SDC’s Endeavour to Enhance Effectiveness

the Case of Results Measurement in PSD

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Fresh Efforts since 2008

- SDC reorganisation in 2008 (also induced by political pressure):
  
  “*Increasing effectiveness and efficiency requires more result orientation in our work*”

- DCED’s initiative on results measurement was timely

- A 2009 f2f-event of SDC employment and income staff concluded:
  - level of change required not revolutionary but iterative or evolutionary

  “*simple enough to be practical – complex enough to be meaningful*”

  - Start with a minimum set of issues to be tackled
Strengthening managing for results – quality during implementation (in addition to quality at entry):

- e.g. annual report at country programme level (since 2009)
  - Simplified results chains and contribution to country achievements
  - Assessment of results achievement and steering implications
  - Management response from HQs

- e.g. end of phase report at project level (since 2010)
SDC’s overall Institutional Improvements (2)

- Logframes (LF) and Results chains (RC) are not antagonistic…

  - RC provide a basis for LF, help dealing with attribution and facilitate project monitoring

  - LF help keeping the strategic perspective in mind (outcomes, key interventions, link to resources); they are compulsory for SDC‘s „credit requests“
Focus in Recent Years in PSD

The “minimum set” of issues tackled:

- Basic standard logic: Baseline – intervention logic/results chains – indicators – reporting & communication
- Enhance culture for better RM: build upon good practice
- Some additional practical tools developed
- Training, formal, on-the-job e-learning, f2f exchange, ...

www.sdc-employment-income.ch
e-learning in M4P <> RM in PSD

- Facilitating change in M4P programmes
e-discussion synthesis paper 2010

1st e-learning cycle
- March/ April 2011
Facilitation of change in M4P programmes

2nd e-learning cycle
- June/ July 2011:
- Limiting Factors for applying M4P

(185 Dgroup members from 38 countries, 20% from SDC)

3rd e-learning cycle
- August/ September 2011
- Results measurement in M4P programmes

Temporary help desk on Results Measurement incl. interactive webinar with RM experts
Example of Samriddhi, Bangladesh

- Employment and income project in rural Bangladesh
- Combines the M4P approach with human and institutional development, with gender and disaster risk reduction as cross-cutting issues
- Seeks pro-poor, market system changes in 12 different value chains in agriculture, fisheries, livestock and crafts

• From livelihoods to market development:
  First time implementing results measurement and using the DCED standard to design and implement the monitoring and evaluation system
  → A continuous and gradual improvement process
Example of Samriddhi, BD

- Results Measurement and the **DCED standard an excellent support** to:
  - Measure systemic changes, specific to each market (not possible with LogFrame only)
  - Manage simultaneously many different value chains with many different stakeholders
  - Support decision-making at project level

- This requires an **adequate resource allocation**:
  - Staff capacity building at all levels (e.g. requirement of ‘staff familiarity’, ‘staff understanding’, tasks, responsibilities)
  - Important HR allocated for M&E (in Samriddhi: only 1 full time for M&E and overall less than 4% of the budget, including time from other project staff → insufficient to fully implement the standard; requires a lot of time from other project staff)

→ Implication on budget allocation for donors and implementing organisations wishing compliance with the DCED standard
Example of Samriddhi - BD

- **LogFrame**: defined before market analysis and results chain are done:
  - LogFrame did not reflect actual outputs and outcomes appropriately
  - Project, together with donor, aligned LogFrame and results measurement
  - New LogFrame as part of the contract for implementation
  - Important implications at project level: new baseline established, reallocation of budget according to new LogFrame, etc.

→ Need for donor flexibility and involvement
→ Importance of inception phase
→ Can we do without the (initial) LogFrame?

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<thead>
<tr>
<th>Summary</th>
<th>Indicator</th>
<th>Target</th>
<th>MoV</th>
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</thead>
<tbody>
<tr>
<td>GOAL</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>OUTCOME</td>
<td></td>
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<td>OUTPUT</td>
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<tr>
<td>Activities</td>
<td>LogFrame</td>
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<td></td>
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SDC Report 2006-10 on Effectiveness to the Swiss Parliament

Investments of CHF 300m (PSD 52%, VSD 30%, FSD 18%), contributed to:

- 900,000 farmers, micro- and small entrepreneurs received direct support
- 100 different value chains were supported
- 8.5 million poor clients could be reached – mostly indirectly – with sound financial services
- 200,000 persons benefitted from vocational skills
- 300 training centres were supported
- Overall those measures contributed to generate about 3 billion additional income and created 800,000 jobs.

(The figures are based on estimations made through extrapolation of more precise and robust data of individual projects.)
... Mainstreaming RM in SDC

- Capacity building remains key (institutional, individual)
- Spill over of results agenda in other thematic fields:
  - Vocational skills development; education
  - Health
  - Rural development and agriculture, ...
- Differentiates, enhances SDC’s results agenda.

“simple enough to be practical – complex enough to be meaningful”

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