DCED Seminar on Trends and Results in PSD
Session 1, Friday 20 January 2012

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

SDC's overall Institutional Improvements for Effectiveness and Quality Assurance

- 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)
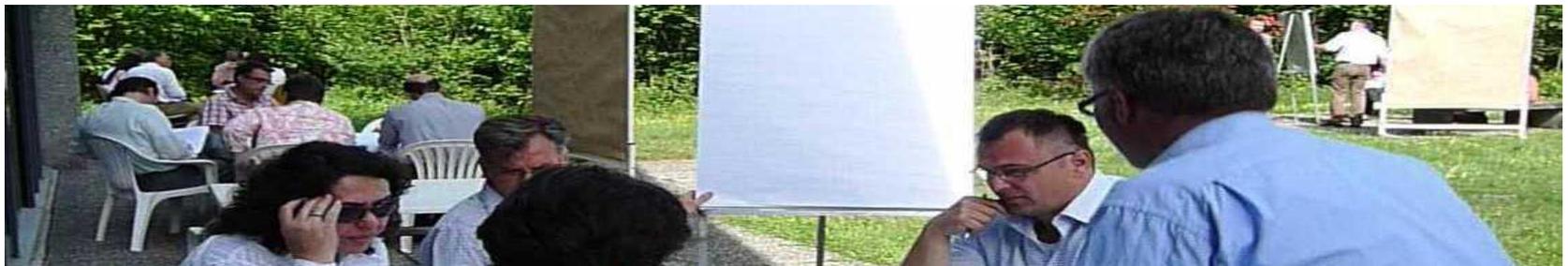
SDC's overall Institutional Improvements (2)

- **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, ...

e+i **Gunter Kohlheyer**
F2F Co-Moderator, INBAS

e-learning in M4P <> RM in PSD

employment and income network

www.sdc-employment-income.ch

M4PHUB

- **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**

- **Temporary help desk** on Results Measurement
  incl. interactive **webinar** with RM experts

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

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

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
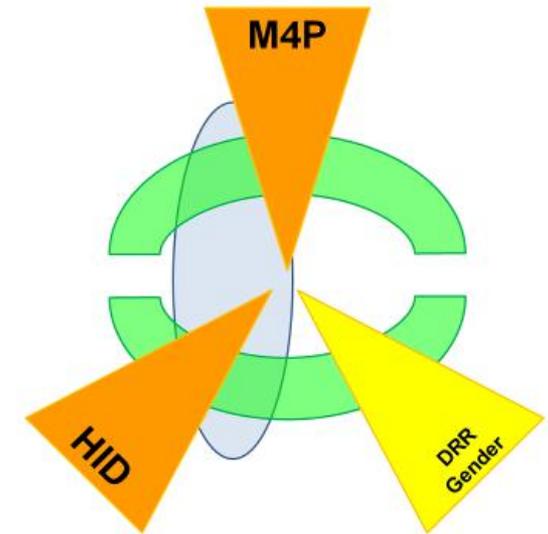
- From livelihoods to market development:

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?**

results chains

Summary	Indicator	Target	MoV
GOAL			
OUTCOME			
OUTPUT			
Activities			

•LogFrame

?
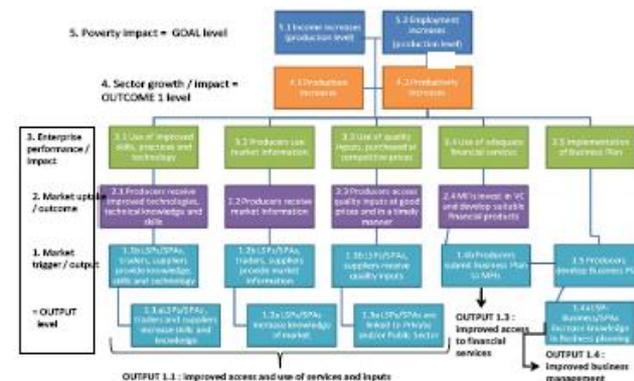
SDC Report 2006-10 on Effectiveness to the Swiss Parliament

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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