

Economic Cooperation and Development **SECO takes stock**

2006–2011



65

employees

250

million Swiss francs
as an annual budget

397

ongoing programmes
and projects

5

main multilateral
partners

4

areas of intervention:
trade, infrastructure,
enterprises, finances

2

cross-cutting themes:
economic governance
climate, energy & environment

16

priority countries:
South: Indonesia, Vietnam, Egypt,
Ghana, South Africa, Colombia
and Peru
East: Albania, Bosnia and
Herzegovina, Kosovo, Macedonia,
Serbia, Kyrgyzstan, Tajikistan,
Azerbaijan and Ukraine

265

evaluations

77

per cent of all projects
and programmes are
satisfactory

370 000

people with better
access to drinking water
and sanitation

50

per cent of priority countries
have improved their com-
petitiveness and governance



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs FDEA
State Secretariat for Economic Affairs SECO



ALBANIA SECO's programme in Southeast Europe advises governments on matters of public-private partnerships (PPP). In Albania, neither the government nor the state-run utility company can afford to exploit the enormous potential for generating electricity from hydropower. This programme thus paved the way for a PPP project to build the Ashta 50 MW hydropower plant in Albania. The project is bringing EUR 200 million into the country in the form of foreign direct investment, enabling Albania to save some EUR 7 million a year on electricity imports and improve the power supply to 170 000 inhabitants.

Editorial

Parliament, the public and partners are eager to see tangible results from official development cooperation. With this report, we endeavour to meet their expectations, taking stock of SECO's achievements in economic development cooperation from 2006 to 2011. Our communication policy is to publicise our results frankly and transparently. Above all, however, we want to take a critical look at our work in development cooperation, so as to draw lessons learnt and optimise our efforts on an ongoing basis.

Reducing poverty and inequality in the world is an important element of our mandate. The economic instruments at our disposal contribute directly to this goal by promoting the private sector, developing the basic infrastructure needed for any business activity, improving the framework conditions for national and international investors, and creating job opportunities for the public at large.

This report outlines the results of projects to illustrate our successes as well as the challenges we face. In a context of much political, economic and social instability, the success of development cooperation work is by no means a foregone conclusion. We do achieve good results, however, thanks to our results-driven project management, an innovative and learning-led approach, and thorough risk assessments.

SECO's development cooperation will continue to play a critical role in the years to come. Our results to date prove that our economic instruments are helping partner countries to seize the opportunities of globalisation while containing the risks. In actively helping to address global challenges (climate change, economic and financial crises, migration, etc.) and raise economic prosperity worldwide, we are not only contributing to our partners' development but also creating a solid foundation for Switzerland's political and economic external relations.



Marie-Gabrielle Ineichen-Fleisch
State Secretary, Director of SECO

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SECO is part of the Federal Department of Economic Affairs (FDEA). The Economic Cooperation and Development division of SECO is responsible for Switzerland's development cooperation in association with the SDC (FDFA). This division implements economic and trade-policy measures for the benefit of low-income countries and emerging economies. The use of SECO in this report refers to this division.



VIETNAM Outdated industrial machines pose a threat to the environment as well as workers' health and safety. Getting the financing to invest in new machinery is often difficult, however. SECO is helping companies to raise the capital they need with a "green credit line". One example is the plastics manufacturer "Tan Phu Joint Stock Company" in Saigon: with two new compression moulding machines, they have successfully reduced energy consumption by 600 GWh and material consumption by 20 per cent.

Objectives

Reducing poverty and inequality

SECO's market-oriented strategy of promoting sustainable economic growth, private initiative and market liberalisation as well as restructuring public finances is also part of its development cooperation approach. The underlying objectives of SECO's development cooperation are to "integrate partner countries into the global economy" and to "promote socially and environmentally responsible economic growth". In doing so, SECO contributes to reducing poverty and inequality.

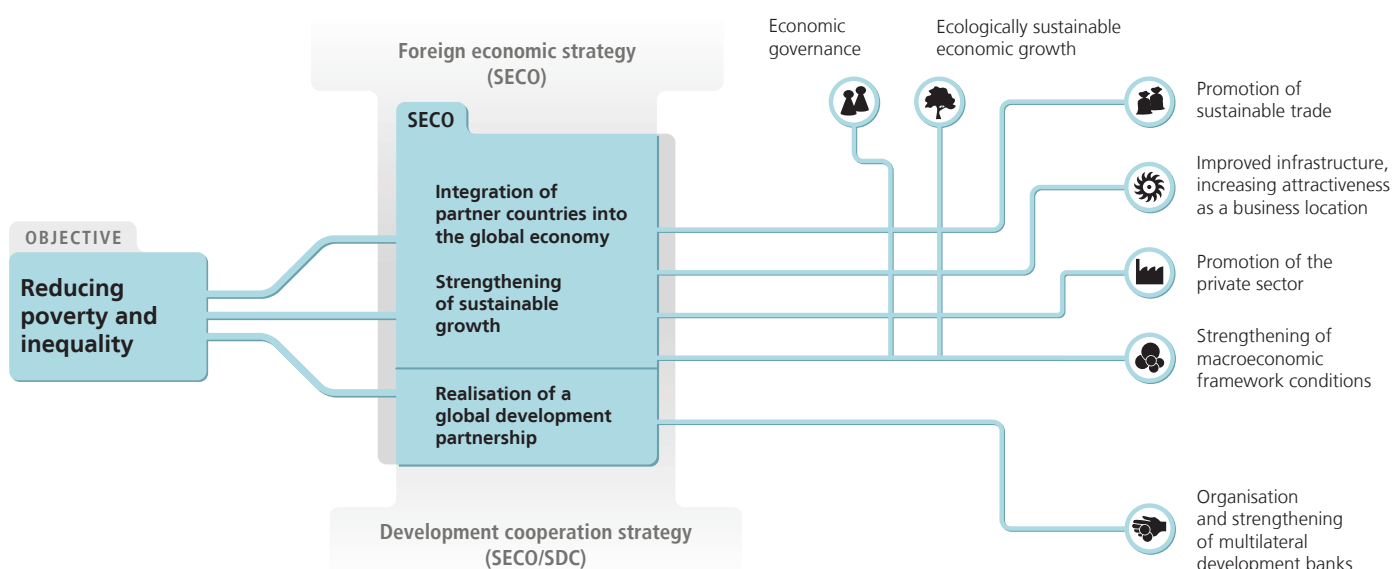
Business activity is a fundamental precondition for the development of regions and countries. The production of goods and services for local and international markets gives people a source of income and prospects for the future. As part of Switzerland's development cooperation and foreign trade strategy, SECO strives to ensure national and global framework conditions that will improve its partner countries' competitiveness, increase productivity and promote job creation.

SECO works to help its partner countries contain the risks of globalisation while benefiting from the opportunities. Economic growth should have a solid foundation, and market access opportunities should be seized. Looking beyond the short term, the economic, social and political development of partner countries will also be of benefit to Switzerland, with new trade partners, less migration pressure and more global security and stability.

In order to focus its engagement and maximise the impact of development cooperation, SECO concentrates its funding on seven priority countries in "the South" and nine countries in "the East". The priority themes are economic and fiscal policy, infrastructure, private sector development, trade, climate and economic governance. More responsibility has been delegated to the partner countries, which are expected to raise

their own resources (through taxes or investments) so as to break their dependence on development aid.

SECO invests some CHF 250 million a year in bilateral economic cooperation. In the period under review, from 2006 to June 2011, CHF 837.2 million was spent on development cooperation in the South and CHF 327.6 million on cooperation with Eastern Europe and the Commonwealth of Independent States (CIS). A further CHF 300 million was spent each year on multilateral development banks. SECO's contribution to multilateral development cooperation supplements and reinforces its bilateral aid and effectively acts towards solving complex national and global problems.





ACUERDO

EXTERNAL COMMITTEE ON EVALUATION "Achieving a success rate of 80 per cent and more of satisfactory projects and programmes is theoretically desirable. Such an objective could become counterproductive, however. Development cooperation means mostly taking high risks in difficult country contexts and in challenging economic sectors. Avoiding these risks would mean missing out on some of the most important development challenges and innovative areas of activity. Failing to attain the expected impact in certain projects is therefore eminently inherent to development work. SECO should thus continue to take meaningful and well-considered risks and communicate its success and challenges frankly and transparently vis-à-vis parliamentarians and the public." (from the 2010 Annual Report on the Effectiveness of SECO's Economic Cooperation and Development)


**Martín Pérez
Monteverde**
MINISTRO
MINISTERIO DE COMERCIO EXTERIOR Y
TURISMO

Results

Summary

SECO's economic development cooperation yielded positive results for the years 2006 to 2011. Careful consideration was given to the choice of objectives, areas of intervention and priority countries. SECO's willingness to learn from past experience has helped it overcome its weaknesses. The efficiency and sustainability of projects remain at the forefront of efforts.

SECO has further developed its project management processes and adopted international standards. Its quality management system has achieved ISO 9001 certification, project management instruments have been implemented, an independent evaluation committee has been set up, and decentralised structures have been expanded into the partner countries. SECO publishes the results of its activities each year as well as the lessons learnt – something that very few other development agencies do.

77 per cent satisfactory

Between the years 2005 and 2010, 77 per cent of the 122 projects subject to external evaluation were classified as at least satisfactory. SECO's results are thus comparable with those of other donor organisations. The projects performed best in the evaluation criteria of relevance and effectiveness (see page 10), being well adapted to the needs of partner countries and producing tangible results for their development.

Potential for improvement in sustainability and efficiency

The results were unsatisfactory for 23 per cent of projects. This should be viewed in the light of the challenging environment: projects in economic development cooperation are undertaken in countries and markets with poor socioeconomic and political framework conditions, which generally increases the level of risk. As

is the case with most other donors, the financial and organisational continuation of projects after withdrawal of SECO's support remains a serious challenge. Of the projects evaluated, 38 per cent remain unsatisfactory in terms of sustainability and require SECO's continued support.

Where projects overrun budget or schedule (i.e. lack of efficiency), the causes often lie in changes to the political or economic environment or in project-specific reasons such as overestimating the potential for implementing a particularly innovative approach. A total of 57 per cent of projects were delivered on time and within budget.

Funds with an impact

SECO publishes subject-specific reports on effectiveness together with the SDC: one on water in 2008 and one on agriculture in 2010. Switzerland's involvement in the water sector has improved the drinking water supply and sanitation for 370 000 people a year. Between 2003 and 2009, 1.3 million farming families obtained easier access to local and international markets.

Measures introduced



Efficiency

SECO gives particular consideration to the context analysis and the implementation potential of projects. The risk assessment process has been enhanced, remaining a key component in the decision to finance projects.

Sustainability

Aspects of the financial and institutional continuation of projects after withdrawal of SECO's support are more solidly integrated into the project design. More ex-post evaluations (several years after project completion) are carried out.

Management

Project supervision takes time, personnel and funding. SECO must ensure that its implementation partners' monitoring and quality control comply with international best practices.

Knowledge management

All evaluations attest to SECO employees' high standards of specialist knowledge and the reliable cooperation with priority countries and partners. SECO promotes internal knowledge management and the sharing of experience.



THE AFRICAN DEVELOPMENT BANK (AFDB) has supported its regional member countries since 1964. It operates in the areas of infrastructure, good governance, regional integration, support for fragile states and private sector development. The 2011 Report on Effectiveness shows that 76 per cent of projects reached or surpassed their goals between the years 2008 and 2010. The main challenges lie in microfinance and the energy sector. The report highlights the vast improvements made in project cycle management instruments, which will have an impact on project quality.

Results

At a glance

SECO
Economic
Cooperation and
Development

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Partner countries

How are processes implemented within SECO?

- ↑ **MANAGEMENT PROCESSES** SECO has obtained **ISO 9001 certification** for its administration. The monitoring and evaluation system with its independent evaluation committee is in keeping with international best practices.
- ↑ **FINANCING** Operational activities are financed by several credit lines and by an increase in the allocation for development cooperation to **0.5 per cent of GDP**.
- ↔ **PERSONNEL** External partners recognise **SECO employees' high standards of specialist skills**, although the number of projects per employee is high.
- ↑ **DECENTRALISATION** SECO has been working since 2008 in seven priority countries in the South and nine in the East. **In-country offices have been set up and expanded**.

How effective is SECO in implementing its operational activities?

- ↑ **OVERALL PERFORMANCE** **77 per cent** of projects evaluated (2005–2010) produced results that were at least satisfactory.
- ↑ **RELEVANCE** **88 per cent** of projects evaluated were satisfactory in addressing the needs of project beneficiaries.
- ↑ **EFFECTIVENESS** Around **three-quarters** of projects satisfactorily met their planned objectives.
- ↔ **EFFICIENCY** In **57 per cent** of the projects evaluated, the relationship between inputs and the results delivered was satisfactory.
- ↓ **SUSTAINABILITY** Some **38 per cent** of projects evaluated still require further support after completion.

What is SECO's contribution to development in its partner countries?

- EXAMPLES OF INDEPENDENT EVALUATIONS**
- ↔ **TRADE WITH ORGANIC PRODUCTS** **Good results** were obtained in the development of value chains. The development and marketing of new organic products has lagged behind expectations.
 - ↑ **ENERGY INFRASTRUCTURE** In the energy sector in Eastern Europe and Central Asia, SECO's commitment was ranked **very satisfactory** in terms of **relevance**, satisfactory with regard to effectiveness and sustainability, and unsatisfactory with regard to efficiency.
 - ↑ **BUSINESS-ENABLING ENVIRONMENT** In this respect, SECO achieved **above-average results** in all priority countries.
 - ↑ **FINANCIAL SECTOR** SECO's activities in low-income countries were viewed as positive. The **economic and fiscal stability of partner countries was improved**.

What economic developments are discernible in SECO's partner countries?

- ↓ **GDP** As a result of the global economic crisis (2008–2009), **real GDP growth** fell in all priority countries.
- ↓ **TRADE** The global economic downturn had a **negative** impact on the **trade balance** in many priority countries.
- ↑ **COMPETITIVENESS** Despite the economic crisis, around half of SECO's priority countries **increased** their **competitiveness** between 2008 and 2010.
- ↑ **INCOME** **Income inequality declined** in some of the priority countries.
- ↑ **GOVERNANCE** Half of the priority countries **improved** their **economic governance** between 2007 and 2009.
- ↓ **CLIMATE** In most cases, **carbon emissions** per capita **increased** in the priority countries between 2005 and 2008.

Evaluations

Accountability and learning

Parliaments and the public in donor countries want to know how their contributions are used in low-income countries and what effect they are having. The issue of accountability is also raised in international discussions, whether regarding the UN Millennium Development Goals or the OECD Paris Declaration on Aid Effectiveness. This calls for donor and recipient countries alike to improve the effectiveness of their work.

Project evaluations form the basis for SECO's accountability to Parliament and the general public. Evaluations serve to qualify and quantify the developments initiated by SECO's interventions and to assess their financial effectiveness. Evaluations also give SECO important information on whether the various interventions are working and where improvements may be necessary. They are thus part of SECO's institutional learning process and the dialogue with its partners.

"In my extensive experience in evaluations, I have regularly found SECO to be above the international average for the quality, flexibility and innovative nature of its projects. One of the main reasons for this is the importance SECO attaches to comprehensive monitoring and ongoing improvements to its work."

Daniel P. Keller, Head of Swiss Consulting GmbH,
Hanoi, Vietnam

Objective and independent assessment

SECO wants an impartial assessment of its projects. It thus conducts internal, external and independent evaluations, using the OECD/DAC's international criteria to assess its projects (see evaluation criteria below). Internal evaluations are carried out by the project managers, while external project evaluations and independent sector evaluations are conducted by independent consultants outside of SECO. Each year, SECO publishes the aggregated results of all evaluations in a report.

SECO's evaluation activities are overseen by an external evaluation committee for the sake of greater transparency, independence and credibility as well as better use of the evaluation findings and lessons learnt. This committee, which began its work in 2009, reports directly to SECO's Director. It proposes independent evaluations, comments on their results, oversees the implementation of their recommendations and approves the annual report.

Between 2005 and 2010, SECO conducted 265 evaluations: 139 internal, 122 external and four independent. Pages 14 to 25 of this report present the results of 20 external and four independent evaluations.

RATING SCALE

Projects and programmes are rated according to a four-point scale ranging from "very satisfactory" to "highly unsatisfactory".

- **VERY SATISFACTORY** No adjustments needed to the project.
- **SATISFACTORY** There are some minor issues. A few adjustments are necessary.
- **UNSATISFACTORY** Some objectives have not been met, or there is a substantial delay. Adjustments are necessary.
- **HIGHLY UNSATISFACTORY** The project's sustainability is at risk. Major adjustments and realignment are absolutely necessary.

OECD/DAC EVALUATION CRITERIA

RELEVANCE The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, the country's needs, global priorities and partners' and donors' policies.

EFFECTIVENESS The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

EFFICIENCY A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

SUSTAINABILITY The continuation of benefits from a development intervention after major development assistance has been completed.

Interview with Pietro Veglio, Chairman of the external evaluation committee

Pietro Veglio, what is your job?

I am one of five members of the evaluation committee and have held the chair since it was first set up in 2009. Our committee comments on the findings and recommendations of independent evaluations. As chairman, my job is to ensure that our position reflects the different opinions of the five members and that our comments concentrate on the most important strategic challenges facing SECO now and in the future.

Why are you independent?

In my case, I am independent because I have been retired for the past four years. Also, I never worked at SECO. The ability to pass impartial judgement is in my nature, something I used many times throughout my career. But I have also learnt to always take other viewpoints and opinions into account.

SECO already monitors its work with its own specialist staff. What is the added value of independent evaluations?

SECO's own, regularly conducted project evaluations are certainly very important, even fundamental. However, the results of internal assessments need to be challenged by independent evaluations. These introduce an unbiased opinion, which can then confirm or refute the internal findings. The influence of an independent evaluation on SECO and its implementation partners depends a lot on the quality of the work. The quality of the independent evaluations to date has been acknowledged by not only our committee but also, and more particularly, SECO's own management and project managers.

Can Parliament be assured, through your work, that the money spent on economic development cooperation has a guaranteed impact?

I am confident that Parliament took account of the findings from the past three years' independent evaluations in the discussions on new credit lines for development cooperation. SECO will undoubtedly include an accountability section in the corresponding parliamentary bill.

Are your recommendations and information communicated unfiltered to policy makers?

Our comments and recommendations are not edited by SECO or any other body. They are published at regular intervals on SECO's website – in English, because we want to make the results known internationally and contribute to the debate on measuring effectiveness.

Do other countries operate similarly?

Yes, although very few countries have the courage to publish independent assessments unfiltered. The UK is a good example. The Scandinavian countries and the Netherlands are also moving in this direction.

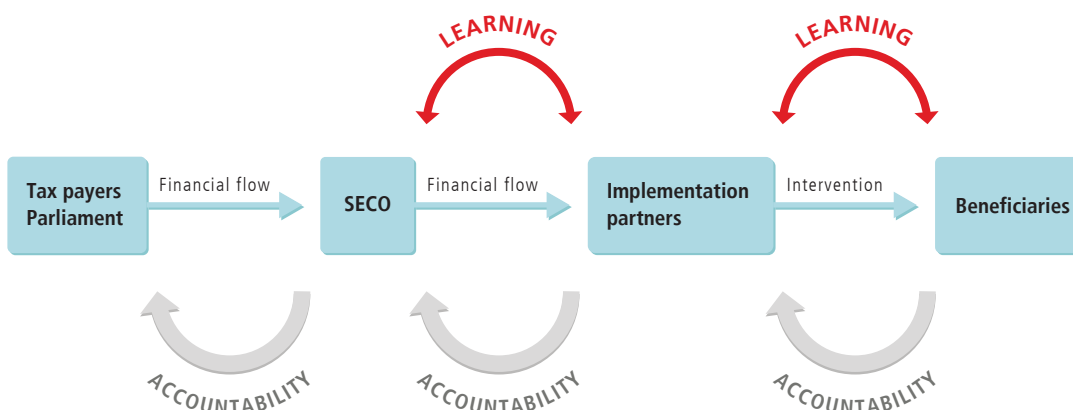


Pietro Veglio

Former Director of the OECD/DAC department for evaluation and country assessments (1998 to 2001) and former Executive Director for Switzerland at the World Bank Group (2002 to 2006).

The other members of the evaluation committee are: Gilles Carbonnier, Susanne Grossmann, Felix Gutzwiller, Christoph Stückelberger.

FINANCING, ACCOUNTABILITY AND THE LEARNING EFFECT



Fields of activity

4 areas of intervention, 2 cross-cutting themes and 5 multilateral development banks

INTERVENTIONS



Trade

Global trade liberalisation gives low-income countries new opportunities to increase exports, create jobs and thereby reduce poverty. SECO works to promote a socially and environmentally responsible trade policy, strengthen companies' export potential through the dissemination of export know-how and the use of standards and labels, and foster imports to European markets. One element of these measures is the system of tariff preferences, which facilitates access for low-income countries to Swiss markets. Concrete examples are given on pages 14–15.

Disbursements 2006–June 2011

Total: CHF 245.6 m (21.1% of total budget)
South: CHF 206.1 m (24.6% of total budget for the South)
East: CHF 39.5 m (12.0% of total budget for the East)



Infrastructure

A reliable and affordable infrastructure in energy, the environment, water and transportation is crucial for a prosperous economy and poverty reduction. SECO supports its partner countries in establishing and renovating public utilities, and ensuring sound corporate management and financial independence. This often calls for institutional reforms, which are supported by policy dialogue. Infrastructure financing helps to create and maintain central services. Concrete examples are given on pages 16–17.

Disbursements 2006–June 2011

Total: CHF 274.2 m (23.5% of total budget)
South: CHF 104.4 m (12.5% of total budget for the South)
East: CHF 169.8 m (51.8% of total budget for the East)

MULTILATERAL COOPERATION



Multilateral development banks

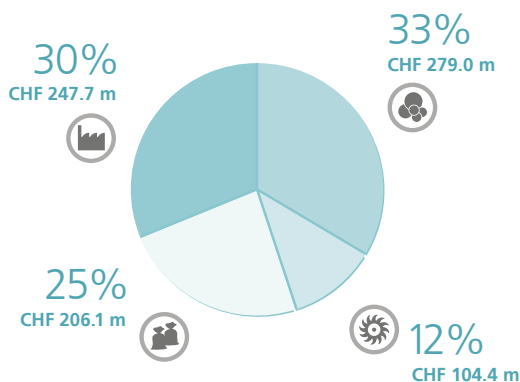
Global challenges such as climate change, poverty and financial crises call for joint efforts by the international community of states. Multilateral institutions like development banks are in a position to deal with certain challenges that, owing to their complexity or the volume of funding required, are out of the reach of individual donors. SECO conducts Switzerland's relationship with the World Bank, the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IDB), the Asian Development Bank (ADB) and the African Development Bank (AfDB). Jointly with

the SDC, SECO defines Switzerland's position and strategy within these organisations' decision-making committees. Together they exercise Switzerland's rights and obligations as a member country. Concrete examples are given on pages 22–23.

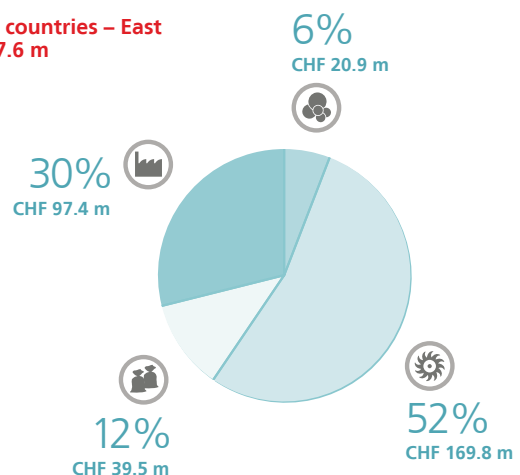
SECO/SDC investments 2006–2010
CHF 1568 million

DISBURSEMENTS BY INTERVENTION 2006–JUNE 2011

Priority countries – South CHF 837.2 m



Priority countries – East CHF 327.6 m



Enterprises

A strong private sector is crucial for sustainable growth in low-income countries and emerging economies. Privately owned businesses, mainly SMEs, create jobs and increase tax revenues. They also play a key role in regional and global economic integration. SECO's interventions make it easier for SMEs to obtain financing, improve the business environment and support strong corporate governance. Concrete examples are given on pages 18–19.

Finances

A stable public budget, a sound fiscal and economic policy and a well-developed financial services sector form the framework conditions for economic growth and poverty reduction. Switzerland has valuable experience and know-how to offer in this respect. Together with international partners, SECO offers training and consulting to reinforce local institutions, central banks and the financial sector and implements debt relief measures. Concrete examples are given on pages 20–21.

Disbursements 2006–June 2011

Total: CHF 345.1 m (29.6% of total budget)

South: CHF 247.7 m (29.6% of total budget for the South)

East: CHF 97.4 m (29.7% of total budget for the East)

Disbursements 2006–June 2011

Total: CHF 299.9 m (25.7% of total budget)

South: CHF 279.0 m (33.3% of total budget for the South)

East: CHF 20.9 m (6.4% of total budget for the East)

Climate

Global economic growth in recent decades has brought a huge increase in harmful greenhouse gas emissions. In parallel with efforts in the industrialised world, it is important to ensure that economic growth in low-income countries and emerging economies does not further increase the level of carbon emissions. SECO finances industrial projects to promote energy efficiency, renewable energy sources and the sustainable use of natural resources such as the tropical rainforests. Concrete examples are given on pages 24–25.

Economic governance

Economic governance is a strategic priority of SECO's development cooperation activities. This means creating transparent "rules of play" for both the public and private sectors. In the public sector, SECO promotes a disciplined approach to public financial management and effective framework conditions (i.e. an efficient business environment, tax system, trade tariffs). In the private sector, SECO fosters cooperation in social responsibility and sound corporate management (i.e. shareholders' rights, transparent information and financial system, prevention of corruption).

IMPLEMENTING PARTNERS

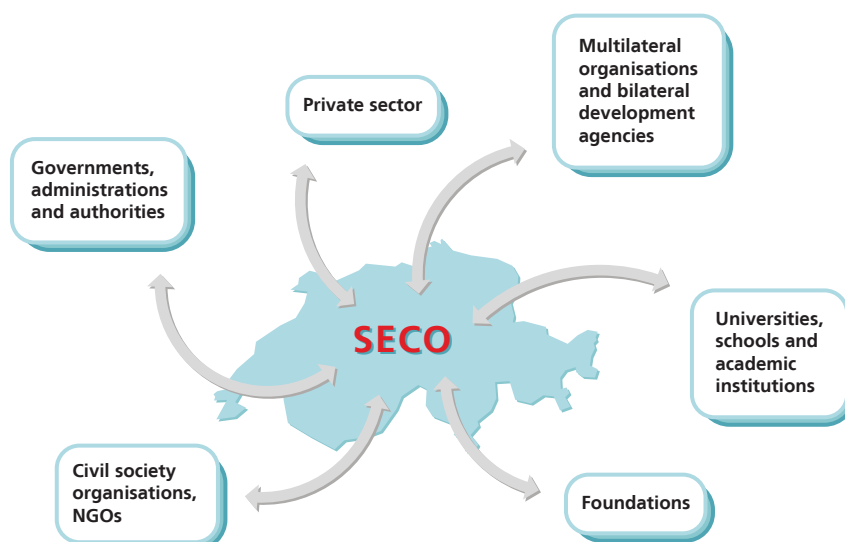
SECO works in close cooperation with different actors. This networking serves to promote:

Dialogue with the government, private sector and civil society organisations in the partner countries so as to promote reform.

Cooperation with other donors (public and private, NGOs) so as to improve coherency and coordination.

Participation in global initiatives so as to raise the financial resources needed to address global challenges.

Use of Swiss know-how from private companies, universities and academics, NGOs and public administration.



Trade

Ecology and fair trade as an opportunity

EXTERNALLY EVALUATED

National quality standards for exports

PROJECT Before foodstuffs such as fruit, vegetables, cocoa or cashew nuts can be exported from Ghana, they must be inspected for conformity with international quality and safety standards. This project gives national authorities the capacities to define the necessary standards. It also aims to equip Ghanaian laboratories to measure these standards. This will improve the quality of Ghana's agricultural products and increase exports.

RESULTS The project is running largely to schedule, one and a half years before planned completion. Some of the equipment is installed and in operation, although there is a delay in laboratory certification. There is a regular exchange of information between Ghanaian and international experts.

CHALLENGES

- Concentration on those laboratories ready for certification. Therefore, cooperation with some other laboratories has been halted.
- The next phase of the project entails selecting key products with a broad appeal in export markets.

EXTERNALLY EVALUATED

Export platform itself an export success

PROJECT Bolivia's private sector is largely removed from the political decision-making. SECO thus supports the privately run foreign trade institute "Instituto Boliviano de Comercio Exterior" (IBCE), an initiative aiming to enhance cooperation between the public and private sectors.

RESULTS The IBCE enjoys a good reputation among businesses and the public sector. In furnishing information on trade and export matters and innovative consulting services such as "Corporate Social Responsibility", the IBCE has helped to create greater understanding between the government and the business community. Despite the government's criticism of a liberal economy and the export trade, the IBCE has emerged as a leading export organisation and a centre for innovation. With new strategies in place, nine Bolivian companies successfully lifted their exports from USD 3.9 million in 2006 to USD 6.6 million in 2007.

FINDINGS

- The IBCE is self-financing three years after its start-up funding came to an end.
- Based on this success, the approach should be replicated at partner organisations in Colombia and Peru with the help of the IBCE.

EXTERNALLY EVALUATED

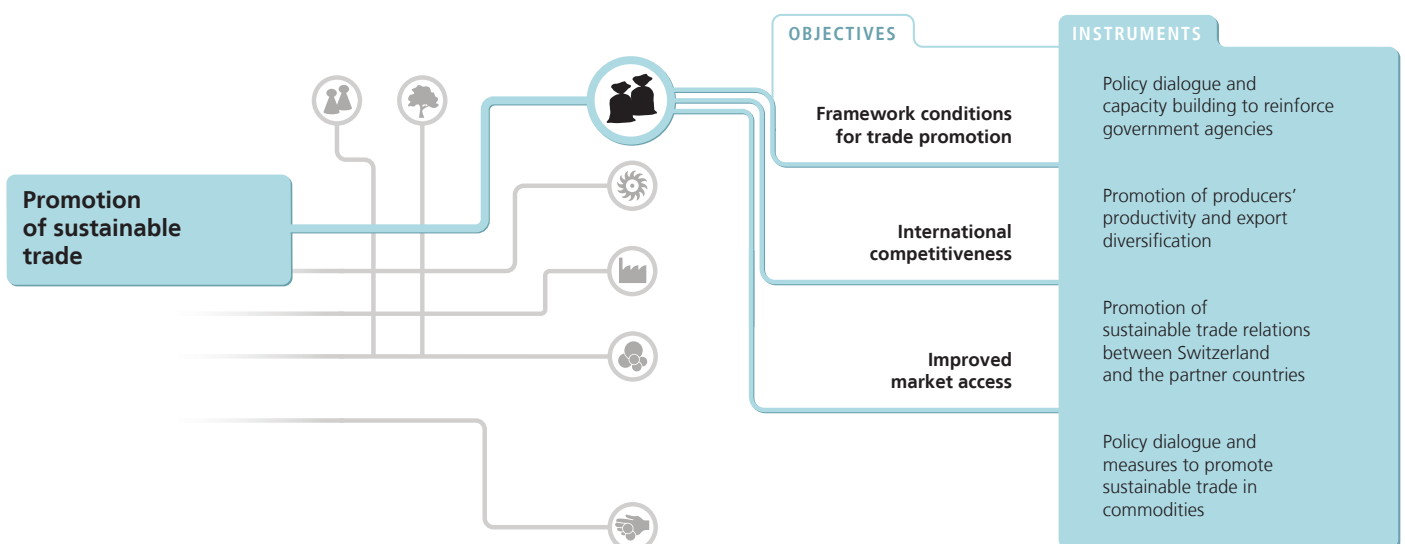
The right instruments – difficult regions

PROJECT Central Asia has enormous potential in the market for fruit and vegetables. This project sought to develop exports of fruit and vegetables from Kyrgyzstan and Tajikistan. Businesses showing the most market potential received support in quality improvement. At the same time, the governments received advice in formulating national export strategies.

RESULTS The services provided by the International Trade Centre ITC were appropriate and were taken up by the businesses, which increased their exports by 5 to 20 per cent. Twelve companies improved food safety and product quality. However, the governments have not yet ratified their export strategies.

CHALLENGES

- Other donors took over the initial project once it had proved a success and increased the support for the fruit and vegetable sector. SECO subsequently applied the instruments developed in this project in Kyrgyzstan for the promotion of organic cotton.
- In a follow-on project with the ITC, SECO concentrated on the textile sector in Kyrgyzstan and Tajikistan.





INDEPENDENT EVALUATION



Promotion of the organic market

Sector-wide analysis of 10 projects in 13 countries
Resources: approx. CHF 20 million



PROMOTION OF THE ORGANIC MARKET SECO has supported since 2002 the creation of markets for organic products in Eastern Europe, Asia and Central Asia. These projects combined measures for setting up national certification agencies, market development, improving the value chain and the legislative framework conditions.

RESULTS The approach concentrating on the entire value chain produced the best results. Farmers improved their income and processing firms entered into new business

relationships. SECO supported the creation of local certification agencies in Albania, Bulgaria, India, Lebanon, Romania and Ukraine. Three of these are already financially independent, one is on the way to being so, and two are still in need of external aid.

FINDINGS SECO provided a valuable impetus in 13 countries for the creation of markets for organic products. The assumption that trade is facilitated by local certification has not yet proven correct.

CONCLUDING NOTES

Framework conditions

The approach taken promotes harmonisation of regulations and standards in trade and in environmental and social matters.

Competitiveness

SECO has built up solid know-how in voluntary private standards and sustainability labels and plans to include this increasingly in broad-based projects.

Market access

Together with other donors, SECO developed COSA (Committee on Sustainability Assessment), a measurement tool to analyse the impact of improvement in market access for producers and businesses.

Infrastructure

The basis for growth

EXTERNALLY EVALUATED

Water round the clock

PROJECT Most of the inhabitants of the city of Khujand in Tajikistan had only irregular access to drinking water, if at all. This project sought to improve the reliability of the water supply, professionalise the utility company and inform the 145 000 inhabitants on the efficient use of water and on health and hygiene issues.

RESULTS Some 30 per cent of all pipes were renovated. Before that, around half of the water supply trickled into the ground. Now, 40 000 people have drinking water round the clock, instead of just six to eight hours a day. The customer payment rate has risen from 60 to 94 per cent. Two years after the project started, the water company generated a positive cash flow for the first time.

CHALLENGES

- Experience shows that infrastructure investments should be combined with support in the utility company's operations and its customer relationship management.

EXTERNALLY EVALUATED

New laws for the water sector – long-term financing unclear

PROJECT Shortly after the war ended, SECO supported Kosovo in re-establishing the drinking water supply in the south-east of the country. Reliable framework conditions at a national level will now secure the sustainability of this and many other local investments. SECO provides two consultants to support the implementing secretariat of the "Water Taskforce".

RESULTS New laws have been drawn up and enacted. New organisational structures have been developed. The Taskforce now concentrates on cooperating with the highest political level and is turning its attention to new topics such as integrated water management. Tasks at regional levels, meanwhile, have been consolidated and delegated.

CHALLENGES

- This project should help to make the Water Taskforce in Kosovo a lasting platform to foster relationships with the relevant parliamentary committees and increasingly include civil society organisations.

EXTERNALLY EVALUATED

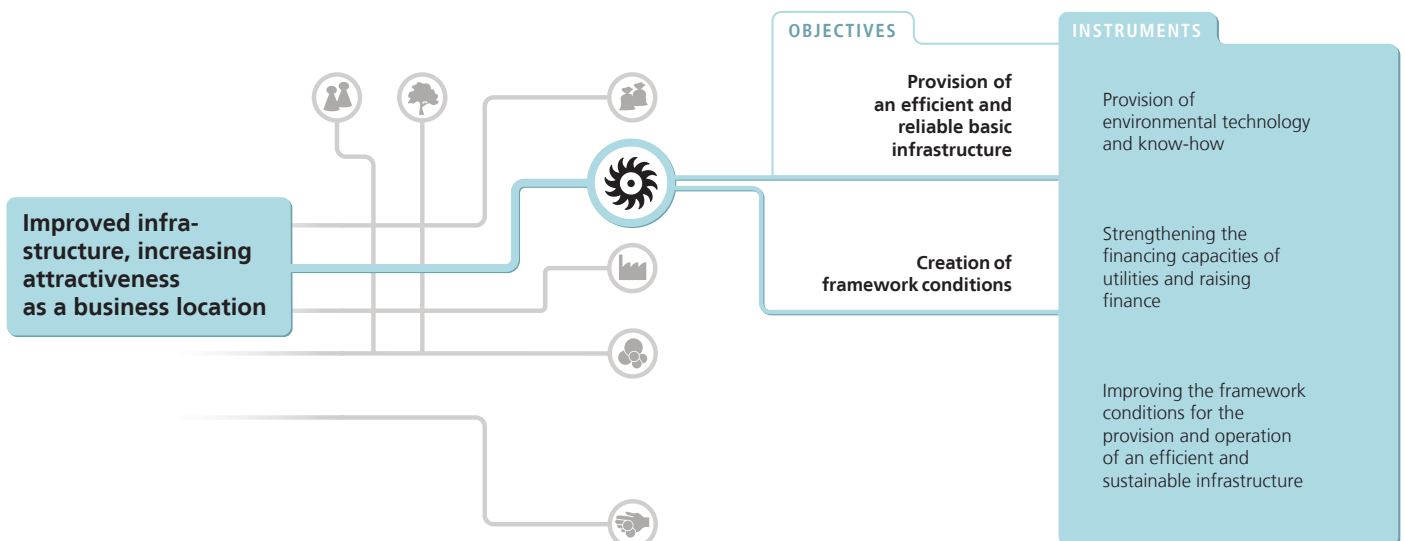
Clear rules needed for private investments in infrastructure

PROJECT The Public-Private Infrastructure Advisory Facility (PPIAF) is a World Bank organisation helping governments to create an investment-friendly environment. Private firms work in partnership with the state to set up and operate service providers in water supply, wastewater management, waste disposal, energy supply, transportation and telecommunications.

RESULTS Positive results were achieved for 86 per cent of projects. In Hanoi (Vietnam), for example, financing was secured for operating 16 bus routes by five private companies. Further investments will follow for ticketing and maintenance of the bus fleet.

CHALLENGES

- Improvements could be made in evaluating the lessons learnt from the programme and in sharing best practices.





INDEPENDENT EVALUATION



Support for the energy sector

Sector-wide analysis of 22 projects in 10 countries
Resources: CHF 200 million



- Albania (water supply, dam safety)
- Kyrgyzstan (water/energy supply)
- Romania (heating systems)
- Serbia (electricity power plants/grid)

- Very satisfactory
- Satisfactory
- Unsatisfactory
- Highly unsatisfactory

SUPPORT FOR THE ENERGY SECTOR SECO invested a total of CHF 320 million in Eastern Europe and Central Asia between 1992 and 2010 to create new power supply.

RESULTS Living conditions have improved in ten countries, creating a basis for prosperity. This was achieved by increasing the quality of service and reducing technical losses. In the town of At-Bashy, Kyrgyzstan (picture: Managing Director of the hydropower plant), power outages dropped by 55 per cent and commercial losses were reduced. Delays were incurred and budgets overrun in some cases due to a lack

of commitment on the part of local partners combined with political and economic upheaval. More than ten years after completion, the infrastructure financed by SECO was still remarkably well maintained.

CHALLENGES Energy prices often do not reflect real costs, posing a threat to system maintenance. Support measures are needed to allow the power plants to develop independently. SECO is therefore promoting management development processes in utility companies and policy dialogue on governance issues.

CONCLUDING NOTES

Basic infrastructure

The commitment to energy efficiency and renewable sources of energy is still at an early stage. SECO should invest in areas requiring specific know-how, supplementing other donors' contributions. Swiss technology is of above-average quality and is generally highly appreciated by our partners. The associated costs of upkeep may be increased for the recipient in certain cases. The interests of donor countries should not stand in the way of the projects' objectives and sustainability.

Framework conditions

Despite the "quick wins" achieved in financing entire plants, development aid should not be limited to this aspect. Technical and financial independence can only be guaranteed with management measures in utilities and reforms in the energy sector.

Enterprises

The driving force for development

EXTERNALLY EVALUATED

Business owners trained, local structures being set up

PROJECT Well managed companies find it easier to obtain financing. The Global Corporate Governance Forum (GCGF) therefore advises companies on how to manage their business more responsibly. It also supports partner countries in incorporating the OECD principles in voluntary codes of practice.

RESULTS A total of 43 corporate governance codes were adopted in four years. In the Middle East and North Africa, the GCGF supported reform processes in 14 countries – with much success, according to an external evaluation. The codes are heavily influenced by national bodies, a factor that bodes well for their sustainable enforcement. An evaluation in Russia found that, three years after project completion, 94 per cent of companies that received advice had made progress in corporate governance and, according to their own figures, had attracted additional investments of USD 2.1 billion.

CHALLENGES

- The GCGF should focus more on locally anchored centres of expertise operating at a regional level, so as to create viable structures and foster South-South knowledge transfer on issues such as protecting shareholders' rights, risk management or enforcing codes of practice.

EXTERNALLY EVALUATED

Local consultants help SMEs obtain credit

PROJECT SMEs often fail to meet the conditions set by financial institutions to secure a bank loan. SECO thus financed the creation of privately run information centres in Indonesia, helping small businesses to formulate business and finance plans.

RESULTS The project had a good cost/benefit ratio: each USD 0.05 invested generated USD 1 in loans. The SMEs participating in the advisory programme saw their workforce grow by a factor of more than seven, with some 12 000 new jobs created. All of the consultants who received training on credit promotion continue to offer this service, although as a secondary occupation in most cases.

CHALLENGES

- A project operating in such a volatile sector as consulting services needs to be able to adapt its advisory content regularly and train local consultants on an ongoing basis. This is necessary to successfully bridge the gap between banks and private companies.

EXTERNALLY EVALUATED

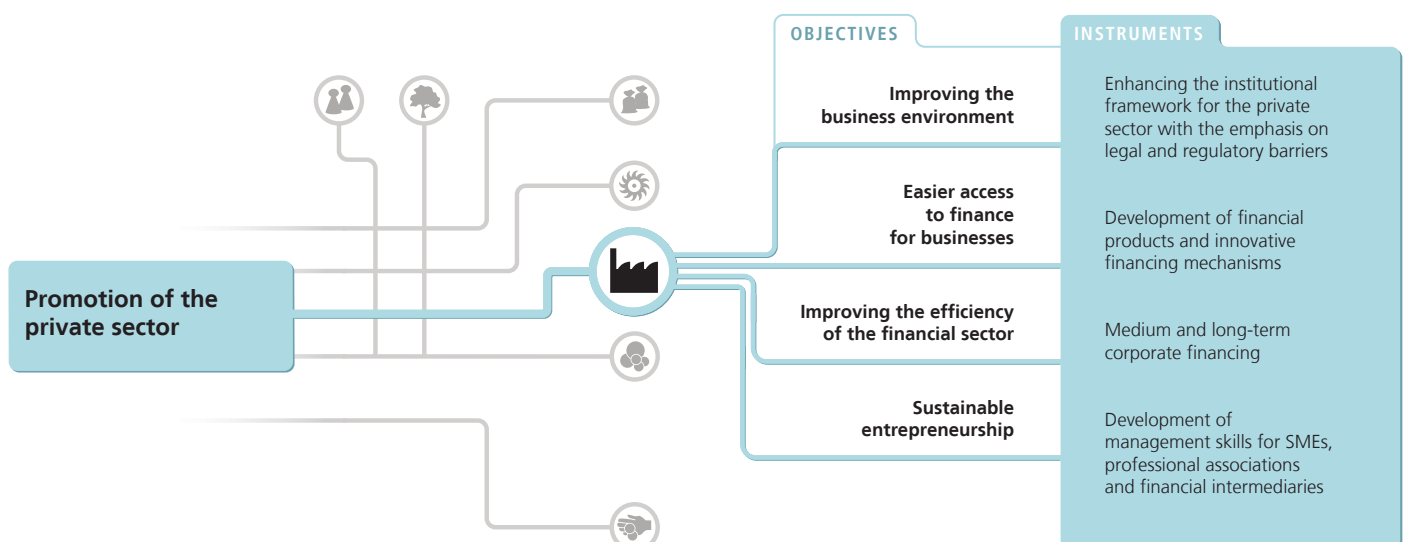
A lever for investment

PROJECT Infrastructure projects are capital-intensive, and returns are generated in local currencies. As investors for the financing of infrastructure projects generally prefer liabilities in hard currencies, such projects pose a currency risk for local partners. This risk can be mitigated by obtaining financing in the local currency. Together with its partners, SECO set up GuarantCo for this purpose. By putting up the necessary collateral, GuarantCo supports the granting of loans in local currencies and contributes to the development of local capital markets.

RESULTS GuarantCo issued collateral worth a total of USD 176 million in 11 countries for 13 different investment projects. Private investors contributed over USD 3 billion to these projects. This gave 9.8 million people new or improved access to services and created over 170 000 jobs.

CHALLENGES

- GuarantCo needs more venture capital to increase the leverage it can offer. This would enable GuarantCo to support larger ventures and intensify its involvement in certain countries.





INDEPENDENT EVALUATION



Business environment reform

Sector-wide analysis of 19 projects in approx. 60 countries
Resources: CHF 43 million



BUSINESS ENVIRONMENT REFORM SECO is one of the most professional donors in reforming the business environment. Four-fifths of all SECO projects are successful in initiating and supporting reforms. With fewer administrative processes and forms, meetings and coordination expenses, cost savings among businesses have fallen by an annual USD 200 million in Serbia, USD 226 million in Egypt, and USD 23 million in Azerbaijan. At the same time, the number of new companies registering in Azerbaijan grew by 40 per cent in two years.

RESULTS Rather than individual measures, more complex reform projects should be undertaken, covering the entire lifecycle of a company (market entry, operational phase, market exit). SECO should contribute specific Swiss know-how and experience.

CHALLENGES Although the positive results are often attributable to close cooperation with the IFC, SECO should also seek to cooperate with other leading organisations in private sector development. SECO should contribute specific Swiss know-how and experience in private sector reform. Also, SECO should increasingly incorporate climate and environmental issues.

CONCLUDING NOTES

Business environment
The environment in which a company does business is crucial to its growth and integration in the global economy. The starting point should be the environment in which the key business sectors operate.

Financial means
Many SMEs still have insufficient access to long-term investment capital. Improving financial intermediation thus remains a focal point for SECO.

Entrepreneurship
Entrepreneurship programmes should help businesses to start up and secure access to finance.

Finances

For a sound economic framework

EXTERNALLY EVALUATED

Turning debt into schools

PROJECT Switzerland launched a revolutionary programme (CHF 500 million) in 1991 for “constructive debt relief” in low-income countries, whereby funds were to directly benefit the poorest sections of the population. For example, Egypt was granted CHF 150 million on condition that it held 60 per cent of this in a special fund to finance projects over a 20-year period.

RESULTS Over two million people in Egypt benefited from job creation and healthcare projects as well as water and waste management projects. Other creditors then followed SECO’s lead, enabling Egypt to reduce its debt by a total of CHF 2 billion. Many of the newly created structures have since become self-financing.

FINDINGS

- Bilateral debt reduction efforts have been replaced by internationally coordinated measures. Creditors can now have a greater impact if the causes of the debt are removed simultaneously, for example with a better tax policy and debt management.

EXTERNALLY EVALUATED

A standard that generates reform

PROJECT Sound public financial management is crucial to a country’s economic and social development. It is also a precondition for the effective and transparent use of development aid. The Public Expenditure and Financial Accountability (PEFA) programme provides the public sector with a total of 31 indicators to measure the quality of financial management and allows for international comparison. This has been applied in 120 countries.

RESULTS In nine of the eleven countries studied, the governments took tangible steps of their own to improve financial management on the basis of the PEFA analysis. PEFA is regarded internationally as the “gold standard” for benchmarking public financial management in low-income countries and the most successful initiative of its kind.

CHALLENGES

- Governments require further capacity building to use the PEFA analysis to improve their public financial management. Actively supporting the government in assessing the findings and their implementation ultimately benefits the outcome of all associated reform projects.

EXTERNALLY EVALUATED

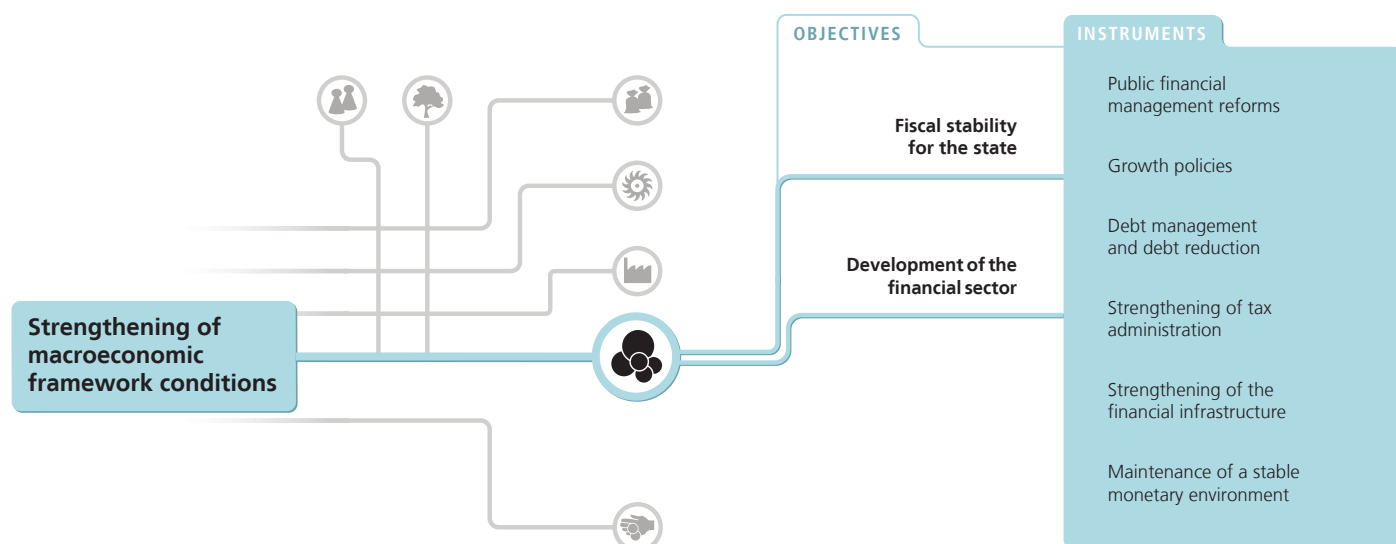
The IMF “Just a phone call away”

PROJECT SECO is one of the leading donors of the three Regional Technical Assistance Centres set up by the International Monetary Fund (IMF) in Africa. These centres offer 24 partner countries technical assistance in public finance and tax management, debt management, financial market supervision and statistics.

RESULTS The work of all three centres was found to be good. The advantage of these IMF field offices is that the staff are “just a phone call away”. They are familiar with local conditions and can be easily contacted by the authorities. For example, member states of the East African Community received support in setting up a customs administration system, which helped to increase public revenues. “Large Taxpayers Offices” were set up in seven countries to increase tax revenues. In Benin, the proportion of tax revenues rose from 75 to 95 per cent in six years.

CHALLENGES

- The sharing of experience among the centres could be improved.
- Project sustainability could be improved by building up the benefiting authorities’ workforce and structures.



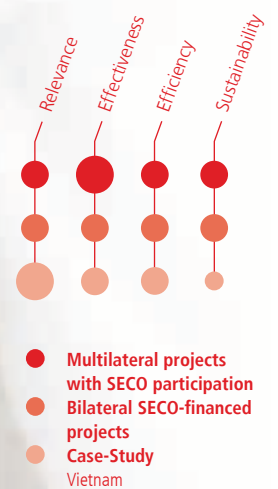


INDEPENDENT EVALUATION



Financial sector reform

Sector-wide analysis of 14 programmes between 1998 – 2010
Resources: approx. CHF 100 million



FINANCIAL SECTOR REFORM SECO has supported the financial sectors in countries throughout Asia, Africa, Latin America and Eastern Europe since 1992. This is done by way of multilateral programmes, cooperation with the World Bank and the IMF as well as bilateral projects with individual countries, e.g. Vietnam.

RESULTS All programmes have achieved most of their objectives: national financial institutions were strengthened, diagnostics conducted for reforms and implementation strategies developed. In Vietnam, the economy has shown strong growth, and the poverty rate fell by three-quarters between 1998 and

2010. The financial sector has remained unstable, however. SECO supports successful programmes for bank managers in Vietnam and provides consulting to the smallest state-owned commercial bank. Initiatives to raise the effectiveness of the central bank’s monetary policy have been less successful, with political circumstances hampering reforms.

CHALLENGES The greatest risk comes from the slow and uncertain pace of partner governments in implementing reforms. SECO strives to achieve a balance between projects that depend on government decisions and those less reliant on political circumstances.

CONCLUDING NOTES

Fiscal stability

In many low-income countries and emerging economies, the tax basis remains narrow on account of a large informal sector, and the domestic taxation of extractive industries is too low. SECO continues to support its partner countries with reforms for better tax legislation and more efficient tax administrations.

Financial sector

The fostering of local capital markets has proven successful in raising domestic capital for investments and lowering dependence on foreign investments. More specifically, there are plans to build up the pensions system and promote bank consumer protection, giving the population more confidence not to hoard their savings at home.

Development banks

Addressing global challenges together

EXTERNALLY EVALUATED

Climate takes priority – implementation could be better

BANK The World Bank is the most important international financial institution supporting low-income countries and emerging economies. In the wake of the financial crisis, it has granted loans of more than USD 60 billion a year. During the past five years, the World Bank Group has made considerable headway in identifying environmental and climate issues in development strategies and investment decisions.

RESULTS By 2010, measures to counter global warming were already a priority in 88 per cent of all development strategies. The World Bank provides support to 130 countries in efforts to halt climate change. A total of USD 3.6 billion was invested in carbon reduction measures in 2010. In Mexico, for example, the Clean Technology Fund intends to lower carbon emissions by a total of 100 billion tonnes by 2030.

CHALLENGES

- Know-how on environmental matters will be expanded within the World Bank, and the Board should address the significance of environmental issues more consistently in its decisions.
- There is an urgent need for improved innovative instruments to identify and quantify the risks brought by climate change in developing countries.

EXTERNALLY EVALUATED

Weaknesses are identified, reforms introduced

BANK The Inter-American Development Bank (IDB) is the main source of financing for some of the poorest countries in Latin America and the Caribbean. In 2010, the IDB granted loans and guarantees to the value of USD 12.1 billion in these countries. The IDB is well established in this region and has considerable political influence.

RESULTS According to the final reports of projects in 2009, 88 per cent of borrowers rank the IDB's work as at least satisfactory, up from 74 per cent the previous year. In the next five years, 35 per cent of all loans will be extended to the poorest states in the region. Of these loans, 50 per cent will be used for poverty reduction, 25 per cent to combat climate change, and 15 per cent to enhance regional cooperation.

CHALLENGES

- Weaknesses exist in the utilisation of lessons learnt from past operations. Internal processes need to be adapted to include more of these key findings in the planning of new projects.

EXTERNALLY EVALUATED

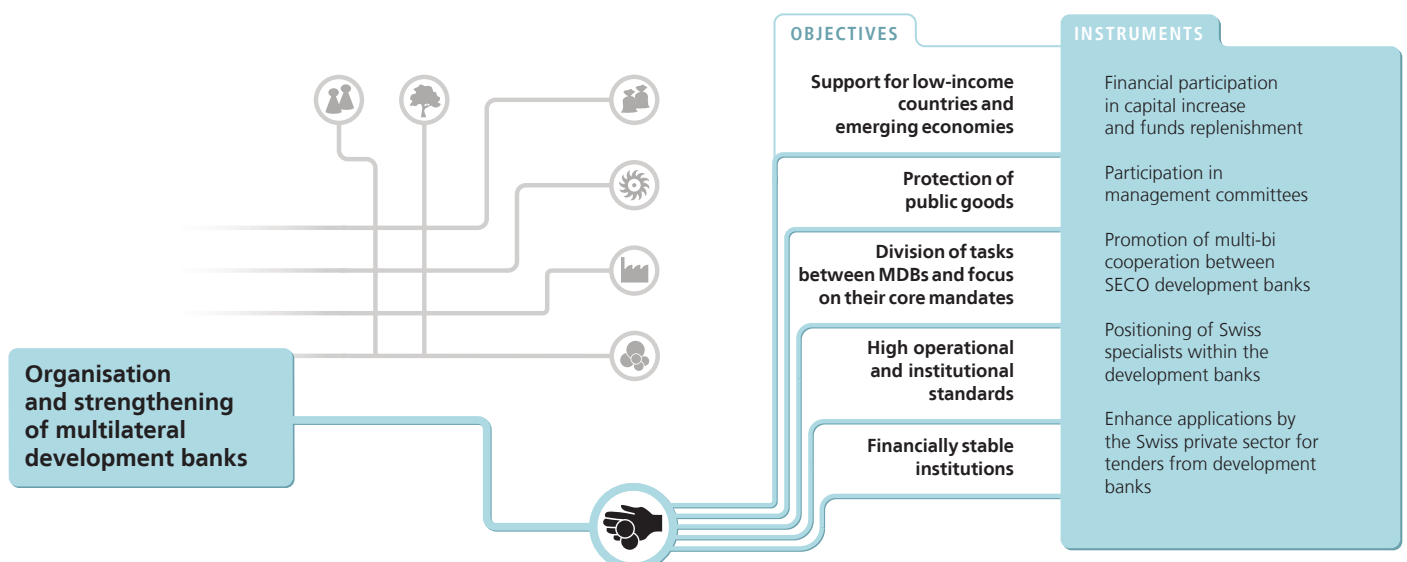
Change after the transition – focus now on Asia

BANK Since 1991, the European Bank for Reconstruction and Development (EBRD) has been supporting countries in Central Europe, the Western Balkans and Central Asia in their transition to democracy and a market economy. It operates in the areas of financial institutions, the agricultural industry, transportation, infrastructure, private sector development and energy.

RESULTS In 2010, the EBRD financed 12 per cent of foreign direct investment in the region and helped to improve the investment climate for private investors. Of the projects evaluated between the years 1996–2008, almost 80 per cent contributed to a positive transition effect. The EBRD oversaw the privatisation of the banking sector, promoted its competitiveness and secured its position as a source of credit for SMEs.

CHALLENGES

- Improvements are needed for the system to measure effectiveness: in the future, high-level statements should be possible regarding the extent to which the EBRD contributes to the individual countries' transformation progress.
- The results for projects in Eastern Europe and Central Asia are less positive than in the EBRD's other priority regions. Further studies and strategic adjustments are necessary here.





ASIAN DEVELOPMENT BANK



BANK Some 1.7 billion people in Asia and the Pacific region have to survive on less than USD 2 a day. The Asian Development Bank (ADB) aims to eradicate poverty in the region by 2020. In 2010, the ADB granted loans and guarantees to the value of USD 13 billion, mainly for developing infrastructure. It is the largest regional development bank.

RESULTS The ADB ranks well in strategic management, co-operation with authorities and partner organisations and in knowledge management. There is room for improvement in

project implementation. This was confirmed in an internal report, which rates the quality of new projects as good but finds that around a third of completed projects are unsatisfactory, particularly those in water and the financial sector.

CHALLENGES Management has announced that the reasons for the unsatisfactory project performance in water and the financial sector were to be investigated and that corrective measures would be taken. However, poverty reduction in the region is not advancing fast enough to attain the Millennium Goals by 2020.

CONCLUDING NOTES

Public goods

Under the aegis of the World Bank, the issues of climate change and environmental protection have gained significant importance in development strategies. As yet, the goal of addressing sustainability criteria in all investment decisions is only partially met.

Standards

The development banks go to great lengths to account for the effectiveness of their projects, draw lessons from weaknesses identified, and combat corruption with a joint strategy. These efforts are slowly beginning to bear fruit.

Stable institutions

Development banks also need to strike a balance between meaningful investments, some of which may pose a risk, and the economic efficiency of projects. With success rates of 75 to 90 per cent, they have evidently found this equilibrium.

Climate

Cleaner business pays off

EXTERNALLY EVALUATED

Environmental technology for all – a Swiss pioneer project

PROJECT Access to green technologies is often difficult in low-income countries. In 1997, SECO became the first donor to set up “Cleaner Production Centres” (CPCs) in 12 different countries. The CPCs advise local businesses on how to become more profitable and competitive with cleaner and more efficient technologies.

RESULTS All of the CPCs set up are now independent of SECO, financing themselves from contributions from authorities, fees or support from other donors. The CPCs now increasingly advise larger firms, associations and authorities in addition to SMEs. For example, the Colombian brick manufacturer “Ladrillera San Cristobal S.A.” was able to install a new kiln, which lowered energy consumption by 30 per cent and carbon emissions by as much as 60 per cent.

CHALLENGES

- Accessing capital for investing in cleaner technologies turned out to be a problem in many cases. SECO responded by offering “green credit lines” in Colombia, Peru and Vietnam since 2003. These put up the collateral needed for local banks to grant preferential loans for green technologies.

EXTERNALLY EVALUATED

Heating homes efficiently

PROJECT Heating systems for buildings are a major source of greenhouse gases in Eastern Europe, so investments in making them more efficient have an impact on climate change. In the Romanian city of Iasi, SECO supported the renovation of a poorly maintained district heating system for 230 000 inhabitants.

RESULTS Since the renovation of the system, the number of customers leaving has been curbed. The comparatively climate-friendly district heating system has thus proven a future-proof solution. Energy consumption for generating heat fell by a quarter, electricity consumption for the pumps dropped by 6 per cent, and heat loss was down 22 per cent. Hot water is now faster to reach homes, keeping radiators reliably warm.

CHALLENGES

- As the prices set by the government do not cover costs, there is a risk of the plant being poorly maintained. In the neighbouring town of Pascani, however, this concern has not materialised: another plant financed by SECO ten years beforehand remains in excellent condition.

EXTERNALLY EVALUATED

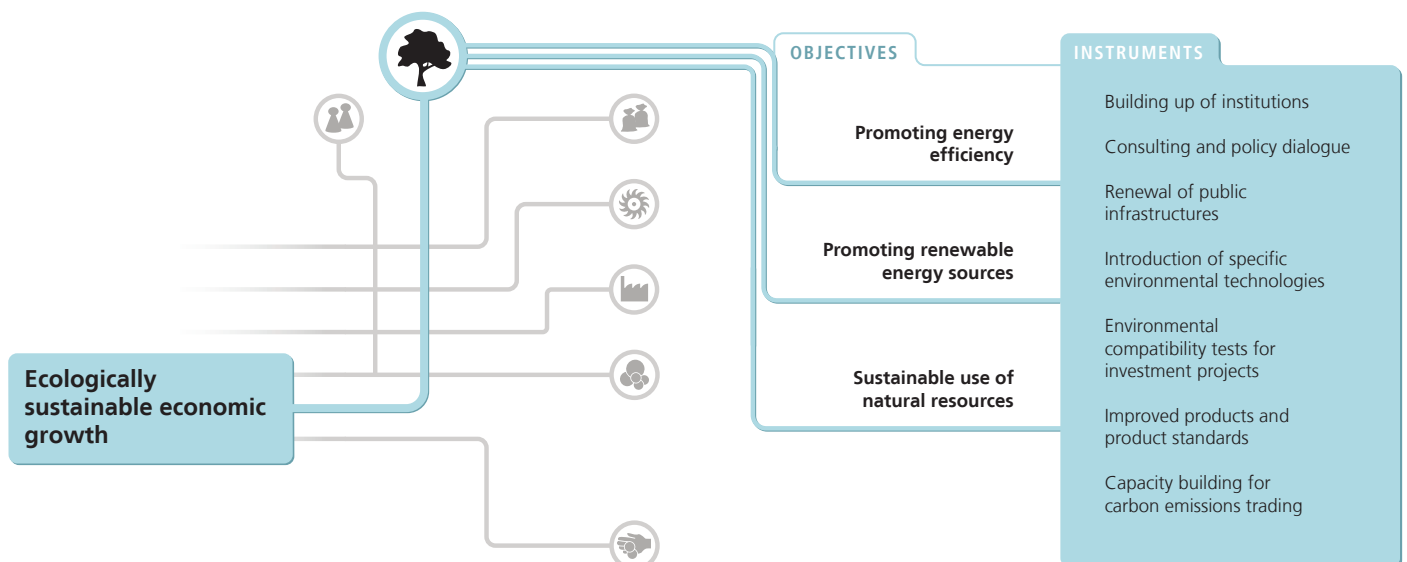
An alternative to rainforest logging – a good start

PROJECT Tropical rainforests continue to be chopped down, despite such practices being prohibited. Sustainable forest management initiatives can provide relief here, giving the indigenous population new sources of income and a lucrative alternative to logging. With this as its goal, SECO is promoting “Forest Stewardship Council” (FSC) certification and timber exports in Laos and Vietnam in association with the WWF.

RESULTS FSC-certified timber was sold at a price 43 per cent higher than before. In Vietnam the number of industrial partners involved rose from four to 11 within three years, and in Laos the surface area of FSC-certified forests increased by over 60 per cent.

CHALLENGES

- The volume of FSC timber and its exports to Europe have not yet reached the planned amounts and need to grow further.
- The small farmers’ cooperatives do not yet bear the costs of FSC certification themselves. A financing mechanism needs to be put in place, e.g. by converting the cooperatives into partnerships with capital participation.





REPIC



RENEWABLE ENERGY FOR LOW-INCOME COUNTRIES Low-income countries need easier access to modern energy services. In the field of renewable energy, they rely on technology transfer, local capacities and project financing. This is done by way of “Renewable Energy & Energy Efficiency Promotion in International Cooperation” (REPIC), a service centre of the Swiss Confederation. REPIC offers partner countries state-of-the-art energy services, with Swiss companies and NGOs getting advice and start-up funding for foreign projects.

RESULTS The know-how of the various federal agencies SECO, the SDC, FOEN and SFOE is combined in a joint, coherent approach, eliminating any duplication of efforts. A total of 36 projects have been financed since 2004, including the establishment of a repair service for solar wells in Mali, feasibility studies for wind parks in Nicaragua, and electricity production from pig slurry in Brazil.

CHALLENGES Large-scale investors are also needed to multiply the number of projects. Therefore, REPIC organises events to present the projects and business opportunities to potential investors in Switzerland.

CONCLUDING NOTES

Energy efficiency

Switzerland will present its experience with Cleaner Production Centres at the 2011 climate talks in Durban as part of the negotiations on technology transfer instruments. The hope is for other donors to take on the same model.

Renewable energy sources

The transition from pilot studies on renewable energy to the construction of production plants is to be facilitated by “matchmaking” investors with specific project initiators.

Natural resources

The surface area of certified forests in the tropics has increased since 2005 from 10 to 17 million hectares; still, less than 10 per cent of managed tropical rainforests are being used sustainably. Further efforts are needed here.



ASIAN PACIFIC CARBON FUND Asia's rapidly growing economies need increasing volumes of fossil fuels. Investments in energy efficiency and renewable energy sources are urgently required to counter this trend. In Indonesia, for example, the town of Palembang no longer disposes of organic waste but uses it to produce methane gas. The electricity generated is enough to operate the entire landfill.

Outlook

Given the rapidly changing environment in which development cooperation acts, traditional donors need to revise their approach continuously. SECO is well equipped for doing so.

Economic crises, food shortages, socio-political tensions and environmental disasters can bring profound change to a region in a short space of time, potentially “making or breaking” many years of development aid. One very clear illustration of this is the upheaval caused by the Arab Spring. Meanwhile, the arrival of new players in development cooperation is putting the volume of public development aid into perspective. With an annual trade volume of USD 110 billion, the largest investors in Africa at present are China and India. And with an endowment of USD 37.1 billion, the Bill & Melinda Gates Foundation is one of the world’s largest aid organisations. Then there is the USD 305 billion in remittances transferred by migrants to their home countries in 2008 – twice as much as public development aid worldwide.

SECO as a catalyst

Together with other federal offices, particularly the SDC, and with its partner countries, SECO has the right tools to positively impact on global change. Multilateral cooperation with development banks must also continue if Switzerland is to assert its role within this changing environment. SECO thus acts as a catalyst, enabling partner countries to raise their own resources through investments, trade revenue and taxes. SECO intervenes in regions where its work is supplemented by public or private efforts, which create added value. Particular focus is placed on innovative projects with the potential for a multiplier effect.

SECO intends to step up its efforts in the following areas:

JOB CREATION Activities to promote economic growth and create jobs are being expanded to the functioning of the labour market (regulation and market analysis).

EXPANDING INTEGRATED MUNICIPAL INFRASTRUCTURE The attractiveness of medium-sized centres as business locations with growth potential should be targeted. Innovative approaches will be supported for the coordinated and sustainable maintenance and expansion of infrastructure.

GREATER TRANSPARENCY IN ECONOMIC AND FISCAL POLICY SECO will use new instruments for transparency in public financial management and to reinforce the financial sector, for example by protecting the public budget from natural disasters or improving consumer protection in financial services.

EASING THE PRESSURE ON NATURAL RESOURCES SECO also aims to promote a more effective utilisation of resources (sustainability standards) and the transfer of technology having minimum impact on the environment and climate (Cleantech).

The specific details of future economic and trade-policy measures will form part of the Federal Council’s bill on Switzerland’s financing of international cooperation (2013–2016).



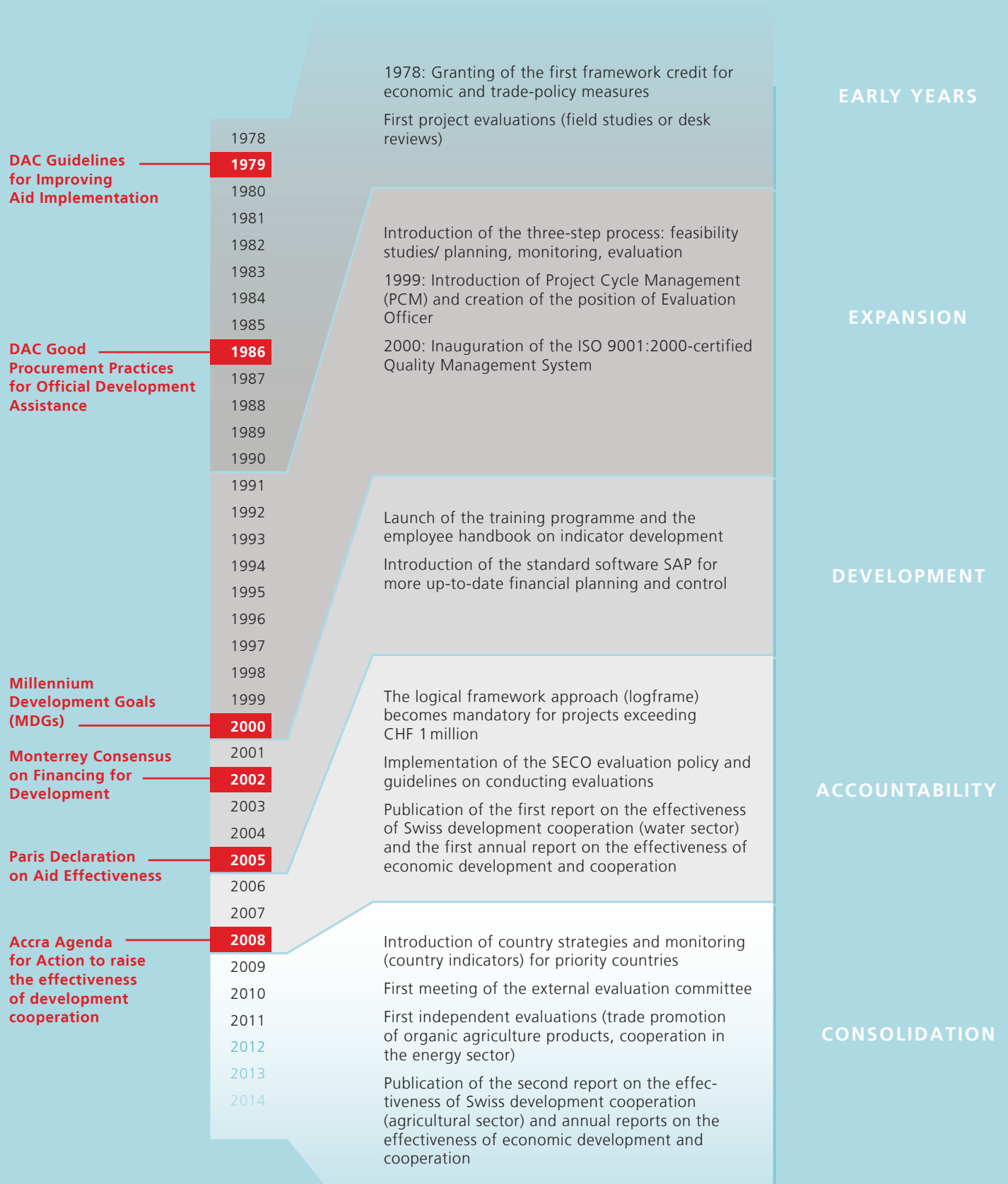
Fighting corruption

The problem of corruption is omnipresent in many low-income countries, resulting in a poorly functioning public sector and dwindling confidence in the government. This also impedes private-sector development, resulting in a poorer allocation of resources and factors of production and scaring off investors.

SECO helps low-income countries to combat corruption. Specifically, SECO supports programmes for more transparency in budget management and public procurement regulations, customs administration reforms or the inclusion of anti-corruption clauses in all contracts and agreements with partner countries or implementing agencies. As a preventative measure against corruption, SECO has published guidelines for economic cooperation and development and holds regular staff training sessions on this topic.

Annex

Management and evaluation system



Evaluations: facts & figures (pages 14–25)

UNIDO Trade Capacity Building Ghana			
PERIOD	2007–2010	FUNDS USD 972 829	PARTNERS UNIDO EVALUATION 2009
Foreign trade related research capacity support to Bolivian Foreign Trade Institute			
PERIOD	2004–2007	FUNDS USD 910 000	PARTNERS IBCE EVALUATION 2010
Trade promotion projects Kyrgyzstan and Tajikistan			
PERIOD	2006–2008	FUNDS USD 2 m	PARTNERS UNCTAD/WTO EVALUATION 2008
Switzerland's economic development cooperation in the field of trade promotion of organic agriculture products			
PERIOD	2002–2008	FUNDS CHF approx. 20 m	PARTNERS FiBL, Helvetas, InterCooperation, SIPPO, IMO EVALUATION 2009
Water supply system for the city of Khoudjand			
PERIOD	2005–2008	FUNDS CHF 990 000	PARTNERS IGB Engineering, FELA Planungs AG, Global Business Solutions EVALUATION 2010
Water Task Force Project Kosovo			
PERIOD	2008–2012	FUNDS EUR 600 000	PARTNERS SECO with local experts and consultants EVALUATION 2010
The Public-Private Infrastructure Advisory Facility (PPIAF)			
PERIOD	2005–2007	FUNDS CHF 7.5 m	PARTNERS World Bank EVALUATION 2009
SECO Development Cooperation in the Energy Sector in Eastern Europe and Central Asia			
PERIOD	1992–2010	FUNDS CHF 200 m	PARTNERS Various EVALUATION 2010
Global Corporate Governance Forum			
PERIOD	2007–2009	FUNDS USD 750 000	PARTNERS World Bank, OECD, PSAG EVALUATION 2010
Promoting Enterprises Access to Credit Indonesia			
PERIOD	2005–2008	FUNDS CHF 1.9 m	PARTNERS Swisscontact and International Finance Cooperation EVALUATION 2010
GuarantCo Africa			
PERIOD	2009–2012	FUNDS USD 9 m	PARTNERS PIDG EVALUATION 2011
Private sector: business enabling environment. Global / case study: Serbia			
PERIOD	approx. 2000–2010	FUNDS CHF 43 m	PARTNERS Various EVALUATION 2011
Egyptian-Swiss Development Fund			
PERIOD	1996–2009	FUNDS CHF 150 m	PARTNERS Executive Secretariat of the ESDF bilateral committee EVALUATION 2010
Public Expenditure and Financial Accountability (PEFA) framework Global			
PERIOD	2008–2009	FUNDS USD 1.25 m	PARTNERS PEFA Secretariat, World Bank EVALUATION 2011
Africa Regional Technical Assistance Centers (AFRITACs)			
PERIOD	2005–2007	FUNDS USD 6.2 m	PARTNERS IMF EVALUATION 2009
Financial sector / case study country: Vietnam			
PERIOD	1998–2010	FUNDS CHF approx. 100 m	PARTNERS Various EVALUATION 2011
Interdepartmental Platform for Renewable Energy and Energy Efficiency Promotion in International Cooperation (REPIC)			
PERIOD	since 2004	FUNDS CHF 4 m (2006–2009)	PARTNERS DEZA, BAFU, BFE, SECO EVALUATION 2009
Linking Trade Demand and Sustainable Forest Management (LTDSFM) Vietnam / Laos			
PERIOD	2007–2010	FUNDS CHF 750 000	PARTNERS WWF (Vietnam), Tropical Forest Trust (Laos) EVALUATION 2010
Iasi District Heating			
PERIOD	2006–2010	FUNDS CHF 10 m	PARTNERS EBRD EVALUATION 2010
Cleaner Production Center (CPC) Columbia			
PERIOD	1998–2009	FUNDS CHF 8 m	PARTNERS CNPMLTA, EMPA EVALUATION 2008 / 2010
World Bank			
SWISS SHARE IN CAPITAL	1.66%	SHARE IN FUNDS 2.1%	EVALUATION Independent Evaluation Group (IEG)
Inter-American Development Bank (IDB)			
SWISS SHARE IN CAPITAL	0.47%	SHARE IN FUNDS 0.65%	EVALUATION Office of Evaluation and Oversight (OVE)
European Bank for Reconstruction and Development (EBRD)			
SWISS SHARE IN CAPITAL	2.28%	SHARE IN FUNDS Kein Fonds	EVALUATION EBRD Evaluation Department
Asian Development Bank (ADB)			
SWISS SHARE IN CAPITAL	1.46%	SHARE IN FUNDS 2.46%	EVALUATION Multilateral Organisation Performance Assessment Network (MOPAN)
African Development Bank (AfDB)			
SWISS SHARE IN CAPITAL	0.47%	SHARE IN FUNDS 0.65%	EVALUATION AfDB's Annual Development Effectiveness Review (ADER)



Priority countries

Within the context of SECO's bilateral development cooperation, the Economic Cooperation and Development division focuses on some of the more economically developed low-income countries in Africa, Asia and Latin America facing enormous poverty and development issues. These are regional economic poles, so their further development also positively affects surrounding countries, some of which are even poorer. Among its priority countries in the East, SECO concentrates on selected states in Southeast Europe and Central Asia.



9

Priority countries East:
Albania, Bosnia and Herzegovina,
Kosovo, Macedonia, Serbia,
Kyrgyzstan, Tajikistan, Azerbaijan
and Ukraine



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