

# Implementation and policy coherence: Evaluation of the interaction between Norwegian humanitarian aid, development cooperation and peace efforts

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Country report: Democratic republic of the Congo

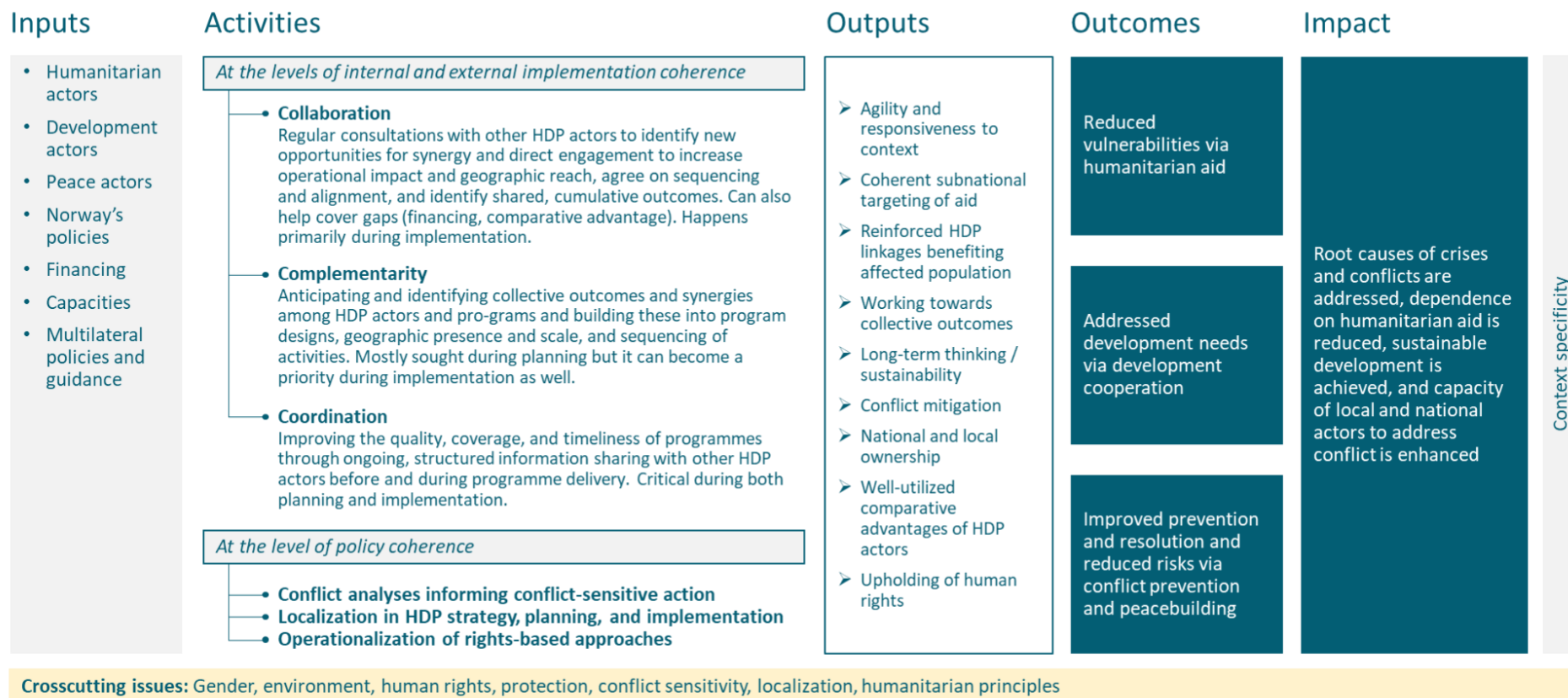


### Annex 4: Theory of change

The figure below represents in a schematic way the Theory of Change with regard to coherence between Norwegian HDP efforts, as provided in the Inception report.

**Figure 4: Theory of change for coherence at the country level**

## Theory of change for coherence at country level



## Annex 5: Key concepts

### 5.1.1. Overview on coherence

Building a shared understanding of coherence of HDP approaches in specific country contexts is not straightforward. It is nevertheless important to have a shared understanding of coherence between the Evaluation Team and Norad.

The ToR mentions that “In the evaluation, **coherence** is understood as the compatibility of humanitarian, development and peace interventions with other humanitarian, development and peace interventions in a given country. Coherence can be broken further down into two sub-types of coherence: implementation coherence, which pivots around the relation between interventions; and policy coherence, understood as coherence between interventions and the overall policy level or normative commitment.”

We further clarify this understanding as follows:

- **Implementation coherence** focuses on relationships between humanitarian, development, and peace (HDP) interventions – internally within the interventions of Norway and externally with other actors.
  - o **Internal implementation coherence** refers to the degree to which Norway’s humanitarian, development and peacebuilding interventions are coordinated, complementary, and collaborative across the family of Norwegian actors in country.
  - o **External implementation coherence** captures how Norwegian institutions and their HDP programmes engage with other strategic actors and local dynamics through regular coordination meetings involving community actors, government counterparts and other aid agencies, as well as bilateral donors and multilateral institutions in country.
- **Policy coherence** in this study refers to the interaction between Norway’s HDP work and its policies and progress on localization, rights-based approaches, conflict sensitivity, – and considers how these policies are shaping programming, planning, and strategy. Policy coherence also has its **internal and external dimensions**, regarding shared analysis (conflict studies, PEAs) and policies across Norwegian aid institutions, and between those institutions and external aid partners and national stakeholders.

The understanding of both implementation coherence and policy coherence are detailed hereafter.

### 5.1.2. Implementation coherence

A coherent approach at implementation level aims at the following outputs, in line with the ToR:

- 1) **Coherent geographic targeting of aid** at the subnational level, ensuring no geographical separation between humanitarian and development aid with both reaching the most conflict-affected areas;
- 2) **Early and continued engagement** of development actors in crises and the adoption of **longer-term perspectives**;
- 3) **Reinforced linkages** between humanitarian, development and peace efforts, to the benefit of affected populations and respecting neutrality/impartiality while strengthening state institutions and social contract; and

- 4) **Pursued collective outcomes** by international actors, making use of their respective complementarities and comparative advantages in a multiyear perspective.

Based on the definition and breakdown of implementation coherence above, the Evaluation Team will look into how this coherence is operationalized on the ground, i.e. the active efforts that actors can pursue to ensure a coherent approach. This is broken down into three **activity dimensions**: *collaboration, complementarity, and coordination*.<sup>64</sup>

**I. Collaboration:** Regular consultations with other HDP actors to identify new opportunities for synergy and direct engagement to increase operational impact and geographic reach, agree on sequencing and alignment, and identify shared, cumulative outcomes. Collaboration can also help cover gaps (financing, comparative advantage).

**II. Complementarity:** Anticipating and identifying collective outcomes and synergies among HDP actors and programmes and building these into programme designs, geographic presence and scale, and sequencing of activities.

**III. Coordination:** Improving the quality, coverage, and timeliness of programmes through ongoing, structured information sharing with other HDP actors before and during programme delivery.

These dimensions vary in importance between **planning** and **delivery** of interventions, as per the below figure.

**Figure 5: Prevalence of dimensions per phase**

Activity dimension	Intervention planning	Intervention delivery
Collaboration		✓
Complementarity	✓	✓
Coordination	✓	✓

✓ Presence per phase

The table below shows the breakdown of these elements between internal and external implementation coherence.

**Table 1: Dimensions of implementation coherence**

	Internal implementation coherence	External implementation coherence
<b>Collaboration</b>	Seeking opportunities to mutually reinforce ongoing programmes as events unfold (context) and as programme outcomes materialize (positive or not), to maximize results through greater synergy (vs silos or isolated engagement).	Regular, ongoing consultations with other IPs, donors, local authorities, and communities involved in HDP actions, to create more opportunities for joint impact and sustainability. Collaboration also helps ensure effective buy-in from national and sub-national partners down to community level. It can foster participatory approaches to delivery modalities, including local feedback mechanisms (MERL) to improve accountability.

<sup>64</sup> We note that there exists no established definition of the three components of coherence listed above (3Cs) in the relevant HDP literature, despite the 3Cs being commonly used in triple Nexus evaluations. Coherence itself is generally referred to as 'alignment' or 'compatibility', but without fixed indicators to further measure or evaluate its presence or absence. <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019#mainText>

	Internal implementation coherence	External implementation coherence
Complementarity	Whether Norwegian actors identify country specific collective outcomes in their planning and programme design, to which other Norwegian actors can contribute, while operating according to their respective mandates and objectives. These collective outcomes should be simple, focused and measurable, with theories of change that clearly delineate inputs from different actors and how these contribute to specific outcomes.	Whether Norwegian actors seek complementarity across the HDP Nexus, by planning and designing programmes and strategies that accommodate and reflect U country strategies, national development plans, and humanitarian response plans, to maximize Norwegian comparative advantage among an array of HDP actors, and to avoid duplication or isolated endeavors. Complementarity as alignment across HDP actions can also be geographical (rural/urban) and/or temporal (sequential).
Coordination	Whether regular, structured information sharing transpires between Norwegian actors on national and regional planning and delivery around HDP, including questions of funding and handover to state or local counterparts.	Whether Norwegian actors engage in regular consultations with other HDP actors, including undertaking joint risk-informed, gender-sensitive analysis of root causes and structural drivers of conflict, as well as positive factors of resilience and the identification of collective outcomes incorporating humanitarian, development and peace actions.

### 5.1.3. Policy coherence

There is no unified HDP policy nor practical guidance specifically on implementing the ‘triple Nexus’. There is, however, growing consensus among humanitarian, development and peace on the need for an approach to strengthening work along the HDP Nexus. But in practice, for historical reasons and mandate legacies, each of the three pillars remains relatively siloed, even resistant to integration or seeking synergies.<sup>65</sup> That said, policy coherence in the context of this study revolves around three dimensions:

- 1) Conflict sensitivity and maximizing positive effects across HDP actions;
- 2) Localization, engagement of national and local actors and institutions, including capacity strengthening and transitioning to nationally and locally led approaches; and
- 3) Rights-based approaches including accountability, transparency, non-discrimination, and participation (as per original TOR).

The evaluation matrix details the three dimensions above. Some illustrative examples are provided below, noting that each country context has its specificities:

- *Shared strategies*: shared humanitarian, development, and peace strategies among the donor community, the UN family, and national stakeholders in country.
- *Shared internal analyses and lessons learned* (conflict assessments, political economy analyses, programme evaluations, White Papers or policy notes) on HDP matters among donors, UN family, and national stakeholders.
- *Development of localization plans* (timeline, metrics) for HDP actors in country, with a focus on sustainable handovers between humanitarian and development partners, or between development partners and national government.

<sup>65</sup> <https://www.chaberlin.org/wp-content/uploads/2020/05/2020-05-triple-Nexus-threat-or-opportunity-dubois-en-1.pdf>.

- *Choice of local partners* for HDP programming in country – For state partners, NGOs and CSOs, we will focus on selection criteria and success rates of partnerships and handovers.

#### 5.1.4. *Interaction between health and peace*

Two sectors of special focus in this assignment are health and peace. **Health interventions** are broken down into *humanitarian health* interventions or medical response activities with life-saving goals and *development health* interventions with longer-term aims of supporting existing public health services and increasing access to all. **Peace interventions** contain two complementary modes: *institutional engagements* (top-down interventions) seeking to end conflict through military and/or diplomatic means, including international peacekeeping and state-led stabilization efforts that improve national and sub-national insecurity, and *local level peacebuilding* (bottom-up) that promotes social cohesion through activities around conflict prevention, dispute resolution, and social dialogue, including early warning initiatives at the community level.

The **focus** in this evaluation is on the interlinkages and interplay between **humanitarian health, development health and local level peacebuilding**, and the goal is to better understand how they interact.<sup>66</sup> A peace intervention could contribute to positive health outcomes, such as reducing GBV. From this perspective, the team will build on Phase 1 to carefully examine dynamic interplays and synergies with the peace sector. In DRC, where there is a strong commitment to climate and forestry funding, the Evaluation Team will examine possible strategic linkages and coherence between this sector and health and peace.

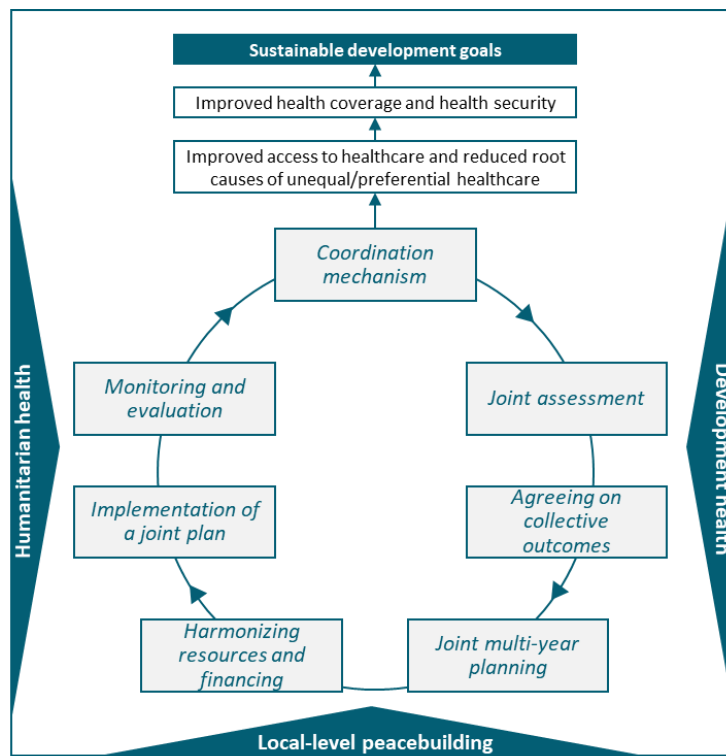
The extent to which Norway's funding promoted **equitable access** to resilient health services (physical and mental health) for vulnerable and/or conflict affected communities is an additional topic for examination. Support for access to health can address drivers of conflict in affected communities. Conversely, poor access to health services leads to feelings of exclusion and injustice by the government and, potentially, aid actors. It may also generate perceptions of preferential treatment and discrimination among groups. Injustices in the health sector can be both a driver and a root cause of conflict. But health programming can also provide a neutral starting point for bringing together communities towards mutually beneficial objectives, such as reducing violence against women.

The framework below illustrates an idealized flow of progressive, cumulative interaction between humanitarian and developmental Health programmes with Peace sector initiatives. It builds on the World Health Organization's framework that is applicable at the national level. The Evaluation Team will look at certain elements within this framework as part of the study – the details can be found in the Evaluation Matrix.

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<sup>66</sup> What forms of coherence might exist between Humanitarian and Peace sectors? Many humanitarian health programmes for conflict-affected populations such as IDPs and refugees also provide free basic healthcare to local communities, effectively investing in social cohesion and preventing an escalation of inter-group tension. How might a peacebuilding overlap with humanitarian action in the health sector? In DRC, the MONUSCO Stabilization Unit conducts behavior changes activities with police and security forces (positive masculinity & public accountability) in order to reduce violence against women. Similarly, humanitarian mine action not only prevents further violence but also reduces incidents of war-related trauma, particularly for children.

**Figure 6: Framework for interaction between health and peace**



Source: adapted from Bridging the divide: a guide to implementing the Humanitarian-Development-Peace Nexus for health, WHO, Regional Office for the Eastern Mediterranean.

## Annex 6: Evaluation Matrix

The evaluation matrix below was built during the inception phase of the evaluation in discussion with Norad.

Components	Indicators	Methods	Sources
<b>EQ I. To what extent are humanitarian, development and peace interventions funded by Norway coherent at the implementation level (i.e., relations between interventions)?</b>			
<b>EQ I.a. To what extent have there been spatial and longitudinal coherence in Norwegian HDP programming?</b>			
<b>Coordination (internal)</b>  <b>Line of inquiry:</b> To what extent has there been information sharing between Norwegian HDP actors during planning and implementation.	<ul style="list-style-type: none"> <li>Evidence of regular, structured information sharing between Norwegian actors on national and regional planning and delivery around HDP, over time and with geographic focus.</li> <li>Evolution of spatial coordination among Norwegian HDP actors - instances of change/adaptation/learning.</li> </ul>	KIIs, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners.  Phase 1 geospatial analysis
<b>Complementarity (internal)</b>  <b>Line of inquiry:</b> To what extent were collective outcomes and synergies identified by Norwegian HDP actors and programmes (designs, geographic presence and scale, and sequencing of activities) before and during implementation.	<ul style="list-style-type: none"> <li>Evidence of intentional complementarity and synergies between H, D &amp; P (workplans, strategies), including:               <ul style="list-style-type: none"> <li>Joint H, D and P outcome statements.</li> <li>Evidence of synergies in results frameworks.</li> <li>H, D and P funding allocations reflect spatial and longitudinal coherence.</li> <li>Geographic complementarity between H, D, and P relative to drivers of conflict and fragility.</li> <li>Evidence of early recovery interventions under H programming.</li> <li>Early and continuous development programmes in conflict and crisis affected areas.</li> <li>Evidence of integration of peace actions in H and D programmes.</li> </ul> </li> </ul>	KIIs, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners.  Phase 1 geospatial analysis  Needs assessments, conflict analyses at country level (UN agencies, government, NGOs)



Components	Indicators	Methods	Sources
<p><b>Collaboration (internal)</b></p> <p><b>Line of inquiry:</b> To what extent did regular consultations take place with and between Norwegian HDP actors (<i>agreement and implementing partners</i>) to identify opportunities for operational synergies to increase operational impact and geographic reach.</p>	<ul style="list-style-type: none"> <li>• Evidence of collaboration between H-D-P actors in country:               <ul style="list-style-type: none"> <li>- Use of joint conflict analysis and understanding of drivers of conflict and fragility.</li> <li>- Evidence of collaborative efforts in response to emerging and protracted crises in the 3 country case studies.</li> <li>- Evidence of joint implementation or programmes or actions.</li> <li>- Evidence of collaboration on peace actions at community level.</li> <li>- Evidence of sharing knowledge and programme resources.</li> <li>- Evidence of collaboration between Health programmes (humanitarian and development) and Peace actions.</li> </ul> </li> </ul>	KIIs, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners
<p><b>EQ I.b. To what extent (and eventually how) do humanitarian, development and peace interventions combine to respond to contextual changes?</b></p>			
<p><b>Complementarity (Internal)</b></p> <p><b>Line of inquiry:</b> Evidence of HDP interventions and actors (<i>Norwegian actors, including agreement and implementing partners</i>) adjusting in response to changes in conflict and fragility dynamics.</p>	<ul style="list-style-type: none"> <li>• Evidence of adjustments in H, D and P interventions:               <ul style="list-style-type: none"> <li>- Regular M&amp;E and conflict analysis informs adaptive programming.</li> <li>- Evidence of seeking intentional synergies between HDP actors including geographic complementarity, targeting.</li> <li>- Degree of flexibility and timeliness in responding to contextual changes and conflict dynamics.</li> <li>- Financial adjustments in response to contextual changes.</li> </ul> </li> </ul>	KIIs, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners
<p><b>EQ I.c. To what extent (and eventually how) have these efforts been coordinated with those of other actors (e.g. other OECD DAC countries, multilateral actors)?</b></p>			
<p><b>Coordination (External)</b></p> <p><b>Line of inquiry:</b> To what extent did Norwegian actors coordinate with external aid actors to foster</p>	<ul style="list-style-type: none"> <li>• Evidence of coordination between Norwegian and other aid actors (donor countries, government, H – D and P actors) through coordination efforts:               <ul style="list-style-type: none"> <li>- Evidence of participation in relevant coordination structures at country level.</li> </ul> </li> </ul>	KIIs, Document review, survey, FGD where appropriate.	Archive documents, minutes of meetings, reports.

Components	Indicators	Methods	Sources
improved synergies between H, D and P.	<ul style="list-style-type: none"> <li>- Evidence of supporting multi-donor or trust funds at country level.</li> <li>- Evidence of complementarity with other donor -; UN - and government strategies.</li> <li>- Evidence of coordination in the event of new emerging crises.</li> <li>- Evidence of alignment with multilateral and national response plans.</li> </ul>		

Components	Indicators	Methods	Sources
<b>EQ II. To what extent are Norway’s humanitarian, development and peace interventions coherent at the policy level (i.e., the relationship between interventions and Norway’s normative commitments)?</b>			
<b>EQ II.a. To what extent (and eventually how) are Norway’s humanitarian, development, and peace interventions consistent with its commitment to conflict sensitivity?</b>			
<b>Line of Inquiry.</b> To what extent did conflict analyses inform conflict-sensitive action.	<ul style="list-style-type: none"> <li>• Evidence of consideration of joint conflict analyses by HDP actors supported by Norway at country level.</li> <li>• Evidence of conflict and context analyses being shared in the same areas of intervention.</li> <li>• Evidence of understanding on the effects of aid on conflict dynamics in communities.</li> <li>• Evidence programme interventions consider conflict dynamics at community levels.</li> <li>• Evidence of regular assessments or the continued relevance and impact of H, D and P interventions in conflict context at community level.</li> <li>• Evidence of understanding and application of Do No Harm approaches in H, D and P interventions.</li> <li>• Evidence context and conflict analyses were inclusive, participatory and action oriented.</li> <li>• Evidence of mitigation of conflict drivers in aid allocation.</li> <li>• Allocation of funding in and between communities considers conflict drivers and dynamics.</li> <li>• Evidence of use international standards and guidance in conducting conflict analysis.</li> </ul>	KIs, Document review, survey, FGD where appropriate, community and site visits where relevant.	Archive documents, Norway aid institutions, agreement and implementing partners’ project documentation.

Components	Indicators	Methods	Sources
<b>EQ II.b. To what extent (and eventually how) are Norway's humanitarian, development and peace efforts consistent with Norway's commitments related to the localization agenda?</b>			
<b>Line of Inquiry:</b> Localization in HDP strategy, planning, and implementation	<ul style="list-style-type: none"> <li>• Evidence of joint understanding of localization in the three parts of the Nexus (H, D and P).</li> <li>• Evidence of locally led development, humanitarian and peace efforts.</li> <li>• Evidence of programme handovers to national or local implementing partners.</li> <li>• Financial budget allocations between agreement and implementing partners.</li> <li>• Evidence of capacity support to national and local implementing partners.</li> <li>• Evidence of the development of national and local systems across the three parts of the Nexus.</li> <li>• Documentation describing Norwegian policy or approach to localization in country.</li> </ul>	KIs, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners
<b>EQ II.c. To what extent (and eventually how) are Norway's humanitarian, development and peace efforts attuned to rights-based approaches, especially in connection to accountability, transparency, voice and participation and non-discrimination?</b>			
<b>Line of Inquiry:</b> To what extent are rights-based approaches operationalized.	<ul style="list-style-type: none"> <li>• Evidence H, D and P programmes supported by Norway have effective community accountability mechanisms in place.</li> <li>• Evidence of changes to programmes following feedback from affected communities and beneficiaries.</li> <li>• Evidence of mechanisms in place to share information on programme interventions with relevant stakeholders in a transparent manner.</li> <li>• Evidence of considerations of voices and capacities of local communities during planning and implementation.</li> <li>• Evidence of steps taken to support inclusion and equity in access, programmes focus on marginalized and excluded groups.</li> <li>• Programmes aim to reduce disparity.</li> </ul>	KIs, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners

Components	Indicators	Methods	Sources
	<ul style="list-style-type: none"> <li>Evidence of operational guidance on rights-based approaches provided to and operationalized by agreement partners and implementing partners.</li> <li>Assessments identify human rights claims of rights-holders and human rights obligations of duty-bearers.</li> <li>Programmes identify strategies for rights holders to claim their rights.</li> </ul>		
<b>EQ III. To what extent has Norway's funding promoted equitable access to resilient health services (physical and mental health) for vulnerable and/or conflict affected communities?</b>			
<b>Line of Inquiry:</b> To what extent were synergies between health and peace supported and what effects did these synergies have for communities impacted by conflict and fragility.	Evidence health ( <i>humanitarian and development</i> ) and peace programmes contributed to the achievement of equitable access: <ul style="list-style-type: none"> <li>Evidence of shared outcomes for the health sector across H, D and P actors.</li> <li>Evidence of integration of health specific outcomes addressing causes of conflict and fragility.</li> </ul> Evidence of support for capacity building of national systems in both humanitarian and development programmes. Evidence of understanding of link between conflict drivers and health through joint and regular conflict analysis. <ul style="list-style-type: none"> <li>Evidence of a localization approach in health services delivery.</li> <li>Evidence of joint planning processes between humanitarian and development actors to ensure continuity of services.</li> <li>Allocation of sustained funding for health and peace in conflict affected areas.</li> </ul>	KII, Document review, survey, FGD where appropriate	Archive documents, Norway aid institutions, agreement and implementing partners

## **Annex 7: General context**

This section provides a brief overview of the context for this study in terms of (i) Norwegian humanitarian efforts, development efforts, and peace efforts; and (ii) the rise of the humanitarian-development-peace Nexus. It was produced during the inception phase of this study.

### *A. Overview of Norwegian humanitarian efforts, development efforts, and peace efforts*

**Norwegian humanitarian, development, and peace efforts are channeled through the Norwegian government and parliament to Norway's Ministry of Foreign Affairs (MFA), Norad, and to local embassies.** The Norwegian government presents its proposed development cooperation policy to the Norwegian Parliament, notably through the yearly state budget. The Parliament then decides on the objectives of Norwegian development aid, notably which countries and topics to prioritize, and the amount to spend each year.

Given its adopted development policy, the Norwegian Ministry of Foreign Affairs (MFA) decides on strategies for cooperation with the respective host countries. The MFA manages the long-term state-to-state cooperation with countries in Africa, Asia, South America and Europe, as well as Norway's multilateral aid and the Norwegian humanitarian aid (Section for Humanitarian Affairs).

Norad is a Directorate under the Ministry of Foreign Affairs and the Ministry of climate and environment. Its mandate is to contribute to an effective and efficient distribution of the development funds, advising those managing the development aid funds. Norad is also managing the public funds that are channeled through the Norwegian volunteer organizations, international organizations, research and business for development purposes. Norad also has a mandate to quality assure and evaluate the development cooperation, as mandated by the Ministry of Foreign Affairs, and to communicate the results of Norwegian development cooperation and to engage public debates about Norway's development aid<sup>67</sup>.

The Norwegian Embassies play an important role in implementing cooperation in the selected countries, maintaining contact with the local authorities and civil society, with multilateral organizations' local representations and other international collaboration partners.

**Norway's history as a development aid provider goes far back to the 1950s**, when it was still itself receiving Marshall aid in the post-war period. It has since grown to become an important humanitarian donor, and its peace engagements (especially since the 1990s) are also well known despite varied success. Norway's self-image as an important humanitarian actor and peace broker continues to nourish its ambitions in the area. The idea of joint thinking around these lines of efforts is not new either, but it was reinforced with the World Humanitarian Summit and the New Way of Working initiative. The Nexus approach then became an important objective in Norway's humanitarian strategy launched in 2018 (for the period 2019-2023). Spokespersons from the Norwegian Ministry of Foreign Affairs will however stress that Nexus thinking is not about merging everything – but about coordination and cooperation between different actors with different mandates. Notably, different approaches and financing tools should not undermine the space for humanitarian principles and the ability of humanitarian actors to respond rapidly.

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<sup>67</sup> Norad, «Slik er norsk bistand organisert» (How Norwegian development aid is organized), <https://www.norad.no/om-bistand/slik-er-norsk-bistand-organisert/> (Accessed 25 May 2023).

## B. Rise of HDP Nexus

**The UN Secretary General's report for the 2016 World Humanitarian Summit outlined a *New Way of Working*** that aimed to change the approach of aid assistance by looking at humanitarian needs as results of broader injustices and structural inequalities. The report proposed three fundamental shifts: (a) reinforcing, not replacing, national and local systems, (b) anticipating, not waiting, for crises, and (c) transcending the humanitarian-development divide by working towards collective outcomes, based on comparative advantage and over multi-year timeframes.<sup>68</sup> The Humanitarian-Development-Peace (HDP) Nexus approach pushed beyond the programmatic and conceptual approaches long-running in the humanitarian and development fields – namely, *disaster risk reduction* (DRR), *linking relief, rehabilitation and development* (LRRD), the *resilience agenda*, and embedding conflict sensitivity into programming. The Nexus approach instead places structural risks and shifts at the center of aid planning and financing.<sup>69</sup>

**Following the summit, the *Humanitarian, Development, and Peace (HDP) Nexus* approach to aid became a recurrent term in the agenda of international development cooperation.** In 2019, the OECD's Development Assistance Committee (DAC) adopted recommendations to better integrate the Nexus into programming, prioritizing the integration of local capacities and resourcing political engagement where needed; putting people at the center; emphasizing peacebuilding and development while ensuring immediate humanitarian needs are met; and providing predictable, multi-year financing.<sup>70</sup> The World Bank and the European Union have similarly issued guidance on better integrating the Nexus and presenting a more holistic view towards programming.<sup>71,72</sup>

**Norway, as did other OECD-DAC countries, outlined ways of working to enhance the coherence of their humanitarian, development, and peace efforts.** Its *Humanitarian Strategy for 2019-2023*, the first of its kind, emphasized an integrated approach that builds linkages between coordinated humanitarian efforts, long-term development assistance, and peacebuilding within a shared context. It also pushed for global and country programming that aims – in addition to humanitarian response – to reduce future humanitarian need, increase risk-tolerance in development efforts, and treat separate financing items as parts of a whole.<sup>73</sup>

<sup>68</sup> 2016. A/70/709. United Nations General Assembly. "One Humanity: shared responsibility. Report of the Secretary-General for the World Humanitarian Summit". <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N16/025/68/PDF/N1602568.pdf>.

<sup>69</sup> OXFAM. June 2019. The Humanitarian-Development-Peace Nexus: What does it mean for multi-mandated organizations?.

<sup>70</sup> OECD, DAC Recommendation on the Humanitarian-Development-Peace Nexus, OECD/LEGAL/5019.

<sup>71</sup> World Bank. (2018). Maximizing the Impact of the World Bank Group in Fragile and Conflict-Affected Situations. <https://documents1.worldbank.org/curated/en/855631522172060313/pdf/124654-WP-PUBLIC-MaximizingImpactLowresFINAL.pdf>.

<sup>72</sup> European Commission. January 2018 – Council Conclusions on the Integrated Approach to External Conflicts and Crises. <https://data.consilium.europa.eu/doc/document/ST-5413-2018-INIT/en/pdf>.

<sup>73</sup> Norwegian Ministry of Foreign Affairs. August 2018. Norway's Humanitarian Strategy: An effective and integrated approach.

## **Annex 8: Survey**

### *A. Survey process*

As part of the evaluation, ADE conducted an online survey to further complement and triangulate the findings collected by other evaluation tools (KIIs, FGDs, documentary reviews, portfolio analysis). This survey was structured in line with the evaluation matrix (see annex 6). It was kept relatively short with the aim of taking less than 15 minutes for respondents to complete.

The survey was conducted in English and was administered through the online tool Kobo Toolbox, which is renowned for its user-friendly interface, facilitating use for participants. Responses were anonymous for upholding confidentiality and enhancing reliability.

#### *Respondents*

The target audience for the survey were stakeholders involved in Norwegian aid in the three case countries (**DRC, Ethiopia, and Lebanon**) and **globally**. They can be categorized into 3 groups of respondents:

- **Norwegian Institutions:** This includes staff working (i) in Norwegian embassies, (ii) in the Oslo-based Ministry of Foreign Affairs, and (iii) in Norad, both based in Norway and in-country.
- **Stakeholders cooperating with Norway:** This encompasses staff working in organizations involved in cooperation with Norway, specifically those engaged as implementing partners and/or those with formal funding agreements with Norway.
- **Other Actors:** This broader category includes various secondary actors, such as other donors (e.g., international or bilateral institutions), local governments, academic institutions, and local actors (such as civil society and non-governmental organizations) not receiving funding from Norway.

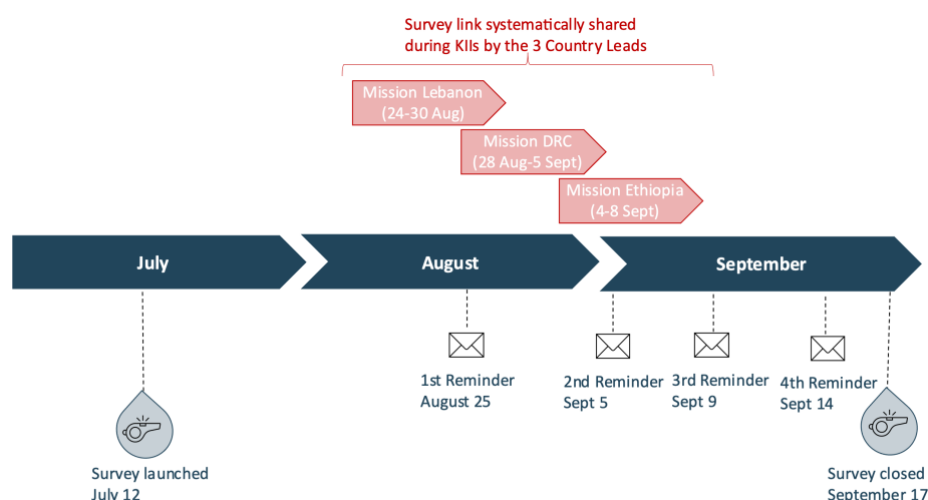
A total of 476 potential informants were contacted by email. They consisted of people identified by Norad or met by the evaluators in the three countries visited. Out of these, 150 encountered delivery issues and 16 were later assessed as off-target. Consequently, 310 emails successfully reached the intended recipients. Overall, **91 responses were collected**, resulting in a **29% response rate**.

#### *Timeline of the survey*

The evaluation team launched the survey on July 12, 2023. Targeted informants were contacted by email. A total of four reminder emails were sent subsequently, on August 25 and September 5, 9 and 14, 2023. Additionally, during the three field missions, the evaluators systematically shared the survey link to relevant stakeholders met through interviews and FGDs. The survey was officially closed on September 17, 2023.



**Figure 7: Timeline of the survey**



*Structure of the survey*

Following a preliminary section identifying the respondents’ background, the questionnaire was structured around 5 sections, each closely aligned with specific Judgement Criteria and Indicators of the evaluation matrix:

1. Familiarity with Norway’s initiatives in humanitarian, development and peace.
2. Coherence within/between the interventions funded by Norway.
3. Coherence between the Humanitarian, Development and Peace interventions supported by Norway and those supported by other actors.
4. Coherence between Norway interventions and Norway's commitments to conflict sensitivity and localization.
5. Coherence between Norway interventions and Norway's commitments to human rights-based approaches.

The questionnaire encompassed a comprehensive set of 67 questions. For most of these inquiries, respondents were given the choice to rate on a 1 (the least positive option) to 5 (the most positive one) point scale. This is aimed at providing respondents with a nuanced range of options to express their views, ensuring a more precise assessment of their perspectives. The table below details where this scale was used throughout the questionnaire.

**Table 2: Scale meaning**

1	2	3	4	5
Not at all	Very little	Moderate	Very much	Completely
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Never	Rarely	Sometimes	Often	Always

Given that the respondents had various access to the information due to their different level of involvement in Norwegian international cooperation organizations, they were systematically given

the possibility to answer 'I don't know' (further translated by N/A value in the analysis of the results).

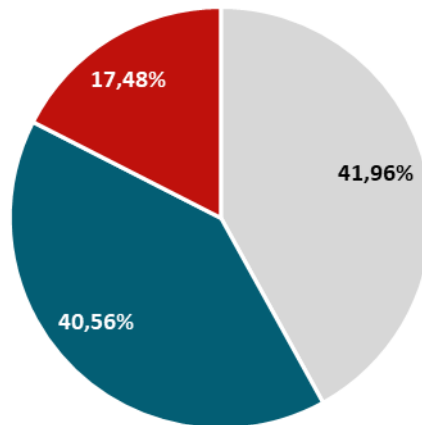
The introduction section of the survey was used to identify sub-groups of respondents and analyze possible variations with the global average and from one sub-group to another. For this purpose, 4 groups have been established, each with its own subdivisions, based on: (i) **geographical location** with (a) Lebanon-, (b) Ethiopia- and (c) DRC-based respondents; (ii) **thematic field** with (a) respondents involved in Development work, (b) Humanitarian aid, and (c) Peace work; (iii) **work level**, with (a) respondents working in Norway, (b) at the national level, and (c) at the subnational level; (iv) **organizational affiliation**, with (a) respondents working within Norwegian institutions, and (b) working in organizations cooperating with Norway.

Using the scale range 1 to 5, the average value has been computed for each response, both on a global level and for each subgroup. A color-coding system was employed to highlight discrepancies between the overall average and each subgroup. Red cells indicate that respondents within the corresponding subgroup hold a less favorable perspective compared to the average, while green cells signify a more positive viewpoint. However, one should note that these averages have only an indicative purpose, notably for allowing easy comparisons and identification of outliers, and should be cautiously used as the response rate in several subgroups remains low.

B. Survey results

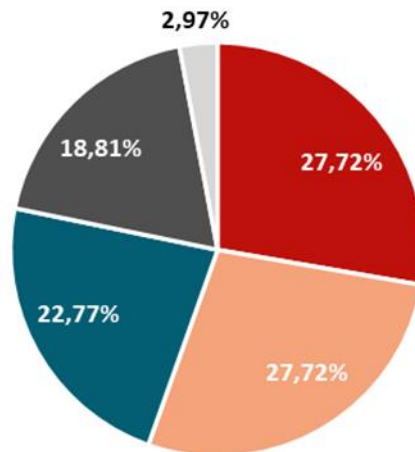
Identification questions

In which kind of organisation do you work?



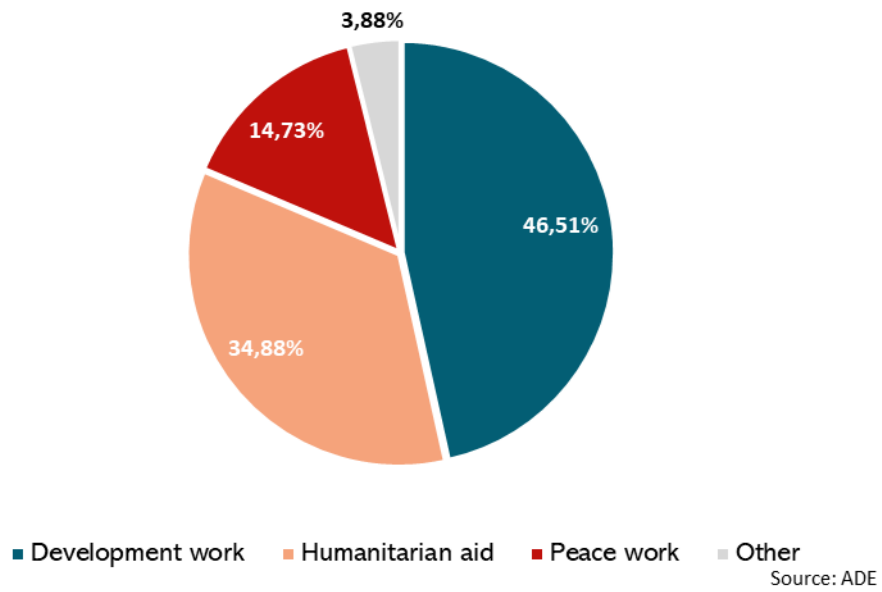
■ Stakeholders Cooperating With Norway ■ Norwegian Institutions ■ Other Actors  
Source: ADE

In which country are you involved?



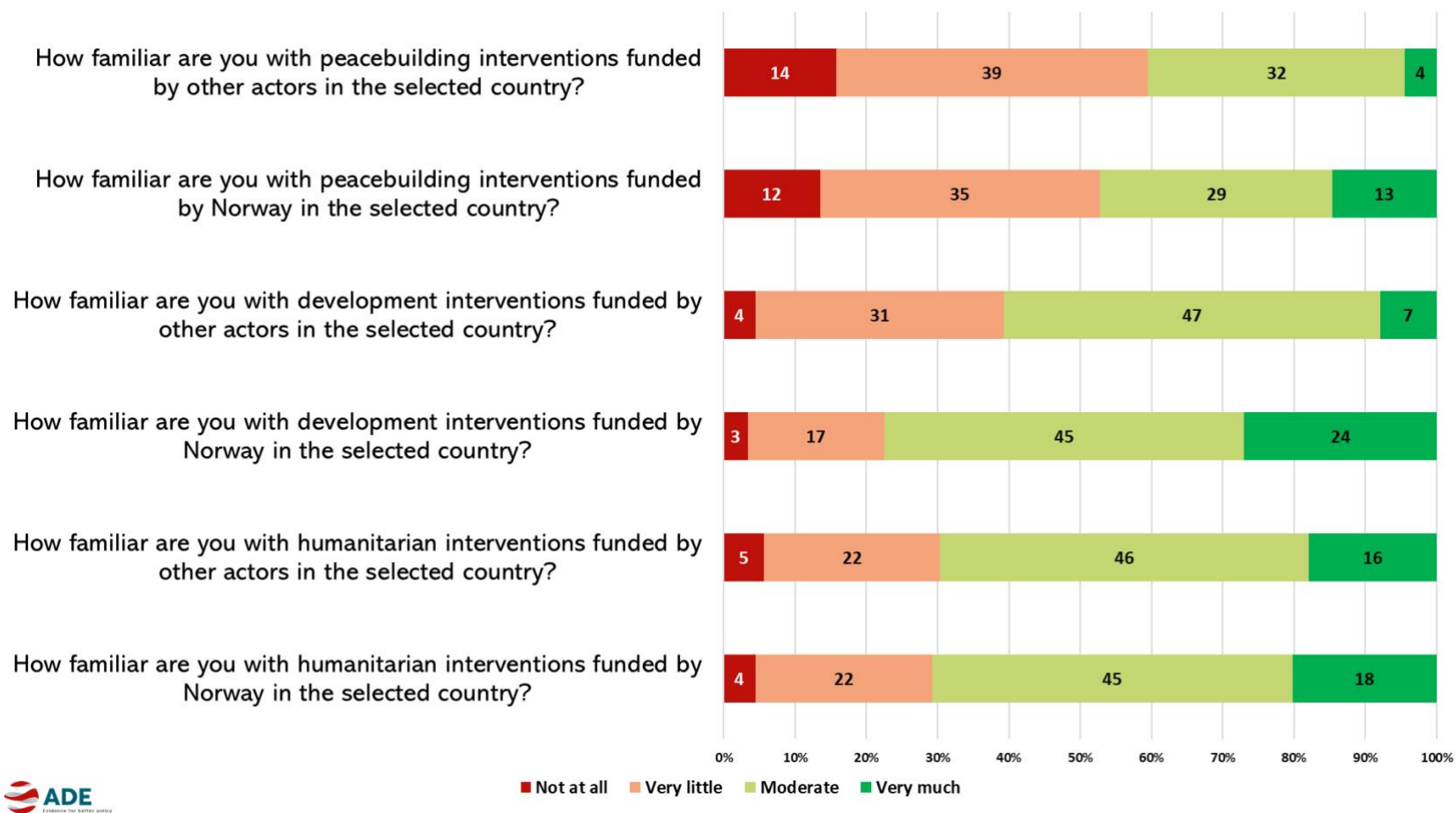
■ Lebanon ■ Ethiopia ■ DRC ■ Global ■ Others  
Source: ADE

In which thematic field have you primarily worked with?



Section 1: Familiarity with Norway's initiatives in humanitarian, development and peace

(Global responses)



	GLOBAL						Lebanon						Ethiopia						DRC					
	NUMBER OF RESPONDENTS						NUMBER OF RESPONDENTS (ABSOLUTE)						NUMBER OF RESPONDENTS (ABSOLUTE)						NUMBER OF RESPONDENTS (ABSOLUTE)					
	Not at all	Very little	Moderate	Very much	Completely	Total All Responses	Not at all	Very little	Moderate	Very much	Completely	Total All Responses	Not at all	Very little	Moderate	Very much	Completely	Total All Responses	Not at all	Very little	Moderate	Very much	Completely	Total All Responses
How familiar are you with <b>humanitarian interventions funded by Norway</b> in the selected country?	4	22	45	18	0	<u>89</u>	1	3	15	9	0	<u>28</u>	0	7	13	8	0	<u>28</u>	2	6	12	3	0	<u>23</u>
How familiar are you with <b>humanitarian interventions funded by other actors</b> in the selected country?	5	22	46	16	0	<u>89</u>	2	2	19	5	0	<u>28</u>	1	7	15	5	0	<u>28</u>	1	7	7	8	0	<u>23</u>
How familiar are you with <b>development interventions funded by Norway</b> in the selected country?	3	17	45	24	0	<u>89</u>	0	3	17	8	0	<u>28</u>	0	3	13	12	0	<u>28</u>	2	3	13	5	0	<u>23</u>
How familiar are you with <b>development interventions funded by other actors</b> in the selected country?	4	31	47	7	0	<u>89</u>	0	9	17	2	0	<u>28</u>	1	9	16	2	0	<u>28</u>	1	8	11	3	0	<u>23</u>
How familiar are you with <b>peace building interventions funded by Norway</b> in the selected country?	12	35	29	13	0	<u>89</u>	3	9	12	4	0	<u>28</u>	4	9	8	7	0	<u>28</u>	4	12	5	2	0	<u>23</u>
How familiar are you with <b>peace building interventions funded by other actors</b> in the selected country?	14	39	32	4	0	<u>89</u>	4	13	9	2	0	<u>28</u>	5	10	12	1	0	<u>28</u>	4	9	9	1	0	<u>23</u>

	OVERALL AVERAGE	Lebanon	Ethiopia	DRC	Development Work	Humanitarian aid	Peace Work	Working in Norway	Working At National Level	Working at the subnational level	Stakeholders cooperating with Norway*	Norwegian Institutions
	AVERAGE VALUES											
1 - How familiar are you with HDP Nexus interventions ?												
How familiar are you with <b>humanitarian interventions funded by Norway</b> in the selected country?	● 2,87	3,14	3,04	2,70	2,97	2,98	2,71	2,92	2,89	2,70	2,98	2,81
How familiar are you with <b>humanitarian interventions funded by other actors</b> in the selected country?	● 2,82	2,96	2,86	2,96	2,91	2,86	2,71	2,84	2,78	2,90	2,95	2,74
How familiar are you with <b>development interventions funded by Norway</b> in the selected country?	● 3,01	3,18	3,32	2,91	3,14	3,05	3	3,05	3,03	3,10	3,14	3,02
How familiar are you with <b>development interventions funded by other actors</b> in the selected country?	● 2,64	2,75	2,68	2,70	2,72	2,67	2,65	2,63	2,67	2,70	2,70	2,60
How familiar are you with <b>peacebuilding interventions funded by Norway</b> in the selected country?	● 2,48	2,61	2,64	2,22	2,6	2,48	2,35	2,39	2,58	2,50	2,60	2,38
How familiar are you with <b>peacebuilding interventions funded by other actors</b> in the selected country?	● 2,29	2,32	2,32	2,30	2,36	2,19	2,12	2,21	2,36	2,30	2,98	2,19

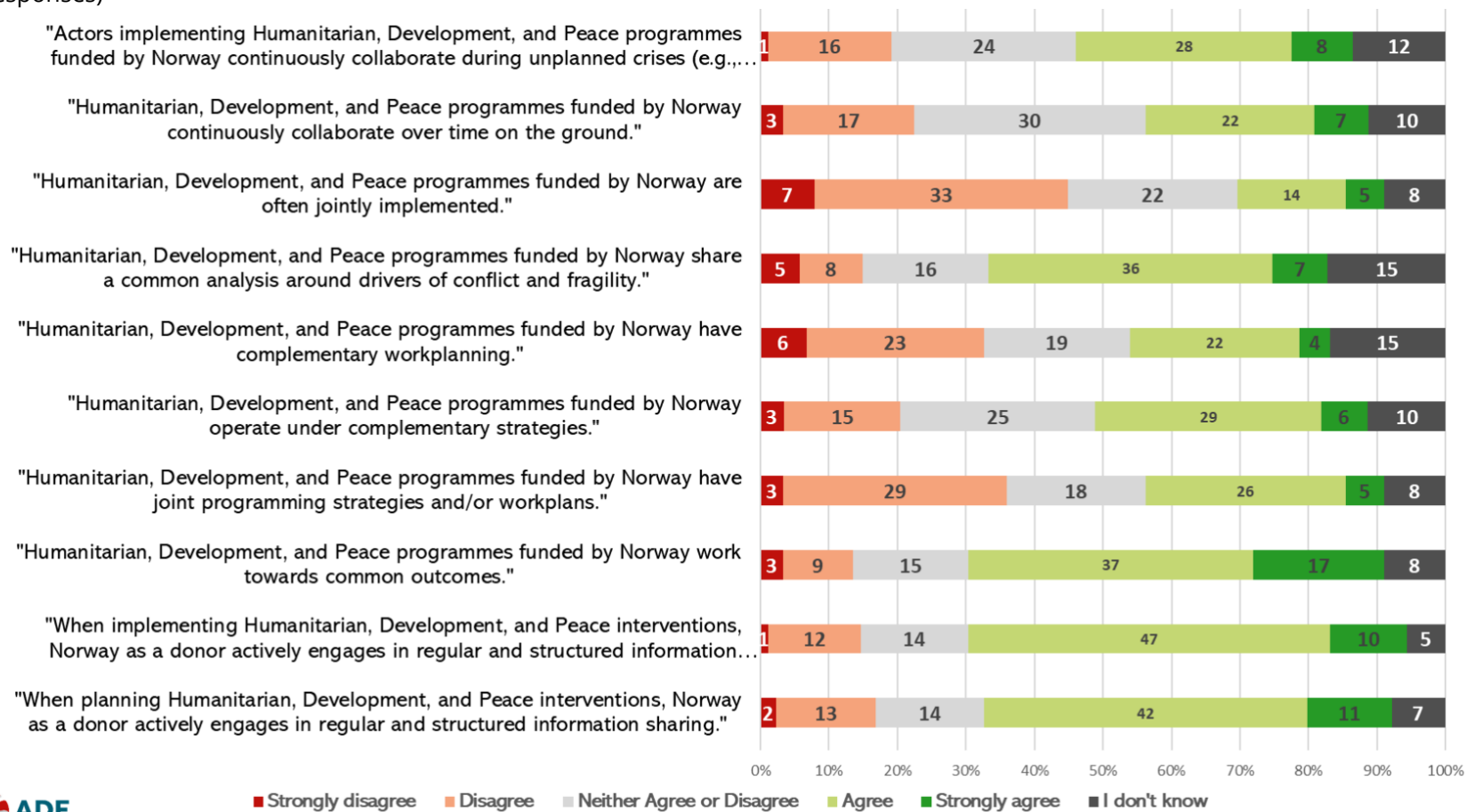
\* Included here: Organizations implementing projects funded by Norway with a formal funding agreement with Norway. Excluded: Universities, other donors, other, local actors not receiving funding support from Norway and others

Note: The rating scale used here was from 1 to 4: 1.Not at all, 2.Very little, 3.Moderate, 4.Very Much.

**Disclaimer:** These Averages are merely indicative. They are provided only for giving an indication of where differences lie between types of respondents, in a systemic manner.

## Section 2: Coherence within/between the interventions funded by Norway

(Global responses)





	GLOBAL								Lebanon								Ethiopia								DRC							
	NUMBER OF RESPONDENTS								NUMBER OF RESPONDENTS (ABSOLUTE VALUES)								NUMBER OF RESPONDENTS (ABSOLUTE VALUES)								NUMBER OF RESPONDENTS (ABSOLUTE VALUES)							
	Strongly disagree	Disagree	Neither Agree or Disagree	Agree	Strongly agree	I don't know	Total All Responses	Total All Opinions	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree	I don't know / N.A.	Total All Responses	Total All Opinions	Strongly disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly agree	I don't know / N.A.	Total All Responses	Total All Opinions	Strongly disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly agree	I don't know / N.A.	Total All Responses	Total All Opinions
"When <b>planning</b> Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured <b>information sharing</b> ."	2	13	14	42	11	7	89	82	0	3	6	14	3	2	28	26	0	7	3	13	4	1	28	27	0	4	4	11	3	1	23	22
"When <b>implementing</b> Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured <b>information sharing</b> ."	1	12	14	47	10	5	89	84	0	2	6	17	2	1	28	27	0	5	3	15	4	1	28	27	0	5	3	12	2	1	23	22
"Humanitarian, Development, and Peace programmes funded by Norway work towards <b>common outcomes</b> ."	3	9	15	37	17	8	89	81	0	3	5	12	6	2	28	26	0	6	6	10	6	0	28	28	1	1	2	12	4	3	23	20
"Humanitarian, Development, and Peace programmes funded by Norway have <b>joint programming strategies and/or workplans</b> ."	3	29	18	26	5	8	89	81	1	7	8	9	2	1	28	27	2	11	8	7	0	0	28	28	0	7	1	10	1	4	23	19
"Humanitarian, Development, and Peace programmes funded by Norway operate under <b>complementary strategies</b> ."	3	15	25	29	6	10	88	78	0	5	6	13	2	2	28	26	1	8	6	8	3	1	27	26	0	2	11	5	1	4	23	19
"Humanitarian, Development, and Peace programmes funded by Norway have <b>complementary workplanning</b> ."	6	23	19	22	4	15	89	74	1	6	5	11	2	3	28	25	4	8	6	5	2	3	28	25	0	8	7	3	0	5	23	18
"Humanitarian, Development, and Peace programmes funded by Norway share a <b>common analysis around drivers of conflict and fragility</b> ."	5	8	16	36	7	15	87	72	1	2	4	14	1	6	28	22	3	4	1	10	5	4	27	23	1	1	6	10	1	3	22	19
"Humanitarian, Development, and Peace programmes funded by Norway are often <b>jointly implemented</b> ."	7	33	22	14	5	8	89	81	2	12	3	8	1	2	28	26	4	9	8	3	3	1	28	27	0	11	6	3	1	2	23	21
"Humanitarian, Development, and Peace programmes funded by Norway <b>continuously collaborate over time on the ground</b> ."	3	17	30	22	7	10	89	79	0	5	8	9	4	2	28	26	1	6	12	5	2	1	27	26	0	5	8	6	0	4	23	19
"Actors implementing Humanitarian, Development, and Peace programmes funded by Norway <b>continuously collaborate during unplanned crises</b> (e.g., new conflicts, Covid-19, etc.)."	1	16	24	28	8	12	89	77	0	3	8	10	4	3	28	25	0	4	6	11	3	4	28	24	0	5	10	3	1	4	23	19

	OVERALL AVERAGE	AVERAGE VALUES										
		Lebanon	Ethiopia	DRC	Development Work	Humanitarian aid	Peace Work	Working in Norway	Working At National Level	Working at the subnational level	Stakeholder cooperating with Norway*	Norwegian Institutions
2. Coherence within/between the interventions funded by Norway. Based on your experience, how much do you agree with the following statements?												
"When <b>planning</b> Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured <b>information sharing</b> ."	3,57	3,65	3,52	3,59	3,72	3,68	3,71	3,51	3,58	3,67	3,58	3,61
"When <b>implementing</b> Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured <b>information sharing</b> ."	3,63	3,70	3,67	3,50	3,71	3,68	3,82	3,58	3,62	3,89	3,68	3,68
"Humanitarian, Development, and Peace programmes funded by Norway work towards <b>common outcomes</b> ."	3,69	3,81	3,57	3,85	3,69	3,68	3,71	3,57	3,73	3,89	3,63	3,61
"Humanitarian, Development, and Peace programmes funded by Norway have <b>joint programming strategies and/or workplans</b> ."	3,01	3,15	2,71	3,26	2,94	2,83	2,76	2,77	2,97	2,78	2,98	2,83
"Humanitarian, Development, and Peace programmes funded by Norway operate under <b>complementary strategies</b> ."	3,26	3,46	3,15	3,26	3,25	3,41	3,06	3,27	3,21	2,86	3,28	3,08
"Humanitarian, Development, and Peace programmes funded by Norway have <b>complementary workplanning</b> ."	2,93	3,28	2,72	2,72	2,98	2,85	2,80	3,00	2,90	2,33	2,92	2,89
"Humanitarian, Development, and Peace programmes funded by Norway share a <b>common analysis around drivers of conflict and fragility</b> ."	3,44	3,55	3,43	3,47	3,48	3,58	3,53	3,45	3,37	3,29	3,41	3,31
"Humanitarian, Development, and Peace programmes funded by Norway are often <b>jointly implemented</b> ."	2,72	2,77	2,70	2,71	2,79	2,76	2,59	2,57	2,79	2,56	2,78	2,62
"Humanitarian, Development, and Peace programmes funded by Norway <b>continuously collaborate over time on the ground</b> ."	3,16	3,46	3,04	3,05	3,30	3,24	3,00	3,11	3,19	3,00	3,24	3,08
"Actors implementing Humanitarian, Development, and Peace programmes funded by Norway <b>continuously collaborate during unplanned crises</b> (e.g., new conflicts, Covid-19, etc.)."	3,34	3,60	3,54	3,00	3,33	3,54	3,40	3,23	3,40	3,25	3,39	3,22

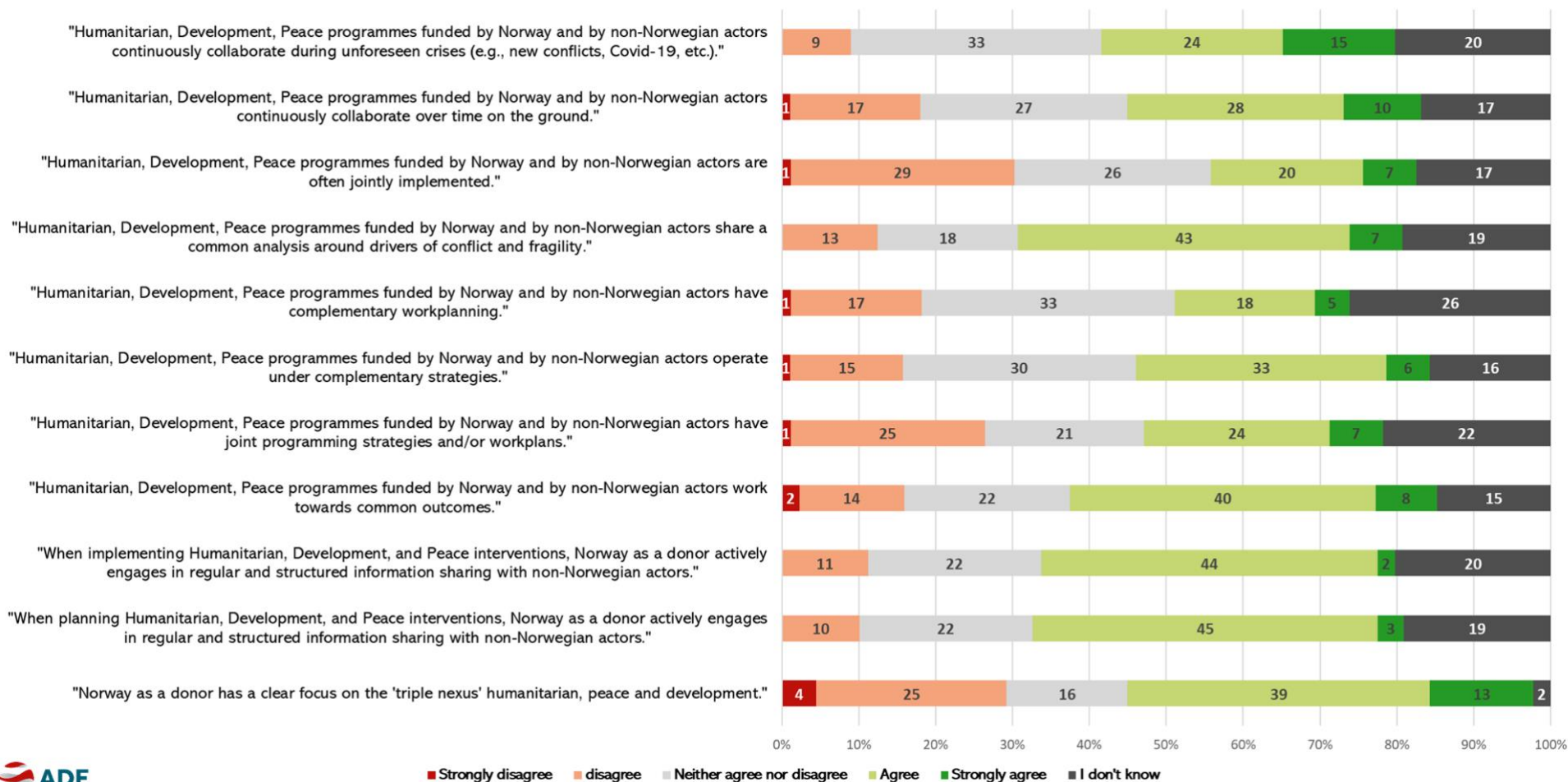
\* Included here: Organizations implementing projects funded by Norway with a formal funding agreement with Norway. Excluded: Universities, other donors, other, local actors not receiving funding support from Norway and others

Note: The rating scale used here was from 1 to 4: 1. Strongly disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree, 5. Strongly agree

Disclaimer: These Averages are merely indicative. They are provided only for giving an indication of where differences lie between types of respondents, in a systemic manner.

### Section 3: Coherence between the Humanitarian, Development and Peace interventions supported by Norway and those supported by other actors

(Global responses)



	GLOBAL								Lebanon								Ethiopia								DRC							
	NUMBER OF RESPONDENTS								NUMBER OF RESPONDENTS (ABSOLUTE VALUES)								NUMBER OF RESPONDENTS (ABSOLUTE VALUES)								NUMBER OF RESPONDENTS (ABSOLUTE VALUES)							
	Strongly disagree	Disagree	Neither / Agree nor Disagree	Agree	Strongly agree	Idon't know / N.A.	Total All Responses	Total All Opinions	Strongly disagree	Disagree	Neither / Agree nor Disagree	Agree	Strongly agree	Idon't know / N.A.	Total All Responses	Total All Opinions	Strongly disagree	Disagree	Neither / Agree nor Disagree	Agree	Strongly agree	Idon't know / N.A.	Total All Responses	Total All Opinions	Strongly disagree	Disagree	Neither / Agree nor Disagree	Agree	Strongly agree	Idon't know / N.A.	Total All Responses	Total All Opinions
"Norway as a donor has a clear focus on the 'triple nexus' humanitarian, peace and development."	4	22	14	35	12	2	89	87	0	7	4	12	5	0	28	28	2	8	2	11	4	1	28	27	0	4	7	8	3	1	23	22
"When planning Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured information sharing with non-Norwegian actors "	0	9	20	40	3	17	89	72	0	1	10	12	2	3	28	25	0	4	4	13	1	6	28	22	0	3	3	10	0	7	23	16
"When implementing Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured information sharing with non-Norwegian actors."	0	10	20	39	2	18	89	71	0	1	8	13	1	5	28	23	0	5	3	14	1	5	28	23	0	2	5	9	0	7	23	16
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors work towards common outcomes."	2	12	19	35	7	13	88	75	1	3	5	11	4	3	27	24	1	4	8	10	2	3	28	25	0	1	3	12	1	6	23	17
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors have joint programming strategies and/or workplans."	1	22	18	21	6	19	87	68	0	6	4	10	3	5	28	23	1	11	4	4	2	6	28	22	0	3	4	8	1	6	22	16
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors operate under complementary strategies."	1	13	27	29	5	14	89	75	0	3	6	13	3	3	28	25	1	6	9	8	1	3	28	25	0	2	7	8	1	5	23	18
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors have complementary workplanning."	1	15	29	16	4	23	88	65	0	2	10	8	2	6	28	22	1	6	8	5	2	5	27	22	0	3	8	4	0	8	23	15
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors share a common analysis around drivers of conflict and fragility."	0	11	16	38	6	17	88	71	0	0	5	14	5	4	28	24	0	6	4	14	0	4	28	24	0	1	3	11	1	6	22	16
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors are often jointly implemented."	1	25	22	17	6	15	86	71	0	5	7	8	3	5	28	23	1	11	7	4	2	2	27	25	0	4	5	6	1	5	21	16
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors continuously collaborate over time on the ground."	1	15	24	25	9	15	89	74	0	3	6	12	5	2	28	26	1	10	7	4	3	3	28	25	0	2	7	8	0	6	23	17
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors continuously collaborate during unforeseen crises (e.g., new conflicts, Covid-19, etc.)."	0	8	29	21	13	18	89	71	0	0	8	12	6	2	28	26	0	5	8	5	5	5	28	23	0	1	9	4	1	8	23	15

	OVER ALL AVERAGE	Lebanon	Ethiopia	DAC	Development Work	Humanitarian aid	Peace Work	Working in Norway	At National Working at the Subnational	Stakeholder	General Norwegian	Institution
<b>AVERAGE VALUES</b>												
3. Coherence between the Humanitarian, Development and Peace interventions supported by Norway and those supported by other actors. Based on your experience, how much do you agree with the following statements?												
"Norway as a donor has a clear focus on the 'triple nexus' humanitarian, peace and development."	3,33	3,54	3,26	3,45	3,32	3,54	3,29	3,11	3,46	3,40	3,49	3,05
"When planning Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured information sharing with non-Norwegian actors."	3,51	3,60	3,50	3,44	3,54	3,59	3,58	3,45	3,50	3,75	3,53	3,55
"When implementing Humanitarian, Development, and Peace interventions, Norway as a donor actively engages in regular and structured information sharing with non-Norwegian actors."	3,46	3,61	3,48	3,44	3,49	3,50	3,50	3,42	3,46	3,57	3,53	3,45
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors work towards common outcomes."	3,44	3,58	3,32	3,76	3,48	3,65	3,06	3,41	3,44	3,63	3,34	3,43
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors have joint programming strategies and/or workplans."	3,13	3,43	2,77	3,44	3,20	3,25	2,83	3,00	3,22	3,14	3,25	2,91
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors operate under complementary strategies."	3,32	3,64	3,08	3,44	3,29	3,44	3,00	3,26	3,42	3,00	3,34	3,09
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors have complementary workplanning."	3,11	3,45	3,05	3,07	3,09	3,23	2,75	3,00	3,28	2,88	3,13	3,00
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors share a common analysis around drivers of conflict and fragility."	3,55	4,00	3,33	3,75	3,52	3,76	3,36	3,50	3,54	3,86	3,51	3,53
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors are often jointly implemented."	3,03	3,39	2,80	3,25	3,06	3,16	2,80	2,91	3,15	2,75	3,14	2,83
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors continuously collaborate over time on the ground."	3,35	3,73	2,92	3,35	3,31	3,59	3,12	3,19	3,48	3,56	3,57	3,03
"Humanitarian, Development, Peace programmes funded by Norway and by non-Norwegian actors continuously collaborate during unforeseen crises (e.g., new conflicts, Covid-19, etc.)."	3,55	3,92	3,43	3,33	3,52	3,76	3,56	3,44	3,68	3,63	3,65	3,38

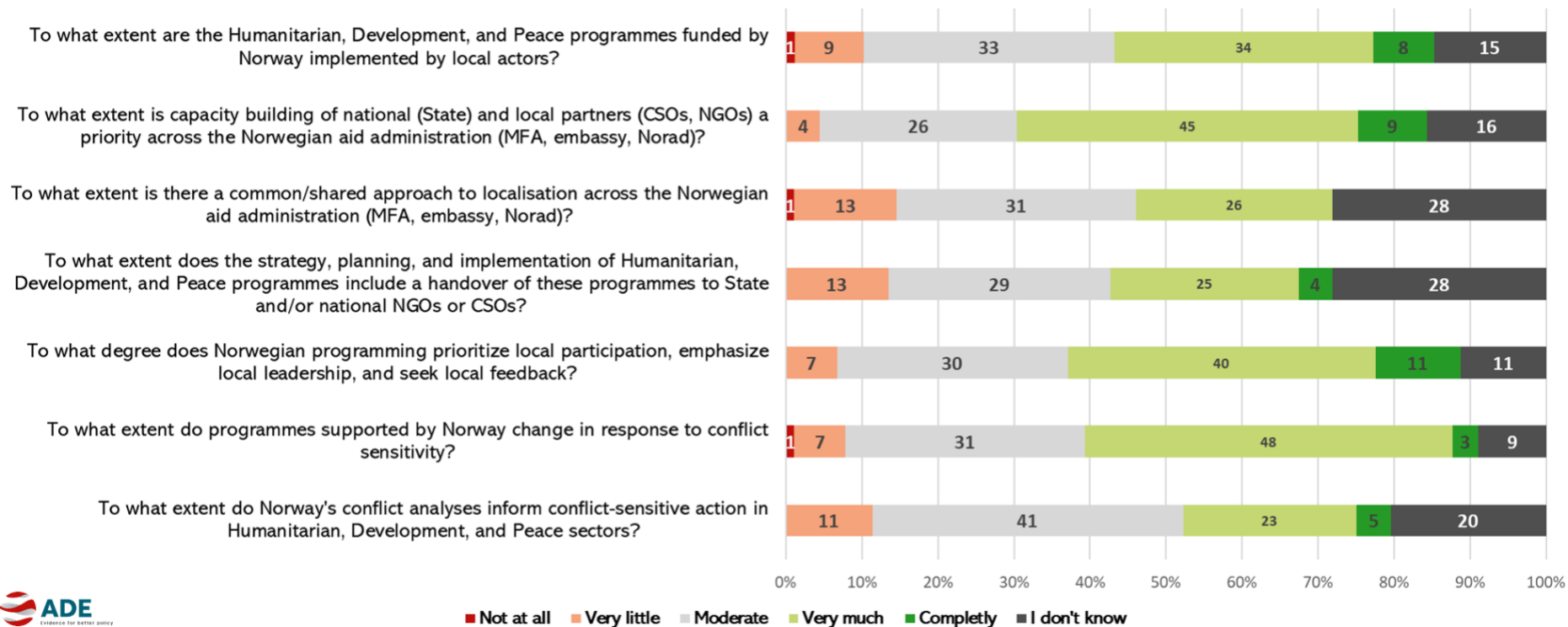
\* Included here: Organizations implementing projects funded by Norway with a formal funding agreement with Norway. Excluded: Universities, other donors, other, local actors not receiving funding support from Norway and others

Note: The rating scale used here was from 1 to 5: 1.Strongly Disagree, 2.Disagree, 3.Neither agree nor disagree, 4.Agree, 5.Strongly agree

Disclaimer: These Averages are merely indicative. They are provided only for giving an indication of where differences lie between types of respondents, in a systemic manner.

Section 4: Coherence between Norway interventions and Norway's commitments to conflict sensitivity and localization

(Global responses)



	Global								Lebanon								Ethiopia								DRC							
	NUMBER OF RESPONDENTS								NUMBER OF RESPONDENTS								NUMBER OF RESPONDENTS								NUMBER OF RESPONDENTS							
	Not at all	Very little	Moderate	Very much	Completely	I don't know / N.A.	Total All Res	Total All Opinions	Not at all	Very little	Moderate	Very much	Completely	I don't know / N.A.	Total All Res	Total All Opinions	Not at all	Very little	Moderate	Very much	Completely	I don't know / N.A.	Total All Res	Total All Opinions	Not at all	Very little	Moderate	Very much	Completely	I don't know / N.A.	Total All Res	Total All Opinions
To what extent do Norway's conflict analyses inform conflict-sensitive action in Humanitarian, Development, and Peace sectors?	0	10	36	20	4	18	88	70	0	2	7	10	2	7	28	21	0	7	11	4	0	6	28	22	0	2	10	5	1	4	22	18
To what extent do programmes supported by Norway change in response to conflict sensitivity?	1	6	28	43	3	8	89	81	0	1	9	15	2	1	28	27	1	2	9	15	0	1	28	27	0	2	6	10	1	4	23	19
To what degree does Norwegian programming prioritize local participation, emphasize local leadership, and seek local feedback?	0	6	27	36	10	10	89	79	0	1	8	14	4	1	28	27	0	4	9	10	2	3	28	25	0	2	8	6	4	3	23	20
To what extent does the strategy, planning, and implementation of Humanitarian, Development, and Peace programmes include a handover of these programmes to State and/or national NGOs or CSOs?	0	12	26	22	4	25	89	64	0	1	8	11	1	7	28	21	0	4	11	7	1	5	28	23	0	2	8	3	2	8	23	15
To what extent is there a common/shared approach to localisation across the Norwegian aid administration (MFA, embassy, Norad)?	1	12	28	23	0	25	89	64	0	2	9	10	0	7	28	21	0	7	7	4	0	10	28	18	0	4	6	6	0	7	23	16
To what extent is capacity building of national (State) and local partners (CSOs, NGOs) a priority across the Norwegian aid administration (MFA, embassy, Norad)?	0	4	23	40	8	14	89	75	0	0	6	14	3	5	28	23	0	1	9	14	2	2	28	26	0	2	7	9	2	3	23	20
To what extent are the Humanitarian, Development, and Peace programmes funded by Norway implemented by local actors?	1	8	29	30	7	13	88	75	0	1	9	12	2	3	27	24	1	6	6	8	4	3	28	25	0	2	9	7	1	4	23	19



OVERALL AVERAGE	Lebanon	Ethiopia	DRC	Development Work	Humanitarian aid	Peace Work	Working in Norway	Working At National Level	Working at the subnational level	Stakeholder cooperating with Norway*	Norwegian institutions	
	AVERAGE VALUES											
4. Coherence between Norway interventions and Norway's commitments to conflict sensitivity and localization. Based on your experience:												
To what extent do <b>Norway's conflict analyses inform conflict-sensitive action</b> in Humanitarian, Development, and Peace sectors?	● <b>3,26</b>	3,57	2,86	3,28	3,24	3,34	3,13	3,42	3,15	2,88	3,32	3,05
To what extent do programmes supported by Norway change in <b>response to conflict sensitivity</b> ?	● <b>3,51</b>	3,67	3,41	3,53	3,39	3,58	3,31	3,36	3,48	4,00	3,43	3,54
To what degree does Norwegian programming prioritize <b>local participation</b> , emphasize <b>local leadership</b> , and seek <b>local feedback</b> ?	● <b>3,63</b>	3,78	3,40	3,60	3,60	3,86	3,50	3,74	3,53	3,50	3,64	3,53
To what extent does the strategy, planning, and implementation of Humanitarian, Development, and Peace programmes include a <b>handover of these programmes</b> to State and/or national NGOs or CSOs?	● <b>3,28</b>	3,57	3,22	3,33	3,36	3,35	3,15	3,23	3,39	3,25	3,38	3,19
To what extent is there a common/ <b>shared approach to localisation</b> across the Norwegian aid administration (MFA, embassy, Norad)?	● <b>3,14</b>	3,38	2,83	3,13	3,18	3,12	3,08	3,13	3,23	2,80	3,23	3,06
To what extent is <b>capacity building</b> of national (State) and local partners (CSOs, NGOs) a priority across the Norwegian aid administration (MFA, embassy, Norad)?	● <b>3,69</b>	3,87	3,65	3,55	3,75	3,79	3,56	3,76	3,70	3,38	3,60	3,71
To what extent are the Humanitarian, Development, and Peace <b>programmes</b> funded by Norway <b>implemented by local actors</b> ?	● <b>3,45</b>	3,63	3,32	3,37	3,56	3,42	3,44	3,32	3,68	3,00	3,51	3,38

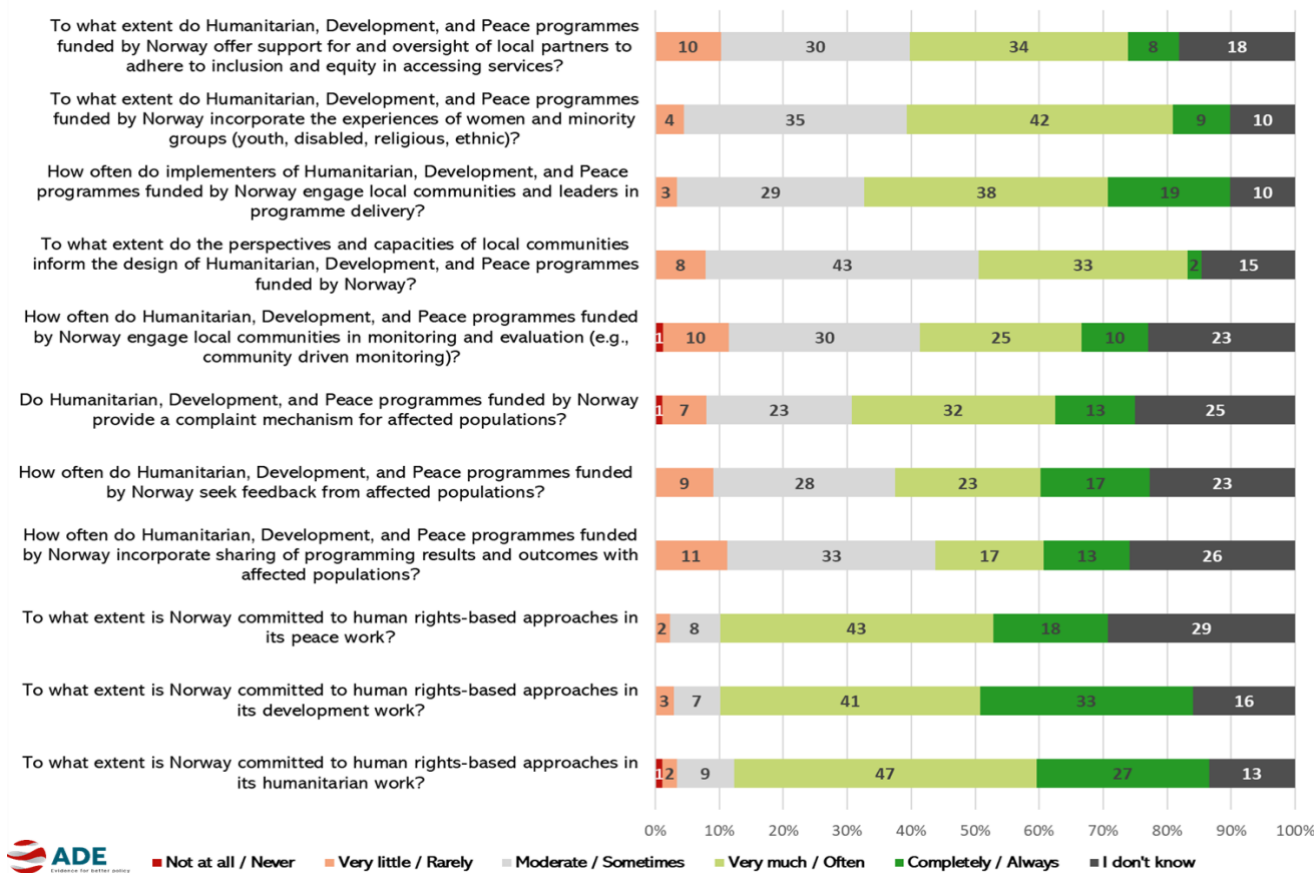
\* Included here: Organizations implementing projects funded by Norway with a formal funding agreement with Norway. Excluded: Universities, other donors, other, local actors not receiving funding support from Norway and others

Note: The rating scale used here was from 1 to 4: 1.Not at all, 2.Very little, 3.Moderate, 4.Very Much. 5. Completely

Disclaimer: These Averages are merely indicative. They are provided only for giving an indication of where differences lie between types of respondents, in a systemic manner.



Section 5: Coherence between Norway interventions and Norway's commitments to human rights-based approaches<sup>74</sup>  
(Global responses)



<sup>74</sup> In the table below ; In orange : these questions were originally posed on qualitative scale such as: 1. Not at all / 2. Very little / 3. Moderate / 4. Very much / 5. Completely  
In green: these questions were originally posed on qualitative scale such as: 1. Never / 2. Rarely / 3. Sometimes / 4. Often / 5. Always.

	Global									Lebanon									Ethiopia									DRC									
	NUMBER OF RESPONDENTS									NUMBER OF RESPONDENTS									NUMBER OF RESPONDENTS									NUMBER OF RESPONDENTS									
	Not at all / Never	Very little / Rarely	Moderate / Sometimes	Very much / Often	Completely / Always	I don't know	Total All Responses	Total All Opinions			Not at all / Never	Very little / Rarely	Moderate / Sometimes	Very much / Often	Completely / Always	I don't know / N.A.	Total All Responses	Total All Opinions			Not at all / Never	Very little / Rarely	Moderate / Sometimes	Very much / Often	Completely / Always	I don't know	Total All Responses	Total All Opinions			Not at all / Never	Very little / Rarely	Moderate / Sometimes	Very much / Often	Completely / Always	I don't know	Total All Responses
To what extent is Norway committed to <b>human rights-based approaches</b> in its humanitarian work?	1	2	8	42	24	12	89	77		0	0	1	15	10	2	28	26		0	2	4	14	4	4	28	24		0	0	2	10	6	5	23	18		
To what extent is Norway committed to <b>human rights-based approaches</b> in its development work?	0	2	5	48	23	11	89	78		0	0	2	15	8	3	28	25		0	2	1	18	5	2	28	26		0	0	1	11	7	4	23	19		
To what extent is Norway committed to <b>human rights-based approaches</b> in its peace work?	0	2	7	38	16	26	89	63		0	0	3	12	7	6	28	22		0	1	3	13	4	7	28	21		0	1	1	9	3	9	23	14		
How often do Humanitarian, Development, and Peace programmes funded by Norway <b>incorporate sharing of programming results and outcomes with affected populations?</b>	0	10	29	15	12	23	89	66		0	1	11	6	5	5	28	23		0	5	12	4	2	5	28	23		0	2	7	2	5	7	23	16		
How often do Humanitarian, Development, and Peace programmes funded by Norway seek <b>feedback from affected populations?</b>	0	8	25	20	15	20	88	68		0	1	9	10	5	3	28	25		0	6	9	6	2	5	28	23		0	2	4	2	7	7	22	15		
Do Humanitarian, Development, and Peace programmes funded by Norway provide a <b>complaint mechanism for affected populations?</b>	1	6	20	28	11	22	88	66		0	0	8	10	3	6	27	21		1	4	7	7	4	4	27	23		0	1	3	8	5	6	23	17		
How often do Humanitarian, Development, and Peace programmes funded by Norway <b>engage local communities in monitoring and evaluation</b> (e.g., community driven monitoring)?	1	9	26	22	9	20	87	67		0	3	12	7	2	4	28	24		1	6	6	9	4	2	28	26		0	3	5	5	2	6	21	15		
To what extent do the perspectives and capacities of local communities inform the design of Humanitarian, Development, and Peace programmes funded by Norway?	0	7	38	29	2	13	89	76		0	1	12	12	0	3	28	25		0	4	14	8	0	2	28	26		0	1	9	6	2	5	23	18		
How often do implementers of Humanitarian, Development, and Peace programmes funded by Norway <b>engage local communities and leaders in programme delivery?</b>	0	3	26	34	17	9	89	80		0	0	9	9	7	3	28	25		0	2	6	14	6	0	28	28		0	0	7	10	3	3	23	20		
To what extent do Humanitarian, Development, and Peace programmes funded by Norway <b>incorporate the experiences of women and minority groups</b> (youth, disabled, religious, ethnic)?	0	4	31	37	8	9	89	80		0	0	10	12	3	3	28	25		0	2	10	14	2	0	28	28		0	0	6	11	3	3	23	20		
To what extent do Humanitarian, Development, and Peace programmes funded by Norway offer <b>support for and oversight of local partners to adhere to inclusion and equity in accessing services?</b>	0	9	26	30	7	16	88	72		0	0	11	11	3	2	27	25		0	4	10	11	2	0	27	27		0	2	4	6	2	9	23	14		

OVERALL AVERAGE	Lebanon	Ethiopia	DRC	Development Work	Humanitarian aid	Peace Work	Working in Norway	Working At National Level	Working at the subnational level	Stakeholder cooperating with Norway*	Norwegian Institutions	
	AVERAGE VALUES											
<b>5. Coherence between Norway interventions and Norway's commitments to human rights-based approaches. Based on your experience:</b>												
To what extent is Norway committed to <b>human rights-based approaches</b> in its <b>humanitarian work</b> ?	● <b>4,12</b>	4,35	3,83	4,22	4,18	4,11	4,07	4,15	4,09	4,11	4,18	4,19
To what extent is Norway committed to <b>human rights-based approaches</b> in its <b>development work</b> ?	● <b>4,18</b>	4,24	4,00	4,32	4,23	4,18	4,18	4,22	4,18	4,11	4,16	4,24
To what extent is Norway committed to <b>human rights-based approaches</b> in its <b>peace work</b> ?	● <b>4,08</b>	4,18	3,95	4,00	4,12	4,03	4,00	4,20	4,04	3,86	4,00	4,24
To what extent do the perspectives and capacities of local communities inform the design of Humanitarian, Development, and Peace programmes funded by Norway?	● <b>3,34</b>	3,44	3,15	3,50	3,31	3,47	3,27	3,40	3,32	3,14	3,44	3,23
To what extent do Humanitarian, Development, and Peace programmes funded by Norway <b>incorporate the experiences of women and minority groups</b> (youth, disabled, religious, ethnic)?	● <b>3,61</b>	3,72	3,57	3,85	3,58	3,71	3,47	3,51	3,68	3,75	3,62	3,51
To what extent do Humanitarian, Development, and Peace programmes funded by Norway offer <b>support for and oversight of local partners to adhere to inclusion and equity in accessing services</b> ?	● <b>3,49</b>	3,68	3,41	3,57	3,54	3,53	3,27	3,43	3,63	3,43	3,64	3,33

\* Included here: Organizations implementing projects funded by Norway with a formal funding agreement with Norway. Excluded: Universities, other donors, other, local actors not receiving funding support from Norway and others

Note: The rating scale used here was from 1 to 4: 1. Not at all, 2. Very little, 3. Moderate, 4. Very Much. 5. Completely

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OVERALL AVERAGE	Lebanon	Ethiopia	DRC	Development Work	Humanitarian aid	Peace Work	Working in Norway	Working At National Level	Working at the subnational level	Stakeholder cooperating with Norway*	Norwegian institutions	
	AVERAGE VALUES											
5. Coherence between Norway interventions and Norway's commitments to human rights-based approaches. Based on your experience:												
How often do Humanitarian, Development, and Peace programmes funded by Norway incorporate sharing of programming results and outcomes with affected populations?	3,44	3,65	3,13	3,63	3,35	3,71	3,14	3,41	3,54	3,00	3,61	3,09
How often do Humanitarian, Development, and Peace programmes funded by Norway seek feedback from affected populations?	3,62	3,76	3,17	3,93	3,53	3,75	3,53	3,72	3,74	2,67	3,70	3,46
Do Humanitarian, Development, and Peace programmes funded by Norway provide a complaint mechanism for affected populations?	3,64	3,76	3,39	4,00	3,58	3,77	3,42	3,47	3,61	4,40	4,00	3,35
How often do Humanitarian, Development, and Peace programmes funded by Norway engage local communities in monitoring and evaluation (e.g., community driven monitoring)?	3,43	3,33	3,35	3,40	3,35	3,41	3,50	3,42	3,65	2,80	3,50	3,30
How often do implementers of Humanitarian, Development, and Peace programmes funded by Norway engage local communities and leaders in programme delivery?	3,81	3,92	3,86	3,80	3,72	3,89	3,53	3,75	3,97	3,50	3,92	3,73

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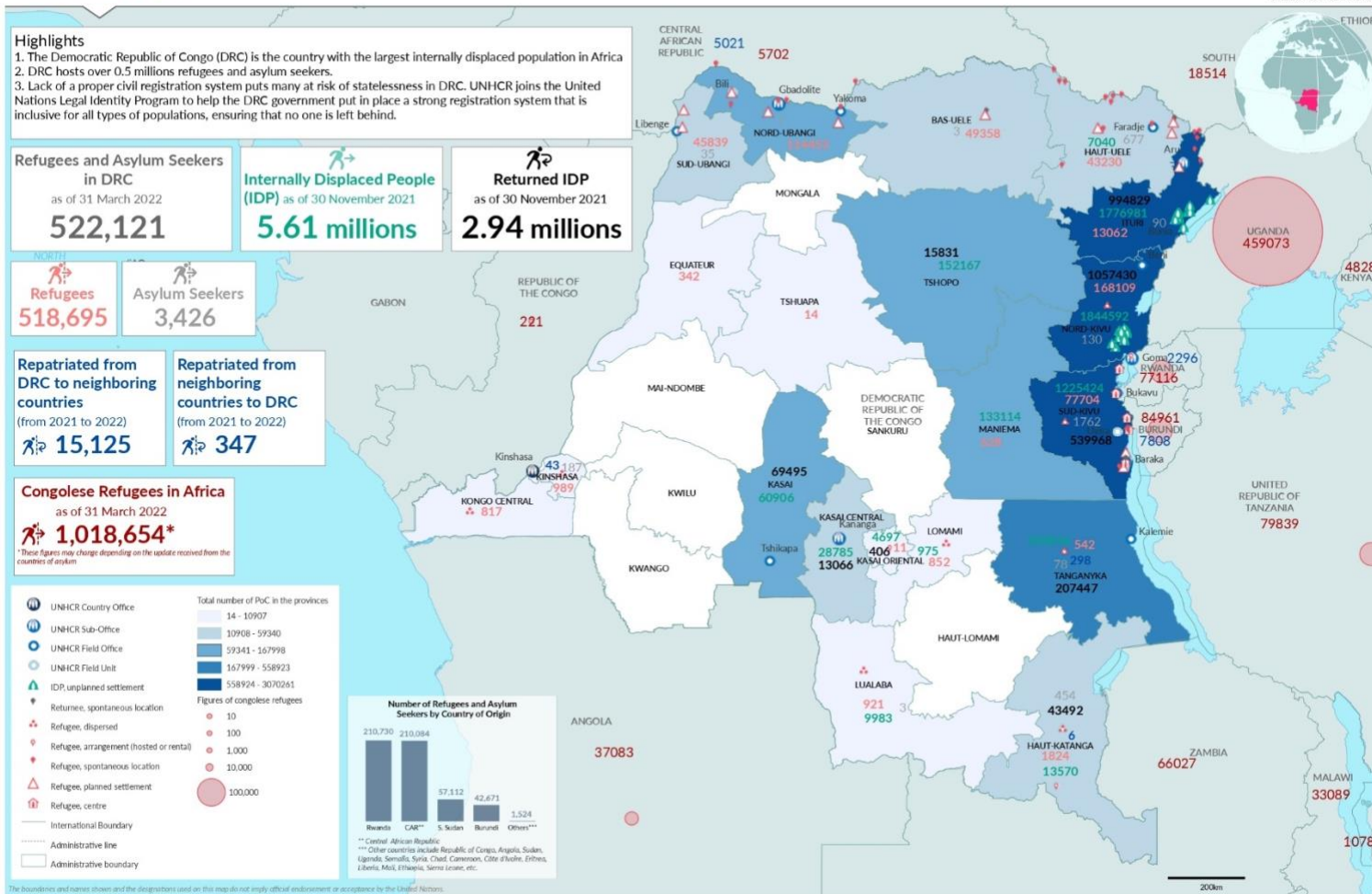
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## Annex 9: Country Map



### DEMOCRATIC REPUBLIC OF THE CONGO DRC AT A GLANCE Situation as of 31 March 2022



## **Department for Evaluation**