

ROOM DOCUMENT 2

**Briefing note on Phase two of the Evaluation of the Paris Declaration
based on the
Thematic Study on the Paris Declaration Aid Effectiveness and
Development Effectiveness**

This document is submitted for consideration at the 8th meeting of the DAC Network on Development Evaluation, 18-19 November 2008.

8th meeting

18 – 19 November 2008

**BRIEFING NOTE ON PHASE TWO OF THE EVALUATION OF THE PARIS DECLARATION
BASED ON THE**

**THEMATIC STUDY ON THE PARIS DECLARATION,
AID EFFECTIVENESS AND DEVELOPMENT EFFECTIVENESS¹**

This note is intended to inform the DAC Network on Development Evaluation and the Working Party on Aid Effectiveness of key issues and suggestions to be drawn upon in preparing for Phase 2 of the Evaluation of the Paris Declaration. Thus it is not an evaluation framework, approach paper or TOR. The note also lays out the proposed time table for the evaluation as well as governance and funding issues including those for the Secretariat which supports the Evaluation Reference Group and the Evaluation Management Group. A more detailed proposal for the content and process for Phase 2 will be discussed at a Reference Group meeting tentatively scheduled to take place in New Zealand 11-13 February 2008. The time and venue coincides with a DAC Evaluation Network workshop on evaluation quality standards enabling partner country members to participate in both events.

Background

The Paris Declaration highlights the importance of undertaking an independent joint cross-country evaluation to provide a more comprehensive understanding of how increased aid effectiveness contributes to meeting development objectives. The Accra Agenda for Action reiterates the importance of evaluation and specifically requests “comprehensive second phase evaluations of the implementation of the Paris Declaration and the Accra Agenda for Action as of 2010”

The overall purpose of the evaluation is to assess the relevance and effectiveness of the Paris Declaration and its contribution to aid effectiveness and ultimately to development effectiveness. The evaluation is being carried out in two phases:

- *Phase 1* has been conducted with the purpose of strengthening aid effectiveness by assessing changes of behaviour and identifying better practices for partners and donors in implementing the Paris commitments.
- *Phase 2* will be conducted with the purpose of assessing the declaration’s contribution to aid effectiveness and development results.

Phase 1 comprised eight *Country level evaluations* designed within a common evaluation framework to ensure comparability of findings across countries while allowing flexibility for country specific interests. These evaluations looked at the actual implementation of the Paris Declaration in concrete settings. The country level evaluations were managed by the respective partner country and most were supported, both financially and substantively, by donors. The country level evaluations were supplemented by eleven *Donor and multilateral development agency evaluations* which looked at how the Paris Declaration is represented in their policies and guidelines. These evaluations were mainly based on document reviews and supplemented by interviews with key players. They were managed by the respective agencies’ evaluation departments.

The first phase of the evaluation was completed in July 2008 and contributed constructively to the 3rd High Level Forum on Aid Effectiveness in Accra in Ghana in September 2008. The second phase is planned to start in early 2009 and to be completed in time for the 4th High Level Forum in 2011.

¹ Elliot Stern with contributions from Laura Altinger, Osvaldo Feinstein, Marta Marañón, Nils-Sjard Schulz and Nicolai Steen Nielsen: Thematic Study on the Paris Declaration, Aid Effectiveness and Development Effectiveness; November 2008

As part of the first phase of the Evaluation of the Implementation of the Paris Declaration a thematic study was conducted. The purpose of this thematic study was to serve as a primary document to frame Phase 2 of the evaluation by assessing the relationship between the recommendations of the PD and aid effectiveness and development effectiveness.

The study is intended to be a bridge between the Phase 1 evaluation focusing on implementation of the PD and the Phase 2 evaluation with its concerns for ‘the linkages between aid effectiveness and development results’. The study reviewed the history and evolution of the PD; considered the plausibility of its assumptions; and building on these understandings the study suggests key elements of the design and governance of the Phase 2 evaluation.

This note is basically excerpts from the thematic study.

1. Defining Aid and Development Effectiveness

The study has attempted to ‘clarify the concept of aid effectiveness and development effectiveness’ and ‘develop a working definition of development effectiveness’.

The PD together with its Principles and Commitments has for many become the definition of aid effectiveness – it is self-referencing. The PD is also mainly expressed in terms of efficiency, especially through savings in transaction costs. The study tried to find a definition that was less self-referential and more focused on the management of aid and the targeting of objectives. On this basis it defined ‘aid effectiveness’ as: *‘Arrangement for the planning, management and deployment of aid that is efficient, reduces transaction costs and is targeted towards development outcomes including poverty reduction.’*

A consideration of ‘development effectiveness’ leads to two possible definitions. The first is in terms of what development interventions achieve, i.e., *‘Development effectiveness is the achievement of sustainable development results related to MDGs that have country level impacts that have discernable effects on the lives of the poor.’*

The second definition focuses on processes, capacities and sustainability – with some similarities to ‘developmental state’ – i.e., *‘The capability of States and other development actors to transform societies in order to achieve positive and sustainable development outcomes for its citizens’*

These definitions are seen as complementary, and both feed-in to the suggested evaluation design of the PD.

2. What research evidence says about PD assumptions?

There is a large and disparate body of research that tries to relate aid to development outcomes. The major part of the research literature focuses on how aid that encourages management, policy and institutional reforms can lead to sustainable development outcomes. Much of this research began in the World Bank, some of it linked to evaluation research and initially mainly concerned with economic growth rather than broader notions of development.

This study concludes that there is some evidence that aid when delivered in ways consistent with the PD (e.g. as in the CDF and General Budget Support) can improve the way aid is managed and delivered. The evidence is less convincing about whether changes in ‘aid effectiveness’ will lead to sustained reform in policy-making and governance. Existing evidence is also less clear-cut as to the likely efficiency gains or reductions in transaction costs likely to follow from PD implementation.

There is clear evidence that aid-funded interventions can improve public services for poor people but no clear evidence to confirm that PD like interventions lead to *sustained* improvements in basic services such as education and health let alone to income growth. It is noteworthy that positive examples of development results (such as occurred in East Asia) are often built on assumptions regarding governance and rights that are different from those of the PD. Governance appear to be important but not consistently so.

Case studies reviewed confirm that country ownership is often narrowly based. The PD does appear to have reinforced government ownership rather than a more inclusive form of ownership that include civil society, parliament and the private sector. In addition in many countries donor influence over government policy making and priority setting continues to be high.

One complicating factor is that the motives of donors can be strategic and commercial and not confined to development. Differences in objectives can be a barrier to harmonisation. This can be exacerbated when there are ‘non-traditional’ donors who mix aid, loans, foreign-direct investment and barter deals – and make few demands on governance reform. The diversification of ‘aid scenarios’ is likely to affect the success of the PD in some of these contexts.

Research on fragile states suggests that how these are defined is important. It is probably better to focus on ‘dimensions of fragility’ which many States experience to various degrees at different times rather than to assume that Fragile States all fall into a common - or even differentiated – categories. Most dimensions of fragility draw attention to ‘up-stream’ state-building processes – again only likely to be detectable in the medium to long-term.

3. Implications of research evidence for evaluation in Phase 2

Some of the most theoretically convincing research – that concerning aspects of State fragility and understandings of the role of institutions in development have yet to be empirically supported and is likely to be long-term – well beyond the time-span of the PD Phase 2 evaluation. In general research and evaluation suggest that the PD should be expected to have short-term, medium term and long term outcomes. Not all will be evident by 2011 and evaluation design and methods will need to be adapted to this.

Country specific dynamics appear to be important in understanding development results and aid effectiveness. These tend not to be clear from aggregate cross-country analyses. This suggests that the main unit of analysis should be PD endorsing countries and their implicated donors. A key part of such a focus should be how development actors (governments, civil society, donor agencies) define their priorities and use PD arrangement.

As the implementation of the PD appears to be contextualised and influenced by specific ‘starting conditions’ and histories it is likely to be highly varied. The interaction and sequencing of factors are likely to change over time, and ‘two-way’ causalities are possible. This adds to the diversity that may arise from differences in interpretation and the co-existence of many other local policies and international programmes. It is also consistent with Phase 1 evaluation findings. Simple ‘logic models’ will not be easily applied.

Research tends to confirm that direct, vertical interventions have a good record in bringing about targeted improvements in basic needs – such as child and maternal health, HIV/AIDs programmes and primary education. This suggests interesting comparative possibilities in a Phase 2 evaluation between different strategies, delivered in similar settings in pursuit of common goals.

4. The PD as an evaluation object

On the basis of the analysis of the history of the PD and the overviews of research evidence, the nature of the PD as an evaluation object becomes clearer. It is summarised as follows:

- A complex multi-measure strategy with an often indirect influence in shaping and enabling many policy ‘inputs’ and ‘outputs’ and areas of unclarity about how these inputs and outputs are linked together
- Open to different interpretations and patterns of implementation reflecting both the priorities of actors and the contexts (prior conditions and histories) of the specific countries involved
- Located in highly diverse settings (e.g. including different income levels, policy regimes and many types of State ‘fragility’) such that different results can be expected from apparently similar inputs

- A ‘developmental’ initiative insofar as it can be expected to evolve over time as learning occurs, new capacities are acquired and adaptations are made to changing circumstance – both by the recipients of aid and by donor countries
- Having short-term and long term goals concerning poverty reduction and broader development results as in the MDGs, but with the linkages between these various goals not always evident or fully understood and some goals only defined once implementation has begun
- Some of the PD’s most important goals relate to the fundamentals of governance and institutional development which are necessarily long-term and will be difficult to detect even as tendencies before 2011
- It combines and recombines policy initiatives regarding aid that have been around for many years and are present in many other initiatives – PRSP, CDF, GBS, HIPC etc – such that a starting date, or a before and after comparison is not straightforward
- At a country level the PD is embedded in other economic and social policies that are likely to significantly determine its success given that aid constitutes only a small proportion of the resources for or the decisions about development
- The wider international context – of international trade and politics; commodity prices; migration patterns; and economic cycles – will also shape PD results and in particular new development actors and donors in a variety of ‘aid scenarios’ will be influential

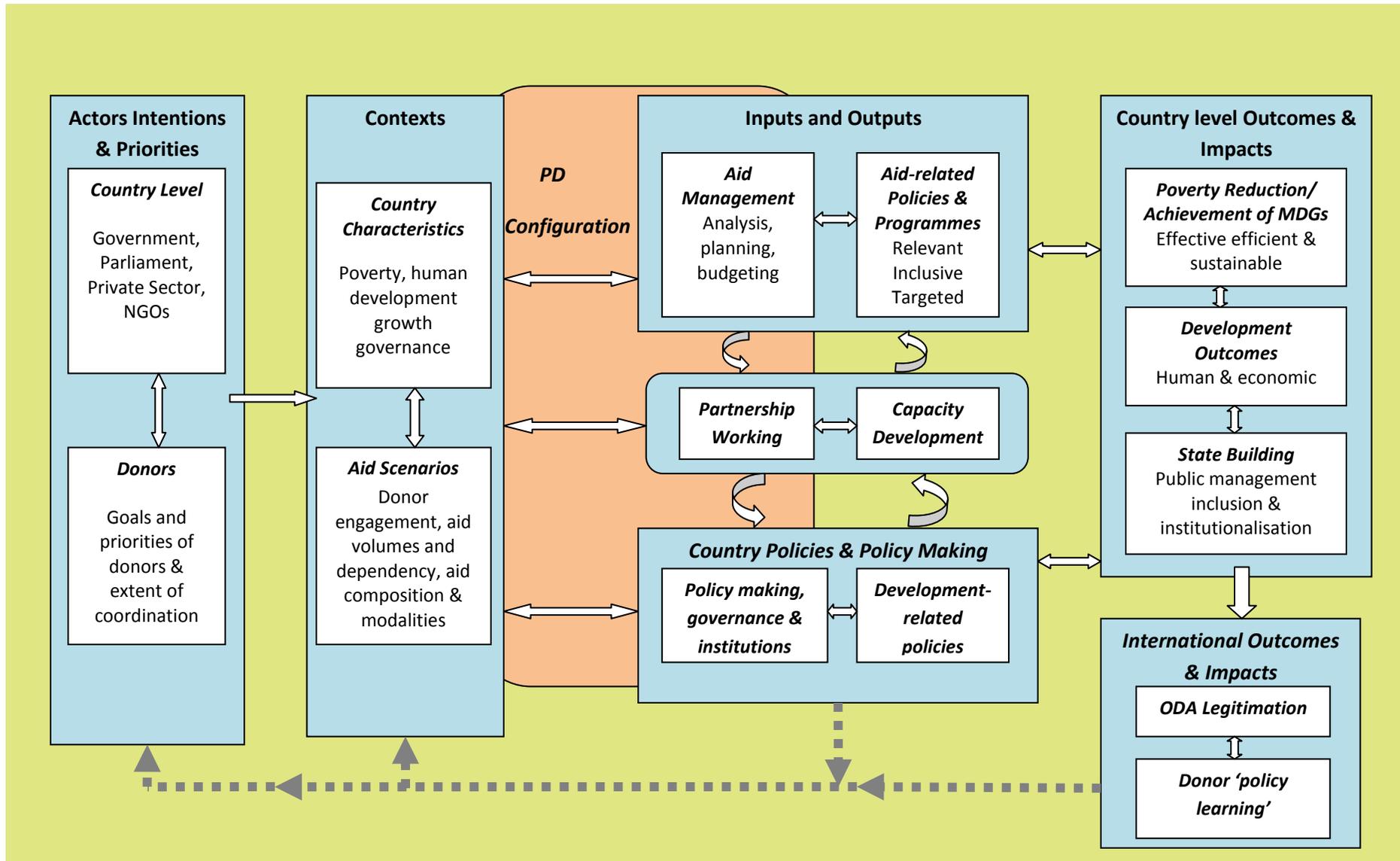
5. A ‘policy model’, propositions and mechanisms for PD evaluation

Whilst it would be possible though difficult to express the PD in a standard ‘logic model’ format, the nature of the PD would make this risky. For example the lack of clarity about inputs, causal links and outcomes as well as the embeddedness of the PD in other policies and the diversity of contexts, is likely to reduce the plausibility of any linear model. It would probably only be plausible to specify a traditional logic model for the PD’s outputs rather than its outcomes or longer term results. The judgement being made here is that a logic model would not define the PD in a way that would make it ‘evaluable’. The proposed alternative is a ‘policy’ model that acknowledges:

- The different ways in which the PD is being implemented
- The importance of different implementation contexts
- The centrality of actors’ intentions and priorities
- The possibilities of multi-directional causality between the main elements in a model
- The developmental and iterative nature of policy implementation associated with the PD

The proposed ‘policy model’ focuses on results in terms of aid and development effectiveness. It does this by enabling outcomes to be revisited at different stages in the policy cycle. The model assumes that the PD is part of a ‘generative’ or developmental process, in which PD configurations change in the course of implementation as do the possibilities of development outcomes. This means that even if in some areas, a first iteration may only reveal outputs rather than outcomes, the model provides a map that would allow an evaluation to assess whether the positive changes are emergent if not yet evident.

The policy model presented here unlike a logic model, does not suggest that the processes and outcomes that the model identifies are predictable or that the links between policy elements are known and understood or will behave reliably. Most of the arrows in the model are bi-directional; and the possible variations of the model even if each arrow was only binary are therefore very large.



The model should be seen more as a map of the many ways in which the PD could exert influence. At the same time for all of the elements in the model and the possible relationships between them there are ‘findings’, ‘cases’, ‘bodies of evidence’ and ‘theories’, many of which were described in Chapter 2. It is therefore possible to put forward propositions² that could explain linkages that could explain how the PD might exert influence

The policy model (Figure 3.2) brings together the main influences on PD outcomes from policy and research sources. It summarises the main building blocks that an evaluation should include in its scope, distinguishes between possible changes in the short, medium and longer terms both in terms of poverty reduction/MDG achievement; broader development outcomes; and associated changes in state ‘governance’ capacities.

The model is elaborated by a set of 21 ‘propositions’ (understood as a form of hypothesis) that have been derived from reviews of research evidence.

Propositions about Country Ownership and Poverty Reduction

1. The PD, by addressing inequalities of power between donors and the recipients of aid, makes recipient country governments more able to exercise leadership in planning and delivering policies to reduce poverty.
2. Developing countries are more likely to respond to incentives and ‘conditions’ to improve policy-making and aid effectiveness if they are linked to poverty reduction goals that are nationally determined
3. Ownership if it rests on effective political leadership, an agreed and supported national development plan, cross-government (ministry) coordination and better budgetary systems will make it more likely that aid will be directed to development-related priorities including poverty reduction
4. Consulting and involving national development actors including Parliaments, NGOs working with the poor and marginalised groups and the private sectors, will lead to plans for poverty reduction that are relevant to country needs and more sustainable

Propositions about Donor Harmonisation and Alignment

5. The extent to which donors are willing to harmonise among themselves will depend on the extent that they share development objectives which are not overshadowed by other commercial or political objectives incompatible with development needs
6. The willingness and ability of donors to align with country systems will depend on the extent to which a) they trust these systems and b) are able to manage risk whilst these systems are tested and improved and c) are able to negotiate their own domestic accountability requirements to match developing country circumstances
7. Suitable organisation of aid agencies (front-line staff skills, local autonomy, discretion to local actors) and their influence with their national governments will determine their ability to deliver PD commitments and promote policy learning among donor governments
8. Mutual accountability will lead to enhanced learning among donors about how better to lower barriers to development resulting from their own policies which should lead to improvements in development outcomes.
9. If harmonisation leads to a sensible division of labour among donors and lower transaction costs for Partner countries then the latter will be able to spend more resources for direct poverty reduction and development purposes rather than on aid management

² Understood to be a weaker form of argument than a hypothesis; one that is not necessarily supported by theory or consistently generalisable.

Propositions about Contribution to Wider development Goals

10. Managing for development results will create a focussed and clearer analysis of development needs and how to pursue them in a particular country context.
11. If ownership translates into improved capacity in budgeting and planning then this will spill-over into other development related government decision-making with positive effects quite apart from reductions in transaction costs
12. The PD should also increase capacities of policy coordination and policy coherence which will then also spill-over to the benefit of broader development goals
13. Aid that directly supports trade preparedness, facilitates the redeployment of resources, the acquisition of relevant technologies etc will make a *direct* contribution to growth and indirectly to development outcomes in broad terms (including, basic services, human development, equal rights etc.)
14. Institutional developments that support innovation and economic growth through the private sector will be more likely if the extremes of social inequality are reduced

Propositions about Improving Governance and Reducing Fragility

15. Increases in public services that address the needs of the poor will increase the legitimacy of governments thus reducing fragility of States
16. Improvements in the effectiveness of governments (e.g. through budgeting, policy making, planning, stakeholder consultation, policy coordination and policy coherence) will gradually strengthen governance more generally thus reducing aspects of State fragility
17. Greater social inclusion, government effectiveness and State legitimacy will make it more likely that a virtuous cycle of poverty reduction and improvements in governance will occur

Propositions about Capacity Development and Mutual Accountability

18. Capacity development will follow from practical experience of implementing the PD principles and commitments (learning by doing) if supported by an effective partnership relationship with committed donors
19. Mutual accountability in its broader sense that includes accountability to stakeholders, parliaments and civil society - and when combined with transparency/information flows - will provide positive feedback, reinforcement and increase the likelihood that development policies will be sustainable
20. International mutual accountability (e.g. between donors and the recipients of aid) will be strengthened by more inclusive in-country accountabilities which requires capacity development for other development actors
21. Partnership arrangements promoted by the PD - including policy-dialogue, open exchange of information, joint reviews and assessment mechanisms, as well as joint problem solving - will lead to greater trust and confidence in governments to innovate

These propositions identify an extensive list of ‘mechanisms’ and ‘outcomes’ to be investigated in Phase 2.

These would include:

- Empowerment of development actors (including governments, CSOs, parliaments and the private sector)
- Incentives perceived as positive (because supported by a broad country-based consensus)
- Increased levels of trust between development partners
- Increases in confidence by governments in recipient countries

- Improved decision-making skills
- Improvements in risk-management
- Improvements in negotiating and influencing skills by donor agencies in their own policy communities
- Organisational supports for policy learning
- Improved quality of needs analyses and available information
- More information sharing and transparency of information
- Spill-over of capacities from aid to non-aid policy-making
- ‘Learning by doing’ or experiential learning
- Positive feedback loops or virtuous cycles

As the proponents of ‘realist’ evaluation approaches argue³, in order to be confident that effects are ‘caused’ by policies or programme, it is not sufficient to observe changes – the mechanisms of change that operate in particular contexts also have to be identified. Exploring the above propositions and ‘mechanisms’ within the broad map outlined by the ‘policy model’ would provide Phase 2 evaluators with useful tools to assess the contribution of the PD to aid and development effectiveness.

6. Evaluation questions

It is proposed that the Phase 2 evaluation should address three classes of evaluation questions. These are to be seen as ‘top-level’ evaluation questions, which will need to be elaborated and built on Phase 1 when preparing Phase 2.

- The first set of questions concern the extent to which the PD principles and commitments have been taken on board, adapted and contextualised by partnerships.

What are the PD ‘configurations’, how were they decided and are they appropriate, i.e. are they well adapted to country circumstances and aid scenarios?

- The second set of questions concern how the actors use PD partnership arrangements (opportunities for policy dialogue, planning, new aid modalities, problem solving, joint review) to pursue their own development objectives and to what effect.

How have governments, donors and civil society used PD partnership arrangements – and with what discernable added value?

- The third set of questions concern the extent to which the PD can be said to be the most appropriate policy or strategy to achieve poverty reduction and broader development results.

Is the PD the best way to achieve the kinds of outcomes and results that the policy model identifies? Are there other strategies that could achieve the same results more effectively and efficiently?

Each set of questions needs to be asked of each of the four kinds of outcomes and results identified in the policy model in order to maintain the focus on outcomes and results i.e.

- Poverty reduction and MDG achievement
- Broader development outcomes

³ Roy Bhasker, (1975). *A Realist Theory of Science*. Harvester, Brighton. Pawson, R. and Tilley, N. (1997). *Realistic Evaluation* Sage London. Julnes, G., Mark, M., and Henry, G.,T., (1998) Promoting realism in evaluation: Realistic evaluation and the broader context. *Evaluation: the international journal of theory research and practice*, 4 (4).

- State building including public management reforms and
- International outcomes and results such as donor policy learning and ODA legitimization

The table below depicts this basic structure.

Outcomes/Results	<i>How is PD adapted and used?</i>	<i>What is the PD's added value</i>	<i>Is the PD the best strategic choice</i>
Poverty Reduction and the MDGs			
Development Outcomes			
State Building			
International/Donor related Outcomes			

Table 3.1 Evaluation Questions by Types of Outcomes and Results

7. Evaluation Tasks

The following main evaluation tasks are proposed:

- Detailed evaluation design. This will include the specification of studies needed to answer the main evaluation questions, including their methods and outputs, data requirements, sampling and reporting.
- Preparatory analyses. This will involve the construction of typologies and sampling frames that will allow for a purposive selection of which countries and partnerships should be included in the evaluation.
- Evidence reviews. These will bring together existing evidence from evaluations, research and monitoring systems (e.g. PD, MDG, WDI etc) in support of evaluation design.
- Country-based studies. These will address the main evaluation questions and be reported on in a format that allows synthesis and meta-analysis.
- Thematic and cross-cutting studies. Examples might include: backward tracking of success in relation to PD-like initiatives; studies of donor harmonisation; sustainability strategies; civil society roles etc.
- Synthesis reporting. Bringing together country-based reports and other thematic and cross cutting studies to draw together general lessons.
- Systematic feedback and quality assurance to ensure consistency and quality of outputs.
- Dissemination. A systematic dissemination programme should be planned to encourage awareness, the exchange of good practice and lesson-learning.

8. Evaluation Architecture

The evaluation should be organised operationally at two levels:

A 'central team' and several 'country teams' that will be responsible for undertaking work in developing countries

Both the central and country teams should be chosen through open tender with the central team set up approximately 6-8 months in advance of 'country teams' and involved, together with country-based stakeholders, in the selection process for these teams. It should be possible for 'country teams' to include regional experts. For example there could be some shared team members across country teams within a region, even though these teams will need to have strong in-country roots.

Central team

This team will prepare detailed evaluation design and work planning in consultation with country based teams. It should bring together high-level, multi-disciplinary evaluation team of international standing and be organised and managed by a single entity.

It will be required to:

- Design a ‘template’ for case-study work, data gathering and fieldwork at country level that will be comparable and able to be synthesised.
- Prepare typologies and sampling frames to ensure that country teams are representative of different contexts, aid scenarios and PD configurations.
- Provide a professional input into the selection of country-based country teams
- Provide ongoing advice and support to country teams to ensure the coherence of the evaluation and the comparability of its different elements.
- Initiate thematic/cross-cutting studies in cooperation with ‘country teams’ or other experts as appropriate. (The latter could include for example conducting evidence reviews: synthesis of existing research and evaluations, specific studies on transaction costs, donor harmonisation, the role of civil society etc.)’
- Synthesise evaluation results generated at country level and by thematic studies

Country teams

Country teams should be managed at a country level but be accountable to both a country based advisory group and for methodological purposes and for thematic and cross-cutting activities to the central team. These teams should be open to organisations and individuals that are country-based but also draw on regional expertise and skills. The team should be approved by national authorities on the advice of the central team.

Country teams will be required to:

- Undertake country based studies within the overall plan and design template put forward by the central team and approved by the management group and reference group
- Undertake country-specific studies that they design at the request of their own advisory/reference group, that are linked to the priorities and circumstances of the particular country and development partnership.
- Prepare reports on country studies, provide feedback to the country advisory/reference group and participate in regional ‘review’ and exchange events.

Regional Resources

There are potential advantages of a ‘regional tier’ in this evaluation. In particular having an ‘evaluation forum’ (or ‘sounding board’) in Latin America, Sub-Saharan Africa and Asia could provide a platform for horizontal or ‘peer-to-peer’ exchange which would encourage exchanges in settings not perceived as dominated by donors. Such bodies could also serve as an ‘observatory’ gathering and disseminating regional information on aid effectiveness for use by the country teams.

The possibilities of a regional forum (or sounding board) should be seen alongside other initiatives to strengthen evaluation capacities.

9. Governance

The governance of the evaluation should ensure appropriate involvement, cooperation and ownership by the main stakeholders in the PD and PD evaluation.

As a minimum requirement it is assumed that PD’s evaluation architecture and governance should support and strengthen ‘development partnerships’ in their pursuit of aid effectiveness and development results. It should do this in ways that support developing country ownership and leadership and in line with the Paris Declaration and the Accra Agenda for Action; do so in an inclusive way. At the same time technical design and operational criteria remain important – experience with joint evaluations has underlined the methodological risks as well as benefits of

multi-stakeholder involvement in an evaluation and the transaction costs of over-complex coordination arrangements.

Stakeholders are understood to be the main development actors at country, regional and international levels who have endorsed the PD and are active in its implementation. This will include central and other tiers of government; parliaments; donors and their agencies; and civil society based development actors. Different but linked structures are needed at country, regional and international levels.

There is also an expectation that all stakeholders will be committed to the independence and professional credibility of the evaluation. The suggestions below build on the positive experiences from the conduct of Phase I.

- At country level there should be ‘advisory or reference groups’ that include development partners (donors and governments) and other key actors drawn from civil society. These might take on the function of reference groups for local teams; however the minimum expectation is that such groups would combine information and utilisation roles. For example they may be able to facilitate access at country level, provide information about local contexts and help interpret, disseminate and use findings. They may also be able to defend the independence of teams.
- At the international level, a full range of stakeholders (development partners - donors and governments of developing countries and other development actors) will need to be involved in a Reference Group. The current Reference Group comprises the interested members of the DAC Network on Development Evaluation and the interested partner country members of the DAC Working Party on Aid Effectiveness/JV-M as well as two CSO representatives (Eurodad and Reality of Aid) and a representative from AFREA (African Evaluation Association). The group should be expanded to include more partner countries and some of the more important global funds. The Reference Group should be co-chaired by a donor and a partner country representative (currently from Denmark and Sri Lanka).
- There will also need to be a small management group that reports to the reference group but is separately charged with the responsibility, for coordinating the joint evaluation process, for guiding the component studies and for the synthesis of findings and recommendations and to safeguard the quality and independence of the evaluation. The management group should comprise 3 partner countries (currently South Africa and Sri Lanka⁴) and 3 donors/multilaterals (currently Denmark, the Netherlands and UNDP). The members of Management Group for Phase II should ideally be evaluators.
- The Reference Group and Management Group should be supported by a small Secretariat. The Secretariat, comprising an evaluation coordinator and support staff, should be responsible for day-to-day coordination and management of the evaluation including contracting consultants. The Coordinator should be a member of the Management Group.
- The evaluation should also provide roles for independent practitioners, experts and academics from both donor and developing countries. These might for example provide a professional peer-review element for evaluation products and offer impartial methodological advice at various stages in the evaluation process.

10. Funding

As during Phase I different funding modalities can be used simultaneously:

⁴ Representation from Latin America was envisaged but never appointed.

- A Trust Fund to finance country level evaluations, studies and other direct costs (meetings, report production, dissemination and feed-back).
- National or direct donor funding of individual country studies.
- The current Secretariat at DIIS is fully financed by a grant from the Evaluation Department of Danida/The Danish Ministry of Foreign Affairs to the end of July 2009. The Policy and Operations Evaluation Department of the Ministry of Foreign Affairs of the Netherlands has offered to fund the continuation of the Secretariat until the completion of phase 2.

11. Evaluation Timing and Work Plan

The proposed design has implications for timing and duration of the Phase 2 evaluation. It would follow from the above design that:

- That the evaluation is organised in stages with a preparatory stage; a main evaluation stage and a reporting stage aligned with the High Level Forum planned for 2011;
- The scope, design and governance and administration of the Evaluation is decided early 2009 to ensure that the central team is contracted by mid 2009 in order to undertake preparatory work and detailed planning, and that country teams are contracted by early 2010.

2008

- November 18 DAC Evaluation Network meeting: Briefing on Phase 2. Solicit indications of donors' and agencies' interest in participation including funding.
- November 26 DAC WP-EFF meeting: Briefing on Phase 2. Solicit indications of partner countries interest in participation.
- December Develop Outline Evaluation Framework, overall budget etc.

2009

- Dec – Jan Develop detailed approach, prepare Reference Group Meeting.
- February 11-13 Reference Group Meeting to discuss and decide on evaluation governance, design and process⁵
- March – July Preparation of detailed TOR and work plans; tendering and contracting the central team.
- Aug – Dec Regional workshops: Further detail planning, tendering and contracting country teams.

2010

- Jan – Dec Evaluation country studies and other studies.

2011

- Jan - Sept Preparation of Synthesis report and feeding into preparations for 4th HLF.

⁵ The meeting is suggested to take place in New Zealand to coincide with a DAC Evaluation Network workshop on evaluation quality standards enabling partner country members to participate in both events.