

ANNEXES

ANNEX 1

The Paris Declaration on Aid Effectiveness and the Accra Agenda for Action



The Paris Declaration on Aid Effectiveness (2005)
Accra Agenda for Action (2008)

2005/2008

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Paris Declaration on Aid Effectiveness

Ownership, Harmonisation, Alignment, Results and Mutual Accountability

I. Statement of Resolve

1. We, Ministers of developed and developing countries responsible for promoting development and Heads of multilateral and bilateral development institutions, meeting in Paris on 2 March 2005, resolve to take far-reaching and monitorable actions to reform the ways we deliver and manage aid as we look ahead to the UN five-year review of the Millennium Declaration and the Millennium Development Goals (MDGs) later this year. As in Monterrey, we recognise that while the volumes of aid and other development resources must increase to achieve these goals, aid effectiveness must increase significantly as well to support partner country efforts to strengthen governance and improve development performance. This will be all the more important if existing and new bilateral and multilateral initiatives lead to significant further increases in aid.

2. At this High-Level Forum on Aid Effectiveness, we followed up on the Declaration adopted at the High-Level Forum on Harmonisation in Rome (February 2003) and the core principles put forward at the Marrakech Roundtable on Managing for Development Results (February 2004) because we believe they will increase the impact aid has in reducing poverty and inequality, increasing growth, building capacity and accelerating achievement of the MDGs.

Scale up for more effective aid

3. We reaffirm the commitments made at Rome to harmonise and align aid delivery. We are encouraged that many donors and partner countries are making aid effectiveness a high priority, and we reaffirm our commitment to accelerate progress in implementation, especially in the following areas:

- i. Strengthening partner countries' national development strategies and associated operational frameworks (*e.g.*, planning, budget, and performance assessment frameworks).
- ii. Increasing alignment of aid with partner countries' priorities, systems and procedures and helping to strengthen their capacities.
- iii. Enhancing donors' and partner countries' respective accountability to their citizens and parliaments for their development policies, strategies and performance.
- iv. Eliminating duplication of efforts and rationalising donor activities to make them as cost-effective as possible.
- v. Reforming and simplifying donor policies and procedures to encourage collaborative behaviour and progressive alignment with partner countries' priorities, systems and procedures.
- vi. Defining measures and standards of performance and accountability of partner country systems in public financial management, procurement, fiduciary safeguards and environmental assessments, in line with broadly accepted good practices and their quick and widespread application.

4. We commit ourselves to taking concrete and effective action to address the remaining challenges, including:

- i. Weaknesses in partner countries' institutional capacities to develop and implement results-driven national development strategies.
- ii. Failure to provide more predictable and multi-year commitments on aid flows to committed partner countries.
- iii. Insufficient delegation of authority to donors' field staff, and inadequate attention to incentives for effective development partnerships between donors and partner countries.
- iv. Insufficient integration of global programmes and initiatives into partner countries' broader development agendas, including in critical areas such as HIV/AIDS.
- v. Corruption and lack of transparency, which erode public support, impede effective resource mobilisation and allocation and divert resources away from activities that are vital for poverty reduction and sustainable economic development. Where corruption exists, it inhibits donors from relying on partner country systems.

5. We acknowledge that enhancing the effectiveness of aid is feasible and necessary across all aid modalities. In determining the most effective modalities of aid delivery, we will be guided by development strategies and priorities established by partner countries. Individually and collectively, we will choose and design appropriate and complementary modalities so as to maximise their combined effectiveness.

6. In following up the Declaration, we will intensify our efforts to provide and use development assistance, including the increased flows as promised at Monterrey, in ways that rationalise the often excessive fragmentation of donor activities at the country and sector levels.

Adapt and apply to differing country situations

7. Enhancing the effectiveness of aid is also necessary in challenging and complex situations, such as the tsunami disaster that struck countries of the Indian Ocean rim on 26 December 2004. In such situations, worldwide humanitarian and development assistance must be harmonised within the growth and poverty reduction agendas of partner countries. In fragile states, as we support state-building and delivery of basic services, we will ensure that the principles of harmonisation, alignment and managing for results are adapted to environments of weak governance and capacity. Overall, we will give increased attention to such complex situations as we work toward greater aid effectiveness.

Specify indicators, timetable and targets

8. We accept that the reforms suggested in this Declaration will require continued high-level political support, peer pressure and coordinated actions at the global, regional and country levels. We commit to accelerate the pace of change by implementing, in a spirit of mutual accountability, the Partnership Commitments presented in Section II and to measure progress against 12 specific indicators that we have agreed today and that are set out in Section III of this Declaration.

9. As a further spur to progress, we will set targets for the year 2010. These targets, which will involve action by both donors and partner countries, are designed to track and encourage progress at the global level among the countries and agencies that have agreed to this Declaration. They are not intended to prejudge or substitute for any targets that individual partner countries may wish to set. We have agreed today to set five preliminary targets against indicators as shown in Section III. We agree to review these preliminary targets and to adopt targets against the remaining indicators as shown in Section III before the UNGA Summit in September 2005; and we ask the partnership of donors and partner countries hosted by the DAC to prepare for this urgently.¹ Meanwhile, we welcome initiatives by partner countries and donors to establish their own targets for improved aid effectiveness within the framework of the agreed Partnership Commitments and Indicators of Progress. For example, a number of partner countries have presented action plans, and a large number of donors have announced important new commitments. We invite all participants who wish to provide information on such initiatives to submit it by 4 April 2005 for subsequent publication.

Monitor and evaluate implementation

10. Because demonstrating real progress at country level is critical, under the leadership of the partner country we will periodically assess, qualitatively as well as quantitatively, our mutual progress at country level in implementing agreed commitments on aid effectiveness. In doing so, we will make use of appropriate country level mechanisms.

11. At the international level, we call on the partnership of donors and partner countries hosted by the DAC to broaden partner country participation and, by the end of 2005, to propose arrangements for the medium term monitoring of the commitments in this Declaration. In the meantime, we ask the partnership to co-ordinate the international monitoring of the Indicators of Progress included in Section III; to refine targets as necessary; to provide appropriate guidance to establish baselines; and to enable consistent aggregation of information across a range of countries to be summed up

1. In accordance with paragraph 9 of the Declaration, the partnership of donors and partner countries hosted by the DAC (Working Party on Aid Effectiveness) comprising OECD/DAC members, partner countries and multilateral institutions, met twice, on 30-31 May 2005 and on 7-8 July 2005 to adopt, and review where appropriate, the targets for the twelve Indicators of Progress. At these meetings an agreement was reached on the targets presented under Section III of the present Declaration. This agreement is subject to reservations by one donor on (a) the methodology for assessing the quality of locally-managed procurement systems (relating to targets 2b and 5b) and (b) the acceptable quality of public financial management reform programmes (relating to target 5a.ii). Further discussions are under way to address these issues. The targets, including the reservation, have been notified to the Chairs of the High-level Plenary Meeting of the 59th General Assembly of the United Nations in a letter of 9 September 2005 by Mr. Richard Manning, Chair of the OECD Development Assistance Committee (DAC).

in a periodic report. We will also use existing peer review mechanisms and regional reviews to support progress in this agenda. We will, in addition, explore independent cross-country monitoring and evaluation processes – which should be applied without imposing additional burdens on partners – to provide a more comprehensive understanding of how increased aid effectiveness contributes to meeting development objectives.

12. Consistent with the focus on implementation, we plan to meet again in 2008 in a developing country and conduct two rounds of monitoring before then to review progress in implementing this Declaration.

II. Partnership Commitments

13. Developed in a spirit of mutual accountability, these Partnership Commitments are based on the lessons of experience. We recognise that commitments need to be interpreted in the light of the specific situation of each partner country.

Ownership

Partner countries exercise effective leadership over their development policies, and strategies and co-ordinate development actions.

14. **Partner countries** commit to:

- Exercise leadership in developing and implementing their national development strategies² through broad consultative processes.
- Translate these national development strategies into prioritised results-oriented operational programmes as expressed in medium-term expenditure frameworks and annual budgets (**Indicator 1**).
- Take the lead in co-ordinating aid at all levels in conjunction with other development resources in dialogue with donors and encouraging the participation of civil society and the private sector.

15. **Donors** commit to:

- Respect partner country leadership and help strengthen their capacity to exercise it.

Alignment

Donors base their overall support on partner countries' national development strategies, institutions and procedures.

Donors align with partners' strategies

16. **Donors** commit to:

- Base their overall support — country strategies, policy dialogues and development co-operation programmes — on partners' national development strategies and periodic reviews of progress in implementing these strategies³ (**Indicator 3**).
- Draw conditions, whenever possible, from a partner's national development strategy or its annual review of progress in implementing this strategy. Other conditions would be included only when a sound justification exists and would be undertaken transparently and in close consultation with other donors and stake holders.
- Link funding to a single framework of conditions and/or a manageable set of indicators derived from the national development strategy. This does not mean that all donors have identical conditions, but that each donor's conditions should be derived from a common streamlined framework aimed at achieving lasting results.

2. The term 'national development strategies' includes poverty reduction and similar overarching strategies as well as sector and thematic strategies.

3. This includes for example the Annual Progress Review of the Poverty Reduction Strategies (APR).

Donors use strengthened country systems

17. Using a country's own institutions and systems, where these provide assurance that aid will be used for agreed purposes, increases aid effectiveness by strengthening the partner country's sustainable capacity to develop, implement and account for its policies to its citizens and parliament. Country systems and procedures typically include, but are not restricted to, national arrangements and procedures for public financial management, accounting, auditing, procurement, results frameworks and monitoring.

18. Diagnostic reviews are an important – and growing – source of information to governments and donors on the state of country systems in partner countries. Partner countries and donors have a shared interest in being able to monitor progress over time in improving country systems. They are assisted by performance assessment frameworks, and an associated set of reform measures, that build on the information set out in diagnostic reviews and related analytical work.

19. **Partner countries** and **donors** jointly commit to:

- Work together to establish mutually agreed frameworks that provide reliable assessments of performance, transparency and accountability of country systems (**Indicator 2**).
- Integrate diagnostic reviews and performance assessment frameworks within country-led strategies for capacity development.

20. **Partner countries** commit to:

- Carry out diagnostic reviews that provide reliable assessments of country systems and procedures.
- On the basis of such diagnostic reviews, undertake reforms that may be necessary to ensure that national systems, institutions and procedures for managing aid and other development resources are effective, accountable and transparent.
- Undertake reforms, such as public management reform, that may be necessary to launch and fuel sustainable capacity development processes.

21. **Donors** commit to:

- Use country systems and procedures to the maximum extent possible. Where use of country systems is not feasible, establish additional safeguards and measures in ways that strengthen rather than undermine country systems and procedures (**Indicator 5**).
- Avoid, to the maximum extent possible, creating dedicated structures for day-to-day management and implementation of aid-financed projects and programmes (**Indicator 6**).
- Adopt harmonised performance assessment frameworks for country systems so as to avoid presenting partner countries with an excessive number of potentially conflicting targets.

Partner countries strengthen development capacity with support from donors

22. The capacity to plan, manage, implement, and account for results of policies and programmes, is critical for achieving development objectives – from analysis and dialogue through implementation, monitoring and evaluation. Capacity development is the responsibility of partner countries with donors playing a support role. It needs not only to be based on sound technical analysis, but also to be responsive to the broader social, political and economic environment, including the need to strengthen human resources.

23. **Partner countries** commit to:

- Integrate specific capacity strengthening objectives in national development strategies and pursue their implementation through country-led capacity development strategies where needed.

24. **Donors** commit to:

- Align their analytic and financial support with partners' capacity development objectives and strategies, make effective use of existing capacities and harmonise support for capacity development accordingly (Indicator 4).

Strengthen public financial management capacity

25. **Partner countries** commit to:

- Intensify efforts to mobilise domestic resources, strengthen fiscal sustainability, and create an enabling environment for public and private investments.
- Publish timely, transparent and reliable reporting on budget execution.
- Take leadership of the public financial management reform process.

26. **Donors** commit to:

- Provide reliable indicative commitments of aid over a multi-year framework and disburse aid in a timely and predictable fashion according to agreed schedules (Indicator 7).
- Rely to the maximum extent possible on transparent partner government budget and accounting mechanisms (Indicator 5).

27. **Partner countries** and **donors** jointly commit to:

- Implement harmonised diagnostic reviews and performance assessment frameworks in public financial management.

Strengthen national procurement systems

28. **Partner countries** and **donors** jointly commit to:

- Use mutually agreed standards and processes⁴ to carry out diagnostics, develop sustainable reforms and monitor implementation.
- Commit sufficient resources to support and sustain medium and long-term procurement reforms and capacity development.
- Share feedback at the country level on recommended approaches so they can be improved over time.

29. **Partner countries** commit to take leadership and implement the procurement reform process.

30. **Donors** commit to:

- Progressively rely on partner country systems for procurement when the country has implemented mutually agreed standards and processes (Indicator 5).
- Adopt harmonised approaches when national systems do not meet mutually agreed levels of performance or donors do not use them.

Untie aid: getting better value for money

31. Untying aid generally increases aid effectiveness by reducing transaction costs for partner countries and improving country ownership and alignment. DAC Donors will continue to make progress on untying as encouraged by the 2001 DAC Recommendation on Untying Official Development Assistance to the Least Developed Countries (Indicator 8).

4. Such as the processes developed by the joint OECD-DAC – World Bank Round Table on Strengthening Procurement Capacities in Developing Countries.

Harmonisation

Donors' actions are more harmonised, transparent and collectively effective.

Donors implement common arrangements and simplify procedures

32. **Donors** commit to:

- Implement the donor action plans that they have developed as part of the follow-up to the Rome High-Level Forum.
- Implement, where feasible, common arrangements at country level for planning, funding (*e.g.* joint financial arrangements), disbursement, monitoring, evaluating and reporting to government on donor activities and aid flows. Increased use of programme-based aid modalities can contribute to this effort (**Indicator 9**).
- Work together to reduce the number of separate, duplicative, missions to the field and diagnostic reviews (**Indicator 10**); and promote joint training to share lessons learnt and build a community of practice.

Complementarity: more effective division of labour

33. Excessive fragmentation of aid at global, country or sector level impairs aid effectiveness. A pragmatic approach to the division of labour and burden sharing increases complementarity and can reduce transaction costs.

34. **Partner countries** commit to:

- Provide clear views on donors' comparative advantage and on how to achieve donor complementarity at country or sector level.

35. **Donors** commit to:

- Make full use of their respective comparative advantage at sector or country level by delegating, where appropriate, authority to lead donors for the execution of programmes, activities and tasks.
- Work together to harmonise separate procedures.

Incentives for collaborative behaviour

36. **Donors** and **partner countries** jointly commit to:

- Reform procedures and strengthen incentives – including for recruitment, appraisal and training – for management and staff to work towards harmonisation, alignment and results.

Delivering effective aid in fragile states⁵

37. The long-term vision for international engagement in fragile states is to build legitimate, effective and resilient state and other country institutions. While the guiding principles of effective aid apply equally to fragile states, they need to be adapted to environments of weak ownership and capacity and to immediate needs for basic service delivery.

38. **Partner countries** commit to:

- Make progress towards building institutions and establishing governance structures that deliver effective governance, public safety, security, and equitable access to basic social services for their citizens.
- Engage in dialogue with donors on developing simple planning tools, such as the transitional results matrix, where national development strategies are not yet in place.
- Encourage broad participation of a range of national actors in setting development priorities.

5. The following section draws on the draft Principles for Good International Engagement in Fragile States, which emerged from the Senior Level Forum on Development Effectiveness in Fragile States (London, January 2005).

39. **Donors** commit to:

- Harmonise their activities. Harmonisation is all the more crucial in the absence of strong government leadership. It should focus on upstream analysis, joint assessments, joint strategies, co-ordination of political engagement; and practical initiatives such as the establishment of joint donor offices.
- Align to the maximum extent possible behind central government-led strategies or, if that is not possible, donors should make maximum use of country, regional, sector or non-government systems.
- Avoid activities that undermine national institution building, such as bypassing national budget processes or setting high salaries for local staff.
- Use an appropriate mix of aid instruments, including support for recurrent financing, particularly for countries in promising but high-risk transitions.

Promoting a harmonised approach to environmental assessments

40. Donors have achieved considerable progress in harmonisation around environmental impact assessment (EIA) including relevant health and social issues at the project level. This progress needs to be deepened, including on addressing implications of global environmental issues such as climate change, desertification and loss of biodiversity.

41. **Donors** and **partner countries** jointly commit to:

- Strengthen the application of EIAs and deepen common procedures for projects, including consultations with stake holders; and develop and apply common approaches for “strategic environmental assessment” at the sector and national levels.
- Continue to develop the specialised technical and policy capacity necessary for environmental analysis and for enforcement of legislation.

42. Similar harmonisation efforts are also needed on other cross-cutting issues, such as gender equality and other thematic issues including those financed by dedicated funds.

Managing for Results

Managing resources and improving decision-making for results

43. Managing for results means managing and implementing aid in a way that focuses on the desired results and uses information to improve decision-making.

44. **Partner countries** commit to:

- Strengthen the linkages between national development strategies and annual and multi-annual budget processes.
- Endeavour to establish results-oriented reporting and assessment frameworks that monitor progress against key dimensions of the national and sector development strategies; and that these frameworks should track a manageable number of indicators for which data are cost-effectively available (**Indicator 11**).

45. **Donors** commit to:

- Link country programming and resources to results and align them with effective partner country performance assessment frameworks, refraining from requesting the introduction of performance indicators that are not consistent with partners’ national development strategies.
- Work with partner countries to rely, as far as possible, on partner countries’ results-oriented reporting and monitoring frameworks.
- Harmonise their monitoring and reporting requirements, and, until they can rely more extensively on partner countries’ statistical, monitoring and evaluation systems, with partner countries to the maximum extent possible on joint formats for periodic reporting.

46. **Partner countries** and **donors** jointly commit to:

- Work together in a participatory approach to strengthen country capacities and demand for results-based management.

Mutual Accountability

Donors and partners are accountable for development results

47. A major priority for partner countries and donors is to enhance mutual accountability and transparency in the use of development resources. This also helps strengthen public support for national policies and development assistance.

48. **Partner countries** commit to:

- Strengthen as appropriate the parliamentary role in national development strategies and/or budgets.
- Reinforce participatory approaches by systematically involving a broad range of development partners when formulating and assessing progress in implementing national development strategies.

49. **Donors** commit to:

- Provide timely, transparent and comprehensive information on aid flows so as to enable partner authorities to present comprehensive budget reports to their legislatures and citizens.

50. **Partner countries** and **donors** commit to:

- Jointly assess through existing and increasingly objective country level mechanisms mutual progress in implementing agreed commitments on aid effectiveness, including the Partnership Commitments. (**Indicator 12**).

III. Indicators of Progress

To be measured nationally and monitored internationally

OWNERSHIP		TARGET FOR 2010								
1	<i>Partners have operational development strategies</i> – Number of countries with national development strategies (including PRSs) that have clear strategic priorities linked to a medium-term expenditure framework and reflected in annual budgets.	At least 75% of partner countries have operational development strategies.								
ALIGNMENT		TARGET FOR 2010								
2	<i>Reliable country systems</i> – Number of partner countries that have procurement and public financial management systems that either (a) adhere to broadly accepted good practices or (b) have a reform programme in place to achieve these.	(a) Public financial management – Half of partner countries move up at least one measure (<i>i.e.</i> , 0.5 points) on the PFM/ CPIA (Country Policy and Institutional Assessment) scale of performance. (b) Procurement – One-third of partner countries move up at least one measure (<i>i.e.</i> , from D to C, C to B or B to A) on the four-point scale used to assess performance for this indicator.								
3	<i>Aid flows are aligned on national priorities</i> – Percent of aid flows to the government sector that is reported on partners' national budgets.	Halve the gap – halve the proportion of aid flows to government sector not reported on government's budget(s) (with at least 85% reported on budget).								
4	<i>Strengthen capacity by co-ordinated support</i> – Percent of donor capacity-development support provided through co-ordinated programmes consistent with partners' national development strategies.	50% of technical co-operation flows are implemented through co-ordinated programmes consistent with national development strategies.								
5a	<i>Use of country public financial management systems</i> – Percent of donors and of aid flows that use public financial management systems in partner countries, which either (a) adhere to broadly accepted good practices or (b) have a reform programme in place to achieve these.	<table border="1"> <thead> <tr> <th colspan="2">PERCENTAGE OF DONORS</th> </tr> <tr> <th>TARGET</th> <th>SCORE*</th> </tr> </thead> <tbody> <tr> <td>All donors use partner countries' PFM systems.</td> <td>5+</td> </tr> <tr> <td>90% of donors use partner countries' PFM systems.</td> <td>3.5 to 4.5</td> </tr> </tbody> </table>	PERCENTAGE OF DONORS		TARGET	SCORE*	All donors use partner countries' PFM systems.	5+	90% of donors use partner countries' PFM systems.	3.5 to 4.5
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5b	<i>Use of country procurement systems</i> – Percent of donors and of aid flows that use partner country procurement systems which either (a) adhere to broadly accepted good practices or (b) have a reform programme in place to achieve these.	<table border="1"> <thead> <tr> <th colspan="2">PERCENTAGE OF DONORS</th> </tr> <tr> <th>TARGET</th> <th>SCORE*</th> </tr> </thead> <tbody> <tr> <td>All donors use partner countries' procurement systems.</td> <td>A</td> </tr> <tr> <td>90% of donors use partner countries' procurement systems.</td> <td>B</td> </tr> </tbody> </table>	PERCENTAGE OF DONORS		TARGET	SCORE*	All donors use partner countries' procurement systems.	A	90% of donors use partner countries' procurement systems.	B
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6	<i>Strengthen capacity by avoiding parallel implementation structures</i> – Number of parallel project implementation units (PIUs) per country.	Reduce by two-thirds the stock of parallel project implementation units (PIUs).								

ALIGNMENT		TARGET FOR 2010
7	<i>Aid is more predictable</i> – Percent of aid disbursements released according to agreed schedules in annual or multi-year frameworks.	Halve the gap halve the proportion of aid not disbursed within the fiscal year for which it was scheduled.
8	<i>Aid is untied</i> – Percent of bilateral aid that is untied.	Continued progress over time.
HARMONISATION		TARGET FOR 2010
9	<i>Use of common arrangements or procedures</i> – Percent of aid provided as programme-based approaches.	66% of aid flows are provided in the context of programme-based approaches.
10	<i>Encourage shared analysis</i> – Percent of (a) field missions and/or (b) country analytic work, including diagnostic reviews that are joint.	(a) 40% of donor missions to the field are joint. (b) 66% of country analytic work is joint.
MANAGING FOR RESULTS		TARGET FOR 2010
11	<i>Results-oriented frameworks</i> – Number of countries with transparent and monitorable performance assessment frameworks to assess progress against (a) the national development strategies and (b) sector programmes.	Reduce the gap by one-third – Reduce the proportion of countries without transparent and monitorable performance assessment frameworks by one-third.
MUTUAL ACCOUNTABILITY		TARGET FOR 2010
12	<i>Mutual accountability</i> – Number of partner countries that undertake mutual assessments of progress in implementing agreed commitments on aid effectiveness including those in this Declaration.	All partner countries have mutual assessment reviews in place.

Important Note: In accordance with paragraph 9 of the Declaration, the partnership of donors and partner countries hosted by the DAC (Working Party on Aid Effectiveness) comprising OECD/DAC members, partner countries and multilateral institutions, met twice, on 30-31 May 2005 and on 7-8 July 2005 to adopt, and review where appropriate, the targets for the twelve Indicators of Progress. At these meetings an agreement was reached on the targets presented under Section III of the present Declaration. This agreement is subject to reservations by one donor on (a) the methodology for assessing the quality of locally-managed procurement systems (relating to targets 2b and 5b) and (b) the acceptable quality of public financial management reform programmes (relating to target 5a.ii). Further discussions are underway to address these issues. The targets, including the reservation, have been notified to the Chairs of the High-level Plenary Meeting of the 59th General Assembly of the United Nations in a letter of 9 September 2005 by Mr. Richard Manning, Chair of the OECD Development Assistance Committee (DAC).

***Note on Indicator 5:** Scores for Indicator 5 are determined by the methodology used to measure quality of procurement and public financial management systems under Indicator 2 above.

Appendix A:

Methodological Notes on the Indicators of Progress

The Indicators of Progress provides a framework in which to make operational the responsibilities and accountabilities that are framed in the Paris Declaration on Aid Effectiveness. This framework draws selectively from the Partnership Commitments presented in Section II of this Declaration.

Purpose – The Indicators of Progress provide a framework in which to make operational the responsibilities and accountabilities that are framed in the Paris Declaration on Aid Effectiveness. They measure principally collective behaviour at the country level.

Country level vs. global level – The indicators are to be measured at the country level in close collaboration between partner countries and donors. Values of country level indicators can then be statistically aggregated at the regional or global level. This global aggregation would be done both for the country panel mentioned below, for purposes of statistical comparability, and more broadly for all partner countries for which relevant data are available.

Donor / Partner country performance – The indicators of progress also provide a benchmark against which individual donor agencies or partner countries can measure their performance at the country, regional, or global level. In measuring individual donor performance, the indicators should be applied with flexibility in the recognition that donors have different institutional mandates.

Targets – The targets are set at the global level. Progress against these targets is to be measured by aggregating data measured at the country level. In addition to global targets, partner countries and donors in a given country might agree on country-level targets.

Baseline – A baseline will be established for 2005 in a panel of self-selected countries. The partnership of donors and partner countries hosted by the DAC (Working Party on Aid Effectiveness) is asked to establish this panel.

Definitions and criteria – The partnership of donors and partner countries hosted by the DAC (Working Party on Aid Effectiveness) is asked to provide specific guidance on definitions, scope of application, criteria and methodologies to assure that results can be aggregated across countries and across time.

Note on Indicator 9 – Programme based approaches are defined in Volume 2 of Harmonising Donor Practices for Effective Aid Delivery (OECD, 2005) in Box 3.1 as a way of engaging in development cooperation based on the principles of co-ordinated support for a locally owned programme of development, such as a national development strategy, a sector programme, a thematic programme or a programme of a specific organisation. Programme based approaches share the following features: (a) leadership by the host country or organisation; (b) a single comprehensive programme and budget framework; (c) a formalised process for donor co-ordination and harmonisation of donor procedures for reporting, budgeting, financial management and procurement; (d) Efforts to increase the use of local systems for programme design and implementation, financial management, monitoring and evaluation. For the purpose of indicator 9 performance will be measured separately across the aid modalities that contribute to programme-based approaches.

Appendix B:

List of Participating Countries and Organisations

Participating Countries

Albania	Australia	Austria	Bangladesh
Belgium	Benin	Bolivia	Botswana
[Brazil]*	Burkina Faso	Burundi	Cambodia
Cameroon	Canada	China	Congo D.R.
Czech Republic	Denmark	Dominican Republic	Egypt
Ethiopia	European Commission	Fiji	Finland
France	Gambia, The	Germany	Ghana
Greece	Guatemala	Guinea	Honduras
Iceland	Indonesia	Ireland	Italy
Jamaica	Japan	Jordan	Kenya
Korea	Kuwait	Kyrgyz Republic	Lao PDR
Luxembourg	Madagascar	Malawi	Malaysia
Mali	Mauritania	Mexico	Mongolia
Morocco	Mozambique	Nepal	Netherlands
New Zealand	Nicaragua	Niger	Norway
Pakistan	Papua New Guinea	Philippines	Poland
Portugal	Romania	Russian Federation	Rwanda
Saudi Arabia	Senegal	Serbia and Montenegro	Slovak Republic
Solomon Islands	South Africa	Spain	Sri Lanka
Sweden	Switzerland	Tajikistan	Tanzania
Thailand	Timor-Leste	Tunisia	Turkey
Uganda	United Kingdom	United States of America	Vanuatu
Vietnam	Yemen	Zambia	

*To be confirmed.

More countries than listed here have endorsed the Paris Declaration. For a full and up to date list please consult www.oecd.org/dac/effectiveness/parisdeclaration/members.

Participating Organisations

African Development Bank	Arab Bank for Economic Development in Africa
Asian Development Bank	Commonwealth Secretariat
Consultative Group to Assist the Poorest (CGAP)	Council of Europe Development Bank (CEB)
Economic Commission for Africa (ECA)	Education for All Fast Track Initiative (EFA-FTI)
European Bank for Reconstruction and Development (EBRD)	European Investment Bank (EIB)
Global Fund to Fight Aids, Tuberculosis and Malaria	G24
Inter-American Development Bank	International Fund for Agricultural Development (IFAD)
International Monetary Fund (IMF)	International Organisation of the Francophonie
Islamic Development Bank	Millennium Campaign
New Partnership for Africa's Development (NEPAD)	Nordic Development Fund
Organisation for Economic Co-operation and Development (OECD)	Organisation of Eastern Caribbean States (OECS)
OPEC Fund for International Development	Pacific Islands Forum Secretariat
United Nations Development Group (UNDG)	World Bank

Civil Society Organisations

Africa Humanitarian Action

AFRODAD

Bill and Melinda Gates Foundations

Canadian Council for International Cooperation (CCIC)

Comité Catholique contre la Faim et pour le Développement (CCFD)

Coopération Internationale pour le Développement et la Solidarité (CIDSE)

Comisión Económica (Nicaragua)

ENDA Tiers Monde

EURODAD

International Union for Conservation of Nature and Natural Resources (IUCN)

Japan NGO Center for International Cooperation (JANIC)

Reality of Aid Network

Tanzania Social and Economic Trust (TASOET)

UK Aid Network

Accra Agenda for Action

Ministers of developing and donor countries responsible for promoting development and Heads of multilateral and bilateral development institutions endorsed the following statement in Accra, Ghana, on 4 September 2008 to accelerate and deepen implementation of the Paris Declaration on Aid Effectiveness (2 March 2005).

This is a moment of opportunity

1. We are committed to eradicating poverty and promoting peace and prosperity by building stronger, more effective partnerships that enable developing countries to realise their development goals.
2. There has been progress. Fifteen years ago, two out of five people lived in extreme poverty; today, that figure has been reduced to one in four. However, 1.4 billion people – most of them women and girls – still live in extreme poverty,¹ and access to safe drinking water and health care remains a major issue in many parts of the world. In addition, new global challenges – rising food and fuel prices and climate change – threaten the advances against poverty many countries have made.
3. We need to achieve much more if all countries are to meet the Millennium Development Goals (MDGs). Aid is only one part of the development picture. Democracy, economic growth, social progress, and care for the environment are the prime engines of development in all countries. Addressing inequalities of income and opportunity within countries and between states is essential to global progress. Gender equality, respect for human rights, and environmental sustainability are cornerstones for achieving enduring impact on the lives and potential of poor women, men, and children. It is vital that all our policies address these issues in a more systematic and coherent way.
4. In 2008, three international conferences will help us accelerate the pace of change: the Accra High Level Forum on Aid Effectiveness, the United Nations High Level Event on the MDGs in New York, and the Financing for Development follow-up meeting in Doha. Today at Accra, we are leading the way, united in a common objective: to unlock the full potential of aid in achieving lasting development results.

We are making progress, but not enough

5. Learning from our past successes and failures in development co-operation and building on the 2003 Rome Declaration on Harmonisation, in March 2005 we adopted an ambitious set of reforms: the Paris Declaration on Aid Effectiveness. In the Paris Declaration, we agreed to develop a genuine partnership, with developing countries clearly in charge of their own development processes. We also agreed to hold each other accountable for achieving concrete development results. Three and one-half years later, we are reconvening in Accra to review progress and address the challenges that now face us.
6. Evidence shows we are making progress, but not enough. A recent evaluation shows that the Paris Declaration has created powerful momentum to change the way developing countries and donors work together on the ground. According to the 2008 Monitoring Survey, a large number of developing countries have improved their management of public funds. Donors, in turn, are increasingly improving their co-ordination at country level. Yet the pace of progress is too slow. Without further reform and faster action we will not meet our 2010 commitments and targets for improving the quality of aid.

We will take action to accelerate progress

7. Evidence shows that we will need to address three major challenges to accelerate progress on aid effectiveness:
8. **Country ownership is key.** Developing country governments will take stronger leadership of their own development policies, and will engage with their parliaments and citizens in shaping those policies. Donors will support them by respecting countries' priorities, investing in their human resources and institutions, making greater use of their systems to deliver aid, and increasing the predictability of aid flows.

1. These figures are based on a recent World Bank study that found the poverty line to be \$1.25 a day in 2005 prices.

9. ***Building more effective and inclusive partnerships.*** In recent years, more development actors – middle-income countries, global funds, the private sector, civil society organisations – have been increasing their contributions and bringing valuable experience to the table. This also creates management and co-ordination challenges. Together, all development actors will work in more inclusive partnerships so that all our efforts have greater impact on reducing poverty.

10. ***Achieving development results – and openly accounting for them – must be at the heart of all we do.*** More than ever, citizens and taxpayers of all countries expect to see the tangible results of development efforts. We will demonstrate that our actions translate into positive impacts on people's lives. We will be accountable to each other and to our respective parliaments and governing bodies for these outcomes.

11. Without addressing these obstacles to faster progress, we will fall short of our commitments and miss opportunities to improve the livelihoods of the most vulnerable people in the world. Therefore, we are reaffirming the commitments we made in the Paris Declaration and, in this Accra Agenda for Action, are agreeing on concrete and monitorable actions to accelerate progress to meet those commitments by 2010. We commit to continuing efforts in monitoring and evaluation that will 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.

Strengthening Country Ownership over Development

12. Developing countries determine and implement their development policies to achieve their own economic, social and environmental goals. We agreed in the Paris Declaration that this would be our first priority. Today, we are taking additional steps to turn this resolution into a reality.

We will broaden country-level policy dialogue on development

13. We will engage in open and inclusive dialogue on development policies. We acknowledge the critical role and responsibility of parliaments in ensuring country ownership of development processes. To further this objective we will take the following actions:

- a) Developing country governments will work more closely with parliaments and local authorities in preparing, implementing and monitoring national development policies and plans. They will also engage with civil society organisations (CSOs).
- b) Donors will support efforts to increase the capacity of all development actors – parliaments, central and local governments, CSOs, research institutes, media and the private sector – to take an active role in dialogue on development policy and on the role of aid in contributing to countries' development objectives.
- c) Developing countries and donors will ensure that their respective development policies and programmes are designed and implemented in ways consistent with their agreed international commitments on gender equality, human rights, disability and environmental sustainability.

Developing countries will strengthen their capacity to lead and manage development

14. Without robust capacity – strong institutions, systems, and local expertise – developing countries cannot fully own and manage their development processes. We agreed in the Paris Declaration that capacity development is the responsibility of developing countries, with donors playing a supportive role, and that technical co-operation is one means among others to develop capacity. Together, developing countries and donors will take the following actions to strengthen capacity development:

- a) Developing countries will systematically identify areas where there is a need to strengthen the capacity to perform and deliver services at all levels – national, sub-national, sectoral, and thematic – and design strategies to address them. Donors will strengthen their own capacity and skills to be more responsive to developing countries' needs.
- b) Donors' support for capacity development will be demand-driven and designed to support country ownership. To this end, developing countries and donors will i) jointly select and manage technical co-operation, and

- ii) promote the provision of technical co-operation by local and regional resources, including through South-South co-operation.
- c) Developing countries and donors will work together at all levels to promote operational changes that make capacity development support more effective.

We will strengthen and use developing country systems to the maximum extent possible

15. Successful development depends to a large extent on a government's capacity to implement its policies and manage public resources through its own institutions and systems. In the Paris Declaration, developing countries committed to strengthen their systems² and donors committed to use those systems to the maximum extent possible. Evidence shows, however, that developing countries and donors are not on track to meet these commitments. Progress in improving the quality of country systems varies considerably among countries; and even when there are good-quality country systems, donors often do not use them. Yet it is recognised that using country systems promotes their development. To strengthen and increase the use of country systems, we will take the following actions:

- a) Donors agree to use country systems as the first option for aid programmes in support of activities managed by the public sector.
- b) Should donors choose to use another option and rely on aid delivery mechanisms outside country systems (including parallel project implementation units), they will transparently state the rationale for this and will review their positions at regular intervals. Where use of country systems is not feasible, donors will establish additional safeguards and measures in ways that strengthen rather than undermine country systems and procedures.
- c) Developing countries and donors will jointly assess the quality of country systems in a country-led process using mutually agreed diagnostic tools. Where country systems require further strengthening, developing countries will lead in defining reform programmes and priorities. Donors will support these reforms and provide capacity development assistance.
- d) Donors will immediately start working on and sharing transparent plans for undertaking their Paris commitments on using country systems in all forms of development assistance; provide staff guidance on how these systems can be used; and ensure that internal incentives encourage their use. They will finalise these plans as a matter of urgency.
- e) Donors recollect and reaffirm their Paris Declaration commitment to provide 66% of aid as programme-based approaches. In addition, donors will aim to channel 50% or more of government-to-government assistance through country fiduciary systems, including by increasing the percentage of assistance provided through programme-based approaches.

Building More Effective and Inclusive Partnerships for Development

16. Aid is about building partnerships for development. Such partnerships are most effective when they fully harness the energy, skills and experience of all development actors—bilateral and multilateral donors, global funds, CSOs, and the private sector. To support developing countries' efforts to build for the future, we resolve to create partnerships that will include all these actors.

We will reduce costly fragmentation of aid

17. The effectiveness of aid is reduced when there are too many duplicating initiatives, especially at country and sector levels. We will reduce the fragmentation of aid by improving the complementarity of donors' efforts and the division of labour among donors, including through improved allocation of resources within sectors, within countries, and across countries. To this end:

- a) Developing countries will lead in determining the optimal roles of donors in supporting their development efforts at national, regional and sectoral levels. Donors will respect developing countries' priorities, ensuring that new arrangements on the division of labour will not result in individual developing countries receiving less aid.

2. These include, but are not limited to, systems for public financial management, procurement, audit, monitoring and evaluation, and social and environmental assessment.

- b) Donors and developing countries will work together with the Working Party on Aid Effectiveness to complete good practice principles on country-led division of labour. To that end, they will elaborate plans to ensure the maximum co-ordination of development co-operation. We will evaluate progress in implementation starting in 2009.
- c) We will start dialogue on international division of labour across countries by June 2009.
- d) We will work to address the issue of countries that receive insufficient aid.

We will increase aid's value for money

18. Since the Paris Declaration was agreed in 2005, OECD-DAC donors have made progress in untying their aid. A number of donors have already fully untied their aid, and we encourage others to do so. We will pursue, and accelerate, these efforts by taking the following actions:

- a) OECD-DAC donors will extend coverage of the 2001 DAC Recommendation on Untying Aid to non-LDC HIPC³ and will improve their reporting on the 2001 DAC Recommendation.
- b) Donors will elaborate individual plans to further untie their aid to the maximum extent.
- c) Donors will promote the use of local and regional procurement by ensuring that their procurement procedures are transparent and allow local and regional firms to compete. We will build on examples of good practice to help improve local firms' capacity to compete successfully for aid-funded procurement.
- d) We will respect our international agreements on corporate social responsibility.

We welcome and will work with all development actors

19. The contributions of all development actors are more effective when developing countries are in a position to manage and co-ordinate them. We welcome the role of new contributors and will improve the way all development actors work together by taking the following actions:

- a) We encourage all development actors, including those engaged in South-South co-operation, to use the Paris Declaration principles as a point of reference in providing development co-operation.
- b) We acknowledge the contributions made by all development actors, and in particular the role of middle-income countries as both providers and recipients of aid. We recognise the importance and particularities of South-South co-operation and acknowledge that we can learn from the experience of developing countries. We encourage further development of triangular co-operation.
- c) Global funds and programmes make an important contribution to development. The programmes they fund are most effective in conjunction with complementary efforts to improve the policy environment and to strengthen the institutions in the sectors in which they operate. We call upon all global funds to support country ownership, to align and harmonise their assistance proactively, and to make good use of mutual accountability frameworks, while continuing their emphasis on achieving results. As new global challenges emerge, donors will ensure that existing channels for aid delivery are used and, if necessary, strengthened before creating separate new channels that risk further fragmentation and complicate co-ordination at country level.
- d) We encourage developing countries to mobilise, manage and evaluate their international co-operation initiatives for the benefit of other developing countries.
- e) South-South co-operation on development aims to observe the principle of non-interference in internal affairs, equality among developing partners and respect for their independence, national sovereignty, cultural diversity and identity and local content. It plays an important role in international development co-operation and is a valuable complement to North-South co-operation.

We will deepen our engagement with civil society organisations

20. We will deepen our engagement with CSOs as independent development actors in their own right whose efforts

3. The 2001 DAC recommendation on Untying ODA to the Least Developed Countries (LDCs) covers 31 so-called Heavily Indebted Poor Countries (HIPC). The OECD Development Assistance Committee (DAC) at its 2008 High Level Meeting agreed to extend the 2001 Recommendation to cover the remaining eight countries that are part of the HIPC initiative: Bolivia, Cameroon, Côte d'Ivoire, Ghana, Guyana, Honduras, Nicaragua and Republic of Congo.

complement those of governments and the private sector. We share an interest in ensuring that CSO contributions to development reach their full potential. To this end:

- a) We invite CSOs to reflect on how they can apply the Paris principles of aid effectiveness from a CSO perspective.
- b) We welcome the CSOs' proposal to engage with them in a CSO-led multistakeholder process to promote CSO development effectiveness. As part of that process, we will seek to i) improve co-ordination of CSO efforts with government programmes, ii) enhance CSO accountability for results, and iii) improve information on CSO activities.
- c) We will work with CSOs to provide an enabling environment that maximises their contributions to development.

We will adapt aid policies for countries in fragile situations

21. In the Paris Declaration, we agreed that aid effectiveness principles apply equally to development co-operation in situations of fragility, including countries emerging from conflict, but that these principles need to be adapted to environments of weak ownership or capacity. Since then, Principles for Good International Engagement in Fragile States and Situations have been agreed. To further improve aid effectiveness in these environments, we will take the following actions:

- a) Donors will conduct joint assessments of governance and capacity and examine the causes of conflict, fragility and insecurity, engaging developing country authorities and other relevant stake holders to the maximum extent possible.
- b) At country level, donors and developing countries will work and agree on a set of realistic peace- and state-building objectives that address the root causes of conflict and fragility and help ensure the protection and participation of women. This process will be informed by international dialogue between partners and donors on these objectives as prerequisites for development.
- c) Donors will provide demand-driven, tailored and co-ordinated capacity-development support for core state functions and for early and sustained recovery. They will work with developing countries to design interim measures that are appropriately sequenced and that lead to sustainable local institutions.
- d) Donors will work on flexible, rapid and long-term funding modalities, on a pooled basis where appropriate, to i) bridge humanitarian, recovery and longer-term development phases, and ii) support stabilisation, inclusive peace building, and the building of capable, accountable and responsive states. In collaboration with developing countries, donors will foster partnerships with the UN System, international financial institutions and other donors.
- e) At country level and on a voluntary basis, donors and developing countries will monitor implementation of the Principles for Good International Engagement in Fragile States and Situations, and will share results as part of progress reports on implementing the Paris Declaration.

Delivering and Accounting for Development Results

22. We will be judged by the impacts that our collective efforts have on the lives of poor people. We recognise that greater transparency and accountability for the use of development resources—domestic as well as external—are powerful drivers of progress.

We will focus on delivering results

23. We will improve our management for results by taking the following actions:

- a) Developing countries will strengthen the quality of policy design, implementation and assessment by improving information systems, including, as appropriate, disaggregating data by sex, region and socioeconomic status.
- b) Developing countries and donors will work to develop cost-effective results management instruments to assess the impact of development policies and adjust them as necessary. We will better co-ordinate and link the various sources of information, including national statistical systems, budgeting, planning, monitoring and country-led evaluations of policy performance.

- c) Donors will align their monitoring with country information systems. They will support, and invest in strengthening, developing countries' national statistical capacity and information systems, including those for managing aid.
- d) We will strengthen incentives to improve aid effectiveness. We will systematically review and address legal or administrative impediments to implementing international commitments on aid effectiveness. Donors will pay more attention to delegating sufficient authority to country offices and to changing organisational and staff incentives to promote behaviour in line with aid effectiveness principles.

We will be more accountable and transparent to our publics for results

24. Transparency and accountability are essential elements for development results. They lie at the heart of the Paris Declaration, in which we agreed that countries and donors would become more accountable to each other and to their citizens. We will pursue these efforts by taking the following actions:

- a) We will make aid more transparent. Developing countries will facilitate parliamentary oversight by implementing greater transparency in public financial management, including public disclosure of revenues, budgets, expenditures, procurement and audits. Donors will publicly disclose regular, detailed and timely information on volume, allocation and, when available, results of development expenditure to enable more accurate budget, accounting and audit by developing countries.
- b) We will step up our efforts to ensure that – as agreed in the Paris Declaration – mutual assessment reviews are in place by 2010 in all countries that have endorsed the Declaration. These reviews will be based on country results reporting and information systems complemented with available donor data and credible independent evidence. They will draw on emerging good practice with stronger parliamentary scrutiny and citizen engagement. With them we will hold each other accountable for mutually agreed results in keeping with country development and aid policies.
- c) To complement mutual assessment reviews at country level and drive better performance, developing countries and donors will jointly review and strengthen existing international accountability mechanisms, including peer review with participation of developing countries. We will review proposals for strengthening the mechanisms by end 2009.
- d) Effective and efficient use of development financing requires both donors and partner countries to do their utmost to fight corruption. Donors and developing countries will respect the principles to which they have agreed, including those under the UN Convention against Corruption. Developing countries will address corruption by improving systems of investigation, legal redress, accountability and transparency in the use of public funds. Donors will take steps in their own countries to combat corruption by individuals or corporations and to track, freeze, and recover illegally acquired assets.

We will continue to change the nature of conditionality to support ownership

25. To strengthen country ownership and improve the predictability of aid flows, donors agreed in the Paris Declaration that, whenever possible, they would draw their conditions from developing countries' own development policies. We reaffirm our commitment to this principle and will continue to change the nature of conditionality by taking the following actions:

- a) Donors will work with developing countries to agree on a limited set of mutually agreed conditions based on national development strategies. We will jointly assess donor and developing country performance in meeting commitments.
- b) Beginning now, donors and developing countries will regularly make public all conditions linked to disbursements.
- c) Developing countries and donors will work together at the international level to review, document and disseminate good practices on conditionality with a view to reinforcing country ownership and other Paris Declaration Principles by increasing emphasis on harmonised, results-based conditionality. They will be receptive to contributions from civil society.

We will increase the medium-term predictability of aid

26. In the Paris Declaration, we agreed that greater predictability in the provision of aid flows is needed to enable developing countries to effectively plan and manage their development programmes over the short and medium term. As a matter of priority, we will take the following actions to improve the predictability of aid:

- a) Developing countries will strengthen budget planning processes for managing domestic and external resources and will improve the linkages between expenditures and results over the medium term.
- b) Beginning now, donors will provide full and timely information on annual commitments and actual disbursements so that developing countries are in a position to accurately record all aid flows in their budget estimates and their accounting systems.
- c) Beginning now, donors will provide developing countries with regular and timely information on their rolling three- to five-year forward expenditure and/or implementation plans, with at least indicative resource allocations that developing countries can integrate in their medium-term planning and macroeconomic frameworks. Donors will address any constraints to providing such information.
- d) Developing countries and donors will work together at the international level on ways of further improving the medium-term predictability of aid, including by developing tools to measure it.

Looking Forward

27. The reforms we agree on today in Accra will require continued high level political support, peer pressure, and co-ordinated action at global, regional, and country levels. To achieve these reforms, we renew our commitment to the principles and targets established in the Paris Declaration, and will continue to assess progress in implementing them.

28. The commitments we agree today will need to be adapted to different country circumstances – including in middle-income countries, small states and countries in situations of fragility. To this end, we encourage developing countries to design – with active support from donors – country-based action plans that set out time-bound and monitorable proposals to implement the Paris Declaration and the Accra Agenda for Action.

29. We agree that, by 2010, each of us should meet the commitments we made on aid effectiveness in Paris and today in Accra, and to reach beyond these commitments where we can. We agree to reflect and draw upon the many valuable ideas and initiatives that have been presented at this High Level Forum. We agree that challenges such as climate change and rising food and fuel prices underline the importance of applying aid effectiveness principles. In response to the food crisis, we will develop and implement the global partnership on agriculture and food swiftly, efficiently and flexibly.

30. We ask the Working Party on Aid Effectiveness to continue monitoring progress on implementing the Paris Declaration and the Accra Agenda for Action and to report back to the Fourth High Level Forum on Aid Effectiveness in 2011. We recognise that additional work will be required to improve the methodology and indicators of progress of aid effectiveness. In 2011, we will undertake the third round of monitoring that will tell us whether we have achieved the targets for 2010 agreed in Paris in 2005.⁴ To carry forward this work, we will need to develop institutionalised processes for the joint and equal partnership of developing countries and the engagement of stakeholders.

31. We recognise that aid effectiveness is an integral part of the broader financing for development agenda. To achieve development outcomes and the MDGs we need to meet our commitments on both aid quality and aid volumes. We ask the Secretary General of the United Nations to transmit the conclusions of the Third High Level Forum on Aid Effectiveness to the High Level Event on the MDGs in New York later this month and the Financing for Development Review meeting in Doha in November 2008. We welcome the contribution that the ECOSOC Development Co-operation Forum is making to the international dialogue and to mutual accountability on aid issues. We call upon the UN development system to further support the capacities of developing countries for effective management of development assistance.

32. Today, more than ever, we resolve to work together to help countries across the world build the successful future all of us want to see – a future based on a shared commitment to overcome poverty, a future in which no countries will depend on aid.

4. We will have that information available for the Fourth High Level Forum on Aid Effectiveness in 2011, along with comprehensive second phase evaluations of the implementation of the Paris Declaration and the Accra Agenda for Action as of 2010. Attention will also be paid to improving and developing communications on aid effectiveness for long-term development success and broad-based public support.



The Paris Declaration on Aid Effectiveness (2005)
Accra Agenda for Action (2008)

ANNEX 2

Joint Evaluation of the Paris Declaration, Phase 2

Generic Terms of Reference (ToR) for Country Evaluations

Guidance to Readers

Under the umbrella of the overall Evaluation Framework for Phase 2, this paper sets out the key common features and issues to be covered in the Country evaluations, including agreed purposes and objectives, design, management and governance arrangements, support, staffing, quality assurance, and timelines. Specifically, the document includes a draft Common Evaluation Matrix for country evaluations, and a proposed draft outline for the eventual evaluation reports, aligned with the matrix. The latter should encourage a clear understanding from the outset on the intended end products. The Evaluation synthesis in turn will be aligned with this matrix, integrating the findings of the country evaluations, donor/agency headquarters (HQ) studies, and other agreed sources.

It should be stressed that each participating country - while contributing fully to answering the minimum common evaluation questions that will be agreed upon for all - may also wish to supplement this coverage with particular evaluation issues or questions of special interest or relevance to the country, within the resources available for the evaluation.

These Generic ToR will be used by the Country Coordinators and Reference Groups to guide them in their responsibilities for launching, managing and ensuring the success of the evaluations. They will also provide guidance for the professional Teams that will be recruited to carry out the work, backed up by the overall Framework and the continuing engagement and support of the Core Evaluation Team. It was strongly confirmed in each of the regional workshops from 27 October to 20 November, 2009 that, in order to meet both sets of needs, the Generic ToR for this challenging evaluation need to be clear, straightforward, rigorous, manageable and comparable across the two dozen countries where the evaluations will be carried out.

The substantial revisions from a first draft version, circulated on 20 October, 2009, reflect a systematic consolidation of the inputs of the many participants in the regional workshops, all the advance comments on the first draft by other members of the International Reference Group (IRG), and final refinements agreed upon at the meeting of the Group on 1 December, 2009. The Generic ToR go as far as possible at this stage to set out the main lines of the approach. This will enable National Coordinators and Reference Groups to launch the national evaluation exercises, recruit evaluation teams, and complete the evaluations in time to inform the 4th High Level Forum in Seoul. As confirmed at the IRG meeting (with a number of specific suggestions), revised evaluation matrices with final, detailed methodologies and standard methods will be finalized through regional workshops with Country Teams, National Coordinators and the Core Evaluation Team as soon as the individual country evaluation teams are in place (by March 2010). The preparatory proposals will also be circulated to the full IRG for its review, as will the April 2010 Inception Report for the Evaluation which will contain the final version.

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1. Background and Rationale: the overall Phase 2 Evaluation

1. The Paris Declaration expresses a broad international consensus developed in the 15 years up to 2005, stipulating that new partnership relationships and ways of working between developed countries and partner countries are essential if development results are to be assured, aid well spent and aid volumes maintained.

2. The Paris Declaration¹ was endorsed at the 2nd High Level Forum held in Paris in 2005 by 52 donors/agencies and partner countries and 30 other actors in the development cooperation field (United Nations and other multilateral agencies and non-governmental organizations). The Declaration consists of 56 “Partnership Commitments”, and aims to strengthen “partnerships” between donor countries and countries receiving aid in order to make aid more effective and to maximize development results.

3. The requirement for independent evaluation was built into the original Declaration and re-confirmed in the Accra Agenda for Action in 2008.² The first phase of the Evaluation³ ran from March 2007 to September 2008 and aimed at providing information on the “HOWs and WHYs” of the early implementation process of the Paris Declaration, looking at **inputs and early outputs**. It was designed and used to deliver practical lessons and help take stock of implementation performance at the 3rd High Level Forum on Aid Effectiveness held in Accra, Ghana in September 2008.

4. The second phase of the Evaluation will run from the 3rd High Level Forum in 2008 up to the 4th High Level Forum in Korea in 2011. This phase will emphasize **outcomes and results** and offer answers to the critical policy question of whether the intended long-term effects of the Paris Declaration are being achieved or advanced. The evaluation is expected to analyze results in context, taking into account preconditions or enabling conditions that may lead to or inhibit positive development results supported by aid.

2. Country Evaluations: purpose, objectives, uses and approach

5. **Purpose:** The country evaluations that will be the Evaluation’s primary focus will be the main vehicles for answering the core evaluation questions on the effects of the Paris Declaration on aid effectiveness and development results, including poverty reduction. These country evaluations will assess the effectiveness in this regard of donors/agencies in the country, alongside that of the country stakeholders, and of the partnerships between them.

6. **Objectives:** The aim of the evaluation is to document, analyze and assess the relevance and effectiveness of the Paris Declaration in the country and its contribution to aid effectiveness and ultimately to development results, including poverty reduction.

¹ The full Declaration can be found at: <http://www.oecd.org/dataoecd/11/41/34428351.pdf> and the Accra Agenda for Action at <http://www.oecd.org/dataoecd/58/16/41202012.pdf>

² The Evaluations complement the monitoring of the implementation of the Paris Declaration, undertaken through the Cluster D of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) Working Party on Aid Effectiveness “Assessing Progress on Implementing the Paris Declaration and the Accra Agenda for Action.”

³ Wood, B; D. Kabell; F. Sagasti; N. Muwanga; Synthesis Report on the First Phase of the Evaluation of the Implementation of the Paris Declaration, Copenhagen, July 2008. The report can be found at: http://www.diis.dk/graphics/Subweb/paris_evaluation_web/index.htm

7. Specific objectives include:

- To document the results achieved in the country through implementing the Paris Declaration.
- To enable the partner countries and donors/agencies active in the country to clarify, improve and strengthen policies and practice consistent with the Paris Declaration in pursuit of aid effectiveness and development effectiveness.⁴
- To highlight barriers and difficulties that may have limited the effectiveness of the Paris Declaration and its effects and impacts – and ways that these barriers and difficulties may be overcome.
- To enable sharing and exchange of experience among stakeholders, countries and partnerships so as to facilitate reflection, lesson-learning and policy improvement.

8. The Accra Agenda for Action further specified some of the Paris Declaration's commitments with the aim in particular of strengthening country ownership; building more inclusive partnerships; and sharpening the focus on development results. The Phase 2 evaluation will therefore pay particular attention to assessing implementation of these Accra commitments, which address the current concerns of many stakeholders. These Accra commitments are reflected in these ToR.

9. **Audiences, Stakeholders and Usefulness of the Evaluation:** The focus of Phase 2 is on a results oriented evaluation, with the synthesis and component evaluation reports to be presented to the 4th High Level Forum in 2011. It is equally intended that the evaluation process will spur interest and improvement efforts in the participating countries and agencies.

10. Key constituencies include the executive and legislative branches of government in the country, those of its bilateral development partners, and governing authorities and senior managements of development agencies. Also crucial are those tasked with implementing the Paris Declaration: government, donor, civil society and private sector stakeholders in the partner countries as well as donor agencies. The findings are also expected to be of direct interest to many citizens of both the host countries and of countries providing international development assistance.

11. The goal of ensuring wide dissemination and use of the evaluation by its intended audiences should influence the process and products at every stage of the evaluation, by:

- a. Keeping the central questions and key audiences constantly in sight;
- b. Using straightforward language: minimizing acronyms, jargon and unnecessary technical language in all products;
- c. Open internal communications – as in the planned knowledge-sharing system within and among teams;
- d. Trilingual operation: specific work to ensure timely translation of key documents and balanced literature sources in English, French and Spanish;
- e. Building in the time required for peer exchanges, edits, strong summaries;
- f. Critically, meeting the required deadlines for progress steps and the submission of draft and final reports and dissemination summaries.

⁴ In a number of participating countries, clear links are already being forged between this evaluation and other, related monitoring and evaluation activities in order to maximise the synergies, guard against duplicative work, and strengthen the usefulness of the evaluation in the country.

12. National communications plans should be directly linked to key points in the national and international dialogue on aid effectiveness and Millennium Development Goal (MDG) trends over the coming two years to build policy engagement with the study and ensure its timely contribution to the debates.

13. **Approach for Country Evaluations:** An approach for the overall Evaluation has been set out in the “Evaluation Framework and Work-plan” for Phase 2. It takes account of the distinctive methodological challenges of evaluating the Paris Declaration. The Phase 2 evaluation will focus on effects at the level of partner countries and their partnerships, i.e. the joint arrangements between donors and the recipients of aid that have been put in place to support the implementation of the Declaration.

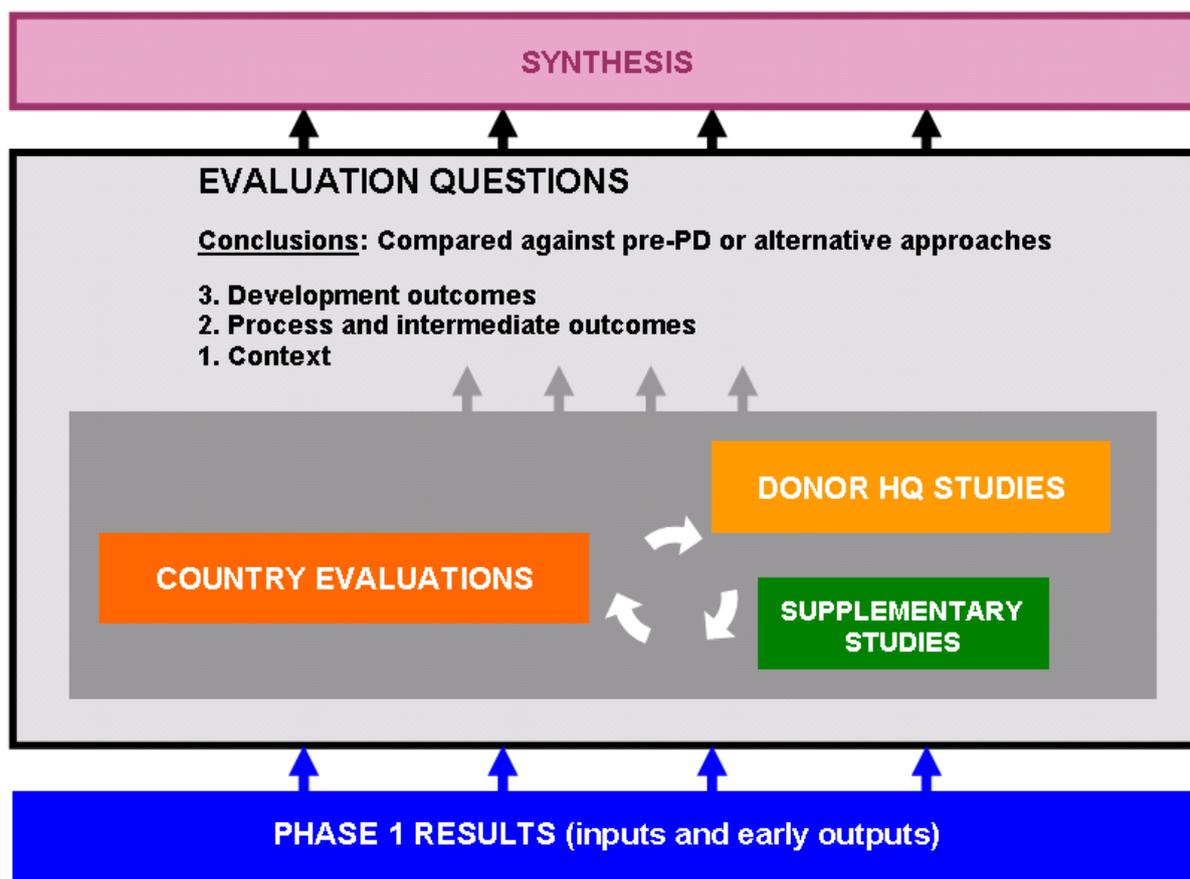
14. As the main foundation for the overall evaluation, well-grounded comparisons between experiences (within and across countries) will be important to test claims for the effects of the Paris Declaration.

15. There will be country evaluation teams in each participating partner country, responsible for undertaking independent evaluations of aid effectiveness and development results. These teams will address both:

- Implementation or “process” – assessing changes of behaviour of countries and donors around aid and development and within the aid partnership itself. A strong focus on the context for implementation in each country (including one major block of evaluation questions) is designed to ensure that the evaluation remains realistic and relevant in individual country situations; and
- Results or outcomes in terms of aid effectiveness and development results, with rather precise minimum common “core” questions, scope and methodologies for all country evaluations, to allow meaningful aggregation and synthesis. This will not limit the ability of country evaluations to supplement the Common Evaluation Template/Matrix with questions of special relevance or interest to their particular situations.

16. Whilst most evaluative activity for the overall Evaluation will be undertaken by country teams, their evidence will be complemented by a number of headquarters-level donor/agency studies, together with the eleven conducted in Phase 1; and a small number of “supplementary studies” where essential to provide adequate coverage of important issues. Specific opportunities for complementary coverage will be sought out and together these elements are intended to ensure adequate depth and breadth of the evaluation. The building blocks for the Phase 2 Evaluation (and the central role of the country evaluations) are illustrated in the Figure below.

Building blocks of the Paris Declaration Evaluation Synthesis



3. Evaluation Methodology: evaluation questions and methods

17. **Evaluation Questions:** The evaluation draws on a good deal of preparatory work which took into account the many complex factors and relationships at work in the implementation of the Paris Declaration and the special challenges involved for evaluation methodology⁵.

18. The Evaluation Matrix for Country Evaluations set out in [Appendix B](#) will be the principal instrument for guiding and conducting these evaluations and the preparation of their products. It is constructed around a set of core evaluation questions and sub-questions which will serve as the minimum common structure for all individual country evaluations and for the final comparative synthesis report (which will also integrate the results of Donor HQ studies, the Phase 1 evaluation, and other inputs).

19. The evaluation will: a) evaluate to what extent the Paris Declaration has been implemented, and b) insofar as it has been implemented, evaluate what the results have been in terms of aid effectiveness and development. The core questions (as refined through the regional workshops and inputs from the International Reference Group members) are set out below and then in the Matrix in Appendix B, where they are backed with the sub-questions, together with indications of the common types, indicators, and sources of evidence, to be used, as well as initial directions on common techniques and methods. Once

⁵ This work, summarized in the "Approach Paper for the Phase 2 Evaluation" (May 2009) included a major workshop of the International Reference Group in Auckland, New Zealand in February 2009 and a commissioned study on "The Paris Declaration, Aid Effectiveness and Development Effectiveness" in November, 2008 (the "Linkages Study").

the core questions and sub-questions are confirmed (through approval of the Generic ToR, December 2009), additional guidance will be developed to flesh out the Matrix, particularly the methods and tools in Column 4, with a more precise identification of the analytical methods for each study element. This will ensure clear understanding of all the steps involved to support standard approaches, e.g. on data handling and analytical steps for each stage.

20. The “logic chain” of the questions is illustrated in three different diagrams in the Evaluation Framework, and it should be noted that the order and content of the three main evaluation questions, and the framework for conclusions, successively emphasize the accepted guiding evaluation criteria of relevance, efficiency, effectiveness and sustainability.

The Core Questions

1. “What are the important factors that have affected the relevance and implementation of the Paris Declaration and its potential effects on aid effectiveness and development results?” (The Paris Declaration in context)
2. “To what extent and how has the implementation of the Paris Declaration led to an improvement in the efficiency of aid delivery, the management and use of aid and better partnerships?” (Process and intermediate outcomes)
3. “Has the implementation of the Paris Declaration strengthened the contribution of aid to sustainable development results? How?” (Development outcomes)

The Framework for Conclusions

- i. What has been the relevance of the Paris Declaration and the ways it has been implemented to the challenges of aid effectiveness?
- ii. To what extent has each of the five principles of the Paris Declaration been observed and implemented, and the Accra Agenda priorities reflected? Why? Have there been conflicts or trade-offs between them?
- iii. What has the Paris Declaration achieved for aid effectiveness and development results? How significant are these contributions? How sustainable? Is there evidence of better ways to make aid more effective and contribute more to development results?
- iv. What effects has the implementation of the Declaration had on the respective burdens of aid management falling on partner countries and donors, relative to the changing volume and quality of aid and of the aid relationship itself? Are these effects likely to be transitional or long term?
- v. What has been the added value of Paris Declaration-style development cooperation compared with the pre-Paris Declaration situation, and seen alongside other drivers of development in the country, other sources of development finance and development cooperation partners beyond those so far endorsing the Declaration?
- vi. What are the key messages for a) national stakeholders, and b) donor countries and agencies?
- vii. What are the key implications for aid effectiveness in the future taking account of new challenges and opportunities (e.g. climate change) and new actors and relationships?

21. **Special Challenges:** In addressing these core evaluation questions it is clear that the challenges of attributing results to a set of commitments like the Paris Declaration are especially complex. **One vital starting point is to recognize that the 2005 Declaration itself brought together a variety of reform efforts and initiatives that had been underway in different settings for some years before. Thus each evaluation should explicitly include assessment of these “upstream” or precursor steps as an integral part of its scope.**

22. Paris Declaration implementation is a multidimensional, multi-level process, affected by many factors, which can change its direction, emphasis, and pace at different times and in response to different influences. One way of making these factors more explicit and prominent throughout the evaluation is the emphasis placed through the first question on a far more in-depth and dynamic analysis than would be usual of the **context** for the implementation of the Paris Declaration and Accra Agenda in each country where an evaluation is undertaken.

23. The main evaluation questions will be operationalised through a set of sub-questions including descriptive, analytical, normative and evaluative questions. These will be supported wherever possible by common specifications and suggestions of:

- i. the types of evidence and, where applicable, indicators to be used;
- ii. the anticipated availability and (probable) reliability of data sources; and
- iii. proposed sources, methods and techniques for data collection, analysis, triangulation and validation.

24. **Key elements:** As ready guidance for the Country Level Evaluations, the key elements of the overall evaluation methodology set out in the Evaluation Framework can be summarized as follows:

- a. A “*theory based*” approach – which recognizes that outcomes/results from Paris Declaration implementation may not be fully visible by the time of the Evaluation – so focuses instead on identifying the chains, directions, causes and trends of causality and the linkages involved (see points below);
- b. A “theory of change” which anticipates and explores *complexity* rather than expecting to apply simple or one-dimensional models of attribution;
- c. Seeking out and exploring the *causal mechanisms and key actors* driving or inhibiting change, their roles, inter-relations, and relative weightings in influencing outcomes (especially through Core question 1);
- d. Focused on *causality in context*: searching for common trends rather than (necessarily) generalized truths, but recognizing that the shape, nature and pace of change is heavily determined by locally specific factors and influences;
- e. Focused on *comparability*, ensuring robust analysis at aggregate level (through e.g. the development of common standards for analytical frameworks and data collection) while giving full weight to contextual factors;
- f. A *summative and formative* model – allowing judgments around outcomes and results whilst supporting forward-looking policy development and improvement.

25. **Specific methods** for pursuing the evaluations include:

- a. *Literature and documentation review*
- b. The analysis of *the most relevant existing statistical data* such as human development and poverty indicators, Poverty Reduction Strategy Paper (PRSP) reports, sector reports, MDG reports etc.;
- c. *Syntheses and meta-analyses* of existing evidence (i.e. secondary sources such as policy, evaluations and research). Common specified parameters will be proposed and agreed for data identification, inclusion and structured assessment;
- d. *Structured surveys and questionnaires* (key informant groups) deepened by *semi-structured interviews* and *focus groups* (key stakeholders including government (different branches and levels) donor agencies, civil society and the private sector). Any possibilities for drawing on participative approaches will be pursued;
- e. To help ground the evaluations, *a common template for analysis by all or almost all country evaluations of one important "tracer sector" (health) and for comparable analysis of the other sectors of priority chosen within each country*. Following broad agreement in the regional workshop process to a special focus on two sectors per evaluation, an agreed template and guidance will be developed for the identification, design and implementation of these analyses;
- f. *Backward tracking*, retrospective or inductive studies of sector, site or theme; using methodologies such as the analysis of time-series data; statistical trends; synthesis studies to assess "distance travelled" etc.;
- g. *Forward looking* analysis; which anticipates development results that are in formation but have not become fully evident, and *backward-tracking studies* as a basis for seeking plausible links in the causal chain - from Paris Declaration-style aid inputs to development results - to assess and predict the likely direction of further travel.

26. **Rigour and Comparability.** In addition to the use of the agreed minimum common questions, sub-questions and methods, the robustness of the approach and methodology for the evaluation and its results will be further ensured by:

- a. A consistent stance in the evaluation that does not assume attribution of results to the Paris Declaration, but rather takes a critical approach and examines alternative explanations;
- b. A set of support mechanisms available to individual evaluation coordinators, reference groups and teams, particularly from the Core Evaluation Team, both directly and through research resources and interactive internet facilities [see Section "Support Arrangements for Country Evaluations" for detail];
- c. Verification of evidence emerging through ongoing triangulation between the multiple data sources and methods employed;
- d. Step-by-step validation of evaluation results by national core teams (with peer review among them encouraged) by the core team, country reference groups, the Evaluation Secretariat and Management Group, possibly high level external reviewers, and the International Reference Group;
- e. Quality assurance processes that are built in to each component evaluation (as well as the preparation of the final synthesis report) – all are required to meet the Development Assistance Committee (DAC) Evaluation Quality Standards, United Nations Evaluation Group (UNEG) Standards, or the comparable national or regional standards where these have been adopted;

- f. Selection and contracting of appropriately-skilled evaluation teams by established procedures, with protection for the independence and professional integrity of their work;
- g. Forming country teams using national expertise to the maximum extent possible but also including regional and international experts where appropriate, assuring that all are free of potential conflicts of interest;
- h. Prioritizing the use of country systems to capitalize on existing data/literature including academia, universities, and civil society;
- i. Wherever possible, seeking the engagement and coverage of providers of development resources not yet formally endorsing the Paris Declaration in the capacity of donors; and
- j. Using a set of agreed working definitions for key terms⁶ and a common style guide to avoid confusion and inconsistent treatment.

4. Management of the Evaluation: responsibilities and accountabilities

27. The points below draw and build on the 'Guidance for Management of Country level Evaluations' Note issued by the Secretariat in September 2009. More detail on the international structure, relationships and governance in the overall Evaluation is provided in the "Evaluation Framework and Work-plan" for Phase 2.

28. **Management considerations:** The key management considerations for a Country Evaluation are:

- In-country management arrangements that are operational
- Clarity on roles, responsibilities, quality assurance and accountabilities
- Communication with stakeholders
- Progress reporting

29. **In-country management arrangements:** The **National Evaluation Coordinator**, appointed by the Government, is responsible for managing all aspects of the Country Evaluation process including, most importantly:

- a. Selecting, setting up and then scheduling and convening meetings of the in-country National Reference/ Advisory Group, expected to include major stakeholders from governments, donors, civil society and possibly academia;
- b. Developing final ToR for the Country Evaluation in consultation with the National Reference/ Advisory Group; incorporating the common evaluation matrix for Country Evaluations and (if required) a module with country-specific evaluation questions;
- c. The recruitment and contracting of the consultants for the Country Evaluation (with selection where possible by the National Reference/ Advisory Group);
- d. At least bi-monthly reporting on the progress of the evaluation in line with a manageable agreed common format;
- e. Quality control; assuring that the evaluation is of acceptable quality in reference to identified relevant national, regional and/or international (DAC) standards and

⁶ A Glossary has been prepared as part of the guidance to the Phase 2 Evaluation.

drawing on the pro-active and responsive services of the Core Evaluation Team and the Evaluation Secretariat.

30. This management role will require significant inputs of 'dedicated management time' over the whole evaluation process, with concentrated effort anticipated during the start-up period, inception, first draft report and final reporting milestones.

31. The **National Reference/ Advisory Group** will normally be responsible for the following important functions:

- a. Approving the design of the pertinent evaluation that comprises a common set of evaluation questions applicable to all country evaluations and where desired a module with supplementary, country-specific evaluation questions;
- b. Deciding on selection criteria for the country teams;
- c. Selecting the members of country evaluation teams, consistent with the selection criteria and national competitive procurement or tender rules;
- d. Serving as a resource and to provide advice and feedback to the National Coordinator and Team;
- e. Helping to ensure the independence, integrity and quality of the evaluation;
- f. Reviewing and commenting on (but not approving) the draft products of the respective country evaluation.

32. National Reference/ Advisory Groups should also have important roles to play in accessing information, exerting quality control, linking to government and engaging civil society, facilitating the necessary wider consultation, and encouraging the use and usefulness of the evaluations findings.

33. These roles will require a Group with sufficient representation from key stakeholders, good credibility and access, together with the necessary measure of independence. The tasks will imply the need for a series of dedicated inputs of time from the individual members of the National Reference/ Advisory Group.

34. Management in-country will be supported by self-monitoring of progress with the evaluation, and reflection at periodic National Reference/ Advisory Group meetings on the extent to which the Country evaluation remains 'on track' and actions to be taken if and when 'gaps' appear.

35. **Clarity on roles, responsibilities and accountabilities.** The success of this collaborative exercise in-country will be heavily influenced by initial clarity and ongoing discipline on who is expected to deliver on what and by when, and who is accountable. Key accountabilities in the process are:

- i. **Competent independent Country Evaluation Team selected, contracted and resourced by latest 31st March 2010:** The National Evaluation Coordinator is accountable for this milestone being reached with the support of the National Reference/ Advisory Group, and for the independence of the evaluation being maintained throughout the process.
- ii. **Country Evaluation Report delivered in-country on time:** The Team Leader [and/or the contracted firm or institution] of the Country Evaluation Team is accountable for the organization and co-ordination of the work of the evaluation team (and through this ensuring the quality and relevance of team member contributions)

and assuring the delivery of emerging findings and a comprehensive final report which meets evaluation standards, within the contracted timeframe/ specifications.

- iii. **Country Evaluation Report of an acceptable quality submitted to the Core Evaluation Team for use in preparing the synthesis report and publishing:** The National Evaluation Coordinator, through successive processes of quality control, is accountable for delivery of a report of acceptable quality for the Synthesis stage.

36. **Communication with stakeholders:** Each Country Evaluation is expected to develop and implement a 'Communication Plan' through which stakeholders for the evaluation within the country will be kept informed and engaged. A variety of channels and activities should be used and opportunities maximized to link to key points in national strategic and decision-making cycles (already planned in several countries). Links should also be forged with key milestones in the international dialogue on aid effectiveness and MDG trends over the coming two years to build policy engagement with the study and ensure its timely contribution to the debates.

37. Ensuring this communication and engagement takes place and in a form that fosters stakeholder interest, civil society involvement, and 'buy-in' to the evaluation process would be a responsibility of the National Reference/ Advisory Group.

38. **Progress reporting:** The National Evaluation Coordinator, in his/her role as in-country focal point for the Phase 2 Evaluation will provide the Secretariat with bi-monthly updates (copied to the Core Evaluation Team) – starting end of December 2009 – on the status of the Country Evaluation process. This will use a simple proforma to be developed by the Evaluation Secretariat in consultation with the Core Evaluation Team which will facilitate the updating by the Core Team of the 'master sheet' on progress across the 20+ country Evaluations.

39. **Country Evaluation Timeline:** The overall Evaluation Work-plan and Schedule below incorporates the sequence of key milestones for the Country evaluations, alongside other elements and processes.

Work-plan and Schedule

Period/Date	In country	International
Nov 2009	Establish National Reference Groups	Consolidation of comments from four Regional Workshops (Core Evaluation Team) by 20 th Nov
1 Dec 2009	International Reference Group approves Generic Terms of Reference	
Dec 2009/ Jan 2010	Establish National Reference Groups and approve Terms of Reference for Country Evaluation (Country Coordinator)	Core Evaluation Team support to National Evaluation Coordinators as required
Dec 2009/ Feb 2010	Select and contract Evaluation Teams	
Feb/Mar/Apr 2010	Regional/sub-regional/ workshops for Team Leaders and National Coordinators with Core Team/EMG	
By 30 th April 2010	Country and Donor/Agency HQ Teams submit inception reports	Core Evaluation Team submits Inception Report (including detailed guidance on methodology and methods) to International Reference Group and Management Group for comment
15 th May 2010	Coordinators/reference groups approve inception reports	Management Group approves Inception Report
April-Sep 2010	Conducting Country Evaluations and Donor/Agency HQ Studies	Core Evaluation Team support to National Evaluation Coordinators as required
15 th Sep 2010	Submission of first draft report including summary of findings by each Country team and Donor/Agency HQ team to Evaluation Management Group and Core Evaluation Team	
Sep-Dec 2010	Consultation, validation and finalization of report in country	Core Evaluation Team prepares consolidated emerging findings by 15 October
1 st -4 th Nov 2010	Meeting/workshop of Country and Donor/Agency HQ study team leaders, Core Evaluation Team and International Reference Group to discuss emerging findings and the plan for the synthesis	
Nov-Dec 2010	Production/submission of Country and Donor/Agency-level reports (deadline 31 st Dec 2010)	
Jan-Apr 2011	Dissemination of evaluation results in countries	Drafting Synthesis Report
Apr 2011	Meeting of the International Reference Group to comment on the draft Synthesis Report	
Apr-May 2011	Dissemination of evaluation results in countries	Finalization of Synthesis Report
May-Sep 2011	Dissemination activities/inputs to preparations for High Level Forum	
Sep-Oct 2011	4 th High Level Forum in Seoul	

5. Support Arrangements for Country Evaluations

40. **The Core Evaluation Team:** The Core Team contributes to the Phase 2 evaluation across all components at all stages: at planning and set-up; on an ongoing basis to ensure consistency and solve problems that may arise; and in the final stages when it will be expected to bring together all evaluation findings in a free-standing Synthesis Report. The Core Team reports and is responsible to the Evaluation Management Group through the Evaluation Secretariat.

41. **Services to Country Evaluations.** The Core Team has been in place since September 2009. With a view to ensuring the quality and integrity of the Country Evaluations within the overall Phase 2 Evaluation it is charged with providing the following set of support services to Country Evaluation processes:

- After intensive regional consultations, design for the approval of the Evaluation Management Group and the International Reference Group a “Generic Terms of Reference” for Country Evaluations that will guide data gathering and fieldwork in a way that will ensure quality and enable comparison and the synthesis of findings.
- Provide professional advice on request to the National Evaluation Coordinator and members of the National Reference/ Advisory Group on the basis for selection, contracting and briefing of Country Evaluation Teams
- Review and collate relevant existing research and evaluations, including through a series of initial ‘Country Dossiers’, providing Country Evaluation Teams with some key references relevant to the common methodology and core questions. The Country Evaluation Teams themselves will then add further secondary information to the Dossier and to the wider literature review being conducted for the Phase 2 Evaluation.
- Provide ongoing advice and support to Country Evaluation Teams to ensure the coherence of the evaluation and the comparability of its different elements.

42. To make best use of the support resources of the Core Evaluation Team, it will work both proactively and responsively to engage with and support the Country evaluations. In addition to important arrangements for indirect support, planned face-to-face opportunities have been identified (see Table below) to help lay solid foundations and clear directions for Country Evaluations to follow, support continuing adherence to evaluation standards, provide guidance if/ where evaluation teams run into problems, and facilitate sharing and learning among country teams.

Table: Planned face-to-face meetings by members of the Core Evaluation Team with Country Evaluation Processes

Activity/ Event	Persons involved (from countries undertaking evaluation)	Face to face) with country processes
Regional Workshops I (Oct/ Nov 2009)	National Evaluation Coordinators, or representatives, and major stakeholders or National Reference Group members if named.	All countries
Regional Workshop II (March/April 2010)	Team Leaders of Country Evaluation Teams, National Evaluation Coordinators – and possibly other team members	All countries
Evaluation Work-plan presentation (event)	Country Evaluation Team presentation to National Reference Group	Mission option for a limited number of countries
Inception Report Presentation (event) – 1 month in	Country Evaluation Team presentation to NEC and the National Reference Group	Mission option for a limited number of countries
Team analysis 'stage' – August	Country Evaluation Team	Mission option for the majority of countries
Draft report to National Reference/ Advisory Group (event)	Country Evaluation Team presentation to National Evaluation Coordinator and the National Reference/ Advisory Group	Mission option for a limited number of countries
International "Emerging Findings" workshop	Country Evaluation Team and National Evaluation Coordinators	All countries
Final Report to CRG	Country Evaluation Team presentation to National Evaluation Coordinator and the National Reference/ Advisory Group	Remote – all countries

43. The Core Evaluation Team is developing a web-based knowledge management system – an "Extranet" – for the Phase 2 Evaluation. The National Evaluation Coordinator, Country Evaluation Teams and National Reference/ Advisory Group members will have access to this facility and it will provide the channel for the sharing of guidance and progress updates between the Core Team and the country processes. The structure of the extranet provides a shared space and also a part of the site that can be dedicated to a particular country process.

Appendix A

Draft Outline for Country Evaluation Reports

December 2009

(Note: The Synthesis report for the whole comparative evaluation will closely follow a similar outline, with some additional elements to capture relevant Phase I results and the results of donor headquarters studies, and selective reference to evaluation results on country-specific questions, outside the common template.)

Preface

Acknowledgement

Acronyms

Executive Summary (Max. 5 pp.)

- Purpose and background
- Overall conclusions (on common and country-specific questions)
- Key lessons (on common and country-specific questions)
- Key recommendations if applicable (on common and country-specific questions)

A. Introduction (Max. 4 pp.)

- The Paris Declaration and Accra Agenda for Action: Engagement of country X
- Purpose and scope of the Phase Two Evaluation
- Approach, methodology and limitations

B. Country Findings on the Common Evaluation Questions

1. “What are the important factors that have affected the relevance and implementation of the Paris Declaration and its potential effects on aid effectiveness and development results?” (The Paris Declaration in context) (Max. 10 pp.)
2. “To what extent and how has the implementation of the Paris Declaration led to an improvement in the efficiency of aid delivery, the management and use of aid and better partnerships?” (Process and intermediate outcomes) (Max. 10 pp.)
3. “Has the implementation of Paris Declaration strengthened the contribution of aid to sustainable development results? How?” (Development outcomes) (Max. 10 pp.)
4. Framework for Conclusions (Max. 10 pp.)
 - i. What has been the relevance of the Paris Declaration and the ways it has been implemented to the challenges of aid effectiveness?
 - ii. To what extent has each of the five principles of the Paris Declaration been observed and implemented, and the Accra Agenda priorities reflected? Why? Have there been conflicts or trade-offs between them?
 - iii. What has the Paris Declaration achieved for aid effectiveness and development results? How significant are these contributions? How sustainable? Is there evidence of better ways to make aid more effective and contribute more to development results?

iv. What effects has the implementation of the Declaration had on the respective burdens of aid management falling on partner countries and donors, relative to the changing volumes and quality of aid and of the aid partnership itself? Are these effects likely to be transitional or long term?

v. What has been the added value of Paris Declaration-style development cooperation compared with the pre-Paris Declaration situation, and seen alongside other drivers of development in the country, other sources of development finance and development cooperation partners beyond those so far endorsing the Declaration?

vi. What are the key messages for a) national stakeholders, and b) donor countries and agencies?

vii. What are the key implications for aid effectiveness in the future taking account of new challenges and opportunities (e.g. climate change) and new actors and relationships?

C. Key Lessons and Recommendations (if applicable) around the Common Evaluation Questions (Max. 5 pp.)

D. Findings on the Country-Specific Evaluation Questions (if adopted) (Max. 15 pp.)
[Possible sub-headings]

E. Key Conclusions, Lessons and Recommendations (if applicable) around the Country-Specific Evaluation Questions (if adopted) (Breaking out conclusions, lessons and recommendations) (Max. 5 pp.)

F. Possible Key Implications beyond the Planned Term of the Paris Declaration. (Max. 3 pp.)

Annex 1: Paris Declaration on Aid Effectiveness

Annex 2: The Accra Agenda for Action

Annex 3: Generic Terms of Reference for Country Level Evaluations

Annex 4: Specific Terms of Reference for the XXX Evaluation

Annex 5: Selected Additional References

Appendix B

Draft Evaluation Matrix for Country Evaluations

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>1. “What are the important factors that have affected the relevance and implementation of the Paris Declaration (PD) and its potential effects on aid effectiveness and development results?” (The Paris Declaration in context)</p>			
<p>a) What are the key characteristics of the country that have been most relevant to the implementation of the PD?</p> <p>(Ensuring analytical not descriptive treatment)</p>	<p>e.g. As most relevant:</p> <ul style="list-style-type: none"> i. Human development, social and poverty indicators ii. Key economic features, issues and trends iii. External and domestic resource mobilization patterns, place of aid iv. Indicators of governance and fragility. (The rule of law and a functioning legislature, and respect of human rights are likely to be key conditions) v. Social indicators (health, education, gender, vulnerability) 	<p>Wide-ranging, likely to be country and international data</p>	<p>Review, compilation and processing of statistical data</p> <p>Review, analysis and summary of documents, including policies, strategies and plans, reviews, evaluations and other reports (national, international)</p> <p>Preparation of focused briefing reviews</p>

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
	<p>vi. National development strategies and national development cooperation strategy, outcome based monitoring and evaluation</p> <p>vii. Recent political factors, changes and developments that affect the aid arena</p> <p>viii. Capacity development needs/priorities</p>		
<p>b) What is the place of aid subject to PD principles among all sources of development finance and resources? What have been the trends from early roots to 2005 and since?"</p>	<p>i. Pre and post-PD trends in Official Development Assistance shares and components of external and overall development finance and national resource mobilization, (inc. private investment trade receipts, remittances, etc.) Scale and importance of relationships with different donors.</p> <p>ii. What shares and types of official development assistance (ODA) flows in turn are in practice subject to PD principles? Why?</p> <p>iii. Ensure appropriate coverage of technical cooperation, South-South and triangular cooperation, and sources of development</p>	<p>Public accounts, Foreign Aid & Budget monitoring divisions docs Existing external resources dept. and country/donor shared tracking, docs and national and international stats.</p>	<p>What have been the trends from early roots to 2005 and since? Review, compilation and processing of statistical data, evaluative and monitoring materials. Review and summary of documents (national, international, independent). Preparation of tables, briefing notes. Survey of the economic activities, sectors, regions, programmes, projects, issues and drivers that fall outside the purview of the Paris Declaration. Semi structured interviews & focus groups with informed respondents. Possible use of adapted 'sphere</p>

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
	cooperation not covered by the PD.		of influence' (outcome mapping) model for analysis.
c) Which are the key actors, in the country and among its development partners, who can take major decisions on aid? What influence do the Paris Declaration and Accra Agenda for Action (AAA) commitments have on them, in relation to their other priorities and incentives?	<p>i. Maps of the relevant major decisions (annually, over the period since 2005)?</p> <p>ii. Identification of the relevant key decision-makers. Maps of the key objectives, interests, capacities, priorities and motivations of key actors on both sides of the aid relationships in this country, relative to the commitments of the PD and AAA. (This evidence is related to, but goes beyond, the "commitment, capacities and incentives" surveyed in Phase 1.) Taking account of changing relations with key donors, parliament, local government, civil society, private sector and media actors.</p> <p>iii. Coherence between donor/agency HQs and field actors should be assessed.</p> <p>iv. Possible supplementary study</p>	<p>Official documents and statements, relevant independent research. E.g. national and donor strategies, policies and plans, institutional structures and decision-making processes, statistics and informed assessments.</p> <p>Official statements and documents, international conventions and commitments, parliamentary reports,</p> <p>Independent studies and reports on donor motivations and their evolution over time, civil society reports.</p> <p>Targeted grey literature (internal reports, working documents, electronic newsletters, blogs)</p>	<p>Document analysis, decision mapping, stats., meta-analysis & semi structured interviews & focus groups with a wide range of informed respondents e.g. including current and former officials, at different levels of government, donor representatives and observers, legislators, civil society, media, scholars</p>
e. What are the most important national and international events that have affected the implementation of the Paris	I. Identification of key issues affecting the aid arena in country: e.g. Changing political priorities, governance reforms, economic	Existing evaluations and official and independent literature including government, donor and civil society reports,	Literature and document review, meta analysis, semi structured interviews, focus groups with key stakeholders to include

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
Declaration and Accra priorities, and how?	conditions, civil unrest, natural & man-made disasters, new resources (internal or external), decentralization, changing relations with key donors, new entrants. ii. Assessments of PD influence on them, if any?	parliamentary decisions and reports, informed assessments	government, civil society and parliamentarians, or possibly surveys with informed respondents
f. To what extent and where have the PD principles been implemented? Why and how?	i. Evidence (documentary, institutional, and other) of how the different PD principles have been interpreted, weighted and implemented in the country? Why? ii. Since when? (e.g., pre-2005, later?) ii. Evidence of any tensions or tradeoffs emerging between the different principles.	Existing evaluations and official and independent literature, including existing national, donor and civil society progress reports, evaluations, policies, strategies and plans, informed assessments. Monitoring survey provides some data and background on some commitments.	Document & literature review, meta analysis, questionnaires & semi structured interviews & focus groups with informed respondents. Phase 1 type analysis needed to supplement Monitoring Survey results on other commitments.
<p>2. “To what extent and how has the implementation of the Paris Declaration led to an improvement in the efficiency of aid delivery, the management and use of aid and better partnerships?” (Process and intermediate outcomes)</p> <p>(Note: It is proposed that the interest in assessing progress related to inefficiencies in aid</p>			

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>processes, the weight of the resulting burdens, and who bears them, will mainly be treated under the respective intended outcomes below (e.g. numbers ii., iv., v., and viii.) as well as in a summative question (see “Framework for Conclusions”).</p>			
<p>Sub-questions: The main means to provide answers to Core question 2 will be to assess the progress achieved in realizing each of the 11 following intended outcomes that were <u>directly specified</u> in the opening Paragraphs 3 and 4 of the Declaration itself, reflecting as well the further political emphases and priorities brought out in the AAA.</p> <p>Note 1: While there are serious challenges in assessing and measuring achievement in some of these areas, this list, if taken as a whole, has an incontestable standing as the principal base for evaluation the effects of the Declaration.</p>	<p>Assessments against each of these intended outcomes could be focused on changed activities, behaviour, and relationships.</p> <p>In providing answers to these sub-questions, the only feasible across-the-board source is likely to be a standard survey of informed respondents as a key element in each country evaluation. (Finding a good, balanced, and adequately informed range of respondents will be a challenge in most cases.)</p> <p>Since in Phase 2 the country evaluations are designed to provide the most important means of assessing donor implementation of the PD commitments, it will be important to get beyond aggregate</p>	<p>Other: Existing evaluations and monitoring reports.</p> <p>Administration and Progress Reports of Country Ministries of Finance and Plan Implementation</p> <p>Special study reports</p> <p>Donor reports on delegation of responsibility and resulting status of performance.</p> <p>Documentation by partner country and donors on progress and decisions taken as a result of alignment/coordination processes:</p> <p>Evidence from documentation on parliamentary scrutiny, policy dialogues, donor coordination groups, joint reviews and problem solving meetings.</p>	<p>Other: Monitoring Survey sheds some light on some expected outcomes, but unevenly. Qualitative analysis of consultation and decisions taken in Dialogues/ Coordination Processes.</p> <p>Analysis of information from country reports and donor reports with specific reference to policy changes and decisions making processes arising out of PD.</p> <p>Quantitative analysis of changes in Budget allocations over the years with plausible links to harmonization and alignment moves.</p> <p>Evidence of trends in the span and distribution of national management/ donor management of aid.</p> <p>Key informant interviews on inputs into policy and supporting structures</p>

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>Note 2: The 11 intended outcomes are clustered below under the main action headings of the AAA, and the Accra emphases can be drawn out further in pursuing individual questions.</p>	<p>assessments of implementation by “the donors” as an undifferentiated group. Responses may also be quite different on different commitments by the same donor/agency. Thus it will be important to design ways of assessing at least the range of different donor records of implementation and examples of greater and lesser advances, if not actual ratings or rankings.</p> <p>It is very likely that some issues will be found more applicable than others, depending on different country situations. If so, this too will be a finding.</p> <p>Survey responses would then be elaborated through structured and semi-structured interviews, analyses of context under Question 1, and findings triangulated against the most recent monitoring survey results and trends where relevant (see individual points below), and other monitoring, evaluative and research findings (e.g. the EU Code of Conduct on Division of Labour and Complementarity or the Monterrey Consensus.)</p>	<p>Evidence of trends in the span and distribution of national management/ donor management of aid.</p>	<p>Focus group discussions on supporting structures that allows civil society and the private sector a voice in policy making and a “watchdog” role.</p>

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>A. Country ownership over development</p>	<p>In addition to assessing progress against the sub-questions below, with their specific and sometimes technical aspects, a broader assessment of progress is needed against this central principle, highlighted again at Accra, with its critical political and behavioural dimensions. The proposed survey instruments and related methods should seek specific assessments of progress against this overarching objective - specifically focused on changed activities, behaviour, and relationships. The Accra commitments may point to some further sub-questions. All this will contribute to the aggregate assessment against the principles in the Conclusions.</p>		
<p>i. <u>Stronger</u> national strategies and frameworks?</p>	<p>e.g. Monitoring survey results on Indicator 1 provide a partial source and cross-check. Phase 1 reports relevant</p>		
<p>ii. <u>Increased</u> alignment of aid with partner countries' priorities, systems and procedures, help to strengthen capacities?</p>	<p>e.g. Monitoring survey results on Indicator 3, 5a, 5b and 6 provide a partial source and cross-check. Phase 1 and donor/agency HQ reports relevant. Note: Need to test against AAA priority on increased and appropriate support for capacity</p>		

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
	development.		
iii. <u>Defined</u> measures and standards of performance and accountability of partner country systems in public financial management, procurement, fiduciary standards and environmental assessments, in line with broadly accepted good practices and their quick and widespread application?	e.g. Monitoring survey results on Indicator 2 provide a partial source and cross-check. Phase 1 and donor/agency HQ reports relevant		
B. Building more inclusive and effective partnerships for development	In addition to assessing progress against the sub-questions below, with their specific and sometimes technical aspects, a broader assessment of progress is needed against this central political objective, highlighted again at Accra. The proposed survey instruments and related methods should seek assessments on this - specifically focused on changed activities, behaviour, and relationships. The Accra commitments may point to some further sub-questions.		
iv. <u>Less</u> duplication of efforts and rationalized, more cost-effective donor activities	e.g. Monitoring survey results on Indicators 4, 9, and 10 provide a partial source and cross-check. Phase 1 reports relevant. Phase 1 and donor/agency HQ reports relevant		

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
v. <u>Reformed</u> and <u>simplified</u> donor policies and procedures, more collaborative behaviour	Phase 1 and donor/agency HQ reports relevant		
vi. <u>More</u> predictable and multi-year commitments on aid flows to committed partner countries. [Has the nature of conditionalities been changed to support ownership in line with the AAA commitment (para. 25)]	e.g. Monitoring survey results on Indicator 7 provide a partial source and cross-check. Progress on untying, an Accra Agenda priority, could be treated here, with reference to Monitoring Survey Indicator 8. Phase 1 and donor/agency HQ reports relevant		
vii. <u>Sufficient</u> delegation of authority to donors' field staff, and adequate attention to incentives for effective partnerships between donors and partner countries	Phase 1 and donor/agency HQ reports relevant		
viii. <u>Sufficient</u> integration of global programmes and initiatives into partner countries' broader development agendas.	Note: This question has taken on more precise elements since this phrasing in 2005. Evidence existing evaluations: e.g. Monitoring survey results on Indicators 3, 6, and 9 provide a partial source and cross-check. Possible supplementary study		
C. Delivering and accounting for development results	In addition to assessing progress against the sub-questions below, with their specific and sometimes technical aspects, a broader assessment of progress is needed against this central principle, highlighted again at Accra in its political context. The proposed		

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
	<p>survey instruments and related methods should seek assessments on this - specifically focused on changed activities, behaviour, and relationships – and contribute to the aggregate assessments under question 3 and in the Conclusions. The Accra commitments may point to some further sub-questions.</p>		
<p>ix. <u>Stronger</u> partner countries' capacities to develop and implement results-driven national strategies</p>	<p>e.g. Monitoring survey results on Indicator 11 provide a partial source and cross-check. Phase 1 and donor/agency HQ reports relevant</p>		
<p>x. <u>Enhanced</u> respective accountability of countries and donors to citizens and parliaments</p>	<p>Phase 1 suggested that achieving this original expected outcome of the Declaration appeared to be the most important concrete way of advancing the central principle of mutual accountability, highlighted again at Accra. The proposed survey instruments and related methods should seek assessments on this - specifically focused on changed activities, behaviour, and relationships. e.g. Monitoring survey results on Indicator 12 provide a (very) partial additional source and cross-check. Phase 1 and</p>		

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
	donor/agency HQ reports will be relevant. The Accra commitment on access to the requisite information is key.		
x. (Supplement) Implementation of the general commitment in para. 50 of the Declaration and the specific mutual commitments in the Accra Agenda for Action (Para. 24) on transparency and accountability for development results, including its detailed points on transparency, mutual assessment reviews, strengthening international accountability mechanisms, and measures to fight corruption on both sides.	Many of these AAA commitments are specific and time-bound enough to be directly assessed in individual country evaluations, and thus contribute to the Synthesis, alongside the general results on Monitoring Survey Indicator 12.		
xi. <u>Less</u> corruption and more transparency, strengthening public support and supporting effective resource mobilization and allocation.	e.g. Monitoring survey results on Indicator 2 provide a (very) partial source and cross-check		
D. Have there been unintended consequences of the Paris Declaration for aid effectiveness? Is there evidence of better ways to make aid more effective?			
3. “Has the implementation of Paris Declaration strengthened the contribution of aid to			

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>sustainable development results? How?” (Development outcomes)</p> <p>[Note: the Declaration’s own statement of intended effects, to: “Increase the impact of aid in:</p> <ol style="list-style-type: none"> 1. Reducing poverty 2. Reducing inequality 3. Increasing growth 4. Building capacity 5. Accelerating achievement of MDGs” (Paragraph. 2)] 			
<p>a) Were results in specific sectors enhanced through the application of the PD principles?”</p> <p>(Health to be used as a “tracer sector across all country evaluations, and one other, “non-social” sector (possibly infrastructure) to be selected by each country)</p> <p>(Note: One or two countries were noted where the health sector has little aid involvement. Briefly documenting this can contribute to overall results.)</p>	<ol style="list-style-type: none"> i. Evidence of distance and trajectories of change in relation to PD principles. ii. Sectoral performance pre and post PD type actions. Categorization of PD-type influence (see context sections above). iii. Evidence of prevalence of PD type approaches by sector. Relevant evidence of results and performance by sector and plausible contributions. 	<p>Existing official and independent literature including government, donor and civil society reports, existing evaluations and monitoring reports, annual reports of line ministries & sector reports parliamentary decisions and reports, informed assessments</p> <p>Existing evaluations and monitoring reports, annual reports of line ministries & sector reports.</p> <p>Parliamentary Reports. Independent studies</p> <p>Grey literature (internal reports, working documents, electronic newsletters, blogs)</p>	<p>Existing evaluations and monitoring reports, annual reports of line ministries & sector reports. Parliamentary Reports. Independent studies Grey literature (internal reports, working documents, electronic newsletters, blogs)</p> <p>Mapping and weighting of possible contributory factors; Meta analyses;</p> <p>Comparative study of sectors; possible surveys.</p>

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>b) Did the implementation of the PD help countries to improve the prioritization of the needs of the poorest people, including women and girls, and reduce social exclusion?"</p>	<p>i. Evidence of: explicit exclusion analysis and policy / strategy / programmatic & and sector responses; relevant institutional mechanisms; gender and exclusion-related budgetary allocations and expenditure flows; pro-poor, gender responsive priorities in national strategies, budgets; expenditure flows and other measures to/for social inclusion. ii. National data disaggregation by region, sex, excluded group etc. iii. Evidence on distance and trajectories of change.</p>		<p>Mapping and weighting of possible contributory factors. Document & budget analyses;</p> <p>Correlations, historical & statistical analyses & select case studies where preliminary data/information show powerful correlations; Meta analysis of national development outcomes, strategies and budgets</p> <p>[Note: possible supplementary study required]</p>
<p>c) How and why has the mix of aid modalities (including general or sector-specific budget support) evolved, what effect has the Paris Declaration had on different modalities, and what have been the development results?"</p>			
<p>d) Has PD implementation led to sustainable increases in institutional capacities and social</p>	<p>Check against 3 commitments in AAA on capacity development and 5 on use of country systems:</p>	<p>Existing evaluations, assessments on technical cooperation. Relevant Progress</p>	<p>Trends/assessments of PD-driven capacity development support. Major assessments on technical</p>

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
capital at all levels to deliver services and to respond to development challenges? Why, how and where, and what are the effects?	<ul style="list-style-type: none"> i. Evidence of changes in: administrative capacities among all development actors, including CSOs; ii. ability to consult with and account to stakeholders; iii. partnership working and network formation; iv. learning by doing; v. decentralization; vi. effective regulation; vii. policy and strategic monitoring; viii. evaluation and reporting. 	<ul style="list-style-type: none"> Reports of Country Implementation Agencies Minutes of meetings of the Co-ordination Mechanisms. Informed assessments survey data 	<ul style="list-style-type: none"> cooperation. Survey, appreciative inquiry, Most significant change. Key informant interviews.
e) Has the implementation of the PD had unintended consequences for development results, negative or positive? Is there evidence of better ways to make aid contribute more to development results?			
f) Has the PD enhanced ODA's impact on achieving the goals of the national development strategy and the MDGs?"	<ul style="list-style-type: none"> i. Distance and trajectories of change, pre-and post PD-type changes. ii. Mapping and weighting of possible contributory factors. 	<ul style="list-style-type: none"> Existing evaluations and monitoring reports. National reports on development strategies Annual reports of National Cooperation Agencies. MDG reports and statistics (on-track / off-track) Statistical data (World Bank (WB) indicators, WB Development 	<ul style="list-style-type: none"> Correlations, historical & statistical analyses & possibly select case studies where preliminary data/information suggest correlations

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
		<p>Finance report, International Monetary Fund (IMF), OECD Secretariat, national statistical offices, ministries of finance, WB governance indicators, African Development Bank (AfDB) governance data base, United Nations Development Programme (UNDP) etc.)</p> <p>Economist Intelligence Unit, UNDP reports, press reports, etc.</p>	
<p>4. Framework for Conclusions:</p> <p>i. What has been the relevance of the Paris Declaration and the ways it has been implemented to the challenges of aid effectiveness?</p> <p>ii. To what extent has each of the five principles of the Paris Declaration been observed and implemented, and the Accra Agenda priorities reflected? Why? Have there been conflicts or trade-offs between them?</p> <p>iii. What has the Paris Declaration achieved for aid effectiveness and development</p>			

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>results? How significant are these contributions? How sustainable? Is there evidence of better ways to make aid more effective and contribute more to development results?</p> <p>iv. What effects has the implementation of the Declaration had on the respective burdens of aid management falling on partner countries and donors, relative to the changing volumes and quality of aid and of the aid partnership itself? Are these effects likely to be transitional or long term?</p> <p>v. What has been the added value of Paris Declaration-style development cooperation compared with the pre-PD situation, and seen alongside other drivers of development in the country, other sources of development finance and development cooperation partners beyond those so far endorsing the Declaration?</p> <p>vi. What are the key messages</p>	<p>The burdens and benefits involved might be analyzed in relation to the transactional functions of “search”, “bargaining and decision” and “policing and enforcement” following the suggestions of the commissioned concept paper by A. Lawson on “Transaction Costs.” The metaphor from Economics needs to be adapted in light of the distinctive stakes in aid relationships, and the aspiration for “partnership.”</p>		

Proposed Core Evaluation Questions & Sub-questions	Suggested types of evidence & where possible, indicators	Likely sources of data	Methods & techniques for data collection, analysis and validation
<p>for a) national stakeholders, and b) donor countries and agencies?</p> <p>vii. What are the key implications for aid effectiveness in the future taking account of new challenges and opportunities (e.g. climate change) and new actors and relationships?</p>			

Appendix C

Management of the Country Evaluations

Each evaluation should be managed in-country, led by a National Evaluation Coordinator appointed by the government. The National Coordinator may wish to “team-up” with a development partner’s Evaluation Department to facilitate the evaluation and assure funding and possibly other support. Whether such an arrangement is made or not, the National Evaluation Coordinator should be supported by a National Reference Group comprising relevant national stakeholders and development partners.

The **National Evaluation Coordinator**, appointed by the Government, is responsible for managing all aspects of the Country Evaluation process including, most importantly:

1. Setting up and scheduling and convening meetings of the in-country National Reference Group, expected to include major stakeholders from governments, donors, civil society and possibly academia;
2. Developing final ToRs for the Country Evaluation in consultation with the National Reference Group; incorporating the common evaluation matrix for Country Evaluations and (if required) a module with country-specific evaluation questions;
3. Contracting of the consultants for the Country Evaluation (with selection where possible by the National Reference Group);
4. Assuring that the evaluation is of acceptable quality in reference to the chosen national, regional and/or international (DAC) standards and drawing on the pro-active and responsive services of the Core Evaluation Team and the Evaluation Secretariat.
5. Act as in-country focal point for contact to the Evaluation’s overall Management and Reference groups for the evaluation.
6. Bi-monthly reporting to the Evaluation Secretariat on the progress of the evaluation in a common simple format.

This management role will require significant inputs of ‘dedicated management time’ over the whole evaluation process, with concentrated effort anticipated during the start-up period, inception, first draft report and final reporting milestones.

The **National Reference Group** should include major stakeholders from government, donors, civil society and possibly academia. The purpose of this group is to ensure stakeholders’ participation and buy-in to the evaluation process and results and to assure the independence of the evaluation.

The National Reference Group has the following important functions:

1. Endorsing the design of the country evaluation that comprises a common set of evaluation questions applicable to all country level evaluations and where desired a module with supplementary, country-specific evaluation questions.
2. Oversee the recruitment of the members of country evaluation teams, consistent with the selection criteria and national procurement or tender rules
3. Serving as a resource and to provide advice and feedback to the National Coordinator and Team

4. Helping to ensure the independence, integrity and quality of the evaluation;
5. Reviewing and commenting on (but not approving) the draft products of the respective country study

The National Reference Group should also have an important role to play in accessing information; exerting quality control; linking to government and engaging civil society; facilitating the necessary wider consultation; and encouraging the use and usefulness of the evaluations findings.

Each Country Evaluation is expected to develop and implement a 'Communication Plan' through which stakeholders for the evaluation within the country will be kept informed and engaged. A variety of channels and activities should be used and opportunities maximized to link to key points in national strategic and decision-making cycles and with key events in the international dialogue on aid effectiveness and MDG trends over the coming two years to build policy engagement with the study and ensure its timely contribution to the debates.

These roles will require a Group with sufficient representation from among key stakeholders, good credibility and access together with the necessary measure of independence. The tasks will imply the need for a series of dedicated inputs of time from the individual members of the National Reference Group.

Selection of independent evaluation teams

The success of an evaluation depends on the composition of the evaluation team and the competence and personal abilities of the team members. This applies in particular to the team leader who should be the one concerned with the overall perspective, able to organize and co-ordinate the work of the team members, assess the quality and relevance of their contributions, assure the timely delivery of reports, and the handling of comments and act as a spokesperson for the team.

Members of the evaluation team should represent relevant professional areas, and reflect a gender mix. A separate guidance note on evaluation team qualifications and procurement is attached as annex A.

To safeguard impartiality, members of the evaluation team should not have been personally involved in the activities to be evaluated; as well, companies/organisations conducting evaluations should not have been involved in the preparation or implementation of those activities. In the case of the Paris Declaration this may be a difficult requirement to meet for national experts/companies. If there is a strong conflict of interest it is recommended to combine national with regional or international experts.

Financing Country Evaluations

Procurement of country evaluation teams should follow national rules and regulations.

The Indicative budget for a country evaluation is € 80.000 or \$ 120.000. Concurrent with developing the country specific Terms of Reference an eye should be kept on cost implications.

Funding for the country evaluations may be obtained from different sources:

1. Countries may finance the country evaluation from own sources or raise funds from donors in country. This is the preferred option as already existing systems can be used.
2. Country evaluations may be financed from the Core Fund held by the PDE Secretariat at DIIS. Individual funding agreements will be negotiated between DIIS and the country:

3. Several donors have pledged direct funding for one or more country evaluations. In these cases funding arrangements will be negotiated between the donor and the country.

Quality Assurance and Control

Ultimately, the National Evaluation Coordinator is responsible for assuring that the evaluation is of acceptable quality before submitting the evaluation report to the Core Team. (The evaluation report should adequately address the information needs of the commissioning body and other stakeholders. It should answer all questions included in the Terms of Reference.) The quality should be assessed against national, regional or international Evaluation Quality Standards (e.g. the DAC Standards). Preference should be given to national standards where they exist.

Each evaluation team should establish internal quality assurance and control systems. The Team Leader [or contracted institution for whom the TL works] is accountable for the organization and co-ordination of the work of the Evaluation Team (and through this ensuring the quality and relevance of team member contributions) and assuring the delivery of emerging findings, conclusions and recommendations, as well as a comprehensive final report which meets evaluation standards, within the contracted timeframe/ specifications.

The National Reference Group has an important role to play in supporting the National Evaluation Coordinator by assessing the draft inception and final reports for validity and reliability of information, clarity of analysis (that conclusions are substantiated by findings, which are consistent with data collected and that recommendations and lessons learnt follow from the conclusions) and ensuring that any disagreements among the members of the evaluation team or between the evaluation team and relevant partners that are significant to conclusions and recommendations are reflected in the report, either in the form of comments in the text, footnotes or as a special section.

Quality assurance and control should not be mixed up with acceptance of the conclusions of the evaluation. **The evaluation team has the final responsibility for the contents of the report.**

The Core Evaluation Team will work both pro-actively and responsively to engage with and support the Country Evaluations. In addition to important arrangements for indirect support, face to face opportunities will be utilized to help lay solid foundations and clear directions for Country Evaluations to follow, support continuing adherence to evaluation standards, provide guidance if/ where evaluation teams run into problems, and facilitate sharing and learning among country teams. The Core Team will provide and document its quality review feedback to the Country Teams and Reference Groups, as well as the Secretariat and Management Group.

Annex A

Guidance Note: Contracting Country Evaluation Teams (Draft v2.0)

This Guidance is in response to requests from Regional Workshops for a more detailed brief on the specification, selection and contracting of the Country Evaluation Team. It reflects the anticipated scope of work to be undertaken by a Country Evaluation Team as given in the (draft) Generic ToR and discussed at the Regional Workshops. In this way it is illustrative of the requirements of a Country Evaluation Team. It offers a basis for a National Reference Group to discuss and finalise the selection criteria for the Evaluation Team and for the National Evaluation Coordinator to expedite the procurement and contracting process.

This illustrative Team specification has been prepared on the basis of a set of key requirements/ parameters for conducting country evaluations:

- A complex and politically sensitive evaluation requiring an effective team of people with the ability to work in a collegiate way using evidence in a joint analysis which accounts for different perspectives.
- An open and engaging process for an independent evaluation that national stakeholders have confidence in and readily contribute to.
- A comprehensive evaluation – both breadth and depth – requiring attention to detail, background research, focused enquiry and delivery to reporting deadlines.
- Requires a four month (min) to six month (max) period from start through to Draft Report; factoring in adequate time for sharing and discussion with the Country Evaluation Governance and Management structures at key milestones.
- Works within an expected budget for the inputs of the Evaluation Team of around 80.000 Euros (covering both fees & reimbursables).

A) Evaluation Team Specification

Team composition

- A team of four consultants (men and women, all with a minimum masters level qualification and fluency in the language of government) supported by one full time Research Assistant
- The team of four to include one experienced national Team Leader, two national consultants (one senior & one mid career) complemented by one experienced international or regional consultant.

Team qualities (essential)

- Experience in conducting strategic level (programmatic and/ or thematic) outcome & impact evaluations which assess 'contribution'.
- Broad and in-depth knowledge of aid practice and related institutional arrangements and relationships within/ relevant to the country (National Government, Donors & civil society).
- Familiarity with the principles of the Paris Declaration and some engagement in national and international policy efforts to improve aid effectiveness.
- Wider and historical – beyond aid – view of development processes in the country/ region.

- Excellent communication skills (written and oral)
- Multi-disciplinary professional backgrounds including; (i) management/ organisational behaviour, (ii) political economy/ economics, (iii) sectoral (social/ non-social) programmes and (iv) government structures and administration.

Team qualities (desirable)

- Some prior experience of working together successfully on evaluations.
- Experience with mixed methods evaluations.
- Experience with conducting joint evaluations
- Specialised knowledge on gender and social exclusion issues.
- Experience in the monitoring and reporting of development results (including use of disaggregated data) through application of a 'results chain' approach.

Team independence

- The important aspect is to aim for an Evaluation Team that can operate with integrity and will be recognised as such by the wider group of stakeholders. Consultants with strong conflicts of interest should be avoided. What constitutes a 'conflict of interest' will have to be judged within each country context as implementation of the Paris Declaration covers all aspects of aid management and has taken different paths.

Indicative Team inputs (will vary depending on negotiated fees reflecting market rates)

- Team Leader (National) – 50 days
- National Consultant (senior) – 30 days
- National Consultant (mid career) – 40 days
- International/ Regional consultant – 30 days
- Research Assistant – 100 days

B) A Process for Team Selection

(Possible indicative steps and weightings, depending on national requirements or practices)

- i) Place open bid in a local press advertisement calling for institutions/ organisations ('firms') to express interest by presenting their credentials on management of strategic level evaluations and the relevant experience of the proposed Team leader candidate or directly issue invitation to bid to those firms pre-selected through a restricted tender arrangement (proceed direct to iii).
- ii) Shortlist a maximum of up to four firms on basis of: (a) management of strategic level evaluations (50% total marks) and (b) the relevant experience of the proposed Team leader candidate (50% total marks).
- iii) Assess the short bidding documents of shortlisted/ invited firms on the following basis:

Criteria for Team Selection:

Technical Proposal (90 out of total of 100 marks)

- a) Quality of the presented team (60% total marks) – essential qualities (40%), desirable qualities (20%)
- b) Proposed work plan of the Team (20% total marks) – proposed use of pre-set budget resources made available to the team given the task outlined in the Country Specific ToR; description of team member roles, proposed sequencing of inputs etc.
- c) Proposed management arrangements of the Team by the firm (10% total marks) – ability to conduct electronic surveys and manage sources of data, quality including timely delivery of previous work, responsiveness to clients.

Financial Proposal (10 out of total of 100 marks)

- d) Price comparison across bids; fee rates for the different experience levels of consultants proposed within the evaluation team.

ANNEX 3

Call for Expression of Interest
Second Phase of the Evaluation of the Implementation of the Paris Declaration: South Africa

1. INTRODUCTION

The Paris Declaration of which South Africa is a signatory re-affirms a broad international consensus developed in the 15 years up to 2005, stipulating that new partnership relationships and ways of working between developed countries and partner countries are essential if development results are to be assured, aid well spent and aid volumes maintained.

The Paris Declaration was endorsed at the 2nd High Level Forum held in Paris in 2005 by 52 donors/agencies and partner countries and 30 other actors in the development cooperation field (United Nations and other multilateral agencies and non-governmental organizations). The Declaration consists of 56 "Partnership Commitments", and aims to strengthen "partnerships" between donor countries and countries receiving aid in order to make aid more effective and maximize development results.

The requirement for independent evaluation was built into the original Paris Declaration and re-confirmed in the Accra Agenda for Action in 2008. The first phase of the Evaluation ran from March 2007 to September 2008 and aimed at providing information on the "HOWs and WHYS" of the early implementation process of the Paris Declaration, looking at **inputs and early outputs**. It was designed and used to deliver practical lessons and help take stock of implementation performance at the 3rd High Level Forum on Aid Effectiveness held in Accra, Ghana in September 2008.

The second phase of the Evaluation will run from the 3rd High Level Forum held in 2008 up to the 4th High Level Forum in Korea in 2011. This phase will emphasize **outcomes and results** and is expected to offer answers to the critical policy questions of whether the intended long-term effects of the Paris Declaration are being achieved or advanced. The evaluation is expected to analyze results in context, taking into account preconditions or enabling conditions that may lead to or inhibit positive development results supported by aid.

The International Development Cooperation unit (National Treasury) is requesting 'expression of interest' from consultants to provide services to conduct an evaluation of the inputs, and the implementation of the Paris Declaration in South Africa.

2. PURPOSE

In response to the Paris Declaration commitment of conducting an independent cross-country evaluation, it has been decided to undertake a two-phase evaluation, commissioned and overseen by international Reference Group, comprising partner country members of the Working Party on Aid Effectiveness including those at OECD DAC, members of the DAC Evaluation Network and representatives of Civil Society organizations.

The Paris Declaration is taken to be the major tool for improving aid effectiveness among development partners and partner countries. Notably by strengthening development partners' harmonisation and alignment with the policies of partner countries, ownership is believed to be improved, transaction costs reduced, and overlapping and contradictory interventions avoided. All this should lead to greater aid effectiveness which, again, is supposed to create development success.

The purpose of this study is to provide information about the end impacts and effects of implementation of the Paris Declaration principles. The first phase of the evaluation focused on learning from the implementation of the Paris Declaration, that is the input, the implementation process and (to the extent possible) on the level of outputs: Are development partners and partner governments doing what they said they would do? If not, why not? What difference is it making at country level?

The **focus of the second phase evaluation** will be for answering the core evaluation questions on the effects of the Paris Declaration on aid effectiveness and development results, including poverty reduction. This country evaluation will assess the effectiveness in this regard of development partners intervention/ programmes in the country, alongside that of the country stakeholders, and of the partnerships between them.

3. AIM AND OBJECTIVES

The aim of the evaluation services is to document, analyze and assess the relevance and effectiveness of the Paris Declaration in the country and its contribution to aid effectiveness and ultimately to development results, including poverty reduction.

Specific objectives include:

- To document the results achieved in the country through implementing the Paris Declaration.
- To enable the partner countries and development partners active in the country to clarify, improve and strengthen policies and practices consistent with the Paris Declaration in pursuit of aid effectiveness in addressing development priorities.
- To highlight barriers and difficulties that may have limited the effectiveness of the Paris Declaration and its effects and impacts – and ways that these barriers and difficulties may be overcome.
- To enable sharing and exchange of experiences among stakeholders, countries and partnerships so as to facilitate reflection, lesson-learning and policy improvement.

4. EXPERTISE REQUIRED

4.1 Team composition

- A team of 3 consultants (men and women, all with a minimum masters level qualification and fluency in the language of government).
- The team of 3 to include one experienced national Team Leader, 1 or 2 national consultants or 1 national consultant complemented by one experienced international or regional consultant with the following expertise.
- Team leader (Local consultant): 7 – 10 years demonstrated experience of aid effectiveness and development policies.
- Advanced knowledge of South African government environment and development partners working in South Africa.
- Advanced knowledge of evaluation methodology including behavioral change evaluation approaches and synthesis work.
- Knowledge and experience of programme approaches,
- Knowledge and experience of partner and development partners
- Familiar with debates and evidence on aid effectiveness.

4.2 Team members:

Team leader: Development or evaluation expert including education at least up to Masters Degree / Academic level or equivalent professional experience; 15 years or more experience in the area relevant to the assignment (Aid effectiveness, government sector budget support, project cycle management, Aid coordination, general ODA etc...) Demonstrate previous experience in leading evaluation missions for government and development partners. Good knowledge of Paris declaration and the five principles. Very good understanding of the SA policy context and full command of written and spoken English is essential. Good team player/networker and excellent facilitation skills.

2 x team members: Development or evaluation expert, including background education at least up to Masters Degree / Academic level or equivalent professional experience; 10 to 15 years or more experience in the area relevant to the assignment (see above list). Very good understanding of the SA policy context and full command of written and spoken English is essential. Good team player/networker and excellent facilitation skills

4.3 Team qualities (essential)

- Experience in conducting strategic level (programmatic and/ or thematic) outcome & impact evaluations which assess 'contribution'.
- Broad and in-depth knowledge of aid practice and related institutional arrangements and relationships within/ relevant to the country (National Government, development partners & civil society).
- Familiarity with the principles of the Paris Declaration and some engagement in national and international policy efforts to improve aid effectiveness.
- Wider and historical – beyond aid – view of development processes in the country/ region.
- Excellent communication skills (written and oral)
- Multi-disciplinary professional backgrounds including; (i) management/ organisational behaviour, (ii) political economy/ economics, (iii) sectoral (social/ non-social) programmes and (iv) government structures and administration.

4.4 Team qualities (desirable)

- Some prior experience of working together successfully on evaluations.
- Experience with mixed methods evaluations.
- Experience with conducting joint evaluations
- Specialised knowledge on gender and social exclusion issues.
- Experience in the monitoring and reporting of development results (including use of disaggregated data) through application of a 'results chain' approach.

4.5 Team independence

- The important aspect is to aim for an Evaluation Team that can operate with integrity and will be recognised as such by the wider group of stakeholders. Consultants with strong conflicts of interest should be avoided. What constitutes a 'conflict of interest' will have to be judged within each country context as implementation of the Paris Declaration covers all aspects of aid management and has taken different paths.

The CVs submitted should provide clear evidence of the required expertise.

5. METHODOLOGY

The study is both a desk study and field research which will focus mainly on the health and environment sectors. The consultants will be expected to present and discuss key concepts and causal relationships.

6. General

The South African context as a recipient of ODA should be understood (please go to www.dcis.gov.za for an overview). Further to this it is important that the team ensure that the study is done in a manner that will ensure that all possible stakeholders at all levels of Government (Local Government to National level) is comfortable with the aid effectiveness and evaluation terminology.

The full Declaration can be found at: <http://www.oecd.org/dataoecd/11/41/34428351.pdf> and the Accra Agenda for Action at <http://www.oecd.org/dataoecd/58/16/41202012.pdf>. Report on the First Phase of the Evaluation of the Implementation of the Paris Declaration, can be found at: http://www.diis.dk/graphics/Subweb/paris_evaluation_web/index.htm

7. Starting Date

The selected consultants will have 60 working days (Leader 60 days, and 60 days to be divided between the additional 2 team members) over a four month period to complete the study, starting from last week in May 2010 and submitting the final report end of Sept 2010.

Electronic expression of interest should be submitted to Ms Thea Gasche at the International Development Cooperation: Thea.Gasche@Treasury.gov.za.

Closing date for submission of expression of interest: 07 May 2010

ANNEX 4



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ANNEX 5

ANNEX 5

ADDITIONAL REPORTING, COMMENT RESPONSES AND SUPPLEMENTARY DATA

This Annex serves to capture details omitted from the main document due to length considerations. It also serves to expand on discussions and data and to reference in detail the issues and some differences of perspective which have arisen in the comment cycle with Key Stakeholders after submission of the Draft Country Evaluation Report on January 3rd 2011.

SECTION ONE: INTRODUCTION

Footnote 1. Issues in the Regionalisation of ODA.

The IDC view in comments submitted to the team is that these latter three phases are perhaps arbitrary distinctions. They note that the statement 'Development partners are moving into the region, is incorrect. IDC also note that funds used for trilateral cooperation are not that significant and that they are largely used for Burundi, DR Congo, the Sudan and a few other countries'.

The team view is that the phasing evidenced makes worthwhile distinctions to support conclusions and recommendations, and that the range of trilateral programmes is substantial. This is drawn from the following non exhaustive sources (and the direct experiences of team members) Vis: Synthesis Report: Development Cooperation Report II for South Africa. 1994-1999. International Organisation Development. November 2000; Development Cooperation Review III. Final Report, July 2010. (P.9); The European Union and South Africa. Development Partners. Progress Report (including Joint Country Strategy 2007-2013) 2010. (P4); German- South African Development Cooperation 2010; SIDA: Note to B. Konstantinos. EU Programme manager on PD Phase Two. Regional Cooperation in Climate Change. December 2010; USAID Trilateral Partnership Arrangements via South African Institutions: Project Funding List. LSGA No 674 0334.2010; Declaration of Intent between the Government of the Republic of South Africa and the Governments of Denmark, Finland, Iceland, Norway and Sweden concerning Partnerships in Africa. June 2008; Declaration of Intent between the Kingdom of Norway and the Republic of South Africa on Bilateral Cooperation for the Period 2010-2014. 2010. See also the example of Sweden's Partner Driven Cooperation and regionalisation boxed below.

The Development Cooperation Review III of July, 2010 states (p1): 'However, by the end of the period under review many donors were signalling their intention to wind down their ODA programmes and withdraw and/or shift their programmes to supporting South Africa as a development partner on the continent or to partnership arrangements.'

Strong examples are the three regional/continental financial management enhancement programmes and partnership evidenced in Box Seven (p.26).

The **AFROSAI** partnership, with its own Secretariat and where South Africa is the host Supreme Audit Institution (SAI), covers twenty two English speaking countries and two Portuguese speaking countries, and is largely dependent on donor funding and support from its institutional funders to finance its capacity building initiatives in the region. Donors include SIDA, the Netherlands Government, The Swedish National Audit office, the Netherlands Court of Audit and the INTOSAI Development Initiative. The total expenditure for 2009 came to \$1,495,079 compared to \$1,196,566 in 2008, of which professional fees accounted for 25% (\$376,788). Staff seconded from South Africa as host SAI of the Secretariat accounted for 54% (\$205,093) of the professional fees bill. Reimbursables relating to events and other activities accounted for 72% (\$1,084,215) of the total expenditure. This includes 2% (\$35,685) in respect of management meetings. The operating

expenses of the Secretariat, including salaries, came to 5% (\$75,442) of the total expenditure, to which the members of AFROSAI-E contributed \$58,800 from their membership fee account.

The above-mentioned expenditure was met from funds received from the following sources of revenue during the year. The balance of \$187,418 was financed out of distributable reserves.

Sida	\$425,394
Netherlands Government	266,373
Swedish National Audit Office	112,520
INTOSAI Development Initiative	<u>239,303</u>
	1,043,590
AFROSAI-E Membership Account	58,800
Interest earned	2,243
Other income	<u>203,028</u>
	\$1,307,661

The Swedish National Audit Office (SNAO) and the Netherlands Court of Audit (NCA) carry their own expenses with regard to the support that they provide to AFROSAI-E projects. The total amounts spent by the SNAO and NCA on AFROSAI-E activities during 2009 came to \$970,302 and \$115,238 respectively.

Twenty member SAIs were up to date with the payment of their membership fees by 31 December 2009. The balance on hand on that date in the Membership Account was \$256,286, including \$140,943 that was ring-fenced for use as decided by the SADCOSAI Auditors-General.

(Source: AFROSAI-E web site – <http://afrosai-e.org.za/>)

The **ATAF** is a partnership begun in 2008 and operational in 30 member countries and supported by five bilateral donors (DFID, GTZ, SIDA, Irish Aid, and the Dutch Ministry of Foreign Affairs), four 'multilaterals' (the AfDB, DBSA, the IMF and the OECD) and by Canadian Trust Funds and the International Tax Dialogue.

The **CABRI** initiative, begun in 2009, includes 37 participating countries and is fully donor funded initially, but to be supported in future by member country contributions. Current bilateral funders are GTZ, Inwent, Irish Aid, DFID and USAID, and the USAID Dept. of Treasury-Office of Technical Assistance, as well as the World Bank. Funding for CABRI in 2009 and 2010 was as follows. (Source, CABRI Secretariat)

Donations received	2010	2009
The donors to the organisation are:		
African Development Bank	44 323	214 952
European Union	1 569 985	620 464
German Technical Cooperation (GTZ)	4 849 875	4 435 192
Capacity Building International, Germany (InWEnt)	461 304	267 444
Irish Aid	1 334 892	1 345 963
National Treasury	905 359	1 022 462
	<u>9 165 738</u>	<u>7 906 477</u>

Footnote 2. The Value of Regional ODA.

The IDC view is that the relative value of shifts in ODA towards 'regionalisation' and trilateralism is small, especially in relation to total ODA. Their general estimate is of about R400 million.

The team view is that this may be an underestimate, and while the total figure is probably impossible to determine, the portion of the EU support to South Africa between 2007 and 13 contribution alone to date (excluding individual Member States) is R200 million, with another three years of support planned. USAID has currently committed R8 million into the SADC Secretariat and five other countries. Our general estimate of the total ODA contribution, obtained from the South African Revenue Services, regarding three trilateral programmes of Tax Reform covered above is in the region of R 50 mill.

Another example is a partnership of about R1billion between the DBSA and DFID (2009-2014) in support of infrastructure development and regional integration. This is part of a unique partnership between the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and SADC, which together formed a Tripartite Alliance. The Tripartite Alliance and the United Kingdom's Department for International Development (DFID) invited South Africa's Development Bank to manage a capital grant fund to catalyse infrastructure development along the North - South Corridor which traverses the three regional economic communities. This fund marks a significant step in increased cooperation between the regional economic communities in Southern, Central and Eastern Africa. As a founding member of the fund, DFID committed £67 million in capital grants, while the DBSA made a small contribution to ensure that the fund had an African co-financier. See <http://www.trademarsa.org/>

Taking a wider view of regionalisation, the contribution into the region from South Africa's Renaissance Fund via the Department of International Relations and Cooperation (the precursor to SADPA) over 2005-2008 has been estimated at \$197million, with this classified as bilateral South-South cooperation. (Source: Supplementary study on "Development Resources beyond the current reach of the Paris Declaration". FORO Nacional Internacional* September, 2010).

Footnote 4. Relevance of the Windhoek Declaration and Jakarta Commitment.

The IDC comment is that 'there is repeated mention of the Windhoek Declaration & the Jakarta Commitments in the report. If the Windhoek Declaration is for SADC member states it is equally applicable to SA. What is in the Declaration or Commitments that SA has failed to pursue?'

The team response is that it is not a matter of failing to pursue elements of either, but that there are elements in both which are not in place in South Africa and if adopted, would be beneficial to the overall aid effectiveness agenda and architecture here and on the continent. While South Africa is a signatory to the Windhoek Declaration as a member state, the most important distinction between its own Aid Effectiveness Action Plan (and ODA Policy Framework and Guidelines) and the organisation of the Windhoek Declaration is the latter's organisation of International Cooperating Partners (ICP's) into nine sectoral and cross sectoral Thematic Groups in support of SADC's own Key Priority Areas. These are envisaged as key drivers for achieving greater aid effectiveness.

Each thematic group has one 'lead donor agency' assisting the relevant directorate in the Secretariat in facilitating donor harmonisation, resource mobilisation and capacity building, and in implementation. The thematic groups (and lead donor agency or development partner) are; HIV/AIDS (Sweden), Water (GTZ), Agriculture and Food Security(UK;DFID), Natural Resources and Environment (FAO), Transport (UK;DFID), Energy (Norway), Trade Industry, Finance and Investment (European Commission), Institutional Strengthening and Capacity Building (a joint SADC/ICP Core group) and Peace and Security (unknown). Ideally, common work plans are agreed with SADC, based on collective SADC priorities (embodied in Protocols, in their Regional Indicative Strategic Development Plan and supporting Action Plans). Most thematic areas are transnational and cross boundary by definition, particularly HIV/AIDS, Water, Energy and Peace and Security, while some are in support of member state national priorities and programmes. Regional support is provided directly

to the Secretariat, to SADC subsidiary organisations and implementing agencies, as well as to other regional public and private institutions, to national institutions with regional programmes, and to projects involving two or more SADC countries.

South Africa's Aid Effectiveness frameworks differ slightly from the Jakarta Commitment. While the S.A ODA Policy Framework and Guidelines (Section 7.3 Operationalising development support in the region) has a specific commitment, principles and options regarding bilateral, trilateral and multilateral partnerships and funding mechanisms in its (current and future) support role in the region and on the continent, there is a lack of an explicit statement on the strengthening and integration of the South-South development agenda within these.

In contrast, the Jakarta Commitment document (p3) under 1b) 'Improving the international governance of aid and strengthening South- South cooperation, explicitly states *'using its experience and its active participation in the governance of international aid organisations, global foundations and funds as well as its strong network of relationships with other countries in the region and globally, the government commits to work to strengthen the international aid architecture in ways that enhance its responsiveness to Indonesia's needs as well as to those of other developing countries. Already involved in numerous elements of South-South cooperation for capacity development, the Government of Indonesia commit to further strengthening regional processes and institutions facilitating South-South cooperation'*.

These slight differences then, have a bearing on the findings and conclusions and recommendations regarding South Africa's Aid Effectiveness Agenda and its organisation.

SECTION TWO: COUNTRY FINDINGS ON THE COMMON EVALUATION QUESTIONS

Footnote 28. Changing Modes of Development Cooperation nationally and regionally. Sweden's example.

A new strategy for the full range of Swedish cooperation with South Africa for the period 2009–2013 is a comprehensive strategy, of which development aid is one part, i.e. the strategy covers all aspects of Sweden's relation with South Africa. This strategy identifies Partner Driven Cooperation (PDC) as the main mode of cooperation as well as a number of thematic areas in focus. These thematic areas include: peace and security, democracy and good governance, gender equality and human rights, trade and economic cooperation, environment and climate, infrastructure, energy and rural development. The criteria and principles for PDC include;

- Swedish development cooperation funding shall act as a catalyst and be delimited in time.
 - Initiatives shall be designed to encourage self-supporting relations characterised by joint ownership and a clear division of roles and responsibilities, e.g. through cost sharing.
 - Projects shall contribute to the creation of relations capable of enduring over time without funding through development cooperation.
 - Initiatives shall be consistent with the interests, needs and experience of South African and Swedish actors.

This means that Sida can facilitate, stimulate and encourage cooperation in various fields but ultimately it is the partners interest and actions that in the end will determine what cooperation's we will support. The mutual interest is very important, i.e. any cooperation must be that of equal partners and both must have something to gain. Should there not be mutual interest there will be little likelihood of sustainability, which is very important.

We currently have an ongoing cooperation between a South African based CSO called Global Crisis Solutions and two Swedish actors; Uppsala University and Swedish Defence Research Agency. The cooperation aims at looking into the link between climate change and conflict in Africa. The total cost is MSEK 7 (roughly the same in ZAR) over 2 years. The intention is that the cooperation will continue with other funding. This partnership has a direct regional dimension to it.

In order to facilitate and stimulate cooperation between South African and Swedish actors in the field of environment we have also established an environmental facilitator who's task it is to promote PDC in this field. They have only begun their work and we hope to see more cooperation's in this thematic area during the year. In the strategy for South Africa we have also identified tripartite cooperation as a mode of cooperation to be prioritised, i.e. the cooperation of South Africa and Sweden in a third country. We currently have cooperation in Rwanda where the respective police services are working together. Possibly, we could, should there be such interest, have a tripartite cooperation in the area of environment/climate change. In term of our regional support Sida has three regional "teams"; one for HIV/AIDS (Lusaka) one for peace, security and empowerment (Stockholm) and one for Environment & Economic Development (Nairobi). (Sida also works with PDC in Botswana, Namibia, Vietnam, China, India and Indonesia).

Sources: Personal Communication: M.Milligan. Programme Officer. Development Cooperation Section. Embassy of Sweden Pretoria. February.2010; Actor-driven Cooperation for Global Development – Policy for Actor-driven Cooperation in Development Cooperation. Appendix to Govt. Decision. (UD2007/46452/UP). Embassy of Sweden. Pretoria. 2010.

Footnote 42. Aid Effectiveness Framework for Health

Executive Summary and participating development partners.

The overall goal of the Aid Effectiveness Framework (AEF) for Health in South Africa is to empower the South African Government (SAG) to take the lead in co-ordinating and overseeing development aid at all levels, combined with its own resources, in dialogue with its development partners. The AEF is aimed at addressing issues of aid alignment to the Negotiated Service Delivery Agreement (NSDA) of the Ministry of Health (MOH) and the harmonisation of development partners' action plans to this alignment. It will also address the establishment of mutually agreed parameters that will provide transparency, accountability, and reliable assessment of performance. This will entail financial and other substantive accountability, answerability for the management and control of resources, and for project management. The development partners will contribute, support and ensure accountability of official development assistance (ODA) utilised in the implementation of the department's NSDA.

The intention of the framework is to forge a collaborative partnership between the Department of Health (DOH)

throughout its various levels, its development partners representing bilateral donors, multilateral organisations, private sector business entities and civic society organisations (CSOs). All development Partners are encouraged to support the AEF and contribute to its implementation, towards the achievement of the NSDA outcomes and the Millennium Development Goals (MDGs).

Scope of the Aid Effectiveness Framework

- The AEF has been drawn up within the context of the South African health sector's NSDA. The NSDA lays out the department's vision for improving the health status of the South African population, especially the poor and most vulnerable. It emphasises the expansion of quality primary healthcare as the cornerstone of improving the health status of the population.
- The AEF seeks to achieve support for a single national health strategy, and the highest degree of alignment possible by its development partners with the department's strategic planning, budgetary, accounting and review systems.
- The AEF seeks alignment of development partner assistance with departmental processes, so as to make planning and implementation more efficient, reduce the administrative burden and minimize transaction costs, while at the same time recognising the need to strengthen the department's internal capacity and procedures.
- By supporting the AEF, the partners commit themselves to respect the principles of ownership by the department, result-oriented management of resources, alignment and harmonisation of aid and mutual accountability for outcomes, as internationally agreed in the context of the Paris Declaration on Aid Effectiveness.
- The department also commits itself to engage all partner agencies intending to contribute to the health sector, to support the development and implementation of the AEF.

Guiding Principles of the Aid Effectiveness Framework

The five key principles of the Paris Declaration on Aid Effectiveness will form the foundations of the AEF for the health sector in South Africa. These are:

- Ownership of development strategies by the Government of South Africa.
- Alignment of aid by development partners in line with these strategies
- Harmonisation of actions by development partners through co-ordinating their actions sharing information and simplifying procedures
- Managing for results by producing and measuring development results
- Mutual accountability for development outcomes by the government and development partners.

Aid Effectiveness Framework Review Mechanisms:

The AEF review structures will be central towards the achievement of an efficient well-co-ordinated and responsive partnership.

- The executive ODA Co-ordinating Forum, which will be chaired by the Minister of Health or his/her delegate will meet at least once a year to review progress, on negotiated and agreed outcomes and objectives.
- The technical ODA Planning Forum, which will be led by the Director-General (DG) or his/her delegate.

It is made up of the department, which will assume the leadership role and the development partners (which include the private sector and CSOs). It will determine implementation strategies, action plans and agree on implementing entities.

- The Technical Committee of the National Health Council (NHC), consisting of the DG, Deputy Directors- General (DDGs) and Heads of Provincial Departments (HODs), will have a monitoring role of provincial ODA activities.
- The Development Co-operation Unit (DCU) of the International Health Liaison (IHL) Cluster in the department will act as secretariat to the ODA Planning Forum. It will determine inputs and outputs of information flows, management and communication related to all ODA activities.
- Programme/Project Steering Committees will be established between the department and development partners, depending on programme/project implementation plans, to oversee the implementation of specific programmes/projects based on bilateral or multi lateral agreements between the SAG, department and development partners.
- Provincial ODA Co-ordinators will review and report on ODA implementation and activities in their provinces to the Technical Committee of the NHC and the DCU.

The Role of Data in the Implementation of the Aid Effectiveness Framework:

The AEF must ensure that the ODA Planning Forum has access to high quality data and analysis to inform its decisions related to ODA co-ordination. For example, detailed health expenditure data from all funding sources will be essential to understanding the overall landscape of funding and identifying the efficiency of allocations. The ODA Planning Forum will institute a formal process to collect this crucial data, from all levels of government, the development partners and implementation agencies.

Co-ordination of the Aid Effectiveness Framework Implementation:

To effectively implement the framework, co-ordinate its processes and monitor the expected deliverables, the current departmental ODA co-ordination structures (national and provincial) will need to be strengthened. There will be concerted effort by the department and development partners to empower (acknowledgement, support and capacity building) the DCU in the IHL Cluster as the lead unit to action and co-ordinate the implementation of the AEF. The unit is regarded as the single entry point for all ODA programmes into the department and is tasked with the co-ordination of all development aid activities. It will prepare and present regular reports to the ODA Planning Forum.

Acknowledgements: The department would like to acknowledge the following contributions:

- DFID which provided support for the development of the framework.

NSDA/ODA Working Group Members:

- South African National Department of Health - Development Co-operation Unit, Communication Cluster
- South African National Treasury- International Development Co-operation
- European Union (EU)
- United Kingdom Department for International Development (UK – DFID)
- Joint United Nations Programme on HIV/AIDS (UNAIDS)
- United Nations Children's Fund (UNICEF)
- United States Government – Centre for Disease Control (USG – CDC)
- World Health Organisation (WHO).

Other contributors: • Clinton Health Access Initiative.

Source: The Aid Effectiveness Framework for Health in South Africa: Working together to implement the Negotiated Service Delivery Agreement and to attain the Millennium Development Goals. Department of Health. Government of the Republic of South Africa. January 2011.

Footnote 48. Development Finance. Resources available nationally.

The IDC's Agency Development Support (ADS) Unit is tasked with advancing and leveraging the development and job creation potential inherent in geographic areas falling outside the industrialised centres, via the establishment of development agencies. The primary objectives of these agencies are: To promote and develop economic potential on a local and/or regional basis by building on the unique competitive strengths of each region's economy and assets; To leverage public and private resources for development opportunities; To foster the innovative thinking and entrepreneurial activity which support and drive economic growth; and To manage the spatial organisation of the area in a socially efficient manner, through the use of public land and targeted private projects in particular. The focus is thus on the establishment of public agencies, linked to local or provincial government, and charged with specific development targets, including empowerment, small and medium enterprise development creation and social benefits within various spatially (local and regionally) defined areas throughout Southern Africa. Achievements to date include the establishment of 20 development agencies with IDC funding, of which some have already started delivering projects. The IDC is now looking to pilot the establishment of township development agencies and initiatives according to the Urban Regeneration Development Plans of the various municipalities. The Unit has also established closer co-operation ties with the provincial development corporations vis: Free State Development Corporation, Mpumalanga Economic Development Agency, Northern Cape Economic Development Agency, Limpopo Economic Development Enterprise, North West Development Corporation. See www.idc.co.za

Footnote 49. Development finance.

Nationally, the DBSA's total March 2010 Loan Portfolio (R8.25 bill) was proportionally spread across the following sectors/sub-sectors:

Development Fund (municipalities): 15.3%	Mining:12.4%	ICT 12.6%	Social Infrastructure: 1.3%	Manufacturing: 10.4%	Roads and Transport: 8.9%
Tourism: 5.6%	Energy :5.5%	Agriculture: 4.7%	Entrepreneurship: 4.6%	Residential:3.7	Water: 3.1%

Intermediaries and partners in management were Municipalities (50.4%), Private Sector intermediaries (24.1%), Public Utilities (19.4%), National and Provincial Government (2.6%), Educational Institutions (2.3%), and Development Finance Institutions (1.2%).

Regionally, the March 2010 Loan Portfolio was spread proportionally across:

Energy: 23%	Water: 11%	Manufacturing: 9%	ICT: 8%	Development funds: 7%
Housing: 7%	Transport:5%	Tourism: 4%	Agribusiness: 3%	

The proportional country spread of these investments was:

Zambia: 24%	Crossboundary:23%	Mozambique:15%	Tanzania:10%	Namibia:8%	Lesotho: 7%
Malawi:4%	Angola:4%	Swaziland:3%	DRC:1%	Botswana:1%	Mauritius:0.5%

See the DBSA Annual Financial Reports. 2009-10: www.dbsa.org/

Footnote 54. Progress against the 12 main PD Indicators 2010 (to be reaffirmed by the current OECD DAC Monitoring Study taking place).

PD Principle	Indicator +2010 Target (Aggregate)	S.A 2007 Base	S.A 2010 Target	Achievement
Ownership				
1. Country Ownership.	75% of countries have operational development strategies.	Achieved.	Achieved 2007.	Achieved. (see note)
Alignment				
2.a) Reliable Public Finance Management Systems.	Half of partner countries move up one measure on CPIA scale.	S.A: Public Finance Management Act. Achieved by 2007.	Achieved.	Achieved.
2.b) Reliable procurement systems.	Third of partner countries move one measure on scale.	Achieved by 2007.	Achieved.	Achieved. (see note)
3. Aid flows aligned to national priorities.	Halve portion of aid flows not reported on govt systems-85% reported.	Achieved by 2007.	Achieved.	Achieved. (see note)
4. Strengthen capacity by coordinated support.	50% of technical cooperation flows implemented with coordinated cooperation.	Seventy One % achieved.	Seventy Five %.	Close to target. (see note)
5.a) Use of country public financial management systems.	Reduce gap of those countries not doing it by two thirds.	Fifty Eight % Achieved.	Seventy Nine %.	No significant movement since 2007. (see note)
5.b) Use of Country procurement systems.	Reduce gap by two thirds –all countries to use country system.	Sixty %.	Eighty %.	IDC estimate Achieved 70%. (see note)
6. Avoid parallel Programme Implementation Units.	Reduce stock of Units by two thirds.	15 units – 1.4 per department.	Nil.	Almost achieved. (see note re special cases)
7. Aid is more predictable.	Halve the proportion of aid not disbursed in its scheduled fiscal year.	Seventy four percent scheduled to govt. sectors disbursed.	Eighty %.	Very close to target. (see note)
8. Aid is untied.	Continued progress over time.	Thirty %.	Fifty %.	IDC estimate 40%.

Harmonisation				
9. Use of common arrangements or procedures.	66% of aid flows are provided in programme based approaches.	<0.1 %.	Fifty %.	IDC estimate about 60% (see note)
10.a) Missions to the field	Missions are joint.	Six %(19%?).	Forty %.	No movement at all
10b) Country analytical work.	All work done jointly.	Forty five %.	One hundred %.	Achieved.
Managing for Results				
11. Results oriented framework	Regular reviews assess progress in implementing aid commitments. Reduce proportion of countries without frameworks by one third.	Currently establishing.	System established.	Achieved.
Mutual Accountability				
12. Mutual accountability	Mutual assessment reviews in place re implementing aid.	Partners meet IDC annually to mutually assess progress in implementing agreements.	National ODA forum agrees that mutual accountability achieved.	Allmost there. (see note)

Comments on Indicators;

Indicator One: Most development partner Country Strategies are aligned with National Planning (The Medium Term Strategic Framework and the Twelve Development Outcomes originating in the Presidency). The few smaller countries that do not have country strategies (eg: Belgium) have three Year Planning Frameworks, also aligned and agreed in the relevant forums covered in the report.

Indicator Two b): Currently the Minister in Treasury is considering revisions and centralisation. Significant moves by development partners towards using local procurement. EU through sector budget support. USAID testing it. PEPFAR doing it.

Indicator Three: Although achieved, significant further improvement realised, with more alignment to sector programming, into Estimates of National Expenditure and with more sector budget support.

Indicator Four: Gone a long way. Close to target in government departments (but not in parastatals). Problems in coordinated response to Climate Change as a cross sectoral initiative.

Indicator Five a): Static, movement poor. Sticking point. No Significant movement. Country HQ systems preclude it.

Indicator Five b): EU has moved significantly. PEPFAR moved significantly. GTZ don't. DFID don't. IDC estimate that 70% of procurement by value is achieved locally.

Indicator Six: Strong quality assurance by the IDC to reduce this to nil. However, in special cases some provinces apply for one for piloting or innovation and are approved.

Indicator Seven: Increasingly becoming so. The EU and PEPFAR are close to targets and as major partners their contribution is large.

Indicator Nine: Strong leadership from both IDC and development partners. With the EU shift to budget support and with UNAIDS in Health. IDC estimates about 66% of aid is through programme based approaches.

Indicator Ten a): Stays same – the same number of people are coming in on missions and do it separately.

Indicator Twelve: Not quite there – not all development partners attend annual ODA forum. National Accountability systems good with ENE, Audit reports and reporting to Parliament.

Section 2.2. 2.a). Country Ownership. Response to IRG Comment

Strategic Plan for Environmental Sector 2009 – 2014

Preface

This strategic sector plan should be read as a forward looking common perspective for the environmental sector within government under the custodianship of the Department of Environmental Affairs, the provincial departments responsible for the environment and the public entities at both national and provincial level. To a limited extent the plan also addresses the role for local government. It is therefore not developed as a new policy instrument but as a concise policy and programme communiqué and a platform to guide the framework for policies, common programmes and priorities in the mid-term to long term outlined in frameworks such as the Medium Term Strategic Framework (MTSF) and the National Framework for Sustainable Development. (NFSD). It would be useful if this strategy evolved into an integrated sector strategy but is currently not sufficiently comprehensive as it excludes environmental resource management functions that fall under the mandate of other national departments which are listed later in the document. This is a key challenge in mainstreaming environmental governance.

This sector plan is supplemented by a sector delivery agreement which was signed by all relevant provincial Members of the Executive Committees (MEC's) as well as relevant ministers of national departments with mandates that have environmental and/or resource implications. The delivery agreement outlines actions, targets and indicators on critical areas viewed as a Government's "change agenda" as defined by the Presidency's Performance Monitoring and Evaluation unit. This sector plan has therefore been reviewed to reflect the sector's 'sustained' agenda and it is by no means exhaustive of all environment sector issues requiring strategic attention.

1. INTRODUCTION

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1.2 Legislative Mandates for the sector

1.3 Composition of the sector

Context: The Balance between Environmental Sustainability and Developmental Requirements

1.2 Legislative Mandates for the sector

1.3 Composition of the sector

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7. CONCLUSION

Section Two: 2.b.iv) Harmonisation and Coordination – further interpretation from the 2010 Development Cooperation III Report. Response to IRG Comment

There are strong links between donor harmonisation and ODA coordination: where there is strong leadership and coordination by aid recipients, development partners are more likely to harmonise in a constructive way. Where there is low leadership and little coordination, development partner efforts to harmonise can be unsuccessful or counterproductive. Realising the benefits of donor harmonisation for South Africa is therefore dependent on the degree to which South African institutions are able to coordinate ODA flows.

Over the period under review efforts increased to harmonise development partner activity and coordinate ODA. Despite this shift, harmonisation/coordination in South Africa still faced several obstacles. A key factor is that not all players were convinced fully of the need to harmonise. While some development partners single out the lack of development partner coordination forums to drive harmonisation at aggregate and sector levels as a key factor hampering progress (and symptomatic of a lack of leadership), others argue that given the relatively low development partner presence in South Africa, the cost of harmonising is likely to outweigh the cost of not harmonising. South African counterparts are also not convinced of the value of setting up elaborate development partner structures: informal processes often are effective enough. In addition, there is a fear that particularly where country leadership is not sufficiently strong, it will allow development partners to punch above their financial weight in policy processes. However, it can be argued that in the case of South Africa there is not one correct approach. While ODA to some sectors/departments should be harmonised, undertaking similar processes in other sectors/departments would not have positive net returns, depending on the number of active development partners in the sector/department.

Even if it is argued that harmonisation is not essential in all cases, it is difficult to deny the importance of coordination, even when few development partners are active in a sector. It is essential to achieve alignment and leveraging ODA to improve service delivery. The coordination of ODA is not only an intra-departmental issue, but also an intra-sectoral, intra-sphere and inter-sphere issue. Over the period under review the IDC played a significant role in directing aid from the centre through its engagement with development partners. Responsibilities to coordinate ODA were also assigned in national departments, some provincial departments and ODA-receiving municipalities, but in most cases the responsibility to coordinate ODA is only one of many tasks of the individuals in question. Besides issues around capacity, key gaps in the South African aid coordination structure are (i) coordination within sectors across departments and spheres and (ii) coordination of ODA funded activities with non-governmental service providers.

Section Two. 2b. viii). The Global Fund and South Africa's Developmental Agenda in Health. Response to IRG comment.

The Global Fund is a unique global public/private partnership dedicated to attracting and disbursing additional resources to prevent and treat HIV/AIDS, tuberculosis and malaria. This partnership between governments, civil society, the private sector and affected communities represents a new approach to international health financing. The Global Fund works in close collaboration with other bilateral and multilateral organizations to supplement existing efforts dealing with the three diseases.

Since its creation in 2002, the Global Fund has become the dominant financier of programs to fight AIDS, tuberculosis and malaria, with approved funding of US\$ 21.7 billion for more than 600 programs in 150 countries. To date, programs supported by the Global Fund have saved 6.5 million lives through providing AIDS treatment for 3 million people, anti-tuberculosis treatment for 7.7 million people and the distribution of 160 million insecticide-treated bed nets for the prevention of malaria.

Global Fund financing is enabling countries to strengthen health systems by, for example, making improvements to infrastructure and providing training to those who deliver services. The Global Fund remains committed to working in partnership to scale up the fight against the diseases and to realize its vision – a world free of the burden of AIDS, TB and malaria.

Source: www.globalfund.org

Section 2.3.1.1. EU Member States active in Health and HIV/AIDS

Country	Entity supported				Programme specific			Geographical coverage (use x)										Sectors of Intervention (more than 1 answer possible)																	
	Support to DOH (yes/no?)	Support to SANAC (yes/no)	Support to CSOs (inc. NGOs working in Health and/or HIV/AIDS (yes/no)	Other? (specify)	Title of programme/project (include a new row for every different project/programme, if needed)	Amount of funding in (Euros)	Time frame	National Programme (in all 9 provinces)	Gauteng	Mpumalanga	Limpopo	Free State	Western Cape	North-West Province	Eastern Cape	Kwazulu-Natal	Northern Province	MDGs-Service delivery					HR		Infrastructure		M&E- HIS		Finance		X				
																		Health promotion & education	Community involvement, Community Health Workers, Homebased Care	Maternal Health	Child Health	Primary Health Care/District health system	HIV & Aids	TB	Other communicable diseases	Non-communicable diseases	Nutrition	Human Resources	Training	Management, Leadership and Governance		Equipment, incl. ambulances/mobile clinics	Drugs (drugs supply, pharmaceutical sector)	Infrastructure	M&E and Health information System
Italy	Yes	Yes	No		Support to national programme on HIV-AIDS	22 million	2008-2011		X					X	X			X				X	X		X		X	X	X	X					
	No	No	Yes		SUPPORT TO THE FIGHT AGAINST HIV-AIDS AND ALCOHOL ABUSE IN SA TOWNSHIPS	1.693.000	2008-2011					X						X	X	X	X														
	Yes	No	No		support to national TB programme	3 million	2008-2011							X	X						X		X	X	X		X	X	X						
Latvia																																			
Lithuania																																			
Luxembourg																																			
Malta																																			
Netherlands Regional Total	NO	NO	YES	NO	REGIONAL: SADC, IFRC, PSI, HEARD, NORTHSTAR	10.35 mln	3 till 2012 2 till 2011											X	X	X		X		X	X			X	X						
Netherlands Bilateral Total	NO	NO	YES	NO		8.5 mln for 2010	5 till 2011, 4 till 2012																												
			YES	NO	FPD/HIV mapping project			X				X														X									
			YES	NO	FPD/Capacity building NGOs			X														X													
			YES	NO	CMRA/Benchmarking			X																X											

Section 2.3.1.3. Health-related MDGs from SA Country
Report 2010

MDG Goal	Baseline or closest to 1990		Current status or closest to 2010		Target 2015	Status	Current status in KZN	National Health NSDA 2014 target
Goal 4: Reduce Child Mortality								
Target 4A: Reduce by two-thirds, between 1990 and 2015, the under 5 mortality rate								
Under 5 Mortality rate per 1000 live births	1998	59	2007	104	20	Unlikely	87.7	less than 20
Infant mortality rate per 1000 live births	2001	54	2007	53	18	Unlikely	55.8	
Proportion of 1 year children immunised against measles	2001	68.5	2009	98.3	100	Likely	88	
Life expectancy at birth	2001	57.4 M 64.8 F	2007	55.3 M 60.4 F	70 All	Unlikely	47.3 M 51.0 F	58.0 M 60.0 F
Goal 5: Improve Maternal Health								
Target 5A: Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio								
Maternal Mortality Ratio per 100,000 live births	2001	369	2007	625	38	Unlikely	224	100 or less
Proportion of births attended by skilled health personnel	2001	76.6	2009	94.3	~ 100	Possible	91.1	
Target 5B: Achieve, by 2015, universal access to reproductive health								
Contraceptive prevalence rate %	2001	25.2	2009	33.4	~ 100	Unlikely	76.8	
Ante natal coverage - at least one visit %	2001	76.6	2009	102.8	~ 100	Achieved		
Goal 6: Combat HIV and AIDS, malaria and other diseases								
Target 6A: Have halted by 2015 and begun to reverse the spread of HIV and AIDS								
HIV prevalence among population aged 15-24 years %	2002	9.3	2008	8.7	<9.3	Possible	12.5	

Target 6B: Achieve, by 2010, universal access to treatment for HIV and AIDS for all those who need it								
Proportion of population with advanced HIV infection with access to antiretroviral drugs	2005	13.9	2009	41.6	-100	Unlikely		80
Target 6C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases								
Proportion of tuberculosis cases detected and cured under directly observed treatment short course	2004	65.5	2008	76.4	-100	Possible	62.9	85

Adapted from South African Health Review 2010, KZN Millennium Development Goal Report 2010 and National Health NSDA

Section 2.3.2.2. European Union "Green" Finance in the Republic of South Africa

EU/Member State	Budget €	ODA/Fast start	Mitigation/Adaptaton	Sector/Focus	Project Title	Loan/Grant	Status	Start Year	End Year	Countepart
Austria	1,000,000	ODA	100 % mitigation	REGIONAL Renewable Energy & Energy Efficiency	Energy & Environment Partnership with Southern and East Africa	Grant	Ongoing	2010	2012	DBSA
Belgium		ODA		Study/Research	KLIMOS: Integration of climate change issues within the project "Institutional University Cooperation" at the University of Limpopo	Grant		2010		Department Science and Technology
Denmark	2,206,175	ODA		Environment	Administration, reviews, consultants and innovative fund for Urban Environmental Management	Grant	Ongoing	2005	2010	Department of Environmental Affairs and Tourism
Denmark	7,481,600	ODA		Environment	Support to National and Provincial spheres	Grant	Ongoing	2005	2010	Department of Environmental Affairs and Tourism
Denmark	5,714,056	ODA		Environment	Civil Society Knowledge Management and Research	Grant	Ongoing	2005	2010	Department of Environmental Affairs and Tourism
Denmark	12,718,795	ODA		Environment	Local Government Support for Urban Environmental Management	Grant	Ongoing	2005	2010	Department of Environmental Affairs and Tourism
Denmark	388,985	ODA		Environment	Urban Environmental Management contingency	Grant	Ongoing	2005	2010	Department of Environmental Affairs and Tourism
Denmark	603,597	ODA		Environment	Coordination of Urban Environmental Management	Grant	Ongoing	2005	2010	Department of Environmental Affairs and Tourism
Denmark	1,341,328	ODA		Energy	Support to capacity and knowledge development in wind resource	Grant	Ongoing	2009	2012	University of Cape Town
Denmark	1,837,619	ODA		Energy	Energy Efficient Housing in the Low- cost Housing Sector in South Africa	Grant	Ongoing	2004	2010	Department of Environmental Affairs and Tourism
Denmark	73,773	ODA		Energy	The hiring of consultants to assist in the improvement of private sector investment in the renewable energy sector	Grant	Ongoing	2010	2011	National Treasury and the Development Bank of South Africa
Denmark	48,288	ODA		Environment	Development through environmental protection	Grant	Ongoing	2010	2010	Wildlife and Environment Society of South Africa
France	100,000,000	ODA	Mitigation	Energy	ESKOM Sere Wind farm	Loan	To be signed	2011	2014	ESKOM
France	120,000,000	ODA	Mitigation	Energy/Industry	Environmental Credit Line	Loan	To be signed	2011	2014	IDC, ABSA, NEDBANK
France	700,000	ODA	Mitigation	Energy/Industry	Technical Assistance with Credit Line (Environmental Credit Line)	Grant	To be signed	2011	2014	CEF/SANEDI
France	100,000,000	ODA	Mitigation	Energy/Urban services	Sustainable Durban	Loan	To be signed	2011	2014	eThekwini

France	500,000	ODA	Mitigation	Energy/Urban services	Technical Assistance with eThekweni (Sustainable Durban)	Grant	To be signed	2011	2014	eThekweni
France	6,000,000	ODA	Mitigation	Energy	Durban Landfills	Loan	Completed	2004	2007	eThekweni
France	800,000	ODA	Mitigation & Adaptation	Energy services	Technical Assistance with Clean Energy Fund (CEF)	Grant	Ongoing	2006	2011	CEF
France	400,000	ODA	n/a	Environment & Climate Change	Technical Assistance with the DBSA on research	Grant	To be signed	2011	2012	DBSA
France	142,000	ODA	Mitigation	Energy	Support to SA's Carbon Capture and Storage (CCS) Research Center	Grant	Ongoing	2010	2013	CCS Center
France	100,000	ODA	Mitigation	Transport	Prefeasibility studies BRT	Grant	Completed	2008	2009	Tshwane
France	36,000	ODA	Mitigation	Transport	Feasibility study transport program	Grant	Completed	2008	2008	Tshwane
Finland	8,500,000	* We calculate the increase in total, not on project level	100 % mitigation	REGIONAL Renewable Energy & Energy Efficiency	Energy & Environment Partnership with Southern and East Africa	Grant	Ongoing	2010	2012	DBSA
Finland	8,800,000	* We calculate the increase in total, not on project level	100% adaptation	REGIONAL Meteorology	SADC Meteorology	Grant	Inception phase ongoing	Inception phase 2009, Implementation phase 2011	2014	SADC
Finland	5,000,000	ODA	25% mitigation	Environmental governance, land-use planning	Support to Environment and Sustainable Development in North West Province	Grant	Concluded	2002	2008	NWPG
Germany	50,300,000	ODA	Mitigation and Adaptation	RE + EE	Energy Efficiency Programme with the Industrial Development Corporation	Grant	To be signed	2008	2013	South Africa
Germany	65,000,000	ODA	Mitigation and Adaptation	RE + EE	Renewable Energies in the Southern African Power Pool (SAPP)	Soft Loan	Ongoing	2010	2014	Southern Africa
Germany	5,000,000	ODA	Mitigation	EE	Non-motorized Transport (NMT)	Grant	Ongoing	2010	2013	est. Polokwane, Johannesburg, Cape Town
Germany	25,400,000	ODA	Mitigation	RE	Rural Electrification in Eastern Cape	Grant	Ongoing	2006	2014	Eastern Cape
Germany	220,000	ODA	Mitigation	Energy Efficiency	Training of Energy auditors for the building sector (pilot project)	Grant	Ongoing	2010	2011 (pilot phase)	DEA, Indalo yethu, Youth Development Agency, DoE, NEEA
Germany	250,000	ODA	Mitigation + Adaptation	no focus	Small Scale measures Climate/Energy	Grant	Ongoing	2010	2011	various South African governmental institutions
Germany	2,000,000	ODA	Mitigation	EE	Bus Rapid Transit System Johannesburg	Grant	Ongoing	2008	2011	Johannesburg
Germany	6,000,000	ODA	Mitigation	RE + EE	Integrated Solid Waste Management	Grant	To be signed	2010	2013	est. Rustenburg, Mangaung, uMgungundlovu, Cape Town
Germany	350,000	ODA	Mitigation	Renewable Energy	Wind Energy Project TERNA	Grant	Concluded	2008	2009	Eskom, Western Cape Government
Germany	20,000,000	ODA	Mitigation and Adaptation	RE+ EE	Open Programme for Renewable Energy FC component	Soft Loan	under development	2011	2015	to be defined

Germany	14,000,000	ODA	Mitigation and Adaptation	RE+ EE	Open Programme for Energy Efficiency FC component	Soft Loan	under development	2011	2015	to be defined
Germany	10,000,000	ODA	Mitigation	RE + EE	Open Programme for Renewable Energy TC component	Grant	under development	2010	2013	DoE, DST, DEA (detailed partner set-up tbd)
Germany	4,500,000	ODA	mitigation/adaptation	tbd	Skills Development for climate and environment business – Green Jobs	Grant	under development	2010	2013	to be defined
Germany	50,000,000	ODA	Mitigation	EE	Energy Efficiency in Municipalities – Solar Water Heating	Soft Loan	Ongoing	2010	2012	South Africa
Germany	3,000,000	ODA	Mitigation	EE	Support the installation of Solar Water Heaters within framework of a Clean Development Mechanism Programme	Grant	Ongoing	2010	2012	South Africa
Germany	2,600,000	ODA	mitigation/adaptation	mitigation + adaptation	Department of Environmental Affairs Climate Change Support Programme	Grant	Ongoing	2009	2013	DEA
Germany	1,600,000	ODA	mitigation	EE/RE	Baseci Energy and Climate Change Adaptation Project	Grant	Ongoing	2008	2011	Central Energy Fund, University of Johannesburg
Germany	1,600,000	ODA	mitigation	f-gases, EE	Cooling in Supermarkets	Grant	concluded	2008	2010	DEA, PnP
Germany	4,800,000	ODA		RE + EE	SADC Project Preparation and Development Fund	Grant	To be signed			regional (SADC)
Germany	4,000,000	ODA	Mitigation	EE, Re	EnerKey, www.enerkey.co.za			2008	2013	Gauteng
Ireland	7,605,000	ODA	Mitigation	WatSan service delivery	Masibambane - DWA as sector lead	Grant	SWAP grant Current	2008	2010	DWA lead Department (sector wide approach inclusive of D/Health, D/Education, SALGA)
Ireland	911,806	ODA	Mitigation	WatSan service delivery	LINGO - An NGO consortium in Limpopo province providing WatSan services at a community level	Grant	NGO grant Current	2008	2012	LINGO Consortium
Ireland	700,000	ODA	Mitigation	WatSan service delivery research	Water Research Commission (WRC)	Grant	Research grant Current	2008	2011	WRC
Italy	1,347,000		Adaptation	Sustainable livelihood	Livelihood enhancement through transboundary natural resource management in the Limpopo corridor (Limpopo Transboundary Programme)	Grant	Ongoing	2009	2011	DEA, SANParks, WfW, Limpopo administration
The Netherlands	550,000		Mitigation and Adaptation	Agriculture	Water for Food and Ecosystems in the Baviaanskloof Mega Reserve	Grant	Ongoing	2009	2011	1. Living Lands; 2. DLG (The Netherlands Government Service for Land and Water Management); 3. Alterra - Wageningen Univeristy and Research
Sweden	700,000	ODA		Environment	Climate change and conflict	Grant	Ongoing	2010	2012	Global Crisis Solution (SA), Uppsala University (SE), FOI (SE)
Sweden	347,000	ODA		Environment	International Training Programme - Climate Change Mitigation and Adaptation - Southern Africa	Grant	Ongoing	2009	2011	Not yet decided
Sweden	200,000	ODA		Environment	Environment facilitator - Sweco	Grant	Ongoing	2010	2012	Independent consultants
UK	164,000	ODA	Mitigation	Carbon capture and storage (CCS)	Grant to the SA CCS Centre	Grant	Ongoing	2009	2011	SANERI
UK	83,000	ODA	Mitigation	Carbon capture and storage (CCS)	Geological Study of Zululand basin for CCS potential	Grant	Current	2010	2011	SANERI/BGS

UK	1,700,000	ODA	Mitigation	Various Low Carbon Growth	FCO Strategic Programme Funds	Grants	Current	2009	2011	Various government/civil society
EU	431,124	ODA	Mitigation	Carbon capture and storage (CCS)	SA - Europe Cooperation on CCS - capacity building for the SA CCS Centre	Grants	Ongoing	2010		SANERI
EU	40,000,000		Mitigation	PVC	Thin Film Solar Technology SA - A production facility for thin-film photovoltaic modules will be built in Paarl, Western Cape	Loan	Ongoing	2009		Private company
EU	40,000,000		Mitigation	Renewable Energy and Energy Efficiency	Energy Efficiency Credit Line for RMB Bank - to finance investments in renewable energy and energy efficiency	Loan	Ongoing	2009		Several private and public entities
EU	195,000		Adaptation		Capacity Development for Adaptation to Climate Change & GHG Mitigation in Non-Annex I Countries (C3D+) - support for the Energy Research Center (ERC) at the University of Cape Town	Grant	Ongoing	2008	2011	
EU	20,000,000	ODA		Water	Water for Growth and Development - Masibambane III*	Grant	Ongoing	2008	2011	Department of Water
EU	1,000,000	ODA		Employment	Local Economic Development Limpopo	Grant	Ongoing	2001	2011	Department of Local Government and Housing
EU	1,000,000	ODA		Employment	Local Economic Development KZN	Grant	Ongoing	2002	2011	Department of Economic Development and Tourism
EU	800,000	ODA		Employment	Local Economic Development Eastern Cape	Grant	Ongoing	2008	2012	Office of the Premier EC
EU	500,000	ODA		Employment	Sustainable Rural Development Eastern Cape	Grant	Ongoing	2008	2012	Office of the Premier EC
EU	2,000,000	ODA		Employment	Risk capital Facility II	Grant	Ongoing	2006	2012	DTI/IDC

SECTION THREE: KEY LESSONS AND RECOMMENDATIONS AROUND THE COMMON EVALUATION QUESTIONS

Section Three. 3.a + f). Insufficient Evidence of Development Results. Health Case study. Response to IRG comment.

No evaluation reports of the direct impact of development partner funding on outcomes and development results were available through the stakeholders interviewed. For example, the provincial TB manager said in interview that development partner funding was received for upgrading existing facilities and building new facilities for management of MDR/XDR. An amount of R4 761 925 was donated to KZNs TB programme for prevention, treatment, support and care for 2010/11 financial year. (See The Donor Funding Treasury Report, September 2010 – supplied by PDoH). Thus there is evidence of funds being received from Global TB fund for the provincial TB programme. This funding is not via ODA channels.

In the KZN Dept of Health 2009/2010 Annual Report reference is made to expenditure on these facilities but the source of funding is not stated and therefore cannot be attributed as development partner funding. No reference to development partner funding is found in this annual report. Hence the reliance on interviews for data on the use of development partner funding.

The lowering of the HIV transmission from mother to child from 18% to 9% is reported in the KZN Dept of Health 2009/2010 Annual Report. This reduction cannot be attributed to development partner funding and is more likely due to introduction of new policies and their implementation.

Section Three. 3c: Why include Food Security programmes in a Health Sector Study? Response to IRG comment.

The inclusion of the Empowerment of Food Security Programme as an example of an ODA funded programme is logical when looking at the impact of development partner funding on health in KZN. Food security is a basic requirement for promotion of health and has a direct impact on reducing poverty levels in individuals and communities. In KZN, the Premier's Flagship Programme for combating the HIV epidemic in the province includes One Home, One Garden, based on the findings of the Empowerment for Food Security Programme, as a key factor in the management of the epidemic. (KZN Office of the Premier Website). The Empowerment of Food Security Programme is an example referred to by several interviewees of an ODA funded programme that is working within the province. It illustrates that with good management ODA can be successful in contributing to development and empowerment of people, as well as reducing poverty and improved health status. What seems to be lacking is an evidence based report on the programme's success.

ANNEX 6

Contact Data Base - Paris Declaration



Name	Organisation	Designation	Tel	Cell	E-Mail	Type of interaction
A. Green-Thompson P. Ramsamy	Southern African Trust		011-318 0814	083 627 7355	agreen-thompson@southernafricantrust.org.za	Meeting
A. Whiteside	HEARD		031-260 2592			Meeting
Augusto Cosulich	Italian Development Co-operation	Country Coordinator	012-430 3301/2/4/5		augusto.cosulich@italcoop.co.za	Meeting
Aurelie Voix	EU Plus	Development Cooperation			aurelie.voix@diplomatie.gouv.fr	Joint interview
Ben Davies	DFID	Regional Climate Change Advisor	012-431 2156	078 801 6297	b-davies@dfid.gov.uk	Meeting
Benita Young	Department of Water Affairs	Deputy Director: International Relations	012-336 7432	082 893 8153	youngb@dwa.gov.za	Meeting
Bob Fryatt	DFID - Minister of Health's Office		012-395 9171	083 676 0657	bobfryatt@gmail.com	Meeting
Bogosi Mogale	National Department of Health	Department of Health		083 739 0762	mogale@iafrica.com	Meeting
Bokellang Khave	EU Plus	Deputy TL Develop Programme Co-ord			bokkha@um.dk	Joint interview
Catherine Sozi	UNAIDS	Country Coordinator		073 268 6276	sozic@unaids.org	Meeting
Celicia Seranata	Clinton Health Access Initiative Foundation (CHAI)	Deputy Country Director		082 413 2381	cserenata@clintonhealthaccess.org	Meeting
Christopher Johnston	Canada	Counsellor Development, Head of Development Cooperation	012-422 3055		christopher.johnston@international.gc.ca	Meeting
D. Mathew	Aids Foundation of SA		031-277 2700		dm@aids.org.za	Meeting
D. Wilson	Unkhuseli Fund Management			082 786 7698		Meeting
Dario Armini	Italian Development Co-operation	First Secretary		082 683 5387	darioarmini@esteri.it	Meeting
Doreen Robinson	USAID	Environment and Biodiversity Attache			d.robinson@usaid.gov	Meeting
Eddy Russel	United Nations Development Programme			082 900 5291	eddy.russell@undp.org	Stakeholder Workshop 28/01
Eilleen Meyer	National Treasury Technical Assistant Unit	Director	012-312 0900		eileen.meyer@treasury.gov.za	Meeting

Elizabeth Marabwa	SA Department of Energy	Chief Director	012-444 1017 341 7715	012-	elizabeth.marabwa@energy.gov.za	To be done
Endy Mabuza DuToit	National Treasury Technical Assistant Unit	DD: Development Partnerships	012-843 6354			Meeting
Esther Bouma	European Commission	Attache - Health Sector Specialist	012-452 5200		esther.bouma@ec.europa.eu	Meeting
F. Ndlovu	KZN Premier's Office	Director HIV/Aids	033-341 3300		ndlovuni@premier.kzntl.gov.za	Waiting for appointment
Fred Shikweni	UNDP		012-354 8172		frederick.shikweni@undp.org	Stakeholder Workshop 28/01
Gabila Nubong	EU Delegation		012-452 5254		gabila.nubong@eeas.europa.eu	Stakeholder Workshop 28/01
H. Strauss	KZN Sector Offices	DDG Department of Agriculture	033-355 9114			Joint interview
Hartmut Krebs	GTZ	Programme Manager - Public Sector reform	012-423 5948		hartmut.krebs@gtz.de	Meeting
HAST Unit - several			033-341 4000			Joint interview
Henry Damsoni	UNAIDS	Senior M&E Advisor			damisonih@unaids.org	Joint interview
Ian (Siphiwe) Goldman	PSPPD	Team Leader Monitoring and Learning Facility	012-302 2940	082 550 8460	ian@psppd.org.za	Meeting
Ian Ralph		Independent Health Consultant	012-803 6502	083 326 9233	ian@pd.co.za	Meeting
Ian Sanne	Right to Care NGO	Helen Joseph Hospital			jsanne@witshealth.co.za	Meeting
Inger Tveit	Royal Norwegian Embassy	First Secretary	012-342 6100		ltv@mf.no	Meeting
J. Mchunu	KZN Sector Offices	Manager of Food Security Project	033-355 9124		justice.mchunu@kzndae.gov.za	Joint interview
Jackie Sallert	SA National Aids Council (SANAC)	Sida TA		083 448 1751	salletjc@gmail.com	Leave 17/11-02/12
Janet McGrath	JICA (Japan)	Health Programme Officer		084 406 1145	janetmcgrath.co@jica.go.jp	Meeting
Jean Francois Aguilera	EU Plus	EU Regional HIV/Aids Helpdesk			jeanfrancois.aguilera@gmail.com	Joint interview
John Smith	British High Commission	Head - Climate Change Team	012-421 7654	083 282 2129	john.i.smith@fco.gov.uk	Meeting
Kevin Brennan	DIRCO	Director: Japan & Korea	012-301 8715		brennank@dirco.gov.za	Meeting
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Kurt Morais	National Treasury Technical Assistant Unit	Consultant to TAU in planning the Green Fund		083 556 1690	kurt.morais@treasury.gov.za	Meeting
L. Curtis	KZN Department of Health	CFO Office		082 871 5351		Meeting
Lisa du Toit	National Treasury Technical Assistant Unit	Director: Development Partnerships	012-843 6354		lisa.dutoit@dst.gov.za	Meeting
Lucas Black	UNDP		012-354 8132		lucas.black@undp.org	To be done

M. Zuma	KZN Department of Health	District Health Manager				Waiting for HOD clearance to meet
Mantsaye Ngwaila	DIRCO		012-351 0998		ngwailam@dirco.gov.za	Stakeholder Workshop 28/01
Maren Lieberum	EU Plus	HIV/Aids Mainstreaming Advisor			marine.lieberum@ded.de	Joint interview
Marsho September	DIRCO		012-351 1048		septemberm@dirco.gov.za	Stakeholder Workshop 28/01
Mary Fanning	United States Government	Health Attache, US Embassy	012-431 4632	071 673 8239	fanningmm@state.gov	Meeting
Mmaphitso Mokatebi	National Treasury Technical Assistant Unit	DD: Development Partnerships	012-843 6354			Meeting
Mokgadi Tena	National Treasury International Development Cooperation Unit	Programme Manager	012-315 5924		mokgadi.tena@treasury.gov.za	Meeting
Monique van Welie	EU Plus	Policy Officer: HIV/Aids			mqc-van.welie@minbuza.nl	Joint interview
Naomi Ngwira	National Treasury International Development Cooperation Unit	Evaluator	012-315 5924		naomingwira@yahoo.com	Meeting
Nelia Barnard	DIRCO	Dep. Director: IBSA Trade & Investment	012-301 8553		barnardn@foreeign.gov.za	Meeting
Nellie Malefetse	National Department of Health	Director International Liaison	012-312 0900/0438	082 887 5940	malefn@health.gov.za nelliemalefetse@gmail.co.za	Meeting
Nkhensani Mathabathe	UNAIDS	Partnership Development & Support Advisor			mathabathen@unaids.org	Apologies
Noluthando Vithi	SA Department of Environment	ODA Coordinator	012-310 3865		nvithi@environment.gov.za	Meeting
Nomvula Marawa	National Treasury Technical Assistant Unit	TAU, NT	012-315 5837	083 787 5087	nomvula.marawa@treasury.gov.za	Meeting
Nonlahnlaha Dlamini	National Department of Health	Maternal & Child Womens Health (MDG) and HIV/Aids		079 511 6727	dlamir@health.gov.za	Not available - prep for WAD
Nono Semelela	SA National Aids Council (SANAC)	CEO - SANAC		072 497 8314	nono@sanac.org.za	Apologies - prep for WAD
Nthato Gobodo	Global Environment Facility	Country Operations Analyst	012-348 8895		ngobodo@worldbank.org	Meeting
Patrick Osewe	World Bank SA	Lead Health Specialist			posewe@worldbank.org	Declined
Patrick Simonnet	EU Plus	Counsellor (Development)			patrick.simonnet@ec.europa.eu	Joint interview
Paul Graham	IDASA		012-392 0503		pgraham@idasa.org.za	Stakeholder Workshop 28/01

Paula van Dyk	National Treasury International Development Cooperation Unit	Programme Manager	012-315 5924		paulavandyk@treasury.gov.za	Meeting
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R Engela	The Presidency (RSA)		012-308 1882	083 429 3277	angel@po.gov.za	Meeting
Ravi	EU Plus - Belgium		012-460 6200		development.pretoria@diplobel.be	Meeting
Ria Schoeman	Embassy of Sweden	Senior HIV/Aids Advisor	012-426 6456		ria.schoeman@foreign.ministry.se	Meeting
Richard Young	European Commission	Head of Operations	012-452 5200		richard_young@ec.europa.eu	Meeting
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Ronel Engela	EU Plus	M&E Presidents Office				Apologies
Roxana Rogers	United States Government	USAID	012-452 2223	083 408 7095	rrogers@usaid.gov	Meeting
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Santha Naiker-Singh	SARS		012-422 8762		snaiker-singh@sars.gov.za	Meeting
Seema Naran	National Treasury International Development Cooperation Unit	Director	012-315 5924		seema.nara@treasury.gov.za	Meeting
Stein Nesvaag	Norway	First Secretary			sin@mfa.no	Declined
Tamara Mathebula	EU Plus	HIV/Aids Advisor			tamara.mathebua@dfa.ie	Joint interview
Tesslyn Aiyers	KZN Premier's Office	ODA Coordinator	033-341 3363		aivert@premier.kzntl.gov.za	Meeting
Thobile Mbengashe	National Department of Health	Chief Director TB		082 069 9433	mbengt@health.gov.za	Not available - prep for WAD
Thurma Goldman	United States Government	Head, Centres for Communicable Diseases (CDC)	012-424 9000	082 655 4485	godmant@sa.cdc.gov	Meeting
Tim Lund	Royal Norwegian Embassy	Programme Climate Change	012-342 6100		tilu@mfa.no	Meeting
V. Mubaiwa	KZN Department of Health	Manager - Mother and Child Health	033-395 3176			Waiting for HOD clearance to meet
Yasuo Sumita	JICA (Japan)	Proj Formulation Advisor	012-346 4492		sumita.yasuo@jica.go.jp	Meeting
Yogan Pillay	National Department of Health	DDG Special Health Programmes	012-395 8077	082 551 9437	ypillay@intekom.co.za	Meeting - Ms Mononyane
Zaheer Fakir	SA Department of Environment	Chief Director	012-322 9231		zfakir@deat.gov.za	Tele-conversation
Zanu Mtsweni	SA Department of Water Affairs	ODA Coordinator	012-336 7144	082 600 2134	mtsweni@dwaf.gov.za	Meeting