



Analysis of Programme/Project Completion Reports submitted 2009-2011

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The views expressed are those of the authors and do not necessarily represent the views of the Ministry of Foreign Affairs of Denmark. Errors and omissions are the responsibility of the authors.

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Abbreviations

AMG	Aid Management Guidelines, Danida
BFT	Technical Advisory Service, Danida
CIS	Commonwealth of Independent States (Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Uzbekistan)
Danida	Danish Development Assistance
DKK	Danish Kroner
EVAL	Evaluation Department of Danida
HUM	Humanitarian aid
KVA	Quality Assurance Department
MENA	Middle East and North African countries
MFA	Ministry of Foreign Affairs
OCR	Optical Character Recognition
OECD/DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
PCR	Project Completion Report
PDB	Project Data Base
PDF	Portable Document Format
UM	Ministry of Foreign Affairs

Notes on formatting

This report uses Danish numerical formats:

- , (comma) is used before decimals
- . (period) is used as thousand separator

In the tables DAC codes are written either in CAPITALS or small letters. This is by convention in DAC to signify whether the code is an encompassing higher level code or a sub category.

Executive Summary

1. The purpose of the present analysis is to summarize key qualitative and quantitative features and lessons learned from Project Completion Reports (PCRs) that were received by the Quality Assurance Department (KVA) in final versions and up-loaded to the Project Data Base (PDB) in 2009, 2010 and 2011. Furthermore, the purpose is to provide an overview of key issues raised in the PCRs, which may warrant follow-up by Ministry of Foreign Affairs management, the Quality Assurance Department (KVA), embassies, Technical Advisory Services (BFT), the Evaluation Department (EVAL) or other actors.
2. The PCRs analysed are retrospective reflections of projects/programmes finalised in 2009, 2010 or 2011, but project start has been 1-5 years before that. In 2009 to 2011 there was a doubling of uploaded PCRs compared to the years 2006 to 2008. The reason for this substantial increase has not been identified.
3. A total of 2040 proper PCRs were identified in the PCR file provided by KVA. Of these 484 PCRs (with 336 project serial numbers) were not included in a second extract from the Project Database that included only final versions of PCRs. It is difficult to determine whether a PCR is a draft or a final version and therefore a large number of PCRs have status as final draft rather than final.
4. Of the PCRs in Format 1 (for projects and programmes above DKK 5 million), Format 2 (for components), and Format 3 (for projects below DKK 5 million), almost 80% were for projects below DKK 5 million, 11 % were for components and 9% were for projects and programmes above DKK 5 million. In comparison, 80% and 82% of the PCRs from 2007 and 2009 respectively were for projects below 5 million DKK. The intention of reducing the number of smaller projects and focusing more on larger programmes is therefore not reflected in the completed PCRs.
5. According to the Aid Management Guidelines, the PCR should be completed and up-loaded in PDB within six month after the project ends. The analysis shows that on average for all Format 1, 2 and 3 PCRs submitted during the three years considered, it takes almost nine months from the actual end of the programme or project before the PCR is completed, with an average lag time of eight, eleven and six months for PCRs submitted in 2009, 2010 and 2011 respectively.
6. The difference between the planned and actual Danida contribution, i.e., budget versus expenditure, was analysed. This is considered an aggregate level indirect indicator of programme planning relevance defined in OECD/DAC evaluation terms.
7. For PCRs in Format 1, 2 and 3 with information on both planned and actual expenditure there is general underspending of 7% to 15% of planned budgets in the completed projects and programmes. For humanitarian and NGO projects there has been a slight underspending of 3% of planned budgets. Details of actual versus planned expenditure are provided for each type of PCR in the report.
8. Projects and programmes over DKK 5 million (Format 1 PCRs) have on average been extended 11 months, which is 34% more than the planned duration. Half of the programmes were extended less than 17%, and a quarter of the programmes were extended more than 38% of the planned duration.

9. Projects below 5 million DKK (Format 3 PCR) were on average extended for 5 months; half of the projects were not extended, while 10% were extended for 18 months or more.
10. Extension of humanitarian and NGO projects reported in the PCRs were modest with half of the projects extended for 1 month or less, 15% extended for 6 to 14 months, and 10% more than 14 months.
11. The PCR Formats 1, 2 and 3 include ratings of different indicators based on a self-assessment by project managers. They all include a rating of the success of the programme/project in terms of the degree to which the objectives were fulfilled. Around 85% of all PCRs in Format 1, 2 and 3 has been self-assessed as “A” or “B” and are thus rated as very satisfactory with no need to adjust plans and strategies, or satisfactory with only minor problems. Between 5% and 11% of the PCRs in the three formats has been rated “C” as less satisfactory. Only 2% of the PCRs are rated “D”, which means very unsatisfactory in terms of fulfilment of overall objectives. The high number of “A” and “B” ratings is similar to the finding in the 2007 analysis of PCRs and it appears relevant to repeat the concern that was raised in 2007 about the value of this rating system.¹

Lessons learned from PCRs in Format 1 Programmes and Projects above 5 million DKK

12. Lessons learned from programmes and projects above 5 million DKK (Format 1 PCR) were grouped in thematic areas and synthesised. The thematic areas are: partnership including harmonization and alignment, capacity development, governance and human rights, and sustainability.
13. A lesson learned regarding partnership is that it is important to find a balance between the overall project/programme objective and the interests of individual partners. The administrative “rules of the game” and objectives should be well defined from the very beginning of a programme or project. Furthermore, collaboration with government institutions is important to ensure that project/programme experiences, or research findings, are translated into policy.
14. Only 17 out of the 107 PCRs include lessons learned with respect to harmonization and only 12 PCRs lessons learned with regard to alignment. It is a lesson learned that it is most effective to harmonize donors’ effort in country when the recipient institution has set up clear goals and the legal framework is conducive. The PCRs report harmonization as a time consuming and occasionally very slow process and that it should only be pursued when it makes practical sense. Alignment appears to be easier to achieve than harmonization and the few reported experiences are predominantly positive. Danida is accredited for aligning their priorities to national policies to a large degree.
15. Regarding capacity building, the PCRs report that it is a time consuming process that requires a long-term investment with a long time horizon, especially in very low-capacity contexts. The local capacity of the receiving institution or locality should be assessed before implementing programmes/projects and before deciding on project/programme design. A main constraint for project implementation has been weak management structures and in some cases high staff turnover. In general the

¹ Analysis of Programme/Project Completion Reports 2007-2008. Ministry of Foreign Affairs of Denmark, November 2009

PCRs report good experiences with improving teaching and research capacity at research institutions but there is a need for more training of the management of such institutions.

16. On governance, several PCRs call for more inclusion of local communities and other stakeholders in governmental decision-making. Bureaucracy and poor coordination and communication in governmental institutions are considered to be some of the main constraints in progressing towards development objectives. Involving the central government in project changes is important but in some cases it can be advantageous for a project/programme to have a decentralized status requiring only local governments to improve project changes and thereby avoiding 'red tape'. In Iraq experiences with involving the central government have been negative. It is also observed that a good relationship between NGOs and the government is vital to the success of implementation of a project/programme.
17. On sustainability, lessons learned are that it takes ownership from the involved local people and that it is very dependent on the local leadership structures, which, it is said, should be strengthened instead of the programme introducing parallel structures. It is found to be vital to start to focus on sustainability many years before planned project/programme end. Towards programme end a focus on successful activities can enhance the level of sustainability and the incentive for local partners to continue the programme.

Lessons learned from PCRs from humanitarian and NGO projects

18. The twenty-four PCRs from the largest humanitarian and NGO projects above 15 million DKK - set as cut-off point for inclusion in this qualitative analysis - were analysed in terms of lessons learned, problems and obstacles, sustainability and capacity building.
19. The lessons learned are very contextual. Flexibility and pragmatism, especially in rapidly changing and complex environments are important. However, in conflict ridden contexts it is important that a project stands by its principles and implements activities only in areas where strong community support provides a secure environment. Another lesson learned is that a programmatic approach instead of an ad hoc approach can be important since the 'development process is gradual'.
20. A number of PCRs report lessons learned with regard to security issues. In Afghanistan paying constant attention to the security situation is extremely important. A general lesson learned in volatile regions with high potential for conflict is that peace-building and conflict prevention, conflict resolution and social cohesion are increasingly important, especially coupled with types of income generating activities.
21. About two thirds of the projects have been faced with serious problems leading to delays, postponement or cancellations of some activities. The problems encountered range from natural disasters such as drought and famine, cyclones, outbreaks of Marburg fever, heavy rains and resulting difficult logistics, to social problems such as land disputes, killings and oppression of union leaders, violence, deteriorating security and revolts.
22. Lessons learned with regard to sustainability are that meaningful community involvement, ownership and capacity building through training also of local authorities, are key to sustainability and should therefore be thought into programmes from the

very beginning. Participatory approaches, e.g., community action plans are a way to achieve this. Support to the financial and economic sustainability of the partner organization is also important. Lastly a number of PCRs highlight the importance of NGOs' links to government institutions both at local and national level.

Lessons learned regarding the PCR formats

23. The present work has found that the attempt to streamline the PCR reporting formats in a technical sense by using Word Forms (a software format) has not been implemented broadly and some problems with this format were found in the course of the analysis. Word Forms are only used in 17% of all PCRs and though Word Forms do help data retrieval by standardizing the various data fields, they have the problem that the check boxes used for ratings cannot be transferred to other formats, and therefore manual retrieval of the ratings is necessary.
24. The many and variable formats, and the uneven quality of the PCR's analysed, requires time consuming manual extraction of data and is a main obstacle for extracting learning. The digitalization of the PCR system has potential to improve on this situation.
25. With respect to digitalization of PCRs, it is recommended to base the programme completion reporting on a web browser platform with pre-defined and enforced date and number formats for all relevant fields. By applying a web-based tool the PCRs could feed into a live database from which updated information could be retrieved and analysed in real time.
26. For the rating system for PCRs it is recommended to use predefined questions and use scales with 5-8 steps relating to the five OECD/DAC evaluation criteria and further to provide comprehensive and precise guidance notes on the basis for the ratings to be applied. The valuable information in the PCR's would be easier to analyse and the incentive to learn from earlier experiences would increase.

1. Introduction

Programme/Project Completion Reports (PCRs) are intended to provide important information about Danish development cooperation programmes and projects by documenting the status, results achieved and the need for possible further assistance after completion. PCRs are meant to contribute to the accumulation and dissemination of experiences and lessons learned regarding the support provided. PCRs are for example used in connection with the preparation of thematic reviews and evaluations and in analyses of Danish development assistance made by the Auditor General.

From 2006 to mid 2011, three PCR formats have been in use: 1) Programme/Project Completion Report for programmes and projects above DKK 5 million; 2) Component Completion Report for components; and 3) Project Completion Sheet for projects below DKK 5 million. These formats all allow for a rating of the project as “A”, “B”, “C”, or “D”, with detailed ratings required on six development areas for the larger programmes and projects. A fourth special format is used for humanitarian aid (HUM) and NGO implemented projects. In addition PCRs are written in various other formats, which reflect the policy that recipient institutions can use their own format provided the basic information is included. This analysis, however, only includes format 1, 2, 3 and the format used for humanitarian aid and NGOs.

In July 2011 two new formats: one for programmes/projects below and one for programmes/projects above 5 million DKK respectively substituted the former three. The focus of the new formats is on results related to the programmes'/projects' development objectives and immediate objectives and includes a rating of achievement of goals, assessment of the effectiveness and efficiency of the investment, sustainability/capacity building and lessons learned. Only a few PCRs in the new formats were submitted in 2011 and included in the present analysis.

The Quality Assurance Department (KVA) is responsible for initial quality assurance of individual PCRs whereas responsibility for crosscutting analysis of PCRs with regular intervals (every 2 to 3 years) lies with the Evaluation Department (EVAL).

The present analysis covers 1571 PCRs. Previous analyses of PCR reports are “Explorative Study of Programme/Project Completion Reports, October 2007”, which covered 315 PCRs submitted in 2006, and “Analysis of Programme/Project Completion Reports 2007-2008, November 2009”, which covered 745 PCRs submitted in 2007 and 2008.

The PCR analysis was carried out by Jens Sjørlev and Louise Smed, Nordic Consulting Group between December 2011 and April 2012.

1.1 Approach to analysis

First of all, it should be noted that the PCRs reviewed concern programmes and projects that were designed over a time span from three to more than ten years ago and therefore do not represent current strategies and implementation modalities. It is further acknowledged that the PCRs included in this analysis do not comprise a sample of Danida programmes and projects in a statistically valid sense, e.g., by using stratified random sampling or other approaches. However, due to the large number of PCRs they are considered to constitute a sufficiently representative sample to approach the work as a stocktaking or portfolio analysis that can provide insights into the overall Danida portfolio.

Therefore distributions of planned and actual budget allocations and project extensions by region and DAC support area have been analysed with a view to provide a picture of overall trends of Danida's programme and project portfolio. However, the limitations in terms of the representativeness of the programmes and projects included should be kept in mind. Refer to Annex 1 and 2 on Methodology and Data Processing for details.

2. Recommendations on PCR formats and standards

Based on the present analysis a few recommendations regarding the technical aspects of the PCRs are offered here with a view to make them more accessible for analysis in the context of the planned digitalization of the PCR system. Refer to Annex 2 on PCR formats and standards for details.

- Use a web browser based reporting format with pre-defined and enforced date and number formats for all relevant fields.
- Refine the ratings system into scales with 5-8 steps/categories with point-and-click.
- Structure the ratings system with more predefined questions that relate to the five OECD/DAC evaluation criteria.
- Reduce as much as possible open-ended questions and do not ask for ratings relative to whatever immediate objectives the project has.
- Set up a database system that retrieves the information in real time.
- Pre-define the type of answers and analysis the Ministry wants and pre-design analysis procedures and report formats for analysis of the data.

By following these recommendations the Ministry could get a monitoring and evaluation instrument that would work in real time with much less 'noise' compared to the present; it would be much more accessible and have the potential for including more detailed assessments in a structured manner. This would allow for cross-programme comparisons, identification of significant patterns and synthesis that would enhance the learning from completed programmes and projects.

3. Overview of all PCRs

A total of 2146 Project Completion Documents (PCRs) were received from KVA for this analysis as those submitted in 2009, 2010 and 2011. Of these 2102 PCRs had unique serial numbers. Thus 42 had the same serial number, of which some were duplicates and others were different spreadsheets. Another 62 files have been omitted from the analysis due to various problems as explained in Annex 1. Thus, the total number of PCRs covered in this overview is 2040 (table A).

Table A Overview of PCRs covered (* not included in the present analysis)

Type of Project Completion Report	Total	2009	2009	2010	2010	2011	2011
Format 1 Programme > DKK 5 mill.	111	33	30%	53	48%	25	23%
Format 2 Components	127	45	35%	35	28%	47	37%
Format 3 Project < DKK 5 mill.	920	360	39%	301	33%	259	28%
Format HUM and NGO	413	141	34%	103	25%	169	41%
Total PCRs analysed	1571	579		492		500	
<i>Other report formats*</i>	<i>398</i>	<i>136</i>	<i>34%</i>	<i>155</i>	<i>39%</i>	<i>107</i>	<i>27%</i>
<i>Research projects*</i>	<i>9</i>	<i>1</i>	<i>11%</i>	<i>3</i>	<i>33%</i>	<i>5</i>	<i>56%</i>
<i>EU's twinning*</i>	<i>62</i>	<i>21</i>	<i>34%</i>	<i>22</i>	<i>35%</i>	<i>19</i>	<i>31%</i>
All	2040	737	36%	672	33%	631	31%

However, only Format 1, 2 and 3 and PCRs for humanitarian (HUM) and NGO projects have been analysed, while PCRs in other formats, for research projects and EU twinning have not been included. The detailed analysis then covers 1571 PCRs, however with some PCRs omitted for specific types of analysis due to lack of data.

Since the first two analyses of PCR reports, which covered the years 2006 and 2007-2008 respectively, the number of PCRs uploaded has increased as follows:

Table B Number of PCRs submitted per year 2006-2011

Year	2006	2007	2008	2009	2010	2011
Nos PCRs	315	447*	298*	739	691	612

Note*: estimates based on ².

Compared to the years 2006 to 2008 there has been a doubling of PCRs in the years 2009 to 2011. The reason for this substantial increase has, however, not been identified.

In addition to the four main types of PCR reporting formats: 1) programme, 2) component, 3) project and 4) HUM and NGO reporting formats which are analysed here, various other formats are used, ranging from long reports to one-page signed statements. Specific PCR formats are used for EU twinning programmes and various formats for the few research projects.

The 2040 PCRs included in the present analysis refer to 1,523 Danida File project numbers. In 90% of the cases there was only one PCR for a project number; in 10% of the cases there were two or more. Table 11 in Annex 2 shows the percentage wise distribution of PCRs by reporting format and year.

Of the PCRs in Format 1, 2 and 3, almost 80% are for projects below DKK 5 million, while 11 % are for components, and 9% are for projects and programmes above DKK 5 million. In comparison, the figures for the PCRs uploaded in 2007 and 2009 were 82% for projects below DKK 5 million, 14% for components and 4% for projects and programmes above DKK 5 million.

The distribution of the programmes and projects covered by the PCRs in terms of their planned and actual Danida contribution, i.e. budget versus expenditure, was analysed. This is considered an aggregate level proxy indicator of programme planning relevance defined in OECD/DAC evaluation terms as “the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirement, country needs, global priorities and partners’ and donors’ policies”. The assumption is that the planned budgets are a reflection of beneficiaries’ requirements, country needs and policies and a result of an analysis of absorption capacity in the given environment. The difference between planned and actual spending can therefore indicate an imprecise assessment of the project/programme’s contextual needs at the time it was designed. However, it must be recognized that budget ceilings are firm and underspending is less negatively sanctioned than over spending.

Note that the total figures for Danida contribution in Format 1 and Format 2 to some degree contain the same amounts, since some Format 2 for components are within programmes that have been reported on in Format 1. Furthermore, PCRs that do not have information on both planned and actual expenditure are not included in the analysis. Thus, the present analysis is emphatically not a financial analysis but intended to give a profile of projects in Danida’s

² Analysis of Programme/Project Completion Reports 2007-2008. Ministry of Foreign Affairs of Denmark, November 2009; Explorative Study of Programme/Project Completion Reports. Ministry of Foreign Affairs of Denmark, October 2007.

portfolio based on an assumed representative sample. The overall distribution of the analysed PCRs with the total sum of planned and actual Danida contribution is shown in Table 1.

Table 1 Planned and Actual Danida Contribution – Sum of PCRs - Years 2009-2011

PCR type	Danida contribution Mill DKK				
	No. of PCRs analysed	Planned Danida contribution – DKK million	Actual Danida contribution – DKK million	Planned – Actual (Under/over spending)	Under/over spending Per cent of Planned*
Format 1	86	4969,01	4516,36	452,65	-9,1%
Format 2	123	4413,56	4119,55	294,01	-6,7%
Format 3	851	1239,61	1078,58	161,04	-13,0%
Format HUM NGO	322	2238,59	2177,30	61,29	-2,7%

* Actual – planned/planned

Table 16 in Annex 4 shows the regional differences in overall planned and actual Danida contributions for all the three years and all four types of PCRs.

3.1 Distribution by purpose code (DAC code)

The completed projects in East Africa have by far received the largest amount from Danida (DKK 3,585 million), followed by Asia, West Africa, MENA and Southeast Asia. The highest number of PCRs are from completed programmes and projects in Asia with 264 PCRs, followed by MENA with 246, and East Africa with 215. There is a general pattern of under-spending compared to planned Danida contributions with MENA and Horn of Africa, Central Africa and International projects being exceptions. The PCRs from the latter three regions are mainly for humanitarian projects. The distribution of all PCRs by DAC main support area is shown in Figure 6 in Annex 4. Please note that some recoding has been necessary to present this table as a number of PCRs only has a more specific DAC code.

33% of the PCRs are for programmes and projects in the area of Government and Civil Society, reflecting the broadness of the DAC category and the common implementation modality with numerous relatively smaller projects. It requires more effort to extract lessons learned from PCRs in this category. Humanitarian and conflict prevention projects is the second largest category with 16% of the PCRs. PCRs for the other DAC areas fall roughly in two groups: one where each DAC area constitute between 5% and 9% of the total number of PCRs, including Unallocated and Unspecified programmes, Environment, Business and Other Services, and Health. The other group consists of DAC areas with a small number of PCRs (below 5% of total) which includes Fishing, Forestry, Agriculture, Water and Sanitation and Transport and Storage among others. These sectors are typically supported through larger programmes (refer to Table 17 in Annex 4).

3.2 Overall ratings

Formats 1, 2 and 3 use different forms for rating the programmes and projects. The PCRs for humanitarian and NGO projects do not apply a rating system. Format 1 for programmes and projects above DKK 5 million have 6 predefined criteria for ratings, while the majority of PCRs for projects below DKK 5 million only rate the overall objective. All formats, however,

rate the fulfilment of the overall objective as in Table 2, which shows the distribution of ratings.

Table 2 Ratings of fulfilment of objectives – all PCRs in Format 1, 2 and 3

Percentage of Formats	A	B	C	D	Missing or N/A
Format 1 Projects and programmes above 5 mill	39%	48%	5%	2%	5%
Format 2 Components	21%	66%	11%	2%	
Format 3 Projects and programmes below 5 mill	34%	53%	6%	2%	5%

The assessment system has the following categories:

- A - Very satisfactory: no need to adjust plans and strategy.
- B - Satisfactory: minor problems may arise and small adjustments may be necessary.
- C - Less satisfactory: adjustments to plans and/or strategy are necessary.
- D - Very unsatisfactory: the sustainability of the activities is questionable. Major adjustments/re-organizations will be necessary in a possible new phase or in the follow up by partner organizations.

It is evident from the table that around 87% of all PCRs have been self-assessed as “A” or “B” and thus rated as satisfactory with only minor problems or very satisfactory with no need to adjust plans and strategies. Between 5% and 11% have been rated “C” as less satisfactory and only 2% of the PCRs are rated as “D” – as very unsatisfactory with regard to fulfilment of overall objectives.

These numbers correspond to the findings in the two previous analyses of PCRs and the numbers are almost exactly the same as in the analyses from 2007 and 2009. Therefore, it appears relevant to question, as was done in 2007, the value of this rating system.³

Though ratings based on self-assessment have inherent problems with objectivity, and there can be a tendency to give too high rates, self-assessment and ratings also have benefits in terms of ease of application and by yielding simple and easily communicable indicators. However, a system with only four possible ratings limits the information value. Another issue is that the present description of the ratings is forward-looking by referring to the need for adjustments to possible future support. This is conflicting with the fact that PCRs are completed after project/programme end and it takes attention away from what has actually been achieved in its historical context. New programmes may need new approaches due to changes in the overall social and economic environment, but this does not necessarily mean that past approaches were inappropriate in their time.

It is recommended to review and refine the rating system in terms of increasing the number of scale points and by providing more specific guidance notes as to what should be evaluated. There exists a body of scientific literature about the application of and labelling within category rating scales, which can be consulted in this regard. It could also be considered to apply the five OECD/DAC evaluation criteria. A review and refinement of the rating system could be done as part of the ongoing digitalization of the PCRs (refer to section 4 of the present report).

³ Analysis of Programme/Project Completion Reports 2007-2008. Ministry of Foreign Affairs of Denmark, November 2009

4. Format 1 - PCRs for programmes and projects above DKK 5 million

4.1 Distribution of disbursements for programmes and projects above DKK 5 million

The overall distribution of Format 1 PCRs with respect to the total sum of planned and actual Danida contributions is shown in Table 3 (refer also to Annex 5 Figure 7).

Table 3 Format 1 - planned and actual Danida contribution by PCR year

PCR Year	No. PCRs	Sum of planned Danida contributions DKK - million	Sum of actual Danida contributions DKK - million	Underspending in % of planned budget*
2009	23	1.875	1.663	-11,3%
2010	33	2.028	1.855	-8,5%
2011	20	1.070	1.000	-6,5%

* Actual – planned/planned

The regional differences in the numbers of PCRs and the levels of planned and actual Danida contributions were analysed. The programmes and projects above DKK 5 million have mostly been bilateral, but some have covered two or more countries, either in a region or across specific countries. Refer to Annex 5 Figure 8 and Table 18, which show the regional distribution of the number of PCRs and the planned and actual Danida contribution.

In East Africa and the CIS region underspending in the completed programmes and projects has been around 35% of planned budget, however with a big difference between the two regions in terms of the unspent amounts – in East Africa around DKK 470 million, in CIS around DKK 30 million. The region where planned budgets best have matched actual expenditure is MENA with only 0,3% underspending, followed by West Africa with 5,6%. Refer to Annex 5 table 19 for details of the distribution by country, including regional programmes and those covering several countries.

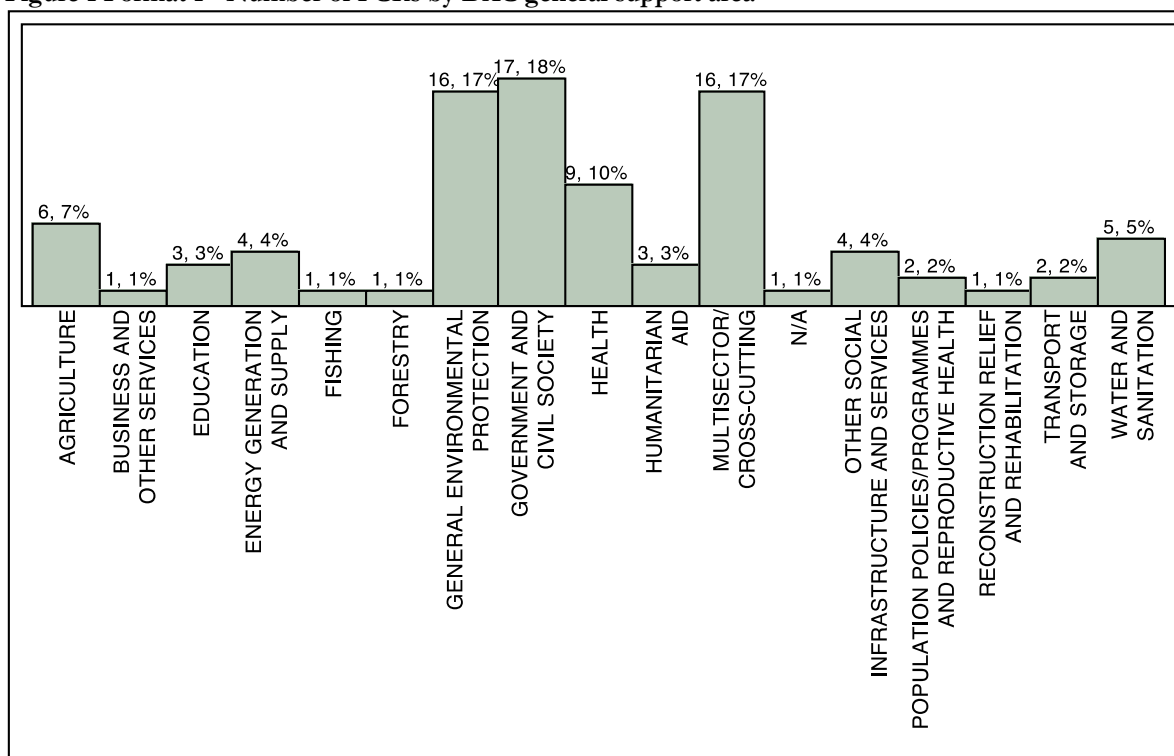
Vietnam, Bhutan, Egypt, Ghana, and Zambia have had the largest programmes completed during the reporting period. Refer to Annex 5 Map 1 for the distribution of actual Danida contributions to bilateral programmes covered by Format 1 PCRs.

4.2 Distribution by purpose (DAC code)

As elaborated in Annex 1 on methodology, a number of PCRs have purpose codes (DAC codes) that are different from the code entered in the PDB. For Format 1, twenty-nine such cases were found (see Annex 3 Table 13). In some cases the three digit general DAC code has been used in either the PCR or the PDB, and a more specific sub-code in the other.

To overcome this problem for the analysis, it was sought to identify the correct code on the basis of the project titles. Furthermore, for PCRs with a DAC sub-code, the higher level DAC general support area category was identified. These corrections are the basis for the distribution by DAC general support area shown in Figure 1. Refer to Annex 7 Figure 9 for the distribution of detailed DAC support areas by number of PCRs.

Figure 1 Format 1 - Number of PCRs by DAC general support area



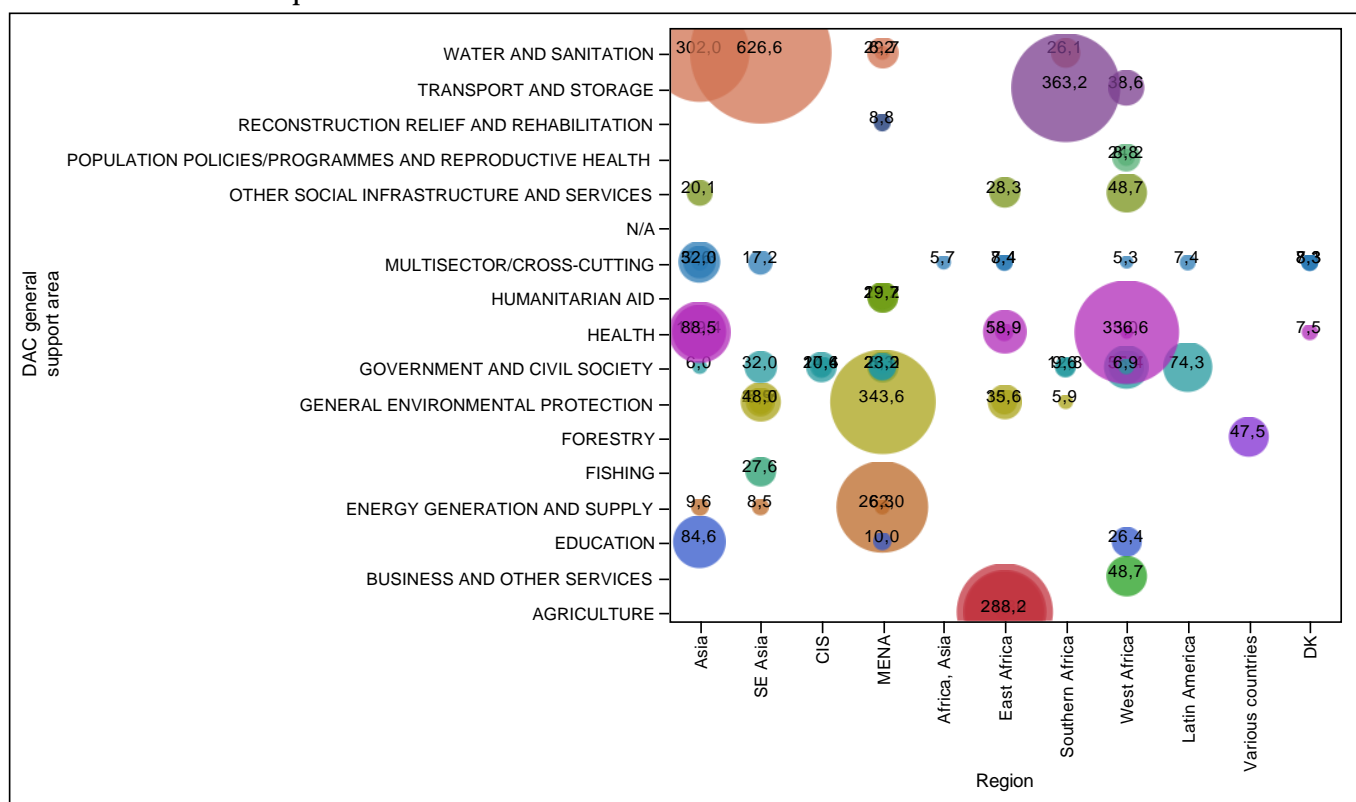
Note: the first figure above the columns is the number of PCRs, the second the % of all Format 1 PCRs

The largest number of PCRs is for programmes addressing “government and civil society” (18%), “general environmental protection”, and “multisector/cross-cutting” (both 17%). This probably reflects that programmes and projects in these three most common support areas typically are relatively smaller, and more numerous than sector support programmes such as health, agriculture and water and sanitation.

Figure 2 shows the distribution of Format 1 PCRs according to three variables: DAC general support area, region and actual Danida contributions. Refer to Annex 5 Table 19 for a detailed breakdown by country. The graph gives an abstract bird’s eye view of the regions and sectors where major programmes have been completed between 2008 and 2011 and the size of the support.

In Asia and Southeast Asia programmes coded as “water and sanitation” account for the largest proportion of the actual expenditure, followed by “transport” in Southern Africa (Zambia), “general environmental protection” in MENA (Egypt), “health” in West Africa (Ghana), “agriculture” in East Africa (Tanzania, Kenya, Uganda - note that the figures for each country cannot be seen as they overlap in the graph) and “energy generation and supply” in MENA (Egypt).

Figure 2 Format 1 – PCR distribution by DAC general support areas, Region and actual Danida contribution as reported in the PCRs



Note: Bubble colour by DAC area, size reflects the number of PCRs and the figure inside shows actual Danida contribution

4.3 Programme duration, delays, extensions and time management

According to the Aid Management Guidelines, the PCR should be completed and up-loaded in PDB within six month after the project ends, i.e., the date the letter of commitment expires. On average for all the three years it takes almost nine months from the actual end of the programme or project before the PCR is completed, with a lag time of eight, eleven and six months in 2009, 2010 and 2011 respectively. In 2009 and 2011, 50% (median) of the PCRs were submitted around three months after, but in 2010 it was eight months after programme end (refer to Annex 7 Table 22). For all PCRs submitted in the three years 25% has been completed more than 13 months after programme end. The planned start date of the programmes and projects covered in the analysis is almost always adhered to and is most often the same as the actual date. While the majority of programmes/projects started in 2004-2006, ten programmes started 10 years or more before the PCR was submitted. Refer Annex 7 Table 23, which shows the year and number of PCRs for programmes/projects that started in the specified years.

An analysis was done of the planned and actual duration as well as the extensions of the programmes. The average planned duration is 43 months; the average actual duration has been 54 months, and the average extension of programmes is 11 months (refer to Annex 7 Figure 11). The average extension of programmes is 34% of planned duration, with half of the programmes being extended less than 17%, and a quarter of the programmes being extended more than 38%.

An analysis of the variation of programme extensions across the different DAC support areas show differences in means, though not significant in statistical terms (refer to Annex 7 Figure 10). Programmes/projects in Energy Generation and Supply, Humanitarian Aid, Population Policies Programmes and Reproductive Health, and Water and Sanitation have been extended on average about 20 months. Fishing, Forestry, and Other Social Infrastructure programmes/projects have in general not been extended and Reconstruction Relief and Rehabilitation programmes have on average even been implemented in less time than planned.


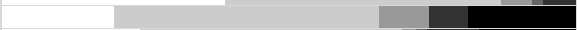
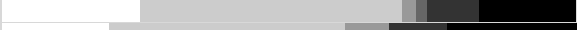


4.4 Ratings of programmes and projects above DKK 5 mill

Of the 92 PCRs included in this analysis, all except two PCRs use Format 1 with six predefined criteria for rating. Two PCRs use the new format, which rate on the immediate objectives of the programme, and these have not been included in the analysis. Table 4 shows the distribution of all six ratings across all PCRs in Format 1.

Table 4 Ratings - frequencies and share of responses

Ratings							
Frequency							
Response	A	B	C	D	Missing	N/A	Responses
Ratings - fulfilment of objectives	36	44	5	2	5	0	92
Ratings - poverty reduction objectives	18	42	8	0	6	17	91
Ratings- gender objectives	22	41	2	2	8	15	90
Ratings - environment	17	37	7	0	9	20	90
Ratings - human rights, democracy and GG	23	39	4	0	8	16	90
Ratings - HIV/AIDS	5	21	9	6	11	38	90

Share of Responses							
Response	A	B	C	D	Missing	N/A	Responses
Ratings - fulfilment of objectives	0,3913	0,4783	0,0543	0,0217	0,0543	0,0000	92
Ratings - poverty reduction objectives	0,1978	0,4615	0,0879	0,0000	0,0659	0,1868	91
Ratings- gender objectives	0,2444	0,4556	0,0222	0,0222	0,0889	0,1667	90
Ratings - environment	0,1889	0,4111	0,0778	0,0000	0,1000	0,2222	90
Ratings - human rights, democracy and GG	0,2556	0,4333	0,0444	0,0000	0,0889	0,1778	90
Ratings - HIV/AIDS	0,0556	0,2333	0,1000	0,0667	0,1222	0,4222	90

Share Chart	
Response	Ratings
Ratings - fulfilment of objectives	
Ratings - poverty reduction objectives	
Ratings- gender objectives	
Ratings - environment	
Ratings - human rights, democracy and GG	
Ratings - HIV/AIDS	

A	
B	
C	
D	
Missing	
N/A	

“B” ratings are the most frequent, followed by “A” ratings. Most “A” ratings are given for the criteria of fulfilment of objectives, followed by the criteria for advancement of human rights, democracy and good governance. There were 5 programmes with “C” ratings on fulfilment of objectives and only 2 programmes were rated “D”. The two programmes rated “D” are shown in Table 5. Both of these programmes ran from 2006 to 2009, both were small in financial terms, and both were implemented in two partner countries and in Denmark.

Table 5 Format 1 - "D" rated programmes

Name of programme in PCR	Country	Actual DKK mill	PCR Year	DAC Code
Collective Research Projects, RUF: "Tailored CTL-epitope based therapeutic HIV-1 DNA vaccine for African and Danish HIV positive individuals"	Denmark, Guinea Bissau	5,005	2010	Medical services
Income generation through market access and improved feed utilization, - production of quality beef and goat meat (IGMAFU-meat)	Tanzania, Uganda, Denmark	4,834	2011	Livestock and veterinary services

The relatively high number of 'Missing' and 'N/A' indicates that the interpretation of the rating system differs: while some Programme Managers dutifully rate on all criteria in the PCRs, even if the criteria's relevance may be small for the particular programme, other PCRs simply skip these criteria on the same grounds. Most 'N/A's have been given to the criteria whether the programme has contributed to fight HIV/AIDS.

That 18% of the PCRs has a 'N/A' or no rating for the criteria for poverty reduction seems somewhat puzzling. These PCRs also lack ratings of most of the other criteria, however, some give one or two ratings indicating that it is a conscious decision not to rate on all criteria. Refer to Annex 7 Table 24.

In terms of how successfully the Danida money has been used, the distribution of the criteria of whether the programme has fulfilled its objectives against the actual Danida contribution is shown in Table 6. The overall picture is that in programmes and projects above DKK 5 million that were completed in 2008-2011 around DKK 1 billion have been spend in programmes that have very successfully fulfilled their objectives, and programmes for around 2,6 billion DKK have been satisfactory with only minor problems and needs for future adjustments. In the same period completed programmes for DKK 606 million have been less satisfactory, and programmes for DKK 9,8 million have been a failure. The PCRs for five programmes amounting in total to DKK 222 million do not give any ratings.

Table 6 Ratings - fulfilment of objectives with actual Danida contribution

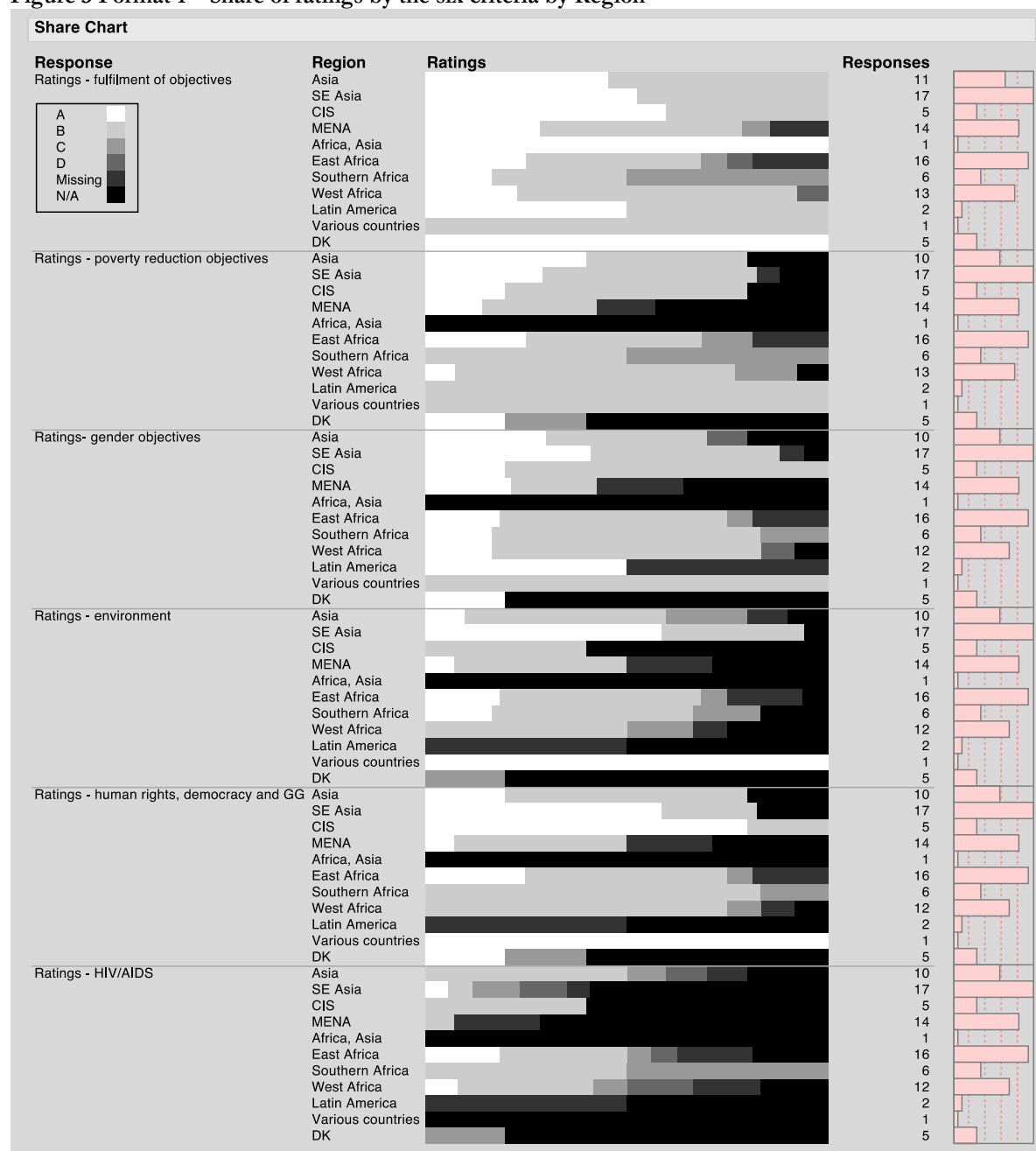
Ratings - fulfilment of objectives	No. of PCRs	Sum of actual Danida contributions DKK Million
A	36	1.083,9
B	44	2.622,9
C	5	606,4
D	2	9,8
Missing	5	222,9

Statistical analysis using clustering methods does not reveal any patterns in the way the ratings of each programme or project has been done, for example tendencies that all five criteria are rated at the same level, or correlation between ratings of the different criteria and DAC support area or country. Refer to Annex 7 Table 25 for the distribution by DAC general support area.

Figure 3 shows the distribution by region of the share of ratings with regard to the various objectives. It can be seen that there are relatively many 'N/A' or 'Missing' ratings on poverty reduction, gender, environment, human rights and good governance and especially HIV/AIDS.

This indicates that there is room for emphasizing crosscutting issues much more in projects and programmes. Note that the ‘Africa, Asia’ region, which has ‘N/A’ on all except ‘fulfilment of objectives’ only represents one programme.

Figure 3 Format 1 – Share of ratings by the six criteria by Region



Annex 7 Figure 12 shows a similar graph with the frequencies of the ratings by region.

5. Lessons learned from programmes above DKK 5 million

The lessons learned have been synthesised from relevant sections from the PCRs and cover the following thematic areas: partnership, capacity development, governance and human rights and sustainability. These areas were selected based on the test analysis by frequencies of key words as described in Annex 8.

5.1 Partnership (including harmonization, alignment)

The majority of PCR's reporting on partnerships has had positive experiences with partnering with other institutions. Lessons learned are that the administrative "rules of the game" and objectives should be well defined from the very beginning. It is important to find a balance between the overall project/programme objective and the interests of individual partners. A way to ensure common ground is to draft work agreements, which clearly define roles, funding and expected outputs. This provides clarity for all involved and ultimately more efficient use of resources.⁴

Experiences with setting up a steering committee that is authorized to implement decisions and changes in program approach and strategy have also been positive. Apart from this, transparent and open dialogue and communication with partners is key to securing ownership with all partners.

Collaboration with government institutions is important to ensure that project/programme experiences or research findings are translated into policy.⁵ In Kenya the "Agricultural Sector Programme Support (ASPS)"⁶ successfully established a public-private partnership that impacted policy. Because of the partnership, the management of agricultural affairs has worked to revitalize private sector institutions to actively participate in the development process through the Kenya Private Sector Development Strategy (KPSDS). Partnerships are not only important during the project/programme but also help institutions to set up networks that can be used for future collaboration.

However, partnerships can also cause problems. For example, in the "Media programme for Ukraine, Belarus and the Western Balkans 2005 – 2007" OSCE was not used to a partnership approach with international and national NGOs and this created some problems. On the other hand the partnership with OSCE did have a positive effect on high-level political connections and provided political weight.⁷

Harmonization

Though the PCRs for projects and programmes above DKK 5 million explicitly ask for lessons learned regarding harmonization, only 17 out of the 107 PCRs in the qualitative analysis include such lessons.

A lesson learned is that harmonization of donors' efforts within countries is most effective when the recipient institution has set up clear goals and the legal framework is conducive for harmonization. Examples include "Support to the Statistical Institution in Mozambique" and "University Support for Environmental Planning and Management (USEPAM)" in South East Asia. In the Mozambique case the law on statistics emphasizes harmonization activities and the legal framework has therefore been favourable for promoting this agenda. In South East Asia the recipient institutions had a strong sense of ownership of the programme and very specific strategic goals, which provided a favourable framework for harmonization.

⁴ COMP61078

⁵ COMP60486

⁶ COMP65938

⁷ COMP50521

Another observation is that harmonization should only be pursued when it makes practical sense. According to Danida's international commitments harmonization should always be sought but in practice this does not always make sense and in some countries, as the experiences from Benin indicates below, it is very difficult to achieve.

A main constraint for harmonization is time consuming and occasionally very slow processes. Lack of capacity in recipient institutions to coordinate activities has also been a constraint that has hampered harmonization.

Alignment

As is the case with harmonization it is notable how few PCRs include comments on alignment: only 12 PCRs report on lessons learned in this regard. Alignment appears to be easier to achieve than harmonization and the few reported experiences are predominantly positive. Danida is accredited for aligning their priorities to national policies to a large degree. However, financial management is not aligned sufficiently and it is recommended to streamline financial management more.

In Benin the public administration has experienced difficulties with alignment and harmonization in the support to the education sector and progress has been very slow. The main lesson here is that the coordination capacity of the public sector at national, regional and local level is essential for success.

5.2 Capacity Development

The overall lesson with regard to capacity building is that it is a time consuming process, which requires a long-term investment with a long time horizon, especially in very low-capacity contexts. The local capacity of the receiving institution or locality should be assessed before implementing programmes/projects and before deciding on project/programme design. Though complex project designs can be more effective, the local absorptive capacity should be carefully considered before deciding on project design.

A main constraint for project implementation has been weak management structures and in some cases high staff turnover. However, the "Community based natural forest and tree management in the Himalaya - phase II (ComForM II)" has had good experiences with strengthening existing management structures by introducing more transparent procedures and handing over responsibility gradually. Even though it can be very time-consuming an important lesson is to support existing structures instead of implementing parallel ones.

One PCR recommends carrying out training and capacity building for accountants in partner organizations to improve the financial management, which should lead to timely and better accounts statements.⁸

Training and Research

In general the PCRs report good experiences with improving teaching and research capacity at research institutions. In Vietnam the PCR of "Cantho University - Aarhus University Link in Environmental Sciences (CAULES)" reports positive experiences with training PhD candidates, which has improved the level of human resources of the university significantly.⁹

⁸ COMP59892

⁹ COMP66709

Also the PCR for “Standards and Agro-Food Exports (ENRECA)”¹⁰ in Tanzania reports positive experiences with training PhD candidates, noting that increased knowledge sharing by Danish experts could improve the Tanzanian candidates’ performance even more. Instead of prolonging the candidates stay in Denmark, it would be just as effective and cheaper to send a Danish expert on a teaching visit during the candidates’ training in Tanzania.

The PCRs report on a need for more training, especially training of management. Programme staff in non-English speaking countries could also benefit from scaled-up language training.¹¹

The “Revenue Administration Support Project” in Nepal has positive experiences with involving officials as resource persons who can discuss live cases/practical problems in training programmes. This helps the participants to resolve their issues.¹²

5.3 Governance and human rights

Several PCRs call for more inclusion of local communities (and other stakeholders) in governmental decision-making. The “Community Organization Project for Environment (COPE)” in Thailand has created a community network with great success. The network allows the communities to exchange experiences and enforce the power of communities in pushing for policies and in negotiations with the government.¹³

One of the lessons learned from “the Good Governance/Public Administrative Reform-Bhutan Phase II (GG/PARP-II)” is that there needs to be a balanced approach of supporting the three branches of the government - the executive, the legislature, and the judiciary - so that checks and balances are promoted.¹⁴

Bureaucracy and poor coordination and communication in governmental institutions are considered to be two of the main constraints to progressing towards development objectives. Lessons learned show that the independence of private organizations/institutions from governmental institutions is very important. It is therefore advised not to set up advocacy institutions within governmental institutions.

A good relationship between NGOs and the government is vital to the success of implementation of a project/programme. The state plays a decisive role in promoting human rights since, according to common Article 2 of the UN international covenant on human rights state parties are obliged to provide legislative, judicial and administrative measures for protecting human rights.¹⁵ NGOs are therefore very dependent on a good relationship with the state to be able to achieve improvements within this area.

The experiences of the “Danish Core Fund Contribution to AHRC” in Hong Kong¹⁶ are that there are people in the Asian region that are very interested in improving their understanding of and participation in human rights activities. However, to benefit from this readiness some points should be addressed:

¹⁰ COMP68002

¹¹ COMP65511, COMP68060

¹² COMP61302

¹³ COMP55348

¹⁴ COMP66578

¹⁵ COMP64355

¹⁶ COMP64355

- Human rights activists should make full use of the Internet and social networks.
- There is a need for human rights long-term strategies and plans.
- Better coordination is required at governmental as well as nongovernmental levels.
- A greater understanding in the donor countries of the basic rule of law problems in the Asian context is desirable.

Experiences have shown that it can be advantageous for a project/programme to have a decentralized status to avoid involving the central government in project changes. In the “Water Sector Program Support” in Vietnam the decentralized project, which only required local approval of contract works, created a fast-track method for contract implementation, as it precluded any approval from central government.¹⁷

In Iraq experiences with involving the central government have been negative in the “UNDP Thematic Trust Fund, Crisis Prevention & Recovery Programme (CPR)”.¹⁸ The PCR states that dependence on central government can lead to deterioration of service levels and it is pointed out that decentralization and autonomy of the service provider are crucial.

5.4 Sustainability

An important lesson learned from the PCRs is that sustainability requires ownership from the local people involved. Involving and empowering local communities through participatory approaches has been noted as a successful tool to create ownership. However, in the long run sustainability is very dependent on the local leadership and therefore existing leader structures should be strengthened instead of introducing parallel structures.

It is vital that sustainability is in focus many years before planned project/programme end. The lesson learned is that it always takes longer time than expected to ensure sustainability and therefore it should be incorporated from the very beginning. Experiences also show that focusing on successful activities towards programme end can enhance the level of sustainability.

Experiences from “Thailand Collaborative Country Support Program (ThCCSP) of the Regional Community Forestry Training Center for Asia and the Pacific (RECOFIC)”¹⁹ indicate that sustainability of forest management requires that all neighbouring villages become equally aware and supportive of community forestry, e.g., by communities surrounding protected areas entering informal agreements, which can also reduce the level of conflict. It is also noted that communities have different capacities and needs and therefore some communities might need support longer than others.

To ensure sustainability and maintenance simple technology is preferable. The “Sludge Trucks for Basrah” in Iraq showed that the operation and maintenance of advanced pumping equipment has caused problems.²⁰ Also in the PCR from the “Water Sector Programme Support (Water SPS)” in Vietnam it is noted that the simplest level of technology to achieve the stated goals should be utilized, so as to create a reliable, financially sustainable operating system.²¹

¹⁷ COMP56563

¹⁸ COMP60146

¹⁹ COMP47093

²⁰ COMP59656

²¹ COMP56563

6. PCRs for components – Format 2

6.1 Distributions of disbursements for components

One hundred and twenty eight PCRs in Format 2 were submitted in the three years, distributed as follows: 45 in 2009, 35 in 2010 and 48 in 2011. It should be noted that 38 of the components are within programmes for which Format 1 PCRs have been submitted and these are included in the analysis of Format 1 PCRs. Refer to Annex 3 for a list. The other ninety Format 2 PCRs are separate and do not share Danida programme file numbers with Format 1 PCRs. Ten Format 2 PCRs were excluded from the analysis for various reasons.

Table 7 shows the distribution by planned and actual Danida contribution (refer also to Annex 10 Figure 14). As for the analysis of Format 1 PCRs the difference between planned and actual expenditures is calculated on the basis of PCRs that include information on both planned and actual expenditure – thus 14 PCRs lacking this information have been omitted. It appears that at the aggregate level the difference is much less for the PCRs that were submitted in 2010 and 2011 compared to 2009. This could indicate a gradual improvement in project planning and implementation, though this has not been analysed by component end year, but by the year of PCR submission.

Table 7 Format 2 - planned and actual Danida contribution by PCR year

PCR Year	No. of PCRs	Sum of planned Danida contributions DKK - million	Sum of actual Danida contributions DKK - million	Underspending in % of planned budget*
2009	39	2.263	1.999	-12%
2010	32	938	942	0%
2011	43	1.061	1.032	-3%

* Actual – planned/planned

See Annex 10 Figure 15 for the distribution of the planned and actual Danida contribution by region of the components reported on in Format 2 PCRs.

By far the largest amounts were reported from completed components in East Africa. The difference between planned and actual expenditure has been highest in East and West Africa, where the actual expenditure has been significantly lower than planned budgets.

The geographical distribution by country of the total actual Danida contributions to the completed components can be seen on the map in Annex 10 (Map 2), where it can be seen that Tanzania accounts for most of the expenditure in East Africa.

6.2 Distributions of Component PCRs by DAC code

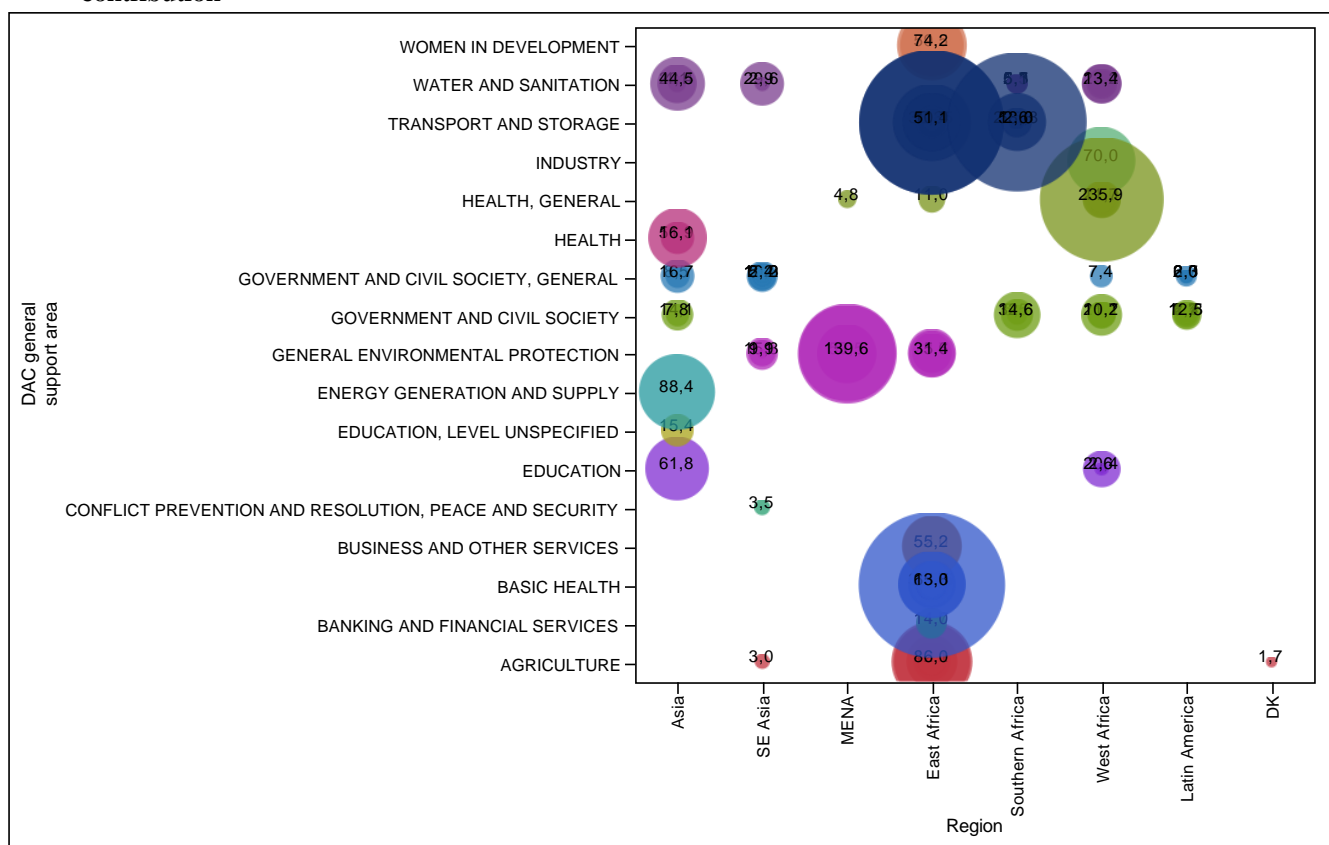
The distribution of components by DAC general support area shows that the highest number of PCRs is for “government” and civil society” (in two categories), accounting for 32% of the PCRs, followed by “water and sanitation”, “health” (in two categories) and “transport”. Refer to Annex 10 Figures 16 and 17 for the distribution by detailed DAC support area. The DAC codes “conflict prevention”, “energy generation” and “industry” account for the least numbers of PCRs. It is notable that “conflict prevention” accounts for a very small number of the PCRs for components in programmes/projects above 5 million and, as is evident below, also of the PCRs for projects below DKK 5 mill. This indicates that the majority of Danish support to

conflict prevention and humanitarian aid is channelled through humanitarian organisations and NGOs.

6.3 Geographical distribution of completed components by DAC code

Figure 4 shows that in East Africa components coded as “transport” and “health”, in Southern Africa (Zambia) as “transport”, in West Africa as “health”, and in MENA (Egypt) as “general environmental protection” are the largest that have been reported on in the PCRs.

Figure 4 Format 2 – PCRs for completed components by DAC support areas, region and actual Danida contribution

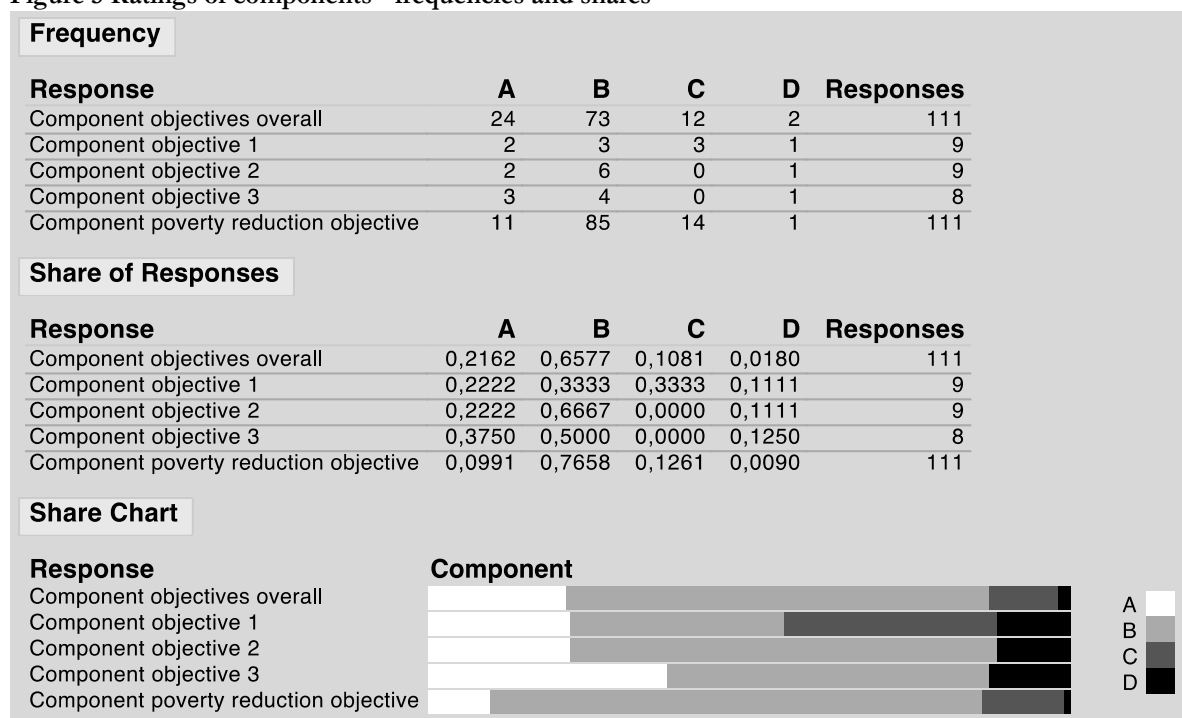


Note: Bubble colour by DAC area, size reflects the number of PCRs and the figure inside shows actual Danida contribution

6.4 Ratings of components

One hundred and eleven PCRs in Format 2, which is the majority, only rate the fulfilment of the overall objective and the poverty reduction objective, but a few (9) also rate the various immediate objectives. The frequencies and shares of total of ratings in the component PCRs are shown in Figure 5.

Figure 5 Ratings of components - frequencies and shares



66% of the Components are rated “B” for fulfilment of overall objectives, and 21% are rated “A”. “C” ratings were given to 10% and “D” rating to only 1,8% of the Components.

Thus with regard to fulfilment of objectives the ratings of components are somewhat less satisfactory than the ratings for programmes, which had 39% “A”s and 48% “B”s.

Statistical analysis of the distribution of ratings by DAC support area and by country was carried out, but no significant patterns were found in these regards.

7. PCRs for projects below DKK 5 million – Format 3

7.1 Distributions of disbursements for PCRs for Projects below DKK 5 mill

A total of 912 PCRs in Format 3 were provided in the database, of which 34 were excluded due to wrong categorization, wrong format used or other problems.

Table 8 shows the analysis of actual and planned expenditure based on 912 PCRs with 48 omitted due to lack on information on both planned and actual expenditure. For the total number of these projects, the actual Danida contributions have been between -9% (in 2011) and -17% (in 2010) of the planned amount. This indicates an improved budgeting over the years. Refer to Annex 11 Figure 18.

Table 8 Format 3 - planned and actual Danida contribution by PCR year

PCR Year	No. of PCRs	Sum of planned Danida contribution DKK Mill	Sum of actual Danida contribution DKK Mill	Over/underspending % of planned*
2009	335	600	523	-13%
2010	290	544	454	-17%
2011	239	477	434	-9%

* Actual – planned/planned

7.2 Geographical distribution of projects below DKK 5 mill

Most of these PCRs are for projects in Asia, Southeast Asia, MENA and East Africa and they accounts for the largest total amounts. The actual Danida contributions have been less than the planned budgets in all the regions but underspending has been highest in Southeast Asia and MENA. It is notable that the difference between planned and actual Danida contributions in PCRs for East Africa is much less for projects below DKK 5 mill compared to projects/programmes above DKK 5 mills. Refer annex 11 Figure 19.

7.3 Distribution by DAC code

The use of DAC coding for the smaller projects is observed to be somewhat inconsistent. In some cases the DAC code is clearly wrong, for example when a project that has ‘bio-diversity’ in its title, but has the DAC code “democracy support”.

A total of 163 PCRs do not have a DAC code but an “N/A”. Furthermore, a number of PCRs have missing DAC codes or codes that are not found in OECD’s DAC manual. Annex 12 has a list of these omitted PCRs with their project title and sorted by frequency of occurrence. The DAC codes are associated with a certain degree of uncertainty since they are often registered wrongly. See annex 12 for a table over PCRs with lacking or wrong DAC codes.

The analysis of the Format 3 PCRs in terms of DAC codes thus includes 632 PCRs. Notably 26% of these PCRs are DAC coded as support to “women’s equality organisations and institutions”, and 17% to “promotion of development awareness” (see Annex 11 Figure 20).

The distribution by DAC general support area shows that the majority of completed smaller projects have supported “women’s equality organisations and institutions”. This is interesting compared to the Format 1 and 2 PCRs for programmes and components where “women in development” represents a very small part of the overall support and it indicates that this specific area is primarily supported on project level. The category “women’s equality organisations and institutions” is, in terms of numbers of PCRs, followed by projects coded as “promotion of development awareness” and “business-to-business”.

7.4 Distribution by DAC areas

The 632 PCRs with a DAC code are distributed on 91 different DAC support areas. Almost half of the PCRs (308) amounting to DKK 322 million did not have a DAC specification. “Business-to-business” support amounted to DKK 95 million through 63 projects followed by “democratic participation and civil society” with 40 PCRs amounting to DKK 47 million. 47 projects within “human rights and good governance” have been finalised but these projects only amount to DKK 28 million. This could indicate that more projects are supported within this DAC area but with smaller amounts. Refer to Annex 11 Table 27 for a list of PCRs for support areas financed with more than 10 million DKK.

7.5 Project start and completion date, delays, extensions and time management

The average time for completion of Format 3 PCRs has been around one year, however 50% were finalized within 7 months (which is the median for PCRs submitted in 2009 and 2010). In some cases where projects have been cancelled, the PCRs obviously have been submitted many months before the scheduled project end. Some PCRs were submitted several years after project end, with the record being 112 months after, for a PCR submitted in 2009 (see Annex 11 Table 28). The distribution of actual start year by PCR submission year shows that by far most projects covered in the PCRs started between 2003 and 2009 (refer to Annex 11 Table 29). The average planned duration of the completed projects has been 16 months, with half of the projects having had a planned duration of less than 12 months. The average actual duration was 21 months, with 50% having had an actual duration of 15 months or less. Thus the average extension has been 5 months. Fifty per cent of the projects were not extended, while 10% were extended for 18 months or more (refer to Annex 11 Figure 21).

7.6 Ratings of projects below DKK 5 mill

PCRs for projects below DKK 5 million use various rating formats. Whereas 738 PCRs have used only one rating, 123 PCRs have rated more than one variable, such as the immediate objectives, or in some cases the seven criteria that are also to be rated in programmes and projects above DKK 5 million. Only the PCRs that apply a single rating have been analysed. By far most projects are rated as “A” (34%) or “B” (53%). “C” and “D” account for 6% and 2% respectively. Compared to the ratings for programmes with 39% “A”s and 48% “B”s; and the ratings for Components with 21% “A”s and 65% “B”s, the ratings of projects are within the same range.

In terms of rating there is no significant difference between the various DAC support areas or between the different regions.

The relationship between ratings and unspent funds, i.e., the difference between actual and planned Danida contributions was also analysed, see Table 9 below.

It is not surprising that “C” and “D” rated projects have the largest difference in this regard, and the highest level of unspent funds.

Table 9 Format 3 – Actual minus planned expenditure (DKK) by rating of achievement of objectives

Level	Minimum	10%	25%	Median	75%	90%	Maximum
A	-1.507.299	-200.302	-69.368	-4.000	0	0	3.661.524
B	-3.784.000	-425.448	-157.970	-22.428	0	0	1.603.000
C	-1.901.257	-786.248	-432.338	-44.508	0	35.680	927.354
D	-4.382.048	-3.459.705	-2.990.084	-981.990	-235.724	0	0
n/a	-2.824.705	-611.464	-79.666	-776	0	112	754.739

8. PCRs for Humanitarian and NGO Projects

Three hundred and fifty six PCRs for humanitarian and NGO projects were submitted during the period and have been included in the analysis. They cover projects by 77 named organizations that have received funds and each have implemented between 1 and 39 projects. Another 39 PCRs do not have information about the implementing organization.

8.1 Distribution of disbursements for PCRs for HUM and NGO projects

The planned and actual Danida contributions to these projects have been nearly equal, with a slight underspending. Not all PCRs included information on both planned and actual expenditure.

Table 10 Format HUM and NGO - planned and actual Danida contribution by PCR year

Year of PCR	No. of PCRs	Sum of planned Danida contributions - DKK million	Sum of actual Danida contributions - DKK million	Over/underspending as % of planned budget*
2009	94	667,2	649,3	-3%
2010	56	332,4	317,6	-4%
2011	96	712,9	696,0	-2%

* Actual-planned/planned

8.2 Geographical distribution of HUM and NGO projects

In terms of geographical spread of budget allocations to the projects covered by the submitted PCRs, Asia, East Africa and MENA account for the largest amounts (between DKK 450 and DKK 200 million), followed by Southeast Asia and Southern Africa (with around DKK 200 million each. See Annex 13 - Figure 22.

8.3 Distribution by DAC code

One hundred and fifty of the HUM and NGO PCRs, or almost half of those submitted, are coded as “humanitarian aid” projects, followed in terms of numbers of PCRs by projects coded as “government and civil society”, “health”, and “social mitigation” projects. The completed humanitarian projects account for the highest total amount, almost twice as much as for completed “government and civil society” projects. Refer to Annex 13 – Table 32. The analysis found no statistically significant difference between the average amounts allocated to the individual completed projects in different DAC support areas. The overall mean for HUM and NGO projects is 7,1 million DKK. Refer to Annex 13 Table 33.

8.4 Project start and completion date, delays, extensions and time management

Most of the PCRs from humanitarian and NGO projects are from projects that were implemented between 2005 and 2010. Forty of the projects were started before 2005. Refer to Annex 13 Table 34. The planned duration of 50% of the projects was 14 months or less, for 25% of the projects it was between 14 and 35 months, and the remaining projects had a planned duration of more than 35 months. Extensions of humanitarian and NGO projects were modest with 50% extended for 1 month or less, 15% extended for 6 to 14 months and 10% more than 14 months.

8.5 Distribution by implementing organization

In total PCRs from humanitarian and NGO projects have been implemented by 76 named organizations or other entities (such as e.g. Steering Units). Forty per cent of the PCRs were submitted by five organizations, which received almost half of the total Danida contribution for projects covered by the PCRs. While some of these organisations such as Danish Red Cross are framework organisations, other organisations such as ADRA Denmark, DAACAR, Caritas and Ulandssekretariatet are not framework organisations but they have received the largest support from Danida. The 39 PCRs with an “N/A” for implementing organisation are mostly for projects that were implemented through local organizations in the recipient countries. Refer to Annex 13 - Table 35 that shows the organizations for which the total value of the Danida contribution was more than DKK 10 million.

8.6 Qualitative analysis of PCRs for the 20 largest HUM and NGO projects

PCRs from twenty-four humanitarian and NGO projects above DKK 15 million were selected for a qualitative analysis of lessons learned, problems and obstacles, sustainability and capacity building. The PCRs cover projects in various countries and DAC areas (refer to Annex 13 – Table 35). The findings are presented in subsequent sections.

Lessons learned

In the PCR section on Lessons Learned the reporting organisation is supposed to highlight the most important lessons across the various aspects of the project. From these reports observations of general relevance have been extracted and are presented as closely as possible verbatim in the following sections.

In one PCR it is observed that development involves behavioural change. For people to begin to claim their rights requires a change in attitudes and this is a long process. In this regard a lesson learned is that the sustainability of behaviour change depends on investments in mobilization and sensitization for ownership. Furthermore, building on and nurturing existing capacities is more important than theory based approaches.²²

In terms of overall approach a number of PCRs note the need for flexibility and pragmatism especially in rapidly changing and complex environments. One PCR notes that a programmatic approach is more suitable in order to realize more tangible and sustainable outcomes, as the development process is gradual.²³

Another PCR states that in fragile states in Africa it is important to have a certain flexibility to implement projects outside the integrated areas to ensure a minimum of clan balance, i.e., a balance between social groups. However, in relation to security a lesson learned from Afghanistan that runs counter to this, is that a project must stand by its principles and implement projects only in areas where strong community support provides a secure environment supporting the prospect of long-term commitment.

Regarding conflict situations and security issues a project in Afghanistan observes that paying constant attention to the security situation is extremely important. One PCR states that in difficult conflict ridden situations the implementing organisations learn to navigate. Sharing of

²² COMP64700; COMP53047

²³ COMP53047; COMP59355; COMP60263; COMP56209

experiences and approaches is important, e.g. Danish Red Cross's (DRC) approach to conflict resolution has been adapted by other international NGOs working in Puntland and Somaliland and DRC is aiming to transfer its peace building experience to other regions in Somalia. One PCR notes the importance and advantages of country level coordination of bilateral and multilateral humanitarian support.²⁴

In volatile regions with high potential for conflict, experience shows that peace-building and conflict prevention, conflict resolution and social cohesion are increasingly important, especially coupled with types of income generating activities. In polarised political contexts such as in Latin America there are higher demands for organizations' skills in dialogue and reaching out and it has been experienced that fragmented labour unions can come together around common problems.²⁵

The importance of links to government institutions both at local and national level is highlighted. Having support from the local authorities eases the work and high-level involvement of local and national government partners, albeit cumbersome, is highly necessary. Formal as well as informal cooperation is recommendable.²⁶

PCRs from integrated projects report that this approach has many advantages. It is also observed that documentation of experiences and knowledge sharing is important.

Problems and obstacles

A few PCRs report they have had no problems or major challenges, and one PCR even reports that the project was overwhelmed by the participation and contribution from an array of stakeholders in the project.²⁷

About two thirds of the PCRs report projects faced with serious problems leading to delays, postponement or cancellations of some activities indicating the often very difficult conditions under which humanitarian and NGO projects operate. Problems reported in the PCRs include drought and famine, cyclones, outbreaks of Marburg fever, heavy rains and difficult logistics, revolts, killings and oppression of union leaders, violence, deteriorating security and land disputes.²⁸ One PCR reports that the project in West Africa experienced ethnic tension, difficult logistics, heightened insecurity, widespread violence in the country and a following heavy in-flux of refugees.²⁹ Also high costs of operating in some areas, e.g., South Sudan are reported. The political context has had negative effects on partner organizations, reports one PCR from a project in MENA.³⁰

Less serious technical problems are also reported such as for example a new law that forbade using sand for construction, technical radio problems that were overcome, and a case where district restructuring created capacity problems.³¹ Low capacity of authorities leading to problems with coordination is also mentioned. One PCR reports that the staff had some difficulty in the change from emergency assistance to 'normal' development aid.³² Lastly, one PCR notes that the global economic crisis has made poverty reduction less effective.

²⁴ COMP51649; COMP54887; COMP68485

²⁵ COMP71396; COMP70276

²⁶ COMP55242; COMP52856

²⁷ COMP52752; COMP49426; COMP64700;

²⁸ COMP56209; COMP54887; COMP60274; COMP51649; COMP58744; COMP70276; COMP68171

²⁹ COMP71396

³⁰ COMP64456

³¹ COMP55242; COMP55092

³² COMP60274

Sustainability

Many PCRs emphasize the importance of meaningful community involvement, ownership, and capacity building, also of local authorities as key to sustainability. Creating community action plans is mentioned as a way to achieve this.³³ One PCR states that at the social level, the capacity building has empowered the people to take up their own development agenda by identifying problems and taking the necessary action to address them. Working with and building on the capacity of already existing community interest groups is easier and yields more sustainable results.³⁴ Replication of skills such as carpenters, masons, dressmakers and agro-based enterprises creates a ‘snow ball effect’ that creates sustainability.³⁵

Support to financial and economic sustainability of the partner organization is highlighted in several PCRs as key.³⁶ This can be e.g., by establishing a link between the economic activities and the sustainability of social infrastructure such as schools. Training of key organization leaders or traditional leaders is also mentioned as a way to further sustainability.³⁷

Making sustainability plans, e.g., for maintenance of infrastructure, or in case of organizations a strategic plan, is another way mentioned in one PCR³⁸. One PCR lists several things that need to be done to achieve sustainability but realizing the project has not been able to influence these external factors, e.g., control encroachment. Another PCR states that a programmatic approach is important since the ‘development process is gradual’.³⁹

Some humanitarian projects have not focused on sustainability, but rather on short term results to allow for returnees to overcome initial hardship. However community action plans are expected to have had an impact allowing for the communities to continue utilizing the methodologies for problem analysis and prioritization without external assistance in the future.⁴⁰

Capacity building

A number of PCRs report that strong emphasis has been put on empowering local communities and organizations in terms of advocacy.⁴¹ At community level this has had a great impact on the communities’ abilities to identify development issues and advocate for change. ADRA in Tanzania has had great experiences with involving previous inactive people in local communities and have formed youth groups responsible for informing the entire community on HIV/Aids and hygiene issues.⁴²

Participatory approaches and involvement of key stakeholders at all levels from project/programme start have proven useful in establishing ownership and capacity building. Training of government staff at the different levels, local leaders and facilitators has also been pointed out as important criteria for success.⁴³

³³ COMP70276

³⁴ COMP56209

³⁵ COMP55092; COMP68171; COMP70276; COMP51649; COMP52752

³⁶ COMP64456; COMP60263

³⁷ COMP58744; COMP60263

³⁸ COMP53047; COMP55242; COMP52856; COMP71396; COMP55092

³⁹ COMP56209

⁴⁰ COMP60274

⁴¹ E.g. COMP64456, COMP52856

⁴² COMP52752

⁴³ COMP55092, COMP52856, COMP52752

Ownership and capacity building are keys to securing sustainability after project/programme end and should therefore be thought into programmes from the very beginning of the programme.

Danish organizations' collaboration with local partner organizations has improved their capacity. Several PCRs report on partner organizations' enhanced capacity to develop project proposals and apply for local financial resources.⁴⁴ Also, local evaluation and monitoring mechanisms have been improved as a consequence of the partnerships.

⁴⁴ COMP64700, COMP64456, COMP58744

Annexes

Annex 1: Methodology and Data Processing

The first step in the work was a screening of all the 2102 PCRs submitted to KVA in 2009, 2010 and 2011. KVA provided a list of the PCR files in the following format:

DANIDA_FILENO	TITLE_LOCAL	START	END	STATE	PLACEMENT	TRANS_DATE_I
403.TRF.4-0033	Support and training on Producers' groups in the fruits and vegetables sector	2008	2008	FIN	Y:\pdb\RUM\COMP47045.PDF	01/05/2009
104.Vietnam.40-135.	PSD Project: Orana A/S og PCM Co. Ltd. - Fruit Based Beverage Compounds - Expansion of JV	2002	2007	FIN	Y:\pdb\VIE\COMP47086.DOC	01/06/2009

When KVA receives the PCR documents they are re-titled with a “COMP” followed by a serial number. Their placement within the PDB tells which programme or project they refer to, but this is not reflected in the PCR file name.

The PCR files were provided in three folders organized by the year of submission. It was necessary to open each PCRs to see which of the formats it was in: Format 1 for programmes and projects above DKK 5 million, Format 2 for components, Format 3 for projects below DKK 5 million, and PCRs for Humanitarian and NGO projects, or other formats. Thus, when used outside of PDB each PCR file must retain a link to the above table for the user to be able to determine which project it refers to since this information does not appear in the file name. Ordering the PCRs in their respective format categories therefore took several days.

From the outset of the work it was realized that manual extraction of the data would not be feasible within the time frame of the work. Therefore qualitative data analysis software (MAXQDA) was acquired to automate some of the data extraction processes. This software requires the input data to be in readable text formats either as Word, RTF or text. Thus, to be able to extract the relevant data a large number of files in PDF had to be processed using Optical Character Recognition (OCR), which took extensive computer power over several days.

During the file processing, KVA was requested to provide basic data for all projects stored in the Project Data Base so it could be tallied with the information in the PCR draw from the PDB. A file with 5378 projects was provided with the following information: 1) “Project Nr” (Danida File Nr.), 2) “Description” listing names of sub-documents in file, 3) “Stage” - under implementation or completed, 4) “Grant Amount”, 5) “Grant No”, 6) “Docs No”, 7) “Purpose Code”.

From this file the completed projects were extracted and compared to the first PCR draw from the PDB. This assisted in validating the PCR information about grant amount and DAC purpose code. However, for the analysis the DAC purpose code in the PCR has been used since there in some cases were discrepancies between the PDB and the PCR in this regard (refer to Section 6).

It was found that 484 PCRs (from 336 Danida File project numbers) in the first draw of PCRs were not included in the second draw of all projects from the PDB. According to KVA this is because

only the final version of a PCR is entered into the PDB. Many PCRs are thus waiting to be entered into the PDB and in many cases it is not possible to determine whether the PCR is the final version or not according to KVA.

All in all, processing, extracting and validating data proved to be a major and time-consuming task before the material was ready for analysis.

As mentioned, the processed PCRs were imported into qualitative data analysis software, which allows for lexical searches, auto coding and extraction of text segments across large numbers of documents. The relevant sections in the PCRs were coded, the text segments extracted and transferred to Excel spread sheets, and then checked manually for data validation and format consistency (e.g. date and numerical (amount) formats). The manual validation showed that much information was missing or error-filled due to the varying quality of the many different PCR formats.

Finally the processed data was analysed using statistical software, with distributions, frequencies, proportions and various cross-tabulations in terms of country, sector/area of assistance (DAC code), planned and actual Danida contribution, start/end date and duration, time for PCR to be completed and other variables, as presented in subsequent sections.

A trial qualitative analysis was carried out based on frequencies of keywords in relation to DAC codes and ratings in the Format 1 PCRs for programmes and projects above DKK 5 million. This approach did not in itself yield substantial insights, but the trial is briefly described in subsequent Section 6.5.

Based on keywords identified a thematic qualitative analysis of the PCRs for programmes and projects above 5 million DKK and for humanitarian and NGO projects was done.

The report makes extensive use of tables, figures and graphs, which hopefully give the reader the essential information in a clear and accessible manner.

Excluded files

During the process of screening and analysing the PCRs a number of files were found to have technical problems, to be in the wrong format, to be duplicates or to lack certain information. In some cases the wrong format has been used such that for example a PCR for a project below DKK 5 million has been in Format 1. These PCRs were excluded from the analysis. Refer to Annexes 3 for lists of excluded PCRs.

Annex 2: PCR formats and standards

About 59% of all PCRs are submitted in PDF form. The PDF documents vary with respect to their readability by other software and the possibility for software based data retrieval. Many PDFs have not been converted to readable text, but the text is stored as pictures. In those cases Optical Character Recognition (OCR) allows for conversion to retrievable text provided the PDF is of a good quality. However, in the many cases where the quality of the PDF is not good enough for OCR, manual reading and entering of the data to a database or statistical software for analysis is the only option.

There have been attempts to streamline the PCR reporting formats in a technical sense by using Word Forms. These are made in Word and have some predefined tables and some open cells (fields) for entering data. However, Word Forms are only used in 17% of all PCRs and only for Format 1, 2 and 3 in 24%, 25% and 31% of the cases. Though Word Forms helps data retrieval by standardizing the various data fields, they have the problem that the check boxes used for ratings cannot be transferred to other formats, and therefore manual retrieval of the ratings is necessary. This makes it very time consuming to extract information and the incentive to learn from the overall experiences in the PCR's is reduced.

Table 11 Distribution of PCR formats and types of document

Type of document	Document format % of PCR Formats				
	PDF	DOC	DOCX	Word Form	Various
Format 1 Programme	58%	14%	5%	24%	
Format 2 Component	50%	21%	3%	25%	
Format 3 Project	58%	10%	1%	31%	1%
PCR HUM and NGO	69%	28%	3%		
Other report formats	66%	29%	5%		
Research projects					100%
EU twinning					100%
% Of all PCRs	59%	18%	2%	17%	4%

Annex 3: Excluded files – all types

During the first round of document screening 62 PCRs were excluded due to technical problems, and this number was later extended to include 153 PCRs. For example some are ‘secured’ PDF files that do not allow for OCR (Optical Character Recognition) and some of these are rotated 90 degrees. Other files are Excel sheets with only financial information. These excluded files are listed below. During the next rounds of document screenings of each of the format groups a further number of PCRs were found to have problems, for example being doublets of PCR’s with other serial numbers.

Excluded PCRs for Programmes and Projects above DKK 5 mill

Of the total of 109 PCRs in Format 1, fifteen were found to be for projects with a planned budget below DKK 5 million, and are thus in the wrong format. These projects have been excluded from the analysis, since they would distort the financial analysis. For one project in Ghana the budget was DKK 4.971.000, but actual expenditure was DKK 7.344.000, which may be the reason why Format 1 was used. Two other PCRs were doublets of other PCRs but lacking financial information. These have been counted as PCRs in the overview tables but not included in other analysis.

Excluded PCRs for Components

Ten PCRs were omitted from some of the analysis: seven were doublets, two have the amounts in Bangladesh Taka, and one does not have any purpose code or financial data.

Excluded PCRs for Projects below DKK 5 million

The database for Format 3 PCRs included 912 PCRs, of which 34 were omitted due to wrong categorization, wrong format used or other problems. Annex 12 Table 30 has the list of omitted Format 3 PCRs with explanations for each.

153 files have been omitted from the analysis due to their irrelevant content or due to technical problems with retrieving the data from them. They are listed here:

Table 12 Excluded files comprising all types of PCRs

Document title	DANIDA_FILENO	TITLE_LOCAL	Comment
COMP47503.PDF	403.Kosovo.1-05	Stabilisation of RAE Communities in Kosovo	Secured PDF - cannot be OCR-ed
COMP47610.XLS	104.A.1.e.2008-2 FOM	Preparation and information 2008-2	Excel - financial data only
COMP47671.PDF	104.Dan.8-886.	Negotiations of Hegemonic Masculinity in Zimbabwean "Identity Politics"	Financial data only for research project
COMP47714.PDF	104.Vietnam.30.m/49.	Capacity building of an organisation for young businessmen in Vietnam	Secured PDF - cannot be OCR-ed
COMP48674.XLS	104.A.1.e.2006.FOM	Opstart og formidling af evalueringer	Excel - financial data only
COMP48675.XLS	104.A.1.e.2006.FOM	Opstart og formidling af evalueringer	Excel - financial data only
COMP48873.TIF	403.Ukraine.1-05.	Civil Society Programme in Belarus and Ukraine	TIFF picture format
COMP49000.TIF	104.Ken.120.Mini.89(10)	Kibarage Good News Centre	TIFF picture format

COMP49292.PDF	104.Kenya.141-11	Governance and Justice Reforms	Audit report
COMP49341.XLS	104.Vietnam.30.m.109.HAN	Research Proposal on Privatization of Public Space	Excel - financial data only
COMP49605.TIF	104.Benin.24	Archaeological excavations and institutionnal support 7947	TIFF picture format
COMP49748.ZIP	88.C.35.2-129.	Humanitarian Aid to victims of the conflict in Darfur	ZIP file without main data
COMP49751.ZIP	88.C.35.b.2-128.	Humanitarian aid to the victims of the conflict in Darfur, WFP	ZIP file without main data
COMP49753.ZIP	88.C.35.b.2.120.	Support to the victims for the tidal wave in Southasia	ZIP file without main data
COMP49754.ZIP	88.C.35.b.2-125.	Supply of canned chicken meat to food programme in Gaza	ZIP file without main data
COMP49755.ZIP	88.C.35.b.1-125.	Support to WFP's Programme in Niger	ZIP file without main data
COMP49940.TIF	104.Rom.1-7	Improving the quality of Emergency Needs Assessments (ENAs) conducted by WFP.	Payment advice
COMP50086.ZIP	17.c.13.f.1.1.	IOM: Support to internally displaced persons in Sudan	ZIP file without main data
COMP50109.PDF	403.Vestbalkan.2-3-07	Livelihood opportunities for IDPs in Serbia proper and Kosovo	Secured PDF - cannot be OCR-ed
COMP50263.ZIP	104.A.1.b.1-3-23-104.	General Support 2007 to ODI/Humanitarian Policy Group	ZIP file without main data
COMP50264.ZIP	104.A.1.b.1-3-23-103.	General contribution to Humanitarian Policy Group 2004-2006	ZIP file without main data
COMP50508.DOC	104.dan.8-761.f	FAU Conference 2008: Cities, Climate Change and development	Not enough data (below 140,000 dkk)
COMP50519.XLSX	403.A.14	Media Programme for Ukraine, Belarus and Western Balkan	Excel - financial data only
COMP50809.PDF	17.C.13.f.1.	Support to World Mgration report 2007 through IOM.	1 page narrative report
COMP50811.PDF	17.C.13.f.1.	Support to World Mgration report 2007 through IOM.	Secured PDF - cannot be OCR-ed
COMP50839.RTF	46.H.7-8-116.	Area of Origin Assistance to Vulnerable Iraqi Refugees in Jordan	E-mail cover letter
COMP51032.TIF	46.H.7-18-104.	Water projects in South Sudan. International Aid Services (IAS)	TIFF picture format
COMP51241.TIF	403.Kosovo.1-03	Basic assistance to rejected asylum seekers forcefully returned from Denmark.	Financial data only
COMP51244.TIF	403.Kosovo.1-03	Basic assistance to rejected asylum seekers forcefully returned from Denmark.	TIFF picture format
COMP51466.XLS	104.Sudan.15-2.	Red sea State Women Livelihoods Project	Excel - financial data only
COMP51583.TIF	104.Vietnam.38/2.	Post Harvest and Rice Processing Project	PCR from 2004 - old format
COMP51626.PDF	104.Uganda.810.	Health Sector Programme Support phase II - HSPS II	Secured PDF - cannot be OCR-ed
COMP51769.PDF	104.C.90.E-1.	IFAD GENOPFYLDNINGER 38437	Just cover letter
COMP51879.PDF	104.Rom.1-3.	IFAD's Enhanced Engagement in Poverty Reduction Strategies (PRS)	IFAD general report to all donors
COMP51905.TIF	104.C.9-1	General Support to International Peacebuilding Alliance - Interpeace	TIFF picture format
COMP52309.DOC	104.Bangladesh.125.20-60-DAC	Preparation Phase for the Project Culture for Empowerment of People	Document missing
COMP52310.DOC	104.Bangladesh.125.20-60-DAC	Preparation Phase for the Project Culture for Empowerment of People	1 page no relevant data
COMP52335.PDF	104.Zambia.18-145	Capacity building in ZACCI/DI	Secured PDF - cannot be OCR-ed

COMP52406.TIF	104.N.491.b.3.	Strengthening of primary health care and training at Christian Medical College	HUM PCR - no date but project ended in 2006
COMP52445.TIF	104.N.491.b.4.	Promoting Intercultural Dialogue for Development: Programme on Religious Thoughts and Social Issues	HUM PCR - PCR from 2007
COMP52597.TIF	46.H.7-20.b.	Nødhjælpsspulje til humanitære indsatser, II, 2004-2007	TIFF picture format
COMP52662.PDF	403.Vestbalkan.3-2-08-07	Balkan Footnote	PCR from 2007 - Secured PDF - cannot be OCR-ed
COMP52857.ZIP	46.H.7-7-113.	Støtte gennem Læger Uden Grænser til sundhedsindsatser i DR Congo	ZIP file without main data
COMP52877.TIF	104.N.551.b.1	Advocacy of Indigenous Peoples' Interests towards the Russian Private Sector	TIFF picture format
COMP53502.TIF	104.A.1.b.1-3-12.	Assessing the Implications of Counter-Terrorism Measures for Non-Governmental Development Organisations 2005-2006	PCR from 2007 - long narrative report
COMP53681.TIF	46.H.7-3-140.	Bistand til uddannelse og forbedret livsgrundlag blandt flygtninge og lokale borgere i Dadaab i det nordøstlige Kenya.	TIFF picture format
COMP54027.PDF	46.Uganda.5.b.1-3.	MS- Education for Peace, Rehabilitation and Development	Secured PDF - cannot be OCR-ed - narrative report
COMP54415.TIF	46.H.7-3-145.c.	Sudan, Dansk Flygtningehjælp 2006	TIFF picture format
COMP54566.DOC	46.H.7-5-121.	Rehabilitation and Reintegration of IDPs, returnees and vulnerable people i South Kivu, DR Congo	HUM PCR - missed
COMP54767.TIF	46.H.7-3-139.	Danish Refugee Council-Development Assistance to Refugees in North-Western Uganda	TIFF picture format
COMP54777.TIF	46.H.7-3-151.	Humanitarian Assistance to and protection of Iraqi refugees in Syria	TIFF picture format
COMP54784.TIF	46.H.7-3-144-1	Danish Refugee Council: Support to Reintegration in South Sudan	TIFF picture format
COMP54789.TIF	46.H.7-3-152.	Iraq. Humanitarian Assistance to and protection of the displacement affected population	TIFF picture format
COMP54792.TIF	46.H.7-3-143.	Danish Refugee Council: Support to Reintegration in South Sudan	TIFF picture format
COMP54922.TIF	46.H.7-3-153.a.	Liberia/Vestafrika 2008	TIFF picture format
COMP54946.TIF	46.H.7-3-153.d.	Darfur	TIFF picture format
COMP55081.TIF	46.H.7-3-153.g.	Capacity building	TIFF picture format
COMP55084.TIF	46.H.7-3-153.f.	Disaster relief fund	TIFF picture format
COMP55094.TIF	46.H.7-3-148.f.	Disaster relief fund	TIFF picture format
COMP55174.TIF	46.H.7-3-141.	Rehabilitering af Bæredygtige Levevilkår for hjemvendte flygtninge og internt fordrevne i det nordøstlige Somalia (Puntland)	TIFF picture format
COMP55178.TIF	46.H.7-3-153.c.	Sri Lanka	TIFF picture format
COMP55221.DOC	104.C.15-12	General Contribution to WHO/HAC - Health Action in Crisis	Project performance sheet

			1 page
COMP55260.TIF	104.N.461.b.3	Support to the Yupik on the Chukotka Peninsula	TIFF picture format
COMP55261.TIF	104.N.461.b.3	Support to the Yupik on the Chukotka Peninsula	TIFF picture format
COMP55305.TIF	104.A.1.b.MRD.2.Kina.5-2.	Tibet Basic Education Project	TIFF picture format
COMP55405.DOC	104.A.1.b.MRD.2.Kina.10.	Reform of criminal law in China	HUM PCR - missed
COMP55433.TIF	46.H.7-3-144.	Danish Refugee Council-Suport to Durable Return and Reintegration in South Sudan-Kajo Kedji	TIFF picture format
COMP55706.PDF	403.IPA.4-0013	Support for preparing of EU Twinning proposal on Methodology for Energy Administrative data management related to EU regulations	Special format without main data
COMP55949.TIF	46.H.7-8-109.c.	Thai-Burma Border Relief Programme	TIFF picture format
COMP56030.PDF	104.Arabiske lande.1.MRD.0-3.	The Seminar "Middle East after Saddam Hussein"	Document missing
COMP56174.TIF	104.C.15-8	Sudan Human Security Baseline Assessment	TIFF picture format
COMP56175.TIF	97.A.40-7/African Dev. Bank	Contribution to African Dev. Bank - regional meeting Aid for Trade	TIFF picture format
COMP56882.TIF	46.H.7-3-139.	Danish Refugee Council-Development Assistance to Refugees in North-Western Uganda	TIFF picture format
COMP56883.TIF	46.H.7-3-139.	Danish Refugee Council-Development Assistance to Refugees in North-Western Uganda	TIFF picture format
COMP56884.TIF	46.H.7-3-139.	Danish Refugee Council-Development Assistance to Refugees in North-Western Uganda	Excel - financial data only
COMP56903.TIF	46.H.7-2-151.e.	Relief to Burmese Refugees and IDPs along the Thai/Burma Border 2008	TIFF picture format
COMP58350.PDF	104.Dan.8-892	Reintegrating Ex-combatants: Livelihoods, Mobility and Community in Liberia	Document missing
COMP58559.PDF	104.Cambodia.1.MRD.26.	Programme for Human Rights and Good Governance	File damaged cannot be opened
COMP58723.TIF	46.H.7-2-149.b.	Ekstraordinært humanitært bidrag til Folkekirkens Nødhjælp i Etiopien 2007	TIFF picture format
COMP58743.TIF	46.H.7-2-149.a.	Ekstraordinært humanitært bidrag til Folkekirkens Nødhjælp i Congo 2007	TIFF picture format
COMP58832.TIF	46.H.7-3-156.	Stabilisation, Rehabilitation And Recovery Assistance Programme For Conflict-Affected Populations In Liberia, Côte D'ivoire And Guinée With A Focus On Cross-Border Regions	TIFF picture format
COMP59126.PDF	104.Sydafrika.4.a.221.	IEC Community Radio Stations Voter Education 2009 General Elections in South Africa	Secured PDF - cannot be OCR-ed - rotated 90 degrees
COMP59182.PDF	104.N.498.b.1.	Fremme af kvinders rettigheder	Document missing
COMP59282.PDF	104.Sydafrika.1.MFS.20.	EJNF- roject for public participation	Secured PDF - cannot be OCR-ed - rotated 90 degrees
COMP59326.PDF	104.Sydafrika.1.MRD.3.	Support a Process of Sustained Dialogue at Universities in Zimbabwe	Secured PDF - cannot be OCR-ed - rotated 90

			degrees
COMP59534.PDF	104.A.1.b.MRD.2.Kina.8.	Support to the Dui Hua foundation	Document missing
COMP59535.PDF	104.A.1.b.MRD.2.Kina.8.	Support to the Dui Hua foundation	Document missing
COMP59536.PDF	104.A.1.b.MRD.2.Kina.8.	Support to the Dui Hua foundation	Document missing
COMP59574.XLSX	403.Georgien.1-07	Promoting Peaceful Co-existence in Georgie - Football Schools	Excel - financial data only
COMP59575.XLS	403.Georgien.1-07	Promoting Peaceful Co-existence in Georgie - Football Schools	Excel - financial data only
COMP59580.XLSX	403.Kosovo.1-11.	Promoting Peaceful Co-existence in Kosovo	Excel - financial data only
COMP59581.XLS	403.Kosovo.1-11.	Promoting Peaceful Co-existence in Kosovo	Excel - financial data only
COMP59717.TIF	403.Georgien.1-04	Support to the Implementation of the National Strategy and Action Plan for Internally Displaced Persons in Georgia	TIFF picture format
COMP59718.TIF	403.Georgien.1-04	Support to the Implementation of the National Strategy and Action Plan for Internally Displaced Persons in Georgia	Financial data only
COMP59719.TIF	403.Georgien.1-04	Support to the Implementation of the National Strategy and Action Plan for Internally Displaced Persons in Georgia	TIFF picture format
COMP60368.PDF	46.H.5.DHF-2009.	Delegate programme 2009	Secured PDF - cannot be OCR-ed - rotated 90 degrees
COMP60369.PDF	46.H.5.DHF-2008.	Delegate programme 2008	Secured PDF - cannot be OCR-ed - rotated 90 degrees
COMP60384.TIF	104.Benin.26-38.	Support capacity building in the national employers association (CNP)	TIFF picture format
COMP60389.PDF	104.Indonesien.1.MRD.15	Deepen Democracy and good governance in Indonesia	Document missing
COMP60627.PDF	104.Arabiske lande.1.MRD.0-4.	Seminar on womans rights at the Danish Institution in Damascus	Document missing
COMP60861.DOC	104.A.1.b.MRD.2.Kina.19	Conference, Association of European China Law Studies (ECLS)	Just cover letter
COMP60862.DOC	104.A.1.b.MRD.2.Kina.19	Conference, Association of European China Law Studies (ECLS)	Just list of participants
COMP60863.DOC	104.A.1.b.MRD.2.Kina.19	Conference, Association of European China Law Studies (ECLS)	Just a programme for meeting
COMP60879.DOC	104.A.1.b.MRD.2.Kina.19	Conference, Association of European China Law Studies (ECLS)	Just minutes of meeting
COMP61141.TIF	104.C.15-14	IFRC - Reducing the Impact of Climate Change	TIFF picture format
COMP61147.ZIP	104.Malaysia.1.MFS.90	Bio-Diversity	ZIP file without main data
COMP61148.ZIP	104.Malaysia.1.MFS.90	Bio-Diversity	ZIP file without main data
COMP61384.TIF	403.Tyrkiet.1-03.	Danish Turkey Political Criteria Programme	TIFF picture format
COMP61385.TIF	403.Tyrkiet.1-03-00	TPCP bridging	TIFF picture format
COMP61395.JPG	104.Ghana.814-200-4.	Policy, Monitoring & Management Support Component	TIFF picture format
COMP61432.PDF	104.N.360.b.9.	Embrace the future - Empowerment for children's right to education, health, protection and participation	Document missing
COMP61459.TIF	403.Belarus.1-05-02.	3F: Defending workers Rights and promoting democracy in Belarus	TIFF picture format

COMP61460.TIF	403.Belarus.1-05-02.	3F: Defending workers Rights and promoting democracy in Belarus	TIFF picture format
COMP61513.PDF	104.A.1.b.MRD.2.Kina.7.	Support to Township Competitive Elections in China	Document missing
COMP61584.PDF	46.H.5.LUG.a.	Delegate programme Doctors without borders 2009	Secured PDF - cannot be OCR-ed - narrative report
COMP61585.PDF	46.H.5.LUG.a.	Delegate programme Doctors without borders 2009	Secured PDF - cannot be OCR-ed
COMP62226.PDF	46.H.9-4-111-a	DDG Mine Action Activities in Iraq in 2009	Secured PDF - cannot be OCR-ed
COMP62228.PDF	46.H.9-4-116.c.	DDG mine activities bridging Iraq 2008-09	Secured PDF - cannot be OCR-ed
COMP62524.PDF	104.A.1.b.MRD.2.Kina.5-2.	Tibet Basic Education Project	Secured PDF - cannot be OCR-ed
COMP62667.DOC	104.Kina.9-1	B2B ENV Development of CSR business in China (Crecea A/S Denmark & C&C Associates China)	Document missing
COMP63756.PDF	403.Centralasien.1-06.	Promoting key human rights reforms and democratization in Kazakhstan	Document missing
COMP64778.TIF	104.Zimbabwe.73-11.	Information, Legal Assistance etc.	TIFF picture format
COMP66487.XLS	104.BKF.814-200-3	Appui institutionnel	Excel - financial data only
COMP66540.XLS	104.X.60-2-4	PPP: Global Advice Network - an internetportal for anti-corruption	Excel - financial data only
COMP66730.PDF	104.Kina.1.MFS.5.	Support for development of CDM competences	Document missing
COMP66762.TIF	104.Zimbabwe.1.MRD.14	International Rehabilitation Council for Torture Victims, ICTS	TIFF picture format
COMP67191.XLS	104.Afrika.29-5.	Strengthening African Women's Development Fund's Grantmaking and Institutional Capacity	Excel - financial data only
COMP67826.PDF	104.Sydlig Afrika.1.MFS.20.	Regional Water in Southern Africa	Secured PDF - cannot be OCR-ed - rotated 90 degrees
COMP67886.TIFF	104.Irak.1.MRD.8-2	IRCT - Project Phase II, Reaching Torture Survivors of Post War Iraq II, Consolidation Phase	TIFF picture format
COMP68952.PDF	104.DAN.8-917.	Oral health in HIV/AIDS - strengthening the prevention of HIV/AIDS in Africa	Secured PDF - cannot be OCR-ed
COMP68953.PDF	104.DAN.8-917.	Oral health in HIV/AIDS - strengthening the prevention of HIV/AIDS in Africa	Secured PDF - cannot be OCR-ed
COMP69157.PDF	104.N.445.b.2.	Sustainable Management of Mbeliling Forest on Flores, Indonesia	Document missing
COMP69628.JPG	104.Etiopien.19-16.	Support to Malawi's Africa Union Chairmanship - 2010	Just cover letter
COMP69629.JPG	104.Etiopien.19-16.	Support to Malawi's Africa Union Chairmanship - 2010	JPG file - 1 page of a report
COMP69630.JPG	104.Etiopien.19-16.	Support to Malawi's Africa Union Chairmanship - 2010	Incomplete PCR
COMP69631.JPG	104.Etiopien.19-16.	Support to Malawi's Africa Union Chairmanship - 2010	Incomplete PCR
COMP69632.JPG	104.Etiopien.19-16.	Support to Malawi's Africa Union Chairmanship - 2010	Incomplete PCR
COMP69838.ZIP	104.Afghanistan.12-1-02	Enhancing Media Safety and Journalistic Professionalism in Afghanistan	ZIP file without main data
COMP70287.PDF	46.H.7-3-158.	Essential assistance and capacity building to address the humanitarian and protection	Document missing

		needs in Basra resulting from displacement.	
COMP70288.PDF	46.H.7-3-159.	Humanitarian assistance to and protection of Iraqi refugees in Syria	Document missing
COMP72614.PDF	46.Indo.5.a.2.1	Relief support to the populations affected by the Mount Merapi volcano eruptions	Document missing
COMP72679.ZIP	104.Afghanistan.12-1-05	Legal Representation and Legal Capacity Empowerment - DQG	ZIP file without main data
COMP72704.ZIP	104.Afghanistan.12-1-13	Continued support to production of Quarterly Magazine	ZIP file without main data
COMP72907.PDF	104.A.1.b.MRD.2.Burma.2-48.RGN.	PACT - WORTH: Building on Empowered Communities to Sustain Change.	Special format - long narrative
COMP72988.TIF	104.Bhutan.30-4	B2B Project Phase: Alpine Builders and Korsgaard ApS	TIFF picture format
COMP72989.PDF	104.Bhutan.20-4	IPD: Gross National Happiness Centre	Brief study visit report
COMP72993.PDF	46.B.88.a.8.	MiM rammebevilling - afrikansk ABS-konference samt ulandsdeltagelse i internat. konferencer på miljøområdet	Insufficient info
COMP73015.PDF	46.H.7-1-167.	DRK: Humanitær bistand til Zimbabwe	Document missing
COMP73196.PDF	46.B.87.a.3-2.	Klimabidrag 2005-2008	Special format without main data
COMP73311.PDF	46.H.7-1-142.	Emergency Relief to Tsunami Victims in Indonesia	Document missing
COMP73312.PDF	46.H.7-1-143.	Support through Danish Red Cross to ICRC to Tsunami affected areas in Aceh Province	Document missing
COMP73314.PDF	46.H.7-1-149.	Support to IFRC' Emergency Appeal for Victims of the Earthquake in Indonesia	Document missing
COMP73317.PDF	46.H.7-1-166.	Humanitarian assistance to earthquake victims in Sichuan	Document missing

Table 13 Format 1 - excluded files

Document name	DANIDA_FILENO	PCR Year	Name of Programme in PCR	TITLE_LOCAL from PDB	Country in PCR	Planned Danida contribution	Actual Danida contribution	Reasons for exclusion	
COMP49833	104.Ghana.810	2009	Health Sector Programme Support, Phase III	Health Sector Programme Support	Ghana			Duplet	
COMP51244	403.Kosovo.1-03	2009	Support to the return of rejected asylum seekers from Kosovo residing in Denmark	Basic assistance to rejected asylum seekers forcefully returned from Denmark.	Kosovo	4.400.000	4.400.000	Below 5 million DKK	
COMP53116	403.Kroatien.1-03	2009	Organizational strengthening of the HR-departments and Gvil Service Training Centre at die CSOA	Public sector capacity building programme for Croatia - capacity building fund	Croatia	999.185	998.330	Below 5 million DKK	
COMP56463	403.Kroatien.1-03	2010	Local Capacity Building for Structural Funding		Croatia	998.203	872.895	Below 5 million DKK	
COMP57526	403.Kroatien.1-03	2010			Croatia	969.752	902.916	Below 5 million DKK	
COMP57527	403.Kroatien.1-03	2010	A National Concept for Career Development' GRÓNAÉT 235.0301.09		Croatia			Below 5 million DKK	
COMP59635	403.Kroatien.1-03	2010	4x4 Executive Development and 1 raining		Croatia	857.557	568.192	Below 5 million DKK	
COMP63919	403.Kroatien.1-03	2010	Development and implementation of an IT-training programme at the Civil Service Training Center at the CSOA		Croatia	767.635	767.300	Below 5 million DKK	
COMP60654	403.Kroatien.1-03	2010	Cross disciplinary MA in European Studies		Croatia	1.005.093		Below 5 million DKK	
COMP58416	403.Kroatien.1-07	2010	Development of a Training System for identification and preparation of large infrastructure projects		Public sector capacity building programme, phase 2 - capacity building fund	Croatia			Below 5 million DKK
COMP59612	403.Kroatien.1-07	2010	Assistance to Ministry of Finance for implementation of the New Budget act-medium term strategic programme planning			Croatia	496.415	495.269	Below 5 million DKK
COMP64033	403.Kroatien.1-07	2010	CSOA Capacity Building Phase II	Public sector capacity building programme, phase 2 - capacity building fund	Croatia	989.999	975.564	Below 5 million DKK	

COMP59892	104.DAN.8.L.305.	2010	Enreca	Circulation of Nutrients	Ghana	4.824.500	4.824.500	Below 5 million DKK
COMP60137	104.Irak.1.MRD.8.c	2010	IRCT Phase Reaching Torture Victims m Post-War Iraq	International Rehabilitation Council for Torture Victims	Iraq	4.944.400	5.536.380	Below 5 million DKK
COMP60235	104.Liberia.1.MRD.1	2010	Economic Empowerment of Women in Lofda Countv 06.32.08.30.41	~	Economic Empowerment of Women in Liberia	Liberia	4.165.373	Below 5 million DKK
COMP62131	104.Ghana.809-2.	2010	IMPROVING BUSINESS PRACTICE (IBP) - BSPS SUB-COMPONENT 2.2	Strengthening the Culture for Business	Ghana	4.971.000	7.344.000	Below 5 million DKK
COMP68060	104.DAN.8.L.1101.	2011	Capacity Building for Research and Quality Assurance in Traditional Food Processing in West Africa	Capability Building for Research and Development in Traditional Fermented Processing in West Africa	Denmark	7.613.510	7.067.700	Duplet

Table 14 Format 3 - Excluded files

Document	PCR Year	DANIDA_FILE NO	Country in PCR	TITLE_LOCAL in PDB	DAC code	DAC general support area	Planned Danida contribution DKK	Actual Danida contribution DKK	Reason for exclusion
COMP47099	2009	104.Bangladesh.199.	Bangladesh	Multi-Sectoral Programme on Violence Against Women	15164	Women's equality organisations and institutions	17700000	12640000	Format 1
COMP48039	2009	104.Palæstina.18-12	Gaza/West Bank	Ma'an Network of Independent TV Station: Ma'an Press Agency	172	Human rights and good governance	6200000	6111687	Old Format 1
COMP52142	2009	104.Bangladesh.202.	Bangladesh	Support to Capacity Building of the Judicial Administration Training Institute (JATI) 49973	15162	Elections	16100000	11791475	Should have been Format 1
COMP47086	2009	104.Vietnam.40-135.	Vietnam	PSD Project: Orana A/S og PCM Co. Ltd. - Fruit Based Beverage Compounds - Expansion of JV	324	Business-to-business	5862000	5862000	Should have been Format 1
COMP53161	2009	104.A.1.e.46	Tanzania	Impact Evaluation Of Hima, Iringa Region, Tanzania	31120	Agricultural development	7000000	6626335	Duplet of COMP53162
COMP53162	2009	104.A.1.e.46.Til	Tanzania	Tillægsbevilling til Evaluering af HIMA	31120	Agricultural development	7000000	6626335	Duplet of COMP53161, data not checked

COMP48905	2009	104.Vietnam.1.MFS.22.	Vietnam	Environmental Information and reporting			14600508 kr	14778901	Format 1 but no heading
COMP52208	2009	104.A.1.ø.1.Somalia-3	Somalia	Alternative Approaches to Basic Education in Togdheer Region	11120	Education facilities and training	6000000	6388235	Should have been Format 1
COMP52224	2009	104.A.1.ø.1.Somalia-5	Somalia	Control and Prevention of HIV/AIDS in Somaliland	n/a		6000000	5816392	Title redacted
COMP52503	2009	104.Arabiske Lande.1.MRD.20	Jordan & Denmark	Partnership for Progress and Reform: Support to the Family Protection Department	n/a		6731717	6731717	Should have been Format 1
COMP52720	2009	104.Bangladesh.125.a.2-16.	Bangladesh	Transparency in the Private and Public Sector	172	Human rights and good governance	32515140	32515140	Amount in local currency
COMP52781	2009	104.Sri lanka.25-6	Sri Lanka	Ekstraordinære humanitære bidrag og bistand til flygtninge og internt fordrevne i nærområder også som følge af Tsunami	n/a		27250000	27250000	Format special but should be 1
COMP54523	2009	104.Thailand.1.MFS.81.	Thailand	Joint Management of Protected Areas	41010	Environmental policy and administrative management	5799987	5299190	Format 1
COMP54824	2009	104.Thailand.1.MFS.81.	Thailand	Joint Management of Protected Areas	41010	Environmental policy and administrative management	10355219	8823442	Format 1 - but no heading
COMP59412	2010	104.Vietnam.1.MFS.25	Vietnam	Enhanced Environmental Monitoring Capacity and Improved Solid Waste Management in Thai Nguyen City	41010	Environmental policy and administrative management	9355000	7809238	Format 1 - but no heading
COMP63403	2010	104.Zambia.39.	Zambia	Support to the Promotion of a Professional, Free and Independent media in Zambia	15065	Media and free flow of information	7313179	6937816	Should have been Format 1
COMP60988	2010	104.Vietnam.1.MFS.2-37	Vietnam	Mangrove Management Information System for mitigation of CC effect	41010	Environmental policy and administrative management	4917970154	4360142973	Amount in local currency
COMP57361	2010	104.X.34.	Interregional	B2B TechChange arrangements	32130	Small and medium-sized enterprises (SME) development	22000000	13306490	Old Format 1
COMP57561	2010	104.Arabiske Lande.1.MRD.22	Yemen	Integrated Action on Poverty and Early Marriage	15160	Human rights	8200000	8200000	Should have been Format 1
COMP57563	2010	104.Arabiske	Regional	Partnership for Progress and Reform:	15160	Human rights	8867333	8867333	Should have

		Lande.1.MRD.50		Core funding and project support, EMHRN, 2005-2008					been Format 1
COMP58323	2010	104.Palæstina.29	Gaza/West Bank	Support to the Office of the President - the Temporary International Mechanism	16010	Social/ welfare services	6000000		Should have been Format 1
COMP59659	2010	104.Irak.2-15.	Iraq	Renovation of cylinder gas installation in the Basra area	23050	Gas distribution	15000000	752834	Project cancelled
COMP60167	2010	104.BKF.43-85	Burkina Faso	Projet d'Appui au Plan Triennal 2007-2009 du théâtre CITO	16061	Culture and recreation	90000000	90000000	Amount in local currency
COMP60415	2010	104.Vietnam.814-200-7	Vietnam	Integrated Water Resources Management	n/a		5242350	3212176	Should have been Format 1
COMP60629	2010	104.Arabiske Lande.1.MRD.64	Regional	Youth Programme	15150	Democratic participation and civil society	15700000	15700000	Format 1
COMP60948	2010	104.Arabiske Lande.1.MRD.20	Jordan	Partnership for Progress and Reform: Support to the Family Protection Department	15160	Human rights	6731717	6686585	Should have been Format 1
COMP61513 2010	2010	104.A.1.b.MRD.2 .Kina.7	China		n/a		8840000	1654169	Project cancelled after first stage
COMP68606	2011	104.Mozambique .100-201-3	Mozambique	B2B: Nexø Skibs- og Bådbyggeri A/S and Xibotana Ltd.	n/a		6072661	6072661	Should have been Format 1
COMP68613	2011	104.Moz.100.225	Mozambique	B2B project between Milestone Systems and CA computers. Surveillance systems partnership	n/a		5403379	5299812	Should have been Format 1
COMP68615	2011	104.Mozambique .100-215-3	Mozambique	PSD Cooperation: Præstbro Maskiner & Kanes Sarl	n/a		5105031	5105032	Should have been Format 1
COMP71823	2011	104.Bangladesh. 814-200-4	Bangladesh	Hygiene Promotion, Sanitation and Water Supply Project in Chittagong Hill Tracts	n/a			130000000	Amount in local currency
COMP71450	2011	104.M.87.	Denmark	Three research centres at KU LIFE	N/A		89000000	84950383	Format 1
COMP67726	2011	104.Cambodia.1. MFS.20-3.	Cambodia	Support to the development of national sector policies	410	Environmental research	22200000	11280000	Format 2
COMP71988	2011	104.Dan.8-1206	Bolivia, Mali, Nicaragua, Vietnam, Zambia, Denmark	Competing for water: Understanding conflict and cooperation in local water governance.	14010	Water sector policy and administrative management	10363191	10342298	Format 1

Annex 4: Graphs and tables for all PCRs

Table 15 Distribution of PCRs by format and by year

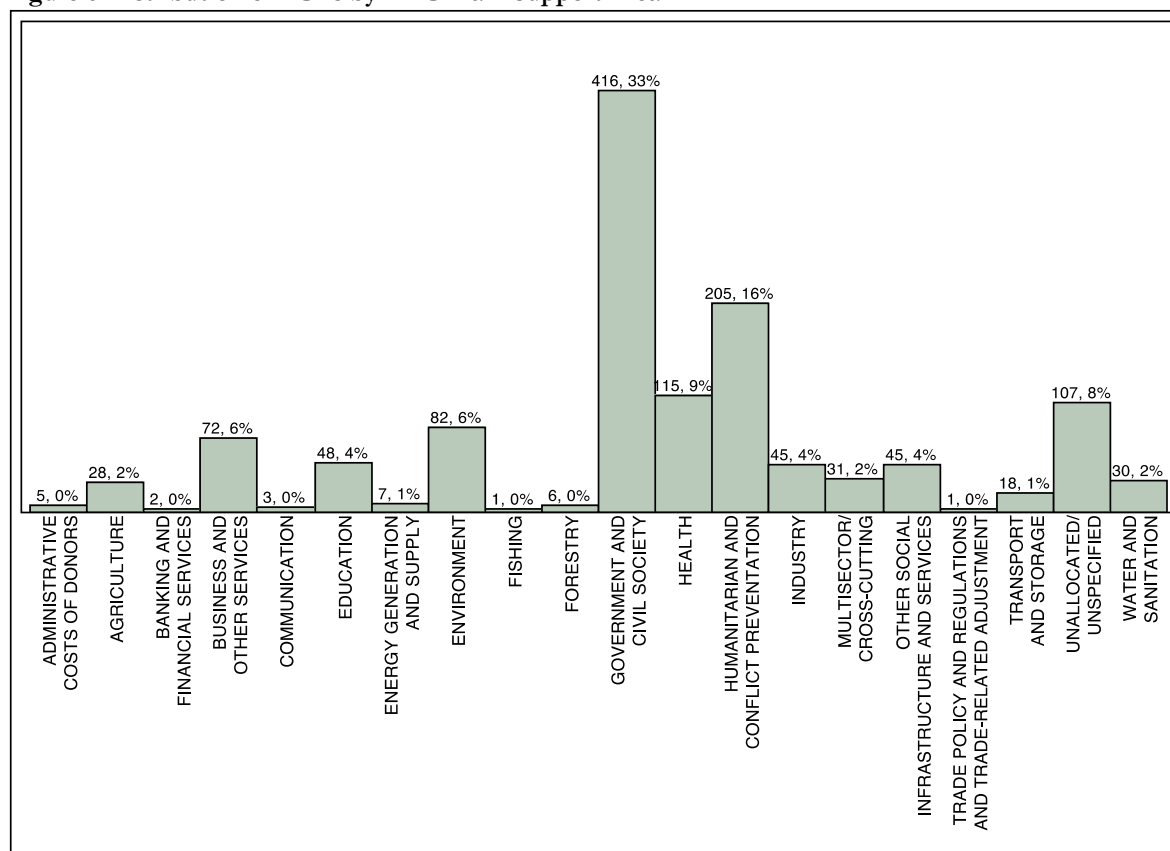
Type of Project Completion Report	Total	2009	2009	2010	2010	2011	2011
Format 1 Programme > DKK 5 mill.	111	33	30%	53	48%	25	23%
Format 2 Components	127	45	35%	35	28%	47	37%
Format 3 Project < DKK 5 mill.	920	360	39%	301	33%	259	28%
Format HUM and NGO	413	141	34%	103	25%	169	41%
Other report formats	398	136	34%	155	39%	107	27%
Research projects	9	1	11%	3	33%	5	56%
EU's twinning	62	21	34%	22	35%	19	31%
All	2040	737	36%	672	33%	631	31%

Table 16 Planned and Actual Danida contribution by Region

Region	No. of PCRs	Sum of planned Danida contributions DKK Mill	Sum of actual Danida contributions DKK Mill	% Under/over spending (actual-planned/planned)
East Africa	215	4.373,58	3.585,44	-18%
Asia	264	1.861,24	1.760,46	-5%
West Africa	105	1.774,70	1.438,15	-19%
MENA	246	1.690,63	1.711,44	1%
Southeast Asia	211	1.570,23	1.372,13	-13%
Southern Africa	79	1.103,73	1.074,74	-3%
Latin America	83	396,50	368,65	-7%
Various countries	149	214,80	189,36	-12%
CIS	37	168,03	140,63	-16%
Horn of Africa	16	107,45	121,68	13%
Africa	12	91,87	91,08	-1%
Central Africa	15	88,50	103,23	17%
International	19	65,71	74,67	14%
Denmark	7	55,59	42,35	-24%
Sahel Region	4	23,16	22,35	-3%
Africa Regional	7	13,46	8,29	-38%
N/A	11	7,10	5,59	-21%
Africa, Asia	1	5,99	5,74	-4%
Caribbean	1	5,00	5,00	0%
Balkan	4	4,75	4,74	-0%

Note: Sorted descending by Planned Danida contribution. No. of PCRs included: 1488.

Figure 6 Distribution of PCRs by DAC Main Support Area



Note: the first figure above the columns is the number of PCRs, the second the % of all PCRs. Included PCRs: 1267 with DAC codes, missing: 236 PCRs.

In terms of the actual Danida contributions to the DAC support areas the distribution of the PCRs are listed in Table 4 sorted descendingly according to total actual Danida contribution. The areas in capital letters are overall DAC categories, the other areas are either sub-groups of these or more specific support areas.

Table 17 PCRs by DAC support areas and actual Danida contributions

DAC support area	Nos PCRs	Actual Danida contribution Mill DKK
TRANSPORT AND STORAGE	18	1.592,62
WATER AND SANITATION	30	1.177,31
General environmental protection	77	1.070,11
HUMANITARIAN AID	150	1.063,95
AGRICULTURE	22	1.003,68
GOVERNMENT AND CIVIL SOCIETY	148	848,79
Health, general	20	749,59
Basic health	21	674,62
Government and civil society, general	204	674,44
HEALTH	39	479,96
ENERGY GENERATION AND SUPPLY	5	369,81
MULTISECTOR/CROSS-CUTTING	23	332,08
N/A	220	320,66

EDUCATION	18	302,76
BUSINESS AND OTHER SERVICES	8	165,61
Women in development	13	149,27
INDUSTRY	45	125,37
Social mitigation of HIV/AIDS	20	116,63
OTHER SOCIAL INFRASTRUCTURE AND SERVICES	45	108,88
Business-to-business	64	101,43
Child soldiers (Prevention and demobilisation)	14	79,69
UNALLOCATED/UNSPECIFIED	107	69,66
Reconstruction relief and rehabilitation	9	68,47
POPULATION POLICIES/PROGRAMMES AND REPRODUCTIVE HEALTH	15	53,02
FORESTRY	3	49,92
Environmental research	4	42,14
Human rights and good governance	50	39,43
Livestock/veterinary services	6	39,09
Education, level unspecified	18	38,92
Other multisector	8	36,67
Conflict prevention and resolution, peace and security	27	31,18
FISHING	1	27,64
BANKING AND FINANCIAL SERVICES	2	25,76
Emergency Response	3	23,32
Forestry services	3	17,86
Energy research	2	14,49
Post-secondary education	6	13,56
ADMINISTRATIVE COSTS OF DONORS	5	8,05
Fishery services	1	7,16
Research/scientific institutions	2	3,67
Developmental food aid/Food security assistance	2	2,14
Basic education	2	1,95
Disaster prevention and preparedness	1	1,50
COMMUNICATION	3	0,90
Secondary education	2	0,81
TRADE POLICY AND REGULATIONS AND TRADE-RELATED ADJUSTMENT	1	0,69
General budget support	1	0,50

Note: Included PCRs: 1268 with DAC codes, missing: 235 PCRs.

Annex 5: Graphs and Tables for Format 1 - PCRs for programmes and projects above DKK 5 million

Figure 7 Format 1 – Completed programmes and projects' planned and actual Danida contribution by PCR year

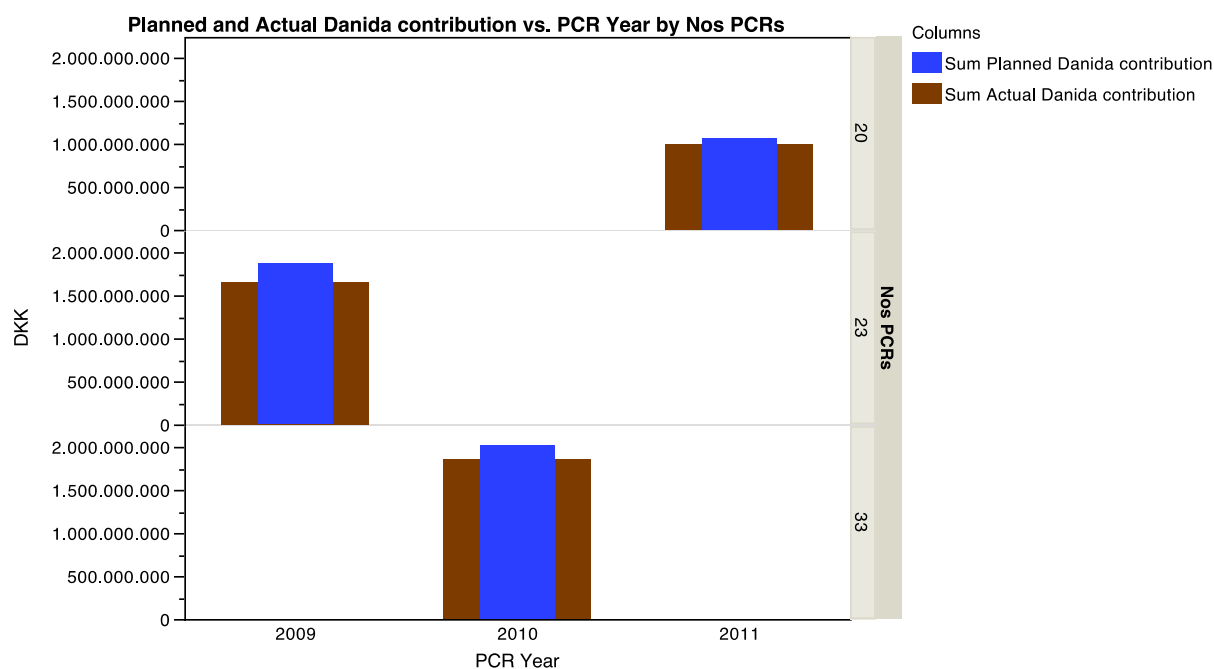
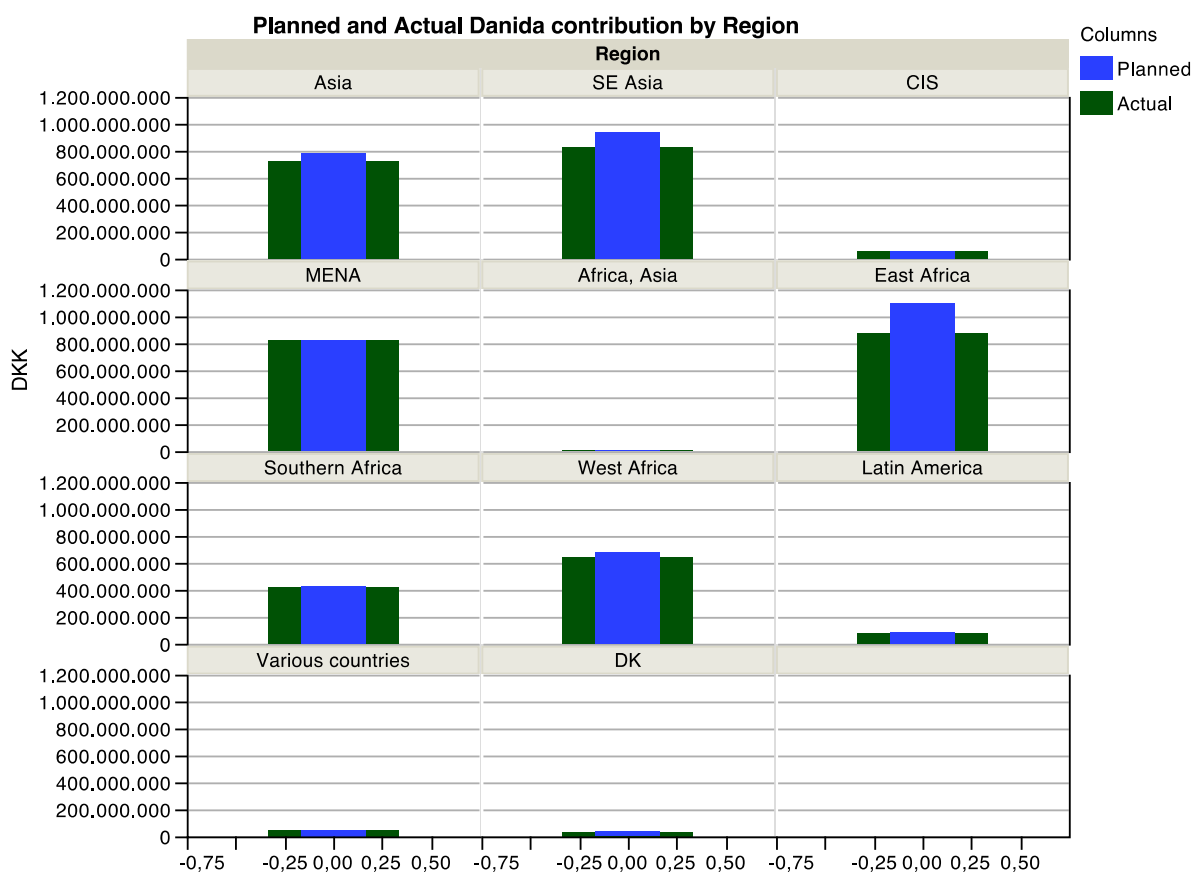


Table 18 Format 1 - planned and actual Danida contribution by Region

Region	DKK Million			
	No. of PCRs	Planned	Actual	Underspending in % of planned budget
East Africa	16	1.342,0	871,4	35,1%
SE Asia	17	969,6	854,3	11,9%
MENA	14	821,5	818,8	0,3%
Asia	11	782,0	722,1	7,7%
West Africa	15	689,6	650,7	5,6%
Southern Africa	6	479,6	417,6	12,9%
Latin America	2	88,0	81,7	7,2%
CIS	6	83,5	54,4	34,9%
11 countries	1	47,5	47,5	0,0%
DK	6	50,9	38,1	25,1%
Africa, Asia (not in graph)	1	6,0	5,7	5,0%

Note: sorted by actual Danida contribution

Figure 8 Format 1 - planned and actual Danida contribution by Region



Note: the Region names are above each histogram

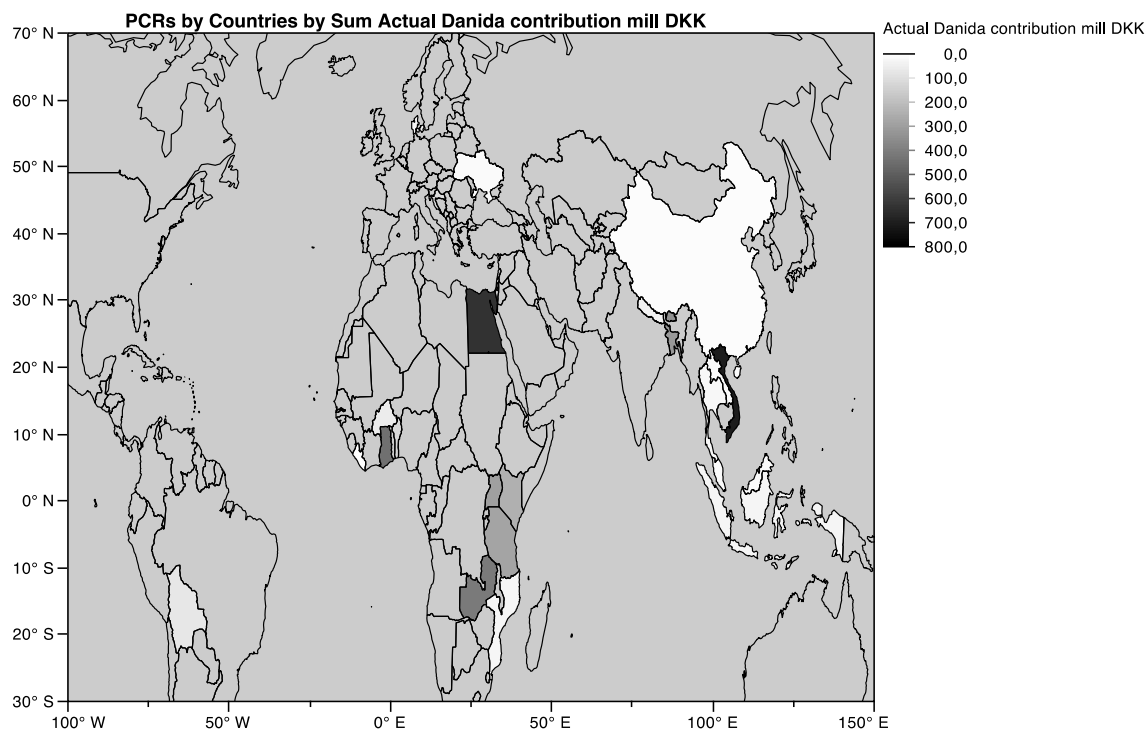
Table 19 Format 1 - Planned and Actual Danida Contribution by Country

Country	DKK Million	
	Sum planned	Sum actual
Bangladesh	372,0	322,1
Benin	137,9	123,7
Bhutan	354,1	344,8
Bolivia	80,0	74,3
Bolivia, Nicaragua	8,0	7,4
Bosnia, Herzegovina	10,6	10,6
Burkina Faso	80,5	59,6
Cambodia, Vietnam	9,0	7,0
China	9,6	9,6
Denmark	50,9	38,1
Denmark, Guinea Bissau	5,0	5,0
Denmark, India, Tanzania, Vietnam, Nepal, Uganda, Mozambique, Ghana, Cameroon, Burkina Faso, Egypt, Kenya	47,5	47,5
Egypt	643,6	641,6
Ghana	454,3	448,1
Ghana, Tanzania, Thailand, Vietnam	6,0	5,7
Hong Kong	6,0	6,0
Indonesia	32,5	32,0

Iraq	149,4	148,7
Kenya	404,0	248,2
Lao PDR	19,4	17,2
Liberia	6,9	6,9
Malaysia	19,1	16,6
Mozambique	29,8	28,3
Nepal	40,3	39,5
Regional: Algeria, Bahrain, Egypt, Jordan, Iran, Lebanon, Morocco, Saudi Arabia, Syria, Tunisia, the United Arab Emirates, Yemen	28,5	28,5
Regional: Belarus, Moldova, Ukraine	27,4	27,4
Regional: Cambodia, Lao PDR, Thailand, Viet Nam	29,6	27,6
Regional: Cambodia, Lao PDR, Vietnam	15,0	15,7
Regional: Kyrgyzstan, Tajikistan, Kazakhstan, Uzbekistan	5,0	0,0
Tanzania	507,7	285,1
Tanzania, Denmark	5,6	0,0
Tanzania, Mozambique	7,6	7,4
Tanzania, Uganda, Denmark	5,2	4,8
Thailand	17,7	26,3
Uganda	382,2	297,5
Ukraine	15,0	14,4
Ukraine, Belarus, the Western Balkans	23,4	0,0
Vietnam	827,3	711,9
Zambia	479,6	417,6

Note: includes all PCRs also those without information on both actual and planned expenditure

Map 1 Format 1 - bilateral programmes by actual Danida contribution



Annex 6: Discrepancies between DAC codes in PCR and PDB

Table 20 Format 1 – Discrepancies between DAC codes in PCR and PDB

DAC Support Area in PCR	Purpose Code in PDB	No. of PCRs
Education	Education policy and administrative management	2
Electrical transmission/ distribution	Power generation/renewable sources	1
Energy research	Multiple Purpose	1
Environmental policy and administrative management	Democratic participation and civil society	1
	Forestry development	1
	Forestry policy and administrative management	1
General environmental protection	Environmental education/ training	1
	Environmental policy and administrative management	1
Democratic participation and civil society	Democratic participation and civil society	2
	Multiple Purpose	1
Women's equality organisations and institutions	Legal and judicial development	1
Health	Health policy and administrative management	2
	Multiple Purpose	1
Health policy and administrative management	Medical services	1
Medical research	Multiple Purpose	1
Research/scientific institutions		1
Social/ welfare services		2
Transport policy and administrative management	Road transport	1
Water and sanitation	Basic drinking water supply and basic sanitation	1

Annex 7: Format 1 – Actual expenditure by DAC general support area and country

Figure 9 Format 1 - Distribution of PCRs by detailed DAC support areas

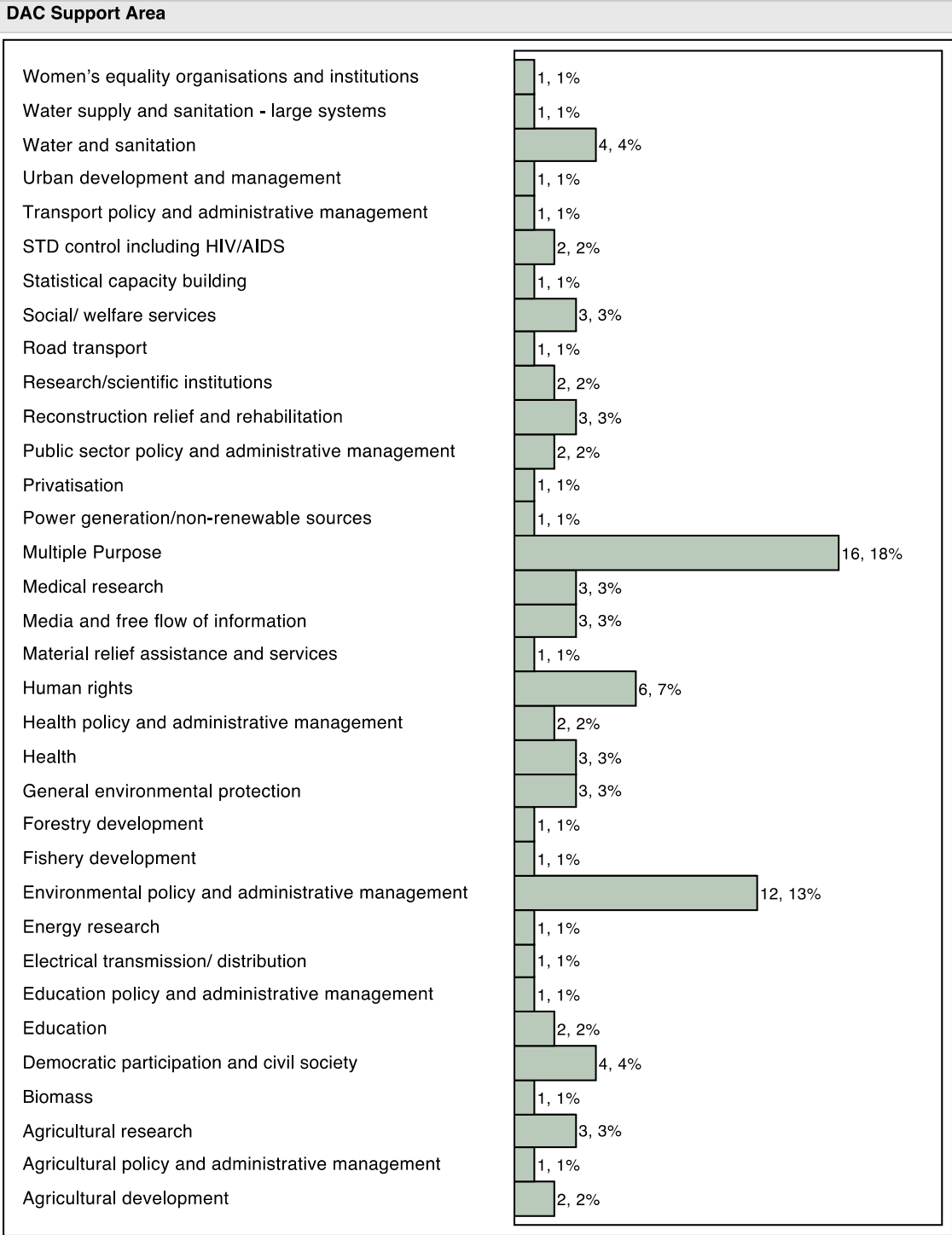


Table 21 Format 1 - DAC General Support Areas and Actual Contribution by Country

Region	Country in PCR	DAC General Support Area	Actual Danida contribution Sum
Asia	Bangladesh	Other Social Infrastructure And Services	20.094.358
		Water And Sanitation	302.000.000
	Bhutan	Education	84.570.352
		Health	207.925.685
		Multisector/Cross-Cutting	52.336.460
	China	Energy Generation And Supply	9.600.000
	Hong Kong	Government And Civil Society	6.000.000
Nepal	Multisector/Cross-Cutting	39.525.530	
SE Asia	Cambodia, Vietnam	General Environmental Protection	7.046.996
	Indonesia	Government And Civil Society	31.998.345
	Laos	Multisector/Cross-Cutting	17.206.523
	Malaysia	General Environmental Protection	16.600.000
	Regional: Cambodia, Lao PDR, Thailand, Viet Nam	Fishing	27.640.000
	Regional: Cambodia, Lao PDR, Vietnam	General Environmental Protection	15.668.591
	Thailand	General Environmental Protection	26.251.325
	Vietnam	Energy Generation And Supply	8.452.854
		General Environmental Protection	76.908.504
		Health	.
		Multisector/Cross-Cutting	.
Water And Sanitation	626.564.621		
CIS	Bosnia, Herzegovina	Government And Civil Society	10.596.600
	Regional: Belarus, Moldova, Ukraine	Government And Civil Society	27.400.000
	Regional: Kyrgyzstan, Tajikistan, Kazakhstan, Uzbekistan	Government And Civil Society	.
	Ukraine	Government And Civil Society	14.420.092
	Ukraine, Belarus, the Western Balkans	Multisector/Cross-Cutting	.
MENA	Egypt	Energy Generation And Supply	268.326.653
		General Environmental Protection	343.600.000
		Water And Sanitation	29.685.319
	Iraq	Education	10.000.000
		Government And Civil Society	49.497.137
		Humanitarian Aid	74.175.340
		Reconstruction Relief And Rehabilitation	8.795.134
	Water And Sanitation	6.229.610	
	Regional: Algeria, Bahrain, Egypt, Jordan, Iran, Lebanon, Morocco, Saudi Arabia, Syria, Tunisia, the United Arab Emirates, Yemen	Government And Civil Society	28.498.900
Africa, Asia	Ghana, Tanzania, Thailand, Vietnam	Multisector/Cross-Cutting	5.743.084
East Africa	Kenya	Agriculture	189.347.559
		Health	58.851.070
	Mozambique	Other Social Infrastructure And Services	28.250.285
	Tanzania	Agriculture	212.000.000
		General Environmental Protection	54.730.619
		Health	9.999.546
Multisector/Cross-Cutting	8.411.206		

	Tanzania, Denmark	Multisector/Cross-Cutting	.
	Tanzania, Mozambique	Multisector/Cross-Cutting	7.448.159
	Tanzania, Uganda, Denmark	Agriculture	4.834.582
	Uganda	Agriculture	297.531.034
		Government And Civil Society	.
Southern Africa	Zambia	General Environmental Protection	5.877.439
		Government And Civil Society	22.407.427
		Transport And Storage	363.200.000
		Water And Sanitation	26.091.981
West Africa	Benin	Education	26.442.485
		Government And Civil Society	58.688.488
		Transport And Storage	38.602.425
	Burkina Faso	Government And Civil Society	35.404.356
		Population Policies/Programmes And Reproductive Health	24.237.000
	Denmark, Guinea Bissau	Health	5.005.276
	Ghana	Business And Other Services	48.720.000
		Health	336.557.017
		Multisector/Cross-Cutting	5.306.928
		Other Social Infrastructure And Services	48.683.585
Population Policies/Programmes And Reproductive Health		8.798.962	
Liberia	Government And Civil Society	6.942.500	
Latin America	Bolivia	Government And Civil Society	74.260.651
	Bolivia, Nicaragua	Multisector/Cross-Cutting	7.400.000
Various countries	Denmark, India, Tanzania, Vietnam, Nepal, Uganda, Mozambique, Ghana, Cameroon, Burkina Faso, Egypt, Kenya	Forestry	47.500.000
DK	Denmark	Agriculture	.
		Health	7.470.489
		Multisector/Cross-Cutting	23.584.986

Table 22 Months lag time between programme end and PCR completion

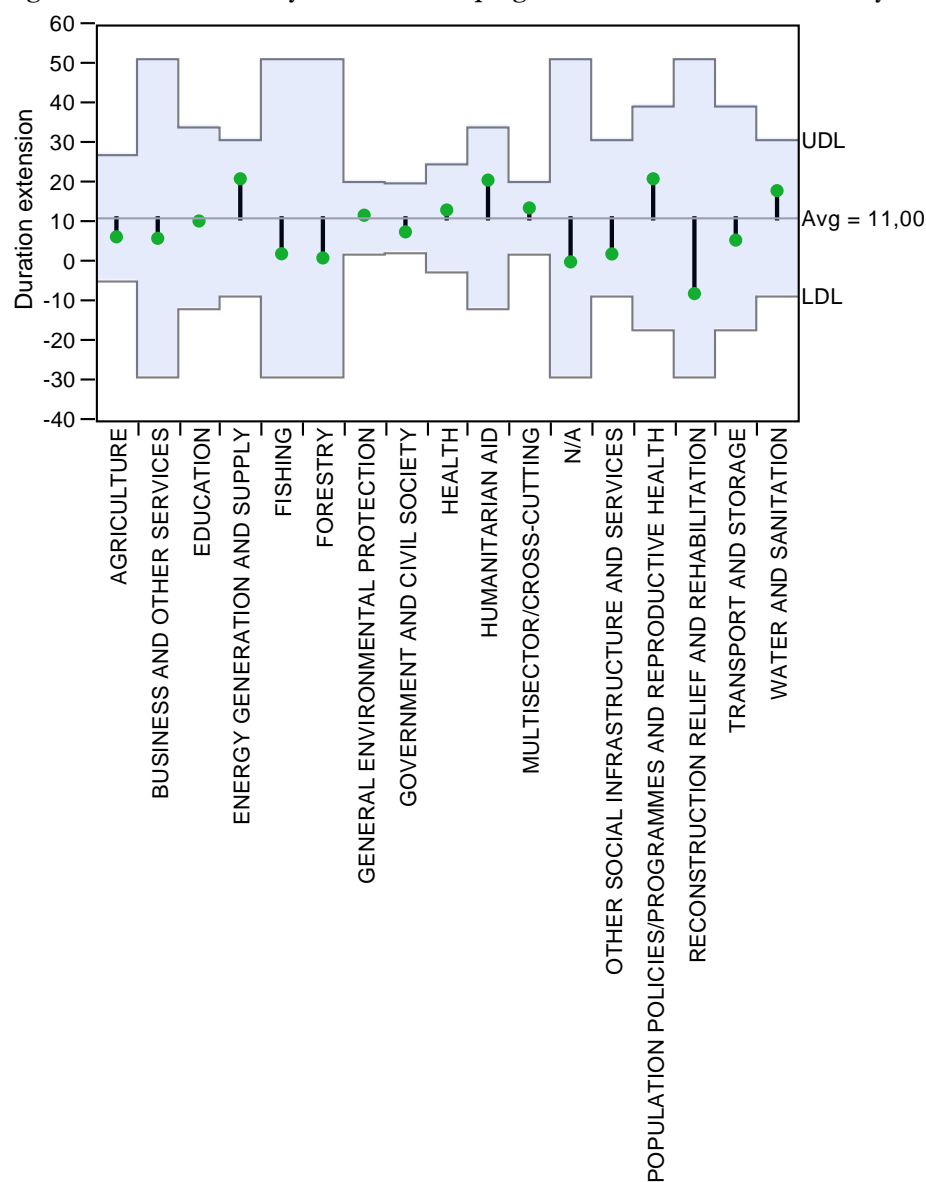
		PCR Year		
		2009	2010	2011
Lag time between programme end and PCR completion	N	25	37	18
	Mean	8,0	11,1	5,9
	Median	3,0	8,0	3,5
	Min	-5	-10	-1
	Max	66	48	25

Table 23 Actual start year of programme by year of PCR submission

Actual start year	PCR Year		
	2009	2010	2011
1994	1	0	0
1997	1	1	0
1999	2	1	1
2000	1	2	0
2001	1	1	1
2002	4	1	2
2003	4	5	1
2004	2	11	3
2005	10	7	4
2006	1	7	5
2007	0	2	5
2008	1	0	1
2009	0	1	0

Actual start year	PCR Year		
	2009	2010	2011
1994	1	0	0
1997	1	1	0
1999	2	1	1
2000	1	2	0
2001	1	1	1
2002	4	1	2
2003	4	5	1
2004	2	11	3
2005	10	7	4
2006	1	7	5
2007	0	2	5
2008	1	0	1
2009	0	1	0

Figure 10 Format 1 - Analysis of means of programme extensions in months by DAC code



Note: If a group mean falls outside of the decision limits (UDL and LDL), then that mean is significantly different from the overall mean.

Figure 11 Planned and actual programme duration, and extensions (in months)

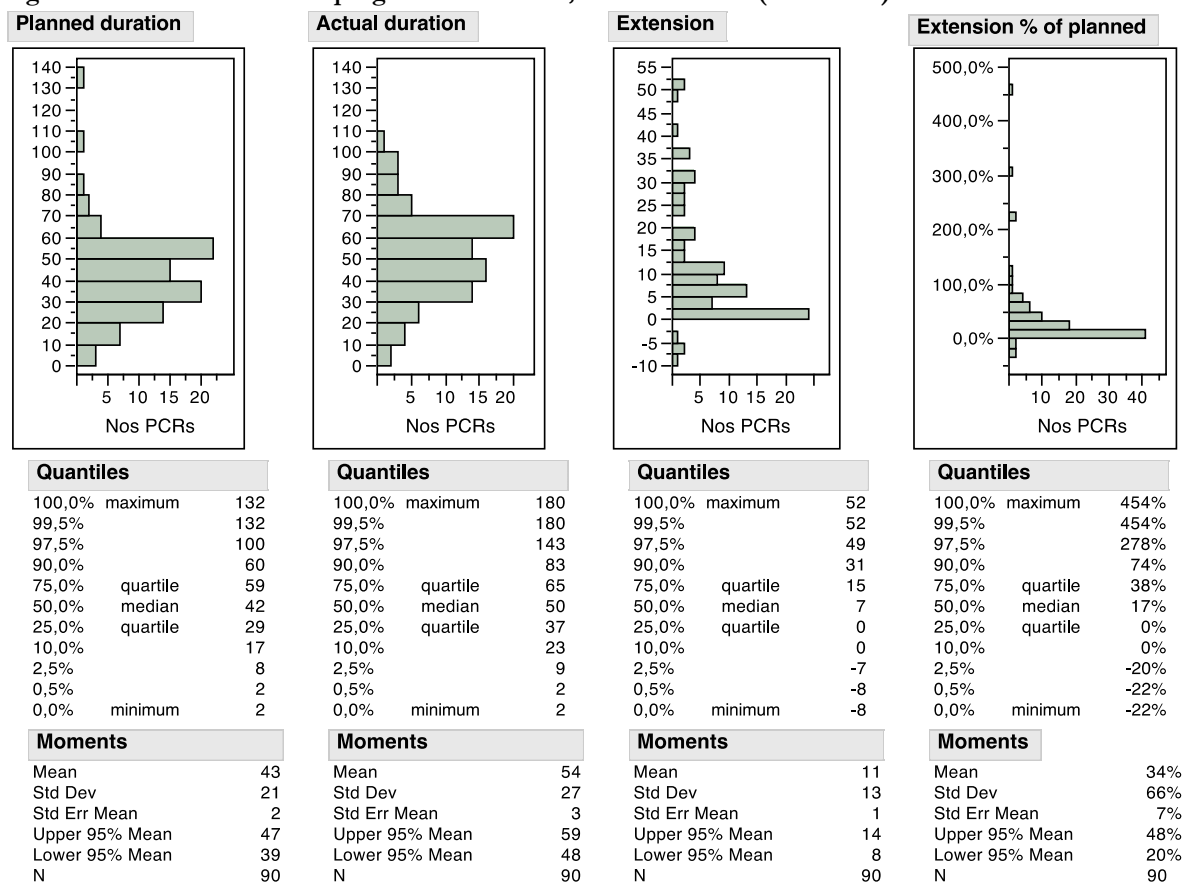


Table 24 PCRs with no rating for fulfilment of poverty reduction objective

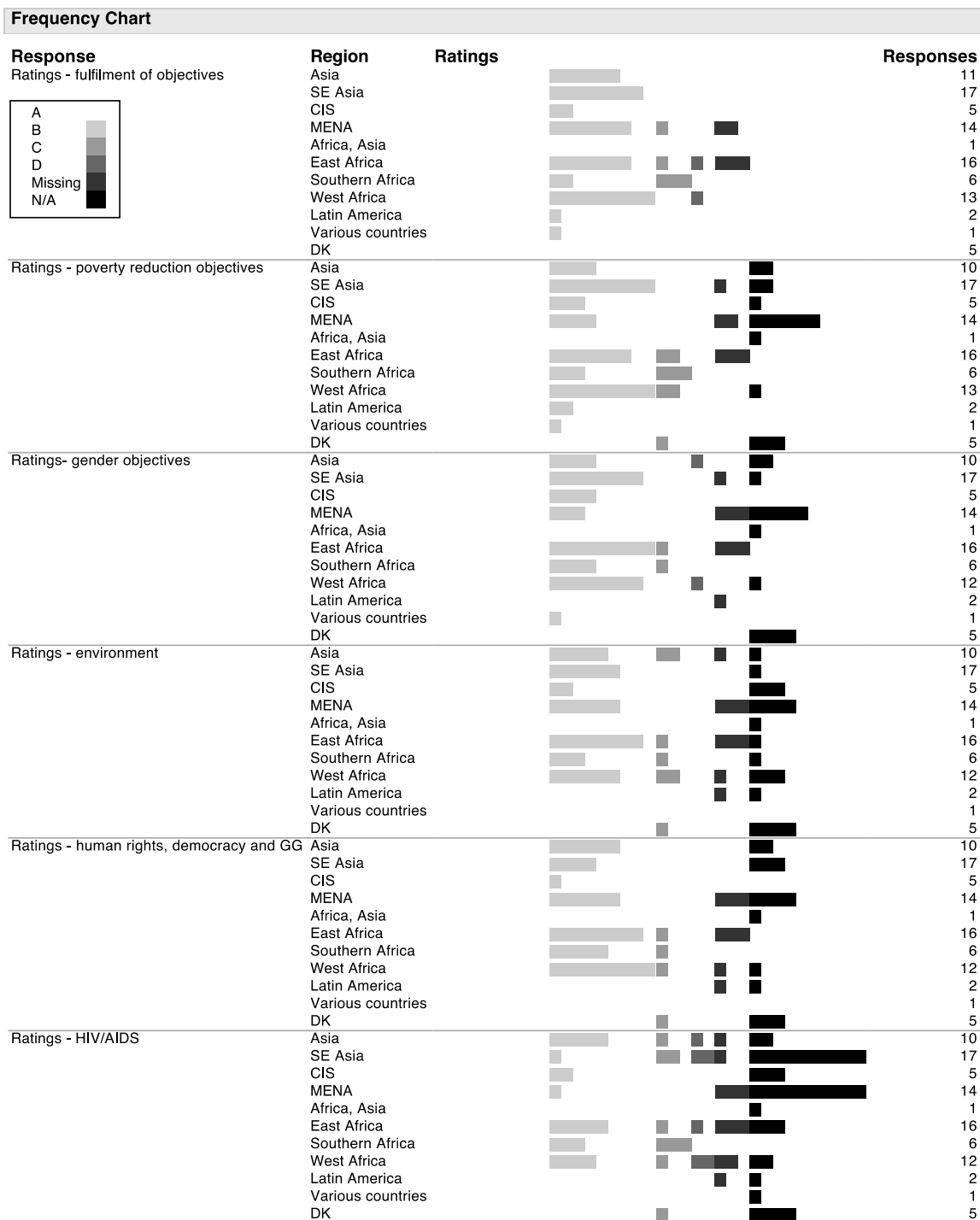
Country	DAC Support Area	Actual Danida contribution DKK million	No. of PCRs
Egypt	Power generation/non-renewable sources	262,0	1
Kenya	Agricultural policy and administrative management	189,3	1
Nepal	Multiple Purpose	32,0	1
Iraq	Reconstruction relief and rehabilitation	27,2	1
Iraq	Human rights	23,2	1
Iraq	Material relief assistance and services	19,7	1
Malaysia	Environmental policy and administrative management	16,6	1
Regional: Cambodia, Lao PDR, Vietnam	Environmental policy and administrative management	15,7	1
Bosnia, Herzegovina	Democratic participation and civil society	10,6	1
China	Biomass	9,6	1
Iraq	Reconstruction relief and rehabilitation	8,8	1
Denmark	Research/scientific institutions	8,3	2
Denmark	Medical research	7,5	1
Cambodia, Vietnam	Environmental policy and administrative management	7,0	1
Iraq	Human rights	6,3	1

Egypt	Electrical transmission/ distribution	6,3	1
Iraq	Water supply and sanitation - large systems	6,2	1
Ghana, Tanzania, Thailand, Vietnam	Multiple Purpose	5,7	1
Ghana	Multiple Purpose	5,3	1

Table 25 Ratings of fulfilment of objectives by DAC general support area

DAC general support area	Ratings - fulfilment of objectives									
	A		B		C		D		Missing	
	N	Row %	N	Row %	N	Row %	N	Row%	N	Row %
Agriculture	1	16,7%	2	33,3%	1	16,7%	1	16,7%	1	16,7%
Business & Other Services			1	100,0%						
Education			3	100,0%						
Energy Generation & Supply	3	75,0%							1	25,0%
Fishing	1	100,0%								
Forestry			1	100,0%						
General Environmental Protection	8	50,0%	7	43,8%					1	6,3%
Government & Civil Society	3	17,6%	11	64,7%	2	11,8%			1	5,9%
Health	4	44,4%	4	44,4%			1	11,1%		
Humanitarian Aid	1	33,3%	1	33,3%					1	33,3%
Multisector/Cross-Cutting	10	62,5%	6	37,5%						
N/A			1	100,0%						
Other Social Infrastructure & Services	2	50,0%	2	50,0%						
Population Policies/Programmes & Reproductive Health	1	50,0%	1	50,0%						
Reconstruction Relief & Rehabilitation					1	100,0%				
Transport & Storage	1	50,0%			1	50,0%				
Water & Sanitation	1	20,0%	4	80,0%						

Figure 12 Format 1 – Frequencies of ratings by regions



Annex 8: Qualitative analysis by frequencies of key words test

The approach and analysis presented in this section is experimental in the present context. It aims to test a method to obtain insights into qualitative aspects and variables of the large set of PCRs in a relative short time. The basic assumption is that if certain words occur more often in a text it would signify the importance given to the concepts expressed. The first step has been to make lists of keywords the frequencies of which would give indications of the contents of the text. To find relevant keywords qualitative data analysis software was used to produce a full list of all words in all the PCRs with their frequency of occurrence. From this long list, keywords were chosen and grouped thematically. See below for an overview of the keyword groups. It is by no means claimed that these keywords and groupings are optimal. For example, under Partnership and Government there are probably too many keywords, and they should be split into several groups.

Since the PCRs are of varying length and the number of words varies, the percentages of keywords to the total number of words in the PCRs were calculated. A statistical analysis of the following relationships was then done with a view to identify significant correlations:

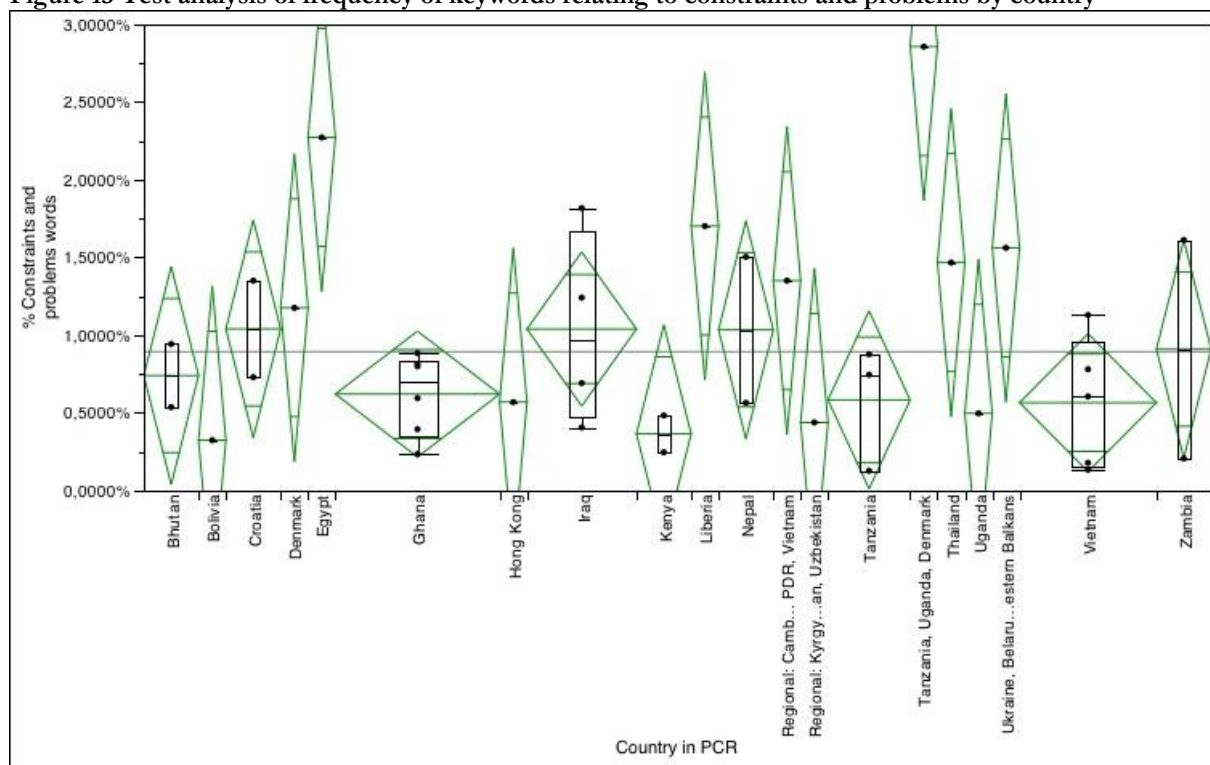
X	Y
1) Country	Per cent of key words in the following groups:
a) Fulfilment of objectives,	1) Capacity Development
b) Poverty reduction	2) Rights, governance,
c) Gender objectives,	3) Constraints and problems
d) Environment	4) Partnership
e) Human rights and democracy and good governance	5) Sustainability and mainstreaming
d) HIV/AIDS	
3) DAC support area	

The results were screened for significance in terms of looking at the p value and the 'Prob > F', i.e., the probability of obtaining a greater F-value by chance alone if the variation due to lack of fit variance and the pure error variance are the same. A high p value means that there is not a significant lack of fit. Thus, as per standard norms, the X-Y correlations that came out with values below Prob > F = 0,05 were selected, while other results were dismissed. The following correlations of % of key word groups with other variables came out as significant:

	Percentage of keywords in PCR			
	Rights, governance	Constraints and Problems	Capacity development	Sustainability and mainstreaming
Country	S	S		
Ratings of fulfilment of objectives	S	S		
Ratings poverty reduction objectives	S		S	S
Ratings gender objectives			S	
Ratings human rights, democracy and good governance		S	S	
DAC support area			S	S

One of the results of the analysis is the frequency of keywords in the group Constraints and Problems by Country, which is presented here for illustration in figure 8. The analysis shows quite a high variation in how frequent key word relating to constraints and problems are used in the PCRs. PCRs from programmes in Egypt, Liberia, Tanzania/Uganda/Denmark, Thailand and CIS/Balkans stand out as having discussed constraints and problems relatively more than other PCRs.

Figure 13 Test analysis of frequency of keywords relating to constraints and problems by country



However, it should be noted that the above analysis only includes 39 PCRs since many PCRs did not include keywords in this group.

Though the above correlations were found statistically significant it is realized that if the methodology were to yield relevant information more work would be required in terms of refinement of the keyword groups and inclusion of other variables. The methodology has potential to identify patterns across a large set of documents and as such it could be used for identifying areas and issues - and PCRs – that should be analysed in more detail.

Format 1 – Test analysis of key words

The keywords extracted from the PCRs were grouped as follows:

Achievements

- achieve
- achievement
- achievements
- completed
- efforts
- highly
- learned
- lesson
- lessons
- performance

Capacity building

- quality
- result
- resulted
- satisfactory
- significant
- significantly
- success
- successfully
- capacities

- capacity
- education
- educational
- knowledge
- school
- schools
- seminars
- skills
- strengthening
- teachers
- teaching

- trained
- trainers
- training
- trainings
- workshops
- Rights, governance, NGOs**
- accountability
- advocacy

constitution		hospital	enreca	donor
corruption		hospitals	faculty	donors
court		hygiene	laboratory	escwa
csos		medical	phd	fao
democracy		reproductive	research	forum
democratic	Water		researchers	governments
democratisation		coast	science	meetings
démocratisation		coastal	scientific	members
election		groundwater	students	network
elections		rwss	studies	networking
equality		sanitation	thesis	networks
freedom		watersps		ngos
governance		wss	Conflict, war	osce
judicial			emergency	participating
judiciary	Community, local, decentralization, urban, rural		safety	participation
justice		city	security	participatory
law		communes	torture	partner
lawyers		communities	victims	partners
legal		community		partnership
legislation		council	Environment	partnerships
ngo		decentralisation	conservation	pmu
police		décentralisation	environment	representative
rights		decentralization	environmental	representatives
transparency		district	waste	sida
		districts	wastewater	staff
Constraints and problems		groups	wildlife	stakeholders
challenge		municipal		team
challenges		municipalities	Partnership, government	un-habitat
critical		municipality	agency	undp
deviation		participation	agreement	unesco
efforts		people	association	unicef
issues		province	associations	unido
lack		provinces	awsc	unop
less		provincial	collaboration	unops
problem		region	collaborative	
problems		regions	committees	Gender
questionable		rural	cooperation	female
		urban	coordination	femmes
Health etc		village	counterparts	gender
aids		villages	danish	women
disease			department	
diseases	Research		departments	Poverty
hiv		business	dialogue	poverty
employment		companies	individuals	economic
employed		company	people's	poor
		credit	persons	Agriculture, fisheries, food, forestry
Sustainability, mainstreaming, policy change		industry	population	agricultural
long-term		investments	populations	agriculture
mainstreaming		market	social	farm
maintenance		trade	society	farmer
policies	Risks		youth	farmers
policy		risk		fish
reform		risks	Media, communication	fisheries
reforms			communication	food
sustainability	Social		journalism	forestry
sustainable		beneficiaries	journalists	irrigation
sustained		child	press	land
		household	radio	livelihoods
Business		households		livestock
				manure
				mining
				pastoral

**Transport,
infrastructure**
energy
house

housing
reconstruction
road
transport
works

Alignment
alignment
Basket
harmonization

Annex 9: Components for which Format 1 PCRs have been submitted

Table 26 Components for which Format 1 PCRs have been submitted

Programme File Nr.	Country	Name of programme	No. of Format 2 PCRs
104.Benin.32.	Benin	Programme de Gouvernance et Droits de la Personne	3
104.Bhutan.21.	Bhutan	Good Governance & Public Administrative Reform Bhutan Phase II (GG/PARP-II)	4
104.Bhutan.810.	Bhutan	Health Sector Programme	3
104.Bhutan.813.	Bhutan	Education Sector Programme Support	2
104.Bolivia.35.	Bolivia	Minor Project Support for preparation of “Modernization of the Public Administration Project”	1
104.Ghana.810	Ghana	Health Sector Programme Support, Phase III	3
104.Indonesien.1.MR D.15	Indonesia	Deepen Democracy and Good Governance in Indonesia	5
104.Kenya.805.	Kenya	Agricultural Sector Programme Support (ASPS)	3
104.Tanzania.805.	Tanzania	Agricultural Sector Programme Support II	4
104.Zambia.814-0.	Zambia	Preparatory Water Sector Programme Support	6
104.Zambia.815.	Zambia	Road Sector Programme Support, Phase 1 (RSPS 1)	4

Annex 10: Graphs and tables - PCRs for Components – Format 2

Figure 14 Format 2 – Completed Components’ planned and actual Danida contribution by PCR year

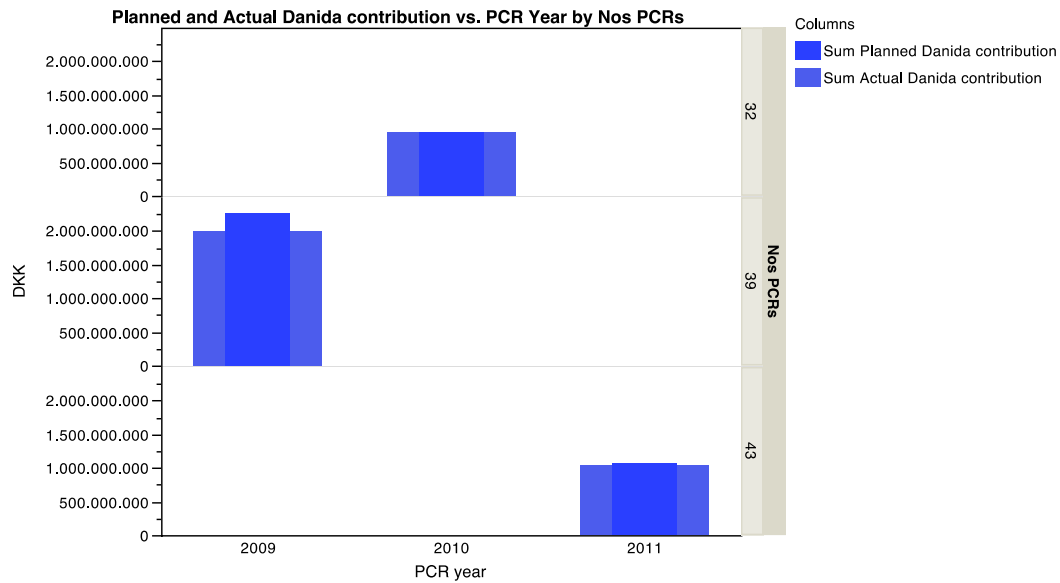
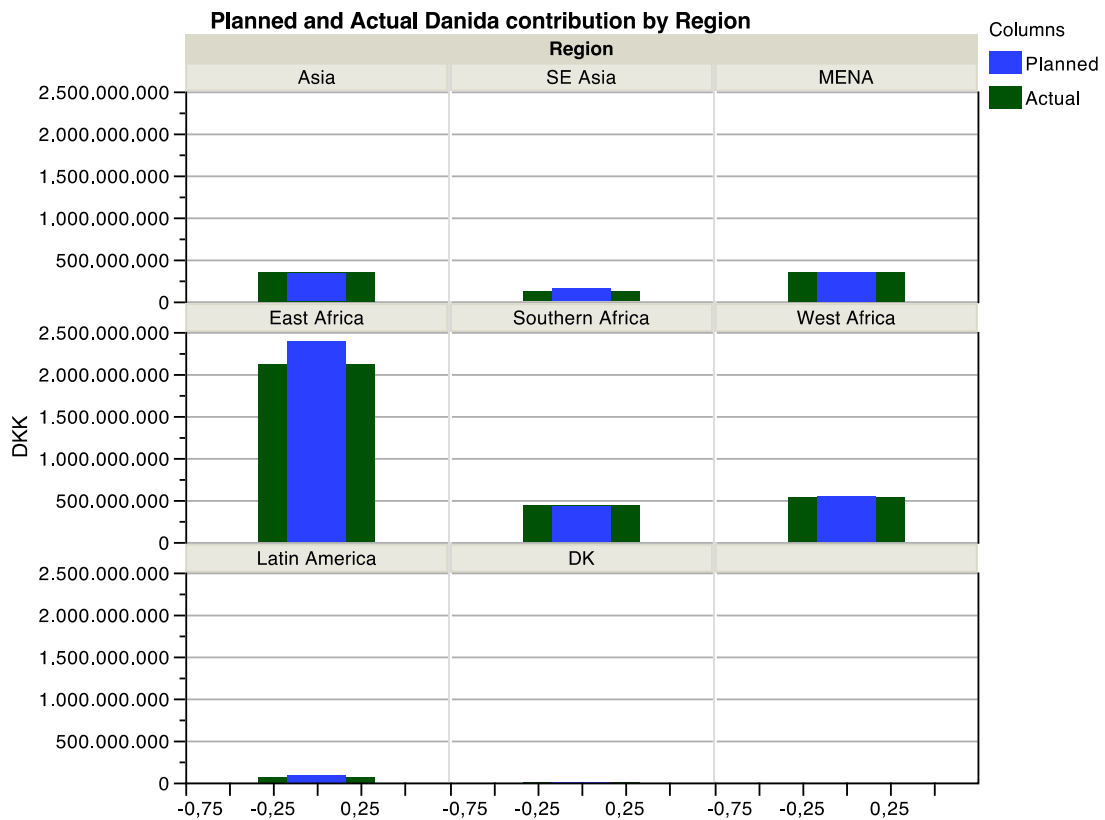


Figure 15 Format 2 - planned and actual Danida contribution by Region



Note: the Region names are above each histogram

Figure 16 Format 2 - Number of PCRs by DAC general support area

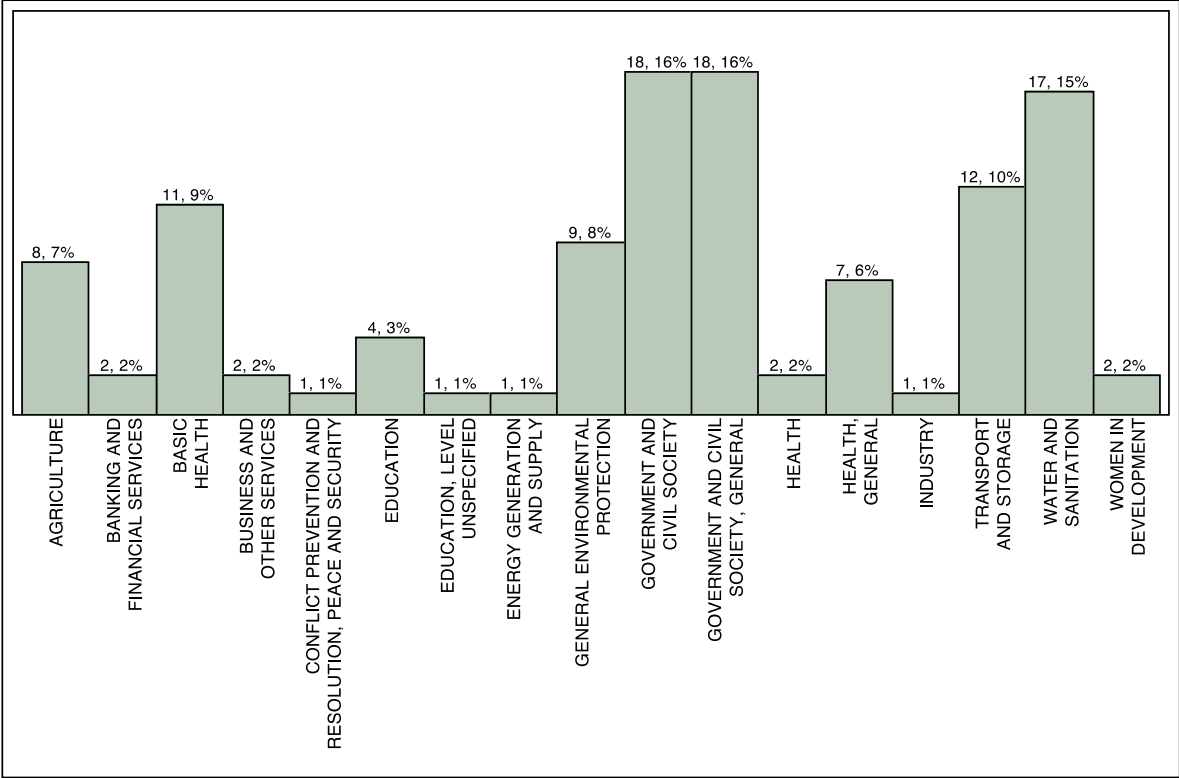
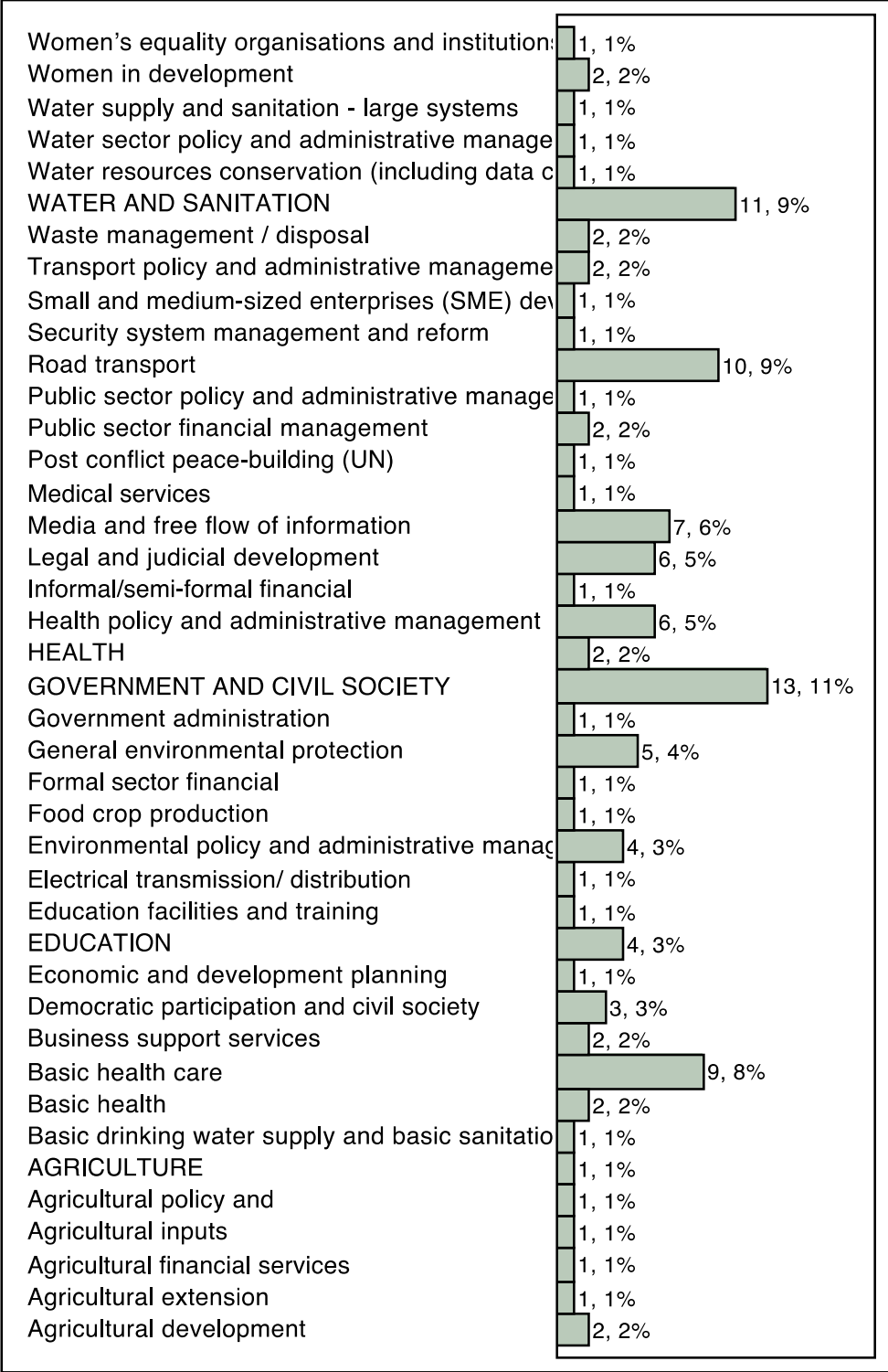
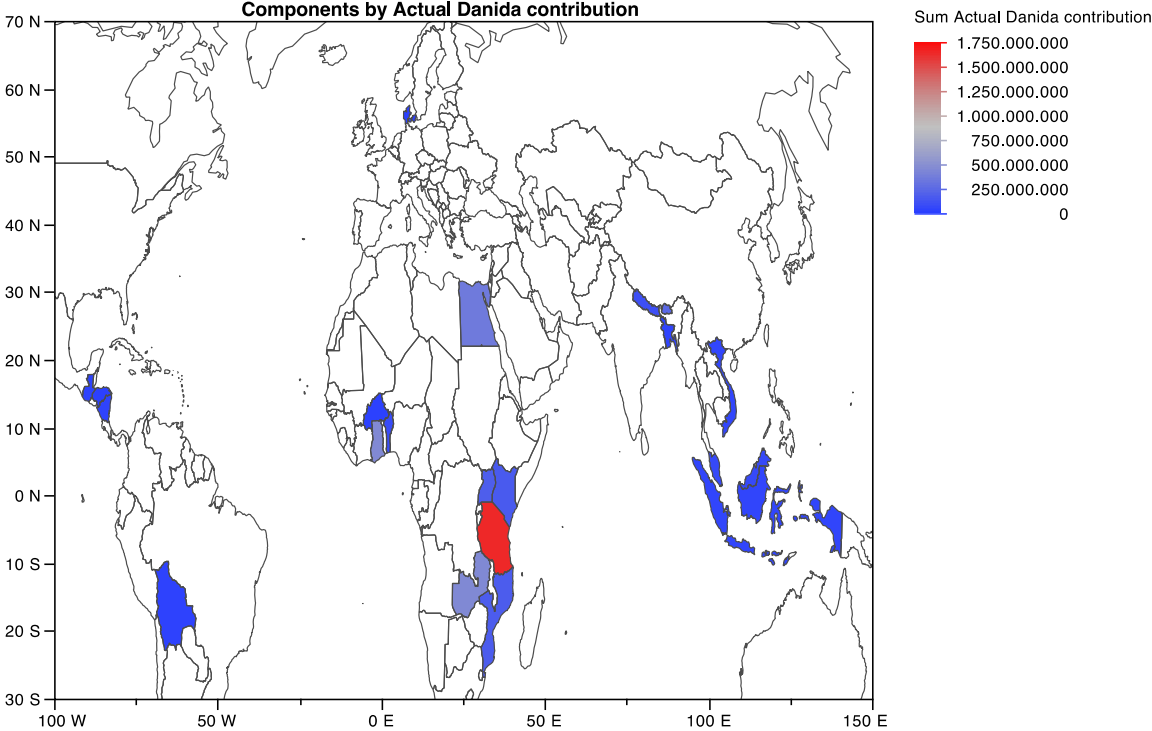


Figure 17 Format 2 – Number of component PCRs by DAC support area

DAC detailed support area

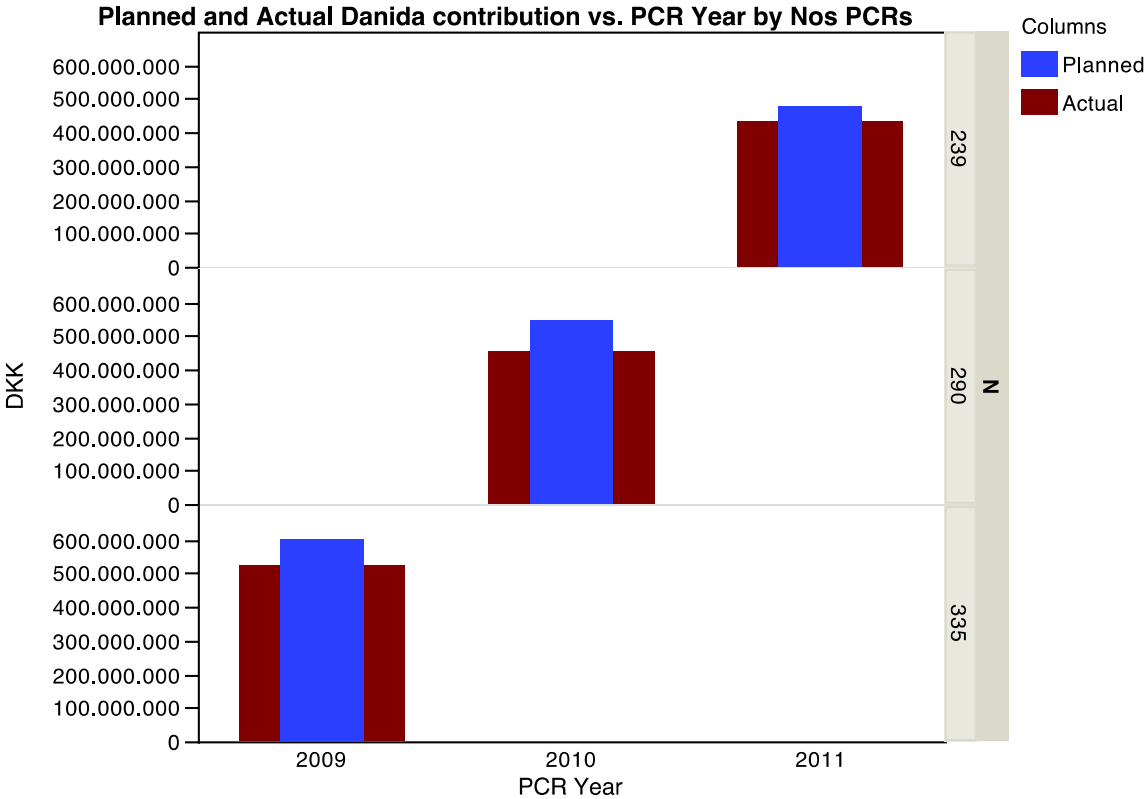


Map 2 Format 2 – Geographical distribution of actual Danida contributions of Components



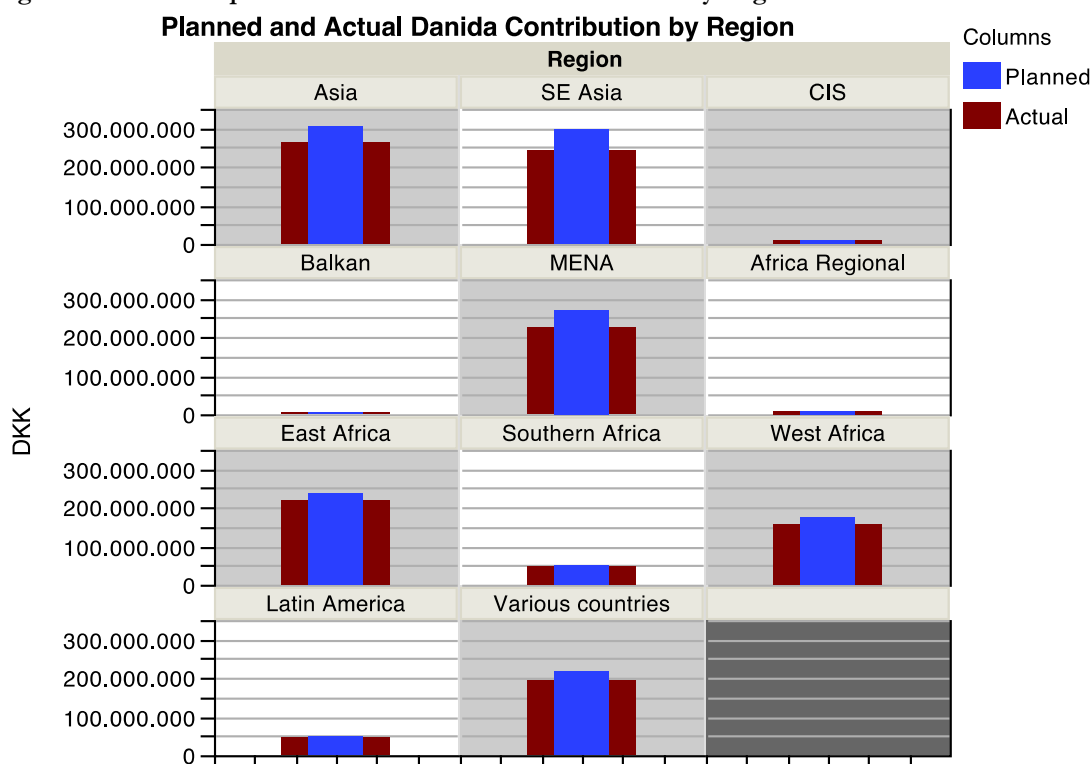
Annex 11: Graphs and Tables PCRs for projects below DKK 5 million – Format 3

Figure 18 Format 3 – Completed projects’ planned and actual Danida contribution by PCR year



Note: 47 PCRs have been excluded due to missing information on both planned and actual expenditure

Figure 19 Format 3 - planned and actual Danida contribution by Region



Note: the Region names are above each histogram

Table 27 Format 3 – PCRs by DAC support area by sum actual Danida contribution

DAC general support area	No. of PCRs	Sum of actual Danida contribution DKK million
N/A - Sectors not specified	308	322,37
Business-to-business	63	95,57
Democratic participation and civil society	40	47,13
Small and medium-sized enterprises (SME) development	33	45,76
Environmental policy and administrative management	22	34,6
Private sector development	15	33,93
Elections	38	28,56
Human rights	19	28,26
Human rights and good governance	47	27,11
Public sector policy and administrative management	11	25,19
Legal and judicial development	13	20,51
Women's equality organizations and institutions	24	16,71
Civilian peace-building, conflict prevention and resolution	19	15,99
STD control including HIV/AIDS	10	15,96
GOVERNMENT AND CIVIL SOCIETY	5	11,72
Women in development	10	10,62
Basic health care	5	10,41
Public finance management	4	10,18

Figure 20 Format 3 - Numbers and percentages of total number of PCRs by DAC support area

DAC support area

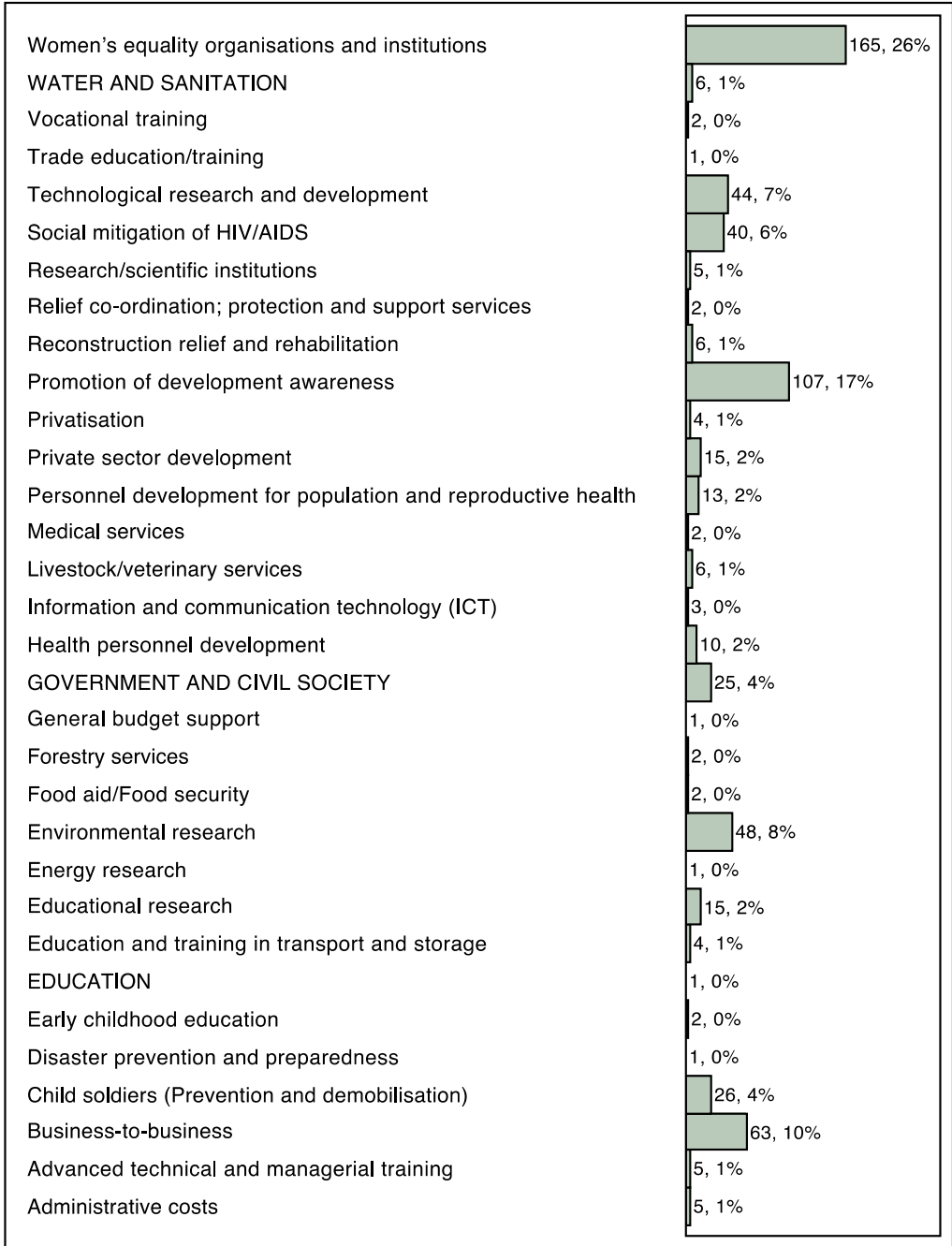


Table 28 Format 3 - months lag time between programme end and PCR completion

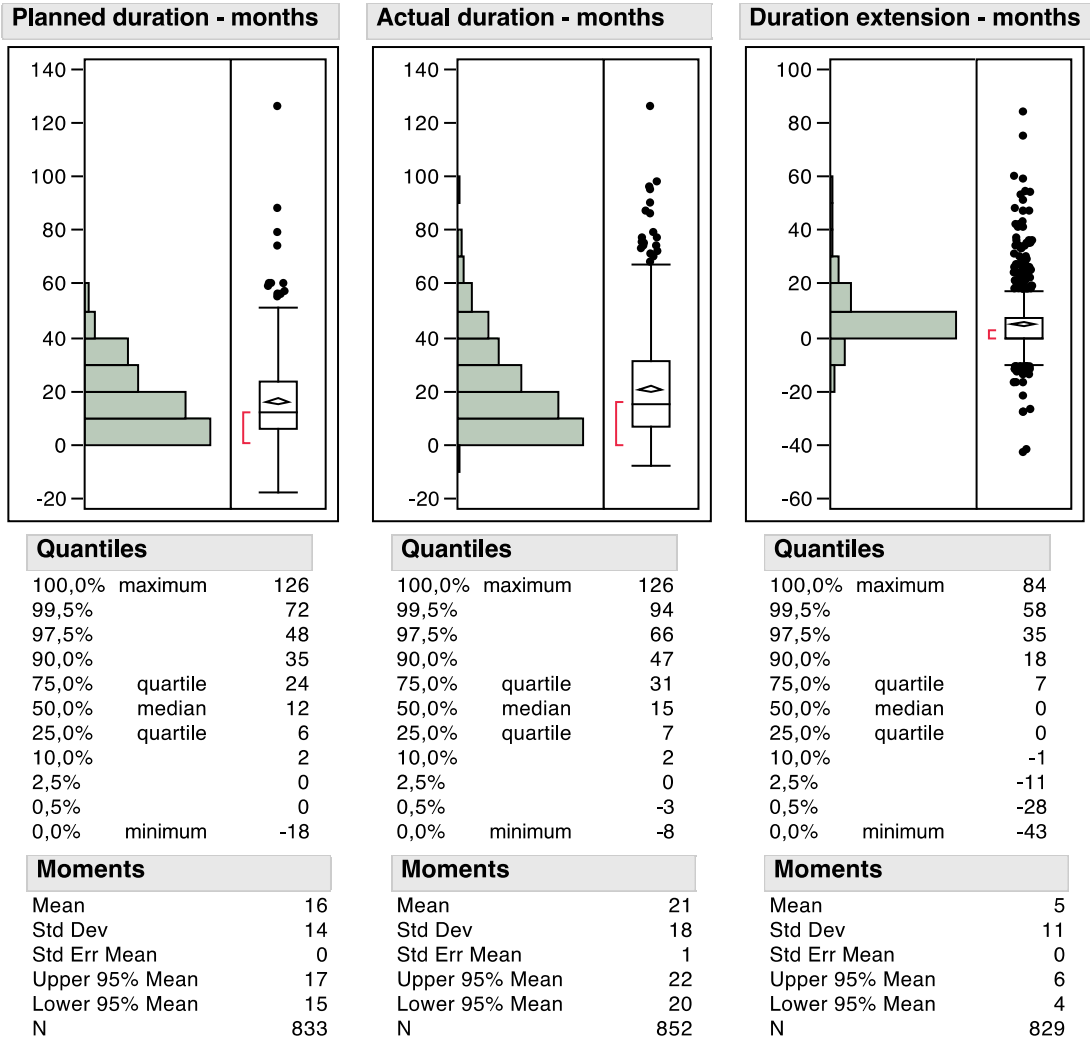
		PCR Year		
		2009	2010	2011
Lag time between project end and PCR completion	N	256	269	215
	Mean	11,5	13,6	11,0
	Median	7,0	7,0	6,0
	Min	-43	-44	-11
	Max	112	76	89

Table 29 Format 3 - actual start year of project by year of PCR submission

Actual start year	PCR Year		
	2009	2010	2011
1994	1	0	0
1998	1	0	0
1999	3	0	0
2000	7	0	1
2001	6	0	1
2002	1	1	0
2003	20	13	3
2004	24	27	8
2005	55	36	17
2006	41	37	19
2007	75	44	46
2008	74	72	45
2009	11	46	64
2010	0	9	39
2011	0	2	3

Actual start year	PCR Year		
	2009	2010	2011
1994			
1998			
1999			
2000			
2001			
2002			
2003			
2004			
2005			
2006			
2007			
2008			
2009			
2010			
2011			

Figure 21 Format 3 - planned and actual programme duration, and extensions (in months)



Annex 12: Format 3 - PCRs with unknown DAC codes

Table 30 Format 3 - PCRs with unknown DAC codes

DAC general code	No. of PCRs
n/a	155
172	47
420	11
N/A	8
401	6
no	3
911	2
920	2
104	1
123	1
15	1
150	1
161	1
163	1
17.	1
173	1
421	1
719	1
981	1

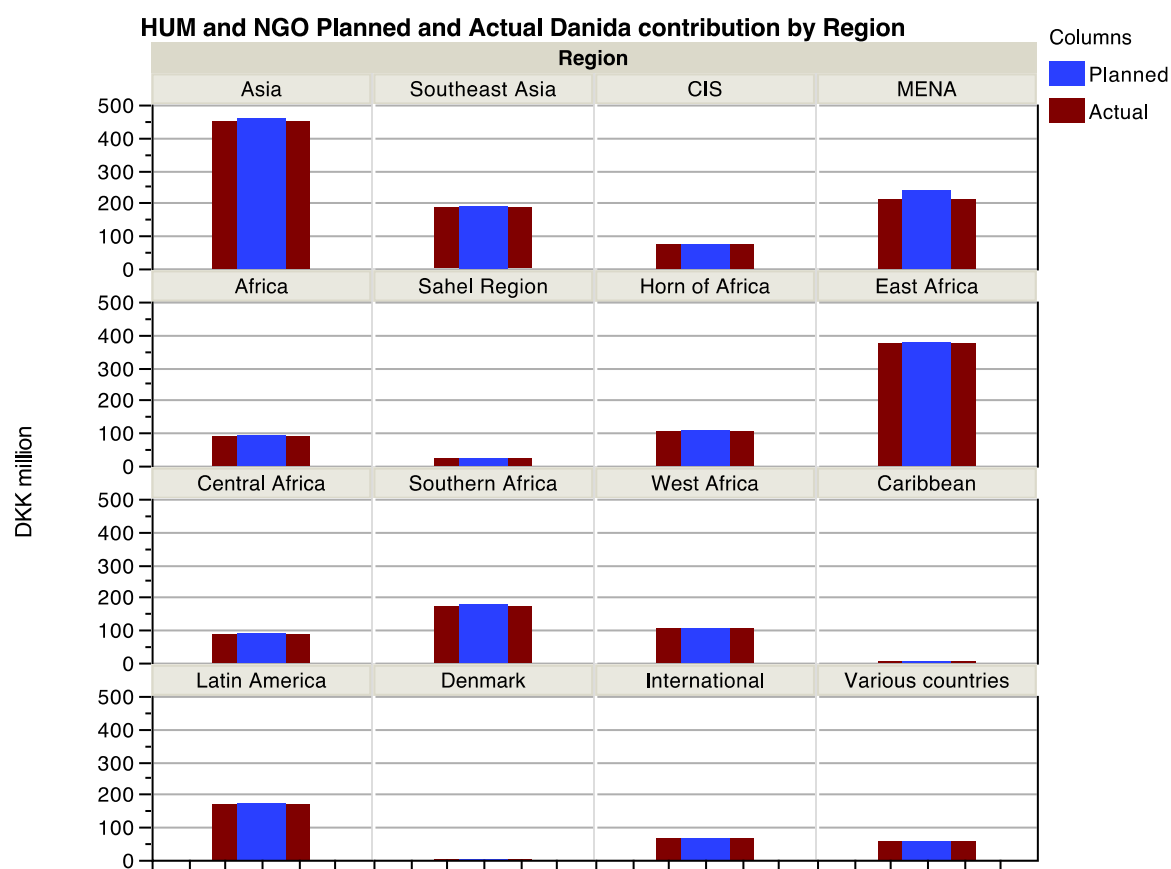
Table 31 All projects with DAC code "17.2" or "172"

TITLE in PDB	No. of PCRs
	2
"Tawjihi Exam Preparation" Project	1
Border Regime	1
Conference February 2005: Evaluation 10 years PA	1
Danish-Palestinian cultural exchange through a Danish-held sculpture workshop at al Quds University	1
Democracy Incubators	1
Democratisation in the Arabic World	1
Destination Map	1
Dialogue activities through SHAMS for promoting "Culture of Tolerance & Accepting the Other"	1
Four publications published by "Womens Forum for Researchers and Training" on womens legal status	1
Generator to Jeftlic Village	1
Human right training of security forces in Yemen	1
Implementation of Points Media Project	1
Ma'an Network of Independent TV Station: Ma'an Press Agency	0
Model UN - Conference and Workshop	1
Observance of the International Day of the World's Indigenous Peoples 2010	1
OCHA - "Closure Monitoring and Analysis" project	1
Pilotprojekt: Forebyggelse af tortur i Mellemøsten	1

PRODEPA I Administration	1
PRODEPA II Administration	1
Programme for Human Rights and Good Governance	8
Programme for Human Rights, Democratisation and Good Governance, Phase II	8
Promoting the Principles of IHL in Palestine	1
Save the Children Denmark: Combating violation of Children's rights in Jordan.	1
School of Performing Arts for Community Empowerment	1
Sounding Jerusalem Festival 2009	1
Support intercultural tolerance and moderation through alMustaqbal Centre in Nablus	1
Support to a Lebanon NGO "Foundation of Human and Humanitarian Rights" to a seminar regarding human rights	1
Support to the Ministry of Justice Forensic Medicine Centre	1
Support to the Upgrading of Existing Prison Facilities	1
Support to WCLAC's Programme 2002-2004	1
Training of female journalists from Yemen in Human Rights	1
Transparency in the Private and Public Sector	0
Vegetable Gardening and Horticulture Development Programme	1

Annex 13: Graphs and tables for PCRs for Humanitarian and NGO Projects

Figure 22 Format HUM and NGO - planned and actual Danida contribution by Region



Note: the Region names are above each histogram

Table 32 Format HUM and NGO – PCRs by DAC support area by sum actual Danida contribution

DAC general support area	No. of PCRs	Sum of actual Danida contribution DKK million
Humanitarian Aid	150	1.063,9
Government and Civil Society	96	593,1
Health	32	196,6
Social Mitigation of HIV/Aids	20	116,6
Education	10	103,3
Child Soldiers (Prevention and Demobilisation)	14	79,6
Multi-sector/Cross-Cutting	8	72,3
Environmental Research	4	42,1
Livestock/Veterinary Services	6	39,0
N/A	7	27,1
Forestry Services	3	17,8
Energy Research	2	14,4
Water and Sanitation	1	7,5
Fishery Services	1	7,1
Research/Scientific Institutions	2	3,6

Note: Included PCRs: 347 with DAC codes; 7 PCRs missing

Table 33 Format HUM and NGO – PCR by DAC support area by mean actual Danida contribution

Level	Number of PCRs	Mean actual Danida contribution DKK	Std. Dev. DKK
Humanitarian Aid	141	7.545.768	9.874.897
Government And Civil Society	90	6.590.042	12.045.170
Health	30	6.553.511	4.654.719
Social Mitigation Of HIV/AIDS	20	5.831.371	5.182.356
Child Soldiers (Prevention And Demobilisation)	14	5.692.403	3.723.805
Education	10	10.333.540	8.603.252
Multisector/Cross-Cutting	8	9.042.188	3.547.405
Livestock/Veterinary Services	6	6.515.281	3.053.065
Environmental Research	4	10.534.465	5.408.468
Forestry Services	3	5.952.449	2.514.270
Energy Research	2	7.243.809	124.570
Research/Scientific Institutions	2	1.833.323	235.718
Fishery Services	1	7.157.757	
Water And Sanitation	1	7.500.000	

Table 34 Format HUM and NGO - actual start year of project by year of PCR submission

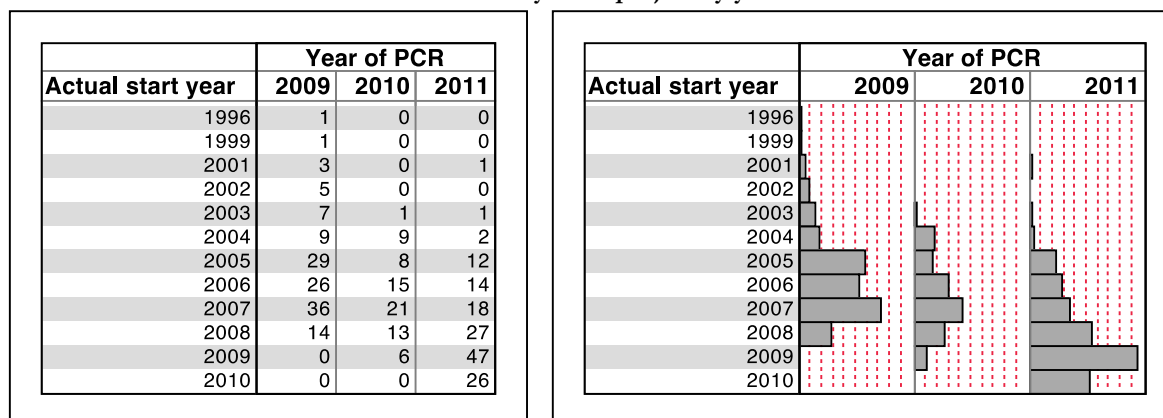


Table 35 – Format HUM and NGOs – Organizations and entities with PCRs for more than DKK 10 million

Organization name correct	No. of PCRs	Danida contribution actual DKK million
Danish Refugee Council (DRC)	39	337,15
N/A	39	266,96
Danish Red Cross	38	239,68
ADRA Denmark	15	155,64
DACAAR (Danish Committee for Aid to Afghan Refugees)	2	143,20
Ulandssekretariatet (LO/FTF Council)	14	130,17
DanChurchAid (Folkekirkens Nødhjælp)	30	110,41
Caritas Danmark	16	84,66
3F Fagligt Fælles Forbund	7	70,87
Dansk Flygtningehjælp (DFH)	12	69,00

Red Barnet (Save the Children Denmark)	19	68,79
Danish Demining Group	10	58,19
Dannmarks Jægerforbund	5	53,46
Ghana Venskabsgrupperne	2	47,49
Danmission in cooperation with Danish Mission Council Development Department	5	40,74
Læger uden Grænser (MSF Danmark)	6	35,03
Nepenthes	5	31,80
CARE Danmark	3	30,08
The Danish Burma Committee	2	26,94
Mission East	3	24,65
International Børnesolidaritet	3	24,37
Danish Committee for Aid to Afghan Refugees (DACAAR)	1	20,00
Danish Institute for Human Rights	4	16,14
OVE - Organisationen for Vedvarende Energi	2	14,49
Dialogos	2	13,04

Table 36 Format HUM and NGO – DAC codes and regions of PCRs selected for qualitative analysis

Country or Region	DAC general support area	No. of PCRs
Afghanistan	HUMANITARIAN AID	2
Africa Regional	HUMANITARIAN AID	1
Angola	HUMANITARIAN AID	1
Burundi	HUMANITARIAN AID	2
Central America	GOVERNMENT AND CIVIL SOCIETY	1
	Social mitigation of HIV/AIDS	1
Egypt	GOVERNMENT AND CIVIL SOCIETY	1
Ghana	EDUCATION	1
	GOVERNMENT AND CIVIL SOCIETY	1
Iraq	HUMANITARIAN AID	1
Malawi	HEALTH	1
Myanmar-Burma	GOVERNMENT AND CIVIL SOCIETY	1
Rwanda	EDUCATION	1
Somalia	HUMANITARIAN AID	2
South Sudan	HUMANITARIAN AID	1
Southern Africa	GOVERNMENT AND CIVIL SOCIETY	1
Tanzania	HEALTH	1
	MULTISECTOR/CROSS-CUTTING	1
Uganda	EDUCATION	1
Various countries	HUMANITARIAN AID	2

Annex 14: Format HUM and NGOs – Projects included in the qualitative analysis

Table 37 HUM and NGO projects included in the qualitative analysis

Document name	TITLE_LOCAL from PDB	Country or Region	Actual start date	Project end actual	Organization name correct	Total Danida contribution Actual
COMP51649	Reconstruction and Development Assistance to Afghanistan - DACAAR	Afghanistan	06/2005	12/2008	DACAAR (Danish Committee for Aid to Afghan Refugees)	71.600.000
COMP68171	Reconstruction and Development Assistance to Afghanistan - DACAAR	Afghanistan	?	?	Danish Committee for Aid to Afghan Refugees (DACAAR)	20.000.000
COMP71396	Stabilisation, Rehabilitation And Recovery Assistance Programme For Conflict-Affected Populations In Liberia, Côte D'ivoire And Guinée With A Focus On Cross-Border Regions	Africa Regional	10/2009	12/2010	Dansk Flygtningehjælp (DFH)	17.000.000
COMP60274	Angola Dansk Flygtningehjælp	Angola	05/2004	12/2005	Danish Refugee Council (DRC)	15.131.236
COMP55242	Burundi: Support to reintegration of returning refugees	Burundi	01/2006	02/2009	ADRA Denmark	15.000.000
COMP55191	Resettlement and reintegration of IDPs and vulnerable people in Makamba Province	Burundi	01/2006	02/2009	ADRA Denmark	15.000.000
COMP64456	Equality & Stability in Central America. Dialogue and Social Responsibility in the Labour Market, 2005-2007	Central America	02/2008	06/2010	Ulands sekretariatet (LO/FTF Council)	24.077.322
COMP58744	Regional project for professional development in Central America and the Caribbean	Central America	09/2007	08/2009	3F Fagligt Fælles Forbund	21.710.000
COMP53047	Kapacitetsopbygning af civilsamfundsorganisaitoner	Egypt	05/2005	04/2008		109.975.250
COMP49426	Alfabetiseringsprojekt for børn	Ghana	11/2003	09/2008	Ghana Venskabsgrupperne	29.806.421
COMP55092	Ghanaian Danish Community Programme (GDGP)	Ghana	01/2005	05/2009	Ghana Venskabsgrupperne	17.681.917
COMP70431	Danish Technical Advisory in Bagdad	Iraq	03/2007	08/2010	Ulands sekretariatet (LO/FTF Council)	36.917.863
COMP60478	Let's fight HIV/AIDS in Malawi- Building capacity for change	Malawi	02/2007	01/2010		20.700.000
COMP59355	(Dansk Burma Komite) Support to National Reconciliation and Promotion of Civil Society in Burma	Myanmar-Burma	04/2006	12/2009	The Danish Burma Committee	25.845.068
COMP64700	Rwanda integreret uddannelsesprogram	Rwanda	10/2006	12/2009	ADRA Denmark	16.110.928

COMP70276	Protection and Integrated Livelihood Support for Conflict-Affected Populations in North Somalia (S/L & P/L)	Somalia	04/2007	03/2010	Danish Refugee Council (DRC)	45.000.000
COMP60263	Somaliland Dansk Flygtningehjælp 2004	Somalia	03/2004	12/2005	Danish Refugee Council (DRC)	15.800.000
COMP54887	Danish Refugee Council: Support to Reintegration in South Sudan	South Sudan	01/2006	12/2008	Danish Refugee Council (DRC)	17.000.000
COMP65166	Strengthening the role of the trade union movement in poverty reduction and promotion of democracy	Southern Africa	09/2008	05/2010	3F Fagligt Fælles Forbund	20.337.281
COMP52856	Beskyttelse og udnyttelse af naturressourcer i Wami Mbiki-området	Tanzania	05/2002	07/2007	Danmarks Jægerforbund	16.287.150
COMP52752	Integreret sundhedsprojekt i Hanag distrikt, fase 2	Tanzania	04/2005	12/2008	ADRA Denmark	19.800.000
COMP56209	Karamoja Integrated Education Project	Uganda	06/2006	06/2009	ADRA Denmark	17.400.000
COMP68485	Delegate programme 2008	Various countries	01/2008	12/2008	Danish Red Cross	17.000.000
COMP65506	Delegate programme 2009	Various countries	01/2009	12/2009	Danish Red Cross	17.000.000