

The Evaluation of the Paris Declaration



Project Completion Report
March 2012

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Introduction

This report was prepared by Niels Dabelstein, the Paris Declaration Secretariat, in order to document the evaluation process of phase 2 of the Evaluation of the Paris Declaration and the lessons learned from that process. The financial contributions and costs of the evaluation are recorded in section 14.

1. Background

The Paris Declaration on Aid Effectiveness (2005) contains a commitment to conduct an independent, cross-country evaluation in order to provide an understanding of how increased aid effectiveness can contribute to meeting development objectives. The Accra Agenda for Action (2008) specifically committed to “assess whether we have achieved the commitments we agreed in the Paris Declaration and the Accra Agenda for Action, and to what extent aid effectiveness is improving and generating greater development impact.”¹

In 2006, the OECD DAC Network on Development Evaluation commissioned an Options Paper to help it select an appropriate way to follow up on the commitment stated in the Paris Declaration to evaluate the implementation of the Declaration. The paper concluded that, subject to some limitations, the Declaration was broadly ‘evaluable’ and that an optimal approach would be a set of four connected but loosely integrated evaluation activities; the development of a common framework; country led evaluation initiatives; a set of thematic case studies across donors; and a medium to long-term programme of analytical work.²

The Options Paper was widely circulated to both partner countries and donors and aid agencies. Partner countries in particular expressed their interest in playing a major role in any future evaluation of the Paris Declaration. Subsequently, the Evaluation was designed and implemented, applying a fully joint approach. The design called for an evaluation to be conducted in two phases, which were broadly shaped around the first three components of the Options Paper.

Across both phases, the four main stages of developing, implementing and reporting and dissemination of the Evaluation were as follows:

<i>Stage 1 (2005-2006) Developing the initial approach</i>
Formation of the international Reference Group (IRG). This group included an equal number of donors/development agencies and partner countries). The IRG instituted an Evaluation Management Group that was tasked to facilitate voluntary participation of donors/agencies and partner countries in the Evaluation and secure funding; to develop the Terms of Reference for Phase 1 of the Evaluation; and to establish an Evaluation Secretariat for the day-to-day management of the Evaluation process (March 2007).
<i>Stage 2 (2007-2008) Implementing Phase I</i>
The implementation of Phase I (carried out at both donor/agency and partner country level) considered three main areas: trends or events around early implementation of the Paris Declaration; influences affecting the behavior of countries and their Development Partners (donors and agencies) in relation to implementing their Paris commitments; whether the implementation of the Declaration appeared to be leading towards adherence to its five main Principles in practice. Phase 1 resulted in a final report published in time to serve as an input for the preparations of the High Level Forum on Aid Effectiveness, Accra 2008.
<i>Stage 3 (2009) Preparation for Phase 2</i>

¹ Accra Agenda for Action, para. 11.

² Booth, D and Evans, A (2006) *Evaluation Network Follow-up to the Paris Declaration on Aid Effectiveness: An Options Paper* (submitted for discussion at the fourth meeting of the DAC Evaluation Network, 30-31 March 2006).

First meeting of the International Reference Group for Phase 2 (Auckland, February 2009) this resulted in the Approach Paper for phase 2.³

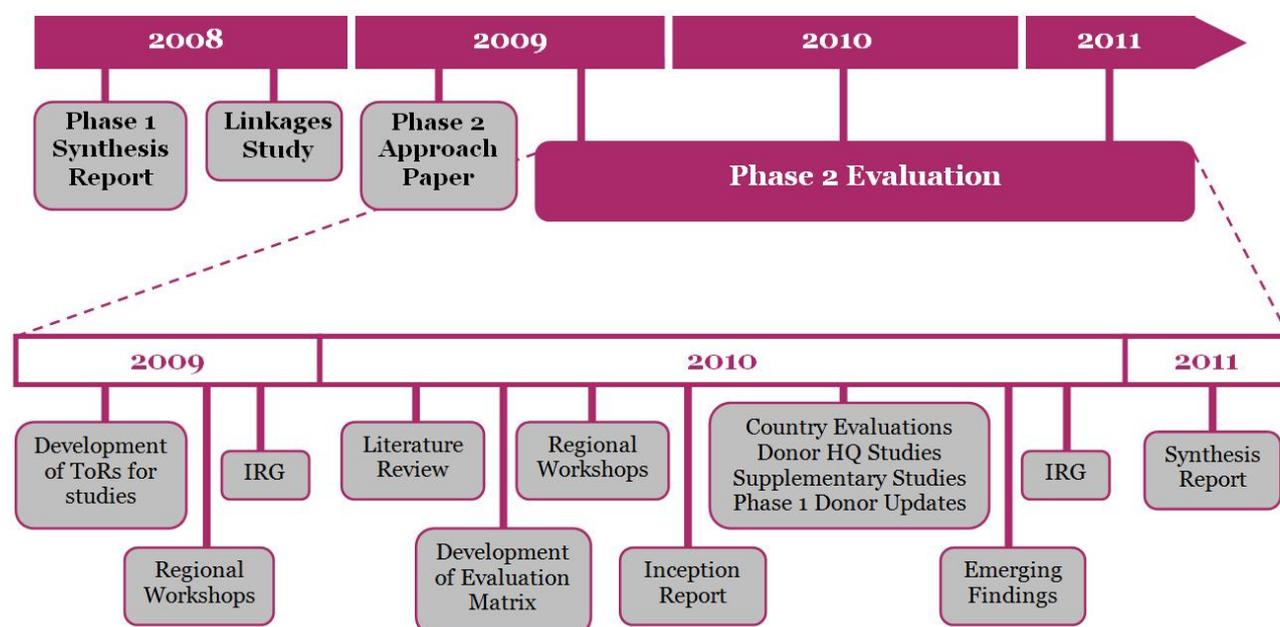
Production of the Terms of Reference for the Core Evaluation Team (hereafter 'Core Team'). Procurement, selection and appointment of the Core Team. During the last quarter of 2009 the Core Team produced detailed terms of reference for country evaluations and donor/agency headquarters studies as well as comprehensive supporting material.

Stage 4 (2010-2011) Implementing Phase 2

Implementation of Phase 2 of the Evaluation, with an expanded participation of partner countries and donors/agencies. Completion of partner country evaluations and donor/agency studies and updates of earlier studies. Production of the Synthesis report, working within the international and national level governance structures of the Evaluation, drawing on all the different components of the Evaluation (see below).

The key events of Phase 2 of the Evaluation are summarized in the timeline below:

Figure 1. Stages of the Evaluation Process



Components of the Evaluation

The main components of the overall Evaluation have been:

- In Phase 1 (ending in 2008): nineteen studies (8 country evaluations and 11 'lighter-touch' donor and multilateral agency studies).
- In Phase 2 (ending in 2011): twenty eight studies (21 country evaluations and 7 donor and multilateral agency studies) plus updates of donor/agency studies conducted in Phase 1 (7 donors/agencies).

³ Evaluation of the Paris Declaration Phase Two: Approach Paper (25 May 2009).

In Phase 1, a number of thematic studies were commissioned to deepen knowledge in particular areas of significance for the Evaluation. They included untying of aid; the applicability of the Paris Declaration in fragile and conflict-affected situations; statistical capacity-building and a study on linking the Paris declaration, aid effectiveness and development effectiveness

In Phase 2, supplementary inputs comprised “Development Resources beyond the Current Reach of the Paris Declaration”, a study on “Implementation of the Paris Declaration in Latin America and the Caribbean - a study about perceptions” and a concept paper on “Evaluating the Transaction Costs of Implementing the Paris Declaration”.

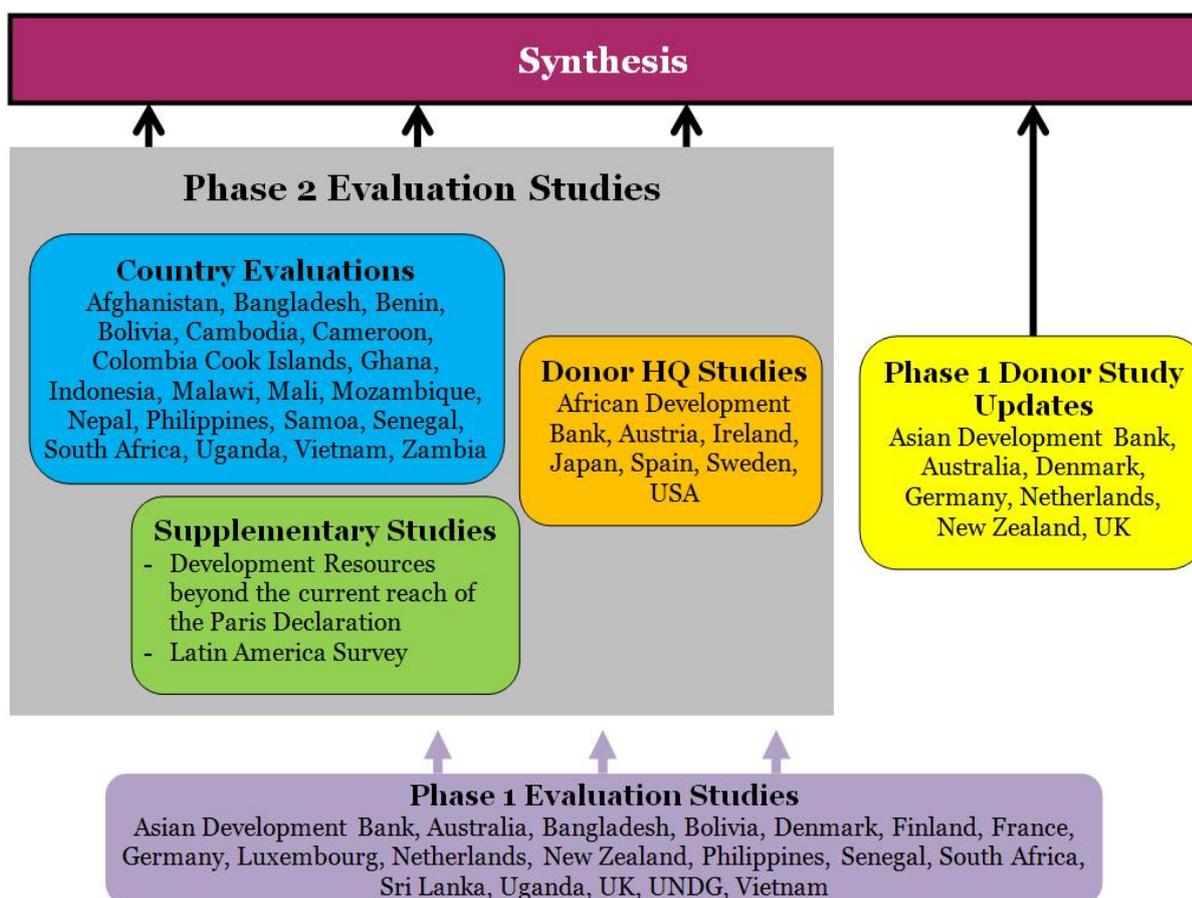
All documents and reports produced during Phase 1 and Phase 2 of the Evaluation can be accessed on: www.oecd.org/dac/evaluationnetwork/pde

The Phase 2 final report, including several video clips, can also be accessed on:

<http://pd-website.inforce.dk/>

The following diagrams indicate the components of the Phase 2 Evaluation overall and the geography of the participating countries/agencies

Figure 2. Components of the Evaluation of the Paris Declaration



2. Managing the Evaluation

The Governance Structure comprised three levels. These are:

The International Reference Group consisted of a representative of each entity (partner country, donor or aid organization) having a strong interest in the Evaluation or actively participating in it, either through overseeing and coordinating participation in evaluation activities (country evaluations and/or donor/agency studies) or by providing a financial contribution. This implied that every country commissioning a country evaluation was represented, as were donors and other

organizations participating in and contributing to the Evaluation. In addition, two CSO umbrella organizations were represented. The International Reference Group was tasked with overseeing the Evaluation and reviewing its products, including:

- The Evaluation Approach Paper, the Terms of Reference for the Core Evaluation Team, Generic Terms of Reference for country evaluations and donor/agency studies, the Inception Report (including Methodology Paper), and Approach Papers for supplementary studies.
- Draft country evaluations and donor/agency studies and supplementary study reports for quality, clarity and credibility.
- Draft and final Synthesis Report for quality, clarity and credibility.

While the International Reference Group needed to approve the products mentioned under 1, it was to review and provide comments on the products mentioned under 2 and 3. In order to protect the independence and credibility of the evaluation, the International Reference Group was not tasked to approve the various reports produced by independent evaluation/review teams.

The IRG met at four milestone moments during Phase 2: In New Zealand, January 2009, to agree on the overall approach for the Phase 2 Evaluation; in France, November 2009, to discuss and validate the Terms of Reference for the Country Evaluations and the Donor/Agency Studies; in Indonesia, December 2010 to review emerging findings of the synthesis of the component studies; and in Denmark, April 2011, to discuss and validate the final synthesis report.

The Evaluation Management Group comprises six members representing partner countries and donors (Columbia, Malawi, The Netherlands, Sweden, US and Vietnam) and the Evaluation Secretariat. The Evaluation Management Group was supported by the Evaluation Secretariat located at the Danish Institute for International Studies in Copenhagen. The Evaluation Management Group reported to the International Reference Group, but was separately charged with the responsibility to assure the quality and safeguard independence of the evaluation. Specific responsibilities included:

- Oversee and guide the work of the Evaluation Secretariat and act as tender committee for contracts.
- Review all products by the Core Evaluation Team at draft stage (Generic Terms of Reference for country evaluations and donor/agency studies, Methodology Paper, Terms of Reference for supplementary studies, Inception Report and Progress Reports of the Core Evaluation Team, and its Synthesis Report; as well as other products that emanated from the evaluation).
- Ensure that the Core Evaluation Team gives full consideration and response to substantive comments from both the Management Group and the International Reference Group.
- Assess and sign off (approve) all products by the Core Evaluation Team in terms of adherence to: the Terms of Reference guiding the Team's work, quality using the DAC Evaluation Quality Standards, and readability.

The Management Group met eight times during Phase 2 and communicated frequently by e-mail and telephone.

The National Reference/Advisory Groups in the partner countries (*Country Reference Groups*) and in donor countries or set up by agencies (*Donor/Agency Reference Groups*).

The Country Reference Groups consisted of key government and non-government development stakeholders in a given partner country, including but not confined to the central government and key donors. Their functions included:

- Approving the design of the pertinent country study that comprises a common set of evaluation questions applicable to all country level evaluations and a module with country-specific evaluation questions.
- Deciding on selection criteria for the country evaluation teams.
- Selecting the members of country evaluation teams, consistent with the selection criteria and national competitive procurement or tender rules.
- Serving as a resource and to provide advice and feedback to teams.
- Review (but not approve) the draft products of the respective country evaluation.⁴

3. Implementing Phase 2

Phase 2 of the Evaluation commenced in September 2009 with the award of contract, following a competitive procurement process, to IOD PARC⁵ a UK-based development consultancy which fielded the Core Evaluation Team. The Team's members were:

Name	Location	Areas of responsibility
Bernard Wood	Canada	Team Leader: overall direction and oversight; lead author (Synthesis report) and core drafting team
Julian Gayfer	UK	Project Director: overall planning and coordination of delivery; process support to country evaluations; core drafting team
Julia Betts	UK	Core Team member: Literature review, process support to country evaluations, core drafting team, and lead author (Synthesis Technical Annex)
Florence Etta	Nigeria / US	Core Team member: Africa region specialist and support to West African country evaluations
Dorte Kabell	Denmark	Core Team member: leading on support to donor headquarters studies and francophone evaluations
Mallika Samaranayake	Sri Lanka	Core Team member: Asia region specialist and support to Asian country evaluations
Francisco Sagasti	Peru	Core Team member: Latin America region specialist and support Latin American country evaluations
Naomi Ngwira	Malawi	Core Team member: support to Southern/ East Africa country evaluations
Ronnie MacPherson	UK	Project support, knowledge management and communications
Marika Weinhardt	UK	Project support, team process management, Core Team focal point for exchange with evaluation/study teams
Julianna Hyjek	UK	Literature review

The Core Team organized itself around a set of defined work streams, with regular team interaction through virtual meetings and face-to-face meetings at key milestone points during the evaluation process. The main phases were: orientation and team organization (September 2009); inception, including preparation of Inception report (October-March 2010); support to country

⁴ The Reference Groups for donor and agency studies had similar tasks.

⁵ IOD PARC is the trading name of International Organisation Development (IOD) Limited.

evaluations (May-September 2010); review of draft component evaluations/studies in preparation for their synthesis (September-November 2010); Emerging Findings meeting (December 2010); and drafting and finalization of the synthesis (final) report (January-April 2011).

4. Approach and Methodology

Some aspects of Phase 2 were predetermined before the Core Team was contracted. These included:

- **The joint nature of the Evaluation** implied that it would be conducted across donors, agencies and partner countries, and within a governance structure that reflected their involvement as equal partners.
- **The governance structure⁶** at national and international level was devised to ensure the joint nature of the process, the participatory and consultative approach adopted, and to facilitate quality assurance.
- **The voluntary basis of participation**, which meant that inclusion of partner countries/agencies in the Evaluation occurred on the basis of self-selection.
- **The primacy of the partner country** as the main arena for evaluation, to allow a focus on how the aid effectiveness reform has played out in practice.
- For **donor headquarter studies**, the application of the same Terms of Reference as those from Phase 1.
- **A trilingual exercise**, in order to serve the participants and intended users of the Evaluation as fully as possible, the evaluation process operated in the English, French and Spanish languages.

From September 2009 to June 2010, the Core Team, in consultation with the Management Group focused on developing and refining the Evaluation’s approach and methodology. This process involved two rounds of Regional Workshops. Participants for Round One included mainly national coordinators and members of National Reference Groups; Round Two involved the national coordinators and the team leaders of already contracted country evaluation teams. In addition a workshop for evaluation managers for the donor and agency studies took place in London (24 September 2009).

Regional Workshops to develop country evaluations

The workshops aimed to: defining the key principles of the methodology; shaping the evaluation questions; confirming the approaches to the methodology; working out how to operationalize the methodology; finalizing the evaluation components; and setting out guidance on methods for country evaluations and donor studies.

Round 1	Round 2
Asia: 27-29 October 2009 (Siem Reap)	Pacific: 3-5 March 2010 (Wellington)
Latin America: 4-6 November 2009 (Bogota)	South Asia: 20-22 April 2010 (Dhaka)
Anglophone Africa: 10-12 November 2009 (Lilongwe)	Africa: 27-29 April 2010 (Tunis)

⁶ Considerable effort was devoted to mapping out exact roles and responsibilities for the respective layers of governance. Full details are set out within the Evaluation Framework of 2009 (which contains a full section on Accountabilities and Responsibilities) and in the Note on Quality Assurance and Governance Arrangements (May 2010).

Francophone Africa: 18-20 November 2009 (Cotonou)	South East Asia: 4-6 May 2010 (Ha Long, Vietnam) Latin America: 25-26 May 2010 (Bogota) & 16-17 August 2010 (La Paz)
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Principles Applied

The Evaluation was intended to be summative *and* formative. It needed to allow judgments to be made about what has been achieved in terms of aid effectiveness and development results, whilst also supporting forward-looking policy development and improvement among different constituencies and stakeholders.

5. Implementing the Country Evaluation and Donor/Agency Studies

Country evaluations and donor headquarters studies commenced from April 2010. Their starts were staggered and delays occurred. Most of the evaluations and studies were well underway during the second quarter of 2010.

Targeted Support

Country evaluations: Recognizing the challenges of robust analysis at aggregate level within a decentralized evaluation, the Terms of Reference for the Core Team required them to '*facilitate coherence and quality across country-level studies as well as donor/agency headquarters-level studies so as to ensure that these are reliable, authoritative and useful bases for synthesizing*'. In May 2010, the Evaluation Management Group approved a proposal from the Core Team to intensify the level of targeted and tailored support to the Country Teams, on the rationale of the breadth and scope of the Evaluation at country level, the implications for capacity requirements, and the Core Team's experience of country specifics. The support needed by the different teams proved to be much more intensive and therefore time consuming than originally foreseen. However, the support provided was very much appreciated by these teams and resulted in developing their capacity to deal with the various methodological challenges in their evaluation work.

Donor/agency headquarters studies: support to study teams was provided in the form of one dedicated Core Team member, who responded to specific enquiries for advice from the teams and kept abreast of general progress.

6. Analysis and Synthesis Process

A lesson from Phase 1 of the Evaluation was the need for a clear direction on the Synthesis process from the start of the Evaluation. This is particularly important where the Evaluation brings together findings across multiple and varied contexts, even where the evaluation framework has been applied specifically to enable cross-case synthesis.

For Phase 2, the Synthesis exercise presented two main challenges. Firstly, it needed a sufficiently robust approach to enable the bringing together of diverse material from a disparate range of contexts for comparability at aggregate level. Secondly, it was very important to ensuring the validity and reliability of the findings and conclusions at Synthesis level. These challenges were addressed by the Core Evaluation Team in close collaboration with the teams responsible for the respective component evaluations and studies.

The synthesis stage required the Core Evaluation Team to validate and synthesize the results of all the component evaluations and studies of Phase 2, together with the findings of Phase 1 and other

relevant materials in order to produce a major policy-oriented synthesis report in time to feed into the Busan High Level Forum on Development Effectiveness.

The process for final validation was as follows:

- Late March-April 2011 – On receiving the Draft Report, the Evaluation Management Group submitted a joint round of comments. The Core Team responded to these and provided both a response to the comments (April 5th 2011) and a Revised Draft version of the report (April 7th 2011).
- April 2011 – the Revised Draft Report was validated with the respective evaluation and study teams, and written commentary was provided by the International Reference Group (IRG) by a deadline of April 18th 2011.
- April 19th-25th 2011 – the Core Team reviewed IRG comments received and prepared a full written response.
- April 27th-28th 2011 – the IRG met in Copenhagen to finally review, validate and approve the Revised Draft Synthesis report.

The IRG validation meeting in Copenhagen, which involved the Team leader and a number of key members of the Core Evaluation Team, provided commentary and feedback on the **quality, credibility and clarity** of the Draft Report. In terms of quality and credibility, the report was felt to have met requirements. However, requests for more clarity in its presentation were received. The Core Evaluation Team took note of the comments, and following re-drafting, a final version of the report, in the three languages of the Evaluation, was presented to the Management Group on May 16th 2011.

7. Independence, Integrity and Ethics

The Phase 2 Evaluation's status as a joint international process meant that independence and integrity were critical to ensuring its credibility. Care was taken throughout design and implementation to ensure this, in the following ways:

- Through the Evaluation's governance processes at both the national and international levels, which has ensured that evaluation teams alone are responsible for the contents of their reports - for example, it was the explicit responsibility of the National Reference Groups to assure the independence of country reports.
- Through screening individual reports for independence, credibility, logic and transparency as part of the Synthesis analysis process.
- Through the application of the OECD/DAC Quality Standards for Development Evaluation in the component evaluations and the synthesis.
- Through the focus on a participatory and consultative approach throughout, both within individual evaluations and studies and during the synthesis phase.
- Through an emphasis on transparency throughout, reflected in the sharing of key documents and drafts for scrutiny by external stakeholders at appropriate milestones, supported by the use of a web-based platform (the Extranet) for information-sharing (see below)
- Through a focus on meeting required ethical standards during the conduct of the evaluation, including the recognition of gender consideration and the securing of informed consent of e.g. interviewees through the assurance of anonymity and confidentiality.

8. Quality Assurance

Quality assurance has received considerable attention throughout the process of the Phase 2 Evaluation. A paper setting out the provisions for quality assurance clearly distinguished quality assurance and control from acceptance of the Evaluation's conclusions.

The following quality assurance arrangements were applied:

- At country level, each evaluation process was required to establish internal quality assurance and control systems. The National Evaluation Coordinator was responsible for quality assuring evaluation reports before submission to the Core Team for inclusion in the Synthesis. The Terms of Reference for the National Reference Group explicitly stated that the quality should be assessed against national, regional or international Evaluation Quality Standards (e.g. the DAC Evaluation Quality Standards) with preference for national standards where they exist.
- Within the donor/agency studies, Evaluation Coordinators were responsible for quality assuring the study reports before submission to the Core Team for inclusion in the Synthesis.
- The Core Team was tasked to support the quality assurance at national/donor level by engaging with and supporting the country evaluation teams and if requested the teams involved in the donor/agency studies.

Quality assurance of the work of the Core Team involved:

- Internal quality control and assurance of the team's processes through the appointment of a senior team member of the contracted institution (IOD PARC) as Quality Manager.
- Quality assurance by the International Reference Group, which was tasked to oversee evaluation products, including the key documents produced by the Core Team.
- Quality assurance by the Evaluation Management Group, which was tasked to review all products produced by the Core Team and sign off (approve) these.

These arrangements are considered to have worked well.

9. Knowledge Management and the Extranet

As part of their contractual agreement, the Core Team had committed to develop an interactive website. Its purpose was to facilitate the sharing of knowledge, information and experience across evaluation teams, and to reinforce the coherence and comparability of the Evaluation as a whole.⁷

A secure, password protected Extranet was subsequently developed during late 2009. This was made available to Evaluation stakeholders – including members of the Evaluation Management Group, International Reference Group, and country evaluation and donor/agency study teams – from December 2009. It consisted of a main 'parent' site, accessible to all registered users, and smaller sub-sites for use by each individual evaluation team. Evaluation teams were able to control the level of access other, accessible only to individual teams.

All material, including video tutorials on methodology and the use of concepts, was provided in English, French and Spanish, with the Extranet allowing users to quickly switch between languages.⁸

⁷ Core Team Terms of Reference p.7.

While it required ongoing management and technical input, the Extranet enabled the very rapid dissemination and sharing of information, resulting in much greater coherence across teams than could have been achieved by other possible methods. It also enabled members of evaluation teams to identify themselves as part of a joint, global process, through their use of an interactive tool that located their study in relation to others. It is considered one of the successes of the Evaluation.

10. Limitations and Risks

The main limitations and risks of the Evaluation were recognized from an early stage in the process. They were reported in the Inception Report and confirmed at the Emerging Findings workshop. They include:

- The unusual character of a broad reform programme and political declaration as an evaluation object and the resulting limits on applying standard evaluation methodologies which imply more linear causality.
- The breadth and complexity of the goals of the Declaration and the wide variety of contexts and actors involved, meaning that very few robust analytical categories, groups or trends were found to apply.
- The paucity of data in some areas, including the limited participation by multilateral actors in the evaluation which has meant that very few robust conclusions could be drawn in relation to them.
- The limited time which has elapsed since the Declaration was endorsed in 2005 (and even less since Accra in 2008), meaning that there has been little scope for some of the fundamental changes expected to have been implemented.
- The expectation of breadth and comprehensiveness needing to be balanced with rigor and depth: the Evaluation Matrix was broad and extensive, and it tested considerably the capacity of evaluation teams.
- The self-selected nature of participating countries and donors/agencies, which limited the representative basis of the component studies, although in fact a reasonably representative distribution among partner countries was achieved.
- The eventually-unrealized hope of achieving sufficient coverage of donors'/agencies' policies and actions on the ground through the country evaluation reports, resulting in limited intersections between donor/agency headquarters studies and country evaluations.
- The fact that the limited methodology for donor/agency studies from Phase 1 was carried over into Phase 2 - and that a number of key donors and agencies did not carry out such studies at all - also meant that the Evaluation lacked equally targeted instruments to assess donor/agency performance as those for country evaluations, meaning that supplementary sources had to be used to fill the gap.
- Some significant timing failures and delays, particularly around country evaluation team procurement and the approval processes for both country and donor/agency reports. Although

⁸ The Extranet was widely used by all stakeholders – over 350 individuals were registered as users. During the course of 2010, the site was visited over 5,000 times with visitors from 72 countries. To date, nearly 1,000 documents have been uploaded. A minority of teams, largely in Africa, reported difficulties in access related to broader connectivity problems in their locations; this was addressed by reverting to email where necessary.

the Core Team had anticipated this and proposed mitigation measures of special catch-up support, data material / reports were inevitably delayed both at the Emerging Findings and Synthesis stages. This meant that the Core Team was working at various milestone points with material at very different levels of development.

11. Dissemination

At the outset it was recognized that the lessons learnt from the Evaluation would not have any impact on aid effectiveness unless its findings and results are adequately⁹ disseminated to and communicated with the relevant stakeholders in the participating partner countries, donors and agencies. Moreover, the findings would be of interest to multiple constituencies. These comprised all signatories to the Paris Declaration (the governments of the partner and donor countries and the governing authorities and senior managements of development agencies) and those tasked with implementing the Paris Declaration (government, donor, civil society and private sector stakeholders in the partner countries as well as management and operational staff of donor/development agencies).

To ensure optimal dissemination, the primary products of the evaluation were published in English, French and Spanish. In addition to the printed documents the evaluation process and the evaluation findings were documented in the form of short video clips. These can be found on: <http://pd-website.inforce.dk/> .

A 15 minutes film illustrating the Paris Declaration ‘at work’ reflecting the findings of the evaluation was also produced. The film: Walk the Talk: A Message for the 4th High Level Forum on Aid Effectiveness can be accessed at :

www.oecd.org/dac/evaluationnetwork/pde

and

<http://www.youtube.com/user/OECDEvalNet?ob=5>

Considerable effort was made to communicate the results of the Evaluation. The list below comprises the events during 2011 as recorded by the Evaluation Secretariat and is not exhaustive as main national events in both partner countries and donor countries were not reported.

When	Where	What	Who
24-25 February	Japan’s annual Regional Evaluation Workshop, Vietnam	Emerging Findings	Niels Dabelstein
9 March	WP-EFF ExCom Paris	Emerging Findings	Niels Dabelstein
12 -15 April	IDEAS Conference	Presentation of Approach and	Niels Dabelstein, Ted

⁹ That is in a timely manner and in accessible and different formats.

	Amman, Jordan	Methodology	Kliest Dorte Kabell
12 – 15 April	IDEAS Conference Amman, Jordan	The PDE as Evaluation Capacity Building	Florence Etta
3 May	Meeting of Belgian Aid Attachés, Bruxelles	Presentation of preliminary results	Niels Dabelstein
17 May	Commonwealth Meeting, London	Presentation of preliminary results	Niels Dabelstein
2-3 June	9 th meeting of ICNS. Colombia	Presentation of results	Niels Dabelstein
8 – 9 June	Sri Lanka	The PDE as Evaluation Capacity Building	Mallika Samaranyake V. Sivagnanasothy
23 – 24 June	Network on Development Evaluation, Paris	Brief feedback of results and methodology	Niels Dabelstein, Peter Davis, Joakim Molander, Ted Kliest
16 June	Danida, Copenhagen	Presentation to Danida staff	Niels Dabelstein
4 July	Copenhagen	Release of final report	Niels Dabelstein
5 July	IPDET Ottawa, Canada	Lunch Speak Results and Process	Niels Dabelstein Michael Patton
6 - 7 July	WP-EFF Paris	2 workshops + plenary Results	Niels Dabelstein Bernard Wood
12 July	CIDA Management	Results	Bernard Wood
30 Aug – 12 Sep	Helsinki, Oslo Den Haag, Bonn Paris, AFDB	Presentations to Agency staff and public	Bernard Wood
26 - 28 July	UN Women High Level Global Meeting, Rwanda	Results	Julia Betts
29 August	SDC, Bern	Results	Dorte Kabell
8 September	Commonwealth, London	Results	Niels Dabelstein
12 – 14 September	Regional HLF4 prep. meeting Kigali	Results	Joakim Molander
14 September	Regional HLF4 Prep. Meeting Bangkok	Results	Niels Dabelstein
5 – 6 October	WP-EFF, Paris	Policy Briefs, Film	Bernard Wood Niels Dabelstein
12 October	Copenhagen	Public Meeting on Denmark's position before HLF4	Dorte Kabell, Niels Dabelstein, Danida Eval. Dept.
17-18 October	Austrian Development Aid	Results	Niels Dabelstein
24 October	Finland Development Policy Advisory group	Results Exec. Summaries translated into Finnish and Swedish	Aira Päivöke
3 November	AEA Conference Anaheim, CA	Process	Michael Patton, Niels Dabelstein, Ted Kliest

5 November	AEA Conference Anaheim, CA	Results	Niels Dabelstein Jaime Garron Bozo Ted Kliest
29 November 1 December	4 th HLF Busan	Side event, Results & Thematic briefings, Film and videos	Management Group, Bernard Wood, Niels Dabelstein
11-13 January 2012	AfREA, Accra	Results and Process	Florence Etta, Patrick Donkor, Ted Kliest, Niels Dabelstein
6-7 February 2012	PDE IRG & DAC EvalNetwork Paris	Workshop on lessons from PDE and other joint evaluations.	IRG Members

While there has been no systematic survey of the uptake of the evaluation feedback from members of the IRG and the Working Party on Aid Effectiveness (WP-EFF)¹⁰ indicate that the evaluation was used extensively during the preparations for the 4th HLF in Busan. Many documents produced for the HLF refer specifically to the evaluation while others reflect the findings and recommendations without reference. It is important to note, that the timely submission of the report to the WP-EFF meeting in July 2011 was particularly useful to allow the WP-EFF to prepare for the 4th HLF.

12. Evaluation of the Evaluation

Given the importance of the Phase 2 Evaluation, the Evaluation Management Group commissioned an independent assessment of the evaluation.

The evaluation of the Evaluation¹¹ concludes that the findings, conclusions, and recommendations presented in the *Phase 2 Evaluation of the Paris Declaration* adhere closely and rigorously to the evaluation evidence collected and synthesized. Obtaining high quality evidence and thoughtfully analyzing that evidence was the constant theme of the evaluation. Both strengths and weaknesses in the evaluation are appropriately acknowledged. The comprehensive Technical Annex accurately describes data collection and analysis approaches. Partner country and donor evaluation reports, upon which the Synthesis Evaluation is based, were openly and transparently shared with the International Reference Group to allow peer review and make visible both strengths and limitations in those reports. Partner country reports were screened for adherence to quality standards with particular attention to the strength of evidence to support conclusions reached.

Those countries and donors that undertook the evaluation of the implementation of the Paris Declaration have engaged in systematic and in-depth reflection and evidence-based processes that make their conclusions and insights worthy of serious attention. The Synthesis Report accurately captures those evidence-based conclusions and insights. The conclusions drawn and recommendations made are appropriate for and derived from the evidence analyzed and synthesized.

¹⁰ The WP-EFF was responsible for preparing the 4th HLF

¹¹ M. Q. Patton and Jean McGormick: Evaluation of the Phase 2 Evaluation of the Paris Declaration.
<http://www.oecd.org/dataoecd/37/3/48620425.pdf>

13. Lessons Learned

The experience of the Evaluation has provided the following lessons on the complexities of conducting multi-country and multi-agency studies at the level of a political declaration:

- ***A fully participatory approach is essential but can add burdens of its own*** - to ensure common understandings, to manage consistency and to secure broad-based engagement, participation must be assured – though it also carries the risk of an overload of questions / issues to be addressed within the Evaluation.
- ***Dealing with context means dealing with complexity:*** the Evaluation has confirmed that the systematic analysis of findings across diverse contexts, often generated through diverse methods, requires a very clear central framework for analysis. This also facilitates the assessment of both the quality of evidence provided plus the substance of the findings at Synthesis stage.
- ***Balancing the need for autonomy at local level with the consistency of findings required for synthesis work necessarily involves trade-offs.*** Requirements include a clear common framework which contains a clear results logic, has been developed through a participatory approach, and ensures consistency whilst allowing for flexibility in context. Inevitably, however, some level of autonomy will be sacrificed for comparability.
- ***Balancing comprehensiveness with feasibility of execution in diverse settings should be considered at the outset:*** Some evaluation and study teams were able to start early enough and muster sufficient capacity and cooperation to successfully cover the full terms of reference with confidence. Other experiences were much more uneven, raising the question of whether narrower questions should have been attempted. Given the broad nature of the Declaration, however, this would have required some arbitrary selection, and risked reducing the relevance of the Evaluation results.
- ***Where new approaches are required, capacity constraints need to be anticipated and addressed.*** Similarly, support to the technical aspects of individual evaluations is also crucial to ensuring consistency and commonality of approach. Adequate resources for specific technical support are an essential part of the Evaluation design; they should not be seen as ‘additional’ or to be drawn on ‘if / where required’.
- ***The challenges of mapping the contributions of a political Declaration to changed performance and results cannot be underestimated*** – the value of contribution analysis is confirmed; a clear framework for exploring and explaining pathways of contributions is essential as guidance for evaluation teams; and a timeframe well beyond five years is needed to re-confirm direct connections between aid reforms and development results.
- ***Arrangements for designating and mandating national-level structures, contracting teams and approving and releasing reports are subject to country and agency procedures and requirements*** - these can be extended and should be allowed for within timelines.
- ***Where country evaluations and donor headquarter studies are to be carried out concurrently, Terms of Reference development and team procurement should take place concurrently where feasible.*** The fact that the donor studies for Phase 2 were already contracted or procuring on a narrower Terms of Reference constrained the questions which could be asked, and the consequent information that could be generated.
- ***Ensuring independence is critical,*** particularly where potentially contentious findings are likely to emerge. Strong procedures, as well as clear governance systems, need to be

clearly articulated from an early stage, reinforced throughout the process, and checked and verified as part of ongoing Evaluation management.

- **For a multi-site evaluation, the Synthesis process needs to be clarified from the start** – the Evaluation has confirmed the value of developing a clear and robust framework for synthesis as early as feasible in the process, to ensure that evaluation design, data collection and analysis are fully geared towards the Synthesis stage.
- **Dissemination activities need to be planned well ahead.** A specific dissemination strategy was developed by the Evaluation Secretariat and Management Group including the targeting of stakeholders external to the Evaluation (including key decision-makers).

The real time evaluation of the Evaluation proved valuable for the conduct of a Lessons Learned Workshop with major stakeholders involved in the establishment and conduct of the Evaluation held in February 2012. The workshop report is available on: <http://bit.ly/A5XhAT>.

14. Finances

The total cost of the Phase 2 evaluation amounted to € 6,597,800 against the original budget of € 5,325,000. As can be seen from the table below, the major deviations from the budget are Country and Donor/agency studies, caused partly by more countries/donors participating that originally foreseen and by three donor/agency studies being considerably more expensive than anticipated (Asian Development Bank, Japan and USA). Dissemination costs were almost double, caused by the film/video project which was unforeseen at the start of the evaluation. This project was approved in 2010 and its costs were covered by an additional grant from Sida. The cost overrun on meetings and workshops is caused by the Lessons Learned Workshop which was also not planned at the start of the evaluation. The costs of this workshop were met by additional earmarked contributions from several donors.

Overview of budget and expenditures

	Costs €	Budget (2009)
Country Evaluations (21) (18)	1,794,700*	1,440,000
Donor/agency HQ studies (10) (7)	1,256,900*	560,000
Evaluation Consultants	1,567,700	1,550,000
Information and dissemination	613,000	310,000
IRG Meetings/workshops	626,800	575,000
Management Group Meetings	27,900	25,000
PDE Secretariat	710,800	740,000

* These amounts were reported by the countries/agencies and do not capture indirect costs.

A detailed breakdown of costs and the financial contributions by donors, agencies and partner countries are shown in annex 1 to this report.

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Annex 1 PDE Phase 2 cost and contributions All amounts in €

Country	Direct costs	Dissemination	Other	Total	Own funds	Trust Fund	Donor	Source/donor
Afghanistan	76.504			76.504		57.864	18.640	TF (Finland)/AUSAID
Bangladesh	122.080		3.720	125.800			125.800	Japan (JICA)
Benin	62.500	3.811	15.244	81.555	19.055		62.500	Switzerland
Bolivia*	84.300			84.300			84.300	Spain/NL
Cambodia*	84.300			84.300	84.300			
Cameroon	80.028		23.090	103.118	7.690	80.028	15.400	TF (France) /Germany GTZ
Colombia	113.730	19.000		132.730	52.310		80.420	Spain/USA
Cook Islands	58.106			58.106		58.106		TF (New Zealand)
Ghana	94.796			94.796		66.658	28.138	TF (Canada)
Indonesia	89.518			89.518		89.518		TF
Malawi	78.213			78.213		78.213		TF (Germany BMZ)
Mali	50.017			50.017		50.017		TF (Germany BMZ)
Mozambique	92.400	6.840	2.900	102.140			102.140	Finland 90.000; UNDP 5.200; UNICEF 6.840
Nepal*	84.300			84.300			84.300	AsDB
Philippines	25.195	14.405	13.132	52.732		27.574	25.158	Germany (KfW)
Samoa	90.252	7.521	3.760	101.533			101.533	AusAid
Senegal	68.680			68.680			68.680	Canada
South Africa	70.356			70.356			70.356	US
Uganda	91.665			91.665			91.665	Austria
Vietnam	76.283		3.732	80.015		80.015		TF/(Germany BMZ)
Zambia*	84.300			84.300			84.300	Japan
Total	1.677.523	51.577	65.578	1.794.678	163.355	587.993	1.043.330	
Donor HQ								
AfDB	265.000	3.000	730	268.730	268.730			
AsDB*	80.000			80.000	80.000			
Australia	41.000			41.000	41.000			
Austria	38.980			38.980	38.980			
Irish Aid	80.000			80.000	80.000			
Japan	167.040		14.800	181.840	181.840			
Spain	53.000	16.400		69.400	69.400			
Sweden	85.100	4.900	1.360	91.360	91.360			
UK	48.000	2.400	5.900	56.300	56.300			
USA	327.463		21.830	349.293	349.293			
Total Donor/Agency studies	1.185.583	26.700	44.620	1.256.903	1.256.903			
Total All Studies	2.863.106	78.277	110.198	3.051.581				* best estimate as countries/donors have not reported

PDE Trust Fund	All amounts in €
Consultants	1.567.676
PDE 20 CES - Tender	21.480
PDE 23 IOD- Core Eval Team	1.335.860
PDE 24 FISCUS - Trans. Cost	7.575
PDE 25 John Eriksson, Donor Sty.	9.461
PDE 26 Guido Ashoff, Donor Sty	2.153
PDE 27 Elliot Stern, Supp. To MG	16.737
PDE 28 John Eriksson, Columbia WS	3.562
PDE 29 FORO Int., Res. Beyond the PD	50.604
PDE 31 Patton, Review of the PDE	79.723
PDE 32 Foro Int. LA Survey	25.822
PDE 33 B. Wood, Dissemination (donor HQ)*	14.698
Regional Workshops	135.441
Cambodia	11.483
Colombia	2.188
Malawi	11.052
Benin	11.423
Pacific	5.531
Bangladesh	9.452
Tunesia	46.425
Vietnam	9.562
Colombia II	3.888
Benin II	6.563
Lima	17.873

Management Group Meetings	27.918
1. MG meeting Haag	0
Tender committee, Copenhagen	5.311
2. MG meet. London	8.360
3. MG meet. Ottawa	4.654
4. MG meet Paris	355
5. MG meet Washington	8.125
6. MG Meeting Indonesia	0
7. MG meet Copenhagen	1.113
IRG Meetings/Workshops	470.633
1 IRG Meet. Auckland (phase 1 funds)	0
2. IRG Meet. Paris	27.417
3. IRG SEA	305.889
4. IRG Copenhagen	88.462
Lessons Learned Workshop Paris*	48.864
Publication og information	612.991
Translation	208.410
Printing	90.199
Distribution	29.959
Feedback Events	56.705
Donor feedback events*	12.000
Dissemination strategy	3.621
Internet/Video	212.097
Total Operating Expenditure	2.814.659
Contributions to Country Studies	587.994
Total	3.402.653

* These expenses were financed by earmarked contributions from donors and do not include in-kind contributions

	Trust Fund	LL Workshop	Donor Dissemination	Total Contribution Trust Fund	Direct Funding Country Studies	Direct Funding Donor HQ studies	In Kind LL Workshop + Sec.	Total Contribution
Contributions total	3.339.616	51.000	12.000	3.402.616	1.206.685	1.256.903	731.506	6.597.710
UNDP					5.200			5.200
UNICEF					6.840			6.840
Cameroon					7.690			7.690
Benin					19.055			19.055
New Zealand	51.077			51.077				51.077
Colombia					52.310			52.310
Norway	60.067	10.000	3.000	73.067				73.067
Belgium	70.035	10.000		80.035				80.035
Cambodia					84.300			84.300
Austria					91.665	38.980		130.645
France	119.997		3.000	122.997			8.400	131.397
Spain					82.460	69.400		151.860
Ireland	78.822			78.822		80.000		158.822
Switzerland	91.981	9.000		100.981	62.500			163.481
AsDB					84.300	80.000		164.300
Denmark	201.613			201.613				201.613
Australia	100.028			100.028	120.173	41.000		261.201
AFDB						268.730		268.730
Canada	218.905			218.905	96.818		12.320	328.043
Finland	280.142	12.000	3.000	295.142	90.000			385.142
Japan					210.100	181.840		391.940
Germany	490.073	10.000	3.000	503.073	40.558			543.631
USA	134.195			134.195	110.566	349.293		594.054
Sweden	594.815			594.815		91.360		686.175
Netherlands Incl. Secretariat at DIIS	25.704			25.704	42.150		710.786	778.640
UK	788.376			788.376		56.300		844.676
Transferred. from Phase 1	33.787			33.787				33.787