



# KNOWLEDGE FOR DEVELOPMENT

Norad's strategy towards 2020

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## Preface

The UN adopted the new sustainable development goals in 2015. These provide guiding parameters for the Norwegian Agency for Development Cooperation's (Norad's) activities for the next 15 years.

There is general consensus that Norway should spend one per cent of its national income on combating global poverty and striving to attain other development goals. Making the best possible use of resources, and achieving the best possible results, is challenging. Many choices are involved: Which countries should we prioritize? The poorest, those in conflict situations, or those with the greatest environmental challenges? Which sectors should we concentrate on? Education, health, energy, forestry, fisheries or agriculture? What should be the balance between short-term humanitarian aid, long-term aid and investment in shared global benefits? How best can we promote key values such as democracy, human rights and gender equality? How do we cooperate with countries where corruption is rife?

Many of these are political choices. They should be made on the basis of sound professional advice, founded on the best insight the world can offer. Many are professional choices, and should be based on how we can obtain the highest possible return on our investments: not in the form of a cash-flow back to Norway, but in the form of less poverty in the world.

Development cooperation is not just about money; it is increasingly about know-how and experience as well. Many developing countries fund the greater part of their development from sources other than aid. A country's own tax revenues, private investments and transfers from migrants are more important cash flows. Yet many developing countries still need access to expertise and experience. How should natural resources such as fish and hydropower be managed so as to both provide the country with income and safeguard the environment? How should international companies be taxed so as to both promote investment and assure tax income? One of Norway's international commitments is to make Norwegian expertise

and experience available to developing countries – if they want it.

Developing countries are not a homogeneous group. Even though many countries still face many developmental challenges, they are nonetheless interesting partners for Norwegian business, research communities and artists. Development cooperation should increasingly consider the opportunities created by these common interests. This lays the foundation for future cooperation on an equal footing between Norway and countries that are emerging from poverty. Norad, as Norway's expert public institution for development cooperation, will contribute to shape Norwegian development policy. It will also ensure that aid funding is invested in a manner that provides optimal development results, that Norwegian expertise is made available to developing countries and that the foundation is laid for a future relationship of equals.

**Jon Lomøy**  
*Director*

## A complex development landscape

The world and development aid are changing rapidly. Historical progress has been made in a global perspective, but the way ahead is unpredictable and the risk level high. Economic growth and stability have led to advances in many developing countries. Private investment and countries' own tax revenues are on the increase. Extreme poverty has been halved since 1990. Fewer children die, and more children go to school. International aid has contributed to this progress. On the other hand, we see a more complex conflict and security picture, with protracted humanitarian crises and increased surges of refugees, some of them to Europe.

The inequality gap is widening. Freedom of speech and women's rights are under pressure in many places. Climate change and environmental crises are increasing. The poverty challenge is greatest in low-income countries, countries in conflict and fragile states, particularly in Sub-Saharan Africa. Urbanization, large families and migration create both opportunities and challenges.

Inadequate infrastructure, corruption and weak institutions provide a poor operating environment for business, job creation and civil rights.

## Changes in international development cooperation

Development aid constitutes a dwindling share of the overall supply of capital to developing countries. Aid is a crucial source of funding for the very poorest countries, in humanitarian crises, and for resolving global problems. New business partners and greater cooperation among low- and middle-income countries is giving developing countries more choices. Western donors no longer have the power of definition for solutions for developing countries. In 2015, the world showed that the international system is still capable of creating agreement on important common issues. The consensus on a climate agreement and the UN sustainable development goals for 2030 are showing the way for countries, business and civil society in the work to eradicate poverty, level out inequalities and address climate change.

The global sustainable development goals use human rights as their point of departure. They apply to all countries. Development must take place within an ecological framework that assures growth and prosperity for future generations as well.

Lifting out from extreme poverty the last billion people is the main priority.

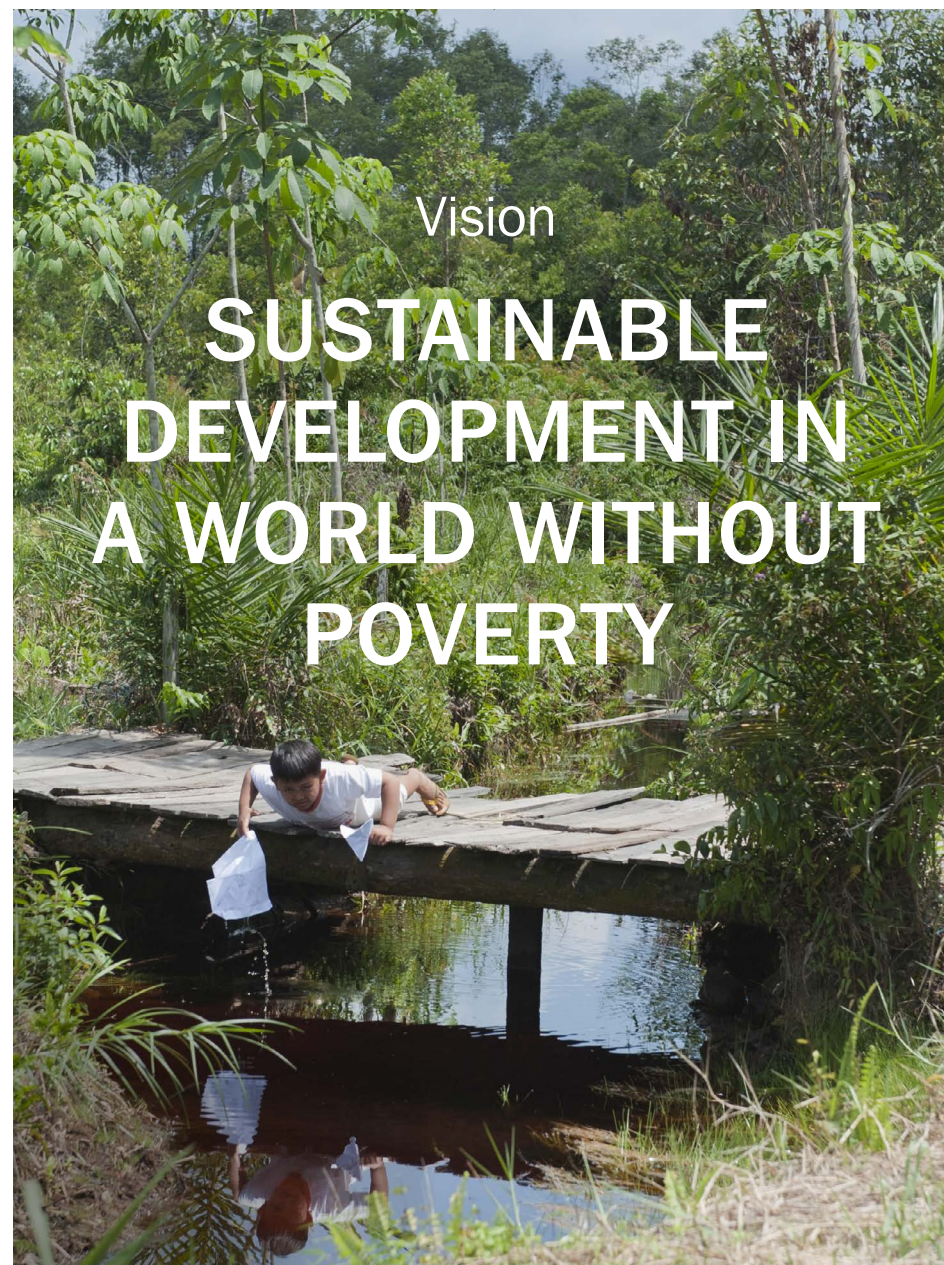
## Norad's role and mission

Norad is Norway's expert public institution for development cooperation. We provide advisory services to the Ministry of Foreign Affairs (UD) and the Ministry of Climate and Environment (KLD) in order to ensure that Norwegian development assistance yields lasting results for poor people in developing countries.

Norad's five principle functions are:

- > Policy and technical advisory services
- > Management of grant programmes
- > Quality assurance and monitoring
- > Evaluation
- > Communication

Our strength is combining specialist expertise and best practice in development work. We cooperate with the best Norwegian and international expert communities.



## Our strategic goals

1

Our expertise and advisory services provide a knowledge base for choices made in Norwegian development policy.

2

Norwegian aid is used where it makes the biggest difference and yields optimal results.

3

Norwegian development cooperation meets high quality standards.

4

Independent evaluations are actively used to ensure accountability and learning.

5

The general public is fully informed about Norwegian development aid and the results achieved.

6

Norad is a clear, relevant and professional organization.



## Our expertise and advisory services provide a knowledge base for choices made in Norwegian development policy

### **WE WILL:**

1. Provide analyses of how Norwegian development cooperation can best be designed and implemented in order to achieve permanent development results, together with the leading centres of expertise.

#### *Priority topics:*

- > Education, health, private sector development, climate and energy, human rights, women and gender equality, and other political priorities
- > How to reach the last billion extremely poor people
- > Effective aid in fragile states and prolonged crises
- > The role of development aid in a future-oriented partnership with developing countries

2. Provide relevant and timely expert advice to ministries and foreign service missions through state-of-the-art knowledge and a sound understanding of the context in which the advice is to be applied, and by drawing on external specialist communities.

3. Create conditions for effective use and transfer of Norwegian expertise and experience in areas where this is requested by partner countries.

4. Ensure that specialist work forms a basis for setting clear and realistic goals. Norad will measure, report and communicate results, including effects for the target groups. Cross-cutting issues and factors such as vested interests, power and vulnerability will be evaluated before programmes are initiated.

OUR  
STRATEGIC  
GOALS



## Norwegian aid is used where it makes the biggest difference and yields optimal results

### **WE WILL:**

1. Give priority to priority areas and to partners that produce good results, are cost-effective and demonstrate good financial management. Phase out support for programmes that do not have the desired effect.
2. Improve the efficiency of grant management and concentrate efforts geographically and thematically in accordance with policy guidelines.
3. Adapt our assistance to partner countries' needs and development premisses and take into account what other actors are doing. Support national systems in a manner that increases countries' possibilities of achieving their development goals and promoting sustainable growth, democratic development and human rights.
4. Develop finance and business models that promote innovation and trigger larger flows of public and private investment for development purposes.

OUR  
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## Norwegian development cooperation meets high quality standards

### **WE WILL:**

1. Lay the groundwork for effective aid, both in our own grant management and through our advice to other parts of the Norwegian aid administration. Emphasis will be placed on thorough preparatory work, including reviewing partners' systems for planning, implementation, financial management and ability to achieve and document results.
2. Provide mandatory counselling for results, risk and financial management for large programmes managed by Norad.
3. Contribute to enhancing the quality of project reviews.
4. Continue with management reviews, partner evaluations and thematic reviews. Conduct to assess and manage risks in the areas of human rights, gender equality, anti-corruption, climate and environment.
5. Enforce zero tolerance on corruption. Place greater emphasis on risk assessments, a well-functioning whistleblower system and learning. Systematically transfer what is learned from the whistleblower work to departments in Norad and external partners that manage grants.

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GOALS





## Independent evaluations are actively used to ensure accountability and learning

### **WE WILL:**

1. Strive for a holistic approach to results orientation and evaluations in our development policy.
2. Improve the evaluation function through a good balance between independence, credibility and use.
3. Choose evaluation topics in close dialogue with decision-makers and other interested parties in order to increase the relevance of the evaluations.
4. Accompany selected important investments with baseline studies and real-time evaluations, to provide a basis for learning, improvements and future evaluations.
5. Facilitate new ways of communicating evaluation findings, conclusions and recommendations.

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GOALS



## The general public is well-informed about Norwegian development aid and the results achieved

### **WE WILL:**

1. Contribute to public knowledge, transparency and discussion about the results of development cooperation by engaging in public debate, producing statistics and analyses, and by arranging meeting places for knowledge-sharing and debate.
2. Further develop norad.no as the preferred source of information on Norwegian development aid. We will use digital communication and social media for engaging in dialogue with various target groups.
3. Prioritize communication channels that can reach broad groups in the Norwegian public through multi-year communication initiatives.
4. Publish the journal Bistandsaktuelt as a contribution to debate and presentation of independent perspectives.
5. Prioritize good internal communication to ensure that all members of staff are included, updated and pulling in the same direction.

OUR  
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GOALS

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## Working in Norad: a clear, relevant and professional organization

Norad's assignment is ambitious and entails to find solutions to some of the world's biggest and most complex problems. In meeting these challenges, the organization must at all times have the right expertise and put it to effective use. Norad must be a compelling place to work that attracts and develops competent staff. All Norad staff must feel that they are part of a team that is pulling in the same direction for an important cause.

### 1. DEVELOPMENT OF EXPERTISE AND KNOWLEDGE

Managers and staff alike have a responsibility for the quality of Norad's deliverables. All employees are responsible for keeping updated in relevant areas of work and for sharing knowledge, both internally and with external partners. Norad's management will facilitate the development of employees' skills and expertise. The gathering, production, sharing and use of relevant knowledge must be at the centre of our activities. We will work together with the foremost knowledge communities. We will contribute to good development aid practice by systematizing

knowledge in project reviews and reports. Ways of working that contribute to high quality deliverables and effective utilization of Norad's expertise will be further developed. We will enhance internal communication and digital systems that promote the sharing of information and knowledge and contribute to efficient administrative procedures. We will promote an environment that is conducive to debate, curiosity and respect for each other views and perspectives.

### 2. GOOD LEADERSHIP AND MANAGEMENT

Norad managers will communicate clearly. Tasks will be prioritized according to their relevance and importance, with clear expectations about results. Staff members will receive constructive feedback and recognition for good results. Our managers are responsible for the results achieved and the quality of deliverables. Leadership development will be continued.

We will be on the look-out for the optimal way to solve assignments. We will engage in dialogue with external parties in order to establish clear objectives for assignments and effective division of labour with the ministries, foreign service missions

and other partners. We will further develop administrative systems and support functions that ensure effective use of resources and quality deliverables. Risk management and control procedures are part of Norad's quality management system. Efforts will be made to achieve a good balance between control and simplification.

### 3. JOINT RESPONSIBILITY FOR WORKING ENVIRONMENT AND ORGANIZATIONAL CULTURE

The working environment in Norad will reflect our values:

- > Respect
- > Integrity
- > Solution orientation
- > Transparency

All employees have a responsibility to contribute to a good working environment. It is a managerial responsibility to ensure conditions are in place for a working environment that fosters learning, motivation, effectiveness and job satisfaction. Norad will ensure diversity in the workforce with respect to age, gender and ethnic background. Norad is an Inclusive Working Life (IA) institution.



RESPECT

INTEGRITY

SOLUTION-ORIENTATION

TRANSPARENCY

**Norad**

The Norwegian Agency for  
Development Cooperation  
[www.norad.no](http://www.norad.no)

Photo: Ken Opprann  
November 2016  
ISBN: 978-82-7548-912-6