

EVALUATION DEPARTMENT

Report 6 / 2020



ANNEX 5–7

Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2018–2019)

Quality Assessment Decentralised Evaluations in Norwegian Development Cooperation (2018-2019)

Case No. 1900444

Part II: Annexes 5 to 7
Ternstrom Consulting AB

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Annex 5: Methodology

Annex 5.1: Evaluation matrix (brief version)

Evaluation objective	Data collection and analysis method
<p>Assess the quality of reviews and decentralised evaluations of Norwegian development cooperation</p>	<p>Piloting and calibration of the scoring tool. Apply quality assessment tool (as per the Guidance manual) to each evaluation report and terms of reference, continued checks and support to ensure consistent scoring. Develop database of scores and comments. Analyse scores to identify areas of low- and high quality, compare with terms of reference scores. Present descriptive statistics on quality of reviews and decentralised evaluations and discuss aspects of overall quality for different criteria.</p>
<p>Identify strengths and weaknesses of reviews and decentralised evaluations</p>	<p>Analysis of scores on each criterion to identify areas of high and low evaluation quality. Correlation analysis to identify relationship between quality for different criteria and possible explanatory factors (e.g. types of reviews and decentralised evaluations, thematic areas, commissioner), analysis of justification text to identify causes of high/low quality and examples of good practice. Translate results of analysis of scores into text describing strengths, weaknesses and potential explanatory factors (correlation).</p>
<p>Summarise findings from the reviews and decentralised evaluations, taking into consideration the credibility, based on assessed quality, of reviews and decentralised evaluations.</p>	<p>Discuss with Evaluation Department in Norad if there are priority areas of interest (e.g. gender, strategy-related findings). Include tool for collecting data on main findings in scoring tool and database, collect findings data from all reviews and decentralised evaluations (as part of review process), collate findings data in database. Develop a “quality index” based on assessed quality of key criteria and decide index cut-off point (sufficient quality) for inclusion of findings in annual analysis. Analysis and presentation of findings for sufficient-quality reviews and decentralised evaluations. Compare findings for high- and low-quality reviews and decentralised evaluations to assess if there is correlation between quality and findings.</p>

Annex 5.2: Risks and limitations

Risk/limitation	Consequences and/or mitigation strategies
Inter-Rater bias: The risk that the raters do not use the quality assessment tool in the same way.	Reduced by pilot scoring of two reports, double-scoring of 8 reports, review of scores and comments by the Quality assurer and team leader, comparison of rater average scores for each quality criterion; Team meetings for calibration and joint interpretation of the tool and to discuss problems and solutions; Comparison and analysis of scores and justifying comments across all raters and reports.
Intra-Rater inconsistency: The risk that a single rater does not use the tool consistently across reviews and decentralised evaluations. Ref to time, evaluator, length etc.	Reduced by the short time period for scoring. The raters have reassessed their scores several times during the scoring process, both individually and after feedback from the Quality assurer and Team leader.
Evaluator/reviewer bias: Risk that the identity of the report authors affects the score.	The risk has been discussed in the team meeting and mitigated by distributing reviews and decentralised evaluations by the same author to different raters.
Report style and structure bias: Risk that the structure and language of an evaluation affects the assessment of the quality of the content.	The raters are made aware of this risk during the pilot scoring and will be reminded to focus on content, disregarding to the extent possible how it is presented.
The number of evaluations constitutes an unknown share of all evaluations.	We cannot assess the representativity of ratings or findings to other reviews and decentralised evaluations. We will not be able to control for this. Findings and conclusions need to be interpreted with this limitation in mind.
Comparison of findings with Evaluation Department (2017).	Evaluation Department (2017) was based on a sample drawn from all 2014 reports. Our assessment is a sample based on unknown criteria, from an unknown population. Comparative analysis with the results of Evaluation Department (2017) needs to be treated with caution. We cannot control for this risk.
The reports shared with the team may be of higher quality than unpublished or reports not shared.	A comparison of ratings between reviews and decentralised evaluations published on Evalueringsportalen or Norad.no, and other reviews and decentralised evaluations, may give an indication of “publishing bias”, but the evaluation team can not affect this.

Annex 5.3: Request for reports from reviews and decentralised evaluations

Email requesting review and evaluation reports

Dear All,

We have been tasked by the Evaluation Department in Norad to assess the *quality of reviews and decentralised evaluations* of development projects and programmes commissioned by the Norwegian aid administration. Our contacts in the Evaluation Department are Ida.Lindkvist@norad.no and Asne.Kalland.Aarstad@norad.no.

Our work is part of an ongoing process to improve the quality of reviews and decentralised evaluations. This is important as the findings and recommendations of such reviews and decentralised evaluations are being used for making changes to programmes and projects, for decisions regarding financial support and for reporting on results.

As a first step in our work, we are now collecting reports finalised during 2017 – 2019. There are few reports in the Evaluation Portal ([www.evalueringssportalen](http://www.evalueringssportalen.no)) and on Norad.no (Norad's collected reviews and decentralised evaluations). We assume there are more reports produced that have not been published and need your help in locating and accessing these!

The reviews and decentralised evaluations we are interested should be:

- Finalised during 2017-2019
- Mid- or end- term reviews or decentralised evaluations of projects or programmes funded via Norwegian development cooperation
- Commissioned by Norad, MFA or Norwegian Embassies
- Carried out by internal or external teams

Organisation assessments are not included.

Please respond to this email as soon as possible, but no later than January 17th, attaching or linking to reports and terms of reference for such reviews and decentralised evaluations. Please also indicate if you know of planned or on-going reviews and decentralised evaluations.

Thank you for your collaboration,
Kind regards,

Ingela Ternström
Team Leader, Assessment of the Quality of Reviews in Norwegian Development Cooperation

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emb.amman@mfa.no	emb.ankara@mfa.no	emb.bamako@mfa.no
emb.beijing@mfa.no	emb.beirut@mfa.no	emb.belgrade@mfa.no
emb.bogota@mfa.no	emb.brasilia@mfa.no	emb.colombo@mfa.no
emb.daressalaam@mfa.no	emb.dhaka@mfa.no	emb.hanoi@mfa.no
emb.havana@mfa.no	emb.islamabad@mfa.no	emb.jakarta@mfa.no
emb.juba@mfa.no	Emb.Kabul@mfa.no	emb.kampala@mfa.no
emb.kathmandu@mfa.no	emb.khartoum@mfa.no	emb.kyiv@mfa.no
emb.lilongwe@mfa.no	emb.luanda@mfa.no	emb.manila@mfa.no
emb.maputo@mfa.no	emb.mexico@mfa.no	emb.nairobi@mfa.no
emb.newdelhi@mfa.no	emb.pretoria@mfa.no	emb.prishtina@mfa.no
emb.rabat@mfa.no	emb.santiago@mfa.no	Emb.Sarajevo@mfa.no
emb.tehran@mfa.no	emb.yangon@mfa.no	mission.geneva@mfa.no
repram@mfa.no	Avdeling.for.FN.og.humanitaere.s porsmal@mfa.no	Avdeling.for.okonomi.og.utvikling @mfa.no
latinamerika-seksjonen@mfa.no	naeringslivsseksjonen@mfa.no	oecdncp@mfa.no
regionavdelingen@mfa.no	sbof-fn@mfa.no	Seksjon.for.Afrikas.horn.og.Vest- Afrika@mfa.no
Seksjon.for.budsjett.okonomi.og.s amordning@mfa.no	Seksjon.for.energi.og.klima@mfa. no	Seksjon.for.FN-politikk@mfa.no
Seksjon.for.fred.og.forsoning@mf a.no	Seksjon.for.handelspolitikk.og.int ernasjonale.okonomi@mfa.no	Seksjon.for.humanitaere.sporsmal @mfa.no
Seksjon.for.menneskerettigheter. demokrati.og.likestilling@mfa.no	Seksjon.for.Midtosten.og.Nord- Afrika@mfa.no	Seksjon.for.migrasjon@mfa.no
Seksjon.for.multilaterale.utvikling sbanke@mfa.no	Seksjon.for.Ost- Asia.og.Oceania.Asia-I@mfa.no	Seksjon.for.Sor- Asia.og.Afghanistan.Asia- II@mfa.no
Seksjon.for.sorlige.og.sentrale.Afr ika@mfa.no	Seksjon.for.utviklingspolitikk@mf a.no	Norad-post-KB@norad.no
NORAD-Post-KEMF@norad.no	norad-post-oks@norad.no	NORAD-Post-Rettighet@norad.no
post.kunnskapsbanken@norad.no	post-forsk@norad.no	post-gronn@norad.no
post-helse@norad.no	post-huf@norad.no	post-mima@norad.no
post-naering@norad.no	post-olje@norad.no	post-ren@norad.no
post-strateg@norad.no	post-utdann@norad.no	SIVSA.NORAD-Post@norad.no

Annex 6: Decentralised evaluations included in the assessment

Annex 6.1: List of quality assessed decentralised evaluations

Report	Year	Author(s)	Carried out by	Commissioned by	Type of evaluation	Review or Evaluation	Thematic area	Country
A Forward Looking Review of Nefco's Energy Efficiency Programme in the Ukraine	2019	J. Knudsen, J. K. Pedersen	COWI	Norad	Review	Review	Energy	Ukraine
Advancing and sustaining gender based governance in Malawi 2014-2018	2019	Hope Msosa	UNWomen, funding from Norwegian embassy	Embassy	End	Evaluation	Gender	Malawi
Capacity Building Program for Vietnam in the Water, Sanitation and Solid Waste Management Sector under the Norad/KfW Mixed Credit Scheme	2018	Øyvind N. Handberg, Sofie W. Skjeflo	Menon	Norad	End		WASH	Vietnam
Cluster Independent Evaluation of Entrepreneurship Development and SME Support in Myanmar and Supporting Tourism in Myanmar through Business Management Training	2018	Martin Østergaard, Min Min Han	ILO	?	End	Evaluation	Private sector development	Myanmar
Combating Violence against Women and Law Reform Project 2015-2017: Review Report	2108	Samia El Hadi El Nagar	Development Studies and Research Institute (DSRI), Gender and Development Unit, University of Khartoum and Embassy of Norway, Khartoum	Embassy	End	Review	Gender	Sudan
Combined End and Mid-term review of the Norwegian support to the Structured Engineers Apprenticeship Program (SEAP)	2018	Juda Lyamai and René Lenssen	NIRAS - IP Consult GmbH	Embassy	End- and mid	Review	Capacity development	Tanzania
Education in the Syria Response: Norway's Approach for Jordan, Lebanon, and Syria	2019	Lina Aghajanian, Kerstin Tebbe	Education Development Trust, Institute of Development Studies and Research for	Norad	Mid-term, desk based	Review	Education	Syria

Report	Year	Author(s)	Carried out by	Commissioned by	Type of evaluation	Review or Evaluation	Thematic area	Country
			Equitable Access and Learning (EDT/IDS/REAL)					
Empowering Girls in Rural Areas of Angola	2018	Ananda S. Millard, PhD, Karstein Haarberg, Yare Fernandes Lourenço	NCG	Embassy	End	Evaluation	Gender	Angola
End of Programme Evaluation of the Public Finance Management Reform Programme Phase Four (PFMRP IV)	2018	?	Transcott Associates	Embassy	End	Evaluation	Public finance	Tanzania
End Review of CHN-17/0034, 2019 Sino-Norwegian Social Policy Forum	2019	Tore Laugerud	NCG	Embassy	End	Review	Democracy	China
End review of EAMCEF II Conservation and Restoration of the Eastern Arc Mountains	2019	Kris B. Prasada Rao, Stephen Mariki, Michael Thurland, Faustin Maganga	PEM Consult	Embassy	End	Review	Environment and climate	Tanzania
End review of Empowering Communities Through Training on Participatory Forest Management (PFM), REDD and Climate Changes	2019	Michael Thurland, Faustin Maganga Kris, B. Prasada Rao, Stephen Mariki	PEM Consult	Embassy	End	Review	Environment and climate	Tanzania
End Review of Save the Children Norway's global agreement on education in emergencies and child protection	2019	Naylor	EDT/IDS/REAL?	Norad	End	Review	Education	Global
End-line evaluation of scaling up access to emergency obstetric care and critical family planning services through the development of human resources for health program.	2019	Mathildah Chithila-Munthali	Agency for Scientific research and training ASRT	Embassy	End	Evaluation	Health	Malawi
End-review of Norwegian Support to Rural Electrification Projects in Uganda	2019	Irene Koksæter, Geofrey Bakkabulindi, Ingar Flatlandsmo, Joakim Arntsen	Multikonsult	Norad	End	Review	Energy	Uganda
End-review of the Norwegian Ministry of Foreign Affairs (MFA) support to the Danish Committee for Aid to Afghan Refugees (DACAAR)	2018	?	NCG/Tadbeer Consulting	Ministry of Foreign Affairs	End	Review	Refugees	Afghanistan
End-Review on "Core Institutional Support to Ashoka Trust for Research in the Ecology and the Environment 2014-2018"	2019	Anne Wetlesen, Alka Tomar	Norad + External: Centre for Environment Communication	Embassy	End	Review	Institutional cooperation	India
Energize Nepal 2016-2019 Mid-term review and Appraisal of Upscaling Proposal	2019	Mari Sofie Furu, Ujwol Phaiju	Multikonsult	Norad	Mid-term	Review	Energy	Nepal

Report	Year	Author(s)	Carried out by	Commissioned by	Type of evaluation	Review or Evaluation	Thematic area	Country
Environment and Aquaculture Governance: collaboration between Institute of Marine Research, Bergen, Norway and Yellow Sea Fisheries Research Institute, Qingdao, China. Review of Phase II and Appraisal for Phase III	2018	Ian Bryceson, Gabriella Catharina Ylva Kossmann and Zhang Libin	Norad + Norwegian University of Life Sciences	Norad	End	Review	Environment and climate	China
External evaluation: MOZ 2462 (15/0026) Tilapia Value Chain Development - Producers/ Private Sector in Mozambique - Pilot Phase	2019	Lakså, Barbosa	KPMG	Ministry of Foreign Affairs	End	Evaluation	Environment and climate	Mozambique
Final evaluation of cultural fund for Malawi	2018	?	Hivos	Embassy	End	Evaluation	Culture	Malawi
Final Evaluation Report of Turning Tables Myanmar's 2017 Voice of the Youth Project	2018	Jessica Spanton and Joanne Lauterjung	External consultants	Embassy	End	Evaluation	Democracy	Myanmar
Gender Peace and Security Window: Interim Evaluation	2018	?	Paung Sie Facility	?	Mid-term	Evaluation	Gender	Myanmar
Health Results Innovation Trust Fund Mid Term Review	2018	Emma Henrion, Roger Drew, Annalize Struwig, Enrique Wedgwood Young, Madeleine Guay, Christiane Duering	IOD PARC	Norad	Mid-term	Review	Health/Innovation	Global
Independent evaluation of the specialist education in obstetrics and gynecology in Malawi	2019	Mathildah Chithila-Munthali	Agency for Scientific research and training ASRT	Embassy	End	Evaluation	Health	Malawi
Independent Terminal Evaluation, Republic of Sudan: Building institutional capacities for the sustainable management of the marine fishery in the Red Sea State	2018	?	?	Embassy?	End	Evaluation	Environment and climate	Sudan
Institutional cooperation between MIREME and NVE in Mozambique	2019	Fugelsnes, Tobich and McKernan	KPMG/IDAS	Norad	Mid-term		Institutional cooperation?	Mozambique
Joint Review of Swedish/Norwegian Support to the Southern African Power Pool and the Eastern African Power Pool	2019	Ralf Tobich, Maree Roos, Thomas Fugelsnes	KPMG, Norconsult	Norad	End, Joint	Review	Energy	Southern Africa
KAMUZU central hospital integrated infrastructure development project phase 2	2019	Murphy Kajumi, Samson Kwazizira Mndolo	?	?	End	Evaluation	Health	Malawi
Mid-Term review of the Project "Producer Steered Tilapia Farming, Organisation and Sales in Tamatave, Madagascar, Phase II 2016-2019"	2019	?	Delta Associés	Norad?	Mid-term	Review	Environment and climate	Madagascar
Mid-Term Evaluation of the Norwegian Rule of Law Advisors in Ukraine Project	2019	?	ISSAT?	Ministry of Foreign Affairs	Mid-term	Evaluation	Democracy	Ukraine

Report	Year	Author(s)	Carried out by	Commissioned by	Type of evaluation	Review or Evaluation	Thematic area	Country
Mid-Term Review of the Result Based Payment to the CRGE Facility – Partnership Agreement for REDD+	2018	?	LTS International Limited	Norad	Mid-term	Review	REDD	Ethiopia
Near-End Review of the Norwegian Support to the Programme “Strengthening the Management of the Oil and Gas Sector in Uganda”	2018	Beare, Perera, Owachi, Dietsche	Oxford Policy Management	Embassy	Near-end	Review	Energy	Uganda
Near-End Review, Oil for Development Programme in Ghana	2019	Disch, Al-Kasim, Reite, Norheim, Amartey, Ayorn	Scanteam	Embassy	Near-End	Review	Energy	Ghana
Participatory Democracy and Evidence-Based Decision Making at the Local Level in Ukraine	2018	Roman Vakulchuk	NUPI	Ministry of Foreign Affairs	Mid-term	Evaluation	Democracy	Ukraine
Re-training and social adaptation of military officers and their family members in Ukraine	2019	?	DCAF/ISSAT	Ministry of Foreign Affairs	Near-end	Evaluation	Social adaptation	Ukraine
Review and appraisal of Norwegian Refugee Council (NRC) present and planned education interventions for Children and Youth inside and outside the Camps in Shire and Gambella, Ethiopia	2018	? + Helge Brochmann	Niras	Norad	Mid-term	Review	Education	Ethiopia
Review of Norway - Myanmar Environmental Cooperation 2015-2018	2019	Fugelsnes, Gairdner, Malde, Svendsen Østgård, Win Myo Thu, Mo Aung Nay Chi, Myat Thandar Oo, Aye Chan Maung, Thiha Tun, Semund Haukland	KPMG/Ecodev/Norad	Norad	End	Review	Environment and climate	Myanmar
Review of Education for All programme in Madagascar	2018	?	EDT/IDS/REAL	Norad	End	Review	Education	Madagascar
Review of MUHURI and HAKI Africa Agreements 2016-17	2018	Hans Inge Corneliussen	Norad + external	Norad	End	Review	Human rights	Kenya
Review of Norwegian Co-founded Transmission and Distributions Projects with the Asian Development Bank in Nepal	2019	?	COWI	Norad	Mid-term	Review	Energy	Nepal
Review of Norwegian Support to Arab Reporters for Investigative Journalism (ARIJ)	2018	Petter Skjæveland, Ivar Evensmo	Norad	Ministry of Foreign Affairs	End	Review	Democracy	MENA
Review of Norwegian Support to (two) Stabilisation Programmes in Somalia	2019	Marianne Skaiaa, Toril Pedersen, Stein Erik Horjen	Norad	Embassy	End + assessment	Review	Peace building	Somalia
Review of Norwegian support to the Global Alliance for Clean Cookstoves 2010-2017	2018	Mari Sofie Furu, Erlend Sigvaldsen	Multiconsult/ NCG	Norad	End	Review	Energy	Global
Review of Norwegian support to the project - Enhancing access to education and health services in the areas of implementation of the peace agreements	2019	Pearl Boateng	EDT/IDS/REAL	?	End + assessment	Review	Education	Colombia

Report	Year	Author(s)	Carried out by	Commissioned by	Type of evaluation	Review or Evaluation	Thematic area	Country
Review of the global health preparedness programme (GHPP)	2019	?	HERA	Norad	Review	Review	Health	Global
Review of the 'Towards Safe Schools Initiative in Northern Nigeria' programme (TSSIP)	2019	Chris Joynes	Education Development Trust?	Embassy	End	Review	Education	Nigeria
Review of the project: Establishing a Centre for Biodiversity Policy and Law in India	2019	Bente Herstad, Charu Jain	Internal	Norad	End	Review	Environment and climate	India
Review of UNICEF's Back to Learning (BTL) programme and inputs to the future direction of Norwegian support to the education sector in South Sudan	2019	Andrea Naletto, Leben Nelson Moro	Independent	Norad	Mid-term	Review	Education	South Sudan
Safeguarding Natural Heritage in Myanmar within the World Heritage Framework (Phase II) Implemented by UNESCO	2018	?	?	Embassy	Mid-term	Evaluation	Environment and climate	Myanmar
Statistical Development - Institutional cooperation between Statistics Norway and State Statistical Service of Ukraine	2019	Lars Lundgren	Independent	?	Mid-term	Review	Statistics	Ukraine
Support to TVET Review Somalia	2019	James Kabau	Niras	Norad	End	Review	Education	Somalia
Supporting Peace Process and Empowering State Hluttaws through Technical Assistance and Peacebuilding Research Project (STEP)	2018	U Khin Maung Lwin, Daw Win Win Myint	SMART Consultancy Group	Embassy	Mid-term	Review	Peace building	Myanmar
TAN 10/0055 National Carbon Monitoring Centre	2018	Bente Herstad, Ivar Jørgensen	Norad	Embassy	Mid-term	Review	Environment and climate	Tanzania
UNDP Haiti - Support to the Electoral Process in Haiti Project: Final Evaluation	2018	Sue Nelson, Stephanie Vergniault	Independent?	Embassy	End	Evaluation	Democracy	Haiti

Note: The order of reports presented in this list does not correspond with the numbering in the graphs presented in the report.

Note: A question mark (?) indicates the information was not available from the report or terms of reference received by the assessment team.

Annex 6.2: Descriptive statistics of the assessed decentralised evaluations

Implemented by	No of Reports
Company	33
Norad	6
Organisation	4
Independent consultants	6
Unknown	6
Commissioned by	
Norad	22
Norwegian Ministry of Foreign Affairs	6
Norwegian Embassy	22
Unknown	5
Thematic area	
Capacity development	1
Culture	1
Democracy	6
Education	8
Energy	8
Environment and climate	10
Gender	4
Health	4
Health/Innovation	1
Human rights	1
Institutional cooperation	1
Institutional cooperation?	1
Peace building	2
Private sector development	1
Public finance	1
REDD	1
Refugees	1
Social adaptation	1
Statistics	1
WASH	1

Country	No of Reports
Afghanistan	1
Angola	1
China	2
Colombia	1
Ethiopia	2
Ghana	1
Global	4
Haiti	1
India	2
Kenya	1
Madagascar	2
Malawi	5
MENA	1
Mozambique	2
Myanmar	6
Nepal	2
Nigeria	1
Somalia	2
South Sudan	1
Southern Africa	1
Sudan	2
Syria	1
Tanzania	5
Uganda	2
Ukraine	5
Vietnam	1

Annex 7: Profile of the assessment team

Ms Ingela Ternström, Team Leader

Ms Ternström holds a PhD in Economics with a focus on Environmental and Development Economics and a MSc Business and Economics, both from the Stockholm School of Economics. Ms Ternström brings eight years of postdoctoral research experience at the Royal Swedish Academy of Science in the field of natural resource management, as well as field experience of development cooperation and research. The past decade Ms Ternström has worked as a full-time senior consultant with Ternstrom Consulting AB, where her main role has been as quality assurer and methodology expert. In addition, Ms Ternström has been team leader, project manager and team member and on a range of evaluations, including several evaluations for Norad and the Evaluation Department in Norad.

Ms Ternström's combination of education and experience brings in-depth understanding of methodological and practical issues relating to evaluation quality. These include selection of approaches and data collection methods, experience of practically applying them to evaluation work, quality assuring evaluation teams and reports, and assessing the quality of evaluation reports. Ms Ternström understands the complexities involved in combining methodological rigor with practical challenges involved in evaluating development cooperation. Ms Ternström has experience of working with and managing diverse teams, large volumes of data, quality issues and complex evaluation processes.

Mr Stefan Dahlgren, Team Member

Mr Dahlgren, BA in Sociology, has 15 years' experience as evaluation manager, out of which four years as Director for the evaluation department at Sida. Mr Dahlgren has gained extensive experience and understanding of development evaluation, where quality assessment of the reports and the evaluation process is essential. He has a broad background from different roles in development cooperation and evaluation as well as from a number of themes and contexts where evaluations are carried out.

Mr Dahlgren's professional background includes the roles of external evaluation consultant, programme officer for handling of implementation and follow-up of projects and programmes in various countries, and head of development cooperation at different embassies in Africa and Asia with responsibility to discuss policies and strategies with partner countries. In both the latter roles Mr Dahlgren was thus recipient and user of evaluations. Mr Dahlgren's assignments as consultant includes the role as overall team leader for six assessment teams and leader of the quality assurance group of a programme to assess 30 NGOs for Sida.

Before joining Sida, Mr Dahlgren worked for ten years as a researcher (team leader; head of department) at the Swedish National Housing and Building Research Institute. Mr Dahlgren's research background provides a solid methodological knowledge in applied social research.

Mr Jock Baker, Team member

Mr Baker is a US national and holds a MSc in Economics from London School of Economics. An independent consultant with more than ten years' experience in senior monitoring and evaluation/Quality Assurance roles with CARE USA and CARE International as well as 20 years field experience of which 13 years in humanitarian operations with UNHCR, UNOPS/UNDP and OCHA Mr Baker brings in-depth experience of humanitarian issues from both operational and Quality Assurance roles.

During his years as consultant Mr Baker has been involved in more than 50 evaluations, as team leader on most of them. Mr Baker has also been engaged in developing the methodological tool box used by stakeholders in humanitarian response, including six years on the board of the Assessment Capabilities Project (ACAPS). Mr Baker has also published on a series of humanitarian issues such as value for money in the humanitarian sector; strong and weak points of the core humanitarian standard; humanitarian capacity building in collaboration as well as a proposal for a methodology to cost interagency humanitarian response plans. Mr Baker's combination of operational experience and experience of commissioning, managing,

implementing and Quality Assuring evaluations as well as publishing on methodological issues relevant to the sector has given him a thorough understanding and expertise that is highly relevant for this assignment.

Ms Eva Lithman, Team member

Ms Lithman, with an MA from Stockholm University, is an experienced and versatile evaluation professional with extensive experience of evaluation and performance auditing as project manager, quality reviewer and manager. Ms Lithman has operational experience from bilateral, multilateral and civil society organisations and has lived in South America, Central Asia and North America. She is fluent in English, French and Spanish.

Ms Lithman has been Audit Director at the Swedish National Audit Office, Director of Sida's Evaluation department and Chair, OECD/DAC Evaluation Network. After retiring from Sida in 2012 Ms Lithman has worked extensively as an evaluation quality reviewer covering a broad set of themes in addition to being a member of EBA, the Expert Group for Aid Studies, commissioned to analyse and evaluate Swedish international development cooperation. During the past years Ms Lithman has been increasingly engaged in evaluation of action related to climate change currently as Chair of the newly created Adaptation Fund Technical Evaluation Reference Group.

Mr Abid Rehman, Team member

Mr Rehman is a Pakistani national with a Masters in Political Science. He is a monitoring, evaluation and reporting professional with significant programme development experience. During the past 12 years Mr Rehman has successfully designed and managed monitoring and evaluation learning focused teams for large-scale governance, peacebuilding, conflict resolution and stabilisation programmes in politically dynamic environments including Pakistan, Afghanistan and South Sudan, including 18 months as Monitoring and Evaluation Manager of USAID's \$110 million flagship peace building, stabilisation and conflict mitigation programme in South Sudan.

Mr Rehman has applied, managed and quality assured a range of data collection systems and methodologies including surveys, capacity building for distance management of monitoring, iterative outcome mapping and quality assurance of data management systems. With the in-depth understanding of monitoring and evaluation systems and processes Mr Rehman is skilled in developing refining and integrating monitoring and evaluation tools that support active learning and adaptation of humanitarian response programming implemented in non-permissive and highly volatile security environments.

Mr Abhijit Bhattacharjee, Quality Assurer

With an M.Sc. in Agricultural Economics and Statistics and over thirty-six years of experience in the development and humanitarian sector, Mr Bhattacharjee has extensive professional experience in undertaking reviews and evaluations in various settings for the Department for International Development (DFID, UK), European Union/ECHO, UN agencies (UNDP, UNHCR, OCHA, UNICEF, World Food Programme), NGOs, consortiums and networks. He is currently providing team leadership for SIDA's humanitarian partnership evaluation. He recently (2018-2019) led for the European Union a major evaluation combining Afghanistan country portfolio evaluation (2014-2019) and ECHO's global partnership with Norwegian Refugee Council. Besides leading and managing evaluations, reviews and systematic studies, Mr Bhattacharjee has undertaken quality assurance functions for several major evaluations, including UNDP's evaluation of Comprehensive Disaster Management Programme (2016), UNDP's evaluation of country programme in Pakistan (2016-2017) and UNHCR's evaluation of country programme in South Sudan and the Democratic Republic of Congo (2019).

Mr Bhattacharjee brings extensive evaluation skills and experience combining qualitative and quantitative methodologies in social science research to ensure high standards of analysis of evidence. He brings advanced knowledge and experience in using various international standards and methodologies (OECD-DAC criteria, Core Humanitarian Standard, Red Cross Red Crescent/NGO code, UNEG standards and evaluation ethics, ALNAP Quality proforma, Sphere, BOND Evidence Principles, etc.