SDC'S EVALUATION PROGRAMME 2005–2006

April 2005

Berne, April 2005

SDC's Ongoing Evaluation Programme for 2005-2006

0. Summary and conclusions

This Evaluation Programme 2005-2006 is an up-date of the Evaluation Programme 2004-2005. It aims to illustrate in a transparent and accountable manner the SDC's assessment of the efficiency, the effectiveness and the relevance of operations through evaluation and review activities. It distinguishes the following five main categories of evaluations:

- **Independent evaluations** render accountability independently of the line management through external examination of activities; capitalize experience and improve future performance through learning. They are mandated by the Evaluation and Controlling Division.
- **External evaluations** render accountability within the line through external examination of activities; capitalize experience and improve future performance through learning. They are triggered by the desk managers supervising the operations (at head office).
- **External Reviews** focus on effectiveness and efficiency of ongoing programmes and projects. They are basically managed by the staff in charge of programme implementation (head office and/or field offices)
- **Self Evaluations** are self assessment of activities and results achieved within the responsibility of the stakeholder, in regard to relevance, effectiveness and efficiency of ongoing programmes, projects or processes. They are conducted by the stakeholders.
- **Expert Opinions** are a subjective view of an expert in a particular field without internal process. They are conducted within the line management.

For 2005-06, SDC's Evaluation Programme encompasses 10 independent, 23 external evaluations and 24 external reviews as well as 16 self evaluations (see table on the next page). The main features of SDC's planned evaluation and review activities (E&R) include:

- Compared to earlier years, the number of planned **external evaluations and reviews** has dropped.
- Individual **external project reviews** do not represent anymore the majority of SDC's evaluation and review activities (12,3%), compared to former years numbers have dropped significantly. It has to be assessed, if this translates in a general trend or if it is a specific phenomenon in 2005/06.

- **The total number of 73 evaluations/reviews** (independent, external evaluations and reviews and self-evaluations) indicates that the evaluation culture is maintained and that the line assesses regularly the results of programmes and projects. Nevertheless the drop in figures has to be followed-up.
- In the spirit of the Paris Declaration, **Joint evaluations** are increasing. Nevertheless these joint evaluations represent **only 9.5%** of the total number of the SDC planned evaluations/reviews for 2005/06.
- The SDC directorate has discussed the **list of the planned independent evaluations in February 05** in detail. The commitment for these strategic evaluations is high at the top institutional level. The topics chosen represent policy relevant themes. There is a general agreement that 2 independent country programme evaluations and max. 3 independent thematic evaluations per annum is reasonable taking into account the available resources.
- The **statistic sheet 2005** and the lists shows the number and distribution of the planned evaluation activities in 2005 and beyond. It has to be taken into account that **the planning does not match fully with the number of effectively implemented evaluations.**
- As stated in earlier years, evaluation activities seem to be systematically planned at COOF- and at the SDC top level. At department- and division-level, evaluations (as accountability- and learning-tools) are rarely used.

Considering the planned E&R activities for 2005-2006 and taking into account the process for developing the present evaluation programme, the following conclusions for future orientation can be highlighted:

- "**The cost-benefit ratio for reviews and evaluations** at country level **is generally good** (see quality assessment meta-evaluation).
- **Terms of reference and key evaluation questions** for all SDC evaluation activities **must be improved**.
- The **beneficiary involvement** and the **focus on outcomes and impacts** has generally **to be strengthened**
- Evaluations are resource-intensive. **Systematic knowledge-sharing and institutional appropriation must be enhanced**
- Evaluations shall be used in a more systematic way for accountability purposes towards the **Swiss Parliament**.

Synthesis of evaluation and review activities
(number of E&R)

	Total	2005							Total	2006						
		H	O	M	E	F	A	other Units		H	O	M	E	F	A	other Units
				Department								Department				
Independent Evaluations	**5**								**5**							
External Evaluations	**15**	4	1	0	8	2	0	0	**8**	1	0	0	5	2	0	0
of which joint evaluations	2	1			1				2				2			
External Reviews	**18**	0	12	0	0	6	0	0	**6**	0	2	0	0	4	0	0
of which joint reviews	3					3			0							
Self Evaluations	**15**	0	9	0	0	6	0	0	**1**	0	0	0	0	1	0	0
Expert Opinions	**0**	0	0	0	0	0	0	0	**0**	0	0	0	0	0	0	0
Total	**53**	**4**	**22**	**0**	**8**	**14**	**0**	**0**	**20**	**1**	**2**	**0**	**5**	**7**	**0**	**0**

1. Purpose, trends, criteria,

The present document is the fourth systematic Evaluation Programme and represents an up-date of the 2004/2005 one. It takes into account the SDC Guidelines on Evaluation and Controlling, the DAC and the SEVAL-guidelines.

Its main **purpose** is to illustrate in a transparent and accountable manner to the Swiss constituency, to development actors and to partners in countries with SDC involvement, the efficiency and effectiveness of SDC's projects/programmes and activities. Internally, it is an important quality assurance tool. It covers a two year time span to improve medium-term planning, enhance synergies and promote joint evaluations. It is also meant to provide SDC-management and staff with relevant steering information at a strategic and operational level.

The document reflects, on the one hand, **senior management's priorities** for independent evaluations (chapter 2), on the other hand, it compiles the information gathered from **SDC's operational departments** on planned external evaluations (chapter 3). External reviews do not appear systematically in the document as departments do still not have an easy tool to gather this information. The present document has been approved by the SDC senior management.

The selection criteria for evaluations remain more or less the same as in former years: policy relevance, finances spent on a project, innovative value, dissemination and up-scaling potential, change potential of a certain activity.

SDC does not operate independently in its evaluation activities. Close links to other evaluation divisions within the Federal Administration are maintained. Additionally, SDC contributes actively to a global debate on evaluations standards and good practises. In anticipation of further developments, **the following trends in evaluation can be foreseen:**

- Within the Federal Administration and in the international community of development actors, **evaluation as a tool for learning and accountability will be further strengthened**.
- The **demand for independence in evaluations will be increased.**
- Growing pressure will come from Parliaments and the international development community that evaluations are **more explicit on development outcomes and impacts**.
- **Development partner countries will increasingly demand responsibility or co-responsibility for evaluations of development programmes** ("accountability towards beneficiaries").
- The evaluation focus in programmes will increasingly shift from the relevance of the contribution of one single donor to a more holistic approach, looking at the sum of contributions of all development actors. **Joint evaluations will further gain momentum.**
- The pressure will increase to render accountable whole institutions. The discussions on **transaction costs** will gain momentum in bilateral and specifically in multilateral agencies.

Based on SDC's-guidelines on Evaluation and Controlling the current evaluation programme is structured pragmatically according to the following **main categories of evaluations**[1]:

Category	Focus	Main Addressee	Lead / trigger	Management response	Dissemination	Example
Independent Evaluation	Relevance, effectiveness as well as efficiency where applicable of topics of interest to a broader audience.	Senior Management and Core Learning Group (stakeholders in a position to take action on the findings and recommen-dations).	Conducted outside line management: • Mandated by COSTRA • Commissioned by E+C Division • Quality Control by the E+C Division (without influencing content of Evaluators' Final Report) • Conducted by evaluators independent from SDC and according to SEVAL standards.	Written senior management response regarding findings and recommendations: • Facilitated by E+C Division • Elaborated by central Core Learning Group Approved by COSTRA.	To be decided when registered in the Annual Evaluation Program. In principle available on the Internet and available to a broad audience, e.g., other practitioners and policy makers: • DMS marker deposited in File Independent Evaluations • OECD/DAC-Summary required and registered with DAC • Publication in the series "SDC Evaluations" if warranted by demand Posting on the Internet and Intraweb.	• "SDC's bilateral Engagement in the PRSP Process" • "Human Rights and Rule of Law Guidelines".
External Evaluation	Relevance, effectiveness and as well as efficiency where applicable of topics of interest to a broader audience.	Department / Division Head, Core Learning Group (those in a position to take action on findings and recommen-dations).	Conducted within line management: • Mandated by Department or Division Head • Commissioned by Division Head, Coordinator or Programme Officer • Quality control ensured by E+C Officers in departments Conducted by external evaluators independent of the evaluand (avoidance of conflicts of interest) and according to SEVAL standards.	Written management response regarding findings and recommendations (elaborated by commissioner, approved by mandater).	To an audience beyond main addressees, i.e., across divisions or cooperation offices, other practitioners • DMS marker deposited in file External Evaluations (responsibility of E+C Officers in the Departments) • Posting on Intraweb • OECD/DAC Summary required and registered with DAC • Publication in series "SDC Evaluations" and posting on the Internet if quality and interest ensured.	• "Humanitarian Aid in Angola" • "Counter Trafficking Programme Moldova".

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[1] It is obvious that the categories cannot be clear cut, but are partially overlapping. Especially the borderline between external evaluation and review remains a "grey zone". Such a pragmatic dividing line serves to improve the usefulness/meaning of evaluations for steering purposes.

Category	Focus	Main Addressee	Lead / trigger	Management response	Dissemination	Example
External Review	Effectiveness and efficiency of ongoing programmes and projects.	Decision-makers at the programme and project level at headquarters and in the cooperation office.	**Conducted within line management**: • Mandated by Programme/Project Manager at headquarters or cooperation office • Commissioned by mandater Conducted by recognised experts.	Recommendations discussed at programme and project level as inputs in Project Cycle Management.	Mainly among implicated operational staff and stakeholders DMS marker deposited in file External Reviews (responsibility of E+C Officers in the Departments).	• "Kilombero Health Support" (Tanzania) • "Education for Peace" (Bosnia Herzegovina).
Self Evaluation	Self-assessment of activities and results achieved within the responsibility of the stakeholders, in regard to relevance, effectiveness and efficiency of ongoing programmes, projects or processes.	Stakeholders, partners and decision-makers as appropriate (stakeholders' decision).	**Conducted by stakeholders**: • Normally based on partner's/stakeholders' own initiative. May also be proposed by Programme/Project Manager at headquarters, NPOs at cooperation office or Staff of implementing agency. • Conducted by the stakeholders, with external moderation, when judged appropriate by them.	Results discussed at programme and project level as inputs in Project Cycle Management.	Dissemination defined by the stakeholders at the beginning of the process.	Self-Evaluation in the context of cooperation programmes • Case study no. 1: "Appui en Auto-Evaluation aux Programmes d'Alphabétisation Bénin – Niger" • Case study no. 2: "I.M.PACT – Introducing Methodology in Education for Democratic Citizenship Initiatives of the Stability Pact".
Expert Opinion	Identified problem/issue at the strategic, policy, thematic, operational or organisational level.	Decision makers positioned to take action to resolve problem/issue.	**Conducted within line management**: • Mandated by Senior Management, Division Head, Coordinator or Programme Officer at headquarters or in cooperation office • Commissioned by Division Head, Coordinator or Programme Officer • Conducted by recognized expert.	Report discussed at level appropriate to resolution of problem.	As appropriate to ensure resolution of problem.	

2. Independent Evaluation (responsibility of E+C Division)

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
SDC Country Programme Nepal	Country Programme	E+C Division		Ongoing	2.Q. 2005
Decentralized Organizational Structure of SDC Country Offices	Institutional Evaluation	E+C Division		Ongoing	1.Q. 2005
Implementation of Continuum / Contiguum Dimensions in SDC	Institutional Evaluation	E+C Division		Ongoing	2005
Country Programme Serbia / Montenegro	Country Programme	E+C Division		Ongoing	2005
SDC Country Programme Central America	Country Programme	E+C Division		Ongoing	2005
Promoting Decentralisation within bilateral SDC-operations	Thematic Evaluation	E+C Division		Planned	2.Q. 2006
Assessment of SDC's activities by Southern and Eastern Stakeholders	Institutional Evaluation	E+C Division		Planned	2006
Country Programme Central Asia	Country Programme	E+C Division		Planned	2006
Coherence of SDC bi- and multilateral Engagement	Institutional Evaluation	E+C Division		Planned	2006
SDC's Focus on the MDGs	Thematic Evaluation	E+C Division		Planned	2006

Outlook for 2007 and 2008

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
Assessment of the Implementation of SDC's Gender Policy and Toolkit	Thematic Evaluation	E+C Division		Planned	2007, ev. 2008
Country Programme Bolivia	Country Programme	E+C Division		Planned	2007

3. External Evaluations (responsibility of operational departments)

F Department – Thematic and Technical Resources

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
SoDev – Social Development					
Council for Health Research and Development COHRED – Contribution	Institutional Evaluation	Division		Ongoing	March 2005
Medicus Mundi Switzerland (MMS) – Mandate	Institutional Evaluation	Division		Ongoing	March 2005
SKAT Mobility – Mandate	Project Evaluation	Division		Planned	March 2006
COPRET – Conflict Prevention and Transformation					
FAST – Early Warning System (swisspeace) – Contribution	Programme Evaluation	Division		Planned	2006

3. External Evaluations (responsibility of operational departments)

E Department – Bilateral Cooperation with the South

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
East Asien Division					
Laos					
LAO IRRI	Project Evaluation	Division		Planned	Dec. 2004
SAO – West Africa Division					
Mali					
Plates-formes multifonctionelles	Project Evaluation	Division		Planned	2005
PAA – Appui à la formation (Régie Swisscontact)	Project Evaluation	Division		Planned	2005
CREPA – Centre régional pour l'Eau potable et l'Assainissement	Project Evaluation	Division		Planned	2005
Programmes régionaux	Programme Evaluation	Division		Planned	2005

3. External Evaluations (responsibility of operational departments)

SOSA – Southern and Eastern Africa Division					
Tanzania					
Health Sector Support	Project Evaluation	Division	DANIDA, SIDA	Planned	1. Q. 2006
Regional					
PABRA – Pan African Bean Research Alliance	Project Evaluation	Division			1. Q. 2006
Latin America Division					
Ecuador					
FOES – fondo de contravalor Ecuatoriano – Suizo	Project Evaluation	Division	Seco	Planned	I / 2006
Central America					
PROEMPRESA -	Project Evaluation	Division		Planned	II / 2006
Cuba					
Programa especial	Project Evaluation	Division		Planned	II / 2006
MENA – Middle East and Northern Africa					
Algeria, Lybia, Tunesia					
SASS/ OSS "tripartite" – Système acquifère du Sahara Septentrional / Observatoire Sahara + Sahel	Project Evaluation	Division	UNEP, EFEM	Planned	I / 2005
Libanon					
Juvenile Justice	Project Evaluation	Division		Planned	I / 2005
Palestine					
ARIJ – Applied Research Institute of Jerusalem	Project Evaluation	Division		Planned	I / 2005
Algeria					
Déchetterie Blida	Project Evaluation	Division		Planned	IV / 2005

3. External Evaluations (responsibility of operational departments)

O Department – Eastern Europe and the CIS

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
Division South Eastern Europe					
Albania					
The Organic Agriculture Project	Project Evaluation	Division		Planned	09 / 2005

H Department – Humanitarian Aid

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
Asian and America Division					
Sri Lanka, Indonesia					
Cash projects in Sri Lanka and Aceh	Project Evaluation	Division		Planned	05 / 2005
Vietnam					
Disaster Resistent Reconstruction Programmes	Programme Evaluation	Division	SRC, Swiss Solid. Chain, Pro Victims Foundation	Ongoing	05 / 2005
CIS Division					
Russian Federation					
Health Programmes	Programme Evaluation	Division		Planned	05 / 2005
Balcan States					
Durable Solutions	Project Evaluation	Division		Planned	05 / 2005
Africa Division					
Africa					
WFP Activities, HIV / AIDS	Project Evaluation	Division		Planned	2006

4. External Reviews (responsibility of operational departments)

F Department - Thematic and Technical Resources

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
NRU – Natural Resources and Environment					
Research Fellow Partnership Programme (RFPP –ZIL) – Contribution	Programme Review	Division		Completed	Jan. 2005
Swiss Centre for International Agriculture (ZIL) – Mandate 2003-2005	Programme Review	Division		Planned	April 2005
Biosafety Capacity Building Projects	Programme Review	Division		Planned	2006 / 2007
E+I – Employment and Income					
Meta-Evaluation of financial Sector Programmes	Thematic Review	Division	Collaboration with gtz	Ongoing	Aug. 2005
SoDev – Social Development					
Medicine for Malaria Venture (MMV) – Contribution	Institutional Review	Division	WB, NL, DFIF, Wellcome Trust	Ongoing	Mai 2005
International Union against Tuberculosis and Lung Disease (IUATLD) – Contribution	Institutional Review	Division	NORAD	Planned	June 2005
GOV - Governance					
Summer University for Human Rights (SUHR/OIDEL) – Contribution	Project Review	Division		Planned	June 2006
Ecole Instrument de Paix (EIP) – Contribution	Project Review	Division		Planned	June 2006
W&F – Knowledge and Research					
Research Partnerships of EPF Lausanne with Developing Countries	Project Review	Division		Planned	Dec. 2005
Research Partnerships of Swiss Universities of Applied Science with Developing and Transition Countries	Project Review	Division		Planned	June 2006
Knowledge and Research Backstopping Mandate (LBL)	Project Review	Division		Planned	Dec. 2007

4. External Reviews (responsibility of operational departments)

O Department – Eastern Europe and the CIS

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
Division CIS					
Central Asia					
CA Media Support	Programme Review	Division		Planned	12 / 2005
Art & Culture Program	Programme Review	Division		Planned	12 / 2005
Tadjikistan					
Local Development AKF	Programme Review	Division		Planned	2006
Support to Health Sector Reform	Programme Review	Division		Planned	04 / 2005
Abchasien					
Southern Caucasus Mountains					
Children Tolerance Education Project	Project Review	Division		Planned	09 / 2005
Democracy and Governance	Programme Review	Division		Planned	07 / 2005
Ukraine					
Penitantiary Reform	Project Review	Division		Planned	07/2005
Cooperation Strategy	Programme Review	Division		Ongoing	01 / 2005
Division South Eastern Europe					
Rumania					
ROMCOM – Privat Sector Support	Programme Review	Division		Planned	05 / 2005
Bulgaria					
CF – Credit Systems	Programme Review	Division		Planned	03 / 2005
CLIP – Health and Social Services	Programme Review	Division		Planned	09 / 2005
Division Special and Regional Programmes					
Regional					
Swiss Cultural Programm	Programme Review	Division		Planned	2006
Youth projects in EE / CIS	Project Review	Division		Planned	04 / 2005
Regional Slovakia					
CENS - Center for Nuclear Safety	Project Review	Division		Ongoing	02 / 2005

5. Self Evaluations

F Department - Thematic and Technical Resources

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
NRU – Natural Resources and Environment					
ETH Zürich "Forest and Development group" – Mandate	Programme Evaluation	Division		Planned	June 2005
Intercooperation "Forest, Biodiversity, Climate Change" – Mandate	Programme Evaluation	Division		Planned	June 2005
InfoResources – Mandate	Programme Evaluation	Division		Planned	August 2005
Mid-term Review of the NRU Medium Term Orientation	Institutional Evaluation	Division		Planned	Sept. 2005
COPRET – Conflict Prevention and Transformation					
Mid-term Review of the COPRET Medium Term Orientation	Institutional Evaluation	Division		Planned	June 2005
GOV - Governance					
Mid-term Review of the Gov Medium Term Strategy	Institutional Evaluation	Division		Planned	Sept. 2005
Institute of Federalism (IFF) Mandate	Programme Evaluation	Division		Planned	March 2006

5. Self Evaluations

O Department – Eastern Europe and the CIS

Topic / project	Type of assistance / project	Responsibility within SDC	Involved organisations / jointly with	Status	Schedule
Division CIS					
Central Asia					
ITC Regional Trade	Programme Evaluation	Division		Planned	04 / 2005
KIRFOR – Kirgisistan Forestry Project	Project Review	Division		Planned	11 / 2005
Tadjikistan					
Penal Reform	Programme Evaluation	Division		Planned	06 / 2005
Human Rights	Programme Evaluation	Division		Planned	11 / 2005
Culture	Programme Evaluation	Division		Planned	06 / 2005
Abchasien					
Local Development Samegrelo	Programme Evaluation	Division		Planned	04 / 2005
Ukraine					
FORZA – Forest Development in Transcarpathia	Project Evaluation	Division		Planned	06 / 2005
CEDAW – Convention against Discrimination of Women	Project Evaluation	Division		Planned	12 / 2005
Community Based Social Services in Ukraine	Programme Review	Division		Planned	12 / 2005