



Fact Sheet

External Evaluation of SDC's Performance in Governance Programming and Mainstreaming

1. Evaluations at the SDC

The E+C Division is responsible for the execution of thematic and institutional evaluations, country strategy evaluations and reports on effectiveness. The section conducts this process on behalf of SDC's Directorate and in accordance to an annual rolling plan.

2. Objectives of the Evaluation

The purpose of the evaluation was to capture results, learn from practice and challenges, and contribute to future strategic directions in SDC's governance work. The evaluation assessed the effectiveness of governance programming, examined SDC's mainstreaming approach and situated SDC's work within a global context.

3. Methodology and Main Results

Using mixed methods, this was a formative evaluation aimed at utilization. Data collection included document review, open-ended, key person interviews, theory of change analysis at multiple levels, three country case studies (Bolivia, Bosnia and Herzegovina, and Mozambique), geographic desk studies (MENA, Mongolia, Rwanda, West Africa), thematic desk studies (Global Water, Disaster Risk Reduction, Decentralization and Local Governance, Fragility and Gender), and an analysis of SDC-wide spending on governance. Drawing on Paris Declaration and SDC principles, the evaluation team developed and applied an assessment matrix comprising eight core criteria: legitimacy and relevance; ownership, participation and non-discrimination; accountability and transparency; efficiency; capacity development; outcomes and sustainability; coherence and coordination; and adaptive learning.

Overall, the evaluation found that: (1) spending on governance accounts for more than one-third (and as much as 60% in some bilateral programmes) of all of SDC's expenditures; (2) SDC is producing solid governance results, and is generally doing the right things, for the right reasons, in the right ways; and, (3) particularly strong results are evident in local governance and democracy, municipal water

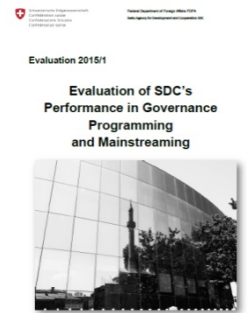
and waste systems, disaster risk reduction, and global water policy.

The evaluation team rated SDC's governance work across the three case study countries as "Good to Very Good." SDC was found to play an influential role in the governance field through its long-term commitment, respectful partnerships, animation of policy dialogue, piloting of proof-of-concept initiatives, and adaptive learning.

SDC's governance mainstreaming was judged to be solid but not optimal; often innovative, but too often uneven. This work suffers from lack of clear commitment from SDC management to governance mainstreaming, along with a lack of incentives (and sanctions) for staff to do this work effectively. Updated definitions and guidance on coding, planning, implementation, and monitoring and evaluation in governance mainstreaming are also required, as are increased staff and resources for governance-related networks at headquarters and in regions. Gender equality approaches and results were also uneven due to similar constraints.

SDC should build on its good progress with its results-oriented reporting system and now focus on reporting on cross-cutting and higher level outcomes results. Greater attention should also be paid to properly coding and capturing governance-related ODA expenditures and their leveraging effects. Furthermore, knowledge sharing on governance within regions in particular pays dividends in the form of stronger interventions and better connectivity.

SDC could play a more explicit, public, systematic and catalytic role in the post-2015 agenda within and across countries as well as globally. It needs to deepen and widen its capacities at the global level and then effectively link these to its work at the local and national levels.



4. Consequences of the Evaluation

SDC's Board of Directors has constituted a Working Group to elaborate a learning-oriented Action Plan for addressing the issues identified in the evaluation report. The Action Plan is to include measures towards: (1) optimizing existing structures and procedures to achieve joint governance-related agendas at the intersections of all development work and improve governance mainstreaming, (2) clarifying and systematizing the knowledge-base underlying SDC's governance work; (3) deepening SDC's involvement in governance issues at the global level and improving linkages of this work with local and national levels; and (4) strengthening the monitoring, evaluation, reporting and communication on governance outcomes.

The evaluation has been published in various places including the Swiss federal administration's database of external studies.
<https://www.admin.ch/gov/de/start/dokumentation/studien.survey-id-560.html>

Report: <https://ext.d-nsbp-p.admin.ch/NSBExterneStudien/560/attachement/de/2264.pdf>

Annexes:

<https://ext.d-nsbp-p.admin.ch/NSBExterneStudien/560/attachement/de/2268.pdf>.

Publication helps to ensure accountability and allows lessons learned to be shared with other stakeholders.

5. International Tender

E.T. Jackson and Associates conducted the evaluation with a team of 3 people, plus one local consultant for each field visit. The mandate was subject to an international tendering procedure.