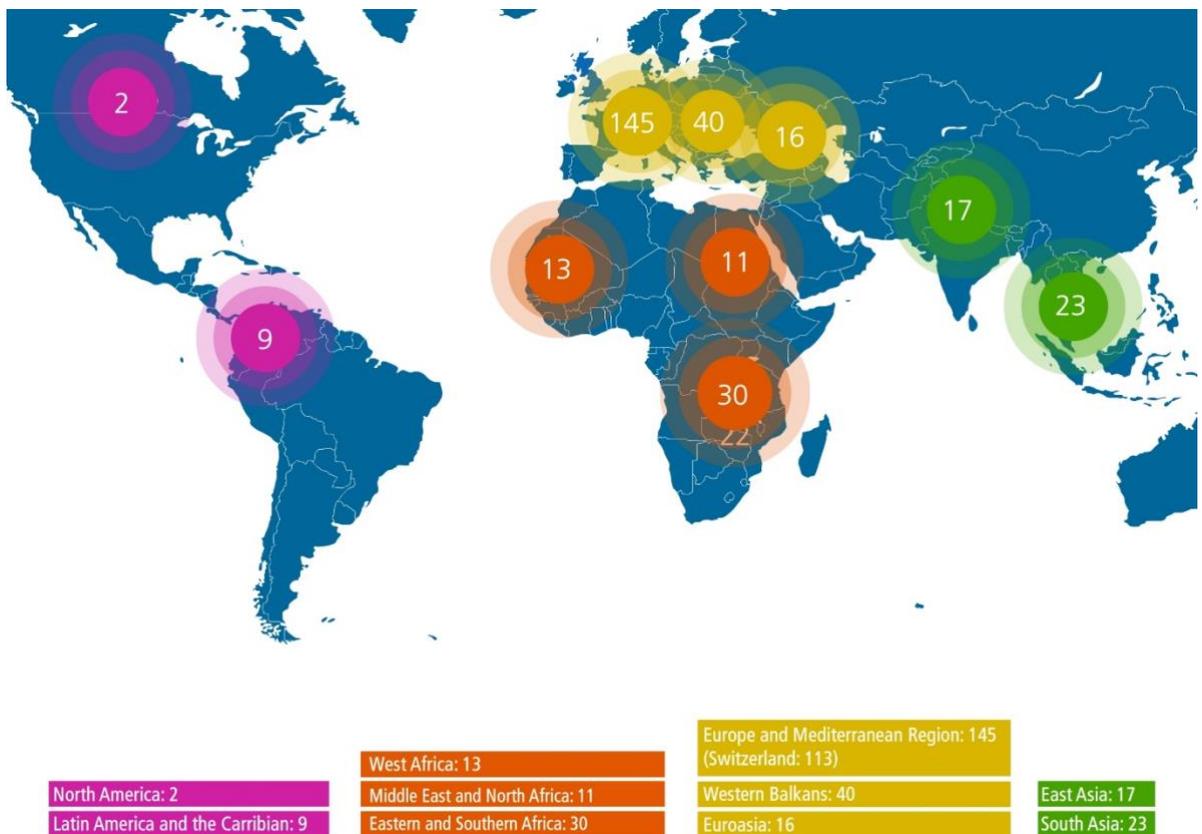
Gender Representation



Institutional Representation



Regional Representation



The total number of members decreased from 309 to 306. Of this number 168 are women and 138 men.

Annex 7: Budget Thematic Unit: Expenditures 2020 and planned 2021/22

	2020	2021	2022
Transfer Credit (Contributions):			
DeLoG Phase 2	450'800	40'250	
DeLog Phase 3		250'000	250'000
IDEA phase 10	908'500	900'000	850'000
FoF phase 6	250'000	300'000	200'000
Govnet (phase 11)	100'000	20'000	
Govnet (phase 12)		80'000	100'000
ECDPM	50'000	10'000	
Digital democracy - smartvote		100'000	45'000
Institute for Federalism IFF		250'000	250'000
Int.Media Policy&Advisory Centre IMPACT		170'000	130'000
pl new contributions governance		165'000	150'000
Total	1'759'300	2'285'250	1'975'000
Internal Orders (Globalbudget)			
Governance Network Journey 2021-2022		100'000	100'000
Travel DDLG (less due to Covid-19 in 2020)	3100	30'400	30'400
Übriger Betriebsaufwand (Übersetzungen, Druckkosten, Events, Kommunikation)	7100	79'000	79'000
Collaboration with Centres of Expertise (IDS)	416'000	832'000	832'000
Bezugssteuer Mandat IDS	50'000	50'000	50'000
Total	476'200	1'091'400	1'091'400
Overall Total (amounts rounded)	2'235'500	3'376'650	3'066'400

Annex 8: Human Resources Thematic Unit Governance

Name	Responsibilities	%
Georgette Bruchez (until Aug 2020) Carin Salerno (since Sep 2020)	Overall 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 coordination - Specific topics: Overall strategic orientation (Governance guidance), Governance as transversal theme, Anti-corruption (Incl. U 4), - Policy dialogue, representation in DAC Govnet, DeLoG, dialogue with Swiss Parliamentary Services - Follow up DDLG mandate with IDS - Communication, network animation - Team management, coordination with PGE Cluster 	100%
Melina Papageorgiou	Programme officer TU Governance: <ul style="list-style-type: none"> - Strategic partnerships IDEA, FoF - Democratic governance: election support, civic engagement, media support, public administration reform, parliament support 	80%
Andrea Iff	Programme officer TU Governance: <ul style="list-style-type: none"> - Local Governance, Fiscal Decentralization / subnational public finance - Political Economy & Power Analysis - Governance in fragile contexts - Local Economic Development, Municipal Finance Urban Governance - Digitalization 	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 	30%
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) 	20%
Christa Romagnini	Assistant to the TU Governance	60%