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**Swiss Agency for Development  
and Cooperation SDC**

ied

inclusive economic  
development

# Information Package

## Inclusive Economic Development

For SDC staff and practitioners involved in inclusive economic development programmes in the field and at HQ

### An introduction

April 2021



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# 1. Inclusive Economic Development - IED

This Information Package is designed for SDC staff and practitioners involved in inclusive economic development programmes. It provides an introduction into the IED approaches and ways of systemic thinking through three interlinked economic thematic priorities on system and individual level: Vocational Skills Development (VSD), Private Sector Development (PSD) and Financial Sector Development (FSD), and the modality of Private Sector Engagement (PSE).

## What we do – Alignment with SDGs and NLOB

In line with the SDGs 2030, Switzerland promotes an inclusive and sustainable economic growth that creates jobs, increases productivity and protects the environment. To achieve these ambitious goals, Switzerland promotes to increase engagements with the private sector.

Inclusive Economic Development (IED) is supporting this strategic orientation through three interlinked economic thematic priorities on system and individual level: Vocational Skills Development (VSD), Private Sector Development (PSD) and Financial Sector Development (FSD). A crucial success factor in these thematic priorities is the private sector engagement (PSE). Hence, the IED is building up a methodological core competence regarding this modality.



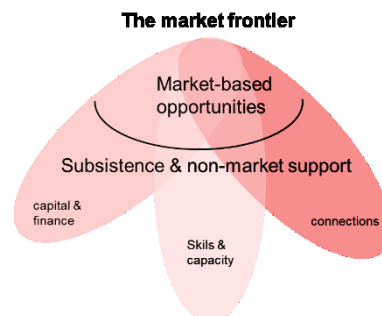
IED supports SDC’s projects and programmes with various tools and consulting. Another objective is to facilitate a network that brings together practitioners and experts. The network contributes to identifying the most pertinent ideas, experiences and projects, and shares lessons learned and best practices. Further information on thematic and methodological priorities on implementing inclusive economic development are set out in the Medium Term Orientation, the slide deck on IED in fragile contexts and in the working aid “Leave no one behind (LNOB) in practice for IED.”

- [Medium Term Orientation 2015-19](#)
- [IED Working Aid LNOB in Practice](#)
- [IED in fragile contexts](#)

## What we know – systemic approach

Poverty is a multidimensional phenomenon. Lack of access to basic services like education, water or electricity, social or political exclusion, and high vulnerability are some dimensions of poverty. Related to them, and often lying at their core, is the economic dimension of being un- or underemployed and not having enough income. Although it is not possible to rank poverty dimensions according to their importance,

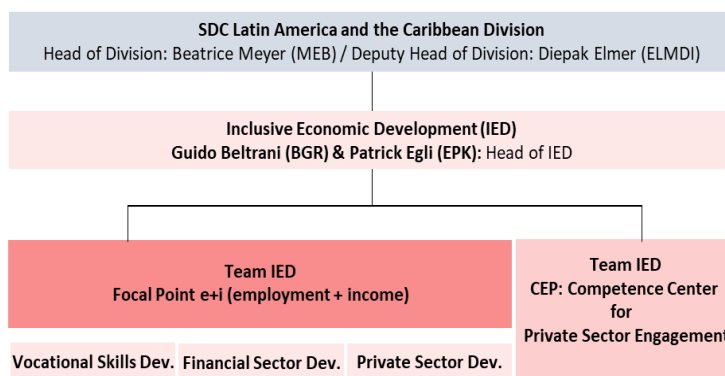
**The Market Frontier (systemic logic of inclusion / exclusion)**  
 Market participation requires that individuals or groups have a combination of assets that allow them to engage in and benefit from market-based opportunities. These assets include physical and financial capital, knowledge and capacities, and connections that enable transactions. The 'market frontier' can be thought of as the threshold where a person has sufficient capital, capacity and connections, which together enable them to take advantage of market-based opportunities. If that threshold is not reached, livelihoods will depend on non-market based support, such as social protection, or subsistence livelihoods.  
[For more see BEAMexchange](#)



insufficient income, i.e. income poverty, is one of the most severe factors. History has shown that economic empowerment leads empowerment in other dimensions, too – and vice versa. There is a clear relationship between income and non-income dimensions of poverty, and reducing the former helps to escape the vicious circle. Consequently, income creation is addressed not only in “pure” IED SDC projects and programmes, but as well in e.g. climate change, food security or rural development interventions. In order to reduce insufficient incomes, we need inclusive growth, i.e. the creation of net additional income for SDC’s target groups. Or, in other terms, we promote systemic thinking in line with the logic of inclusion/exclusion in programme implementation.

## Who we are

We are the Team IED. We are organised in two units. The first unit, the Focal Point e+i (employment and income), is structured in line to our thematic priorities. The second unit CEP - Competence Centre for Private Sector Engagement, is exactly what its name suggests. Both units work closely together. The best way to get in touch is to contact one of the Heads of the Team IED. If your project has a systemic approach and includes various thematic topics, we coordinate ourselves to provide the expertise you need. Thus, you will have one contact person.



## How to be part of the community

In order to meet the different needs on IED information and peer discussions, we propose four communication channels.

First, there is our quarterly news-letter, which is jointly published with the Focal Point for Agriculture and Food Security. The newsletter is targeted at a broad audience that wants to regularly receive updates on the IED work.

<b>Team IED Focal Point e+i</b>	<b>Team IED CEP</b>
<b>To know what's up:</b> Quarterly newsletter of IED and the Focal Point A+FS	
<b>To exchange with peers:</b> Online Discussion Groups (DGroups)	
DGroup PSD	DGroup VSD
<b>To access all resources:</b> Shareweb of IED / e+i	Shareweb of IED / PSE
<b>To get inspired:</b> Global Face-to-Face events every 3 – 4 years	

Second, we maintain two thematic online discussion groups on PSD and VSD (so called DGroups). If you're an active practitioner or expert, we encourage you to join at least one group. As a member, you can reach out to the thematic network for help on a specific issue or to launch a discussion.

Third, both cluster units have sharewebs (see below). Fourth, both networks regularly meet at Face-to-Face or other network events. In order to enjoy the benefits of the different platforms, you must subscribe individually.

[Register for IED/e+i](#)

[Register for IED/PSE](#)

## How we share

On our sharewebs you find plenty of resources. Our cluster provides support for the complete project cycle and beyond. In addition to tools and instruments for the project management (e.g. tools and guidelines for credit proposals, cost-benefit analysis etc.), we also aim to inspire you and support your overall capacity building. Thus, you will also find information about courses and events related to our thematic and methodological priorities, information on SDC projects and relevant studies, reports and concept papers from other actors.

[Shareweb IED/e+i](#)

[Shareweb IED/PSE](#)

## How to get support

If you are looking for a tailored support, we offer the members of our networks the possibility to get expert support for up to 1 day. You can use this service without any contracting and free of cost or administrative work for you. If your request is of general interest, the IED may be able to allocate more than just one day.

[IED/e+i support](#)

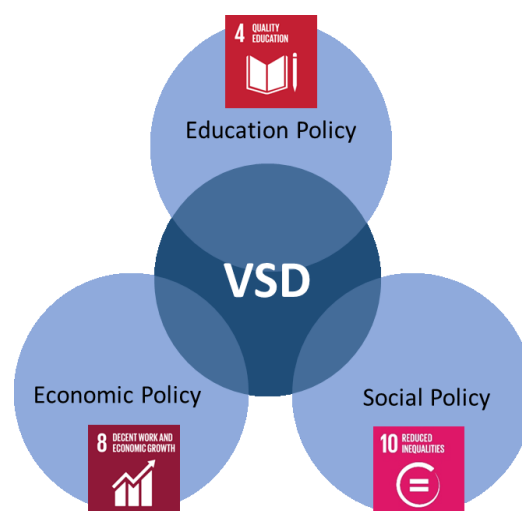
[IED/PSE support](#)

## 2. Vocational Skills Development - VSD

Vocational skills development (VSD) is a cornerstone of Swiss development cooperation.

### VSD in Swiss Development Cooperation

Vocational skills development (VSD) is a cornerstone of Swiss development cooperation. Vocational training bridges the world of education (SDG 4) with the world of work (SDG 8): young women and men increase their chances of finding decent employment and earning a better income. A skilled workforce raises the competitiveness of companies. As such, VSD has a direct bearing on poverty alleviation (SDG 1), reduced inequalities (SDG 10) and on social and economic development (SDG 8). The promotion of skills trainings may improve the employability of our target groups, but does not automatically lead to more jobs. In contexts with the aim of promoting employment, it is necessary to complement VSD projects with other measures, in particular private sector and financial system development. The interplay with basic education strengthens the inclusion of vulnerable groups, for informed transition from compulsory schooling to VSD and for lifelong learning pathways of individuals.



**Definitions VSD / VET:** The broad concept of VSD encompasses all organised learning processes for the development of technical, social and personal competencies and qualifications that contribute to the sustainable long-term integration of trained people in decent working conditions in the formal or informal economy, either on an employed or self-employed basis. VSD usually combines theory and practice and can take place in schools or technical institutes, workshops or at the workplace in enterprises. According to the concept of lifelong learning, VSD can take place at all education levels, from lower-secondary to tertiary, and be acquired throughout an individual's economically active life. It includes formal and non-formal VSD offers.

[VSD Factsheet](#)

[VSD Brochure](#)

[All VSD Key Documents](#)

### Strategic Guidance for VSD

As introduced in the first chapter, the *IED Medium Term Orientation* explains the social and economic policy rationale of VSD and its intersection with employment, Private Sector Development (PSD) and Financial Sector Development (FSD). In 2017, the SDC launched its *Education Strategy*, comprising both basic education and vocational skills development. This strategy takes a development policy perspective. It elaborates on the intersections between basic education and VSD and reiterates the importance of intersections with private sector development and employment. The State Secretariat for Economic Affairs' position paper *Skills Development in Economic Development Cooperation* guides SECO's increased engagement in this area.

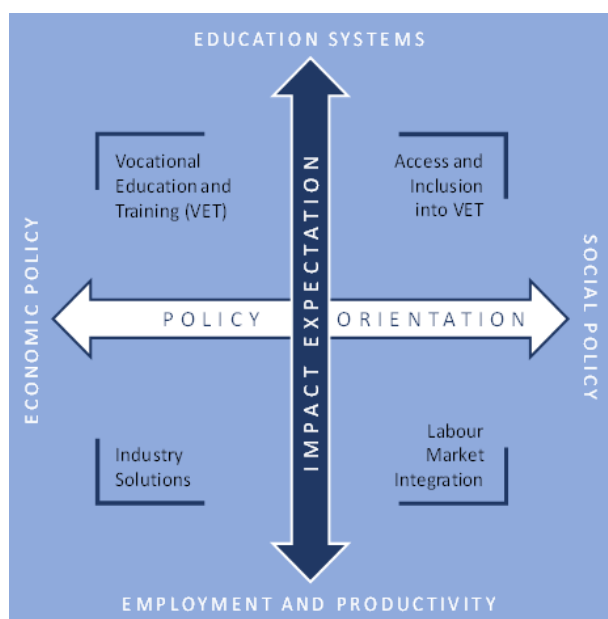
[SDC Education Strategy](#)

[SECO VSD Position Paper](#)

## Typology of VSD approaches

As VSD belongs to different policy areas and expectations are diverse, there is no one-size-fits-all approach. Vocational skills development serves different purposes and pursues different, sometimes even conflicting objectives – even if they all have employment and income as a long-term objective. That’s why a **typology of VSD approaches** was developed, based on a coordinate system that structures the landscape of possible VSD interventions and to help the priority setting and shuffling across time, according to the context.

The **horizontal axis** shows that according to the context priorities, projects (or project components) are often designed to pursue *either* more social (logic of inclusion/exclusion, LNOB) or more economic objectives (logic of economic profitability):



**Social policy objectives** respond to the social demand of young school-leavers, pursue the labour market integration of the unemployed, or facilitate the access and inclusion of any group with specific barriers hindering their participation in educational programmes.

**Economic policy objectives** respond to the existing labour market demand and contribute to the quality, productivity, competitiveness and innovation capacity of the national economy, of industries, and of individual companies.

The **vertical axis** illustrates that interventions adopt different approaches in order to achieve the objectives discussed above: Either they contribute primarily to the long-term goal of developing **sustainable national educational capacities and (inclusive) VET systems**;

Or they are designed to achieve an immediate and measurable impact on **reducing unemployment, under-employment or increasing productivity**, responding to skills shortages in companies, economic sectors or labour markets.

The coordinate system thus divides the landscape of VSD projects into **four prototypical approaches**: Vocational Education and Training (VET); Access and Inclusion into VET, Industry Solutions; Labour Market Integration. The four approaches have a different focus and produce different outcomes. In reality, many projects do not exclusively pursue one single approach. They rather combine different approaches in different project components or during the life span of the project, which may find their place in the coordination system accordingly. Over the past years, «VSD and Private Sector Engagement» as well as «VSD in fragile context» have emerged as important topics when it comes to the implementation of VSD.

Based on the above-mentioned typology, four additional sheets (Add-ons) have been produced in order to outline possible ap-proaches with regard to

- Roles and interests of the private sector
- Governance issues in VSD
- Engagement with the private sector
- Dual Vocational Education and Training

[VSD Project Typology Tool and Add-ons](#)

[VSD and PSE: forming partnerships with the private sector](#)

[IED/VSD in fragile contexts](#)



## Dual Vocational Education and Training and Swiss competences

In Switzerland and other countries such as Austria, Germany and Liechtenstein, VET is predominantly based on the so-called dual system. This system is characterised amongst others by a strong collaboration with the private sector – through individual companies and professional organisations (see webpage DCdVET). In the projects of the SDC, the concepts of dual VET are adapted to the conditions in the partner country, taking existing structures into account – and refraining from using the Swiss dual system as a blueprint. Depending on a project's focus, this may take very different forms.

[Webpage - DC dVET](#)

The **Donor Committee for dual Vocational Education and Training** (DC dVET) with the SDC as one of its founding members is at service of the SDC operations. It promotes dual VET in international cooperation and is a knowledge and exchange hub for this topic based on Swiss expertise and competences.

## VSD and migration

Migration is one of the main phenomena of the first decades of the 21st century. VSD supports social and economic inclusion in general, and more specifically the integration into labour markets and into education and training. It can therefore be a powerful approach to support both, hosting societies and migrants (including refugees) to make best use of migration opportunities and to address the challenges migration can pose for individuals and societies. We know that a good educational and training background helps migrants to make use of migration opportunities and to deal with the typical migration challenges. Therefore, providing education and training to migrants will also benefit the society and the economy as a whole.

[Working Tool VSD and Migration](#)

## SDC's partners in VSD

Successful vocational education and training relies on close collaboration with a broad alliance of partners from government ministries, local authorities, vocational schools, NGOs and – of utmost importance – the private sector. Developing these partnerships is a priority for the SDC.

In many countries the SDC works with other bilateral donors. Particularly close cooperation exists with Germany, Austria and Liechtenstein, the countries that have joined forces in the DC dVET (see above). The International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and various development banks are key partners at the multilateral level.

To make use of **Swiss expertise**, close coordination is maintained with other Swiss Federal Offices and the Swiss Federal Institute for Vocational Education and Training (SFIVET). Additionally, SDC partners with the Swiss Forum for Skills Development and International Cooperation (FoBBIZ). Swiss NGOs or other specialized implementers implement some projects.

[The Swiss Confederation's  
International Cooperation in VET](#)

[Swiss Federal Institute for  
VET \(SFIVET\)](#)

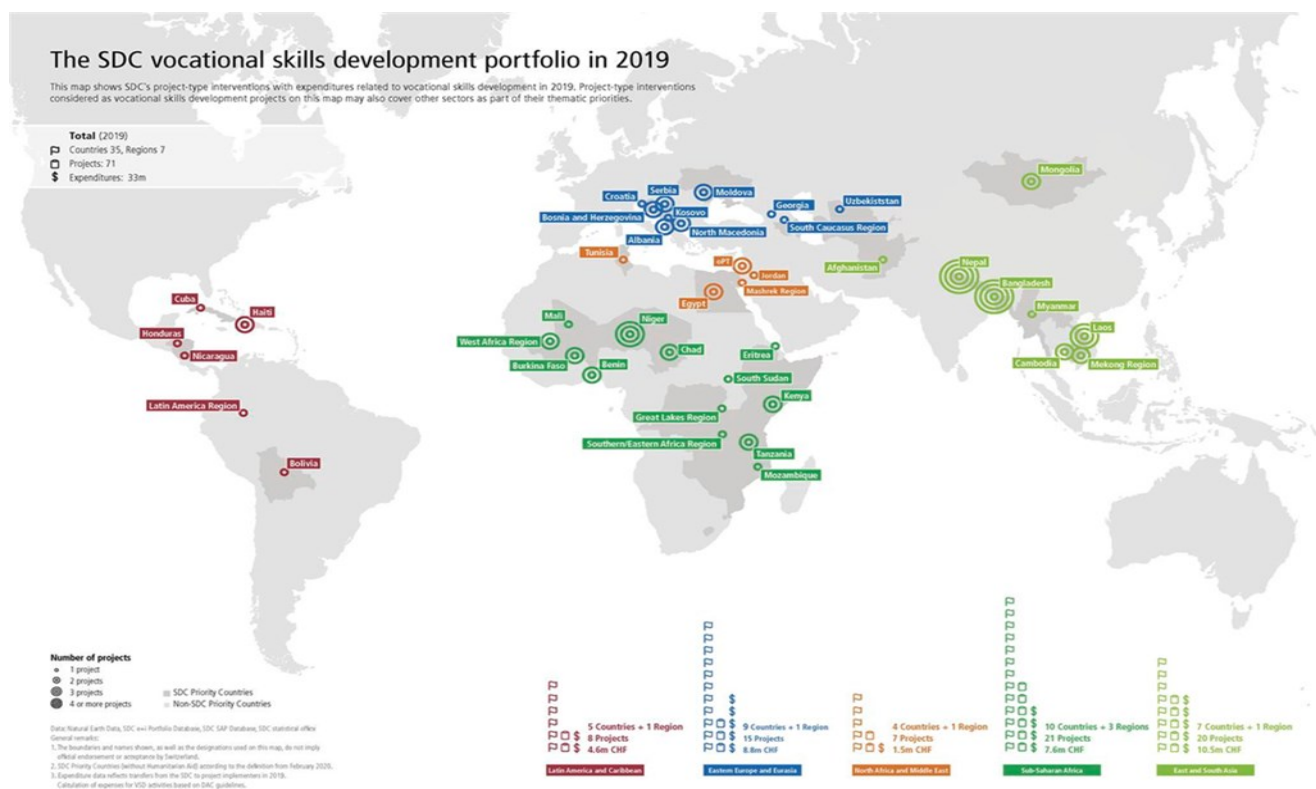
[Forum for Skills Development and  
International Cooperation \(FoBBIZ\)](#)

## VSD project portfolio overview

VSD is included in the majority of SDC's country or regional cooperation strategies (32 out of 37 analysed). In most cases, VSD is a component of the domain "Local Economic Development" (21 cooperation strategies).

In 2019, the SDC supported the implementation of 71 VSD projects (respectively projects with a substantial VSD component). More than CHF 33 million was invested into VSD projects in the same year. Most projects are located in East and South East Asia (10 projects / 7 countries), Eastern Europe and Eurasia (15 projects / 9 countries), Sub Saharan Africa (21 projects / 10 countries) and Latin America and the Caribbean (8 projects / 5 countries).

**[VSD Project Portfolio Map](#)**



**Guidance for project planning, implementation and monitoring**

A number of tools for planners and practitioners have been developed to improve the quality and effectiveness of VSD projects' steering all along the project cycle.

- VSD Typology (see above)
- Understanding and analysing vocational education and training systems - introduction paper
- Annotated Guidelines for Entry and Credit Proposals in VSD
- Working Aid on the use of on the use of Indicators in Vocational Skills Development (VSD) Programmes, including Aggregated and Thematic Reference Indicators (ARI and TRI).
- Working Aid on Cost-Benefit Analysis in VSD, including an Excel workbook.

The tools are continuously updated to keep up with current trends and comply with relevant strategic and other guidelines. We therefore recommend checking regularly on our shareweb for updates or to subscribe to the newsletter of Inclusive Economic Development.

<a href="#">VSD Introduction and analysing tool</a>	<a href="#">Guidelines for Entry and Credit Proposals in VSD</a>	<a href="#">Working Aid on VSD Indicators</a>	<a href="#">Working Aid Cost-Benefit Analysis and CBA Excel workbook</a>
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### 3. Private Sector Development - PSD

Private enterprises are the backbone of a national economy and play a critical role in helping achieve the Sustainable Development Goals (SDGs).

#### PSD in Swiss Development Cooperation

Through Private Sector Development (PSD), the SDC aims at creating incentives for sustainable and inclusive private-sector activities, providing economic opportunities of quality to poor people, in particular youth and women (SDG 5). Strengthened private sector enterprises are an important driving force in view of creating inclusive jobs and income opportunities (SDG 8) and ultimately contributing to poverty alleviation (SDG 1).

#### PSD Introduction

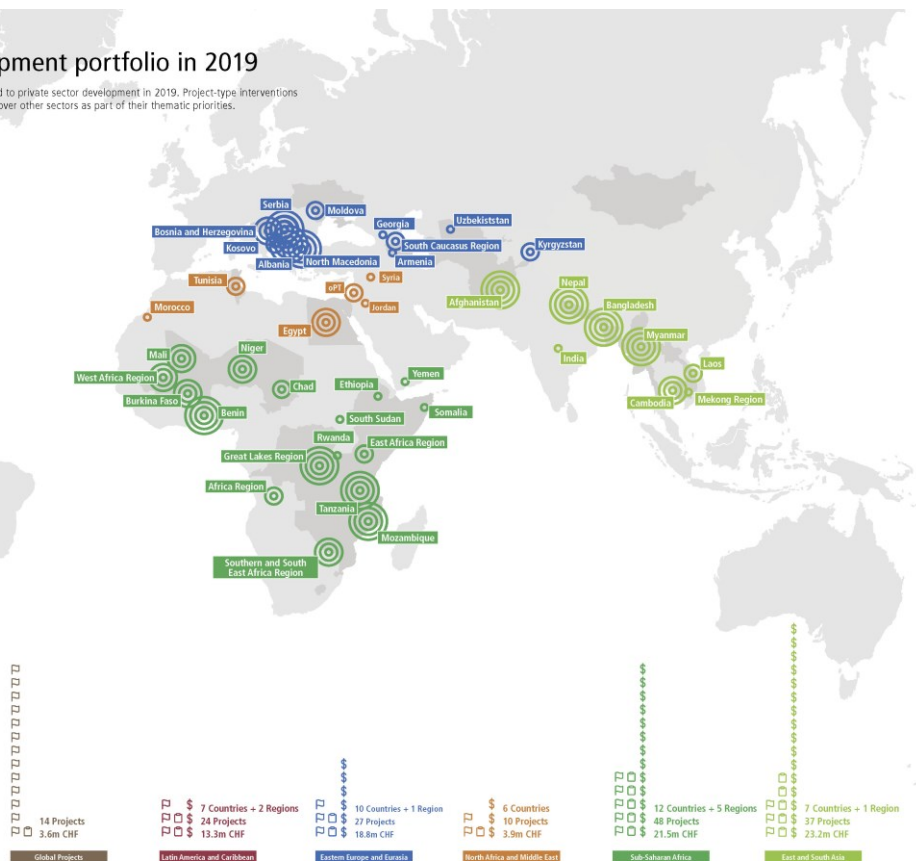
#### The SDC private sector development portfolio in 2019

This map shows SDC's project-type interventions with expenditures related to private sector development in 2019. Project-type interventions considered as private sector development projects on this map may also cover other sectors as part of their thematic priorities.

**Total (2019)**  
 Countries: 42, Regions: 9  
 Projects: 160  
 Expenditures: 84.3m

**Number of projects**  
 ● 1 project  
 ● 2 projects  
 ● 3 projects  
 ● 4 or more projects  
 ■ SDC Priority Countries  
 ■ Non-SDC Priority Countries

Data: Natural Earth Data, SDC 4+4 Portfolio Database, SDC SAP Database, SDC statistical office  
 General remarks:  
 1. The boundaries and names shown, as well as the designations used on this map, do not imply official endorsement or acceptance by Switzerland.  
 2. SDC Priority Countries (without Myanmar) are defined according to the definition from February 2020.  
 3. Expenditure data reflects transfers from the SDC to project implementers in 2019.  
 Calculation of expenditure for PSD activities based on SDC guidelines.



In the *Federal Dispatch 2021-2024-on International Cooperation*, contributing to sustainable economic growth, market development and the creation of decent jobs (economic development) have been declared as one out of four main goals. An emphasis is being put on jobs. Jobs are a key factor for the economy and poverty reduction. In developing countries, Switzerland supports the strengthening of framework conditions as well as innovative solutions for economic development and the promotion of the private sector, which is an important employer.

However, private sector development is not enough to achieve inclusive economic development. Companies need investment capital and skilled workers if they are to create employment. It is therefore important to complement PSD with

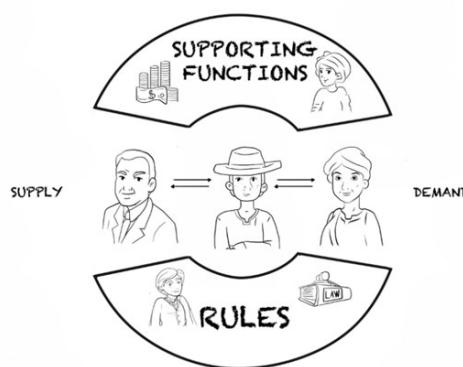
vocational skills development (VSD) and financial sector development (FSD). More information can be found in the SDC IED Medium Term Orientation.

The focus of the economic cooperation and development of the State Secretariat for Economic Affairs (SECO) lies on inclusive economic growth and more and better jobs through more favourable economic and trade framework conditions.

## Market Systems Development and Value Chains

Many SDC projects in PSD take a sectoral approach, i.e. they focus on one or a few sectors or value chains. The ultimate goal is to improve the income and employment situation of MSMEs in these value chains. Often the SDC targets agricultural value chains and thus farming (micro-) enterprises as final beneficiaries. However, the SDC also supports income and employment opportunities in non-farm sectors, e.g. tourism, Information and Communications Technology (ICT), construction, etc. To achieve lasting improvements in value chains, it is crucial to take a systemic approach. This places a strong emphasis on the enabling environment (formal and informal rules that influence the value chains) as well as supporting services such as financial services or business development advice for MSMEs, which are necessary in the long run.

The Market Systems Development (MSD) approach is the main approach for the SDC in PSD. As MSD is a systemic approach with relevance beyond PSD, it is considered a general “how to” approach for the whole area of employment and income promotion (PSD, FSD and VSD). It is partly used even in other thematic domains of the SDC (e.g. water and sanitation). The MSD approach puts strong emphasis on achieving sustainable results at scale through a thorough market systems analysis, a facilitative role of the project as well as adaptive management principles. The codes below (**video and 2-pager**) provide a short introduction on MSD. Moreover, the SDC published an **Internal Guidance Paper** for staff members of the head office and cooperation offices on how to manage MSD projects.



[Introduction video on MSD](#)

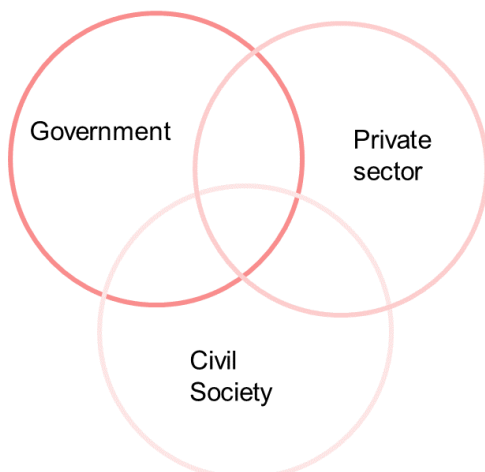
[2-pager on MSD](#)

[SDC internal guidance on MSD](#)

## Local Economic Development

Local Economic Development (LED) is a spatial approach that PSD projects take to support income and employment opportunities in specific territories. This choice is

[Stocktaking LED](#)

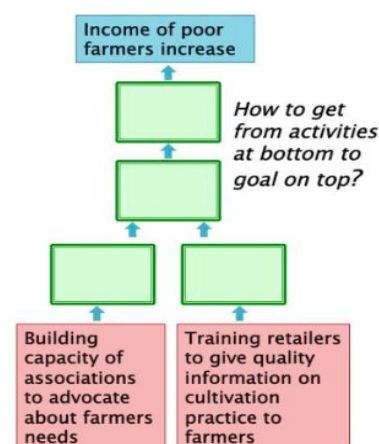


motivated by the fact that the territories have distinct characteristics and that they are relevant for economic development processes. LED integrates both the economic and governance perspectives. Central actors in LED are: Government at all levels, in particular local government; Private Sector including employers and industry associations; and Civil Society. LED shares quite a few characteristics with the MSD approach (explained above) in terms of a systemic, multi-stakeholder perspective to economic development. The SDC employment + income (e+i) network together with the Democratisation, Decentralisation and Local Governance (DDLG) network prepared a **stocktaking on LED**, which provides an overview on the LED approach as well as case examples from SDC projects.

## PSD and PSE

The SDC distinguishes between private sector development (PSD) and private sector engagement (PSE). PSD is a thematic domain in which MSMEs are beneficiaries of SDC projects. PSE, on the other hand, is a working modality in which the SDC partners with private sector actors to co-initiate, co-fund and co-steer projects with positive development impact. Such private sector partners include companies of all sizes, social enterprises (see box), investors, etc. The PSE modality can be used in PSD and any other thematic domain. The e+i network has produced a practical **guidance on how to form partnerships with the private sector** in the context of PSD, and specifically of Market System Development.

### [Guidance PSE in MSD](#)



### Social entrepreneurship

Social entrepreneurs put the social and environmental impact at the heart of what they do and help address development challenges using an entrepreneurial approach. In this way, they encourage other companies to copy and improve their ideas. They are niche players in the overall economy, but they are a growing community with a great potential in terms of innovative solutions that can contribute to the achievement of the Sustainable Development Goals. In order to identify innovative solutions to social and environmental problems, the SDC supports social entrepreneurship.

## Women's Economic Empowerment

Mainstreaming gender in PSD is crucial in order to foster income and employment opportunities for both women and men.

[Guidance Sheet WEE in MSD](#)

[DCED library on WEE](#)

While gender equality is the larger goal, the concept of **Women's Economic Empowerment (WEE)** fits more specifically the scope of influence of PSD projects. While men are not the primary focus when mainstreaming WEE, the impact on them also has to be considered; this applies particularly with reference to decision-making power.

WEE is defined by the following elements:

- Economic advancement – increased income and return on labour
- Access to opportunities and life chances such as skills training and job openings
- Access to assets, services, and support needed to advance economically
- Economic decision-making capability and voice in different spheres, including household finances
- Manageable workloads, taking into account unpaid care demands.

The SDC has produced a Guidance Note on WEE that orients SDC staff and partners with regards to integrating WEE in project design, market systems analysis, facilitation of interventions with partners and Monitoring and Evaluation (M&E). In PSD projects, it is important to find and emphasise the business case for WEE. This means that private sector actors need clear incentives (these may be commercial, social or both) if they are to employ or provide services to women, buy from women producers, or provide inputs to them. As producers and consumers, women are a large potential market for buyers/service providers. This underpins the argument of many business cases. The **Donor Committee for Enterprise Development (DCED)** has a library with many interesting **WEE publications** for further deepening the topic.

## DCED Standard for Results Measurement

The DCED aims at sharing information about what works in PSD – based on practical experience and evidence on results. The **DCED Standard for Results Measurement** is a practical seven-part framework. It enables projects to monitor progress towards their objectives and better measure changes, manage implementation, and demonstrate results. Results chains are a key element of the DCED Standard (see illustration, source DCED Guidelines 2017). The development of the DCED Standard for Measuring Results has been supported by various donors including the SDC and is being applied by programs active within PSD, many of them applying the MSD approach. The DCED facilitates independent assessments (audits) of organisations' and programmes' results measurement systems. The SDC has published a **good practice paper** focusing on the roles and responsibilities of SDC program managers to ensure that projects can, and will effectively use, a monitoring and results measurement (MRM) system that complies with the DCED Standard. MRM is closely interrelated with **Cost-Benefit Analysis (CBA)**, which is a systematic process for calculating and comparing benefits and costs of investments over time. The **comparison** between **CBA** and the **DCED Standard** helps to understand how both methodologies mutually reinforce each other.

[DCED Standard for Results Measurement](#)

[Good practices paper on MRM for SDC staff](#)

[Comparison DCED Standard and CBA](#)

## SDC's partners in PSD

The SDC closely collaborates with the following international platforms on the topic of PSD:

[DCED](#)

[BEAM Exchange](#)

The **DCED** is a forum for learning about the most effective ways to create economic opportunities for the poor, in line with the SDGs, and based on practical experience in PSD. The DCED website is the leading source of knowledge about PSD.

The **BEAM Exchange** is a specialist platform for knowledge exchange and learning about MSD approaches, under the roof of DCED. BEAM means Building Effective and Accessible Markets. The aim of BEAM Exchange is to support and encourage good practice, by providing a gateway to know-how for policy advisors, team leaders, practitioners, researchers and consultants.



## 4. Financial Sector Development - FSD

The SDC has been active in financial sector development (FSD) since the 1970s, promoting FSD as an important strategy towards poverty reduction. It focuses its efforts on promoting access to and usage of a range of client-centric, responsible and sustainable financial services and products for low-income groups.

### FSD in Swiss Development Cooperation

FSD is part of the thematic area of employment and income (e+i) within the SDC. The IED Medium Term Orientation describes the main thrust of the SDC's work in FSD. The SDC considers the **promotion of savings** to be a key first step in the financial integration of people with low incomes. It also fosters **access and usage of credits** by supporting microfinance institutions with the aim to offer diversified financial services to households, micro and small entrepreneurs, men and women farmers in a manner tailored to their needs. Furthermore, it is increasingly focusing on developing markets for agricultural insurance and disaster **insurance schemes** together with global reinsurance companies in order to break through this barrier in financial integration.

[FSD Introduction](#)

[FSD Factsheet](#)

Financial inclusion is positioned prominently as an **enabler** of other developmental goals in the 2030 Agenda and the Sustainable Development Goals, where it is featured as a target in eight of the seventeen goals. Correspondingly, the SDC recognizes the important role of **financial inclusion as an enabler of other development goals**. As a consequence, many SDC programs have financial inclusion components to facilitate the achievement of their objectives.

There are systemic interlinkages and synergies between FSD and the other two topics, Private Sector Development (PSD) and Vocational Skills Development (VSD). For micro, small and medium enterprises to thrive, access to financial services is key. Likewise, young people need more financial education, to then be able to save and apply for credits if needed (e.g. to (co-)finance their vocational skills training or start their own businesses).

### Strategies in FSD

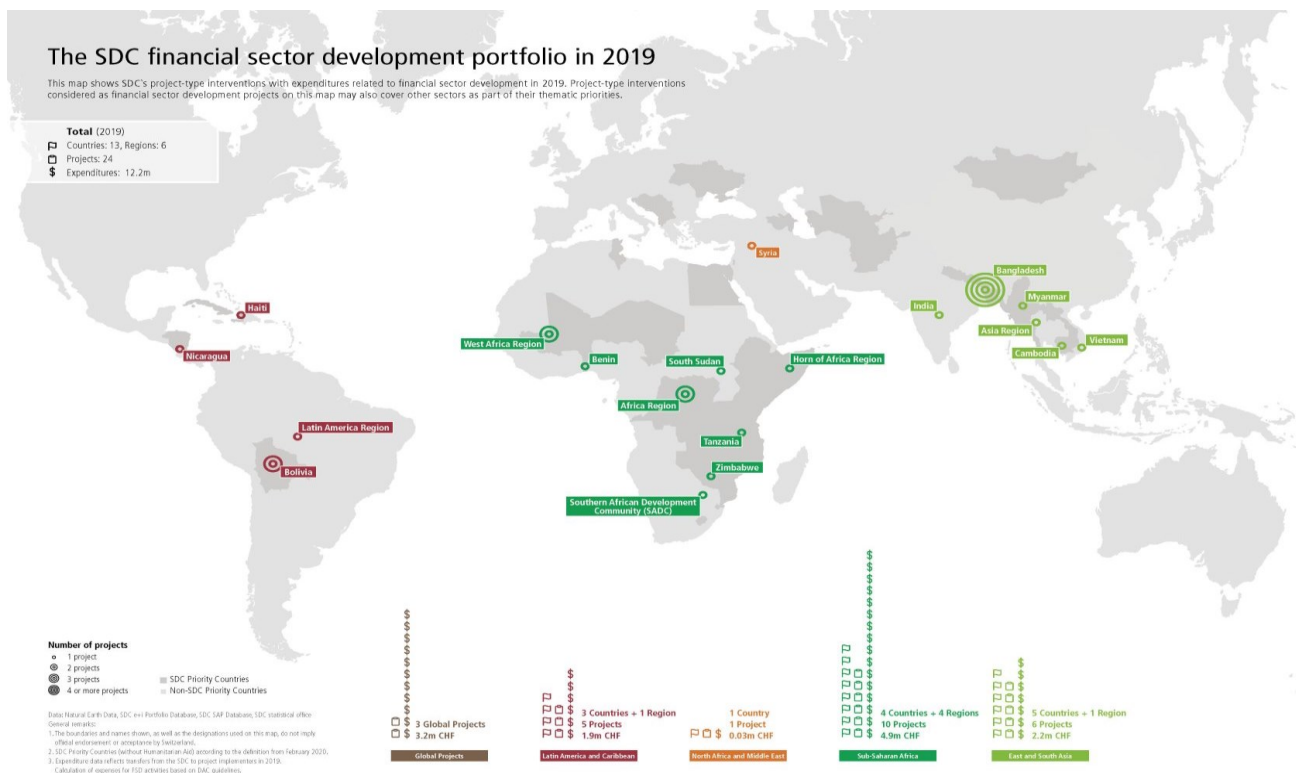
The SDC's Policy for Financial Sector Development elaborates on the rationale, goal and strategic orientation of SDC's approach to FSD. It offers strategic guidance to SDC's decision-makers at the head office and in the cooperation offices, to executing Swiss, international and national agencies, and to consultants so as to ensure coherent and effective FSD projects. It also guides the SDC positions in multilateral organizations.

The SDC takes a market systems development (MSD) approach to FSD aiming at sustainability and scale by strengthening financial sectors at four levels: demand side, supply side, infrastructure and framework conditions (policy, regulation and supervision).

[FSD Policy](#)

[Microfinance Regulation](#)

[Guidelines for Microfinance Funders](#)



## Financial Inclusion

Financial inclusion is a condition in which individuals, households and businesses have access to and use affordable, formal financial services that meet their needs and that are delivered in a responsible and sustainable way. By promoting financial inclusion the SDC aims to offer cost-effective, comprehensive financial services and products geared specifically to the needs of the poor. These services are not restricted to credit alone. They include financial products and services for low-income people such as savings, payment services, microinsurance, credit programs, cash transfers and also services such as financial education programmes. The SDC supports a wide range of financial institutions that offer services and products to poor client groups, such as banks, microfinance institutions, cooperatives, Village Savings and Loan Associations etc. in order to facilitate access to and the use of adapted financial products and services for the poor. This still remains one of the key challenges to overcome poverty.

[Guidelines Market Systems Approach to Financial Inclusion](#)

[Women's Financial Inclusion \(Guidance Sheet\)](#)

## Savings

The SDC considers savings as particularly important for households with small, irregular incomes as well as for women. Households need to save money in order to reduce their vulnerability to negative shocks, such as natural disasters, crop failures, job losses, illness or death in the family. With savings, in kind or in cash, a safety net is created.

For the SDC, savings is one of the main financial products to help the poor sustain their lives. There are various savings methods which enable poor people to be financially included, going from holding savings accounts to group savings and more recently digital savings – all methods supported by the SDC.

[Mobilizing Savings](#)

[Formal savings services for low-income and vulnerable households](#)



## Credits for Micro, Small and Medium Enterprises (MSME)

Due to various challenges such as inadequate credit methodologies, lack of interest by financial institutions, or highly perceived risks, **in many countries MSMEs have**

[SME Finance](#)

**only limited access to credit and other financial services.** The SDC specifically supports institutions and initiatives that aim to offer a wide range of financial services for MSMEs on a cost-effective and economically sustainable basis. The SDC also supports provision of relevant market information as well as training of staff in financial institutions.

The SDC's support for MSMEs to access finance is complementary to its strategies in the area of private sector development (PSD). Through the latter, the SDC supports MSMEs' access to **business management skills and capacity building initiatives** to be able to manage **effectively suitable financial products**.

## Inclusive Insurance

The term "inclusive insurance" encompasses many different approaches to reach the unserved, underserved, vulnerable, or low-income populations in emerging markets with appropriate and affordable insurance products. These range from microinsurance for people with very little disposable income to new products and services for an emerging middle class around the globe who is not served by traditional insurance. Microinsurance is a **microfinance product to help poor people manage risks** (such as illness, death, harvest failure, etc.) **based on traditional insurance principles adapted to meet the needs and payment capacity of the poor.** The SDC supports the development of **innovative insurance mechanisms for poor sections** of the population by working with local and international partners, and with private companies. The main areas are support for commercial and non-commercial providers of insurance services as well as co-operatives and self-help groups in developing new products, distribution strategies, or effective sales networks as well as providing respective training to various actors.

[Micro-Insurance](#)

[Catastrophe insurance for farmers and vulnerable households](#)

[Agricultural and Catastrophe Insurance](#)

## Financial literacy

Financial literacy is about acquiring knowledge, skills and attitudes. The SDC promotes *financial education* for its target groups to apply these skills

[Case Study Financial Education for the Poor](#)

[Do Financial Literacy Skills Empower the Poor?](#)

and knowledge in order to understand financial products such as savings accounts and to handle modest savings or microcredits. Consumer education and financial literacy training are necessary to help poor clients judge the relative risks of available options and use them to manage household finances more effectively.

## Investment

Impact investment is about investments made into companies, organizations and funds with the intention to generate social and environmental

[Social Impact Incentives \(SIINC\)](#)

[Blended Finance for Social Entrepreneurs](#)

impact alongside a financial return. Impact investment is important in view of attracting long-term investment capital.

Blended finance is the strategic use of development finance and philanthropic funds to mobilize private capital flows to emerging and frontier markets. An example of Blended Finance is the Social Impact Incentive (SIINC), which has been co-developed by the SDC. The SIINC is a funding instrument that rewards high-impact enterprises with premium payments for achieving social or ecological impact. The additional revenues enable them to improve profitability and attract investment to scale. Thus, the SIINC can effectively leverage public or philanthropic funds to catalyse private investment in underserved markets with high potential for social or ecological impact.

## Social Protection

Social protection is the set of public and private initiatives designed to support all people across the life-cycle, providing protection against social and economic risks

[Social Protection](#)

and ensuring sustainable livelihoods. Well-designed social protection systems ensure a minimum income and equitable access to essential services for the poor and vulnerable, enable people to cope with shocks and ensure dignity. Social protection both prevents people from falling into acute poverty and enables sustainable escape out of poverty.

## Cash Transfer Programming

Cash Transfer Programming (CTP) can be defined as the provision of money or vouchers to individuals or households, either as emergency relief to address basic needs or as recovery support to protect/re-establish economic productive activities. It can be used as part of preparedness, an emergency response or recovery.

[Shareweb CTP](#)

CTP can be provided either conditionally or unconditionally. Cash given to beneficiaries without the beneficiary having to do anything specific to receive the transfer are described as *unconditional CTP*. If beneficiaries are required to perform an activity in order to obtain the cash transfer, we speak of *conditional CTP*. Activities can include the provision of work (e.g. to create assets or restore public infrastructure), the attendance to health check-ups, school or training, or the rehabilitation / reconstruction of shelter. Thus, conditional CTP provides extra leverage to promote desirable behaviour among beneficiaries. These programmes are on the other hand more resource intense to implement and monitor.

The introductory [Presentation on CTP](#) provides additional information on advantages, limitations and preconditions of the cash approach and an overview on current trends.

The [Video](#) produced by ODI shows you the "10 things you should know about cash" in four minutes.

## Result Measurement

In addition to the Standard for Result Measurement of the Donor Committee for Enterprise Development (DCED) and the Cost Benefit Analysis (CBA) method, social performance measurement is of high relevance in the context of financial sector development and financial inclusion. The Universal Standards for Social Performance Management ("Universal Standards"), as well as the guidelines and tools provided by the international thematic network Social Performance Task Force (SPTF) are useful and important resources for social performance monitoring.

[DCED Standard for Results Measurement](#)

[Cost benefit analysis](#)

[Social Performance Mainstreaming](#)

[Social Performance Management and Reporting](#)

## Guidance along the project cycle

The Project Cycle Management (PCM) manual on FSD projects complements the SDC's FSD Policy and provides practice-oriented

[PCM manual](#)

[FSD Case Studies](#)

guidance. The manual is targeted at SDC programme managers and partner representatives and structured along the phases of the PCM. In addition, a number of case studies are available as a source of inspiration and illustration of different FSD project examples.

## SDC's partners in FSD

Inter alia, the SDC collaborates with Ministries and financial supervisory authorities of partner countries, as well as the Swiss financial sector and international impact investors. Other partners are centres of excellence and networks such as:

[SCBF](#)

[SIFEM](#)

[SPTF](#)

[CGAP](#)

[MIN](#)

**Social Performance Task Force (SPTF)**, a global membership organization that works to advance social performance management (SPM) - a management style that puts clients at the center of every decision.

**Consultative Group to Assist the Poor (CGAP)** is a global partnership of more than 30 leading development organizations that works to advance the lives of poor people through financial inclusion.

**Swiss Investment Fund for Emerging Markets (SIFEM)** is the development finance institution of the Swiss Confederation. SIFEM promotes long-term, sustainable and broad-based economic growth in developing and emerging countries by providing financial support to commercially viable small and medium-sized companies (SMEs) as well as fast-growing enterprises which in turn helps to create secure and permanent jobs and reduce poverty.

**Micro Insurance Network (MIN)** is a non-profit association of organisations and individuals who are committed to building a world where people of all income levels are more resilient and less vulnerable to daily and catastrophic risks through improved access to effective risk management tools, including insurance services.

**Swiss Capacity Building Facility (SCBF)** was established in 2011 as a Public Private Development Partnership between the Swiss Financial Sector and the SDC to promote financial inclusion in developing and emerging economies. The SCBF supports financial institutions with a clear social mission to serve those with low income, particularly women and smallholder farmers.



## 5. Private Sector Engagement - PSE

A dynamic private sector is an essential driving force for reducing global poverty and promoting sustainable development. Thus, the 2030 Agenda can only be achieved by joining forces with all relevant stakeholders, including the private sector. This is why Switzerland's **International Cooperation Strategy 2021–24** prioritizes increasingly the mobilization of private sector expertise and resources.

### Why engaging with the private sector?

The private sector engagement has been and remains a crucial part of SDC's work. In addition, the urgency to engage with the private sector is real: According to United Nations Conference on Trade and Development (UNCTAD), yearly 2.5 trillion USD are needed to finance the SDGs. Therefore, to achieve the goals set out in the Sustainable Development Goals (SDGs) the involvement of the private sector is not only desirable but needed. If done in the right way, engagement with the private sector has the potential to unlock synergies and support the achievement of the specific impact goals of the SDC – a win-win situation. Business has a crucial role to play as a source of investment, driver of innovation and technological development, and is an engine for economic growth and employment. To acknowledge the importance of PSE and to thrive the partnership with the private sector further, the Competence Center for the Private Sector Engagement (CEP) has been created in 2017. The CEP offers several tools and trainings to the SDC colleagues around the world to enable the planning and implementation of successful projects based on a joint engagement of the SDC and the private sector.



<a href="#"><u>PSE Introduction</u></a>	<a href="#"><u>PSE Lighthouse projects</u></a>	<a href="#"><u>CEP team</u></a>
<a href="#"><u>PSE Handbook</u></a>	<a href="#"><u>PSE General Guidance</u></a>	

### What does Private Sector Engagement mean?

Private Sector Engagement means that the SDC and one or several private sector partners join forces within an impact-driven development intervention. Both sides – public and private – have ownership of the joint project and act in a symmetric relationship. The co-ownership of the intervention differentiates PSE from other forms of interactions with the private sector such as mandates to the private sector or Private Sector Development interventions, where the private sector in partner countries is a direct beneficiary.

The SDC can delegate its own role in the PSE Partnership to an implementer. If implementers explicitly act on behalf of the SDC in a symmetric partnership with private sector partners, this is considered as an PSE project as well. PSE initiatives of multilateral partners that are specifically supported by the SDC count as PSE project as well.

## Who is who in the private sector?

The SDC engages in PSE initiatives with those private sector partners that largely share its commitment towards a sustainable development. The SDC aligns shared interests towards a win-win situation.

The SDC engages with different categories of private sector actors: large companies and multinationals, start-ups and Small and Medium Enterprises (SMEs), social enterprises, impact investors, and grant-making foundations. Each category of private sector partner has specific strengths and assets to bring into a partnership.

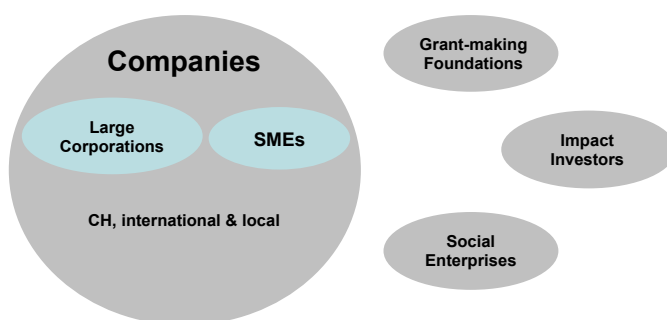
**Large companies and multinationals** bring in their considerable up-scaling potential: good practices which have been developed within a cooperation with the SDC can be widely replicated throughout the company's internal network.

**Social enterprises** have a mission to address social or environmental problems. Their business model is therefore congruent with the goals of the SDC.

**Start-ups and SMEs** often add value to PSE projects thanks to their innovative niche products, e.g. satellite-based technologies that can be used for crop insurance solutions for smallholder farmers.

Engaging with **Impact Investors** allows catalyzing substantial development-oriented investments with relatively limited SDC resources. In addition, the rapidly growing niche of impact investment has a potentially long-term transformative effect on the financial sector, promoting practices of sustainable and inclusive finance.

**Grant-making foundations** are usually an emanation of large companies or wealthy entrepreneurs and are therefore included into the universe of SDC's private sector partners. They are important partners in particular in areas where commercial investors are not yet ready to invest due to high risks or high transaction costs.



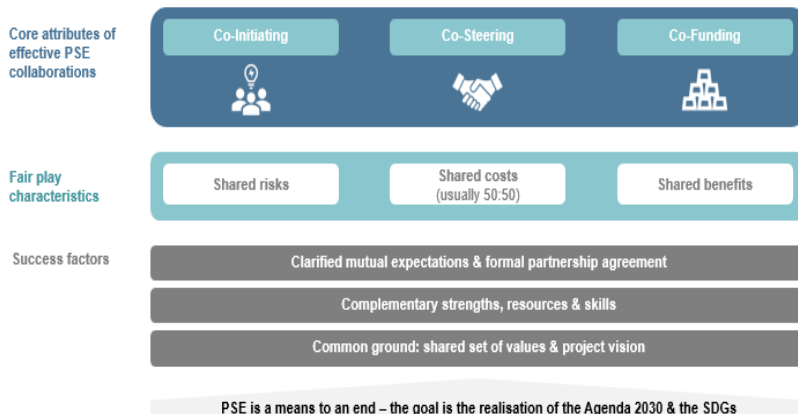
## How to engage with the private sector?

**PSE means a collaborative partnership based on common values and shared responsibility.** The framework on the right-hand side summarizes the three key points that need to be taken into account before and during a partnership with one or several actors from the private sector:

**Co-initiating** refers to joint development of a project, including the identification of new ways to address development challenges. An optional "co-initiation phase" allows for better alignment of objectives among partners.

**Co-steering** reflects the shared engagement of the partners towards the project success. Typically, both the SDC and the private sector partners are actively participating in the governing body of an PSE project. This can be achieved by steering committees, in which both parties are equally represented - with a clearly defined task and responsibility framework.

**Co-funding** Both the public and the private actors need to have "skin in the game" and to show their commitment. Therefore:



without co-funding, there is no PSE. Generally, the SDC aims to fund no more than 50% of the project costs, while recognizing that this rule cannot be applied in all situations. The cost sharing mechanisms depend on specific factors and must be established in each individual case.

This general set-up ensures that both sides share the risks and costs and benefit from the outcome equally if the project is successfully implemented. The basis for a successful cooperation is to clarify expectations and commitment and enter a formal partnership agreement (e.g. contract, memorandum of understanding).

## At your service – the Center of Private Sector Engagement - CEP

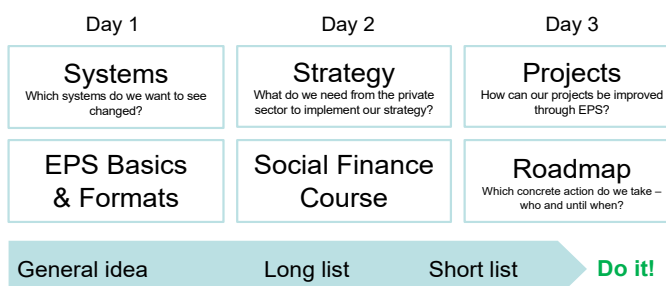
The CEP aims to support you with a mix of knowledge exchange, operational support and tools to successfully launch, manage and evaluate PSE projects.

If you are a first-time engager with the private sector, there are different instruments at your disposal, e.g.:

**Format Finder:** There are several different possibilities to partner with the private sector. The CEP supports you by describing the most common formats an PSE project can take and guides you to find the right format for your project. The format finder is a source of inspiration how to structure your EPS project and can be found on the PSE Shareweb.

**Backstopping through external specialists:** The CEP has mandated specialists that can support you in the design and implementation of PSE projects, with up to four working days per case. A dedicated website will be launched shortly, in the meantime please contact the CEP directly.

In addition to the online-based tools, to equip SDC's operational units with concrete expertise about PSE the CEP offers a face-to-face workshop called **"PSE 100 Workshop"**. The workshop is modularly structured and usually lasts for three days. In the first day participants will be introduced into the PSE basics and formats. The second day is built around the mid-term strategy of the operational unit and systematically examines how the private sector could support the achievement of the strategy. The third and last day is dedicated to portfolio screening, to detect the most promising projects and partners and develop a short list with concrete goals and tasks.



## PSE project portfolio overview

The PSE project portfolio database contains all ongoing and past PSE projects. The database can be filtered using the SmartSearch application at the top of the database. It is foreseen that the number of PSE projects shall grow substantially over the coming years. In this way, it is expected to mobilize substantial additional funds from the private sector for the SDGs – funds that would not be leveraged without SDC's catalytic interventions. To illustrate how development cooperation benefits from the engagement with the private sector, two lighthouse projects are summarized below:



**PSE Project Portfolio**

## **More coffee less water**

Growing coffee consumes vast quantities of water. In Vietnam, water shortages hit the villages surrounding the coffee plantations. The SDC joined forces with the Vietnamese authorities and Nestlé to encourage local coffee growers to optimize water use. In 2014, the single partnership project started and SDC and Nestlé contributed each CHF 900,000 to the project. The objective was to bring water management on the agenda of the Vietnamese coffee sector to ensure long-term, sustainable coffee supply through rational water use planning within a clear legal policy framework. The project turned out to be successful and benefitted Nestlé by ensuring a sustainable coffee supply while the SDC was able to contribute to the achievement of the SDGs as farmers use less water for coffee production.

## **Medicines for Malaria Venture (MMV)**

Founded in 1999, MMV works with public and private institutions to research and develop new anti-malarial drugs that even the poor can afford. The goal is to reduce the burden of morbidity and mortality caused by malaria globally, with the main focus on the poor and vulnerable population. The SDC with other donors provided seed funding and was engaged in a formalized multi-stakeholder consortium to establish Switzerland as a global leader in contributing to a malaria-free world. The country is in a unique position to help accelerate malaria elimination worldwide, with its board membership at The Global Fund to Fight AIDS, Tuberculosis and Malaria and its leadership of the Swiss Malaria Group, which, next to MMV, encompasses all major actors and organizations from academia, pharmaceutical industry, and civil society.

### **Interview in 2019 with Derek George, Deputy Director of Cooperation of the SDC in Dhaka, Bangladesh and PSE pioneer**

#### ***What were crucial success factors for the PSE project?***

We have planned two ambitious and innovative PSE projects in Bangladesh in recent times. One project aims to develop markets and distribution channels for pro-poor insurance products in the agricultural sector. The type of private sector actors involved is extremely diverse: from local microfinance institutions to a giant social business, all the way to a multinational reinsurance provider based in Switzerland. Coordinating such a wide range of actors with differing agendas, time horizons and incentives is an interesting but challenging task. It is crucial to have adequate human resources to manage these partnerships. Thematic specialists are important of course, but even more so are experienced programme managers who understand the organizational culture and speak the language of the different types of private partners.

#### ***Why should the SDC engage more with private sector actors?***

As an PSE pioneer, I strongly believe that the SDC should engage more with the private sector in order to achieve impact at scale and sustainability. It has become a truism that it is absolutely impossible to achieve the SDGs without leveraging private sector resources. Engaging with the private sector is not just about channelling private resources for development, but about changing our mind-sets. When you seek to address social challenges with an entrepreneurial approach, you are accountable only to the people you ambition to serve.

#### ***How did the CEP support you during the project phases?***

We are planning a new programme to improve the support ecosystem for early-stage social enterprises in Bangladesh, which will make use of innovative blended finance instruments. The CEP has played a crucial role in planning the programme and has supported our office with its networks and contacts, through bespoke advisory services and in-country scoping and research. It will continue to be closely involved in the monitoring and steering of the programme after its launch by the end of the year.

## 6. Selected IED training offers

### Selected VSD training offers

Training	Duration, frequency	Location	Language(s)
Center for Development and Cooperation (NADEL) of ETH Zurich <b>“VET between Poverty Alleviation and Economic Development”</b> <a href="https://nadel.ethz.ch/education/individual-courses-for-professionals/Autumn-Semester-2021/VET.html">https://nadel.ethz.ch/education/individual-courses-for-professionals/Autumn-Semester-2021/VET.html</a>	1 week (annually)	Zurich, Switzerland	English (French on demand)
Center on the Economics and Management of Education and Training Systems (CEMETS) of ETH Zurich <b>“Summer Institute on Policy Development for Educational Reform Leaders”</b> <a href="https://cemets.ethz.ch">https://cemets.ethz.ch</a>	2 weeks (annually)	Zurich, Switzerland	English
Swiss Leading House on Economics of Education, University of Zurich <b>“Programme for Doctoral Students in Economics of Education”</b> <a href="http://www.economics-of-education.ch">http://www.economics-of-education.ch</a>	2 years programme	Switzerland	English
International Training Centre of the ILO <b>“Academy on Skills Development”</b> (among other VSD training offers) <a href="https://www.itcilo.org/">https://www.itcilo.org/</a>	2 weeks (annually)	Turin, Italy	English / French
GIZ Academy for International Cooperation <b>“Education and TVET systems in International Cooperation”</b> <a href="https://www.giz.de/akademie/en/html/index.html">https://www.giz.de/akademie/en/html/index.html</a>	2 days (annually)	Bonn, Germany	English / German
<b>SFIVET</b> – Swiss International VET Academy Instructing and Teaching in VET Understanding Quality in VET <a href="https://www.sfivet.swiss/academy">https://www.sfivet.swiss/academy</a>	1 week, annually	Switzerland	English / German



## Selected PSD training offers

Training	Duration and frequency	Location	Language(s)
Center for Development and Cooperation (NADEL) of ETH Zurich <b>“Market Systems Development”</b> <a href="http://www.nadel.ethz.ch">http://www.nadel.ethz.ch</a>	1 week, annually	Zurich, Switzerland	English
SPRINGFIELD <b>“Making Markets Work”</b> <a href="https://www.springfieldcentre.com/training/">https://www.springfieldcentre.com/training/</a>	2 weeks, bi-annually	Bangkok, Thailand	English
Center for Development and Cooperation (NADEL) of ETH Zurich <b>“Gender and Economics”</b> <a href="http://www.nadel.ethz.ch">http://www.nadel.ethz.ch</a>	1 week	Zurich	English
MESOPARTNER <b>“Summer Academy on Economic Development”</b> <a href="https://www.mesopartner.com">https://www.mesopartner.com</a>	1 week, annually	Berlin, Germany	English
Hans Posthumus Consultancy <b>“Results Measurement for Sustainable Private Sector Development”</b> <a href="https://www.hposthumus.nl/upcoming-trainings-2">https://www.hposthumus.nl/upcoming-trainings-2</a>	1 week, bi-annually	Varying	English
Hans Posthumus Consultancy <b>“Advanced Training Workshop in Results Measurement for Private Sector Development”</b> <a href="https://www.hposthumus.nl/upcoming-trainings-2">https://www.hposthumus.nl/upcoming-trainings-2</a>	1 week, bi-annually	Ede, The Netherlands / Bangkok, Thailand	English

## Selected FSD training offers

Training	Duration & frequency	Location	Language(s)
<b>Universität Zurich</b> <ul style="list-style-type: none"> <li>• “Microfinance – Introduction”: <a href="https://www.finance-weiterbildung.uzh.ch/de/programs/single-courses/microfinance-introduction.html">https://www.finance-weiterbildung.uzh.ch/de/programs/single-courses/microfinance-introduction.html</a></li> <li>• “Microfinance - State of the Art”: <a href="https://www.finance-weiterbildung.uzh.ch/de/programs/single-courses/microfinance-state-of-the-art.html">https://www.finance-weiterbildung.uzh.ch/de/programs/single-courses/microfinance-state-of-the-art.html</a></li> </ul>	1 - 2 days, annually	Zurich, Switzerland	English
<b>Boulder Institute for Microfinance (ILO Training Centre in Turin)</b> <a href="https://www.bouldermicrofinance.org/">https://www.bouldermicrofinance.org/</a>	2 weeks, annually	Varying	English and French
<b>Impact Insurance Facility, ILO</b> <a href="http://www.impactinsurance.org/tools/impact-insurance-academy">http://www.impactinsurance.org/tools/impact-insurance-academy</a>	1 week, annually	Turin	English
<b>Frankfurt School of Finance &amp; Management</b> , Various courses (microfinance, -insurance, digital finance, agrifinance, MSME finance etc.) <a href="https://www.frankfurt-school.de/en/home/international-advisory-services/fsdf-e-campus">https://www.frankfurt-school.de/en/home/international-advisory-services/fsdf-e-campus</a>	6 months, online	Online	English
<b>Social Finance Academy</b> , “Impact Investment & Blended Finance for Development Agencies & Foundations” <a href="https://social-finance-academy.org/courses/">https://social-finance-academy.org/courses/</a>	2 or 3 days, annually	Zurich, Switzerland	English
<b>Social Finance Academy</b> , “Access to Impact Investment for Social enterprises” <a href="https://social-finance-academy.org/courses/">https://social-finance-academy.org/courses/</a>	Online	Online	English
<b>Gateway Academy</b> , “A Systemic Approach to Financial Inclusion” <a href="https://gateway.academy/our-services/">https://gateway.academy/our-services/</a>	4 hours	Online	English

## Selected PSE training offers

Training	Duration and frequency	Location	Language(s)
<b>PSE Basics: the institutional 1 x 1 of PSE:</b> ensure shared PSE understanding and language among SDC staff	3h, about 10 times per year	virtual	English
<b>Social Finance Academy (SFA)</b> , focus on Blended Finance by Roots of Impact <a href="https://social-finance-academy.org/blended-finance/">https://social-finance-academy.org/blended-finance/</a>	2 or 3 days, annually	Zurich, Switzerland	English
<b>In-house Social Finance Course</b> by Roots of Impact, e-session or physical course, no cost for operational unit <a href="https://www.shareweb.ch/site/EPS/Pages/Content/CEP-Team-Profile.aspx?category=CEP">https://www.shareweb.ch/site/EPS/Pages/Content/CEP-Team-Profile.aspx?category=CEP</a>	On demand	Online or Bern	English
The <b>European Venture Philanthropy Association (EVPA)</b> offers regular trainings and webinars with a focus on blended finance and impact investing. <a href="https://evpa.eu.com/events">https://evpa.eu.com/events</a>	Various, see website	Various, see website	Various, see website
<b>Public Entrepreneurship Academy</b> by the University of St. Gallen, first round in 2021	11 days, once a year	St. Gallen	English

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Editor:  
Swiss Agency for Development and Cooperation SDC  
Inclusive Economic Development  
Freiburgstrasse 130, CH-3003 Bern

Cover image: Lars Buechler

[iedi@eda.admin.ch](mailto:iedi@eda.admin.ch)

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[www.shareweb.ch/site/eps](http://www.shareweb.ch/site/eps)

