

Annex C. Evaluation Matrix

<i>EQ 1</i>	What are the overall achievements of the SSC during its first four years focusing on the three overall objectives of the Initiative? This EQ includes an assessment of to what extent SSC is producing results (outputs, outcomes) contributing to meet its objectives and whether achieved results of the SSC Initiative are likely to contribute to change of relevant framework conditions towards sustainable development.
Rationale and coverage of the question	<p><u>Rationale</u>: To understand if the SSC is contributing to the three overall objectives (2030 Agenda, relations/partnership, private sector engagement) and reveal any results reached after five years.</p> <p><u>Coverage and focus of the EQ</u>: The EQ focuses on the three SSC objectives and identifying planned or achieved outcomes and outputs. It will also assess if the identified results are supporting and contributing to achieving the three objectives. And whether the results contribute to the framework conditions for reaching the 2030 Agenda. The concept of <i>conducive framework conditions</i> will be investigated further to understand how it is used in SSC projects.</p>
Evaluation criteria and link with TOC	<p><u>Link with OECD/DAC evaluation criteria</u>: Effectiveness, Impact, Sustainability</p> <p><u>Link with TOC</u>: The EQ addresses how the P2P modality transforms activities into concrete output and outcomes that are contributing to the SSC objectives. It is also addressing sustainability reached by building capacity in the agencies through P2P learning.</p>

<i>No.</i>	<i>Judgement Criteria</i>	<i>Indicators</i>	<i>Means of verification</i>	<i>Methodology</i>
1	<p>JC 1.1 Results achieved</p> <p>JC 1.2 Attention to 2030 Agenda and national development strategy</p> <p>JC 1.3 Attention to partnership and relations with countries</p> <p>JC 1.4 Attention to involvement of private sectors</p> <p>JC 1.5 Attention to crosscutting issues</p>	<p>Ind 1.1.1 Projects intervention logic (TOC) are clear and logic</p> <p>Ind 1.1.2 Projects have reached results (outputs, outcomes)</p> <p>Ind 1.1.3 Contributions to partner strategy, framework and knowledge management</p> <p>Ind 1.1.4 SSC solutions resourced and sustained by partner</p> <p>Ind 1.2.1 SDGs are incorporated into projects</p> <p>Ind.1.2.2 Causality links between country priorities (2030 Agenda) and project SDGs are evident</p> <p>Ind 1.3.1 Partners in Denmark and partner countries met and engage</p> <p>Ind 1.4.1. Danish private sector engaged in projects</p> <p>Ind 1.4.2 Danish private sector have new relations in SSC countries</p> <p>Ind 1.5.1 Project attends to gender equality, climate change, human right</p>	<p>SSC projects document, preparatory documents, annual progress reports</p> <p>Agreements, MoUs</p> <p>Project monitoring systems</p> <p>Project managers and experts in Danish SSC Agencies</p> <p>Management and project managers in partner agencies (SSC countries)</p> <p>Sector Counsellors, ambassadors, trade councils and other staff at Danish embassies</p> <p>MYNSEK, MFA</p> <p>SSC guidelines</p> <p>Danida Fellowship Centre</p> <p>Other national agencies and stakeholders in SSC Countries</p> <p>Danish Business organisations (Confederation of Danish Industry)</p> <p>National development and sector strategies</p> <p>Voluntary National Reviews (VNR) for the 2030 Agenda on Sustainable Development</p> <p>Documented evidence related to changes in the national framework conditions</p>	<p>Document review</p> <p>Semi-structured key informant interviews and focus group discussions</p> <p>Document review</p> <p>Triangulation</p>
EQ 2	In what ways have the SSC objectives been interpreted, prioritised and used in practice – in particular regarding the notion of ‘conductive framework conditions for fulfilment of the SDGs’ and ‘engaging the Danish private sector in delivering solutions to the SDG challenges in partner countries’? This evaluation question should also consider to what extent the SSC Initiative is likely to be successful across different country and embassy settings			
Rationale and coverage of the question	<p><u>Rationale:</u> To understand how the 2030 Agenda (SDGs) and Danish private sector engagement are incorporated into the SSC projects.</p> <p><u>Coverage and focus of the EQ:</u> The EQ focuses on which elements of the SSC objectives are included in projects. It covers stakeholders’ understanding of two of the SSC objectives i) conducive SDG framework for development and ii) private sector engagement. In addition, it covers the SSC functioning in different country context.</p>			
Evaluation criteria and link with TOC	<p><u>Link with OECD/DAC evaluation criteria:</u> Relevance, Effectiveness</p> <p><u>Link with TOC:</u> A conducive framework to reach certain SDGs is a critical part of project design to reach the 2030 Agenda and SDGs. Further engaging the private sector projects will according to the TOC involve the Danish private sector.</p>			

<i>No. 2</i>	<i>Judgement Criteria</i>	<i>Indicator</i>	<i>Means of verification/Data</i>	<i>Methodology</i>
	JC 2.1 Conducive framework for SDGs JC 2.2 Danish private sector engagement JC 2.3 Country setting: i) Middle/low income ii) Danish programme/non programme	Ind 2.1.1 Project objectives are relevant to partner SDG localisation and priority Ind 2.1.2 Projects are adjusted to national context (frameworks, resource envelopes, language, norms, traditions) Ind 2.1.3 Support to policy and regulatory reforms lead to more conducive SDG frameworks. Ind 2.1.4 Projects are well coordinated with other interventions Ind 2.1.5. Project approaches follow good twinning practices (best fit, PDIA, iterations etc) Ind 2.2.1 Project interventions apply clear and mutually agreed modalities for private sector engagement (PPP, study tour participation, conferences)	SSC projects document, preparatory documents, annual progress reports Project managers and experts in all Danish SSC Agencies Sector Counsellors, ambassadors and other staff at Danish embassies National development and sector strategies Voluntary National Reviews (VNR) for the 2030 Agenda on Sustainable Development Project MOU and contracts Project results chains	Document review Semi-structured key informant interviews and focus group discussions Document review Triangulation
EQ 3	How is the SSC contributing to strengthening bilateral relations between various partners in Denmark and between partners in the partner country and Denmark, including Danish commercial interests and synergies with Trade Council?			
Rationale and coverage of the question	<p><u>Rationale:</u> To understand how partnerships and relations are strengthened and how the mutual interests of Danish and beneficiary-country businesses can be supported.</p> <p><u>Coverage and focus of the EQ:</u> The EQ focuses on partnership building in Denmark, in the beneficiary countries and within commercial relations. The EQ covers how these are changed and strengthened.</p>			
Evaluation criteria and link with TOC	<p><u>Link with OECD/DAC evaluation criteria:</u> Effectiveness</p> <p><u>Link with TOC:</u> The peer-to-peer modality works through relation building at all level in the partnering agencies. But relation building and synergies among stakeholders in Denmark is also part of the TOC and within commercial interest including synergies with the trade councils at the embassies.</p>			

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3	JC 3.1 Relation of partners in Denmark JC 3.2. Relation between partner countries and other actors in Denmark	Ind 3.1.1 There is coordination synergy between Danish agencies (joint activities/meetings, country coordination, exchange of experiences) Ind 3.1.2 Danish public actors are involved in projects (e.g. during study tours, seminars) Ind 3.2.1 Danish private sector is involved in projects (e.g. as providers of services, participants or organisers of events) Ind 3.2.2 Partner agencies are willing and/or able to involve Danish private sector in project activities Ind 3.2.3 Existence of models of effective private sector partnerships Ind 3.2.4 Existence of active coordination with Trade Council (joint activities, TC participation in project activities)	SSC projects document, preparatory documents, annual progress reports Project managers and experts in all Danish SSC Agencies Sector Counsellors, ambassadors, trade councils and other staff at Danish embassies MYNSEK, MFA Danida Fellowship Centre Danish Business organisations (Confederation of Danish Industry)	Document review Semi-structured key informant interviews and focus group discussions Triangulation
EQ 4	To what extent has the SSC produced unintended outcomes (positive and negative), including internal learning of the Danish authorities?			
Rationale and coverage of the question	<p><u>Rationale:</u> To understand if other results have emerged from the SSC that were not intended or expected.</p> <p><u>Coverage and focus of the EQ:</u> The EQ covers results (outputs/outcomes) achieved unintentionally by the SSC. It will focus on all implementing agencies and embassies. It will be open to all findings and be interpreted broadly.</p>			
Evaluation criteria and link with TOC	<p><u>Link with OECD/DAC evaluation criteria:</u> Effectiveness, sustainability</p> <p><u>Link with TOC:</u> The unintended results may add positive or negatively to the capacity of the partners and other stakeholders and their relations.</p>			

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4	JC 4.1 Unintended positive results JSC 4.2 Unintended negative results	4.1.1 Partner agencies adopted new practices as a result of SSC 4.1.2 Other stakeholders achieved positive results due to SSC 4.1.3 SSC contributed to Danish private sector engagement beyond the scope of the project 4.2.1 SSC created adverse negative results for partners or other stakeholders	SSC annual progress reports Project managers and experts in Danish Agencies Sector Counsellors, ambassadors, trade councils and other staff at Danish embassies MYNSEK, MFA Danida Fellowship Centre	Document review Semi-structured key informant interviews and focus group discussions
EQ 5	To what extent is the SSC Initiative likely to promote synergies with other Danida programmes partnerships, including Danida scholarships and research managed by Danida Fellowship Centre?			
Rationale and coverage of the question	<p><u>Rationale:</u> To understand options and existence of synergies and collaboration with other Danish programmes and partnerships</p> <p><u>Coverage and focus of the EQ:</u> The EQ covers how the SSC achieves synergies with other Danish development activities and in particular DFC.</p>			
Evaluation criteria and link with TOC	<p><u>Link with OECD/DAC evaluation criteria:</u> Effectiveness, Efficiency</p> <p><u>Link with TOC:</u> Relevant scholarships and development research Window 2 are part of the capacity building of the partners' agencies in the beneficiary countries. Research can provide new data and solutions to sector challenges and development.</p>			

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5	JC 5.1 Coherence with Danida programmes JC 5.2 Cooperation with DFC JC 5.3 Coordination with other development activities	Ind 5.1.1 Coordination with other Danida programmes and partnerships reap synergy and complementarity (e.g. climate envelope (India), P4G (Indonesia), development support (Kenya) Ind 5.1.2 Embassies and Sector Counsellors proactively drive coordination with other Danish partners and programmes Ind 5.2.1 DFC scholarships and training courses are relevant, accessible and timely, and benefit partner agencies Ind 5.2.2 Development research (Window 2) delivers relevant and applicable advice/solutions Ind 5.2.3 Outcomes and learnings from DFC and other complementary programmes are documented and shared among SSC partners Ind 5.3.1 SSC projects and results are effectively shared and coordinated effectively with other programmes Ind 5.3.2 Partnerships are built with programme partners other than DFC	SSC projects document, preparatory documents, annual progress reports, reviews Sector counsellors, ambassadors at Danish embassies MYNSEK, MFA Danida Fellowship Centre and partnering Danish universities and training providers Review of Research Window 2, MFA 2019 Partner agencies Other development actors in SSC Countries	Document review Semi-structured key informant interviews and focus group discussions Triangulation
EQ 6	Is the current management and coordination framework for the Strategic Sector Cooperation Initiative and its underlying projects appropriate for the objectives, scope and breath of the Initiative? This would include an assessment of whether the SSC Initiative has an appropriate organisational set-up in light of the recent scale-up, and whether the SSC provides adequate administrative guidance, flexibility and means for implementation.			
Rationale and coverage of the question	<u>Rationale:</u> To understand if the management structure for the SSC is adequate considering the overall size of the SSC and the needs of the stakeholders. <u>Coverage and focus of the EQ:</u> The EQ assesses the management structure of the SSC and in particular its organizational set up in MFA and embassies and its ability to provide the necessary back up and guidance for the implementing partners.			
Evaluation criteria and link with TOC	<u>Link with OECD/DAC evaluation criteria:</u> Efficiency <u>Link with TOC:</u> Efficient and adequate management and guidance is essential for effective peer-to-peer learning and development of projects that can reach the three objectives of the SSC.			

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6	<p>JC 6.1 Role of MYNSEK</p> <p>JC 6.2 Quality of SSC Guidelines</p> <p>JC 6.3 Role of Danish embassies including Sector Counsellors</p> <p>JC 6.4 Role of Danish Public authorities</p>	<p>Ind 6.1.1 The SSC framework is conducive and well-balanced with the MYNSEK resource envelope</p> <p>Ind 6.1.2 MYNSEK is responsive and able to provide clear and timely guidance</p> <p>Ind 6.1.3 The project formulation and implementation process is accountable, yet flexible</p> <p>Ind 6.1.4 Projects are assessed and adjusted as needed</p> <p>Ind 6.2.1 SSC guidelines are clear and useful</p> <p>Ind 6.2.2 Financial guidelines are clear and manageable</p> <p>Ind 6.2.1 Embassies drive backstopping and oversight of projects</p> <p>Ind 6.3.2 Sector Counsellors spend 80% or more on the SSC</p> <p>Ind 6.3.3 Sector Counsellors are attached to Danish Agencies (on leave of absence, return, hired)</p> <p>Ind 6.4.1 SSC is part of Danish Agencies' international strategy</p> <p>Ind 6.4.2 Danish Agencies have procedures for international projects (Mission TOR, BTO, etc)</p> <p>Ind 6.4.3 Staffing is adequate and buoyant</p>	<p>Project managers and experts in Danish SSC Agencies</p> <p>Management and project managers in partner agencies (SSC countries)</p> <p>Sector Counsellors, ambassadors and other staff at Danish embassies</p> <p>MYNSEK, MFA</p> <p>SSC guidelines</p> <p>Danida Fellowship Centre</p> <p>Danish Business organisations (Confederation of Danish Industry)</p> <p>Former Sector Counsellors, HR MFA</p>	<p>Document review</p> <p>Semi-structured key informant interviews and focus group discussions</p> <p>Triangulation of information</p>