

A woman with dark hair, wearing a white lab coat and a pearl necklace, is pointing with her right hand towards a chalkboard. The chalkboard is filled with various diagrams and mathematical equations. In the foreground, the backs of two young men wearing orange shirts are visible, looking towards the woman and the chalkboard. The scene is set in a classroom or lecture hall.

External Review of the implementation of SDC's Education Strategy: Basic Education and Vocational Skills Development (BE and VSD)

Findings and recommendations

Presented by

- Fabienne Lagier (Co-teamleader)
- Matthias Jäger (Co-teamleader)

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Introduction and methodology (1)

Introduction and methodology

Key findings and recommendation

Overall

On BE/VSD interplay

On BE

On VSD

On structural and organisational issues

The assignment: «Stocktaking exercise» of the ES implementation

- Level of implementation of the measures decided in the ES
- Facilitating/hindering factors
- Priorities to be addressed (also in light of new Dispatch)

The Evaluation Team

Education: Fabienne Lagier (co-lead), Barbara Zeus

VSD: Matthias Jaeger (co-lead), Michael Morlok

Introduction and methodology (2)

Introduction and methodology

Key findings and recommendation

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13 key review questions, related to:

- General perception of the ES
- Increased financial commitment to education (+evolution of project portfolio)
- Education in fragile/emergency contexts
- Complementarity between BE and VSD
- Other complementarities (VSD/BE and other sectors and thematic areas)
- Strategic partnerships and policy dialogue (international and CH)
- Support to innovation (innovation fund)
- Roles and responsibilities within SDC
- Focal Points and networks
- Strategic orientations
- Adjustment to the IC Strategy 21-24

Introduction and methodology (3)

- Introduction and methodology**
- Key findings and recommendation**
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Review Methodology

- SAP data analysis (Education portfolio evolution)
- Online survey (111 respondents from SDC and external partners)
- Individual interviews and focus groups (86 people)
- Extensive document analysis
- 7 case studies

And...specific efforts to work as a joint BE/VSD team

Key findings: Overall

Introduction and methodology

Key findings and recommendation

Overall

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General appreciation of the ES

- Considerable differences across the organisation in perception and use of the ES,
- BUT:**
- Consensus, that ES was instrumental to make education a prominent issue in SDC

Increased financial commitment

- 50% target for the dispatch period 2017-20
- Closely monitored at the level of the Directorate (Steuerungsberichte)
- Achievement 37% (Steuerungsbericht), 33% effective spending (SAP)
- Considerable achievement irrespective of precise figures: Education has developed into a priority issue in the organisation

Key findings and recommendations on the interplay between BE and VSD

Consensus on the need vs. the reality of the interplay (synergies, complementarities)

R1: Take the beginning of the new IC Strategy 2021-24 as opportunity to relaunch the process to strengthen the interplay between BE and VSD

- Develop a common understanding of the interplay (but also the demarcations!) between BE and VSD and capture it in a “typology tool”
- Define and communicate joint objectives, priorities and activities for BE and VSD
- Review organisational arrangements to respond to both, the joint mission and the separate core businesses of BE and VSD

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Key findings and recommendations on BE

Thematic focus, complementarities with other sectors

R2: Ensure the institutionalisation of EiE/child protection, focus on synergies with selected sectors/thematic issues and increase attention to core pedagogical issues

International policy dialogue and Swiss expertise

R3: Keep SDC's position in international policy dialogue and continue developing access to specialised Swiss expertise

Focal Point and network

R4: Build on assets, focus on selected priorities and on the services mostly appreciated in house

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Key findings and recommendations on VSD (1)

VSD Portfolio

R5: Diversify the VSD portfolio under the IC Strategy 2021-24 with a dual focus on jobseekers from vulnerable groups and potential job creators and multipliers

- Labour market insertion with comprehensive approaches
- With the focus on sustainable economic growth, expand the portfolio to post-secondary and non-academic tertiary levels including dual VE

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Key findings and recommendations on VSD (2)

Dual VET

R6: The FP VSD continues to promote dual approaches through the DCdVET and explores options to scale-up SDC's participation in and contribution to the international policy dialogue in TVET

Focal Point and network

R7: The FP VSD continues its strong focus on need-responsive technical advice and enhances its attention proactively to VSD systems development (*and improved livelihood in crisis affected contexts*)

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Key findings and recommendations on structural and organisational issues

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Key findings and recommendation

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Thematic expertise

R9: Strengthen thematic expertise both for the positioning in the international policy dialogue and for quality development in field operations

Monitoring the ES implementation

R10: Retain the instrument of the “Steuerungsberichte” under the IC 2021-2024, but shift its focus from the 50% increase of funds to be allocated to BE and VSD to other selected issues

Management Response

Presented by

- Guido Beltrani (Co-Head of Expert Team on Inclusive Economic Development)
- Sabina Handschin (Head of Education Unit)



Recommendations on the interplay between BE and VSD: Management Response

R1: Take the beginning of the new IC Strategy 2021-24 as opportunity to relaunch the process to strengthen the interplay between BE and VSD

Fully agree

- New organisational arrangements (e.g. mixed profiles/job descriptions while ensuring that staff member still maintains its specialist core-competencies in the respective theme, “one stop shop” technical advice for the field) to be defined within the new Section “Economy and Education”)
- Operational guidance / “typology tool” on the interplay to be developed and disseminated
- Joint yearly planning for BE and VSD

On BE/VSD
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issues

Recommendations on BE: Management Response (1)

R2: Ensure the institutionalisation of EiE/child protection, focus on synergies with selected sectors/thematic issues and increase attention to core pedagogical issues

Fully agree

- EiE concept developed with concrete action points, implementation plan, milestones for institutionalization aligned with Protection Operational Concept
- EiE included in SHA-deployment concept, aligned with Protection
- Conceptual and programmatic framework developed of cross-sectoral lever of education in a number of sectors

On BE/VSD
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issues

Recommendations on BE: Management Response (2)

R3: Keep SDC's position in international policy dialogue and continue developing access to specialised Swiss expertise

Partially agree (no specific work on think-tank beyond what is already done)

- Current policy work and SDC policy approach pursued and positioning maintained
- Current approaches on added value of Swiss school system for international cooperation pursued
- Periodic review of partner portfolio conducted

On BE/VSD
interplay

On BE

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On structural and
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Recommendations on BE: Management Response (3)

On BE/VSD
interplay

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issues

R4: Build on assets, focus on selected priorities and on the services mostly appreciated in house

Fully agree

- Modus operandi of the mutually reinforcing links between the four pillars of the EDU-Unit's Work is pursued (Policy, Partner, Technical Advice, Network)
- Hands-on tools to guide strategic decisions and operational implementation in a number of thematic areas are developed

Recommendations on VSD: Management Response (1)

VSD Portfolio

R5: Diversify the VSD portfolio under the IC Strategy 2021-24 with a dual focus on jobseekers from vulnerable groups and potential job creators and multipliers

Fully agree

- Identify promising approaches for opening social and economic perspectives of vulnerable groups in the thematic networks, based on concrete project examples
- Support SDC operations in the development of programmes to target job multipliers through capacity building and improved knowledge of successful project examples
- Ensure good coordination with SECO while expanding the portfolio to post-secondary and non-academic tertiary levels

On BE/VSD
interplay

On BE

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On structural and
organisational
issues

Recommendations on VSD: Management Response (2)

Dual VET

R6: The FP VSD continues to promote dual approaches through the DCdVET and explores options to scale-up SDC's participation in and contribution to the international policy dialogue in TVET

Partially agree

- Continue engaging in relevant platforms (DCdVET, IBBZ, FoBBIZ) but mind the limited resources available for expanding the engagement in policy dialogue

On BE/VSD
interplay

On BE

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Recommendations on VSD: Management Response (3)

Focal Point and network

R7: The FP VSD continues its strong focus on need-responsive technical advice and enhances its attention proactively to VSD systems development (and improved livelihood in crisis affected contexts)

Fully agree

- Increase capacity for VSD system development interventions and discuss sustainability of VSD interventions with the VSD network
- Foster role of VSD in humanitarian contexts, including in livelihood projects, based on existing experiences of the humanitarian aid

On BE/VSD
interplay

On BE

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Recommendations on structural and organisational issues: Management Response (1)

Thematic expertise

R9: Strengthen thematic expertise both for the positioning in the international policy dialogue and for quality development in field operations

Fully agree

- Identify options on how to develop, retain and rotate thematic expertise within thematic careers/domains

On BE/VSD
interplay

On BE

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**On structural and
organisational
issues**

Recommendations on structural and organisational issues: Management Response (2)

Monitoring the ES implementation

R10: Retain the instrument of the “Steuerungsberichte” under the IC 2021-2024, but shift its focus from the 50% increase of funds to be allocated to BE and VSD to other selected issues

Partially agree

- Develop a light monitoring framework of the education strategy for internal purposes

On BE/VSD
interplay

On BE

On VSD

**On structural and
organisational
issues**

Contacts for further questions:

SDC Education Unit and Education Network.

education@eda.admin.ch



SDC Inclusive Economic Development Unit and Network.

ied@eda.admin.ch

