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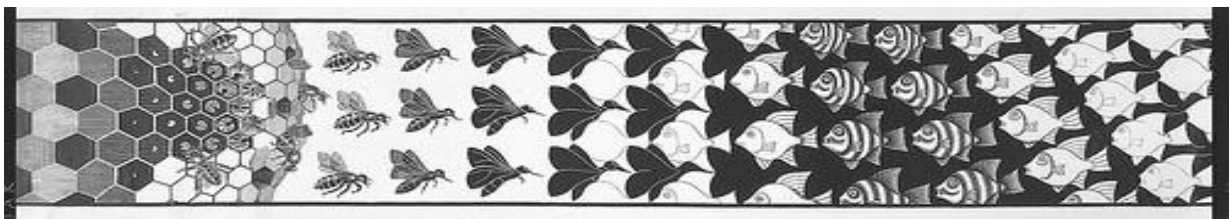
Federal Department of Foreign Affairs FDFA

**Swiss Agency for Development and Cooperation SDC**  
Evaluation and Corporate Controlling Division

# Evaluation Policy

Swiss Agency for Development and  
Cooperation (SDC)

Adapted to the Message on International Cooperation 2013 – 2016  
July 2013



# Contents

- 1 Introduction..... 3
- 2 Purpose of the SDC Evaluation Policy ..... 3
- 3 Challenges in international cooperation and their implications for Evaluation..... 3
- 4 Basics on Evaluation..... 4
- 5 Evaluation in Swiss Public Administration ..... 5
- 6 Guiding Principles for SDC Evaluation ..... 8
- 7 Roles and Responsibilities .....10
- 8 Annex .....12
  - 8.1 Definitions and Terminology .....12
  - 8.2 Evaluation Categories .....13
  - 8.3 Landscape within and around SDC DEZA.....15
  - 8.4 References of Relevant Instruments and Linkages .....16

## 1 Introduction

SDC is the Swiss public centre of competence for international cooperation (IC). The Agency is mandated by the Bills of Parliament for development cooperation, humanitarian aid as well as the cooperation with countries in Eastern Europe and the CIS respectively and coordinates the programmes in collaboration with SECO. The Federal Dispatch 2013/2016 comprises the implementation of programmes, projects and contributions over 11.25 bn Swiss Francs (Parliamentary Decision of 11 September 2012). The means will be invested in priority countries and global programmes, by way of bi- and multilateral instruments and through partnerships with the private sector, research and non-governmental organizations.

Art. 170 of the Swiss federal constitution requires that public entities undertake regular effectiveness reviews of their services and activities. Evaluations are one key element for such effectiveness studies, for systematic results reporting, strategic management as well as the institutional learning. In order to implement the parliamentary mandate for SDC in a purposeful, effective and targeted manner, the organization requires adequate evaluation capacities. SDC will provide the respective structures and make available necessary competencies and resources.

## 2 Purpose of the SDC Evaluation Policy

The present document is an SDC guidance document Category B<sup>1</sup> with normative character. It is primarily addressed to the staff of SDC. Further it serves as an information to other entities within the administration and to interested external partners.

The Policy pursues the following goals:

- To capture important national and international trends in evaluation
- To clarify status and importance of evaluation in SDC's overall operations
- To provide an overview of the evaluation architecture in SDC
- To offer a framework for evaluation standards.

The policy does not include an in-depth discussion of specific conceptual or methodological aspects in evaluation as these may be found on the respective web links in the attach.

SDC's Evaluation Policy may be adapted to changing frame conditions as and when needed.

## 3 Challenges in international cooperation and their implications for Evaluation

Globalization and fragility increasingly determine international cooperation. Transboundary challenges call for global solutions, involving both local and international actors. Issues of coherence gain in importance, the effectiveness and impact of specific contributions to development can no longer be easily attributed. Along with this, the political thirst for results and accountability, transparent disclosure of development investments and a better focus on country systems and the self responsibility of local partners in felt increasingly (Buzan agenda). The international community demands a better coordinated and more shared approach towards enhanced effectiveness and efficiency in order to optimize development impact. International

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<sup>1</sup> SDC lead documents category B are mandated by SDC directorate and elaborated by the responsible organisational units. They provide binding guidance.

cooperation shall focus on results. Strategic linkages between global programmes and local initiatives are recognized as performing vehicles towards these goals.

SDC has therefore undertaken a thorough reform of its policy planning and management systems. Procedures and instruments have been reshaped and streamlined in order to strengthen results orientation, accountability and institutional learning. The evaluation culture is one key element of this concept.

A tendency can be made out in the national and international context to encourage more systemic approaches for addressing development challenges under shared responsibility. Newly emerging NGOs, private foundations or research partners and non-traditional public-sector donors (China, Gulf States etc.) have diversified the actor landscape in recent years. At national level and wherever possible, SDC strives for a consequent “whole-of-government” approach, seeking better quality strategizing, coordination and role sharing among Swiss state actors and with non-government partners and aiming at enhanced synergy and effectiveness in Swiss contributions.

### Key messages:

1. Results focus and pertinence: capturing results and their impact on complex systems requires both evaluations with analytical depth as well as a modern, results-oriented management system. Cost-effectiveness audits and performance achievement studies are not sufficient for this purpose.
2. Results chains: Projects and programmes are based on plausible impact hypotheses describing the linkages between outputs, outcomes and impacts at specific as well as systems level. The evidence of outcome/impact is often multidimensional and determined by many factors, hence attribution is an ambitious endeavour.
3. Actor diversity: All actors involved legitimately expect to recognize their contribution in the results reports. Evaluations have to differentiate to the extent possible. Joint evaluations between participating actors therefore gain in importance.
4. Methodical requirements: In order to capture performance and effectiveness under increasing complexity, solid evidence and plausible recognition of patterns and trends are necessary. The evaluation methods for this are in rapid evolution, the institutional capacities among donor and partner organisations requires regular updates.

## 4 Basics on Evaluation

### Focussing Outcomes and Impact

SDC mandates evaluations mostly as instruments for organisational learning and strategic guidance. Its portfolio engagement in complex, partly fragile contexts requires a regular and critical review and assessment of relevance and impacts of programmes and projects. Evaluations do contribute to maintain a targeted and results-oriented trajectory in complex change processes, to make linkages and success factors visible and to broaden perspectives for adaptation and innovation.

### Independent, impartial and useful

Independence and impartiality appear to determine the credibility in evaluation. The guiding principle is: *The degree of independence of the evaluators from the evaluation subject enhances the chances to obtain impartial recommendations.* Quality evaluations therefore should be entrusted to neutral experts. At the same time, so-called “impartial” evaluators also have their

views and opinions. And their recommendations should not only be impartial, but most of all useful and fit for uptake by the addressees. They will have to combine methodical with object matter competencies in order to be heard and to have an influence on strategic decision processes. This may also require a certain proximity to the object to be reviewed. “Independence” is thus a function of the open and transparent handling with partly diverging positions while always keeping a clear view on the evaluative value added for the receiving party.

### **Evidence and methodical robustness**

Evaluations have to deliver insights and arguments towards optimizing quality, steering of strategies, programmes or institutions as well as for accountability. It is therefore imperative that the addressees of evaluations effectively want to learn. A precondition are evaluation methods which allow to generate robust and statistically solid evidence with reasonable effort and cost. Development evaluations based on factual evidence which combine econometric with social science methodology are of increasing demand. At the same time, credible local level development statistics are not easily available to underpin evaluation findings. The use of evaluation results therefore is not only a function of the scientific robustness alone, it depends equally on the quality of plausible argumentative points in the findings. And successful evaluations are well embedded in strategic decision processes, they perform with comprehensible communication of findings and empower decision makers in their management responsibility to seize opportunities for change and address weaknesses identified.

### **Evaluation Standards**

The DAC evaluation standards (OCDE 2010: DAC Quality Standards for Development Evaluation, Paris), the standards for humanitarian aid (ALNAP-Standards) and the standards of the Swiss Evaluation Society (SEVAL) constitute the relevant reference frame for SDC. Evaluations with specific, more narrow goals may derive from this rule.

### **Key messages**

5. Evaluations in SDC promote organisational learning for strategic guidance and better programme management. They are indispensable instruments for strengthening the results orientation in complex and often fragile contexts.
6. SDC counts on independent and impartial evaluation through professional external consultants and specialized organizations with qualitatively robust methodology. Decisive however is the use value of the evaluation for the recipients, irrespective of the scientific rigor of methods.
7. Evaluations deliver a value added if recipients are determined to learn from their findings. Factual evidence is as important as plausible explanations of linkages, the intelligent use of the policy transformation process and a clear language with implementable recommendations.
8. The DAC quality standards on evaluation are providing guidance for SDC. They may be adapted according to context specificity and type of evaluation.

## **5 Evaluation in Swiss Public Administration**

### **Evaluation in the Federal Administration**

Like all public entities in Switzerland, SDC is tied to Art. 170 of the Federal Constitution which stipulates: „The Swiss Parliament ensures that all activities and services of the Federal Administration are regularly reviewed for effectiveness“. The accountability will be assured through an elaborate evaluation system at all levels.

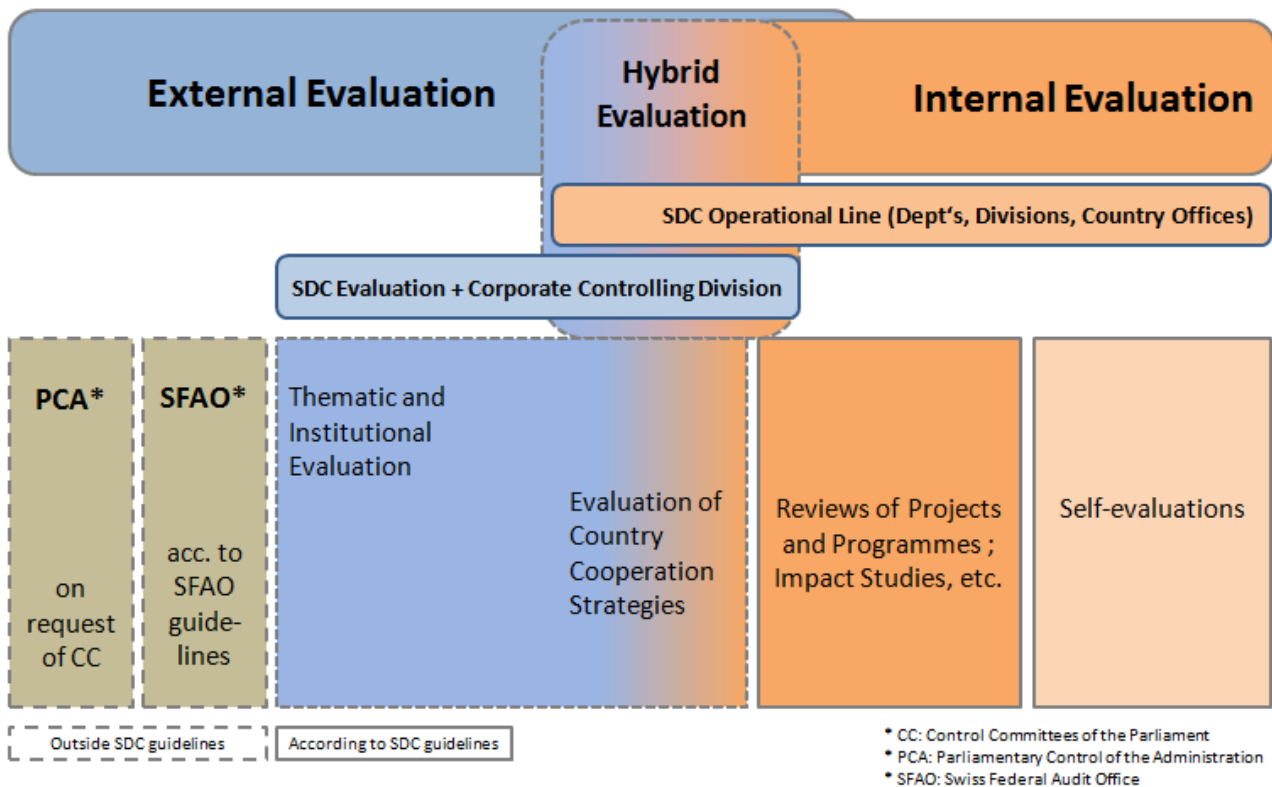
Two superior bodies of the Swiss Federal Administration are in charge of control and oversight of the activities of the Departments, Directorates and public offices:

- The Control Committees (CC's) exercise overall parliamentary supervision. Inspections and evaluations are normally entrusted to the Parliamentary Control of the Administration (PCA)
- The Swiss Federal Audit Office (SFAO)

The respective evaluation units in the departments and federal offices are either part of the staff structure and directly responding to the Directorates or they are integral part of the line function<sup>2</sup>.

### Evaluation in SDC

SDC distinguishes external from internal evaluation. Internal evaluations such as reviews of programmes and projects, self evaluations or impact studies are commissioned by the operational line units and supported by quality assurance, while external evaluations are detached from the operational line. The latter are commissioned by the Evaluation and Corporate Controlling Division and are addressing overarching thematic and institutional issues. A blended approach is employed for country strategy evaluations with a combine of external evaluators and internal peers. With the reorganization 2008, all audit and control functions over SDC activities have been assigned externally to either the General Secretariat MFA or mandated to independent audit offices.



The above figure provides an overview of the administrative units concerned with evaluation of SDC activities and their relative independence. Not included in this figure of evaluations are the auditing, supervision and control functions (see also Annex 8.1.).

In SDC the evaluation function has already been introduced in the late 80ties for analyzing target performance and promoting institutional learning. Both within public administration as well as internationally (OCDE DAC) SDC has contributed to establish a professional evaluation culture in development organizations through conceptual and methodological inputs.

<sup>2</sup> IDEKOVI-decision on implementation of the evaluation clause in the Federal Constitution (2005) and SFAO, 2011; See also SECO-Evaluation policy <http://www.seco-cooperation.admin.ch/themen/01033/01034/?lang=de>

Today around 8% of SDC's total portfolio are subject to either an internal or external evaluation annually. The evaluation function attached to the Chief of staff office has been established in 2001 based on a recommendation of a DAC peer review which called for greater independence from the line department. SDC participates wherever possible in joint evaluations. Since 2006 a separate credit line is available for such partnerships. In 2008 the Directorate has decided to allocate between 0.6 to 0.8% of its total budget for external and internal evaluation in order to encourage institutional learning and to report professionally on results and impact. In 2012 the expenses for evaluation totalled 0.4% which is well below the average evaluation expenditure of comparable agencies with go up to 2.5% of their total budgets<sup>3</sup>. Measures for targeted promotion of the evaluation culture are a permanent challenge. High quality evaluations add to profile the evaluation function within the institution.

SDC staff who commission and coordinate evaluations regularly participate in evaluations with other donor agencies and in peer reviews in order to stay abreast with methodological developments.

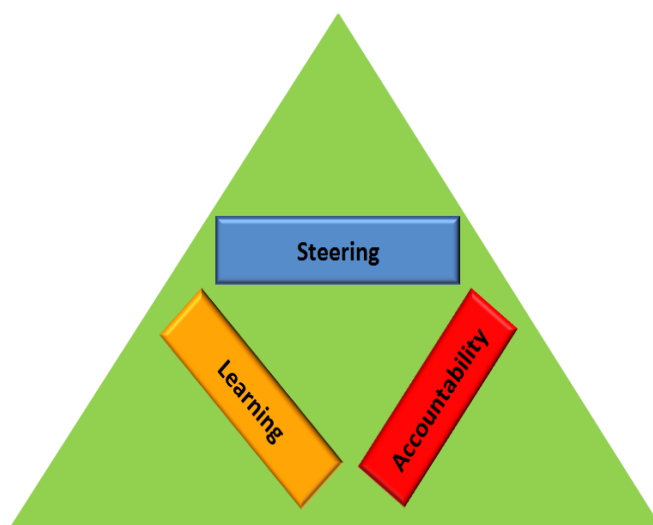
### Transparency

SDC publishes all external evaluations as well as those internal evaluations with strategic relevance on the information platform DAC, on ARAMIS, on the platform for external studies of the Public Administration and on SDC's website. With this the broad public and the Parliament have easy access to SDC evaluation reports. On an annual basis a comprehensive compilation of all internal and external evaluations is being published on the SDC website 'SDC's Evaluation': <http://www.deza.admin.ch/en/Home/Effectiveness/Evaluations>. The respective reports can be ordered. This ensures the best possible transparency on the SDC evaluation function.

### Evaluations in the Project Cycle Management (PCM)

SDC conducts evaluations in a targeted way to enhance effectiveness of programme activities, to inform strategic steering and strengthen institutional learning.

Evaluations are integral part of the PCM. They add value through measuring target achievement and assessing outcomes and impact. A precondition for best value addition through evaluation is a well crafted planning (including baselines and theory of change) and the systematic monitoring against the results framework. Evaluation is no substitute for a weak or missing monitoring.



Core Functions of Evaluation

<sup>3</sup> OECD, 2010: DAC Evaluation of Evaluation Systems, Paris

**Key messages**

9. Performance evaluation is a constitutional mandate. In Swiss public administration this is implemented in a subsidiary manner. CC's and SFAO ensure oversight.
10. SDC evaluation culture promotes strategic steering, institutional learning and accountability. Evaluation results are systematically published. The Quality assurance and Evaluation divisions cooperate in strengthening results based management of policies and programmes.
11. Evaluations in programmes and projects are most productive if they can build on solid planning systems incl. baselines, theory of change and regular monitoring. Evaluations are no substitute for systematic monitoring.

## 6 Guiding Principles for SDC Evaluation

The following principles are guiding the SDC evaluation function. They constitute the superior reference frame for all SDC units.

### 1. Purpose

SDC evaluations define clearly their intent, purpose and expected value to a process, the critical milestones in the timeframe and the recipients of recommendations.

### 2. Complementarity and Subsidiarity

SDC evaluations of contributions to international organizations follow the principle of subsidiarity. Specific SDC evaluations of outcome/impact of core contributions are the exception, to be well justified. SDC, through active participation in the steering and oversight bodies ensures that the partner organization disposes of an effective system of “management for development results”. If this is the case, SDC can relate to evaluations of the partner organization and other related donor agencies. SDC generally coordinates its own evaluations with all other priority processes taking place in the country programme contexts.

### 3. Feasibility

In order to ensure professional standards, SDC ensures access to all necessary information and provides required resources for the implementation of evaluations to the evaluation team. The concerned operational line provides the documentation and statistical resources. Evaluations are designed in such a way that the object of evaluation is well captured and long lists of evaluation questions in the terms of reference are avoided. The principle “few focused evaluation questions along with in-depth and robust analysis” applies to all evaluation categories in SDC.

### 4. Independence of Evaluation Teams

The views of evaluators in the evaluation reports are respected as an independent perspective. No pressure is exerted on them to adapt views or formulations. SDC responds to their recommendations with a written management response. Consultants who had been involved in planning or implementing projects and programmes shall be excluded from subsequent evaluation mandates. Exceptions have to be well justified.



## **5. Impartiality**

Evaluators are expected to provide a comprehensive picture of strengths and weaknesses of development interventions. Diverging views shall be documented in the evaluation reports. The goal is to generate a value added towards a transparent and weighted consideration of decision elements by the responsible line unit.

## **6. Objectivity and Credibility**

Evaluations depend on methodically solid data. Personal views and judgments are distinguished from factual evidence. Each evaluation includes a sound methodical chapter on qualitative and quantitative data collection and ways of their interpretation. The methods adopted correspond to internationally accepted standards. Overarching independent evaluations of SDC are based on latest norms in impact evaluation. In humanitarian aid, the standards of “good humanitarian donorship” and of ALNAP are employed.

## **7. Transparency**

Terms of reference, methodical approaches (e.g. inception report), the evaluation reports and the management response of all evaluations must be freely accessible to all organization units. The reports of SDC’s external evaluations including management response are published on DAC DeReC, on the SDC website and on the public administration platform ARAMIS <http://www.admin.ch/dokumentation/studien/>.

## **8. Partnership**

SDC’s resources for evaluation are limited. Wherever feasible, SDC conducts evaluations in a role sharing mode and in coordination with other agencies (donor partners; national government partners; NGOs etc.). The principles of “Good Humanitarian Donorship” are fully applicable for SDC evaluation.

## **9. Relevance for Management**

Results emerging from internal and external evaluation serve the main purpose of informing strategic and programme management. Their assessments constitute a key source for evidence based decision making. The respective organization units ensure professional documentation and access to both evaluation reports and management response.

## **10. Anonymity and Evaluation Ethics**

The SDC evaluations do refrain from quoting individuals and/or expose opinions of persons. Evaluations adhere to the established evaluation ethics.

### **Key Message**

12. These principles are rooted in the SDC fundamental organizational values. In all SDC evaluations, these 10 principles are taken into consideration.
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## 7 Roles and Responsibilities

### SDC Directorate

SDC Directorate commissions the over-arching external evaluations and entrusts the responsibility for planning, organization and implementation to these to the Evaluation and Corporate Controlling Division. On strategic level, the Directorate is responsible for the management responses to evaluations at corporate level.

### The Operational Line Units

The operational line departments, divisions and coordination offices of the Regional and the Global Cooperation, the cooperation department with Eastern Europe and Central Asia and the Humanitarian Aid department have the following role in evaluation:

- Conception and coordination of internal evaluations according to international and Swiss evaluation standards and the above ten principles. Quality control is part of the responsible units. The FDFA General Secretariat Audit Office is conducting complementary sample audits.
- All internal evaluations are complemented with a management response and are documented in SDC's documentation system. The line units are responsible for the implementation of recommendations and the submission of the reports to the Evaluation and Corporate Controlling Division.
- Cooperation in the evaluations conducted by the Evaluation and Corporate Controlling Division and provision of all necessary data and information for such evaluations.
- Cooperation in the Core Learning Groups which accompany external evaluations.
- Ensure the future evaluability of programmes/projects and the validity of the theories of change (i.e. explicit theories of change; results matrix; baselines; monitoring information etc.)
- Contribute to corporate knowledge management. If internal evaluations provide relevant insights beyond the specific evaluation subject, the responsible line units inform those in appropriate form to other interested organization units of SDC, to Evaluation and Corporate Controlling and to Quality Assurance.

Internal evaluations are funded from project/programme budgets. A guidance for the implementation of reviews<sup>4</sup> provides further details.

### Evaluation and Corporate Controlling (E+C)

The **E + C division** is responsible within SDC for external evaluations. Its agenda is mandated by the SDC directorate according to a rolling four year plan. Country and thematic evaluations are agreed upon independently with the responsible operational units. The objective is to cover 40% of all priority country strategies as well as all the priority themes in a period of 8 years. Some of the thematic studies are undertaken as effectiveness reports. The directorate further mandated the Evaluation and Corporate Controlling Division to undertake institutional evaluations at corporate level, addressing issues of organization development.

Generally the overarching evaluations are implemented by external, independent consultants and specialized institutions. Each evaluation process is accompanied by a core learning group composed of concerned key responsables. The evaluations are complemented by a management response of the directorate (or members of the Board of Directors), the publication and the DAC

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<sup>4</sup> Guidance for Implementing Reviews in SDC, August 2010 (SDC Field Handbook Kap. 5.2)

data sheets. Management responses are instruments to strengthen result-based steering. The action plans of the management responses serve also for systematic monitoring of the implementation of measures. The division participates further in international “joint evaluations” and represents SDC in important national and international evaluation networks.

The E + C division coordinates its activities with other federal administration evaluation units. By way of disseminating the results to the public, parliamentary commissions etc., the division contributes actively to a transparent access to results and thereby to public legitimacy of international cooperation.

With specific measures, the division contributes to strengthen the evaluation capacities among partners as well as within SDC.

The division avails of a specific evaluation budget for conducting the external evaluations.

### **Quality Assurance (QA)**

The quality assurance section is advising and supporting the operational line units on conceptual and methodical aspects for internal and self evaluations. QA contributes to strengthening the results focus and to promote a learning oriented operative management by way of internal and self evaluations as an integral part of a comprehensive monitoring and evaluation concept. QA provides the necessary training and capacity development for this purpose. The E + C division is supporting QA in defining the respective standards as well as in training and capacity building for evaluation. QA is in the lead role for these tasks.

The departmental steering and management requirements are taken up by QA and translated into adequate planning, monitoring and evaluation instruments.

### **Key Message**

13. The roles and responsibilities for evaluation in SDC are defined in a complementary and subsidiary manner.
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## 8 Annex

### 8.1 Definitions and Terminology

In Switzerland, the term „evaluation“ has been generally adopted, while in Germany and Austria the generic term refers to “Evaluierung”. The present policy refers to „evaluation“. SDC’s evaluation policy is built on internationally agreed quality standards for development evaluation ([OECD 2010: DAC Quality Standards for Development Evaluation, Paris](#) and ALNAP-Standards).

#### The Term „Evaluation“

Evaluation here is understood as the systematic and objective assessment of on-going or already closed projects, programmes or policy measures and their conception, realization and results. The objective is to reflect on **relevance**, to determine performance against objectives and to capture **efficiency, effectiveness, development impact and sustainability**. Evaluations have to generate credible and useful information which add value to decision processes of aid recipients and donors with new and solid insight.

#### Evaluation Criteria

The evaluation object is normally measured against the five DAC-criteria, with different blends of importance:

**Relevance:** Use value in context

**Efficiency:** Relation of resources (Inputs) to results (Outputs)

**Effectiveness:** Target and result achievement (Outcomes)

**Impact:** Development implications on systems level, direct or indirect, positive and negative

**Sustainability:** Lasting economic, social and environmental benefits

#### Results Chain

In order to capture results of projects and programmes, logframes are a key tool in SDC. These refer to plausible result chains built on theories of change (results frameworks). The effects of development interventions are measured along the following chain:

*"Input-Activity-Output-Outcome-Impact"*

Meaning:

*Performance level* = „inputs-activities-outputs“

*Result level* = “outputs”, “outcomes” and “impact”

*Effectiveness level* = “outcomes” and “impact”

This differentiation is important in view of a reinforced and credible focus on effectiveness and impact.

#### Evaluation versus Audits

A fundamental distinction has to be made between the functions of evaluation and different forms of control including auditing.

Evaluations are systematic studies of the development effectiveness and sustainability. They assess the relevance of development measures and consider the influence of context factors which are not part of the initiative but relevant for its success or failure. Evaluations have an analytical focus and are therefore the key instrument for institutional learning, strategic

management support and for capturing development impact. They are capable to recognize (intended and non-intended, positive and negative) development patterns and trends in complex and dynamic development contexts.

Control studies, audits and inspections have the primary purpose of accounting the target achievement, the implementation of rules and instruction (compliance) and to determine the cost-efficiency ratios. The control of delivery is focusing on “inputs”, “activities” and “outputs” or accomplishment in the stricter sense. At the “outcome” and “impact” levels however, other additional factors come into play which are often independent of the development initiative (e.g. commodity stock market dynamics, population dynamics, consumption patterns etc.). If those dimensions are taken into account, we speak of evaluation including the context- and risk factors.

## 8.2 Evaluation Categories

Internationally evaluations are structured according to different categories:

### a) Purpose of Evaluation

A distinction is made between "**formative**" and "**summative**" evaluations.

"Formative evaluations" analyze what is reliable good practice, what not and why. The formative character is typical for evaluations which are conducted by the operational line units (internal evaluations, self evaluations, reviews). Reviews are applied if a critical external view is required on the orientation or management of projects and programmes. As a rule of thumb, an external review should take place at least once over 2-3 project phases.

"Summative" is an evaluation with comprehensive focus on the key evaluation dimensions (relevance, efficiency, effectiveness, sustainability or impact) after completion of a phase or a programme. Ex-post evaluations and outcome/impact analysis are summative in character. These evaluations deliver insights as to the relevant factors for target achievement and outcome as well as sustainability of development effects. The E+C division conducts a.o. corporate level, independent institutional evaluations with a high degree of summative character. The systematic focus on effectiveness issues is key to those evaluations.

In SDC, most evaluations are a blend of formative and summative.

### b) Degree of Independence in Evaluation

„**Internal Evaluations**“ in SDC include the responsible decision makers in the assessment. It is also termed internal evaluation if the analysis is conducted by an external person. Internal evaluations have the advantage to associate persons with intimate context knowledge and competencies. They are integral part of the quality assurance toolkit and are particularly performing as part of the project cycle management (planning-monitoring-internal evaluation-reporting). This type of evaluation is thus “formative and internal”.

Another type of evaluation in this category is the „**self evaluation**“. These are designed as processes whereby the direct actors undertake an auto-reflection on progress and results both at partner level or within SDC management. Self evaluations are more formative than summative. The frequency of self evaluations in SDC does not respond to a systematic planning and the methodologies applied follow a wide variety of approaches. Many of the self evaluation approaches are distinct in SDC, e.g. the SWOT analysis, and they can also be combined with other evaluation types.

„**Peer Reviews**“ are another type of internal evaluation. Peers are persons active in comparable functions but attached to different organizational units or organizations. They normally bring in high factual competence relevant for the evaluation object. Peers can also be more SDC external, e.g. in the case of the DAC Peer Reviews through other donor representatives. This type is summative or formative in nature, but often with a high degree of formative components. Peer reviews are particularly appropriate to induce organizational transformation processes.

„**External Evaluations**“ are mandated and/or conducted outside the operational line responsibility. They claim a higher degree of independence. These evaluations are normally realized by external consultants or specialized institutions/competence centres and they are labelled **generic, independent evaluations**. Generally the summative character is in the foreground. The responsibility for mandating and conducting the process is normally with the E+C division. All evaluations of the CC and SFAO are also external in nature.

A blend between internal and external evaluation (hybrid) is the “**Country Strategy Evaluation**”. This type is focusing on cooperation strategies and midterm programmes of the regional and global cooperation, the cooperation with Eastern Europe and Central Asia and the Humanitarian Aid. The teams are composed of external consultants combined with SDC internal peers.

### c) Timing of Evaluation

Evaluation literature distinguishes the ex-ante evaluation to assess the feasibility of an initiative (occasionally also called feasibility study or prospective study) from real time evaluation undertaken during implementation of the initiative, and from ex-post evaluation, carried out after completion of the initiative. Ex-post evaluations are normally commissioned a few years after programme closure, with focus on effectiveness and sustainability. SDC has so far undertaken few ex-post evaluations.

### d) Scope of the Evaluation

SDC knows the following categories of evaluations:

1. Evaluations of **projects / programmes**
2. Evaluations of **focus themes** (beyond single projects)
3. Evaluations of **strategies and operational medium term programmes** (country programmes, cooperation strategies, regional strategies etc.)
4. **Institutional evaluations**, addressing structural and process issues of organisational development

### e) Evaluation Methods

A wide range of methodological terminology is available for evaluations. The following list provides a rough overview on methodical approaches, without being exhaustive. Several methods may be applied in combination for evaluations.

- Meta evaluations compare a range of evaluation results and quality assessments from existing evaluations
- Qualitative methods capture evaluation information from documented sources and interviews with relevant stakeholders. Pattern recognition and trend analysis are among the important qualitative methods.
- Participatory approaches take the perspective of the beneficiaries of development interventions to systematically assess effects and value added.
- Quantitative methods make a systematic comparison of a situation before and after intervention and/or between target groups and control groups. Randomised control trials (RCT) or the double-in-difference approach are among the important quantitative methods.

### 8.3 Evaluation Landscape within and around SDC

Level	Audit Tools
Parliamentary Control of the Administration (PCA)	The Parliamentary Control of the Administration (PCA) is the supreme supervisory body of the Federal Assembly. It supports parliamentary oversight through scientific assessments and evaluates the concepts, implementation and impact of the measures taken by the federal authorities. The evaluation results are reflected in the audit reports.
Swiss Federal Audit Office (SFAO)	The Swiss Federal Audit Office (SFAO) is the supreme audit institution of the Confederation. It assists parliament and the Federal Council, is independent and is bound by the Constitution and the law. Its mandate is set out in the Federal Audit Office Act. The SFAO scrutinizes the financial conduct of the Federal Administration and of numerous semi-government bodies and international organisations. The decisive criteria in the audits are efficiency, cost-effectiveness, compliance and legality considerations.
SG-FDFA Controlling/Evaluations	The former special unit at the Secretariat General of the Federal Department of Foreign Affairs FDFA has conducted transboundary policy evaluations. The unit has been closed in 2012.
SDC Evaluation and Corporate Controlling Division	The external evaluations conducted by the SDC E+C Division have an institutional focus (organisational development at system level) or deal with SDC country cooperation strategies and focus thematic areas. E+C provides guidance on evaluation standards for SDC and supports the Quality Assurance section in PCM and evaluation capacity development.
SDC Quality Assurance Section and Network	The section elaborates binding standards for SDC's Project Cycle Management (PCM) and coordinates the further training in PCM. The E+C supports the section in the area of evaluation and controlling.
SDC Operational line	The operational line conducts internal evaluations (reviews, impact studies, etc) of the projects and programmes according to SDC standards.

## 8.4 References of Relevant Instruments and Linkages

### **ALNAP**

[www.alnap.org](http://www.alnap.org)

### **AusAID**

<http://aid.dfat.gov.au/LatestNews/Pages/dept-integration.aspx>

### **Educational Evaluation Resources**

<http://ericae.net>

### **European Commission – External Cooperation Programmes**

[http://ec.europa.eu/europeaid/how/evaluation/index\\_en.htm](http://ec.europa.eu/europeaid/how/evaluation/index_en.htm)

### **Evaluation Resource Library**

<http://oerl.sri.com>

### **IFAD**

<http://www.ifad.org/evaluation/index.htm>

### **Institute Evaluation Group (World Bank)**

<http://web.worldbank.org/WBSITE/EXTERNAL/WBI/0,,contentMDK:20252876~menuPK:434966~pagePK:209023~piPK:335094~theSitePK:213799,00.html>

### **IPDET Modules**

<http://www.ipdet.org/>

### **Betterevaluation**

<http://betterevaluation.org/>

### **OECD – DAC Evaluation Resource Centre DEREc**

[http://www.oecd.org/document/11/0,2340,en\\_35038640\\_35039563\\_35126667\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/11/0,2340,en_35038640_35039563_35126667_1_1_1_1,00.html)

### **Resources for Methods in Evaluation and Social Research**

<http://gsociology.icaap.org/methods>

### **The Evaluation Center of the Western Michigan University**

<http://www.wmich.edu/evalctr/>

### **United Nations Evaluation Group (UNEG)**

[www.uneval.org](http://www.uneval.org)



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