Annex C: Evaluation Matrix

The following matrix is the structure used by the evaluation team for data collection and analysis. It should be pointed out, however, that for the purpose of enhancing readability and avoiding repetition, we have restructured slightly the sub-questions under EQ 3 and 4 when presenting the findings in this report.

Core evaluation questions/ sub-questions	Indicators	Analytical methods	Data sources
1 How relevant and flexible is the Danish Humanitarian Strategy given the changing humanitarian context since 2010?			
1.1 Have the strategic priorities been relevant, given changing humanitarian challenges?	1.1a Number of strategic priorities covered by Danida-funded programmes 1.1b Match between the strategic priorities and what Danida and its partners regard as key humanitarian challenges 1.1c Partner anticipatory, adaptive and innovative capacities to deal with identifying and dealing with new types of threats and opportunities to mitigate them 1.1d Evidence that Danida's funding and country-level strategies are flexible enough to enable partners to adapt to changing contexts	**Portfolio analysis**, **results tracking** and **comparative partner analysis** to assess the coverage of the strategic priorities; Context Analysis	• mapping of partner programmes against strategic priorities • Danida funding database • partner reports • stakeholder workshop discussion of current humanitarian challenges • document review on international humanitarian context • interviews with HCP and partners
1.2 To what extent has Danida been able to implement the Strategy, given the resources available?	1.2a Number of strategic priorities implemented 1.2b Budget managed per humanitarian staff member compared to development staff member	**Portfolio analysis**, **results tracking** and **comparative partner analysis** to assess the coverage of the strategic priorities	• mapping of partner programmes against strategic priorities • Danida funding database • partner reports • budget managed per Danida staff member • interviews with HCP
1.3 To what extent has the Strategy guided allocation decisions of the humanitarian budget? Have the funded interventions been in line with the strategic priorities?	1.3a Number of strategic priorities covered by Danida-funded programmes 1.3b Evidence that Danida funding decisions based on strategic priorities vs. other criteria	**Analysis of Danida's decision-making processes, portfolio analysis** and **comparative partner analysis**	• criteria for allocating funding by crisis and by partner • partner criteria for allocating funds to activities • interviews with HCP and partners
1.4 Do the Strategy and the interventions under it provide	1.4a Evidence that Danida's choice of specific crises is based on strategic priorities	**Analysis** of Danida's decision-making	• interviews with MFA, partner staff and key stakeholders

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sufficient coverage, taking into consideration the strategic choice of focusing on a number of longer-term engagements in specific crises?	1.4b Evidence that Danida is taking a more planned approach to humanitarian response in the focused crises 1.4c Number of crises receiving Danida funding interventions compared to number of crises for which there are international appeals and number of crises funded by top 10 DAC donors 1.4d Evidence that Danida has built in-depth knowledge of specific contexts	processes; **portfolio analysis**	• Danida funding database • OECD/DAC funding data • UN, ICRC and IFRC appeals • criteria for allocating funding by crisis • Danida annual reports • interviews with HCP
1.5 Has the implementation of the Strategy prioritised gender-sensitive approaches and women's empowerment and has the implementation focused on protection issues, including the protection from GBV?	1.5a Evidence that partners have capacity to undertake gender analyses 1.5b Evidence that programmes incorporate gender-sensitive approaches and women's empowerment 1.5c Share of budget and number of programmes addressing GBV 1.5d Inclusion of gender considerations in the criteria for funding allocations	**Analysis** of Danida's decision-making processes; **portfolio analysis**	• criteria for allocating funding by crisis and by partner • document review of framework agreement plans and partner reports • Danida funding database • mapping of partner programmes against strategic priorities • interviews with Danida and partner staff
2	**How relevant and effective has Danida's engagement been in the international policy dialogue on humanitarian issues?**		
2.1 What are the results of Denmark's role in international humanitarian policy dialogue?	2.1a Evidence of where and how Denmark has added value to the debate on humanitarian issues or influenced decisions 2.1b Evidence that Denmark's role in international humanitarian policy dialogue has influenced the funding or operations of other donors and aid agencies	**Contribution analysis** of the results of Denmark's role in humanitarian policy dialogue	• interviews with HCP, mission, embassy and partner staff, GHD representatives • stakeholder survey
2.2 What has been the Danish contribution to promoting the implementation of better coordination of international humanitarian response, including promoting the UN's central role and coordination between donors?	2.2a Evidence of how Denmark has promoted improved coordination between operational agencies 2.2b Evidence that Denmark has promoted the UN's central role in coordinating international humanitarian assistance 2.2c Evidence that Denmark has promoted coordination between donors	**Contribution analysis** of the results of Denmark's role in coordinating better international response	• interviews with HCP, mission, embassy and partner staff, GHD representatives • stakeholder survey • Danida funding allocations for coordination
3	**What lessons can be drawn from relying on partnerships as the key implementing modality?**		
3.1 How efficient has the chosen mode of delivery, through partnerships, been in achieving results and ensuring accountability to affected populations?	3.1a Evidence that partners have capacity to respond to humanitarian crises in the selected protracted crises and elsewhere 3.1b Evidence of partners competency to deliver effective	**Portfolio analysis, comparative partner analysis**	• criteria for allocating funding by partner • Danida funding database • Danida capacity assessments • project site visits

Core evaluation questions/ sub-questions	Indicators	Analytical methods	Data sources
	humanitarian responses 3.1c Evidence that partners have effective mechanisms in place to ensure accountability to affected populations 3.1d Evidence that Danida's funding to partners is based on efficiency and performance considerations 3.1e Evidence that Danida's choice of partners ensures coverage of strategic priorities and geographical coverage		• document review of partner reports and reports on accountability mechanisms (e.g. HAP certification) • interviews with HCP, partners and local communities
3.2 What have been the implications of implementation through partnerships, including on the documentation and monitoring of results?	3.2a Evidence that reporting by partners is timely and accurate and identifies challenges/lessons learned 3.2b Evidence that reporting by partners enables Danida to identify results 3.2c Evidence that Danida has adequate time, resources, capacity and mechanisms to follow up on and verify partner reporting 3.2d Evidence that partners have mechanisms in place to base programming on lessons learned	**Results tracking; synthesis** of qualitative findings across the case studies	• document review of partner reports, review reports from UFT, Danida annual reports, meeting minutes, capacity assessment reports, and background documents • interviews with key stakeholders and beneficiaries • project site visits
4 How well does Danida support and ensure follow-up, monitoring and reporting of performance by partners, including ensuring reporting on the effects on affected populations?			
4.1 To what extent did Danish humanitarian assistance meet the different needs of men and women and the needs of the most vulnerable among affected populations?	4.1a Evidence that partners have capacity to undertake gender, vulnerability and conflict analyses 4.1b Evidence that partners base programmes on age- and gender-disaggregated data 4.1c Evidence that the flexibility of Danida funding allows partners to target most vulnerable groups (including from reports) 4.1d Evidence that Danida funding supports a timely response to affected populations	**Analysis** of the content and foci of partners' projects against the priorities of affected populations, as reflected in needs assessments	• document analysis of capacity assessments, programme documents in case study countries • interviews with Danida and partner staff and local communities • stakeholder survey
4.2 Can Denmark's added value and comparative advantage within humanitarian assistance be inferred from the results of implementation?	4.2a Evidence that Danida funding supports a timely response to affected populations 4.2b Evidence that the flexibility and predictability of Danida funding enables partners to programme it differently from funding from other donors 4.2c Evidence from partners of Denmark's added value and comparative advantage	**Results tracking; synthesis** of qualitative findings across the case studies; **contribution analysis**	• document analysis of partner programme documents and reporting in case study countries • project site visits • interviews with partner staff and local communities
4.3 What mechanisms does Danida	4.3a Evidence that Danida has a systematic plan to follow up	**Analysis** of Danida	• document analysis of reviews by UFT and

Core evaluation questions/ sub-questions	Indicators	Analytical methods	Data sources
have in place to follow up on results and how effective are they?	on results reported 4.3b Evidence that Danida has a range of mechanisms to follow up on, and verify, results reported 4.3c Evidence that the MFA has sufficient time, capacity and resources to follow up on results (including at embassy level) 4.3d Evidence of HCP engagement with embassy staff on humanitarian programmes	internal reporting and follow-up mechanisms	other follow-up by Danida, job descriptions of embassy staff, guidelines for embassy staff • interviews with Danida and embassy staff

5 What are the lessons learned of linking emergency relief and development, i.e. reconciling humanitarian and development objectives in specific contexts and settings?

Core evaluation questions/ sub-questions	Indicators	Analytical methods	Data sources
5.1 What are the lessons learned from the Strategy's approach of integrating relief with DRR, resilience building and early recovery? How has Danida made decisions when needing to reconcile humanitarian and development priorities?	5.1a Evidence that Danida-funded programmes include DRR, resilience building and early recovery 5.1b Evidence that Danida is able to use its funding instruments flexibly to address DRR, build resilience and support early recovery 5.1c Evidence that multiyear funding enables partners to address DRR, resilience and early recovery in humanitarian programmes 5.1d Evidence that Danida is able to provide assistance on the basis of the humanitarian principles in contexts where it is providing both humanitarian and development aid	**Analysis** of the content and foci of partners' projects; **analysis** of Danida's decision-making processes; **synthesis** of qualitative findings across the case studies	• interviews with Danida and partner staff • document analysis of partner programme documents and reporting in case study countries and of Danida guidelines and other documents on DRR, resilience and early recovery
5.2 How well does Danida handle phasing out of crises and how is this related to long-term development assistance taking over?	5.2a Evidence that Danida country strategies and plans include humanitarian and development activities 5.2b Number of countries where Danida's development activities have built on humanitarian programmes 5.2c Evidence that Danida humanitarian and development staff have time and capacity to work on joint plans and programmes 5.2d Evidence that partners can access both humanitarian and development funding instruments in chronic crises to enable the development of responses that link relief and development 5.2e Evidence that partners have capacity (e.g. skills, relationships, programme options, people, time) to undertake analyses and programmes to link relief and development	**Resource analysis** of Danida staff resources and capacity to support LRRD responses; **portfolio analysis** of Danida funding to support LRRD; **policy and Strategy analysis** to assess complementarity	• interviews with Danida and partner staff • document analysis of country strategies, plans, guidelines, reviews by UFT and capacity assessments • Danida funding database • data on staffing resources and capacity
5.3 How clear is the Strategy in terms	5.3a Evidence of commonalities (including language and	**Policy and Strategy**	• document analysis of Danida policy and

Core evaluation questions/ sub-questions	Indicators	Analytical methods	Data sources
of guiding humanitarian activities and ensuring coherence with other strategic priorities in Danish foreign and aid policy, such as a human rights-based approach?	terminology) across Danida policies and strategies 5.3b Evidence that Danida country strategies and plans include humanitarian and development activities 5.3c Extent to which Danida's humanitarian aid links to other strategic priorities in Danish foreign and aid policy	**analysis**	Strategy documents, country strategies, plans, guidelines and reviews by UFT • interviews with Danida staff
5.4 How does the humanitarian assistance supported under the Strategy relate to other Danish-funded engagements in conflict-affected and fragile states?	5.4a Evidence of the added value of using different instruments in conjunction in conflict-affected and fragile states 5.4b Number of countries where Danida's development activities have built on humanitarian programmes 5.4c Evidence that Danida humanitarian and development staff work on joint plans and programmes	**Portfolio analysis** of Danida funding in selected conflict-affected and fragile states	• document analysis of country strategies, plans, guidelines and reviews by UFT • Danida funding database • interviews with Danida staff
6	**To what extent do the design, delivery and management of the Humanitarian Strategy align with the Principles and Practices of GHD?**		
6.1 How does Danida ensure adherence to the humanitarian principles and principles of GHD?	6.1a Evidence that Danida's humanitarian assistance is based on analysis of needs and, where relevant, a conflict analysis to ensure that assistance is appropriate and avoids doing harm 6.1b Evidence that Danida's funding is timely, flexible and predictable 6.1c Evidence that Danida funding decisions reflect GHD principles	**Analysis** of Danida's decision-making processes; **portfolio analysis**	• interviews with Danida and partner staff • document analysis of partner programme documents and reporting in case study countries • criteria for allocating funding by crisis and by partner
6.2 What has been Denmark's contribution to promoting the Good Humanitarian Donorship principles?	6.2a Evidence of Danida's participation in GHD meetings and processes 6.2b Number of references to GHD principles in Danida's advocacy and engagement in international policy dialogue	**Contribution analysis** of the results of Denmark's role in humanitarian policy dialogue	• interviews with HCP and Geneva mission staff, and GHD representatives • document analysis of presentations, speaking notes and other documents prepared for international policy forums and Ministers
6.3 Is Danish humanitarian assistance allocated on the basis of thorough needs assessments and based on needs alone (i.e. regardless of nationality, age, ethnicity and gender)?	6.3a Evidence that Danida's humanitarian assistance is based on analysis of needs and, where relevant, the conflict context 6.3b Evidence that partners have the capacity to undertake thorough needs assessments 6.3c Danida's allocation of humanitarian funding is in line with ECHO's Global Vulnerability and Crisis Assessment Index	**Analysis** of Danida's decision-making processes; **portfolio analysis**	• interviews with HCP and partner staff • document analysis of partner programme documents and reporting in case study countries, capacity assessments, ECHO's Global Vulnerability and Crisis Assessment Index • Danida funding database