

Annex B Methodology

Evaluation questions and evaluation matrix

In Table A2.1, the EQs of the ToR are presented in the first column, followed by the revised EQs in the second column with an explanation for the changes in the last column.

Table A2.1 Restructuring of evaluation questions

Evaluation questions ToR	Proposed revised evaluation questions	Explanation
Relevance (is the intervention doing the right things?): FC and overall level		
1. What are the key elements of the framework conditions for PSD targeted by Danish funded interventions? To what extent has the support been relevant in terms of improving the framework conditions for PSD? What are the key elements of a Theory of Change behind Danida's programming in this field?	1. To what extent has Danish support to framework conditions for PSD responded to the evolving needs and challenges private sector is facing in partner countries?	One overall question regarding relevance has been formulated with five sub-questions that reflect the four EQs in the ToR regarding relevance. The relevance questions are in line with the reconstructed overall ToC, including underlying assumptions. The first sub-question focuses on the extent to which the support responds to changing needs of partner countries, which is a core element of the assessment of relevance. The second-sub-question focuses on design issues in line with the relevance definition. The other three sub-questions focus on specific Danish priorities as indicated in the ToR and are part of the underlying assumptions. Therefore, they are answered at the overall level. Regarding cross-cutting issues, the focus is on the three issues -human rights, gender equality and youth- mentioned as main themes.
2. Applying a green lens to framework conditions, what are the key element of the Danish support to improving the framework condition for PSD in the thematic area of green growth?	1.1. Has the support been focused on specific challenges and needs of governments and private sector in partner countries regarding framework conditions?	
3. How have Danish support (i.e., programmes, partners) applied a political economy analysis in the design of programmes that support the improvement of framework conditions for PSD.	1.2 Have clear objectives been defined (making use of logframes or ToCs) for the Danish support to framework conditions for PSD in line with Danish strategic priorities and has the design been adequate?	
4. How relevant has the Danish support been in terms of more inclusive forms of PSD (e.g., poverty orientation, leaving no-one behind, women, youth, refugees, etc.)?	1.3 How have specific challenges in the area of green growth been addressed? 1.4 To what extent has political economy analysis contributed to the design and implementation of the support to framework conditions for PSD? 1.5 How well has the Danish support integrated inclusiveness and attention to cross-cutting issues, specifically human rights, gender equality and youth?	
11. How have the Danish development concerns regarding human rights, gender equity, young people and marginalised groups and internally displaced/refugees been mainstreamed within programming interventions designed to improve the framework conditions for PSD?		EQ 11 was included in the ToR under effectiveness and impact. However, as this EQ deals with mainstreaming of cross-cutting issues this question is now included under relevance, and EQ 1.5 deals specifically with this question.
Coherence (How well does the intervention fit?) Overall level		

<p>5. Internal coherence: To which extent have there been complementarities and synergies between: (a) the Danish bilateral country programmes, (b) the Danish support channelled through multilateral channels (core, soft-earmarked support) and (c) the Danish support and engagements through relevant global/regional programmes, regional programmes, relevant support channelled through Danish NGOs and Danida Fellowship Centre.</p>	<p>2. To what extent have there been complementarities and synergies among the various types of Danish support to framework conditions for PSD on the one hand and between the Danish support to FCs for PSD SD support by other actors on the other?</p>	<p>There is one overall question per evaluation criterion. Therefore, the two questions on coherence have been merged and then split again as sub-questions. They figure in the ToC as underlying assumptions.</p>
<p>6. External coherence: To what extent has there been consistency of the Danish supported intervention with other actors' interventions in the same context. The assessment should include complementarity, harmonisation and co-ordination with others, and the extent to which the Danish supported intervention are adding value while avoiding duplication of effort. Lastly, the Evaluation should reply to whether the Danish supported interventions are coherent with relevant international norms and standards and whether the Danish approach is coherent with global learning, trends and good practices.</p>	<p>2.1 Internal coherence: To what extent have there been complementarities and synergies within the bilateral country programmes and between the bilateral programmes and other channels of Danish support to framework conditions for PSD?</p> <p>2.2 External coherence: To what extent is the Danish support to framework conditions for PSD in line with the global evolving norms and standards and is it well-coordinated and complementary to support of other development actors in this area?</p>	
<p>Effectiveness (Is the intervention achieving its objectives? FC-level</p>		
<p>7. What have been the outcomes of support to improving framework conditions for PSD including institution building and strengthening of systems. To what extent has Danish support to framework conditions for PSD contributed to impact or trajectories of impact in terms of economic development, job creation and poverty reduction?</p>	<p>3. What are the results of the Danish support to framework conditions for PSD and what are the main factors affecting the results?</p>	<p>In line with the simplified ToC, a first sub-question deals with the outputs and (intermediary) outcome level of the support, which are the results that can be directly affected by the Danish support. A second sub-question deals with the specific factors contributing to effectiveness and impact, which is important for learning purposes. A distinction will be made between internal explanatory factors related to the Danish support such as the type of support, modalities and the role of the embassies on the one hand and external factors such as country context on the other. Therefore, part of the explanation will be</p>
<p>8. What kinds of interventions, mechanisms or modalities have been well-suited to support the improvement of framework conditions for PSD including in fragile settings? What were the most important factors influencing whether an intervention targeting improved framework conditions achieved its objective?</p>	<p>3.1 What have been the outputs and (intermediary) outcomes of Danish support to framework conditions for PSD?</p> <p>3.2 What have been the main external and internal factors contributing to effectiveness? What are specific explanatory factors in fragile and other country contexts?</p>	
<p>10. How and to what extent has Danish PSD support contributed to improved framework conditions in terms of improving rule of law and anti-corruption and political-economic drivers of reforms (e.g., through the use of business advocacy challenge funds)?</p>		

		provided at FC-level and another part, related to the underlying assumptions at the overall level.
Efficiency (How well are resources being used?) Overall level		
13. What efficiency challenges have Danish programmes supporting better framework conditions for PSD experienced? Are there specific value for money considerations that have affected successful programming and has implementation of the programmes provided value for money?	4. 1 What have been main efficiency challenges (incl. value for money) of the Danish support to framework conditions for PSD and how have these challenges been addressed? 4.2. What are the main factors affecting organisational efficiency with specific attention for the role of the Danish embassies, including changes due to the introduction of DDD?	The original EQ 13 in the ToR deals with efficiency and value for money challenges. This question has been maintained but specific other questions regarding organizational efficiency and MEAL systems have been added (which were originally under effectiveness and impact) in line with the most recent OECD-DAC criteria definition on efficiency.
9. What role have Danish embassies played in supporting the improvement of framework conditions for PSD and how could the role of the embassies be strengthened (e.g., as part of the general policy dialogue with host governments)? Do the embassies have the required skills set to effectively manage PSD programmes?	4.3. To what extent are the MEAL systems a useful basis for assessing the performance and do they lead to learning and/or changes in programming (adaptive programming)?	This EQ9 on the role of the embassies was originally under Effectiveness and impact but is now considered as part of the efficiency analysis. Due attention will be paid to changes and challenges related to introduction of the DDD approach, while also paying due attention to the forward-looking elements. The role of the embassies may also be one of the factors affecting effectiveness as referred to in EQ 3.3., but the role of the embassies requires separate analysis.
12. Are the results frameworks and monitoring, evaluation, accountability and learning (MEAL) systems a useful basis for assessing progress, learning, innovation and documenting results? Has the required flexibility been in place to adapt the approach during implementation for both the MFA and partners?		MEAL systems may have undergone important changes during the evaluation period 2008-2021 and evolution of MEAL will be given due attention in the analysis.
Sustainability (Will the benefits last?) FC level		
14. Are there specific programme interventions that have proved to be more sustainable in terms of institution building and strengthening of systems as well as economic development, job creation and poverty reduction?	5. To what extent has Danish support to framework conditions for PSD been sustainable? 5.1 To what extent are the results of Danish support to framework conditions for PSD sustainable?	The formulation of the EQ on sustainability has been broadened somewhat to include a focus on main factors determining sustainability, which may be useful for learning purposes.
Impact (What difference does the intervention make?) Overall level		

	6. Is there evidence on (intended or unintended, positive or negative) intermediary impact and overall impact of the Danish support to framework conditions for PSD?	This question deals with the intermediary and overall impact level as indicated in the ToC. These impact levels are beyond the direct control of Danish support. Through contribution analysis the plausibility that Danish support to framework conditions for PSD will affect poverty reduction and other impact indicators will be examined.
Recommendations		
15. What are the recommendations on how to best to support improved framework conditions for PSD in relation to both existing and future programmes and initiatives?	6. What are the recommendations on how to best to support improved framework conditions for PSD in relation to both existing and future programmes and initiatives, making a distinction between various types of partner countries including fragile contexts?	The EQ regarding recommendations has been maintained but makes a distinction between various types of partner countries, which may be relevant for future Danish support and given the emphasis on fragile contexts.

The revised EQs, except for EQ6 regarding recommendations, have been further elaborated in an evaluation matrix, where for each question specific indicators are defined, methods of data collection and sources (see Table A2.2 below).

Classification of Framework Conditions Themes

Table A2.2 Classification of framework condition themes

Framework condition theme as mentioned in the ToR	Theme classification in line with conceptual framework	Explanation and/or definition
Legal, Regulatory and Administration Reform	Business Environment Reform (BER) (macro level): Policy, legal, regulatory and administrative frameworks with the following functional areas:	The overall title for this key theme now also includes policy frameworks in line with BER literature.
Labour Market reform	Labour markets Labour laws and administration including employment policy, and labour laws including the interface between employers and the labour force, and the challenges employers and employees are facing.	IC theme, one of the six FC-themes,
Business Advocacy, Public-Private Dialogue	Business advocacy	One of the six FC themes

and private sector led initiatives		
Commercial Justice and Dispute Resolution	This is included in BER	
Access to Finance (BER Focus)	Not an area of focus for Danida support	
Trade Regimes, Facilitation, and Promotion	Trade facilitation , is closely related to BER as it focuses on policy, regulatory and administrative reforms regarding trade	One of the six FC-themes, closely related to BER
Infrastructure Development	Infrastructure development	IC theme, one of the six FC-themes,
Skills Development	Skills Development Skills is an IC theme when it deals with institutional issues and support, including macro-meso and micro level linkages. Skills development for specific groups is a micro-level issue	IC theme, one of the six FC-themes,
Value Chain and Market Systems Development	No specific area of focus, but attention for value chains in relation to other FC-themes	Possible IC theme, when it is about system changes, but also an important micro-level support theme. However, it cannot be identified in the Danida portfolio as IC-theme
Green Growth and Climate Change Adaptation	BER/GG or GBER BER theme when it is about changes in policy, legislation and regulatory frameworks related to green growth, but also an important Micro-level theme, which is outside the scope	This is indeed a broad theme as stated in the TOR, sector-specific green growth BER issues are included in BER
Investment facilitation and promotion	Micro-level theme	
Enterprise Development/Other	Micro-level theme	
Social investments	Micro-level theme	
Governance and political economy	Governance as overarching theme is part of the contextual factors. Political economy is an analytical method	
Gender equity	Cross-cutting issue	
Youth	Cross-cutting issue	
Human Rights	Cross-cutting issue	

Sampling strategy

For all PSD programmes and sub-programmes in the four countries it has been assessed whether support to the six specific framework conditions has been provided (see Chapter 2). The portfolio analysis showed that only through the bilateral PSD-programmes direct support to these six areas of

FC-PSD support has been provided. In practice, the bilateral PSD programmes often consist of specific framework conditions components next to micro-level direct support to private sector. For the global PSD programmes, framework conditions have not been the explicit focus of attention, but some linkages to FC support have been found.

It was decided to identify two different samples in each country:

1. Core sample consisting of bilateral FC-PSD support related to the six FC-themes. For each country not more than three themes have been selected for in-depth analysis related to all evaluation criteria and EQs.¹ Only for Kenya, the green growth support related to FCs is also included in the core sample as this has become the main focus of Danida PSD support.² The core sample also includes the non-funding support, mainly the policy dialogue on FC-PSD, which is not included in the table.
2. Broad sample consisting of other related support to framework conditions for PSD within selected thematic areas. The broad sample will only be assessed regarding relevance and coherence. For the broad sample, other bilateral support, global PSD programmes, NGO-support and more specifically the Labour Market Consortium, multilateral support and research projects have been screened against their relation to selected FCs for PSD. Except for Mali, the screening took place based on a specific theme for each country. For Kenya: Green Growth for Tanzania: labour markets and for Ghana: trade facilitation. FC interventions that started in 2021 are also part of the broad sample.

In Chapter 2 the overview of the core is presented, while the portfolio analysis is presented in detail in Annex D.

Country case study approach

For each of the four selected countries, Danish support as defined in the sampling approach has been situated in the context of national developments. The following general steps to implement the country studies have been taken:

- Document review. Prior to the country studies, documents regarding the core and broad sample have been collected and analysed in addition to documents regarding Danish country strategies and regarding PSD in the countries concerned. Furthermore, background documents regarding PSD in each country, political and economic developments as well as international literature have been collected and analysed. The document review has served the following purposes:
- Further refine the reconstruction of country-specific ToCs for Mali and Kenya as bilateral PSD-support is continued in these countries and therefore these countries had a different weight. Obtain insight into the specific country context, including the political economy to assess to what extent political economy analysis has informed Danida FC-PSD support planning and implementation (see evaluation matrix).
- Identify gaps in information.
- Identify stakeholders to be interviewed.

¹ For some countries, there were more than three FC themes. Therefore, some bilateral FC interventions early in the evaluation period have been moved to the broad sample (e.g., labour market support Kenya 2005-2010), while also some interventions covered by a country evaluation (e.g., Skills Development Fund Ghana) have also been moved to the broad sample. FC interventions that started in 2021 are also part of the broad sample.

² In the case of Kenya, the PSD and environmental programmes have been merged into Green Growth programmes. Therefore, for Kenya also relevant environmental programme components focusing on framework conditions have been included.

- Mission Preparation Notes (MPN) have been prepared prior to each country visit and have been shared with ELK and the embassy. The MPN include relevant country background information, the core and broad sample to be analysed, a draft reconstructed intervention logic (for Mali and Kenya) and the specific methodological approach for that particular country including methods, data sources and stakeholders to be interviewed based on the document review.
- Interviews. The following groups of stakeholders have been interviewed:
 - Current and former embassy staff.
 - Current and former programme staff.
 - National government officials.
 - Business organisations.
 - Representatives of multilateral organisations.
 - Representatives of other bilateral donors.
 - Experts on FC-PSD in selected countries.

The country interviews have been preferably face-to-face meetings during the country visits and additional online interviews were planned if needed. In Kenya, the vast majority of stakeholders preferred online interviews. The interviews have been conducted based on an interview template. In addition, the document review for each selected FC-theme has been used for the interviews aiming to fill gaps in information.

Workshops and focus groups

The country visits for Mali and Kenya aimed to start with a workshop with embassy and MFA staff on the country-specific ToC, while for Ghana and Tanzania the briefing meeting with the embassy focused on the country study approach for this Evaluation and the country-specific context. In Kenya, the meeting with embassy staff took place at the start of the second week of the field visit. At the end or after the country visits, preliminary findings were presented to the embassy and comments included in the country reports.

In Tanzania, a focus group discussion took place with business leaders. For Mali, after the field visit a workshop (online) was organised with all key stakeholders to discuss main findings and conclusions as well as the way forward. While for all four countries, discussions with a panel of informants were foreseen to validate the findings and discuss actionable recommendations, these took only place for Mali and Tanzania, while in Ghana and Kenya there was no clear interest.

Analysis and validation

The country study findings have been analysed in relation to the ToC with due attention to validation and triangulation in line with the evaluation design as set out in the main text. Due attention has been paid to the elaboration of explanatory factors for the variation in performance.

Table A2.3 Evaluation matrix

No	Evaluation questions	Indicators	Methods	Sources
1	Relevance: To what extent has Danish support to framework conditions for PSD responded to the evolving needs and challenges private sector is facing in partner countries?			
1.1	Has the support been focused on specific challenges and needs of governments and private sector in partner countries regarding framework conditions?	<ul style="list-style-type: none"> • Main BER challenges private sector has been facing in the four countries during the period 2008-2021 • Main IC challenges private sector has been facing in the four countries, 2008-2021 • Main BER and IC priorities defined by governments in four partner countries, 2008-2021 • Contextual factors affecting priority-setting regarding BER and IC in four partner countries 	<p>Document review at all three levels of analysis:</p> <ul style="list-style-type: none"> • Overall strategic level • Country level • Thematic level <p>Interviews at three levels</p> <p>Workshops country level</p>	<p>Strategic docs Programme docs International literature</p> <p>MFA staff HQ and embassies Staff global programmes Implementors programmes Gvt partner countries BMOs Experts</p> <p>BMOs</p>
1.2	Have clear objectives been defined (making use of logframes or ToCs) for the Danish support to framework conditions for PSD in line with Danish strategic priorities and has the design been adequate?	<ul style="list-style-type: none"> • Clarity of objectives at different levels • Alignment of objectives with Danish strategic priorities • Use of logframes or ToCs • Quality of logframes/ToCs/design 	Document review	Strategic and programme docs
1.3	How have specific challenges in the area of green growth been addressed?	<ul style="list-style-type: none"> • Extent to which specific framework conditions for green growth have been defined • Alignment of support to green growth with global climate change priorities • Innovative adjustment of definitions on framework conditions to green growth requirements 	<p>Document review at all three levels of analysis:</p> <ul style="list-style-type: none"> • Overall strategic level • Country level • Thematic level 	<p>Strategic docs Programme docs International literature</p> <p>MFA staff HQ and embassies</p>
1.4	To what extent has political economy analysis contributed to the design	<ul style="list-style-type: none"> • References made to political economy analysis in overall (country and global programme) planning documents 	Interviews at three levels	<p>Staff global programmes</p>

	and implementation of the support to framework conditions for PSD?	<ul style="list-style-type: none"> • References made to political economy analysis in specific project documents • Depth of PE analysis in terms of analysis of structure, institutions and actors • Evidence of actual use of political economy analysis to adapt programming 	Workshops country level	Implementors programmes Govt partner countries BMOs Experts BMOs
1.5	How well has the Danish support integrated inclusiveness and attention to cross-cutting issues, specifically human rights, gender equality and youth?	Extent to which attention is paid in programming and implementation to: <ul style="list-style-type: none"> • Inclusive business • Gender equality • Youth • Human Rights based approaches 		
2	Coherence: To what extent have there been complementarities and synergies between the various types of Danish support to framework conditions for PSD on the one hand and PSD support by other actors on the other?			
2.1	Internal coherence: To what extent have there been complementarities and synergies within the bilateral country programmes and between the bilateral programmes and other channels of Danish support to framework conditions for PSD?	Complementarities and synergies between: <ul style="list-style-type: none"> • Bilateral core support focused on FCs for PSD and other bilateral PSD support • Bilateral core support focused on FCs for PSD and other bilateral support (GBS, governance, sector support) • Bilateral core support focused on FCs for PSD and policy dialogue • Bilateral core support focused on FCs for PSD and global or regional PSD programme support • Bilateral core support focused on FCs for PSD and multilateral support (core, soft-earmarked) focused on FCs for PSD • Bilateral core support focused on FCs for PSD and NGO, or research focused on FCs for PSD and bilateral PSD support • Mechanisms for improving internal coherence 	Document review Interviews Workshops country level	Strategic docs Programme docs International literature MFA staff HQ and embassies Staff global programmes Implementors programmes
2.2	External coherence: To what extent is the Danish support to framework conditions for	<ul style="list-style-type: none"> • Extent to which the Danish support to FCs for PSD has been adjusted in line with international norms and standards 	Document review Interviews	DCED guidelines International literature

	PSD in line with the global evolving norms and standards and is it well-coordinated and complementary to support of other development actors in this area?	<ul style="list-style-type: none"> • Evidence of lessons learned from international experience with PSD FC support • Extent to which at global, regional and country level comparative advantages of different actors are taken into account for the Danish support and duplication is avoided • Coordination mechanisms at country level for the support to FCs for PSD with specific attention for the role of Denmark and the partner country government <ul style="list-style-type: none"> ○ Perceptions of the role of Denmark in the support to FCs for PSD at regional and national level 	Workshops country level	<p>Docs from other donors Docs regarding PSD coordination in partner countries</p> <p>MFA staff HQ and embassies Other donors Partner country representatives</p>
3	Effectiveness: What are the results of the Danish support to framework conditions for PSD and what are the main factors affecting the results?			
3.1	What have been the outputs and (intermediary) outcomes of Danish support to framework conditions for PSD?	<p>Improvements in BER frameworks (and the way these frameworks address issues of inclusiveness, gender equality, human rights and climate change):</p> <ul style="list-style-type: none"> • Business administration and licensing procedures • Tax policies and administration • Labour laws and administration • Land titles, land registry and land market administration • Commercial justice/courts and dispute resolution • Public-private dialogue (incl. informal operators and women) and business advocacy incl. capacity building and effective lobbying • Access to market information • Access to finance- BER focus • Quality of regulatory governance and compliance enforcement • Competition policy, accounting, auditing and business transparency (incl. integrity/ anti-corruption) • Norms and standards (technical, social/labour, environmental) 	<p>Document review at all three levels of analysis:</p> <ul style="list-style-type: none"> • Overall strategic level • Country level • Thematic level <p>Interviews at three levels</p> <p>Workshops country level</p>	<p>Strategic docs Programme docs International literature</p> <p>MFA staff HQ and embassies Staff global programmes Implementors programmes Govt partner countries BMOs Experts</p> <p>BMOs</p>

		<ul style="list-style-type: none"> • Trade policies, laws, regulations (<i>trade regimes</i>) <p>Improvements in investment climate (incl how issues of inclusiveness, gender equality, human rights and climate change have been taken into account):</p> <ul style="list-style-type: none"> • Infrastructure development • Value chain and market systems development • Technological development, R&D, innovation • Skills development • Labour market development • Financial market reform • Trade facilitation <p>Evidence that private sector has benefitted from BER and IC improvements:</p> <ul style="list-style-type: none"> • Reduced costs • Reduced business risks • Improved market access • Evidence that private sector is adhering to new targets, norms and standards regarding climate change (no-deforestation, reduced CO2 emissions, etc. 		
3.2	What have been the main external and internal factors contributing to effectiveness? What are specific explanatory factors in fragile and other country contexts?	<p>External factors:</p> <ul style="list-style-type: none"> • Income status • Governance situation • Fragility <p>Internal factors:</p> <ul style="list-style-type: none"> • Role of embassies (see EQ 4.2) • Targeting of PC PSD support • Internal and external coherence of Danish support (see EQ 2) 	<p>Document review at all three levels of analysis:</p> <ul style="list-style-type: none"> • Overall strategic level • Country level • Thematic level <p>Interviews at three levels</p> <p>Workshops country level</p>	See above

		<ul style="list-style-type: none"> Quality of programme design 		
4	Efficiency: What have been main efficiency challenges of the Danish support to framework conditions for PSD and how have these challenges been addressed?			
4.1	What have been main efficiency challenges (including value for money)?	<ul style="list-style-type: none"> Timeliness of planning and delivery of support Evidence of support provided in economic way (minimizing costs) Evidence of support provided in an efficient way (good outputs against reasonable cost) 	Document review at all three levels of analysis: <ul style="list-style-type: none"> Overall strategic level Country level Thematic level 	See above: focus on Danish docs and interviewees
4.2	What are the main factors affecting organizational efficiency with specific attention for the role of the Danish embassies, including changes due to the introduction of DDD?	<ul style="list-style-type: none"> Formal role of the Danish embassies in coordinating global and national FC PSD support, 2008-2021 Coordination between embassies and central level in relation to different channels of PSD-FC support Extent to which embassies are informed on PSD support Capacity of the embassy (FTEs and profiles), 2008-2021 Perceptions on the changing role of the embassies in view of DDD, 2008-2021 Perceptions of other stakeholders (partner country stakeholders and other donors) on Danish FC PSD support 	Interviews at three levels Workshops country level	
4.3	To what extent are the MEAL systems a useful basis for assessing the performance and do they lead to learning and/or changes in programming (adaptive programming)?	<ul style="list-style-type: none"> Quality of monitoring as reflected in progress and completion reports Frequency and quality of MTRs, (external) evaluations and impact studies 		
5	To what extent has Danish support to framework conditions for PSD been sustainable?			
5.1	To what extent are the results of Danish support to framework conditions for PSD sustainable?	<ul style="list-style-type: none"> Evidence that results (outputs and outcomes) are sustained without external support The supported organisations continue to deliver services of the same quality to their members after withdrawal of support 	Document review at all three levels of analysis: <ul style="list-style-type: none"> Overall strategic level Country level Thematic level 	See above

			Interviews at three levels Workshops country 1	
6	Is there evidence on (intended or unintended, positive or negative) intermediary impact and overall impact of the Danish support to framework conditions for PSD?			
6.1	Is there evidence on (intended or unintended, positive or negative) intermediary impact and overall impact of the Danish support to framework conditions for PSD?	<ul style="list-style-type: none"> • Increase in investments • Job creation • Economic growth 	Triangulation of all methods and sources	

Data collection methods

Document review was a main data collection method at all three levels of analysis (see Annex C for an overview of overall documents consulted, and separate bibliographies in the country reports and the BAF thematic study). A variety of documents was collected and analysed, including programme, strategic, international literature, country and donor documents have. In addition, a portfolio analysis was conducted (see Chapter 2 and Annex D). In-depth interviews (in-country and online) at all three levels of analysis³ was another main data collection method and the number of interviews per country and per level is presented in Table 1.1.

Table A2.4 Interview overview. Country specific and cross cutting

Mali	Tanzania	Ghana	Kenya	Mozambique	Cross cutting	Total
36	51	23	65	10	10	195

Table A2.5 Interview overview. Pr. stakeholder group

MFA HQ and embassy staff	Donors incl. UN	Government in the four countries	Private sector *	Consultants **	Academia and Civil society	Other	Total
37	22	23	57	42	10	1	192***

* Incl. PSO/BMOs and enterprises

** Incl. implementing partners

***A few stakeholders were interviewed more than once

The following groups of stakeholders were interviewed: MFA staff, current and former embassy staff in the four selected countries, current and former programme staff, national government officials, business organisations, representatives of multilateral organisations, representatives of other bilateral donors, and experts on FC-PSD in selected countries. The substantial differences in number of interviews per country can be explained by the size of the sample per country (Kenya had the largest sample, given the focus on green growth and the linkages to global PSD programmes, see Annex D), which is reflected in the time spent on the various country studies, and the possibilities to travel, which were very limited in Mali. In general, despite some challenges (see below) a good balance of stakeholders was interviewed for each country with the exception of BAF-Mozambique. In addition, validation workshops were organised at country level and for the thematic case study, while in Tanzania one Focus Group Discussion (FGD) with private sector organisations was organised.

Data analysis

Data analysis started at country level, for each FC-theme and in relation to the core sample, findings from document review, interviews and FGD, were put together per evaluation criterion related to the indicators in the evaluation matrix. These findings were triangulated. Also, factors explaining the variation in performance per evaluation criterion for the various FC-themes were part of the data analysis, where a distinction was made between external country-related factors and internal factors related to Danida. Second, for the four BAFs, a thematic study was done, again regrouping the findings from the different sources in the four countries per evaluation criterion and triangulating these findings.

³ The client and ERG have been informed on the persons interviewed. To be compliant with the General Data Protection Regulation (GDPR) the names of people interviewed will not be published.

This process was repeated at the overall level for the synthesis report for which some additional data collection was done, such as additional interviews and document review.

Evaluation challenges

The following evaluation challenges occurred during the evaluation and were mitigated to the extent possible:

- **Data collection challenges:** In the beginning of the evaluation period, not all relevant programme and strategic documents could be found despite multiple efforts including from the MFA and embassies. This limitation has been mitigated by the search and use of relevant other literature and a search for interviewees that were active as stakeholders at the time. Nevertheless, especially for the early years of the evaluation period, not all relevant programme documents were available, while not always relevant stakeholders active at that time could be located. These limitations have been mentioned in the reports.
- **Vast scope of the Evaluation:** The portfolio analysis during the inception phase showed that there was a large portfolio of potentially relevant interventions to be analysed. Therefore, a good balance between breadth and depth had to be found to allow for sufficiently in-depth analysis. This was done through a sampling strategy with a core and broad sample based on a conceptual framework and portfolio analysis making a distinction between six key FCs. This is set out in Chapter 2 including definitions of key concepts.
- **Challenges regarding the value-added of the country visits:** In some cases, there were challenges finding sufficient relevant stakeholders (e.g., from Private Sector Organisations, PSOs), although on balance a good representation of stakeholders could be interviewed as indicated above. In Kenya, the vast majority of interviews was online even when the Evaluation Team was in-country. After the Covid-19 pandemic and related lockdowns, most stakeholders preferred online interviews. Also attempts for a district visit in Kenya failed because of lack of availability of stakeholders. The fact that most Danish FC-support has come to an end by the time of the evaluation appears to have influenced the availability. Nevertheless, after multiple attempts a good balance of different stakeholders has been interviewed in the four countries, including nine PSOs in Kenya that benefitted from BAF-support, while in Tanzania a FGD with PSO-representatives was organised. The fact that many interviews were online did not negatively affect the data collection.
- **Use of quantitative and qualitative data:** the Evaluation Team aimed to use both qualitative and quantitative data, but in practice very limited relevant reliable quantitative data could be found in view of the vast scope of the Evaluation and the time and resource constraints. This means that the assessment is primarily based on qualitative assessments based on triangulation of sources as indicated above. The limited use of quantitative data and methods has affected the possibilities to assess impact. With econometric methods, it might have been possible to find more evidence on impact, but this would have required a completely different evaluation approach focusing on a few interventions only in one or two countries (rather than more than 50 interventions in five countries).
- **Challenges regarding contribution analysis:** the Evaluation Team aimed to apply contribution analysis by following the six-step approach in relation to the ToC. The main challenge was to establish cause-effect relations at the higher level of the results chain i.e., outcome and impact level as there were very few data available and this was given limited attention in programme design and implementation. Therefore, the Evaluation Team aimed to

establish whether there were any plausible relationships between Danish support and overall changes in the business environment and for private sector.

- **Utilisation focus:** the Evaluation Team aimed to adopt a utilisation-focused approach involving key stakeholders, in particular the embassies from the inception phase onwards to enhance learning from country studies but also across country studies. While in the ToR, learning is a main objective it is not clarified for whom. To address this challenge, an iterative approach was adopted including validation workshops with groups of key stakeholders at various levels. However, the utilisation focus was affected in some cases by limited interest from stakeholders at all levels, due to the fact that most FC support had been completed at the time of the Evaluation and no new FC-support is planned. In Ghana, the bilateral development cooperation has been phased out and a phasing out process has also been initiated in Tanzania. In Mali however, where the support is still continued to the extent possible given the fragilisation, there was high interest from various stakeholders. In Kenya, the support shifted towards green growth with limited FC support, but due attention to internal coherence and implementation of the DDD approach. This also led to interest from the embassy in learning from this Evaluation. This synthesis report aims to contribute to learning across countries.