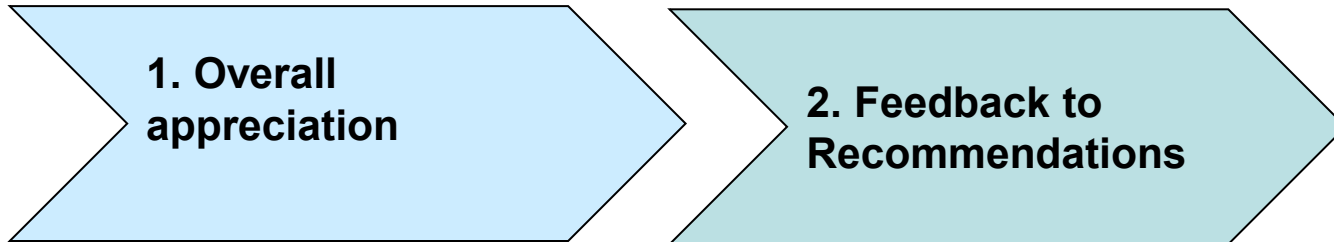




SDC PSE Evaluation

Senior Management Response



2. Overall appreciation of the evaluation

- Overall, the evaluation provides a **useful account of SDC's efforts to establish and strengthen PSE** in order to achieve its goals.
- The report shows a **good understanding of SDC's PSE portfolio and modality**.
- The **logical chain** from data / observation to conclusion / recommendations is **not always easy to follow**.
- In general, **conclusions and recommendations point in the right direction**, however, they are often vaguely formulated and recommendations are not very actionable.
- In terms of results, **the evaluation came a bit early to fully evaluate the establishment and professionalization of PSE at SDC** since the establishment of the CEP / publication of key guiding documents.
- The **added value of case studies is not fully clear to the CLP** and the evaluation does not sufficiently present the views of (current and potential) private sector partners.

3. Recommendations, SDC Response

Conclusion	Recommendations	Management Response
1 3 4	<p>R1 - Define a clearer strategy as to the direction SDC wants to go with regards to the deployment of the PSE modality.</p> <ul style="list-style-type: none"> unambiguously determine which initiatives are considered PSE projects. clarify how staff is to understand leveraging of private sector funds. in the short term, PSE to be used mainly in nexus-oriented themes, economic development/growth and trade projects plus climate change and gender. 	<p>Partially agree.</p> <ul style="list-style-type: none"> ➤ Strategic options to scale PSE presented to SDC Directorate, including a discussion as to how the scaling strategy should be financed. (Q3 2023) ➤ Selectively update PSE Handbook and anchor PSE specific requirements in SDC’s Field Handbook. (ongoing)
2	<p>R2 - Spread and enhance PSE expertise and knowhow within SDC staff. Also, provide staff with convincing arguments to attract private sector funds to its initiatives.</p> <ul style="list-style-type: none"> de-risking as key element that staff need to learn about. develop the right vehicles for PSE. engage in relevant fora to spearhead discussions on increasing co-investment from the private sector towards the SDGs and other developmental objectives. 	<p>Partially agree.</p> <ul style="list-style-type: none"> ➤ Update PSE capacity building concept in a modular approach, offer targeted trainings, and follow through with advisory services facilitating co-creation. (Q3 2023) ➤ Seek closer collaboration with SECO in capacity building efforts. (Ongoing) ➤ Strategic identification of key events for SDC participation at policy level internationally & regionally. Develop and continuously update a set of common key messages addressing different levels of participation. (Ongoing)



Conclusion	Recommendations	Management Response
3	<p>R3 - Adapt the SDC guidance provided to its staff by making it more practical and allowing for more flexibility in its application.</p> <ul style="list-style-type: none"> • bridge the theoretical handbook specificity to the reality on the ground. • tacit knowledge needs to meet and be integrated with systematized knowledge. 	<p>Partially agree.</p> <ul style="list-style-type: none"> ➤ Update PSE Handbook and anchor PSE specific requirements in SDC’s Field Handbook. (Ongoing)
3	<p>R4 - Swiss embassy cooperation sections to take part in improved PSE coordination and collaboration with other sections and for SDC as a whole, in the longer term, to work in a closer manner with other Swiss ministries and institutions in its conception and implementation of PSE initiatives.</p> <ul style="list-style-type: none"> • linking embassies’ private sector development objectives with the cooperation sections’ PSE work. • align PSE definitions and approaches, at least in basic terms. • To the extent possible, increase concrete coordination SDC and SECO and among Swiss Government agencies over time. 	<p>Partially agree.</p> <ul style="list-style-type: none"> ➤ Regular exchange with SECO around PSE issues in international cooperation. (Ongoing) ➤ PSE communication concept developed and implemented focusing both at Headquarter’s’ and Embassy’s levels. (Q3 2023)



Conclusion	Recommendations	Management Response
4 5 6	<p>R5 - Clarify the role and mandate of the CEP in light of the restructuring.</p> <ul style="list-style-type: none"> • CEP’s mandate, role within SDC and the modality of work with other units and the field offices • management decisions are outstanding based on already developed concept <p>Questions:</p> <ul style="list-style-type: none"> ❖ CEP solely having an advisory function (one stop shop – facilitator for information and linkages) or a broader role in the approval process and/or implementation of projects? ❖ Should CEP have funds to manage and implement projects? ❖ In-house capacity, outsourced expertise 	<p>Agree.</p> <ul style="list-style-type: none"> ➤ SDC Directorate confirms the role of the CEP hosted in the E+E section as a competence centre for all SDC. (Q3 2023) ➤ SDC Directorate to discuss strategic options for the strategic upscaling of the PSE modality, including its financing. (Q3 2023)

Conclusion	Recommendations	Management Response
7	<p>R6 - Develop, strengthen and streamline the PSE monitoring and evaluation system.</p> <ul style="list-style-type: none"> • A solid data collection, roll-up and analysis framework needs to be established so that clear, concise and up-to-date information is made available within SDC but also for partners. • Better monitoring the situation of PSE deployment will greatly increase the acuity of SDC's decision-making process. 	<p>Partially agree.</p> <ul style="list-style-type: none"> ➤ Digitalization of SDC's Results Data Management system. (Ongoing) ➤ Deepen exchange with SECO around measurement of PSE results. (Ongoing) ➤ Selective Impact stories / case studies (PSE communication concept). (Ongoing) ➤ Actively participate in policy dialogue with other donors around impact measurement of PSEs. (Ongoing)
4 5 6	<p>R7 - Enhance and improve SDC's communication on its PSE work.</p> <ul style="list-style-type: none"> • sensitize and train staff, clarify and explain the PSE philosophies and concepts with all stakeholders • prioritize and adapt PSE to different realities • strengthen SDC's communication strategy on SDC's PSE work, also based on evidence from monitoring data from recommendation 6 	<p>Agree.</p> <ul style="list-style-type: none"> ➤ PSE communication concept developed and implemented. (Q3 2023) ➤ Together with SECO opportunities identified for joint communication on PSE. (Q3 2023)