THE DEVELOPMENT ASSISTANCE COMMITTEE: ENABLING EFFECTIVE DEVELOPMENT

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ON DEVELOPMENT EVALUATION

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# EVALUATION OF SDC'S GOVERNANCE PROGRAMMING AND MAINSTREAMING: HIGHLIGHTS

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# Evaluation Purpose and Objectives



**Purpose:**

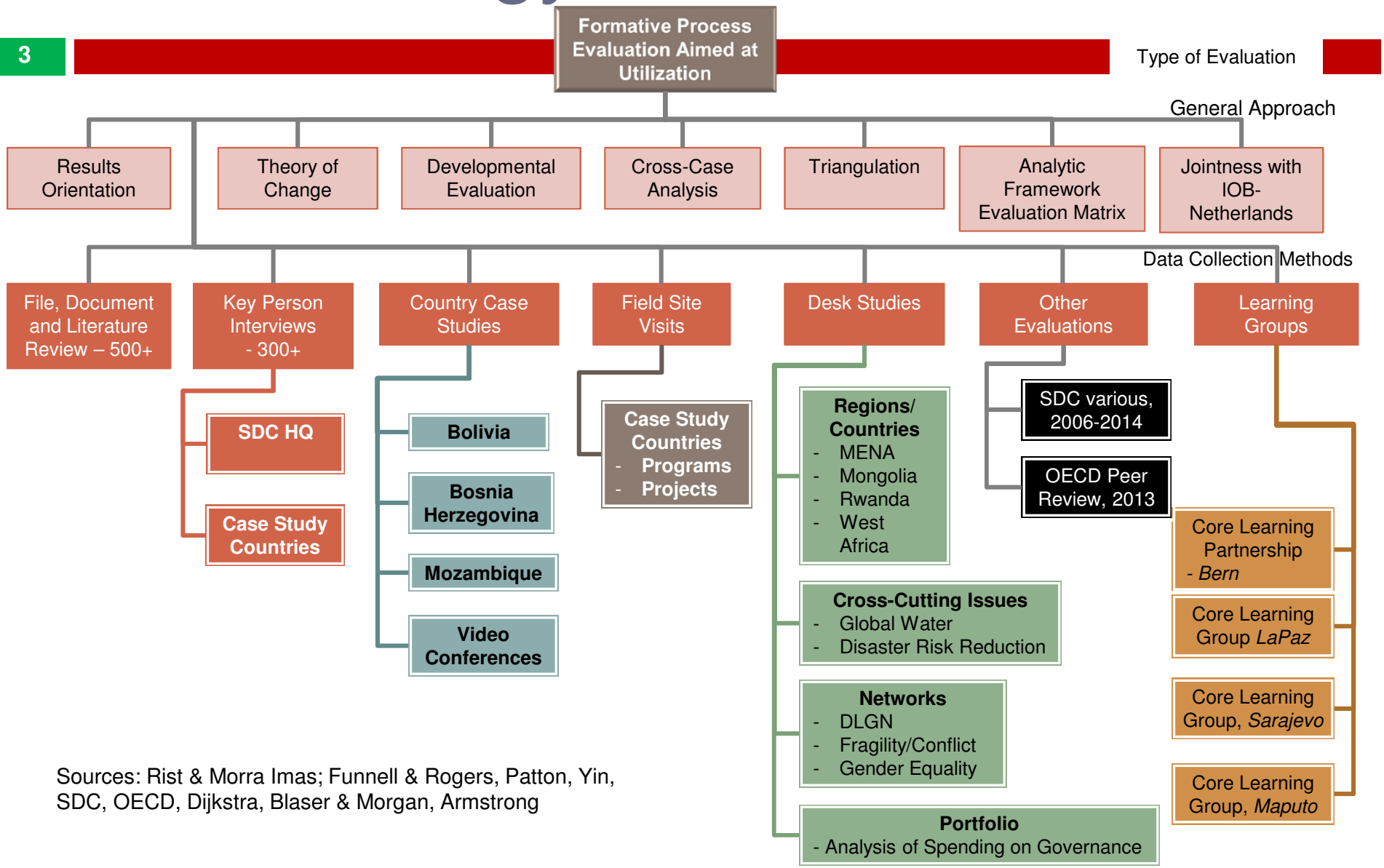
1. *Capture results* in the governance sector and in governance as a cross-cutting area, based on SDC concepts and directives
2. *Learn* from governance practice and experiences in dealing with difficulties, and
3. Contribute to future *strategic directions* in SDC's governance sector

**Objectives:**

1. Assess SDC's present *overall effectiveness* in governance sector programming
2. Analyse SDC's *governance mainstreaming* approach as an institution
3. Profile SDC's approach against the *international governance discourse*, and
4. Through a process of *reflective inquiry* with stakeholders in SDC's departments and case study cooperation offices, develop a shared understanding on how to improve SDC governance-related performance.

# Methodology

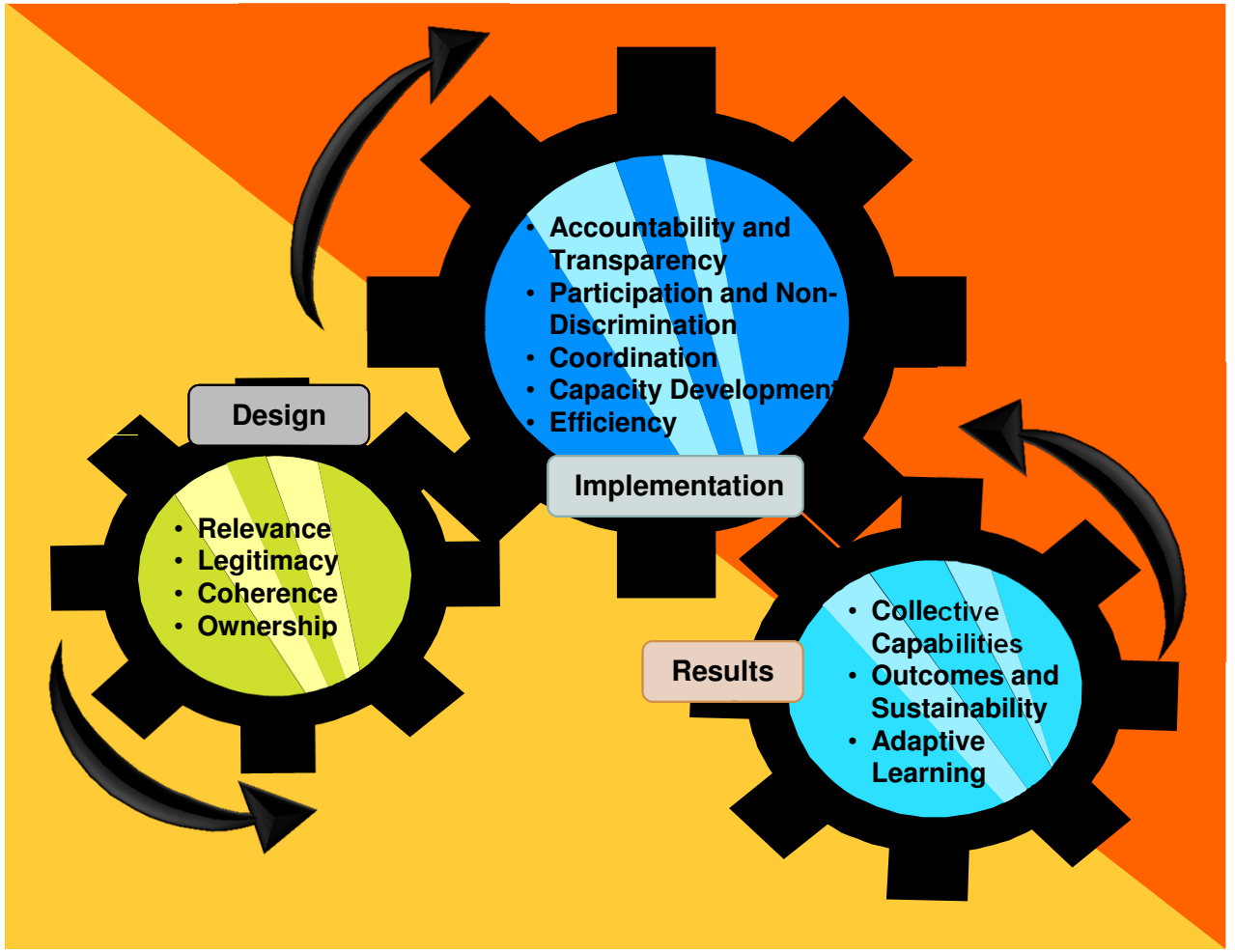





Sources: Rist & Morra Imas; Funnell & Rogers, Patton, Yin, SDC, OECD, Dijkstra, Blaser & Morgan, Armstrong

# Framework of Core Evaluation Criteria






Source: E.T. Jackson and Associates Ltd., 2014

# Assessment Matrix



| GOVERNANCE EVALUATION ANALYTICAL FRAMEWORK: ASSESSMENT MATRIX | | | |
|---|---|---|---|
| **CORE EVALUATION CRITERIA:** (Refer to definitions below) | **GOOD-EXCELLENT PERFORMANCE** | **SATISFACTORY-GOOD PERFORMANCE** | **UNSATISFACTORY-SATISFACTORY PERFOMANCE** |
| **RELEVANCE & LEGITIMACY** | *The Governance program/project is:*<br>✓ Directly pertinent and r… major governance chal… facing the country, as s… national development a…<br>✓ Directly aligned with … major governance polic… priorities stated in the government's national development plan and governance strategies;<br>✓ Wholly driven by and o… towards advancing nati… governance agendas;<br>✓ SDC is viewed as a ne… trusted and valued part… most key development … | *The Governance program/project is:* | *The Governance program/project is:*<br>…espond<br>…enges<br>…ed by<br>…rs;<br>… major<br>…riorities<br>… national<br>…e<br>…ernance<br>…rested,<br>…ng<br>…ne |
| **COHERENCE & COORDINATION** | *The Governance program…*<br>✓ Fully takes account of … local political, commerc… cooperation interests in … planning, risk mitigation and program adjustment processes;<br>✓ Fully factors in Swiss diplomatic, commercial and cooperation | planning, risk mitigation and program adjustment processes;<br>✓ To some extent factors in Swiss diplomatic, commercial and | *…ject:*<br>…national / …se<br>analysis, planning, risk mitigation and program adjustment processes;<br>✓ Does not factor in Swiss interests |

- ✓ Directly aligned with many of the major governance policies and priorities stated in the government's national development plan and core governance strategies
- ✓ Wholly driven by and geared towards advancing national governance agendas

# Performance Ratings across Case Study Countries



| PERFORMANCE | | |
|---|---|---|
| **Core Criteria** | **Rating** | **Rationale** |
| **Legitimacy and Relevance** | Good-Excellent | Long-term, respectful, practical, flexible and dialogical approach aligned with changing priorities of government and civil society; respected by national leaders, other donors |
| **Ownership, Participation and Non-Discrimination** | Good-Excellent | Consistent emphasis on human rights and community participation and oversight, especially among minorities and across ethnic groups; gender is mainstreamed unevenly |
| **Accountability and Transparency** | Good-Excellent | Committed to increasing public access to public information, requiring disciplined financial reporting, and regular sharing of information with collaborating organizations |
| **Efficiency** | Satisfactory-Good | Good leveraging of local and other donor funds, some use of local delivery agencies, but dispersed, labour-intensive project portfolios and administrative burden for all parties |
| **Capacity Development** | Good | Short-term gains in skills and planning complemented with longer term institutional reform efforts; application of acquired skills and more precise, feasible log frames are challenges |
| **Outcomes and Sustainability** | Good | Local innovations often translated into higher level outcomes; limited use of local systems and implementing agencies, elite capture and corruption can undermine outcomes |
| **Coherence and Coordination** | Satisfactory-Good | Programmes generally internally coherent and well-coordinated with other donors, but rarely via harmonized mechanisms; good coordination with SECO, but could be improved |
| **Adaptive Learning** | Satisfactory-Good | Strong adaptive learning across phases within projects in scaling methods and models; need for more systematization and dissemination of knowledge, tools within/for regions |
| **Overall Rating** | **Good-Very Good** | |

# Inability to Recognize and Capture Higher Level Outcomes



SDC is a strong performer on reporting on inputs and outputs, but not as strong in recognizing outcome-level achievements.

- In BiH, facilitating inter-ethnic water management was more significant (but under-reported) than the number of pipes, pumps and dams installed
- In Mozambique, there is an opportunity to clarify and strengthen policy coherence regarding the extractive industries and community and environmental benefits.
- In Bolivia, the PADEM program's triangular model (of mobilizing the state, civil society and the media) has changed attitudes and increased awareness of laws and programs to reduce violence against women

# Instrumentalization and Politicization of Programming



Donors must change course when national governments instrumentalize or politicize governance programs

- Patronage and parallel decision-making in decentralization in Rwanda
- Partisan appointments in the Justice system in Bolivia
- National-level partisan gridlock in Bosnia and Herzegovina

# Connecting the Local with the Global



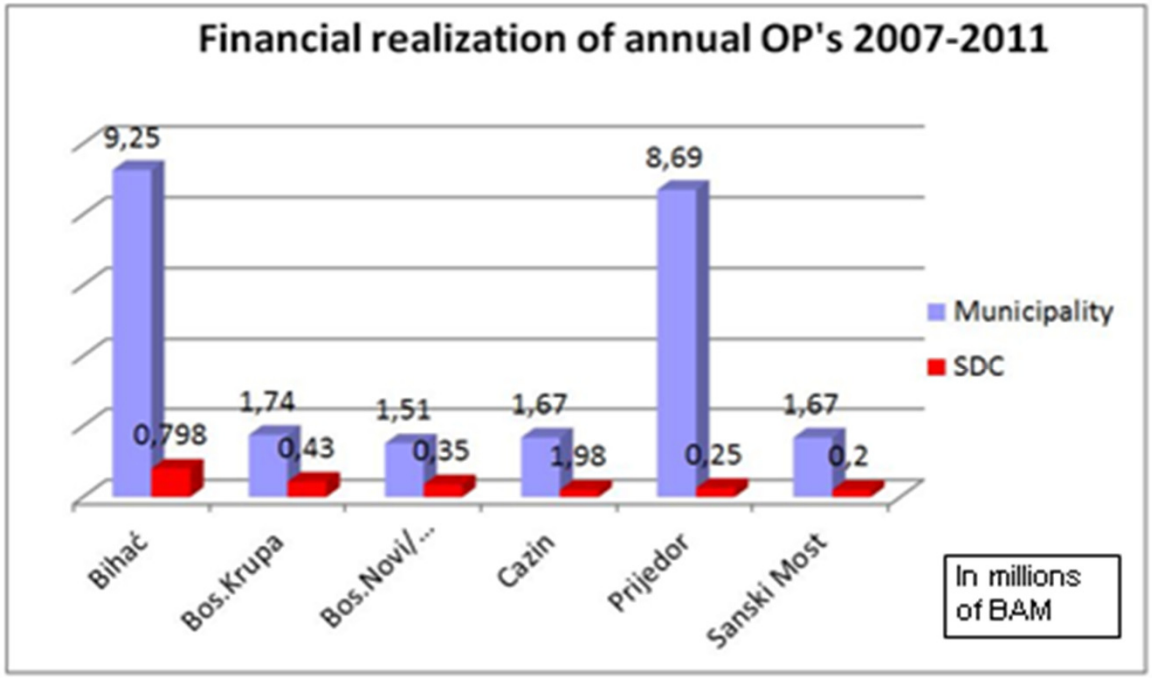
SDC`s Global Program Water Initiatives has shown that it is possible to link local, national, regional and global governance programming, and that credible/global policy dialogue can be based on on-the-ground experience of what works and what does not work

- The Blue Peace model of water diplomacy was developed and refined by a council of leaders in the Middle East, then adapted in Bangladesh, Pakistan and Central Asia, and disseminated globally
- As an internal centre of competence, GPWI established *Blue" thematic career* path within SDC
- Over 400 members of RésEAU, fostering Swiss coalitions and strengthening voice on global water policy

# Tracking Costs, Benefits and Leveraging



Donor investments in good governance, via grants and loans, can mobilize additional internal and external resources, which should be documented, calculated and communicated




Source: Una Sana Consulting

# Flexibility, Adaptability and Knowledge Sharing



The ability of country programs to be flexible – to pause, slow, speed up or terminate – and adjust their programming to local conditions is crucial to good governance work;
so is making explicit and sharing adaptive learning and improvements through a sequence of phases of an intervention