



**Seminar Synthesis**  
**2<sup>nd</sup> face-to-face event of SDC's Employment and Income Network**  
**9<sup>th</sup> to 13<sup>th</sup> May 2011, Gwatt/Thun and Bern, Switzerland**

### **Programme**

The programme included a series of different modules:

- (i) **Training cum Workshop on Results Measurement in Private Sector Development / Vocational Skills Development**, based on DCED standard and SDC's own experience (May 9 – 10)
- (ii) Public Seminar on **Employment and Income in Fragile Contexts** (May 11), *see separate reporting on the [ShareWeb](#) of the e+i network.*
- (iii) **Platform for peer exchange**, the "E+I network café" (May 12),
- (iv) Public **Savings and Credit Forum on Financial Literacy** (May 13), *see separate reporting on the [ShareWeb](#) of the e+i network.*

### **Introduction**

Some **fifty participants** from SDC Head office and Coordination offices, from partner organisations and consultants participated in the event.

There is a growing need and desire within SDC and the larger donor community to **demonstrate its effectiveness**. The Donor Committee for Enterprise Development (DCED) has developed a Standard for **Measuring Results in Private Sector Development (PSD)**. SDC (e+i) has supported the DCED in this field, and a number of projects are in the process of applying this measurement system. The objective of the results measurement workshop was to familiarize the participants with the Standard, with the aim to trigger interest and provide insight on applying the Standard. Special attention was to be paid to test the applicability in the field of **Vocational Skills Development (VSD)**.

Furthermore a variety of e+i topics were discussed during the peer exchange platform. High in the priority list was the discussion on SDC's systemic market development approach **Making markets work for the poor (M4P)** and, in particular, the future collaboration with the **M4P HUB** that is supported by DFID, SIDA and SDC.

### **Major Conclusions**

#### On Results Measurement:

(i) The Standard has been practiced and applied in a growing number of PSD (M4P/Value Chains Development) projects, yet not in VSD. However, the workshop concluded that in terms of its methodological approach, the Standard is applicable to VSD as in any other field of e+i. The Standard provides guidance on the minimal core elements – **well elaborated results chains are key** - that need to be in place in order to measure adequately. It leaves sufficient flexibility to programmes and projects to determine what needs to be measured.

Within VSD, the discussion focuses more on reaching consensus on goal and strategies and common indicators that need to be measured at outcome/impact level.

(ii) **For SDC**, the DCED standard is a useful tool in ensuring results orientation, both for improving interventions and proving results. Results chains are a core tool to develop interventions and predict changes at project design stage, and help measure **attributable results** during project implementation. **The results chains are not antagonistic but complementary to the mandatory log frame in credit proposals**. Results chains provide valuable inputs for developing realistic log frames (a summarising tool). **Appropriate resources** need to be allocated to ensure measurement is done in a practical and cost-effective manner.

The (DCED Standard) **universal indicators** (scale, income and employment) might be complemented with indicators related to the mandates and goals of SDC projects and SDC (pro-poor growth and VSD, gender, governance, others) if deemed so.

(iii) **DCED collaboration:** There are a number of SDC projects that are applying the DCED Standard. An extensive resource base including case studies is available at the DCED website [DCED Standard for results measurement](#). The DCED supports implementing donors and projects with an on-line forum, offers a market place for projects and experienced consultants and a link to training courses offered by private providers. The DCED will organise an international event on results measuring in Thailand on January 17-20, 2012.

(iv) **Overall experience** so far learns that the principles and practices are easily embraced (“the first mile”), yet application of the Standard does require additional efforts and support (“the last mile”). There is a great diversity among projects in terms of resources, experiences and capacities with respect to measuring results systems and practices. More is needed if projects are to apply the results measurement system (peer exchange, in depth technical training on certain elements of results measurement for specific groups, technical support to projects while implementing).

#### On Making Markets Work for the Poor:

(i) The **M4P approach is increasingly applied in SDC**, over 20 projects apply it from the very beginning, around another 20 projects gradually incorporate M4P thinking and principles in their project design. Hence the interest for knowledge management within and “around” SDC is high. The e-debates (three rounds during 2010 along the PCM stages planning – implementing - monitoring of PSD/Value Chains Development; so far one in 2011 on facilitating) have triggered lively discussion and practical knowledge among a growing e-community of far more than 100 practitioners.

(ii) High in the future learning agenda are **gender** aspects, **governance** as a transversal theme, ecological considerations related to the new “hip of **green economy**” or its application in “water” and “climate change”. Also measuring the **actual benefits at house-hold level** (complementing universal indicators of employment, income, scale) as an “in-depth prove” of M4P’s poverty relevance gain interest to counter an overall criticism of M4P systemic approach relying too much on “trickle down” poverty impact hypotheses. Obviously using results chains that help make plausible the actual attribution are the way to tackle this.

(ii) The **M4P HUB** [www.m4phub.org](http://www.m4phub.org) has gained a lot of momentum. The resource base is growing, it includes increasingly more contributions from SDC projects and partners. Among others the HUB is currently piloting a Help Desk function with DFID that could be of interest for SDC, and plans an international conference on November 7 – 9 in the UK. Challenges remain the broadening of the market of M4P service providers (including training) where the Springfield Centre so far has no serious competitors. Furthermore the interest for M4P application in francophone Africa and Latin America is growing – at least among the SDC community. However, so far the HUB has not sufficient resources to cover new linguistic areas.

(iii) The e+i network will strengthen the collaboration, among the above mentioned learning topics, giving **priority to gender** (proposed as topic for the 2012 thematic seminar in Switzerland), the Help Desk function will be further explored, and SDC staff and partners will be encouraged to participate actively in the mentioned conference early November in the UK that may trigger a new level of M4P knowledge management towards wider application of M4P in development cooperation.

The **full-fledged documentations** can be found on the [ShareWeb](#) of the Employment and Income network:

- a series of **videos**

- more elaborated **reports** and the **complete documentation** (presentations, relevant seminar working outputs, summaries from peer group discussions), due latest by end of June.

Furthermore, the e+i network will update its **rolling work plan** accordingly (as discussed in its HQs meeting on June 6<sup>th</sup>).

*updated on 24 June 2011 – TSP  
(includes comments from NW members)*