

2019–2020 Performance Report

Review of SECO's economic cooperation and development activities

April 2021



Source: Secompetitivo project, Peru.

Acknowledgements

This report (Part I) is produced every second year by the Evaluation Unit of SECO's Division for Economic Cooperation and Development with support from various colleagues of the Division. The Evaluation Unit thanks everyone who contributed but remains solely responsible for the report. We would also like to thank the Division's management for its response to the report and its recommendations (Part II), as well as the independent Evaluation Committee for sharing their position on the report and the management response (Part III).

Table of contents

Acknowledgements	i
Part I: 2019–2020 Performance Report	
Executive summary	1
1. The performance of SECO's official development assistance in 2019–2020	2
Assessment types and evaluated portfolio	2
Results of project assessments according to the OECD DAC criteria	4
Deep dive: common lessons learned and recommendations in private sector development evaluations	13
... and insights from other types of evaluations	13
2. SECO's contribution to the enlarged EU	15
Assessment types and evaluated portfolio	15
Results of project assessments according to the OECD DAC criteria	15
3. COVID-19: the implications of the pandemic for M&E	16
4. Follow-up on recommendations from the 2017–2018 Performance Report	19
5. Recommendations	20
Annex A) Methodology update: revised criteria and harmonisation with the SDC	
Annex B) Lists of 2019–2020 external evaluations and internal reviews	
Annex C) Outlook	
Part II: Management Response	
Part III: Position of the Independent Evaluation Committee	

Table of figures

Figure 1: Number of project assessments and assessed projects in 2019–2020	2
Figure 2: Assessed portfolio distribution by region (left) and target outcome (right)	3
Figure 3: Overall performance rating over time	4
Figure 4: Relevance rating over time	6
Figure 5: Effectiveness rating over time	8
Figure 6: Efficiency rating over time	10
Figure 7: Sustainability rating over time	11
Figure 8: Overall performance and OECD DAC criteria ratings of SECO's contribution to the enlarged EU over time	16
Figure 9: Strategic evaluation questions from the COVID-19 Global Evaluation Coalition	18
Figure 10: Categories of assessments	21
Figure 11: SECO evaluations – governance and institutional set-up	22

Table of text boxes

Box 1: Ex-post evaluations and impact measurement and reporting	12
Box 2: Independent evaluation of SECO's Public Financial Management portfolio	14
Box 3: External evaluation of the measures taken by the SDC and SECO to strengthen the Swiss presence in priority multilateral organisations, 2012–2018	14
Box 4: Evaluation in times of COVID-19 – emerging practices	17
Box 5: The four OECD DAC criteria and the Division's rating methodology	22
Box 6: Revised OECD DAC evaluation criteria – key elements and implications for SECO evaluations	23

List of abbreviations

CN	Completion note
DAC	Development Assistance Committee
EU	European Union
ECA	Eastern Europe and Central Asia
ESA	East and South Asia
LAC	Latin America
MENA	Middle East and North Africa
ODA	Official development assistance
OECD	Organisation for Economic Cooperation and Development
PCM	Project cycle management
SDC	Swiss Agency for Development and Cooperation
SECO	State Secretariat for Economic Affairs
SECO WE	Economic Cooperation and Development Division of the State Secretariat for Economic Affairs
SSA	Sub-Saharan Africa
TO	Target outcome (of the Dispatch on International Cooperation)
UN	United Nations
WEHU	Trade promotion section
WEIF	Private sector development section
WEIN	Infrastructure financing section
WEKO	Contribution to EU Enlargement section
WELG	Countries and global portfolio section
WEMU	Macroeconomic support section
WEOP	South and East cooperation, i.e. WEHU, WEIF, WEIN, WEMU and WELG
WEPO	Policies and services section

**Part I: 2019–2020
Performance Report**

Executive summary

The analysis of external evaluations and internal reviews based on the internationally recognised OECD DAC criteria confirms the positive results of SECO's Division for Economic Development and Cooperation interventions in partner countries. Despite persistent challenges and the COVID-19 pandemic affecting all of the activities in 2020, the Division was able to maintain a high level of performance in terms of its interventions and evaluation activities across the globe.

The **overall performance** of SECO's ODA activities has steadily increased over the last few years: in the 2019–2020 reporting period, 94% of all externally evaluated projects were rated as good (i.e. either highly satisfactory (HS) or satisfactory (S) on a scale of one to four).

Looking at the OECD DAC criteria in detail, **relevance** continues to be the highest rated criteria, as all (100%) of the externally evaluated projects received a satisfactory or highly satisfactory rating. A high **effectiveness** rating of 92% (S and HS combined) again confirms that the majority of the ODA interventions achieved the expected results. Achieving high **efficiency** ratings remains challenging, as the success rate of 82% (S and HS combined) represents a slight decrease compared to the previous reporting period. The **sustainability** of project results is difficult to assess (only 72% of evaluations report on this criterion) and proves to be a constant challenge: the 58% success rate (S and HS combined) clearly indicates the need for continued efforts to ensure lasting benefits of the projects.

The report and the Covid-19 pandemic confirm that **adaptability and flexibility** are crucial, not only for project monitoring and steering, but also for evaluation purposes. As evaluators compare the observable results against the expectations as specified in the project documents, the ratings depend on **how clearly and realistically project objectives are defined and adapted when the need arises**. It is therefore essential that project teams review them and systematically document changes on a regular basis.

The report also confirms the Division's strong evaluation practice. While the yearly target of 20 to 25 external evaluations was reached in both years, **efforts to strengthen ex-post results measurement should remain high**. These retrospective assessments remain critical to better inform the Division about the actual sustainability and long-term impact of its ODA activities.

During the reporting period, an independent portfolio evaluation of 20 projects confirmed the pertinence of the Division's approach in the area of public financial management. In addition, the partnership to strengthen the Swiss presence in priority multilateral organisations between 2012 and 2018 was reviewed.

Lastly, the Division's support to the enlarged European Union during the 2019–2020 period reached an 85% rate of projects that performed well (i.e. either HS or S) as reported by internal reviews. This result mainly refers to the achievements of projects in Bulgaria and Romania.

1. The performance of SECO's official development assistance in 2019–2020

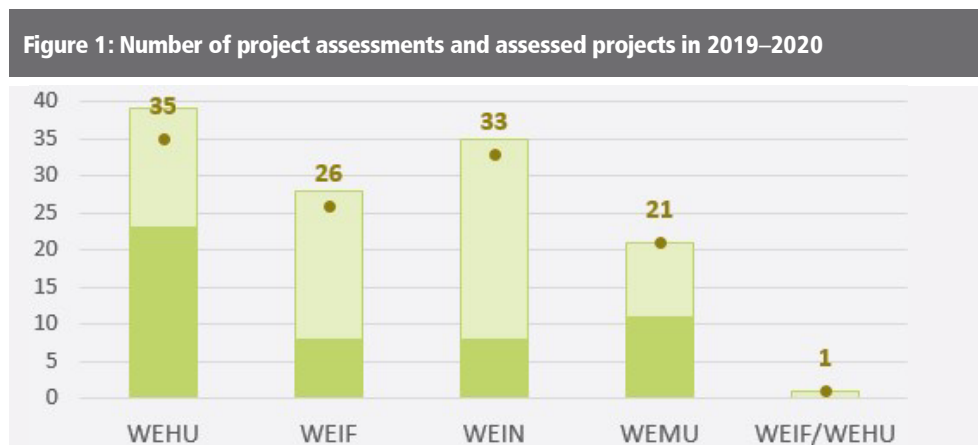
The performance of SECO's official development assistance (ODA) activities is based on project assessments. Projects are regularly assessed both internally by staff (internal project reviews¹) and, if deemed relevant, externally by evaluation experts (external project evaluations). These assessment types serve, to various degrees, the purposes of steering, accountability and learning.

This chapter examines the types of assessments executed during the 2019–2020 period, the geographical and thematic coverage of the evaluated portfolio, and its performance based on the OECD DAC evaluation criteria: relevance, effectiveness, efficiency, and sustainability².

Assessment types and evaluated portfolio

During the 2019–2020 period, the Evaluation Unit analysed the results of 50 external evaluations and 73 internal reviews³. These 123 assessments cover 115 interventions⁴ (see Figure 1), implying that for eight interventions, both an external evaluation and an internal review are available. The number of external evaluations remains stable and within the Division's own target of at least 20 to 25 external evaluations per year. For 2020, this is especially remarkable as many evaluations had to be conducted in the challenging context of the COVID-19 pandemic. Due to the impact of the pandemic on project activities and evaluations, the specific implications will be addressed in a dedicated chapter (see chapter 0).

A broad and informative mix of internal and external assessments to review SECO's ODA activities



¹ As defined in the Division's [Evaluation Policy](#), internal reviews refer to self-assessment at the project or programme level initiated by the head of an operational section and executed by the project or programme manager in charge. During 2019 and 2020, all internal reviews were completion notes.

² Until 2020, the Division assessments considered the four criteria relevance, effectiveness, efficiency and sustainability. In late 2019, OECD DAC revised the set and definitions of the evaluation criteria (see: [Revised set and definition of the evaluation criteria](#)). Hence, from 2021 onward, the assessments will consider six criteria.

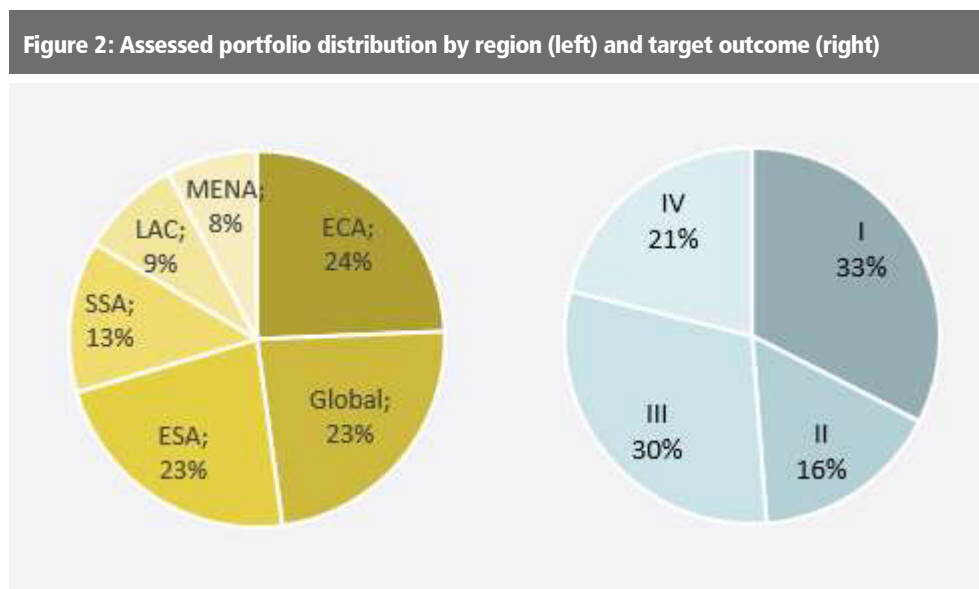
³ Roughly one-third (23) of the 74 completion notes received in 2019–2020 were submitted with delay and concern projects concluded between 2013 and 2017. In line with the Division's 2019 overarching goals, the Evaluation Unit and operational sections joined efforts to submit completion notes in a timelier manner. In the future, this will allow the Division to draw on an up-to-date database for performance statistics and institutional learning.

⁴ According to the OECD DAC definition, "interventions" is used to mean any subject of the evaluation and hence includes both projects and programmes.

Out of the 50 external evaluations, 26 are mid-term, 21 are end-term and three are ex-post. While mid- and end-term evaluations are well balanced, the target of at least two ex-post evaluations per year was not reached. A dedicated box addresses the opportunities and challenges of ex-post evaluations (see Box 1).

Figure 2 presents the distribution of the assessed portfolio by region and target outcome considering all 123 assessments together. It indicates that half of the assessments solely cover priority countries⁵ (61 assessments corresponding to a total evaluated project budget of approximately CHF 300 m), 23% cover global interventions (evaluated project budget approximately CHF 140 m), 19% cover regional interventions, which can include both priority countries and countries with complementary measures⁶ (evaluated project budget approximately CHF 65 m), and 9% cover complementary measures (evaluated project budget approximately CHF 40 m). The number of assessments by region roughly corresponds to the share of the 2017–2020 Dispatch’s budget by region, with Latin America being slightly underrepresented and East and South Asia slightly overrepresented.

In terms of the distribution across the Division’s four target outcomes (TOs), the 123 assessments cover TOs I (Effective institutions and services) and III (Enhanced trade and competitiveness) with 31% and 30%, respectively, to a greater extent than TOs II (More and better jobs) and IV (Low-emission and climate-resilient economies) (16% and 20%). Comparing the number of assessments by target outcome with the share of the 2017–2020 Dispatch’s budget by target outcome, TO II is underrepresented, while TO III is overrepresented.



A fairly representative selection of SECO’s ODA activities

Geographic regions

ECA = Eastern Europe and Central Asia
 ESA = East and South Asia
 SSA = Sub-Saharan Africa
 LAC = Latin America
 MENA = Middle East and North Africa

Target outcomes (TOs) of the 2017–2020 Dispatch

TO I = Effective institutions and services
 TO II = More and better jobs
 TO III = Enhanced trade and competitiveness
 TO IV = Low-emission and climate-resilient economies

⁵ For the period from 2017–2020, SECO had eight priority countries in the south (Colombia, Egypt, Ghana, Indonesia, Peru, South Africa, Tunisia and Vietnam) and five in the east (Albania, Kyrgyzstan, Serbia, Tajikistan and Ukraine).

⁶ Complementary measures are SECO activities that complement programmes in countries where the Swiss Agency for Development and Cooperation (SDC) is active. From 2019–2020, these countries were: Azerbaijan, Bosnia-Herzegovina, Georgia, Kosovo, North Macedonia and Uzbekistan.

Results of project assessments according to the OECD DAC criteria

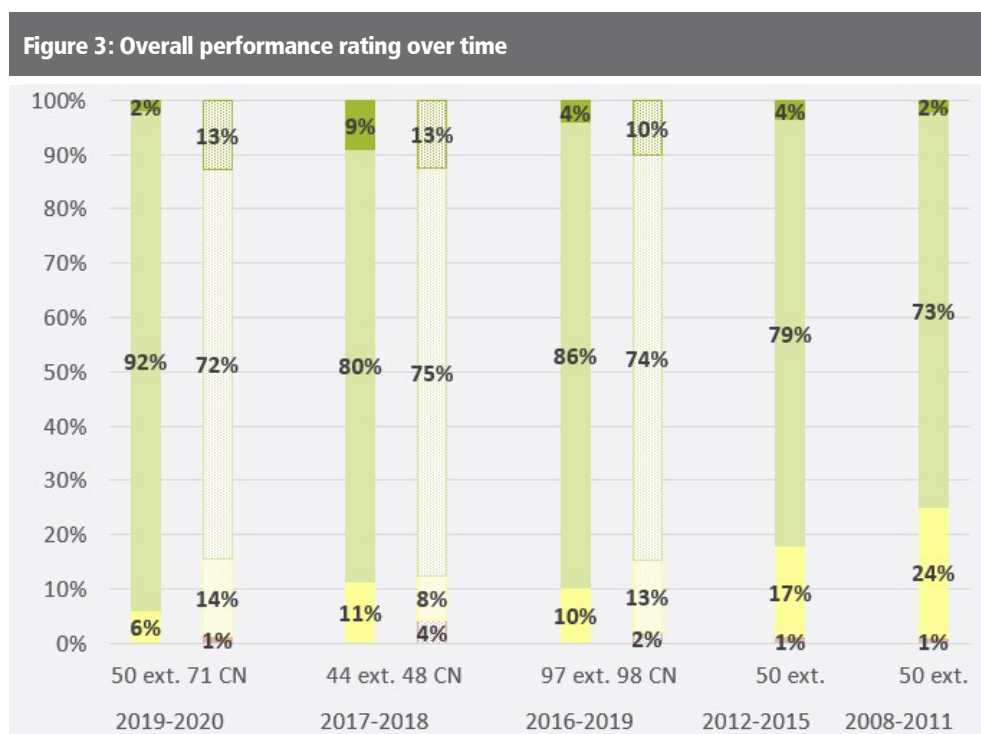
This chapter discusses the overall performance of SECO's ODA interventions based on all 50 external evaluations, juxtaposed with the 74 internal reviews carried out during the 2019–2020 period.

Overall performance

During the 2019–2020 period, external evaluators considered the overall performance of 94% ODA interventions as either highly satisfactory or satisfactory (Figure 3:), with an error margin of 2%⁷. Only three projects (6%) were assessed as unsatisfactory overall, and none were assessed as highly unsatisfactory. Even in comparison with previous reporting periods, this points to a very good overall performance of SECO's ODA interventions, with a consistent improvement over the last decade. However, only one out of the 50 interventions (2%) scored very well, i.e. was rated as highly satisfactory, compared to four out of 44 (9%) in 2017–2018.

As indicated in previous performance reports, internal reviews tend to be slightly more critical than external evaluations. This observation remains true in 2019–2020, with 85% of interventions rated as either highly satisfactory or satisfactory overall (i.e. nine points less than external evaluations). The error margin is 4%. Generally, internal reviews also offer a more nuanced assessment, attributing both more very good (i.e. highly satisfactory) and insufficient (unsatisfactory, highly unsatisfactory) ratings to the overall performance of interventions. On the one hand, this indicates a critical assessment culture within the Division, while on the other, underperforming projects are less likely to be selected for external end-of-project evaluations if the involved parties are already aware of the main challenges and lessons learned from the project, so as to avoid the expense of a costly external evaluation⁸.

The overall performance rating remains at a high level with 94% of highly satisfactory or satisfactory projects.



Legend for external evaluations

- Highly satisfactory
- Satisfactory
- Unsatisfactory
- Highly unsatisfactory

Legend for internal reviews

- Highly satisfactory
- Satisfactory
- Unsatisfactory
- Highly unsatisfactory

⁷ The error margin is calculated with the following formula:

$$e = Z \sqrt{\frac{p(1-p)}{n} \sqrt{\frac{N-n}{N-1}}}$$

where e is the error margin, Z the Z score and equal to 1.96 for a 95% confidence level, p the proportion of successful projects (i.e. highly satisfactory and satisfactory ratings), n the sample size of successful projects and N the total population of ratings. For more details, including the Z score table, see: <https://success.qualtrics.com/rs/qualtrics/images/Determining-Sample-Size.pdf>

⁸ For example, the overall performance of the *Public Accounting Reforms* in Serbia was rated highly unsatisfactory in the internal review. In fact, this intervention was terminated at the request of the Serbian Ministry of Finance after resignation of the Minister of Finance and reconsideration of the priority.

What worked well and where is there room for improvement?

The analysis of the 2019–2020 external evaluation reports confirms the previously identified challenges and success factors of projects that perform well (see the extract from the 2017–2018 Performance Report on the right hand side) and elements of sustainability (see the 2019 SECO Sustainability Review⁹). A series of measures have been implemented following the previous reports. Some effects are already observable in the projects evaluated in 2019 and 2020: The evaluations show that, with regards to alignment, synergies, context-adapted solutions and partnerships in particular, most interventions achieve positive results. However, further emphasis should be placed on the quality of planning and strategy, piloting of innovative approaches, quality and motivation of partners, and strategic governance. Finally, project monitoring systems and the usefulness of the logframes are usually only mentioned in the evaluations if they do not meet the requirements. However, this is apparently the case in a relatively large number of projects and requires continuous attention.

Contextualising the overall performance against the backdrop of the OECD DAC criteria

The overall performance score reflects the view of the assessor, be it the external evaluator or the project manager in charge, regardless of the scores assigned to the four criteria: relevance, effectiveness, efficiency and sustainability. Thus, the overall score of a project may differ from the average of the four criteria.¹⁰ The high overall performance rating is mainly in correlation with a particularly high relevance rating and rather high effectiveness rating¹¹. Our analysis shows that assessors feel that the comparatively lower efficiency does not affect the achievement of an intervention's overall goal. This seems to be due to the fact that the context in which international cooperation takes place is often challenging, and it is difficult to anticipate precisely the time and resources needed, especially in times of COVID-19 (see Chapter 0). In terms of sustainability, the reasons for the relatively limited influence on the overall performance include the limited measurability by the types of evaluations currently used (only three ex-post evaluations). In fact, even if the sustainability rating is significantly lower than the overall performance rating, assessors might hesitate to give it too much weight as it actually only represents the likelihood of sustainability. Another reason might be the high level of expectation regarding the long-term impact of positive results, which assessors tend to relativise if this level was not reached.

The following chapters present the results and explanations for each OECD DAC criteria¹², as well as associated success factors and challenges identified in the assessments.

Relevance: Is the intervention doing the right things?

Relevance entails examining the extent to which the intervention's objectives and design respond to beneficiaries' needs and priorities, as well as alignment with national, global, and partner/institutional policies and priorities. If circumstances change, evaluations should also look at whether interventions remain relevant.

According to the 50 external evaluations conducted during 2019 and 2020, all projects were considered either relevant or highly relevant. Relevance remains the highest-rated criterion and continues to record a constant improvement since 2008 (Figure 4). However, while for the first time

⁹ [Sustainability Review 2019](#), an assessment of SECO's focus on increasing project sustainability.

¹⁰ As of 2021, SECO has revised and consolidated its methodology together with the SDC. Consequently, the next reports will not present the overall performance per project. Instead, the overall performance of the evaluated portfolio will be the average of the OECD DAC criteria ratings at portfolio level (see Annex A for more details).

¹¹ Based on the external evaluations received in 2019–2020, the share of highly satisfactory and satisfactory ratings is as follows: overall performance – 94%, relevance – 100%, effectiveness – 92%, efficiency – 82%, sustainability – 61%.

¹² The OECD DAC evaluation criteria were revised in 2019. Pro memoria, this report provides a condensed explanation of each OECD DAC criteria in the respective yellow boxes. For more detailed and practical information, see the full guidance established by EvalNet: OECD (2021), *Applying Evaluation Criteria Thoughtfully*, OECD Publishing, Paris, <https://doi.org/10.1787/543e84ed-en>.

Success factors of well performing projects

1. Good planning from the beginning
2. Alignment of project design to the specific needs of partners
3. Synergies within projects and programmes and with other stakeholders
4. Solutions and concepts that are adapted to context-specific aspects
5. Building strong partnerships with capable partners
6. Testing and piloting approaches
7. Competent and committed staff
8. Good leadership and strategic steering
9. A supportive monitoring and evaluation system
10. A manageable monitoring and evaluation system

no intervention was rated as unsatisfactory, less than half of all projects were rated as highly relevant, compared to two-thirds in 2017–2018.

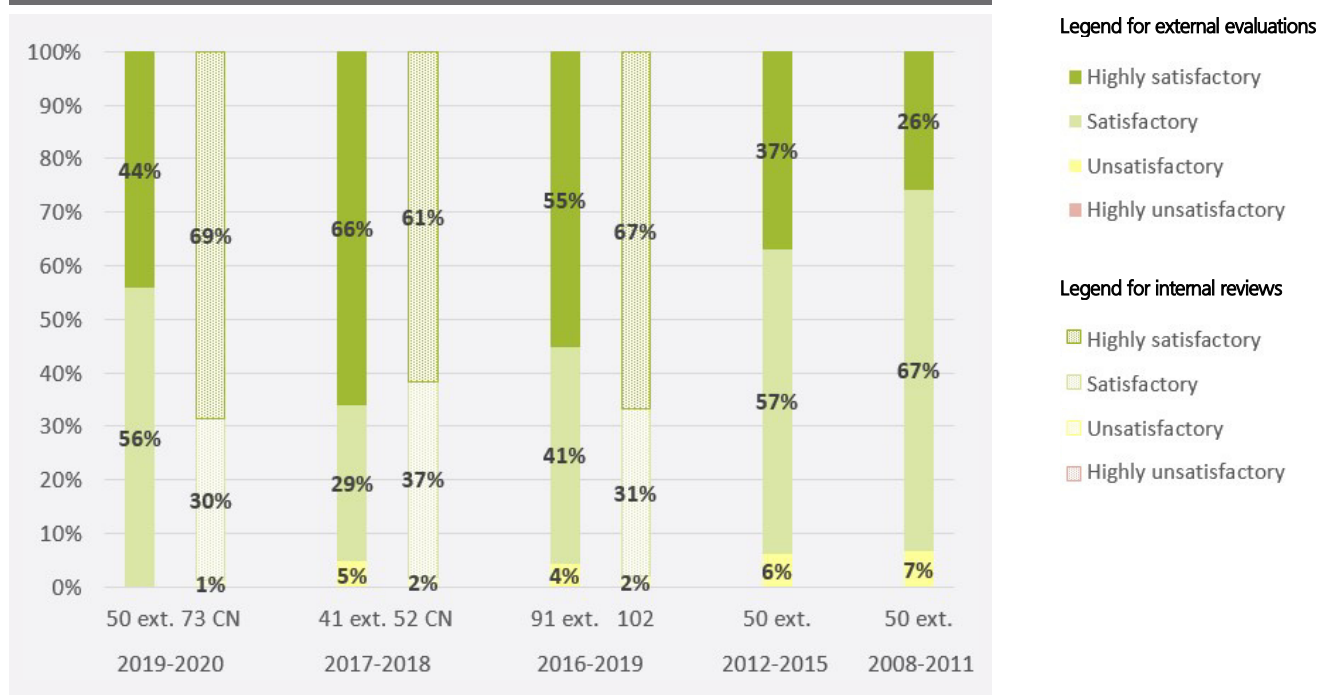
Similar to the external evaluations, nearly all of the internal reviews (98% with an error margin of 0.3%) rate the interventions as (highly) relevant, and only one project's relevance was rated as unsatisfactory¹³.

The overall very positive relevance ratings can be contextualised with the explanations of the ratings provided in the reports: the assessors usually confirm the alignment of the interventions' objectives with partners' needs and priorities. However, the assessments focus less on the extent to which the intervention's design best responds to needs and priorities. In addition, the issue of changing circumstances is not always addressed. So far, the relevance assessments have also sometimes included aspects of the new OECD DAC criterion coherence¹⁴ (see more on coherence in the respective subchapter below).

The challenges of properly addressing relevance are well-known among the evaluation community, as the bar for meeting this criterion is often considered too low. This was one reason for the revision of the OECD DAC criteria – to encourage more analysis of equity issues and to explicitly extend the focus to relevance both at the time of the intervention design and later. The new criteria are designed to dig deeper into the relevance of an intervention by analysing the design (underlying theory of change, theory of action, risk and context analysis), the trade-offs between divergent needs and priorities, and the response capacity of interventions in changing contexts (such as the COVID-19 pandemic).

Relevance continues to be the highest-rated criterion. This rating mainly reflects the soundness of the intervention's objectives and focuses less on the soundness of its design.

Figure 4: Relevance rating over time



Success factors and challenges for relevance

Based on the insights gained from external evaluations and internal reviews, the alignment of project planning, design and implementation is the mainly determinant for an intervention's relevance. In terms of context, this alignment is of particular importance. Concretely, it implies the following:

- **An evidence-based project design resulting from extensive research and analysis:** A common factor of highly relevant (and highly effective) projects is an in-depth understanding of key

¹³ Coaching for Public Utilities: This internal review indicates a lack of alignment, i.e. project inputs and objectives that are too ambitious for the stakeholders'/beneficiaries' limited capacities, which in turn resulted in a lack of ownership. Unsurprisingly, the other criteria and the project's overall performance were also rated as unsatisfactory.

¹⁴ For more on the revised OECD DAC evaluation criteria, see Annex A.

challenges, needs and possibilities, as well as consideration of existing knowledge to establish an ambitious yet realistic project design tailored to the direct project's beneficiaries. Accordingly, explanations of (only) satisfactory ratings point to i) an unclear, not sufficiently researched project design and/or logframe, or too ambitious objectives; ii) insufficient involvement of local stakeholders or insufficient targeting of key beneficiaries in developing the project design.

- **An adaptive project design:** Another success factor of highly relevant projects is their ability to respond to context changes. Two evaluations point to good examples of adaptive project design (see Box below). On the other hand, evaluations of less relevant projects indicate that the project design was not sufficiently adapted to particularities of local circumstances. This aspect is particularly crucial for multi-country/multi-regional programmes.

Corporate financial reporting reforms in Albania from 2011–2019, end-term evaluation

"The programming of the 14 identified reform actions into three phases of reforms and two projects (to date) has provided a strong basis of prioritised activities over an achievable timescale. The programming of the two projects has followed best practices and applied lessons learned from similar reform initiatives in the region. In particular, the Division of the projects into beneficiary-focused components and the use of a majority recipient-managed implementation approach has secured the necessary political and beneficiary commitment, leadership, and support for the reforms."

Capital market strengthening facility, mid-term evaluation

"[...] during the implementation of the programme, authorities' priorities have changed for elements of the CAP [country action plan], new priorities have appeared and unforeseen events have affected some of its components. CMSF has reacted flexibly to the changing environment."

Quotes from
external evaluations

Effectiveness: Is the intervention achieving its objectives?

Effectiveness looks at the extent to which the intervention achieved, or is expected to achieve, its objectives and its results, while taking into account the relative importance of the objectives. The new definition encourages analysis of differential results across groups and the extent to which the intervention contributes to or exacerbates equity gaps. Effectiveness is the most commonly evaluated criteria and is often used as an overall measure of success.

In 2019 and 2020, 92% (+/- 2%) of the externally evaluated projects were considered highly effective or effective, i.e. achieved all or the majority of the intended output and outcome objectives. The rating continues on a very high and satisfactory level, in particular against the backdrop of the constantly decreasing share of unsatisfactory ratings and the absence of highly unsatisfactory project performances. As previously highlighted, the internal reviews show a higher share of (highly) unsatisfactory ratings and reach a level of 86% (highly) effective projects with an error margin of 3%.

Despite the largely positive picture, it is worth noting that only 14% achieved or exceeded *all* objectives (i.e. display a highly satisfactory performance), while 78% of the projects were able to reach *the majority* of objectives (i.e. received a satisfactory rating). However, with 50% of the evaluations carried out at mid-term, only a partial picture on the achievement of the project objectives can be provided, as mid-term evaluations focus on the likelihood of project achievements. The issue of the time frame necessary to observe results also affects the effectiveness rating, as assessors indicate the likelihood of project achievements even in some end-of-project evaluations¹⁵. Another issue noted by some assessors is the level of ambition of the set objectives, which is the reference to verify the achievement of results. If the objectives are overly ambitious, some assessors will downgrade the assessments because they are not met, while others will relativise the importance of not reaching them. Furthermore, as specified in the revised effectiveness definition,

Effectiveness ratings depend not only on the achievement of results, but also on how (well) objectives are defined.

¹⁵ Programme managers have also pointed out that it remains a challenge to define the perfect timing of an evaluation and receive evaluation results in a timely manner. In fact, the project should be advanced enough to observe relevant results, but the assessment should be early enough to include lessons learned in the planning of the next phase.

unintended (positive or negative) results should also be assessed. In some cases, this can boost a rating (see Box below). Lastly, it should be noted that the assessment of global/regional interventions or of interventions with several components may lose granularity if the rating is an average of all countries or thematic components.

Mid-term review of the Europe-Central Asia public-private partnership programme

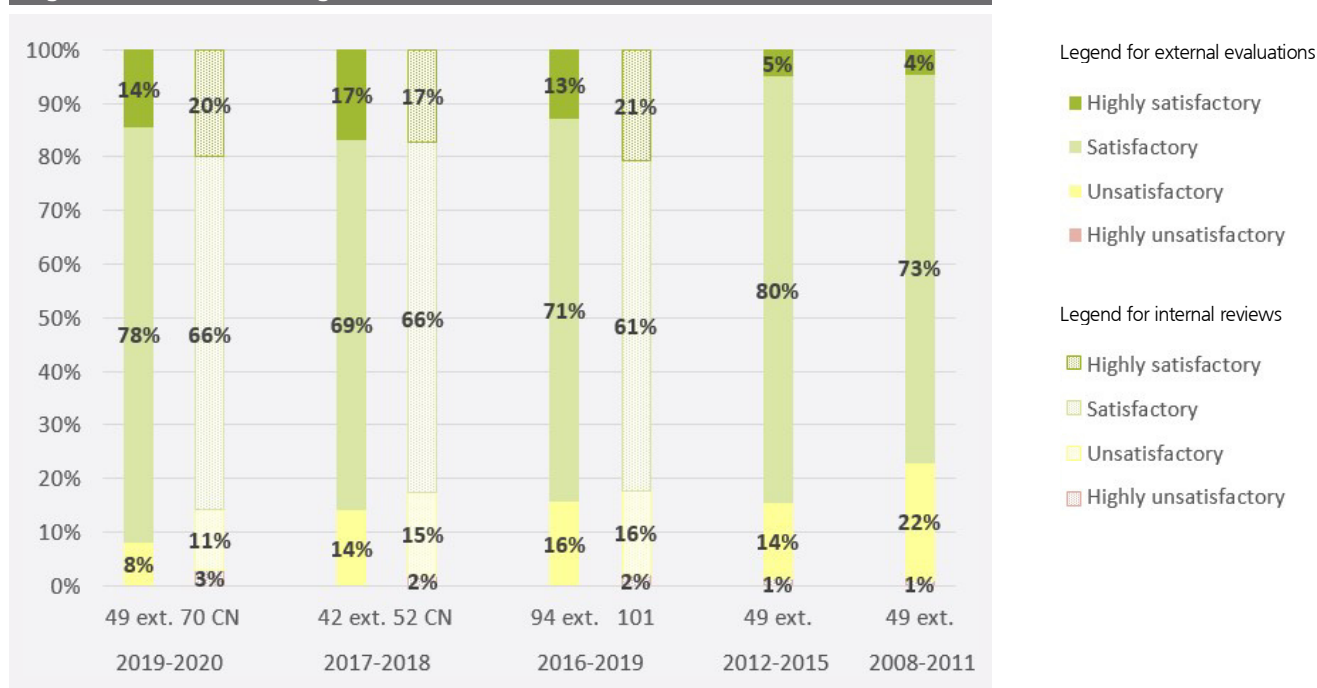
In addition to being “well on track” to meet its targets, the evaluation states that the programme is “likely to generate a number of substantial unplanned benefits” and to “stimulate significant changes to markets owing to the pioneering nature of the transactions that it facilitates”.

Internal review of the IFC PEP Africa Leasing Facility 2

“Results show that the targets were, in most cases, overachieved in terms of output, outcome and impact levels. This may also be due to a flawed target setting, but even with higher targets, results are impressive.”

Quotes from external and internal assessments

Figure 5: Effectiveness rating over time



Success factors and challenges for effectiveness

- Apart from the timing of the evaluation (see above), a project’s effectiveness rating mainly depends on the **clarity of its project design, the defined objectives, and the tools used to measure the results** (i.e. theory of change, logframe). Evaluations assess the achieved results against the expected objectives, i.e. the objectives agreed on between SECO and the implementation partner. Evaluations therefore verify the objectives defined at the design stage and, if relevant, any updated objectives. They also determine if and why an update was necessary and whether the project still corresponds to the original overall objective(s). The focus is on the outcome objectives, especially for end-term and ex-post evaluations, while the output objectives are reviewed to verify the success of the intervention logic. If objectives are unclear or unrealistic, the evaluators will have difficulties appreciating and assessing the actual achieved results, and might therefore attribute a lower effectiveness rating¹⁶.
- While various factors contribute to effective implementation, (highly) effective projects generally benefit from a close collaboration between the project partners during implementation. In

¹⁶ As was the case, e.g. in a mid-term evaluation (*Capital Market Strengthening Facility*), where differences between the WBG’s and the evaluator’s methodology on how to define outcomes, output and impact led to the fact that the effectiveness rating assessed outputs rather than outcomes.

addition, highly effective projects are characterised by (i) **innovation** and (ii) **scale**, confirming the importance of testing and piloting as indicated in the previous edition of this report¹⁷.

- On the other hand, (highly) unsatisfactory projects suffered from lack of stakeholder engagement and/or political will, lack of personal and/or financial resources on the beneficiaries' side to implement new practices, unsuccessful/insufficient capacity building among beneficiaries, lack of visibility and (international) reach, and general delays in implementation (also due to COVID-19, see Chapter 0)

Efficiency: How well are resources being used?

Efficiency helps evaluators ask questions about the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. "Economic" means the conversion of inputs (funds, expertise, natural resources, time, etc.) into results in the most cost-effective way possible, as compared to feasible alternatives in the given context. The new definition includes the dimension of "timely delivery". This criterion is an opportunity to check whether an intervention's resources can be justified by its results, which is of major practical and political importance. Many stakeholders, including beneficiaries, care about efficiency because it can support better use of limited resources in order to achieve more.

A total of 82% (+/- 5%) of externally evaluated projects were considered efficient or highly efficient. Compared to previous periods, this value confirms the considerable improvements achieved in terms of project efficiency since 2011. In addition, none of the evaluations conducted during 2019–2020 indicated highly unsatisfactory performance with regards to efficiency, which is a positive result in the context of international development cooperation. As previously noted, internal reviews tend to comprise more critical assessments attributing (highly) unsatisfactory ratings to one-third (33%) of the projects, compared to 16% in 2017–2018. Moreover, 7% of internal reviews indicate highly unsatisfactory ratings, i.e. +4 percentage points compared to 2017–2018. The error margin is close to 8%.

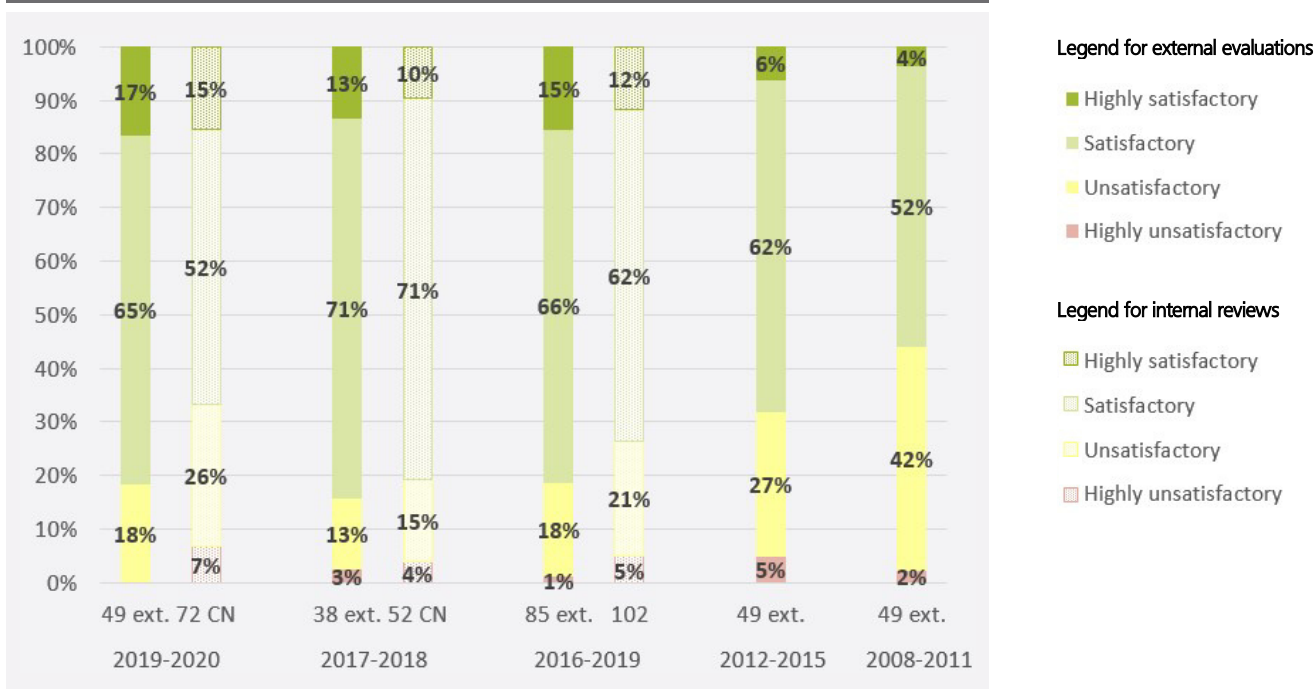
According to internal reviews, almost half of the projects were extended by at least one year. That being said, (highly) unsatisfactory ratings often refer to a so-called "no-cost extension" of a project, meaning that the project duration was underestimated at planning stage, but the total budget was not exceeded. Regarding the management of financial resources, more than 90% of completed projects indicate a disbursement rate of at least three-quarters of the allotted budget.

Efficiency vs. adaptive management: While inefficient projects are characterised by a variety of common weaknesses, one is worth highlighting: several internal reviews report that a project's design and/or logframe had to be adjusted to changing circumstances or a shift of priorities, which is why they attributed unsatisfactory ratings to the project's efficiency. Best practices in project cycle management, however, recommend that even if such adjustments can lead to delays in project implementation, they should not be considered a sign of inefficiency, but rather appraised as a positive indicator of flexible and adaptive project management. Observations from some external evaluations and several internal reviews indicate a challenge to clearly distinguish elements of efficiency and effectiveness when it comes to delays in implementation.

Flexibility and adaptability pay off.

¹⁷ Two assessments stated that the assessed intervention successfully adopted innovative or pioneering approaches; another three projects successfully influenced relevant legal or policy frameworks and/or reached out to a large number of beneficiaries.

Figure 6: Efficiency rating over time



Success factors and challenges for efficiency

- Similar to effectiveness, external evaluations show that strong, well-organised partner and coordination structures as well as competent and highly motivated staff are the main denominators of (highly) efficient projects. This conclusion is in line with the success factors identified in the 2017–2018 Performance Report in terms of strong partnerships, good leadership and high levels of commitment/ownership.
- Less efficient projects suffered from weak project design and result measurement frameworks or incoherent intervention logic; lack of competent, motivated staff or high turnover; unclear and disputed governance, decision-making structures or definition of responsibilities; and delays in disbursements leading to, among other things, delays in implementation of activities.

End-term evaluation of the IFC Global Corporate Governance programme

“In all three regions, despite the reportedly heavy workload of programme staff due to the small implementation teams, programme activities were implemented smoothly, diligently, and to the full satisfaction of programme partners, a key strength being the programme staff’s responsiveness, commitment and flexibility.”

Quote from external evaluation

Sustainability: Will the benefits last?

Sustainability is the extent to which the net benefits of the intervention continue or are likely to continue. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long term. While the underlying concept of continuing benefits remains unchanged, the new definition encompasses several elements for analysis – financial, economic, social and environmental – and attention should be paid to the interaction between them.

In 2019–2020, only 36 out of 50 external evaluations (72%¹⁸) explicitly assessed the sustainability of

¹⁸ The error margin is 12% for ratings from external evaluations and 8% for ratings from internal reviews. This is due to the small sample size and the wide distribution of ratings among the four-point scale.

a project¹⁹. Out of these projects, 21 (58%) were considered sustainable²⁰ and one highly sustainable. It is worth noting that the highly satisfactory rating comes from an ex-post evaluation, which is best suited to assess sustainability (see Box below). Although, on average, the picture of project sustainability remains constant since 2016, accounting for increased awareness and efforts for improvement within the Division, it still represents the most challenging area of the project portfolio performance. This is similar to challenges encountered by other donors, as illustrated in the 2019 SECO Sustainability Review⁹, which highlighted risks and best practices for greater sustainability in SECO projects. The results from internal reviews also present a similar if slightly more nuanced picture with seven (10%) highly sustainable and two (3%) highly unsustainable projects.

Persisting challenges despite multiple achievements

Ex-post evaluation on the Africa Investment Climate Programmes with IFC

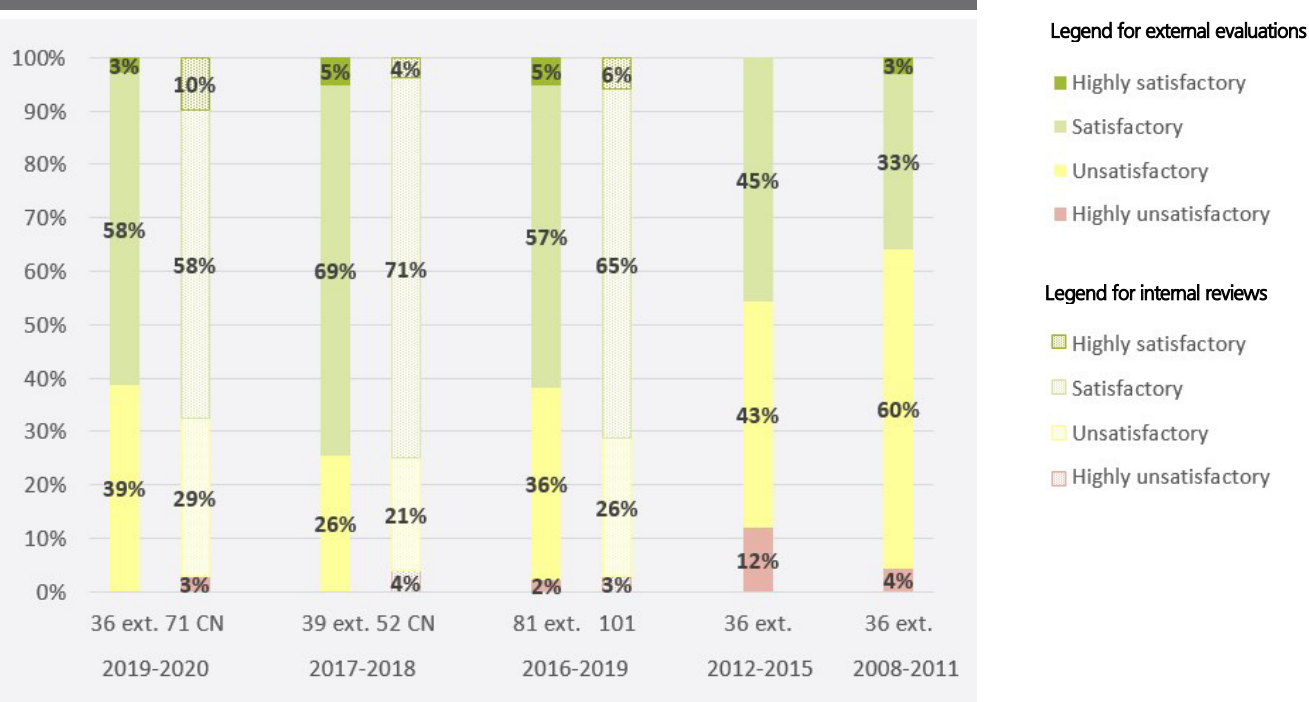
“The sustainability of reforms and other project-generated improvements was assessed as very satisfactory. Follow-up projects demonstrated authorities’ continued commitment and showed strengthened institutions contributing to IC [investment climate] reform momentum.”

Internal review on UN Trade Cluster Phase I and II – Tanzania

“ILO work with NCT has been transformative – the college is not only more financially stable now than before the project, but – crucially – is in a better position to manage this growth and reach higher levels. WEHU likes to highlight the satisfactory score for sustainability. This was difficult to achieve and we observe three main factors for achieving impact beyond the project duration: implementation of learnings from former UN Trade Cluster Projects (Lao PDR), successful partner and beneficiary selection, and excellent local project management of the international cluster manager. In the final independent ROM report at the end of 2017, sustainability was ranked as satisfactory.”

Quotes from external and internal assessments

Figure 7: Sustainability rating over time



¹⁹ For the other 11 projects, an assessment of sustainability was either not required in the terms of reference or not possible due to lack of data (8 were mid-term evaluations).

²⁰ However, due to the translation from various assessment scales used by evaluators for this particular criterion, “satisfactory” ratings sometimes include more critical assessments such as “moderately satisfactory”, and therefore tend to overestimate the projects’ sustainability performance.

Success factors and challenges for sustainability

The Division has previously analysed beneficial factors and risk factors for project sustainability, including in the 2019 Sustainability Review²¹. The sustainability of projects assessed in 2019 and 2020 suffered from previously identified issues, with one notable exception: (i) lack of political will, ownership and institutionalisation; (ii) lack of financial resources/financing mechanisms; (iii) lack of individual or institutional capacities to ensure the durability of the results of the project; and (iv) – as a new challenge – fundamental changes in the sector due to the COVID-19 pandemic. All these elements are part of the in-depth analysis for project design mentioned under relevance.

Box 1: Ex-post evaluations and impact measurement and reporting

Internal reviews as well as external mid- and end-term evaluations are important instruments for assessing short-term project results and immediate lessons learned for steering and accountability. They are, however, less suitable for identifying the longer-term, higher-level effects and lasting benefits of an intervention. Hence, measuring of project performance against impact and sustainability criteria has usually been limited to assessing the *likelihood* of long-term results beyond project conclusion.

Ex-post evaluations are one way to get a better picture of these kinds of effects since, according to the Division's practice, they are usually conducted two or three years after a project has ended. While it remains a challenge to meet the internal target of two ex-post evaluations per year, mainly due to reduced access to and availability of relevant stakeholders and information, logistics and financial resources, **three ex-post evaluations** have been conducted during the 2019–2020 period (two in the field of private sector development and one in the field of trade promotion).

Remarkably, all three evaluations attribute satisfactory to highly satisfactory ratings for the sustainability criterion, highlighting continued and strong stakeholder ownership and commitment, including follow-up projects, successful individual and institutional capacity development, and availability of financial resources as the main success factors.

Indeed, evidence from these external ex-post evaluations show that in the short- and medium-term, the Division has successfully contributed to

- Policy dialogue, private-public dialogue and general stakeholder dialogue
- Creation and optimisation of institutional synergies and institutionalisation of activities
- Improved legal and/or political framework
- Improved capacities, knowledge and awareness among stakeholders and partly among the broader public

Assessors remind us that it is crucial to look beyond the immediate project results to see if and how the Division contributes to broader systemic changes and to understand what works and what does not in the long run.

Coherence: How well does the intervention fit?

Coherence – the newly introduced OECD DAC criteria – examines the extent to which other interventions (particularly policies) support or undermine the intervention and vice versa. This includes internal coherence (within one institution or government), including compatibility with international norms and standards, and external coherence (with other actors' interventions in the same context). Coherence includes concepts of complementarity, harmonisation and coordination, and the extent to which the intervention is adding value while avoiding duplication of effort. In line with the 2030 Agenda, greater attention must be paid to coherence, with an increased focus on the synergies (or trade-offs) between policy areas. This new criterion encourages an integrated approach to understanding complex interventions and their results.

Impact: What difference does the intervention make?

Impact is the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the intervention's ultimate significance and potentially transformative effects – holistic and enduring changes in systems or norms. The impact criterion goes beyond effectiveness and encourages consideration of the big "So what?" question. This is where evaluators look at whether or not the intervention created change that really matters to people.

²¹ Sustainability Review 2019, an assessment of SECO's focus on increasing project sustainability.

The two criteria coherence and impact were only added to the Division's set of evaluation criteria in June 2020 (for more on methodological changes, see Annex A), which is why the majority of the evaluations from 2019–2020 do not include a separate assessment and rating. In 2020, four evaluations (16%) explicitly mention the new OECD DAC criterion of coherence, while 13 (52%) report on impact, yet nearly half of them indicate that it was "too early to assess" the long-term and higher-level benefits of the project. Of the evaluations that assessed coherence, three attribute a satisfactory and one a highly satisfactory performance rating. Of the seven that included an assessment of the impact criterion, one intervention was considered highly impactful and one not sufficiently impactful ("unsatisfactory"). The other five were attributed a satisfactory rating.

UNIDO Smart Fish impact is considered highly satisfactory

The end-of-project evaluation rates the intervention as highly satisfactory overall. The assessment also includes a highly satisfactory rating for the impact criteria, examining the effects of the project on the livelihood of people and the environment. It concludes that:

"At the scales of the farmer's family and the trader and processor's companies, the increases of value across the value chain had the immediate effect of higher income or more security."

Quote from external evaluation

Deep dive: common lessons learned and recommendations in private sector development evaluations ...

This chapter presents the insights from a software-based qualitative data analysis of the most common lessons learned and recommendations from evaluations conducted in the field of private sector development in 2019 and 2020. The evaluations were screened with a focus on strategically relevant topics, such as implementation modalities, instruments and business lines, in order to generate learnings on a strategic or thematic level, i.e. that go beyond operational indications on good project cycle management.²²

A pilot analysis of nine evaluations conducted in 2019 and 2020 confirmed that the large majority of the lessons learned and recommendations (201 segments) focused on operational aspects (35%), project design (19%), and results monitoring and reporting (17%). Only 14% of the analysed segments related to intervention modalities and 13% included statements on stakeholder involvement. More concretely, the recommendations on private sector development highlight the benefits and importance of:

- **Strategic intervention modalities** i.e. support and technical assistance to financial institutions and service providers for product development, digitalisation and the upscaling of interventions. In addition, where relevant, evaluators encourage the section in charge of private sector development to support the foundation of regional platforms and exchange formats.
- **Strong strategic partnerships**, i.e. strengthening cooperation with capital market actors, authorities, regulators and business organisations.
- **Evidence and needs-based project design**, including
 - i) Longer planning periods that allow for more comprehensive assessments (market, need, capacity), context analysis and experimentation.
 - ii) Active consultation, involvement of and coordination between key stakeholders to strengthen project ownership.

... and insights from other types of evaluations

This chapter presents results from evaluations that are not project evaluations mandated by operational sections, which were presented in the previous subchapters. During 2019 and 2020, the Division executed two such evaluations: In 2019–2020, the Evaluation Unit mandated the fourth independent evaluation in the context of Switzerland's Strategy for International Cooperation 2017–20 (see Box 2). In 2018–2019, the Multilateral cooperation section together with the SDC mandated

²²See 2017–2018 Performance Report, Chapter 1.3, p. 12.

an external evaluation of measures taken to strengthen the Swiss presence in priority multilateral organisations during 2012–2018 (see Box 3). These evaluations complement the Division's performance along the OECD DAC criteria, however the results are not included in the performance rating due to their different scope and level.

Box 2: Independent evaluation of SECO's Public Financial Management portfolio

Purpose and scope

In 2020–2021, an independent team evaluated 20 of SECO's Public Financial Management (PFM) projects and scored them according to the OECD DAC criteria, including the recently introduced coherence criterion. The independent evaluation looked at the three levels (global, national, subnational) where SECO is active.

Findings

The evaluation found that the assessed portfolio has performed very strongly against the stated objectives, as the majority of projects achieve high scores based on the OECD DAC evaluation criteria. The focus at three distinct levels is considered a hallmark of the portfolio and SECO has proven to be an active, capable and respected partner to other development partners, and a reliable partner to the governments supported in the area of PFM. Lastly, SECO has successfully advocated for important developments in international support to PFM reform initiatives and – most notable among these – for the increased attention to the subnational level of government, which is key for a better service delivery to citizens.

Recommendations

The evaluations recommends, among other things, that SECO continue to allow flexibility in the project implementation and further strengthen the links between national and subnational PFM. Furthermore, SECO should develop a more coherent approach to theory of change and change management across its PFM portfolio while strengthening the inclusion of transversal themes and the links to the relevant SDGs in its PFM project designs.

Box 3: External evaluation of the measures taken by the SDC and SECO to strengthen the Swiss presence in priority multilateral organisations, 2012–2018

Context

To represent its interests in the multilateral arena, the Swiss government seeks to ensure that it is adequately represented in international organisations. To this end, it has defined the following objectives: (1) ensuring Swiss participation in political bodies and committees, (2) having Swiss nationals appointed or elected to strategic executive roles in international organisations, and (3) promoting young talent to further pursue Swiss interests in international organisations. The Swiss foundation cinfo is mandated a.o. by the SDC and SECO to inform the Swiss public of career and job opportunities in international cooperation and to support individual job-seekers.

Purpose and scope

The evaluation assessed the SDC and SECO's measures to strengthen the Swiss presence in priority multilateral organisations in the period between 2012 and 2018, particularly assessing the effectiveness and the level of achievement of the objectives set in the mandate with cinfo. This evaluation therefore mainly provides insights into the third objective (see context above).

Findings

The evaluation finds the partnership with cinfo to be generally relevant and assisting overall familiarization with the multilateral system. However, figures on actual Swiss presence in multilateral organisations indicate that the Swiss potential is underused. The readiness to coordinate and work together on innovation and improvements of approach was identified as a key strength of the partnership. Room for improvement was mainly identified in the area of networking and direct engagement with Swiss nationals, policy/political support to, and leveraging decision makers and/or hiring managers to advocate for selection of Swiss candidates.

Recommendations

The evaluation recommends developing a comprehensive vision and strategy to increase Swiss presence in multilateral organisations, while leveraging political pressure and engagement with hiring managers. In addition, SDC and SECO should invest in proactive outreach, promote networking, and support Swiss nationals before, during and after their placements in targeted organisations.

2. SECO's contribution to the enlarged EU

Since 2007, Switzerland has participated in various projects designed to reduce the economic and social disparities in an enlarged EU. The Swiss contribution is jointly managed with the Swiss Agency for Development and Cooperation (SDC). The Swiss contribution has its own reporting cycle, communication concept and web presence²³. Detailed analysis of results at the country level or Swiss contribution level are available on the Swiss contribution's website²³ and in final cooperation programme reports. This report documents the statistics of four OECD DAC criteria ratings for projects managed by SECO and completed during the 2019–2020 period.

Assessment types and evaluated portfolio

In 2019–2020, the Division established 20 completion notes for 16 interventions in Romania and four in Bulgaria. In fact, the implementation of the cooperation programmes with Romania and Bulgaria ended in December 2019²⁴.

Results of project assessments according to the OECD DAC criteria

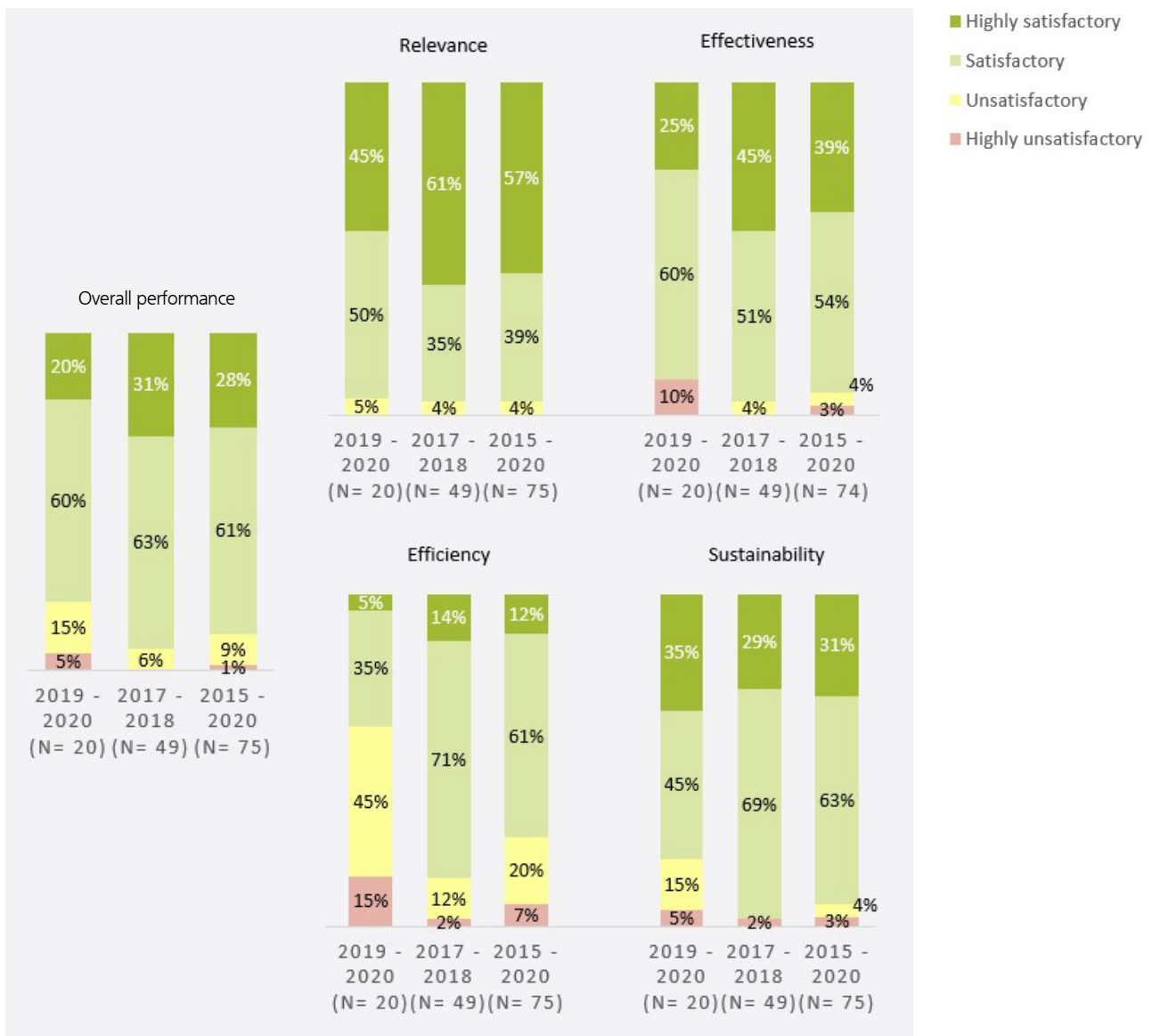
In 2019–2020, 16 out of 20 interventions received an overall highly satisfactory or satisfactory rating. This means that the overall performance in 2019–2020 is 85%, which is nine percentage points lower than the 2017–2018 performance rating of 94%. This number is to be considered with caution considering the small sample (20 assessments against 49 in the previous reporting period). Yet it does indicate that one project was rated as highly unsatisfactory and two as unsatisfactory. Mainly efficiency and sustainability affect the project performance. Furthermore, the share of (highly) unsatisfactory projects in terms of efficiency and sustainability significantly increased in 2019–2020 compared to 2017–2018. For the section in charge, the temporal comparison largely corresponds to a geographical comparison, as most results from 2017–2018 correspond to assessments from interventions in the EU-10 countries²⁵, while most results from 2019–2020 correspond to assessments from Romania and Bulgaria.

²³ [Switzerland's contribution to the enlarged EU \(www.admin.ch\)](http://www.admin.ch).

²⁴ The cooperation programmes with Romania and Bulgaria included 26 projects and 13 thematic funds in total. One SECO project in Romania is still running until 2025 (sustainable energy action fund – SEAF).

²⁵ A10 refers to the ten countries that joined the European Union on 1 May 2004: Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia.

Figure 8: Overall performance and OECD DAC criteria ratings of SECO's contribution to the enlarged EU over time



3. COVID-19: the implications of the pandemic for M&E

The COVID-19 pandemic significantly affected the work of both the Division's operations and the Evaluation Unit in 2020. Depending on the severity of the outbreak and subsequent lockdown restrictions in partner countries, **project activities – and evaluations – had to be either adapted, postponed or cancelled**, causing delays or non-achievement of the intended results. While for some projects, the impact of the pandemic-based restrictions was more severe, others were able to successfully adjust to virtual intervention modalities such as technical assistance, capacity building through e-meetings, online training, webinars and other formats. After one year, it is increasingly challenging to discern to what extent reported implementation problems result from COVID-19 or relate to pre-existing difficulties, exacerbated by the pandemic. Evaluations are expected to identify with a certain time lag the more concrete effects of the pandemic on projects.

Early impact, negative and some positive effects, guidelines, and emerging practices

In 2020, eight of the 25 external evaluations mention that COVID-19 either influenced project implementation or, at least, led to delays and adjustments for the evaluation team. In most cases, the main change was that field missions could not take place, and therefore data collection had to be carried out virtually due to travel and social distancing restrictions. While evaluators regret the loss of informal conversations and the direct experience of project reality, they confirm that **the evaluations' findings are still reliable and valid**. Evaluation teams were able to mitigate the limitations mainly thanks to reaching out to more or a broader variety of stakeholders through video conferences, and by working with local consultants who were able to provide context-specific connections and knowledge. However, the development evaluation community also reports that virtual missions often take longer to be organised and conducted, access to some stakeholders can be difficult, and the price tag is not necessarily reduced, as local experts are often virtually accompanied by international experts. Moreover, depending on the country and sector, evaluation units had difficulty finding local and independent experts to support remote evaluation. On the more positive side, the global shift to virtual interactions reduced travel costs and often allowed for more flexible, more inclusive and more regular exchange between donors, stakeholders, and beneficiaries in various places.

Confronted with the same challenges, **many development actors published analyses and guidance** to help evaluation practitioners navigate the challenges posed by the pandemic. The study "Evaluations in times of COVID-19" by a KEK-CDC researcher summarises emerging practices and guidelines based on literature review and expert interviews as of September 2020²⁶. The study concludes that "ethical principles are essential, including sensitivities to stakeholders and systems under pressure. Further, it is important to be flexible, plan realistically, and expect and facilitate change. Different methods of remote data collection have to be considered and, lastly, it is important to share results and experiences, to connect with other practitioners, and to see the current challenges as an opportunity for growth." The OECD DAC Network on Development Evaluation (EvalNet) has, over the past year, become an extremely valuable platform for sharing experiences and results with evaluation in the context of the pandemic.

Box 4: Evaluation in times of COVID-19 – emerging practices

The COVID-19 pandemic has impacted and transformed everyday life and work worldwide. Projects and programmes were adapted in response to changing needs and priorities. While credible evidence is needed for decision-making, evaluators are facing mobility restrictions, selection bias and other constraints. The following five points are key in terms of adapting our evaluation practices:



Ethical principles are essential, including sensitivities to stakeholders and systems under pressure. Measures should be taken to avoid exposing anyone to risks while ensuring that all stakeholder groups have a voice in the evaluation process.



It is important to be flexible, plan realistically, and expect and facilitate change. This includes the scheduling of regular meetings with those commissioning the evaluation as well as with the local consultants to discuss possible adaptations or rescheduling.

"There is a lack of informal interaction with teammates in the car, waiting, eating ... this now needs to be formalised in the form of daily Zoom slots..."



Different methods of remote data collection have to be considered. It is recommended to capitalise on existing data and focus data collection on areas with data gaps, using, e.g. online surveys and video interviews. Online formats have become widely accepted, whereas hybrid ones prove to be difficult. Furthermore, evaluators should strengthen their big data analysis skills.



"I miss the 'observational' method. I have to rely heavily on the assessments of others, which may lead to more conservative assessments as well as less provocative and innovative recommendations."

The relationship between local and international consultants is changing, leading to an empowerment of local consultants, whereas the international ones take on more of a coaching role. It is important to share experiences and results and to connect with other practitioners, strengthening the global evaluation community.



The best we can do is to see the current challenges as an opportunity for growth. A more participatory approach as well as elements of real-time evaluation and scenario thinking can be useful to facilitate intentional reflection on upcoming changes, challenges and creative solutions.

²⁶ KEK-CDC is a backstopper of the Evaluation Unit. The study can be found on [KEK's website](#).

Coordinated international evaluation efforts: In response to the pandemic, the OECD DAC established the COVID-19 Global Evaluation Coalition²⁷ with the Division's Evaluation Unit as a member. This platform benefits from the strong participation of bilateral development and UN agencies, as well as multilateral development banks. It has proven particularly useful for (i) coordinating evaluation planning among donors to use synergies where appropriate, (ii) sharing experiences and lessons learned in terms of evaluation during a pandemic, and (iii) providing a list of evaluation questions to assess the impacts of the pandemic and the responses to address the pandemic (see Figure 9 and the Coalition's website²⁷).

Figure 9: Strategic evaluation questions from the COVID-19 Global Evaluation Coalition



²⁷ The Coalition is an independent collaboration group of Evaluation Units of countries, United Nations organisations and multilateral institutions, including several multilateral development banks. It supports independent, credible evaluation of COVID-19 response and recovery efforts. For more information, see [The COVID-19 Global Evaluation Coalition](#).

4. Follow-up on recommendations from the 2017–2018 Performance Report

Recommendations	Follow-up
<p>1) Formulate from the outset an impact hypothesis considering all relevant stakeholders, and containing clear criteria for measuring project success, while allowing space for adaptive management during project implementation.</p>	<ul style="list-style-type: none"> • The revised results framework, including a clear impact hypothesis (if-then-because logic) at the business line level and the consolidated set of standard indicators, both approved by the Division's management in January 2020, provides a solid basis not only for the Dispatch monitoring and independent evaluations, but also for planning and monitoring at the project level. At the same time, it is an integral part of the new country programmes. • Apart from displaying the intervention logic at the project level, it has increasingly become standard practice to develop a theory of change for project design in credit proposals (e.g. Global Eco-Industrial Parks Programme and Sustainable Recycling Industries). In addition to the continuous demand-driven advice, the Evaluation Unit started a pilot for early results-based management (RBM) counselling with three projects in order to assess the benefits of such an approach to further strengthen evidence-based, adaptive, and sustainable project planning and management (ongoing). • The importance of adaptive planning and management has increased due to the pandemic. Based on regular discussions with operational sections and the section in charge of geographical coordination and field offices, the Evaluation Unit has been assessing the operational challenges and needs on project level with regards to documenting and measuring the pandemic's impact and dealing with M&E-related question (ongoing).
<p>2) Optimise the use of existing human and financial resources for steering and accountability by developing an adequate monitoring and evaluation system for each project</p>	<ul style="list-style-type: none"> • Results measurement (e.g. logframe factsheet) and reporting guidelines have been updated in a consultative process. Moreover, operational sections have maintained their focus on a balanced portfolio of evaluated projects. • Together with the operational sections, the Evaluation Unit intends to carry out new types of independent evaluations during the 2021–2024 Dispatch period (e.g. country evaluations) and assesses opportunities for impact evaluations. The Evaluation Committee recognised that most of the Division's interventions are not suited for impact evaluations, but recommended integrating elements in a "classic" evaluation. • Together with operational sections (e.g. private sector development), the Evaluation Unit has maintained its focus on ex-post evaluations and intends to provide more demand-driven guidance in the future. The Division's own target of two ex-post evaluations per year was not achieved in 2019/2020. • WEHU adopted ex-post results-oriented monitoring in a project under the UN Trade Cluster and applies an internationally aligned monitoring, evaluation and learning framework (MEL) for projects financed through the Swiss Platform for Sustainable Cocoa. • The Evaluation Unit and the SDC jointly assessed processes and methodological bases of project evaluations and reporting. Based on the externally mandated study, the methodology for overall performance assessment was reviewed and harmonised (see Annex A for more information).
<p>3) Formulate terms of references for external evaluations in a more targeted way in view of maximising the usability of evaluations for steering, learning and accountability</p>	<ul style="list-style-type: none"> • With support from operational sections, the Evaluation Unit updated the template of the terms of reference for project evaluations, integrating the revised OECD DAC criteria, among other things. • The revised and harmonised assessment grid (previous scoring chart) has been in use for newly commissioned evaluations since its approval in June 2020. During the ongoing testing phase in 2020/early 2021, the SDC and the Evaluation Unit will collect feedback in order to allow for a more nuanced and comparable basis for assessment and learning. • The Evaluation Unit continues to advise operational staff in the elaboration of terms of reference for external project evaluations in view of maximising their utility for strategic and operational considerations. • Management decided to maintain the focus on external evaluations as the source for the performance rating (see Annex A for more information).
<p>4) Improve internal dissemination and external communication of evaluation results in a user-friendly and targeted manner</p>	<ul style="list-style-type: none"> • For independent evaluations, the Evaluation Unit publishes short factsheets that are disseminated and published on the Division's website. The Evaluation Unit is considering further options for appropriate communication on results and lessons learned, such as LinkedIn posts. • For the independent evaluation on Public Financial Management (PFM), the evaluators created a video message with key findings for the Division and further communication purposes. • The Division's new intranet is also a platform for disseminating information about evaluations and their results internally.
<p>5) Continue efforts to ensure the sustainability of SECO's projects</p>	<ul style="list-style-type: none"> • For this recommendation, a detailed follow-up is provided in the framework of the Division's Sustainability Report 2019.

5. Recommendations

Based on (i) the analysis of the 2019 and 2020 external evaluations and internal reviews, (ii) the follow-up of recommendations from previous reports, and (iii) its experience from close collaboration with operational sections, the Evaluation Unit identified areas of improvement and suggests the following recommendations for future performance:

1. Maintain the focus on the sustainability and impact of project results, notably through ex-post results measurement

Rationale: Sustainability and impact are essential for accountability and learning, as they help us understand how and to what extent short and medium-term results (outcomes) last after project completion and effectively contribute to achieving the expected ultimate goal(s). By definition, to be assessed with confidence, these two OECD DAC criteria require the benefit of hindsight more so than the others. However, given the current mix of external evaluations (approximately 50% mid-term, 45% end-term and 5% ex-post evaluations), the Division only has insight into the likelihood of achievement. The Division should gather and analyse more evidence (from monitoring, evaluations and other methods) after several years, i.e. when results on outcome and impact level are observable²⁸.

Furthermore, sustainability should remain an area of attention because it is still the lowest ranked OECD DAC criterion, and the proportion of (highly) sustainable interventions has decreased compared to the previous reporting period (61% compared to 74%). The Division should further capitalise on insights from the 2019 Sustainability Review²⁹.

2. Use the logical framework instrument (logframes) as a flexible, adaptive monitoring and steering tool

Rationale: Logframes are a well-established integral part of the project planning and design stage. The analysis of external evaluations, internal reviews and the Evaluation Unit's experience from RBM coaching indicate, however, that in many cases, the logframes are not used as reporting and steering tools as they are not adapted to changing circumstances. If used to its full potential, the logframe contributes to ensuring an up-to-date, clear and common understanding of the project objectives. It also helps to track progress. Both elements are essential for effective and efficient management and implementation. It is therefore crucial that programme managers and partners use it as a living document that helps to reflect and document changing project realities in a systematic way, and, consequently, that they adapt the objectives to be realistic³⁰. They should validate the soundness of the logframe on a regular basis. Up-to-date and well-documented logframes are also central for evaluations, as they are the basis for reviewing the OECD DAC criteria.

3. Maintain a strong M&E practice in times of COVID-19

Rationale: While the global pandemic has resulted in a shift of M&E practices to the virtual sphere, their importance has not decreased. In terms of evaluations in particular, the evaluation community (such as the COVID-19 Global Evaluation Coalition) have worked on common guidance and best practices (see Box 4: Evaluation in times of COVID-19 – emerging practices). Where the utility and feasibility of an evaluation is established, evaluators and programme managers should be mindful of a “do no harm approach” (e.g. risk of contagion), maintain the quality standards of evaluations even remotely, and ensure that no one is left behind (e.g. due to lack of mobile access). In the context of travel restrictions, evaluations should also rely more on local expertise and strengthen new formats, such as hybrid or virtual interviews or remote data collection. Lastly, Evaluations should be considered a valuable source to offer information on the response on the pandemic.

²⁸ This recommendation is in line with the growing trend within the development cooperation and impact investment community. See, e.g. [WBG RAP2020](#); [IEG Country Programme's Outcome Orientation](#); [Lean Data from Stakeholder Surveys](#).

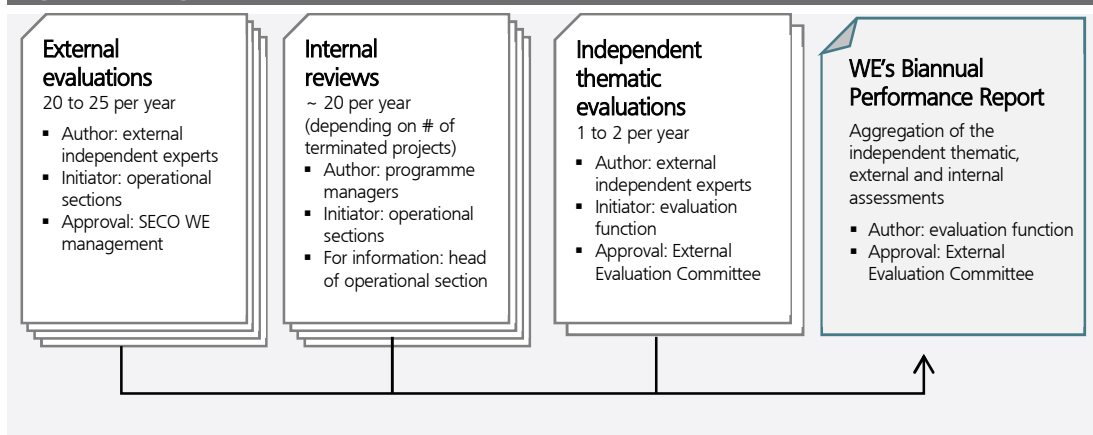
²⁹ The Evaluation Unit works together with the operational sections to implement the recommendations from the 2019 Sustainability Review and informs the Evaluation Committee on the follow-up of recommendations.

³⁰ Changes can include, for instance, a redefinition of outputs/outcomes and/or their target values, as well as a revision of external factors influencing the projects. Any changes should remain within the spirit of the initial overall objective.

Annex A) Methodology update: revised criteria and harmonisation with the SDC

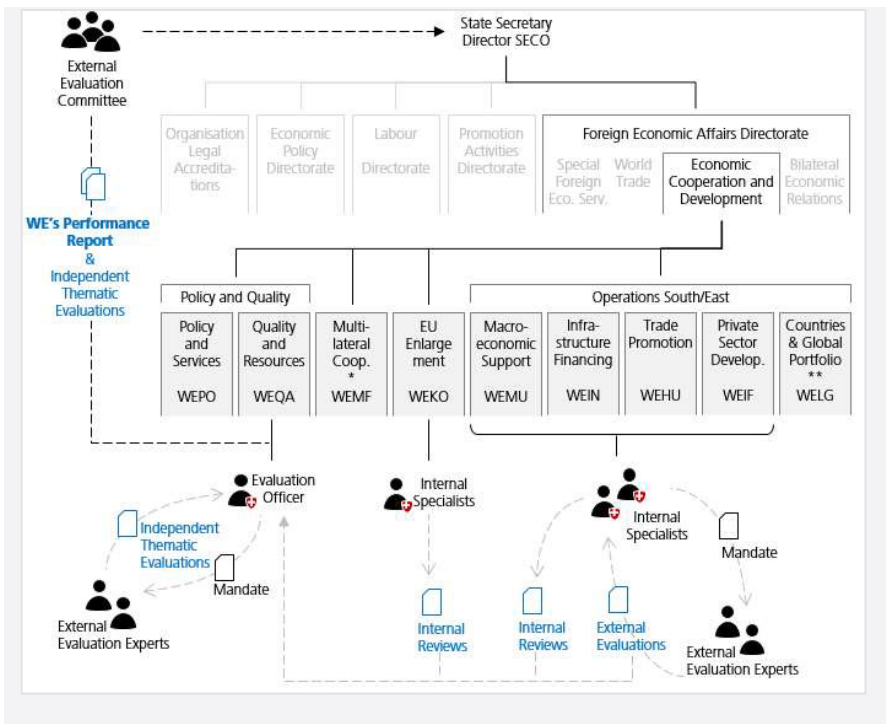
According to the Division's evaluation policy (updated as of January 2021), SECO's ODA interventions are evaluated by external and independent evaluators with respect to internationally acknowledged evaluation criteria (see Box 5 below) on a four-point scale from highly satisfactory to highly unsatisfactory. To ensure objectivity and reliability, the Evaluation Unit and operational sections validate the results (see Figure 11 for institutional set-up). In order to draw lessons, disseminate knowledge and strengthen the effectiveness of the Division's development cooperation, the Evaluation Unit produces a biannual report on its performance³¹. This review is based on the results of a) external evaluations and b) internal reviews commissioned by the operational sections, as well as c) independent thematic evaluations, which are approved and supervised by the external Evaluation Committee, a board of independent representatives from academia, Swiss Parliament, the private sector and civil society (see Figure 10).

Figure 10: Categories of assessments



³¹ Since 2019, this report is published on a biannual basis. Previous editions of the report were called Annual Report on Effectiveness.

Figure 11: SECO evaluations – governance and institutional set-up



The sample of external evaluations provides a good indication of the quality of the Division's interventions at a given time. The analysis of a biannual period is mirrored against the aggregated results since 2008 and a long-term success rate is calculated. This gives a more robust overall picture of SECO's portfolio performance over time.

Box 5: The four OECD DAC criteria and the Division's rating methodology

Relevance

The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, a 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 resources/inputs (funds, expertise, time, etc.) are converted to results

Sustainability

The extent to which benefits from a development intervention made after major development assistance persists continue; the probability of continued long-term benefits; the resilience to risk of the net benefit fluctuates over time

Rating scale: (1) highly satisfactory (2) satisfactory (3) unsatisfactory (4) highly unsatisfactory

Programme performance rating: A project is rated "satisfactory" if it scores the top two ratings in at least three of four criteria. For projects in which only two of four are rated at least "satisfactory", a qualitative judgment is made according to criteria importance in relation to the project goals. A project with three or more criteria scoring the bottom two ratings is considered "unsatisfactory".

Overall success rate: The percentage of satisfactory projects compared to all externally evaluated projects in the year under review

Long-term success rate: The average of the overall success rates since 2005

Outlook: In 2020, the Evaluation Unit, together with the SDC assessed their current processes and methodological basis of project evaluations in view of improving and harmonising the previously

distinct practices. In a study, external experts (B,S,S Basel) recommended several measures to further fine-tune and harmonise the systems in use at SECO and the SDC. In the framework of this review, an updated and harmonised assessment grid used for all internal reviews and most external project evaluations was developed, comprising the revised OECD DAC criteria and indicating subcriteria for each of the six criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability). As part of the study, a comparison with the performance rating systems of other donor agencies was executed, indicating solid practices for SECO and the SDC. The Division's management and SDC welcomed the study and approved several methodological changes, which will be applied as of January 2021 and will come into play for the next biannual performance report and the joint SECO-SDC reporting to Parliament on the International Cooperation Strategy 2021–24.

Box 6: Revised OECD DAC evaluation criteria – key elements and implications for SECO evaluations

The Division assesses its projects according to the OECD DAC evaluation criteria for international development in internal reviews as well as in external and independent evaluations. In December 2019, the OECD revised the set and content of the criteria, which the Division then formally adopted in June 2020³².

Based on this decision, the Evaluation Unit recommends considering the new set of six criteria for all future internal and external evaluations, while taking into account their individual importance for a particular project and timing of the evaluation (mid-term/end-of-project/ex-post). If however, based on the focus of the evaluation, one or more criteria will not be addressed, the programme manager or consultants should briefly indicate the reasons for "opting-out" for the sake of transparency.

1. Relevance: Is the intervention doing the right things?

The extent to which the intervention objectives and design respond to beneficiaries', global, country and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

2. Coherence (new): How well does the intervention fit?

The compatibility of the intervention with other interventions in a country, sector or institution. This includes internal coherence (synergies and interlinkages with other Swiss Development Cooperation interventions and consistency with relevant norms and standards to which SECO/Swiss Government adheres) and external coherence (consistency of the intervention with other actors' interventions in the same context).

Why did OECD DAC add coherence? This criterion captures a perspective that was not (or was only partially) covered previously. A lack of coherence can lead to duplication of efforts and undermine overall progress. In addition, it incentivises evaluators to understand the role of an intervention within a particular context instead of only focusing on the institution's perspective.

3. Effectiveness: Is the intervention achieving its objectives?

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results (as defined in project documents, such as credit proposal, including the intervention logic, theory of change, and logframe).

4. Efficiency: How well are resources being used?

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. "Timely" delivery is within the intended time frame, or a time frame reasonably adjusted to the demands of the evolving context. This may include assessing how well the intervention was managed.

5. Impact: What difference does the intervention make?

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Until the approval of the revised criteria in 2020, project assessments have only sometimes explicitly addressed impact. Evaluators have often analysed aspects of this criterion as part of the effectiveness rating. In view of demonstrating long-term changes and effects, the Division considers it important to specifically look at impact performance, where relevant and feasible.

Challenges: Often it is difficult if not impossible to assess whether and to which long-term changes an intervention was able to contribute to. Due to their timing, especially mid-term and end-of-project evaluations have to limit the analysis to estimating the likelihood of such effects. Apart from the timing there are, however, also methodological challenges, which impede "classic" evaluations to assess the scope and influence that an intervention was able to reach on a sector, a region/country or a community. Ex-post evaluations are a possibility to provide a better assessment of higher-level and long-term results as well as of the sustainability of project interventions. See more on related opportunities and challenges in Box 1: Ex-post evaluations and impact measurement and reporting (p.12).

6. Sustainability: Will the benefits last?

The extent to which the net benefits of the intervention continue, or are likely to continue. The analysis includes an examination of capacities and systems needed to sustain the benefits over time and involves an assessment of resilience, risks and potential trade-offs.

³² [OECD DAC, 2019: Revised Evaluation Criteria. Definitions and Principles for Use.](#)

Annex B) Lists of 2019–2020 external evaluations and internal reviews

B.1) List of external evaluations of SECO's ODA interventions

B.2) List of internal reviews of SECO's ODA interventions

B.3) List of internal reviews of SECO's contribution to the enlarged EU

Project number	Project name	Country / Region	Business line of the 2017-2020		Budget (SECO) [mio CHF]	Budget (total) [mio CHF]	Eval. Type	Relevance	Effectiveness	Efficiency	Sustainability	Overall Performance	Year for stat.
			Disptach	Ressort									
1	UR-00554.02.01 Sustainable Cocoa Production Program (SCPP) II	Indonesia	3.3	WEHU	9.600	60.000	Mid-Term	2	2	1	3	2	2019
2	UR-00560.01.02 GRI CSRCB II	Global	3.3	WEHU	5.540	45.580	Mid-Term	2	2	2	3	2	2019
3	UR-00320.03.01 Fairtrade and FLO Core Funding Programme	Global		WEHU	-	-	Ex-Post	2	2	3	2	2	2019
4	UR-00895.10.01 Network Carbon Markets (NCM)	Global	4.3	WEHU	3.000	3.000	Mid-Term	2	3	2	Not Required	2	2019
5	UR-00337.01.02 WTI: Promotion of Human Capacities in Trade Law Policy	PE, VT, ID, ZA, Chile	3.1	WEHU	3.000	10.000	End-Term	2	2	3	3	3	2019
6	UR-00999.10.01 Trade for Sustainable Development (T4SD) ITC	Global	3.3	WEHU	3.160	11.610	Mid-Term	2	0	2	2	2	2017
7	UR-00748.10.01 DMO tourisme durable	Tunisia	3.3	WEHU	3.800	3.800	End-Term	2	2	2	3	2	2019
8	UR-00643.10.01 Labour Market Inventory (LMI) II	ASEAN	2.1	WEHU	1.000	1.300	End-Term	2	2	2	0	2	2019
9	UR-00559.02.01 Better Gold Initiative (BGI) for ASM, Phase II	PE, CO, BO	3.3	WEHU	2.400	8.000	Mid-Term	1	2	3	3	2	2019
10	UR-00111.02.11 Projet d'Accès aux Marchés des Produits Agro-alimentaires et de Terroir (PAMPAT)	Morocco	3.3	WEHU	-	-	End-Term	2	3	2	0	2	2019
11	UR-00111.02.12 Projet d'Accès aux Marchés des Produits Agro-alimentaires et de Terroir (PAMPAT)	Tunisia	3.3	WEHU	-	-	End-Term	1	2	1	2	2	2019
12	UR-00997.10.01-03 Regional Biotrade Programme	Vietnam, Lao PDR, Myanmar	3.3	WEHU	4.704	4.704	End-Term	2	2	2	2	2	2020
13	UR-00600.10.01 IDH	Global	3.3	WEHU	30.000	30.000	End-Term	2	2	3	Not Required	2	2020
14	UR-00877.20.01 Responsible Mining Index, Phase II	Global	3.1	WEHU	2.600	7.590	Mid-Term	2	2	1	3	2	2020
15	UR-00548.01.01 UNIDO Smart Fish	Indonesia	3.3	WEHU	4.050	4.935	End-Term	1	1	1	2	1	2020
16	UR-00644.20.01 The Lab II	Global	2.1	WEHU	-	-	End-Term	2	2	2	2	2	2020
17	UR-00969.10.01/02 Colombia & Competitiva	Colombia	3.2	WEHU	13.400	13.400	End-Term	1	2	2	2	2	2020
18	UR-01002.10.01-03 SIPPO	Global	3.3	WEHU	20.340	19.700	End-Term	2	2	2	3	2	2020
19	UR-00644.20.01-09 SCORE III	Global	2.1	WEHU	13.000	28.379	Mid-Term	2	2	2	0	2	2020
20	UR-00424-05.01 UN Trade Cluster	Myanmar	3.1	WEHU	4.652	4.897	Mid-Term	2	3	3	0	3	2020
21	UR-00340.03.01 National Resource Efficient and Cleaner Production (RECP)	Indonesia	4.3	WEHU	4.064	4.064	End-Term	2	2	3	2	2	2020
22	UR-00903.10.01 EQ-FINREP Albania	Albania	2.2	WEHU	2.750	3.000	End-Term	1	2	1	3	2	2019
23	UR-00927.10.01 Extractives Global Programmatic Support Umbrella Trust Fund	Global	1.1	WEHU	3.000	178.000	Mid-Term	1	2	2	2	2	2019

Project number	Project name	Country / Region	Business line of the 2017-2020		Budget (SECO) [mio CHF]	Budget (total) [mio CHF]	Eval. Type	Relevance	Effectiveness	Efficiency	Sustainability	Overall Performance	Year for stat.	
			Disptach	Ressort										
24	UR-00263.17.01	Africa Investment Climate Programs with IFC	Sub-Saharan Africa	3.2	WEIF	5.370	8.900	Ex-Post	2	1	2	1	2	2019
25	UR-00373.11.02	Facility for Investment Climate Advisory Reform (FIAS)	Global	3.2	WEIF	4.750	200.000	Mid-Term	2	2	2	0	2	2019
26	UR-01057.10.01	IFC Warehouse receipts program	Ghana	2.2	WEIF	2.499	2.630	Mid-Term	1	2	2	0	2	2020
27	UR-00916.10.01	EBRD Multi-Donor Account	Ukraine	1.1	WEIF	0.877	15.000	Mid-Term	2	2	2	0	2	2020
28	UR-00716.10.01	Africa Leasing Facility 2	Regional	2.2	WEIF	3.135	5.500	Ex-Post	1	2	2	2	2	2020
29	UR-01042.10.01/02	Private Sector Competitiveness Program/SWAPP	Ghana	3.3	WEIF	12.551	53.866	Mid-Term	2	2	2	3	2	2020
30	UR-00656.01.03	IFC Corporate Governance Programme	Global	2.1	WEIF	6.295	7.641	End-Term	2	2	1	2	2	2020
31	UR-00670.10.01/02	PROMISE IMPACT	Indonesia	2.2	WEIF	2.910	2.910	End-Term	1	2	2	2	2	2020
32	UR-00933.10.01	GIZ Integrated Urban Development Ukraine	Ukraine	4.1	WEIN	2.150	5.750	End-Term	1	2	1	3	2	2019
33	UR-00932.10.01	E5P	Ukraine	4.2	WEIN	-	-	Mid-Term	2	1	2	0	2	2019
34	UR-00783.10.01	SSATP Trust Fund	Africa	4.1	WEIN	4.750	36.000	Mid-Term	1	2	0	0	2	2019
35	UR-00950.10.01-04	Cities Support Programme MDTF WB (CSP)	Southafrica	4.1	WEIN	2.000	20.000	Mid-Term	1	2	3	3	2	2019
36	UR-00769.30.01-03	Cities Development Initiative Asia CDIA	Regional	4.1	WEIN	7.600	388.200	mid-term	1	2	3	2	2	2019
37	UR-00121.04.01	ECA PPP TA Program, AL, USD	Regional	1.3	WEIN	0.830	19.500	Mid-Term	2	1	2	2	2	2019
38	UR -01038.10.01	Integral Development of Urban Water and Sanitation Utilities in Colombia (COMPASS)	Colombia	1.3	WEIN	0.149	16.250	Mid-Term	1	2	1	2	2	2020
39	UR-00941.20.01	ESMAP Energy Sector Management Assistance Program	Global	4.2	WEIN	10.000	215.000	End-Term	2	2	2	0	2	2020
40	UR-00664.10.01	Local Tax Administration Capacity Building (TRAMPIL)	Indonesia	1.1	WEMU	5.194	5.000	Mid-Term	2	2	3	2	2	2019
41	UR-00409.05.01-02	IMF Topical Trustfund AML/CFT	Ghana	1.2	WEMU	5.000	25.000	End-Term	1	2	2	3	2	2019
42	UR-00682.20.02	UNCTAD DMFAS	Global	1.1	WEMU	1.470	22.000	Mid-Term	2	1	2	3	2	2019
43	UR-00881.20.01	Moussanada Trust Fund	Tunisia	1.1	WEMU	9.700	18.700	Mid-Term	1	2	2	Not to be included	2	2019
44	UR-00917.10.01	Capital Market Strengthening Facility	Global	1.2	WEMU	17.000	-	Mid-Term	1	2	2	2	2	2020
45	UR-00608.20.02	IFSSP II	Indonesia	1.2	WEMU	7.000	50.000	Mid-Term	1	2	2	2	2	2020

Project number	Project name	Country / Region	Business line of the 2017- 2020		Budget (SECO) [mio CHF]	Budget (total) [mio CHF]	Eval. Type	Relevance	Effecti- veness	Efficiency	Sustaina- bility	Overall Performance	Year for stat.	
			Disptach	Ressort										
46	UR-00155.03.02	IMF AFRITAC East	East Africa	1.1	WEMU	2.000	-	Mid-Term	1	1	2	2	2	2020
47	UR-00322.03.02	Strengthening Accountability and the Fiduciary Environment (SAFE) Trust Fund	Regional /ECA)	1.1	WEMU	1.000	4.350	End-Term	1	2	2	2	2	2020
48	UR-00610.10.02	Subnational PFM Program (Phase 1)	Peru	1.1	WEMU	8.478	-	End-Term	1	2	2	2	2	2020
49	UR-00789.10.01	CIAT Partnership for Strengthening Tax Administrations	LAC	1.1	WEMU	2.027	3.446	End-Term	2	3	2	3	3	2020
50	UR-00417.02.01	Public Financial Management Analytical and Advisory Assistance	Vietnam	1.1	WEMU	7.200	7.200	Mid-Term	1	1	2	0	2	2020

Project number	Project name	Country / Region	Business line of the 2017-2020		Budget total	Disbursement rate	Relevance	Effectiveness	Efficiency	Sustainability	Overall Performance	Year for stat.	
			Disptach	Ressort									
1	UR-00319.02.01	Code of Conduct for the Protection of Children	Global	3.3	WEHU	1.515	86%	2	3	2	3	2019	
2	UR-00111.02.04	UR Trade Support Services for Vietnam SMEs	Vietnam	3.3	WEHU	3.061	98%	1	3	2	3	2019	
3	UR-00196.04.01/02	Organic Market Development	Ukraine	3.3	WEHU	5.000	100%	1	1	2	2	2019	
4	UR-0394.10.01	Sustainable Public Procurement	Ghana	3.1	WEHU	2.981	82%	2	2	4	3	2019	
5	UR-00424-01.01	UN Trade Cluster Phase I & II	Tanzania	3.1	WEHU	3.135	99%	2	2	2	2	2020	
6	UR-00895.10.01	Carbon Finance Assist (CFA) + Networked Carbon Markets (NCM)	Global	4.3	WEHU	6.475	68%	1	2	2	3	2020	
7	UR-00536.0101	Scaling up Sustainability Standards BRIC	Global		WEHU	3.460	100%	2	1	2	2	2020	
8	UR-00827.10.03-05	Consolidation Organic Certification Bodies	Regional (ECA)	3.3	WEHU	2.702	97%	1	2	1	1	2020	
9	UR-00612.10.01	Farmforce	Global	3.3	WEHU	8.060	99%	2	nd	3	0	2020	
10	UR-00842.10.01	Trade Facilitation Support Programme (TFSP) - Global	Global	3.1	WEHU	4.009	80%	1	2	2	2	2020	
11	UR-00548.01.01	Indonesia SmartFish Project	Indonesia	3.3	WEHU	6.650	95%	1	1	1	2	1	2020
12	UR-00111.12.01	Accès aux Marchés des Produits Agro-alimentaires et de Terroir - PAMPAT	Tunisia	3.3	WEHU	2.166	100%	1	2	1	2	2	2020
13	UR-00326.02.01	Standards GH II	Ghana	3.3	WEHU	3.534	86%	1	2	3	2	2	2020
14	UR-00762.10.01-02	Natural Capital Program	Global	4.3	WEHU	0.274	97%	1	2	2	3	2	2020
15	UR-00643.10.01-02	Labour Market inventory	ASEAN	2.1	WEHU	5.650	99%	2	1	2	3	2	2020
16	UR-00320.03.01	Strategic Fairtrade Funding Partnership II	Global		WEHU	9.164	97%	2	2	3	2	2	2020
17	UR-00716.10.01	Africa Leasing Facility 2	Regional (SSA)	2.2	WEIF	1.900	99%	1	1	1	2	1	2019
18	UR-00321.01.01	Green Credit Trust Fund (GCTF)	Vietnam	4.3	WEIF	12.500	96%	1	2	2	3	2	2019
19	UR-00567.01.01 / 02	Tax Simplification Program	Vietnam, Lao	3.2	WEIF	1.853	95%	2	2	1	2	2	2019
20	UR-00772.10.01 – 0	USAID MSME Program	Macedonia	2.1	WEIF	7.200	31%	1	2	2	2	2	2019
21	UR-00460.02.02	MPFTIC	Indonesia	3.2	WEIF	13.047	99%	2	2	2	2	2	2019
22	UR-00792.10.01-02	South Africa Financial Sector Development and Reform Program	South Africa	1.2	WEIF	4.437	97%	2	2	2	2	2	2019
23	UR-00164.02.01 & 02	LEBRD Central Asia Risk Sharing (CARSSF)	Central Asia	2.2	WEIF	10.560	100%	2	2	2	2	2	2019
24	UR-00593.02.01	Environmental & Social Risk Management (ESRM) for Financial Institutions (FIs) in EAP	Regional (Far East / East)	4.3	WEIF	9.121	56%	1	2	1	2	2	2019
25	UR-00525.01.01	Egypt Private Sector Development program	Egypt		WEIF	0.450	79%	2	3	2	2	2	2019

Project number	Project name	Country / Region	Business line of the 2017-2020		Budget total	Disbursement rate	Relevance	Effectiveness	Efficiency	Sustainability	Overall Performance	Year for stat.
			Disptach	Ressort								
26	UR-00617.10. - 20 MENA MSME Facility Phase I	Egypt, Tunisia	2.1	WEIF	4.433	86%	1	2	2	2	2	2020
27	UR-00819.10.01 Microfinance project in Indonesia	Indonesia	2.2	WEIF	0.250	100%	2	2	3	3	2	2020
28	UR-00592.01.01 Microfinance project in Vietnam	Vietnam	2.2	WEIF	8.650	100%	2	1	1	2	1	2020
29	UR-00719. Micro and responsible financial Project	Asia & Azerbaijan	2.2	WEIF	2.314	79%	1	2	2	2	2	2020
30	UR-00539.01.01 IFC Peru National Program (Investment Climate)	Peru	3.2	WEIF	4.743	90%	1	1	3	2	2	2020
31	UR-00654.10.01 UR IFC: Retail banking/payment	Vietnam	2.2	WEIF	7.790	98%	1	2	2	2	2	2020
32	UR-00654.10.01 UR IFC: Retail banking/payment	Indonesia	2.2	WEIF	4.620	80%	2	3	4	2	3	2020
33	UR-00595.01.01 - 0- IFC Tax Simplification Program "LACTAX"	Regional (LAC)	3.2	WEIF	0.147	74%	2	2	2	2	2	2020
34	UR-00778.10.01 IFC Debt Resolution Project	Vietnam	3.2	WEIF	4.129	96%	1	1	1	2	1	2020
35	UR-00050.01.02/UR Green Credit Trust Funds (GCTF), GCTF Colombia und GCTF Peru	Peru, Colombia	4.3	WEIF	1.100	47%	1	2	2	3	2	2020
36	UR-00846.10.02 IFC ECA Strengthening Financial Systems	Regional (ECA)	2.2	WEIF	5.902	88%	1	2	2	2	2	2020
37	UR-00537.02.01 Coaching for Public Utilities	North Macedonia,	1.3	WEIN	8.060	96%	3	3	3	3	3	2019
38	UR-00438.01.01 South-East Kosovo Water Supply	Kosovo	1.3	WEIN	4.488	86%	1	2	1	2	2	2019
39	UR-00003.01.03UR-Developing ambulances services for Jordan Civil Defense	Jordanien	1.3	WEIN	1.190	100%	1	1	3	2	2	2019
40	UR-00769.10.01 Cities Development Initiative Asia CDIA Phase I	Regional	4.1	WEIN	2.250	89%	1	1	2	2	2	2019
41	UR-00217.01.02 Restructuring Blood Transfusion Services - Phase II	Egypt	1.3	WEIN	1.425	97%	1	2	4	2	2	2019
42	UR-00784.10.01 Hydropower Sustainability Assessment Protocol (HSAP)	Ghana, Indonesia	4.2	WEIN	4.050	99%	1	2	2	3	2	2019
43	UR-00621.20.01 MIDF	Regional (ECA)	1.3	WEIN	4.972	100%	1	4	4	4	3	2019
44	UR-00211.01.03 Karakol Water Project I	Kyrgyzstan	1.3	WEIN	5.087	98%	1	2	3	3	3	2019
45	UZ-01151.11 Trams	Serbia		WEIN	4.800	98%	1	2	2	1	1	2019
46	UR-00269 Electricity - TENT-B	Serbia	4.2	WEIN	1.000	98%	1	2	1	1	2	2019
47	0 CHP Combined Heat and Power Plant fuelled by Biomass in Padinska Skela	Serbia	4.2	WEIN	4.800	100%	1	0	0	0	3	2019
48	UZ-00660.26.02 Hospital Waste Incineration Project, Plovdiv	Bulgaria	1.3	WEIN	4.069	100%	1	0	3	0	0	2019
49	UR-00200.07.47 Choutrana I	Tunesien		WEIN	2.100	100%	2	2	3	3	2	2019
50	UR-00993.10.01 Urban planning and mobility training partnership	Global	4.2	WEIN	2.750	100%	1	1	2	2	2	2019

Project number	Project name	Country / Region	Business line of the 2017-2020		Budget total	Disbursement rate	Relevance	Effectiveness	Efficiency	Sustainability	Overall Performance	Year for stat.
			Disptach	Ressort								
51	UR-00921.10.01	World Bank Water Global Practice	Global	WEIN	4.350	100%	1	2	2	1	2	2019
52	UR-00562.01.01	Gostivar Water Supply Project	Macedonia	WEIN	1.259	100%	1	2	3	3	2	2019
53	UR-00816.10.01	Energy Districts in Colombia - Phase I	Colombia	WEIN	1.425	86%	1	1	2	1	1	2019
54	UR-00705.10.01	SECO-WB Urbanization Partnership	Global	WEIN	2.456	85%	1	1	2	2	1	2019
55	UR- 00458.01.01	WB Renewable Energy Development Project	Vietnam	WEIN	1.057	100%	1	2	3	3	2	2020
56	UR-00481.01.01	IFC Renewable Energy PPP Project	Indonesia	WEIN	3.664	100%	2	3	3	3	3	2020
57	UR-01045.10.01	Mekong Urban Resilience Program	Vietnam	WEIN	9.495	48%	2	2	2	1	2	2020
58	UR-00464.01.01	Osh/Jalal-Abad Water Rehabilitation	Kyrgyzstan	WEIN	4.446	100%	1	2	2	1	2	2020
59	UR-00633.10.01	IMWC	Kosovo	WEIN	2.822	98%	1	2	2	3	2	2020
60	UR-00420.01.01	Bishkek Water Project I	Kyrgyzstan	WEIN	1.675	100%	1	2	3	2	2	2020
61	UR-00933.10.01	Integrated Urban Development in Ukraine Phase I	Ukraine	WEIN	5.250	100%	1	2	2	3	2	2020
62	UR-00038.01.02	/ LMF-Linie II, Ba Ria	Vietnam	WEIN	15.660	88%	2	3	4	3	3	2020
63	UR-00950.10.01-07	Cities Support Proramme (CSP1)	South Africa	WEIN	2.248	94%	1	2	2	2	2	2020
64	UR-00497.01.01	UR- Financial Sector Modernization Project (FSMP) I	Azerbaijan	WEMU	9.120	96%	2	2	3	3	2	2019
65	UR-00545.01.02-03	NPRA	Ghana	WEMU	2.134	98%	1	2	3	2	2	2019
66	UR-00013.05.01	UR PEFA country activities	Global	WEMU	20.369	21%	1	2	2	2	2	2019
67	UR-00417.02.01	BF: TA, Cour des comptes	Burkina Faso	WEMU	10.783	100%	2	3	3	3	3	2019
68	UR-00883.10.01	Strengthening Albanian Financial Supervisory Authority	Albania	WEMU	2.000	100%	1	2	2	2	2	2020
69	UR-00360.01.01	UR- SAI Development Phase I-III	Tajikistan	WEMU	0.200	100%	1	2	3	2	2	2020
70	UR-01012.10.02	Public accounting reforms	Serbia	WEMU	1.100	55%	1	4	3	4	4	2020
71	UR-00425.02.01	Bank Directors' Training, Phase II	Vietnam	WEMU	2.630	66%	1	2	2	3	2	2020
72	UR-00106.04.01	Strategischen Partnerschaften 2011-2017	Global	WEMU	1.850	78%	1	1	1	2	1	2020
73	UR-00928.10.01	Collaborative Africa Budget Reform Initiative (CABRI)	South Africa	WEMU	2.000	100%	1	2	2	2	2	2020

Annex C) Outlook

2021–2024 Independent evaluation programme

Based on consultation with the Independent Evaluation Committee and Division Board, and as approved by the Committee (16 November 2020), the Evaluation Unit plans to conduct four independent evaluations during the Dispatch period 2021-2024. While maintaining a certain flexibility in terms of thematic focus and timing, the following topics have been agreed upon as priority themes:

1. Private sector engagement evaluation (approach paper under development)
2. Climate evaluation
3. Evaluation of SECO's cooperation with multilateral organisations
4. Country programme evaluation

External Evaluations Programme for ODA interventions by operational sections

Evaluations planned in 2021 (as of April 2021)	
Operational sections	External evaluations
Macroeconomic Support	6
Infrastructure Financing	16
Trade Promotion	7
Private Sector Development	7
Multi-section evaluations	3
Total in 2021	39

Part II: Management Response

**Part III: Position of the
Independent Evaluation
Committee**

Imprint

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Bern, 2021

