



# How does BA relates to results based management at SDC?

Learning event BA 30.1.2013





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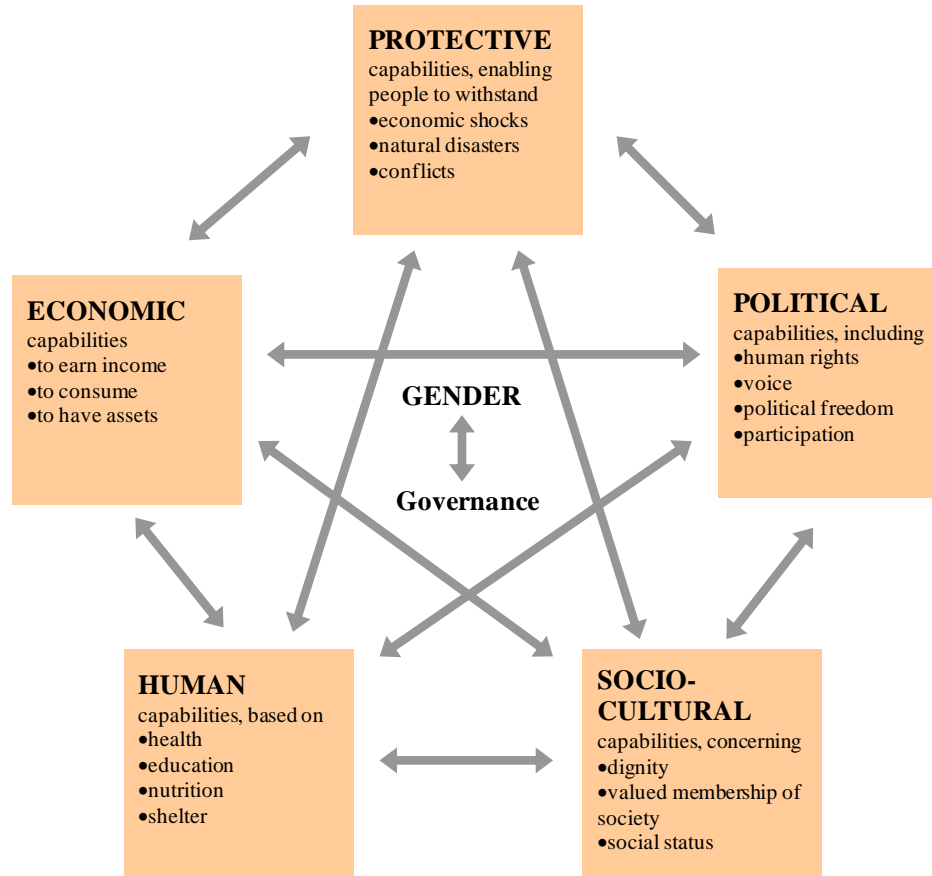


# PART I: BACKGROUND



# Background: goal and core values

- Poverty reduction is the ultimate goal of Swiss International Cooperation (Federal Bill, 2013-2016)



- Good governance and gender equality are the two transversal issues



# Background: goal and core values

## Implication QS

■ outcomes reported at two levels 1) population + 2) organization / instit.

■ **Participation, empowerment and downward accountability** are also key elements of governance which are central in BA => can contribute to strengthen

■ BA focus on people's perspective makes a critical link with concrete realities as experienced by poor people

- **reducing poverty** about changes in the live of poor people,
- **more gender equality** also about soft factors / intra household relationships difficult to grasp with statistics



# Background: reflective practice

- SDC puts a focus on increasing effectiveness by carefully analyzing the results (outcome / impact) in M&E and taking informed decision on the design of SDC programs
- Project / program / CS are meant to be based on:
  - well **defined target group**: who are the poor, what makes them poor, and keep them in poverty?
  - established “**impact hypothesis**” : how will the program contribute to support poor people to escape poverty
- “Impact hypothesis” is about anticipating results chains
  - vertically: outputs => outcomes => impacts
  - horizontally: contributions from SDC financed program to partners’ development results



# Background: reflective practice

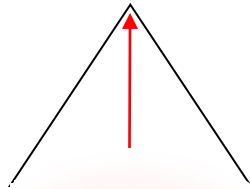
- BA as **reality check** based on the **perspective of the population**
  - do people from target group benefit?
  - how do people perceive the influence of the program on their lives
  - impact hypothesis confirmed or need adaptation ?
- in such analysis SDC encourages program managers and partners to use different sources of data :
  - existing data from others,
  - external views from experts (reviews),
  - perspective from partners, stakeholders and
  - perspective from project staff (self evaluation)
  - perspective from people / citizen who the program intend to benefit (Beneficiary Assessment)



# Reflective practice in order to improve development effectiveness

**Learning and Knowledge Management**

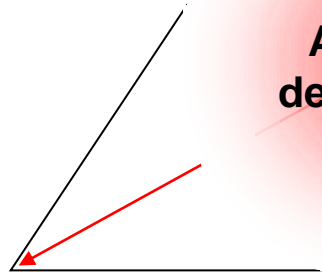
to learn and share experience and knowledge generated during implementation



**Achieving development results**

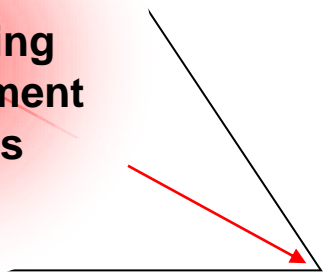
**Steering**

To stimulate strategic reflection and to support future decisions



**Accountability**

to account for the results achieved with the resources allocated 1) to Swiss authorities, 2) to intended beneficiaries







# Background: other key aspects

- Results must be reported at both **1) population and 2) organization / institution level**, and links between both level of progress should be made plausible

⇒BA: contribute to better understand / document the results chain and multiple perspective around change

- Dealing with entrenched social exclusion: challenging discriminatory practices and structures

⇒BA: who benefited ? critical reflection about discrimination that exclude poor people to benefit

- Partnership and capacity development for empowerment

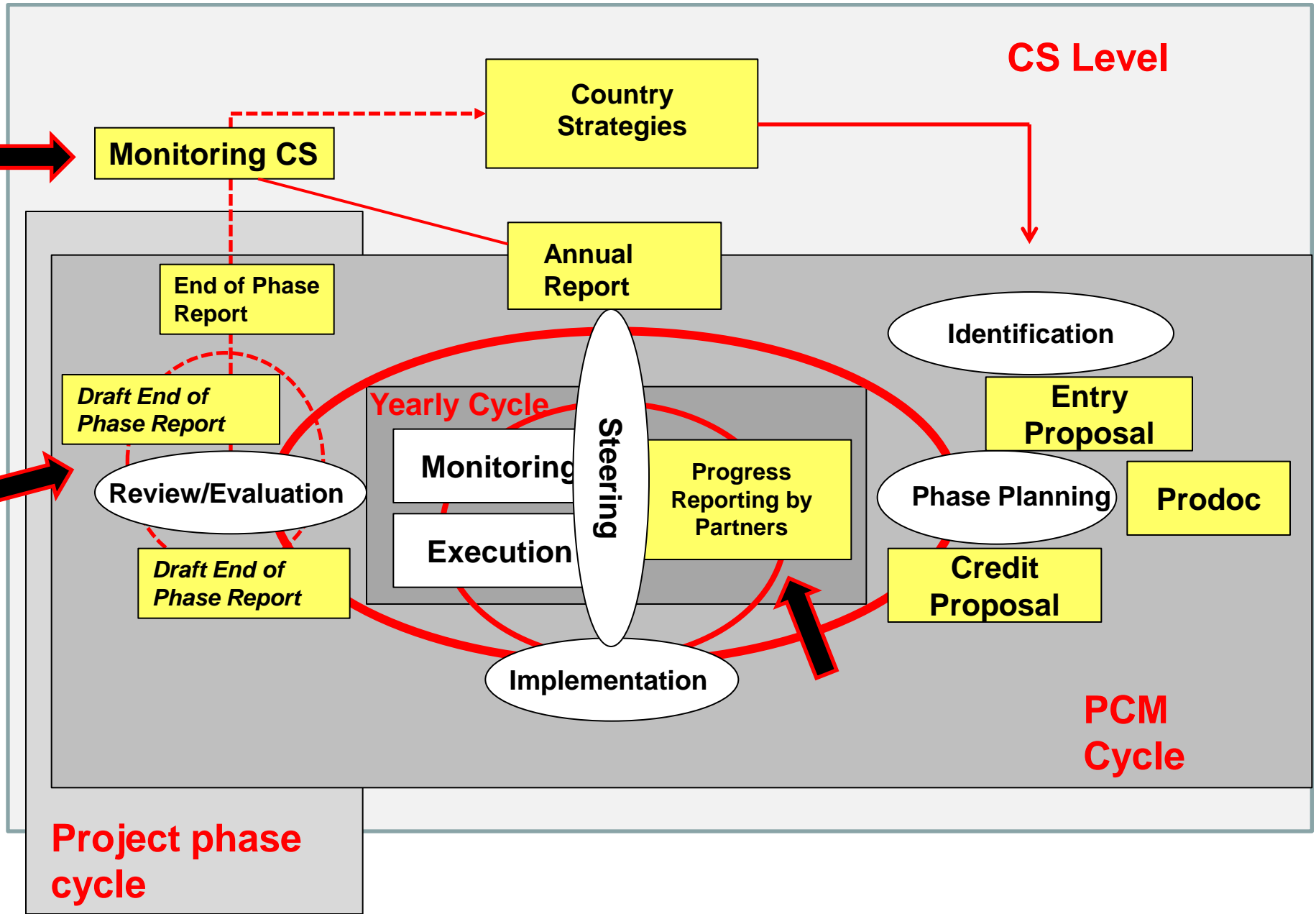
⇒BA: power issues are crucial and power consciousness starts with us donors and our relations with partners



# **PART II: BA & SDC QA TOOLS**



# Steering Cycles at Project and Country Strategy level

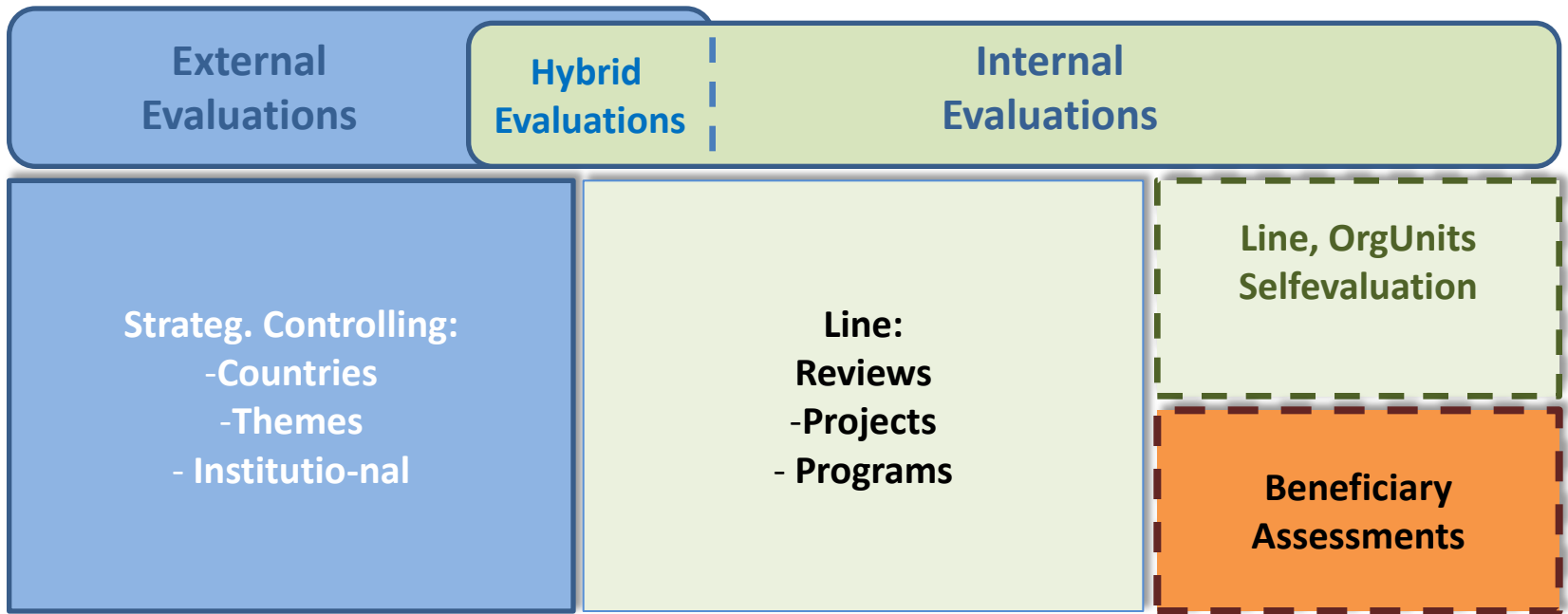




# BA & review

- focus on a few key questions relevant for strategic steering and is about expert view
- Selective questions on (DAC criteria for evaluation)
  - efficiency: cost-effective?
  - effectiveness : achieving declared objectives (outcomes)
  - relevance: Doing the right things?
  - impact: positive / negative, intended / un-, direct/ indirect changes
  - sustainability: social, economic, environmental
- beside monitoring information (insider perspective), beneficiary assessments (target group perspective) can provide important inputs to review questions
- BA before a review: framing review questions, triangulation
- BA after a review: complement, interpretation of review findings

# Types of evaluation in SDC



DAC  
criteria

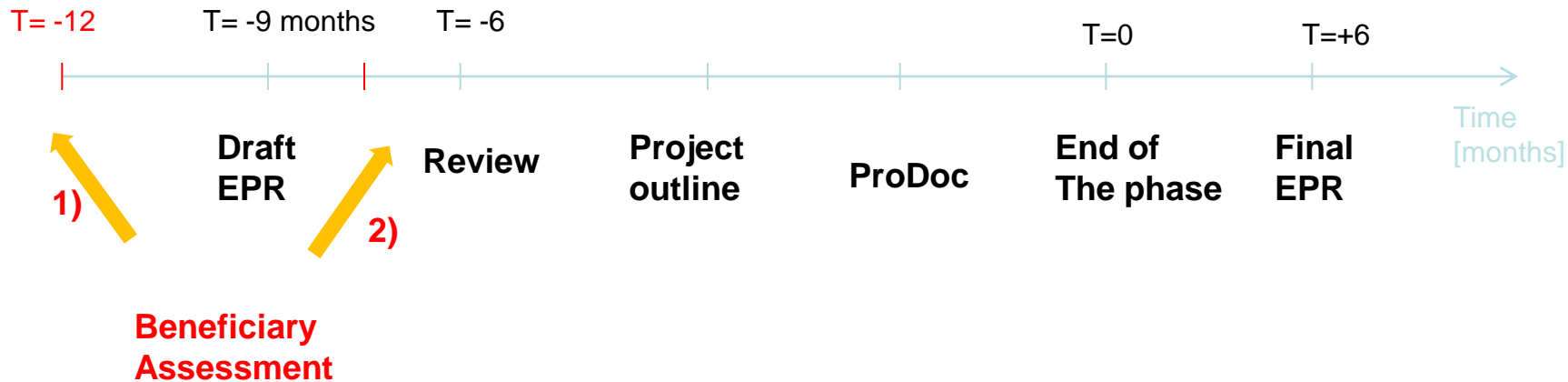


Selective



# BA & End of Phase report

- Review: to be done every 2-3 phases



- 1) BA provides important insights for EPR, and BA findings can be further confirmed during review
- 2) EPR identifies lack of information on beneficiary perspective / results at population level

- BA for selected projects / programs of a Country Strategy domain



# BA – Reporting requirements by Partners

- The reporting requirements intend to focus on:
  - steering of interventions, accountability and documentation of results.
  - communication between SDC and partners for **critical reflection** and organisational learning,
  - description of the main achievements reached in the course of the year in relation to the planned outcomes during a phase of intervention
- Linked with 1) EPR / Reviews 2) Monitoring of CS / AR
- Provided the relationships with our partner are enabling (power conscious), **BA can provide an excellent opportunity for joined critical reflection and learning on results with our partners**



# BA - Monitoring of Country Strategies

- BA for selected projects / programs of a Country Strategy domain

- **Possible reasons for a BA as element of CS monitoring system:**

- availability and quality of data critical: diversify information sources!

**Fragile contexts** with low data management capacity: BA excellent entry point for qualitative analysis

- Portfolio at meso / macro level (CapDev, sector / budget support): need for a **reality check of impact hypothesis** and linking with citizen / recipient perspectives,

- Weak **reporting at population level** (on country & swiss portfolio) + need to link progress reported at organization level with changes experienced at population level





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Confederaziun svizra

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# Thanks!



# Group work Day 1

1. Linking BA with reviews and EPR of project / programs
2. Linking BA with Monitoring of Country Strategies
3. Linking BA with support to local governance processes

## ■ In these 3 cases:

- Proposals / ideas on how to link BA with ... and what were the added value
- Main challenges and open questions

## **Keeping in mind :**

how can we bring our partners (government, civil society, service providers, ...) on board, might be a trade off with the quality of participation!



# Group work day 2

1. Linking BA with reviews and EPR of project / programs
2. Linking BA with Monitoring of Country Strategies
3. Linking BA with support to local governance processes

## ■ In these 3 cases:

- Proposals / ideas on how to link BA with ... and what were the added value
- Main challenges and open questions

## **Keeping in mind :**

how can we bring our partners (government, civil society, service providers, ...) on board, might be a trade off with the quality of participation!