



## Fact Sheet

# External Institutional Evaluation of SDC's Global Programmes

### 1. Evaluations at SDC

The Evaluation and Corporate Controlling Division is responsible for the execution of independent thematic and institutional evaluations, country strategy evaluations and for drafting effectiveness and accountability reports.

### 2. Objectives of the Evaluation

In 2015, the Global Programmes Climate Change, Water Initiatives, Food Security, Migration and Development and Health were subject to an external institutional evaluation. The focus was on the key mandate of the Global Programmes – the policy influencing with the following objectives: 1) Appraise to what extent the Global Programmes address the relevant policy themes in regard to the global and regional challenges. 2) Assess to what extent the Global Programmes have influenced policies at international, regional and national level. 3) Analyse and appraise through which means the Global Programmes have pursued results in policy influencing. The evaluation further addressed the issues of the human and financial resources, the geographical orientation and the cooperation with other domains of SDC, within FDFA (Whole of FDFA) and with other Ministries (Whole of Government) as well as with external partners.

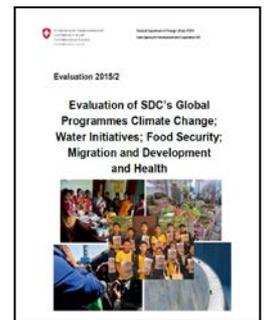
### 3. Methodology

The evaluators built upon a theory-based evaluation approach to address Global Programmes' results. The approach was combined with an institutional lens on processes and the coherence of the Global Programmes' operating as a new aid instrument in SDC. The following evaluation tools were used: theory of change workshops; a portfolio analysis; a stakeholder perception survey; assessment of a selection of projects; interviews with key informants in each of the

GPs, more general SDC staff, and SDC counterparts, and an online survey for SDC staff in Swiss Cooperation Offices and Swiss Embassies. These data sources allowed for triangulation of evaluation findings.

### 4. Main Results of the Evaluation

The evaluation found that Switzerland and the Swiss Agency for Development and Cooperation are stronger positioned to influence policies in multilateral, thematic processes and to address global challenges in global debates thanks to the Global Programmes' concerted efforts. Global Programmes make a difference for the Swiss Agency for Development and Cooperation and for Swiss foreign policy through strategic, multilateral engagement and through coordination with other parts of the Swiss administration. The engagement is accompanied by clusters of projects, including innovative projects and up scaling of innovation. Global Programmes are an example of Switzerland's "smart" diplomacy. Such "smart" diplomacy is seen as effective in influencing policy, as trust worthy, technically competent, honest, bridge building, pragmatic, strategic, and with a long-term perspective. With the Global Programmes, the Swiss Agency for Development and Cooperation takes calculated risks in terms of new partnerships and thematically-controversial topics such as land grabbing. However the evaluation concludes that staff rotation and turnover reduces the potential policy influence of the Global Programmes in situations where long-term, personal engagement and expertise are essential to build trust, relationships, and alliances. The evaluation highlights that general coherence in the Swiss Agency for Development and Cooperation depends on a common view of the Board of Directors on Switzerland's role in global policy influencing as well as and on the foreign policy goals of



Switzerland as a whole. The evaluation further underlines that cooperation between Global Programmes, Regional Cooperation, Eastern Cooperation, and Humanitarian Aid is one of the significant, underused potentials of the Swiss Agency for Development and Cooperation.

## **5. Main Recommendations**

Based on these findings, the evaluation makes strategic recommendations to the Board of Directors of the Swiss Agency for Development and Cooperation. Among them are the following: Ensure through leadership that there is political commitment to and sustainability of Global Programmes given their relevance for policy influencing and capacity to address global risks. Use the post-2017 Global Programmes' strategic framework preparation as an opportunity to unite all five Global Programmes under the Global Cooperation Department to further enhance efficiency in policy influencing. Clarify understanding of the Swiss Agency for Development and Cooperation's global approach in the light of Sustainable Development Goals to guide the organisation and enhance coherence and efficiency. Ensure and strengthen the interface of technical and diplomatic excellence through, for example, training, retreats, and communications and when hiring new staff. Consider introducing thematic careers beyond the Swiss Agency for Development and Cooperation by including the Federal Department for Foreign Affairs, the wider Swiss Federal Administration in Bern, and embassies and permanent representations of the Foreign Ministry in those career options.

Recommendations at more operational level invite the Global Programmes to revise their portfolios considering an even stronger multilateral and international focus; to enhance project alignment to even more stringent Global Programmes strategies. This should be done with the intention on integrating new players in global development as part of the Sustainable Development Goals' implementation.

## **6. Implementation**

The senior management of SDC acknowledges the pertinent conclusions and recommendations of the evaluation. They fully or partially

agree with most of the recommendations (14 out of 17). The Management Response was prepared jointly by the Department Global Cooperation and the Department Regional Cooperation and includes concrete measures and actions to be taken, including the responsibilities and time horizon for their implementation by the concerned units of SDC.

## **7. Evaluation Team**

The evaluation was conducted by Lotus M&E Group with Achim Engelhardt as Team Leader, senior evaluation expert and food security expert, and Andreas Fischlin - climate change expert; Ilona Kickbusch - health expert; Melissa Siegel - migration and development expert and Pierre Walther - water initiatives expert.

## **8. Publication**

The evaluation has been published in various places including the Swiss federal administration's database of external studies. (<https://www.admin.ch/gov/en/start/documentat ion/studies.html>). Publication helps to ensure accountability and allows lessons learned to be shared with other development actors.