

ANNUAL REPORT 2022 - 2024

The way forward

Department for Evaluation



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Preface

After decades of progress in many key areas, we now see a world characterised by global crises linked to war, conflict and climate change affecting the poorest. How are Norwegian development aid funds being used to support those affected; are we achieving the results we planned for?

Evaluation is a vital tool for answering questions like this. Some of the defining characteristics of evaluations, which also set them apart from other approaches, are that they are based on accepted and credible ways of collecting data, that the assessments are independent, and that the recommendations are feasible.

The independent evaluation function in Norwegian development aid administration was established in the Ministry of Foreign Affairs in 1977, before being transferred to Norad in 2004. Since then, the function has been performed by Norad's Department for Evaluation - or EVAL, as we call ourselves.

Over the course of those 20 years, we have conducted more than 180 evaluations and studies. A list of these can be found at the back of the report. We have also contributed to the development of the evaluation function and the evaluation work both here in Norway and internationally, e.g., by actively participating in the evaluation network of OECD's Development Assistance Committee.

With effect from January 2025, the independent evaluation function will be relocated to Førde. Norec will then take over administrative responsibility for the function that Norad has today.

The Government's decision to relocate our workplace was a tough message to take for those of us who are affected. EVAL has built up strong and widely recognised expertise within the field of evaluation. We are proud of the function we have helped to develop and the evaluation work that we have performed.

Once the function is re-established in Førde, it will be vital to build on the solid foundations we have laid. We have worked continuously to further develop our evaluation work in line with international standards and global changes.

We have for example worked to ensure that our evaluation processes reflect the increasing complexity of development aid. Evaluations must be able to analyse the interaction between different sectors and see the role and effects of the development aid in a broader perspective. Evaluations of efforts aimed at climate and the environment are one example of evaluations that require such an approach. Another example is the so-called 'Nexus approach' to development aid, where the aim is to improve the interaction between humanitarian efforts, development cooperation and peace initiatives.

It should also be noted that we have worked to ensure that our evaluation work remains relevant, both thematically and timely. The pandemic revealed an increasing need for faster access to knowledge than traditional evaluations can offer. In crises, decisions must be made quickly, and then short evaluation processes may be needed to ensure that the knowledge can be applied rapidly. Impact assessments are one example of a methodical approach that can help to accelerate the use of

available knowledge that EVAL has worked with over time but which we are still currently testing.

Once the form and content of the evaluation function in Førde have been determined, some lessons learned through past experiences can be passed on to the new organisation:

There is a need to work more holistically on evaluation within the development aid administration to ensure that the evaluations as a whole, not just individually, can contribute to better aid. This is not a job for EVAL alone. The understanding of, and responsibility for, evaluations must be strengthened throughout the entire development aid administration.

The financial independence of the evaluation function should be strengthened. It is not enough for the function to report to the Ministry of Foreign Affairs and the Ministry of Climate and Environment. In accordance with international guidelines, budget funding for the function should be earmarked through a specific budget line to ensure that the function receives the resources it needs to fulfil its remit, including adequate and stable numbers of employees.

Finally, we have not been good enough at including recipient countries in the evaluation process.

We will be passing the baton on soon. Some of us will be involved in a transitional period, while others have already found new challenges. Regardless of our personal circumstances, we wish the Ministry of Foreign Affairs, the Ministry of Climate and Environment and Norec well in the relocation process.

However, we would first like to invite you to take a look at what we have produced over the last two years.

Enjoy!

Siv J. Lillestøl, Acting Director of Evaluation

Anja Øvregaard, Adviser

Anne Mette Teigen Asselin de Williencourt, Senior Adviser

Ida Lindkvist, Senior Adviser

Javier Fabra Mata, Senior Adviser

Jostein Furelid Tellnes, Senior Adviser

Kjersti Løken, Adviser

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Photo: UN PHOTO/Heba Naji



CHAPTER 1

About the Department for Evaluation

→ Photo: Stock.

The Department for Evaluation in Norad initiates and carries out independent evaluations of Norwegian development cooperations. Evaluation is an important tool for gathering information on the development assistance provided. While other sections of the development aid administration are responsible for measuring and reporting the results of the individual aid interventions, the Department for Evaluation has a particular responsibility to document the extent to which Norwegian development aid is effective, relevant, and achieving the intended results. The purpose of the evaluations is to help learn from experience and to hold the actors in development policy to account.

The Department is governed by the Instruction for the evaluation function in the Norwegian Development Aid Administration, which was revised in January 2022, and reports directly to the Secretary Generals of the Ministry of Foreign Affairs and the Ministry of Climate and Environment.

Independence, credibility and usability are the guiding principles that must be respected in all evaluation activities. To ensure this, the Department works according to the principles described below:

The evaluations shall:

- be carried out independently of those who have management and implementation responsibility
- be conducted in accordance with recognised evaluation norms and standards
- highlight relevant issues
- promote feasible recommendations that can be applied in the preparation of budgets and the further development of the activity that is being evaluated
- promote transparency and disseminate information to the general public

Every year, the Department decides what to evaluate in a three-year rolling evaluation programme. To ensure relevance and usage of the evaluations, the programme is designed in consultation with actors both within and outside the development aid administration based on an assessment of the knowledge and questions that will be relevant to the work going forward. During the evaluation processes, good coordination and dialogue with the stakeholders are also facilitated.

An important part of the Department's work is to contribute to transparency and disseminate knowledge to the general public in order to promote learning and accountability. The Department is therefore working purposefully with regard to this, especially in connection with the launch of the reports. The annual report itself is an important product in which we disseminate lessons learned over the past year and put them on the agenda.

All evaluation reports are available on Norad's website. Follow-up plans and reports prepared by the Secretary Generals of the Ministry of Foreign Affairs and Ministry of Climate and Environment, are also published there. Learn more about follow-up at the back of this report.

The Department for Evaluation also issues a newsletter, EvalNews, sharing information about evaluation findings, seminars, and other news, as well as feature articles, and shares the knowledge produced by the Department on social media.

As of May 2024, the Department for Evaluation comprises the following employees:

Anja Øvregaard, Adviser
 Anne Mette Teigen Asselin de Williencourt, Senior Adviser
 Ida Lindkvist, Senior Adviser
 Javier Fabra Mata, Senior Adviser
 Jostein Furelid Tellnes, Senior Adviser
 Kjersti Løken, Adviser
 Siv J. Lillestøl, Acting Director
 Tove Sagmo, Senior Adviser





Photo: Sofi Lundin, Panorama

CHAPTER 2

Lessons learned

Lessons learned

By drawing on insight gained through the evaluation reports presented in this annual report and evaluations that the Department has conducted in the past, we would like to reflect on findings and lessons learned that we believe may be relevant to understanding current challenges, and which may help to strengthen Norwegian development cooperation going forward.

Over time, it has become apparent that there are several “regulars” in our evaluation findings and, before we present the lessons learned primarily based on the evaluation work presented in this annual report, we would like to present three of these.

Lessons learned from the past decade of evaluations

The link between result achievement and long-term investment

This was a finding we chose to focus on in the annual report for 2021-2022 and which is especially important to remind ourselves of now in a time of major crises and sudden change. The situation creates uncertainty and challenges the opportunities to follow a long-term approach to development aid. Norway has a long tradition of assuming the role of international advocate with regard to development issues, e.g., as regards gender equality and women's rights in peace and security work. A number of evaluations cite good results in this area and point out that the criteria for success are to have a credible voice and sound expertise in the field and to be a reliable long-term partner. In order for civil society organisations to succeed in their efforts to strengthen civil society in the Global South as a driving force and change agent for achieving national and international development goals - the evaluations find that a stable economic framework is essential, along with the flexibility to adapt the effort to the altered framework conditions locally, regionally and globally.

Concentration and prioritisation

Our evaluations do not give a direct answer to the question of what the best way to distribute Norwegian development aid is. However, several reports recommend more targeted use of available resources and that development aid be better coordinated. The evaluations also call for better theories of change – or programme theories if you prefer – which are about prioritising resources and efforts based on well-founded assumptions about how the development support will work in the context in question. However, Norwegian development aid strategies have also been a little hard to spot in many of the evaluations we have conducted. Of course, this does not mean that strategic assessments are not done at the start of the initiatives, but that they are poorly documented when important decisions are made. Norwegian efforts relating to development aid seem to be the sum of many individual decisions, rather than the result of an overall plan for what is to be achieved and how. Inadequate strategies or theories of change do not necessarily lead to poor development support, but they do tend to lead to lost opportunities to check assessments and decisions, consider alternatives and adjust the course being followed along the way, which may also render it difficult to document the results of the aid.

Risk tolerance and flexibility

Several evaluations have found that Norwegian development aid scores high in terms of risk tolerance, flexibility, short decision-making processes and trust in partners. Norway imposes few rigid requirements and is a well-liked partner. However, the evaluations also point to challenges. It is not always compatible to be flexible and risk-tolerant, while at the same time viewing the development aid in a broader context and coordinating it with other efforts. Flexibility can also make it difficult to document the outcome of the effort and result in reports being more at the input level than about long-term impacts.

→ Photo:
Dominic Chavez,
World Bank, Flickr



Lessons learned over the past two years

Based on insight gained primarily from the evaluation reports presented in this annual report, we would like to highlight three lessons learned:

The evidence base for decisions can be improved

Within development aid, major decisions are made concerning the choice of measures, partners and spending. How decisions should be made to ensure that the development aid is effective is always a matter for debate, e.g., in the report entitled "Investing in a common future" prepared by an expert group for the Ministry of Foreign Affairs in 2023.

In previous annual reports, the Department for Evaluation has highlighted the importance of thorough preparations to ensure that decisions are as good as they can be. It is about systematically applying existing knowledge and experiences, and understanding of what it takes to achieve the goals of the development aid. We also find similar lessons in the evaluations discussed in this annual report. The evaluation of Norway's Climate and Forest Initiative, which looks at the decisions to initiate a new project cycle in 2019, found that results from the previous project cycle were not systematically used to adapt the goals and priorities for the new period. According to the evaluation, the most important source of knowledge when awarding grants was discussions with, and reports from, the partners themselves. Efforts to compile this knowledge with other forms of knowledge, especially research and knowledge of indigenous peoples, were limited. One positive finding was that, in recent years, Norad's Section for Forests has taken important steps to improve the application of knowledge, partly through working groups within the Section.

The evaluation of development aid for fisheries management and the use of the research vessel Dr. Fridtjof Nansen also contains a similar lesson about the underlying basis for decision-making. In the decision-making basis for the programme, it was unclear how, why and when the goals of poverty reduction and improved food security would be achieved through the measures that had been adopted.

Good decisions concerning development aid also require an understanding of risk, partly to prevent the development aid from exacerbating the situation. The evaluation of Norway's involvement in the Sahel shows that the Ministry of Foreign Affairs should better facilitate systematic work on conflict sensitivity, both within the development aid administration and among partners. This means planning for different scenarios, having guidance in place on how to operationalise and report conflict sensitivity and unintended impacts, and stipulating a requirement for partners to actively use conflict analyses.

Another type of risk that must be considered in decisions relating to development aid is the risk of corruption and irregularities. The Department for Evaluation has conducted a literature study of corruption risk in Ukraine to improve our understanding of this need. One lesson highlighted by the study is the importance of good risk analyses that take the context into account.

Decisions are made about development aid in the face of considerable uncertainty. This may be because measures have to be implemented rapidly, because the situation is very complex, or because the knowledge base is inadequate. A review of evaluations on development aid relating to food security concluded that, at a global level, we know little about the factors that contribute to food security in the long term. This could lead to measures that may actually have long-term benefits relating to food security being stopped, while measures that may not work as well in the long term are continued.

In summary, the evaluations from the past two years show a continuing potential to strengthen the basis for decision-making relating to development aid. It is about the application of knowledge, a focus on how the development aid should work, and risk analyses in connection with the implementation of measures. At the same time, it will be important to be clear about any uncertainties in decisions concerning development aid, so that these can be considered in ongoing analyses, follow-ups and adjustments. This may be necessary, especially with regard to development aid in regions where the situation is constantly changing, such as in Ukraine and Palestine.

A good contextual understanding is important in the design, implementation and evaluation of programmes in both humanitarian and long-term development aid

Discussions on what works in development aid can lead to a search for the perfect measure. However, evaluations have shown that this may be an illusion, because measures work differently in different contexts, and different contexts need different measures.



Political, historical, cultural, economic, social and other factors make up the context of development aid measures. Since these circumstances will necessarily be different in different places and at different times, the same measure may have different outcomes.

The evaluations of the interaction between humanitarian efforts, development cooperation and peace work in Norwegian development aid, and Norway's involvement in the Sahel, emphasize the importance of contextual understanding, both in the design of development aid programmes and in the implementation phase of projects. It is about development aid actors needing to understand conflict dynamics, power structure and both formal and informal norms. The literature study on corruption risk in Ukraine points out that effective measures against corruption in conflict contexts require a solid understanding of local power structures. Similarly, conflict sensitivity is about recognizing local conditions and ensuring that development aid does not create conflict.

In the reviews relating to food security, we also find that it is important to consider the context in which the measure is to be implemented. The review of the factors that contribute to the successful implementation of climate adaptation in food security measures found that climate adaptation measures that were based on local knowledge and considered the needs of the target group were easier to implement. Similarly, it appeared that greater involvement of the target group, e.g., in decisions on how to implement measures, leads to better results, because the projects were adapted to the needs of the context in which they operated.

In summary, several reports from the Department over the past two years show that a good understanding of context is important in the design, implementation and evaluation of development aid programmes. These are lessons that can be useful, e.g., in the work to promote the greater use of locally-led development in aid.

Rights must be translated into concrete actions

For many years, it has been Norway's policy to promote human rights through development cooperation, and we have committed to this through international conventions and agreements. In addition, Norway requires the risk of human rights violations to be assessed in each project and then followed up during the implementation of the project.

Human rights in the development cooperation have thus been an important aspect of the Department for Evaluation's work for many years. We have recently focused on women's rights, including the evaluation of women, peace and

security in 2023. This evaluation showed that Norway's international obligations have been incorporated into national strategies. The challenges consist of translating overarching goals and intentions into specific objectives and activities in development aid programmes and projects. The challenges are also about channelling funding directly to the rights holders, building up an adequate knowledge base, monitoring whether results are achieved and using result information to adjust efforts.

In the last two years, evaluations have been carried out which specifically concern two vulnerable groups: people with disabilities and Indigenous peoples.

As regards the rights of people with disabilities, the evaluation showed that the challenge is to translate obligations and guidelines in the various programmes and projects. The evaluation also notes that Norway does not meet the requirements of the UN framework for inclusion. Some progress has been made in the work since 2012, but overall progress has been sluggish, especially with regard to strategic planning, inclusive development aid programmes and internal communication. This weak institutionalisation has led to an understanding in the development aid administration that inclusion is optional. A considerable responsibility therefore rests on the shoulders of caseworkers. The absence of support for persons with disabilities is particularly marked, especially within the area of humanitarian aid.

The evaluation of Norway's Climate and Forest Initiative shows that indigenous rights are an integral part of the overall effort. In the latest announcement of support for civil society, indigenous rights are one of four priority areas, and a quarter of the budget has been allocated to strengthening such rights. However, although there is considerable support for indigenous rights in the initiative, this does not mean that Norway has aligned itself with the ILO Indigenous and Tribal Peoples Convention to a sufficient degree. The evaluation points out that further analysis will be needed to assess whether Norway's efforts ensure sufficient participation in line with the ILO Indigenous and Tribal Peoples Convention.

In summary, the evaluations carried out in recent years have shown that it is possible to make progress in the work to safeguard vulnerable groups and integrate a focus on rights in development aid. Progress takes time, and long-term efforts are therefore vital if we are to contribute to lasting improvements for vulnerable groups. This requires the normative commitments to be rooted throughout the entire administration, from strategic planning to the practical implementation of programmes and projects.

← Photo:
DaliaKhamissy,
UNDP, Flickr



Photo: ONU Femmes, Marina Mestres Segarra, Flickr

CHAPTER 3

Reports from the Department for Evaluation

Norway's work on including persons with disabilities in development cooperation

REPORT TITLE:

Evaluation of Norway's inclusion of persons with disabilities in development cooperation

Reports: 5/2022 and 7/2022

External consultants: NIRAS Sweden,

ISBN: 978-82-8369-103-0 / 978-82-8369-125-2

Background

Over the past ten years, Norway has strengthened its commitment to persons with disabilities in a number of ways. Norway ratified the Convention on the Rights of Persons with Disabilities in 2013 and, alongside other UN Member States, is committed to the Sustainable Development Agenda. In addition, Norway's involvement has been reinforced through the adoption of two white papers on education and human rights. The most recent involvement was published in the form of a strategy entitled 'Equality for all' (2022-2025).

The purpose of this evaluation was to contribute information that can be used to strengthen Norway's work to include people with disabilities in development aid. The evaluation consists of three reports.

The first report presents an overview of Norway's normative obligations and the economic effort to include persons with disabilities in the development aid work during the period 2010-2019.

The second report provides an assessment of the organisation and management of Norway's work to include persons with disabilities in the development cooperation, including a desk study of national-level results in Malawi, Nepal, South Sudan and Uganda.

The third report contains an assessment of project-level results in Malawi and Nepal.

Findings

- The Norwegian development aid administration has not been able to translate normative objectives and obligations into altered practices and better outcomes. The management within the development aid administration has not been able to communicate the obligations that Norway has entered into in an effective manner internally within the Ministry of Foreign Affairs and Norad, and among partners. This may have created an understanding that the inclusion of persons with disabilities is optional and has therefore not been systematically assessed in all development aid projects as adopted. Inadequate operationalisation of overarching goals and obligations, combined with poor data quality, make it challenging to monitor the programmes.
- Norway's initiatives in Nepal and Malawi have led to a stronger focus on inclusive education in key normative documents at a national level. In the efforts being made to put these normative obligations into practice, the evaluation found that the pilot projects can show good results locally. However, these pilot projects appear to be isolated and fragmented, and they have

not contributed to systemic change to improve the inclusion of children with disabilities in education on a wider scale.

- The programmes are based on an unrealistic theory of change that has not addressed the major structural challenges present in education systems generally. The theories of change have not taken sufficient account of how they should meet challenges relating to limited ownership of inclusive education and the lack of capacity and resources at the local/regional administrative level. They also say little about how good results in a school should help to improve inclusion in other schools.
- Norway's partner countries rely on long-term and flexible support to make the education sector inclusive. On the road to a more inclusive education system, it is necessary to identify local solutions within existing budget frameworks that create the best available education for each child. At the same time, efforts should be made to bring about lasting improvements in the education sector in general, ensuring better inclusion both now and in the future.

Recommendations

- Norway's obligations under the UN Convention on the Rights of Persons with Disabilities and other equivalent normative frameworks should be institutionalised within the development aid administration. Expectations regarding follow-up should be clearly communicated internally within the Ministry of Foreign Affairs, Norad and among partners.
- The strategy 'Equality for all' should be translated into clearly defined objectives for the various sectors.
- Roles and responsibilities (including within Norad's internal network on disabilities) should be clarified, and necessary competence-enhancing measures implemented, to ensure adequate capacity and competence concerning inclusion within the organisation.
- Measures should be developed to improve inclusion in humanitarian aid.



Photo: Bjørnulf Remme, Norad

Norwegian support for the Nansen Cooperation in the fisheries sector, 2006-2022

REPORT TITLE:

Evaluation of Norwegian Support under the Nansen Cooperation in the fisheries sector

Report: 8/2022

External consultants: NIRAS Sweden

ISBN: 978-82-8369 126-9

Background

This evaluation looked at the tripartite cooperation between the UN Food and Agriculture Organization (FAO), the Institute of Marine Research and Norad, with a primary focus on development aid through the research vessel Dr. Fridtjof Nansen (DFN).

Purpose

The purpose of the cooperation was to assist developing countries in establishing sustainable fisheries management that helps to reduce poverty and improve food security. Norad owns the research vessel and is responsible for administering the grants through the tripartite cooperation, a responsibility which includes ensuring that the cooperation is in line with Norwegian development aid policy. The Institute of Marine Research operates the vessel and is responsible for the scientific aspects of the collaboration, which includes the mapping of fish stocks, database maintenance, training and consultancy with regard to the implementation of the ecosystem approach to fisheries in practice. The purpose of using an ecosystem approach is to ensure knowledge-based decision-making processes where the overall impact of the activity on the ecosystem is assessed.

Norway contributed approximately NOK 1,150 million during the period 2006-2021, with 44% being contributed during the period 2006-2016 and the remainder during the period 2016-2021.

Findings

The Nansen Cooperation lacks a clear theory of change that describes how, why and under what conditions the various components of the cooperation will contribute to the realisation of the goals of poverty reduction and better food security.

Relevance

Two of the key components of the Nansen Cooperation are the mapping of fish stocks and the training of fisheries specialists in partner countries. Both of these components are considered to be relevant for cooperating countries, albeit to varying degrees:

- The work is relevant for countries that manage larger fish stocks in productive deep-sea areas and on continental slopes. At the same time, the work is of limited relevance for countries and poor coastal communities that manage small-scale fisheries in coastal areas. This is because such areas are largely inaccessible to the vessel due to its construction, and the fact that the partner countries could have made

better use of the data that was collected and the training offered.

- The work is relevant to the expansion of regional cooperation for the sustainable use of marine resources and underpins efforts to implement fisheries and environmental conventions.
- The Nansen Cooperation is considered to be relevant to the promotion of international efforts in areas of special interest to Norway.
- The evaluation report questions the relevance of the Cooperation in terms of achieving Norway's development aid policy objectives concerning poverty control, food security and gender equality.

Goal attainment

- Resource mapping, data collection, benefits and availability

The analysis of the research cruise programme shows considerable variation in geographical focus and frequency of data collection. The majority of the mapping work has taken place in the Atlantic Ocean off the coast of Africa, with geographically widely spread cruises in other territorial waters. For countries bordering low-priority marine areas, changes in the resource base are not captured by such cruises, reducing the benefits of the underlying data within research and the implementation of the ecosystem approach to fisheries management.

- Until 2021, the reporting of research cruise data was often delayed or inadequate. This situation has however improved since 2022.
- The general level of access to acquired data is restrictive and hinders its use. In principle, the Institute of Marine Research's mapping database is available to national and international researchers. However, in practice, access depends on approval from partner countries, which practise different degrees of transparency with regard to access to data.
- Training, competence-building and practice
 - The training and competence-building component has contributed to greater awareness of the ecosystem approach in fisheries management at an individual level. Research collaboration, scientific networks and scientific publications are considered to be the most valuable competence-building components by those who have received training. However, the evaluation identifies challenges relating to the selection of suitable candidates for training due to the lack of adequate prior



knowledge. This challenge has been difficult to overcome, partly because of short deadlines to identify who should take part in the training.

- The evaluation also points out deficiencies in the institutionalisation of competence-building among the partner countries, including weak local participation and a lack of cooperation with academic institutions among the partner countries.
- Insufficient support to put the ecosystem approach to fisheries management into practice, which according to the evaluation is the result of challenges relating to governance in the partner countries.
- The evaluation confirms that the cooperation has supported the work in partner countries to implement regional fisheries and environmental conventions.

Recommendations

- In a dialogue with the parties concerned, Norad should clarify both the Nansen Cooperation's theory of change and what the cooperation strategy is for achieving the practical implementation of the ecosystem approach and the goals of poverty reduction and better food security in partner countries.
- Norad should facilitate a common data-sharing policy that contributes to inclusive research (i.e. where partner countries are not only the subject of research, but also participate throughout the research process), which is relevant to policy-making, not least in order to contribute to an informed/knowledge-based public debate concerning fisheries, marine and resource management issues in partner countries and regions.
- In a dialogue with affected parties, Norad should consider measures such as:
 - Strengthening the institutionalisation of competence-building in partner countries to avoid the impact of efforts being limited to involvement and debate among project participants.
 - Prioritisation of follow-up and reporting of the outcome of the EAF-Nansen programme's strategy to address gender equality considerations.

«The evaluation report questions the relevance of the Cooperation in terms of achieving Norway's development aid policy objectives concerning poverty control, food security and gender equality.»



← Photo: Ken Opprann

Photo: Ken Opprann

The UN Development System's socioeconomic response to Covid-19

The report entitled [System-Wide Evaluation of the UNDS Socio-economic Response to COVID-19](#), was published on 2 November 2022 on the UN Sustainable Development Group's website.

The evaluation covers the period from 2020 to mid-2022 and was carried out by Ted Freeman, Andrea Lee Esser and Paola Vela on behalf of the Secretary-General's Office at the United Nations. Norad's Department for Evaluation participated in the reference group for the evaluation.

Background

In March 2020, Norway took the initiative to set up a new UN fund (the UN COVID-19 Response and Recovery Multi-Partner Trust Fund), hereinafter referred to as the 'Covid-19 Fund'. Following the establishment of the Covid-19 Fund, Norad's Department for Evaluation initiated an evaluation of the work of the Fund in cooperation with the Office of the UN Secretary-General. The feasibility study for the evaluation was completed in April 2021¹. The report which is referred to below includes the evaluation which was initiated following the feasibility study.

The evaluation looks at the overall socio-economic response of the UN Development System at the country level, including the response through the Covid-19 Fund. In addition, the evaluation highlights the extent to which the UN reform has contributed to the UN's Covid-19 response.

Purpose

The purpose of the evaluation was to provide information that could contribute to the attainment of the UN Sustainable Development Goals and Agenda 2030.

Findings

The UN Development System's socioeconomic response to Covid-19

- Multi-partner funds such as the Covid-19 Fund, the Joint SDG Fund and the Spotlight Initiative Fund have, in interaction with the UN reform, been an important means of promoting rapid, targeted and coordinated UN responses at country level. In some cases, such multi-partner funds have triggered additional funding from bilateral development partners and development banks.
- Project allocations under the Covid-19 Fund were small in relation to needs.
- The social and economic impacts of Covid-19 were particularly severe for the most vulnerable groups, especially women and girls, informal workers, refugees and other vulnerable groups, as well as self-employed persons. Many of these benefited from the overall support from the UN Development System by maintaining healthcare services and strengthening social protection programmes aimed at women's rights and the inclusion of persons with disabilities.

How has the UN reform contributed to the UN's Covid-19 response?

- The strengthening of the Secretary-General's local representation promoted a rapid and coordinated UN response, but it was the priorities of the various organisations that were crucial in the planning, implementation and outcome follow-up of the efforts. This may indicate an untapped potential for strengthening coordination between the organisations at the country level.
- The country teams played a vital role in promoting the use of mechanisms/arrangements designed to coordinate the UN response and contributed to a positive development in adapting the response to national contexts and situations.
- The Secretary-General's local representation played an important role as a driver in promoting human rights, gender equality and inclusion in shaping the UN's Covid-19 response. However, performing the role of driver depended on access to this type of expertise among the UN's country teams. In this regard, there could potentially be an opportunity to make use of the expertise of the regional offices and commissions of the various UN organisations to support the work of the country teams in these areas.
- Ensuring a focus on environmental considerations, including measures to address climate change, proved to be a challenge for the country teams. A further challenge was to bring about appropriate cooperation between the country teams and the national offices of the international financial institutions, to ensure holistic policy-making, planning and implementation of the response.

Recommendations

Based on experiences gained through the implementation of the Covid-19 Fund, the evaluation points to adjustments that should be considered in relation to the UN reform through to 2030:

- Strengthen the UN organisation's incentives for joint programming and accountability for collective outcomes, as well as the decisiveness in supporting the Secretary-General's local representation and the country teams.
- Assign funding according to the ability of the organisations to provide various services, including better framework conditions for the inclusion of organisations that do not have a physical presence at the country level.
- Expedite UN reforms at the regional level that support progress at the country level.
- Develop collaborative models to improve the interaction between the UN Development System and international financial institutions to ensure holistic policy-making, planning and implementation of multilateral efforts at the country level.

¹ See the Department for Evaluation's [cover memo](#) to the Ministry of Foreign Affairs dated 21.06.2021

Norway's involvement in the Sahel

REPORT TITLE:

Evaluation of Norwegian aid engagement in the Sahel

Reports: 1/2023 and 2/2023

External consultants: Tana Cph in collaboration with CMI

ISBN: 978-82-8369-177-1/ 978-82-8369-178-8

Background

Norway has been engaged in the Sahel since the 1980s. At that time, the support primarily focused on agriculture and food security in Mali. In 2017, the Norwegian Embassy opened in Bamako and took over responsibility for Mali, Burkina Faso, Mauritania, Chad and Niger. In 2018, the Ministry of Foreign Affairs launched a Sahel strategy. In 2023, Norway implemented a revised strategy covering the period 2021-2025.

Norway contributes funding for development, humanitarian aid and stabilisation in the Sahel. Mali has received around half of the Norwegian support for the region. The total earmarked funds to the Sahel during the evaluation period 2016-2021 amounted to approximately NOK 2.5 billion.

The evaluation contains two reports. The first report looks at the organisation and management of Norwegian development aid to the Sahel, while the second report assesses the results of the Norwegian support for food security in Mali. The evaluation covers the period 2016-2021 and is based on data collection through document analyses, interviews, a survey and fieldwork in Mali (February-March 2023).

Purpose

The purpose of this evaluation is to provide input on how Norway can adapt its involvement in a vulnerable and unstable context such as the Sahel. Intended users of the evaluation are decision-makers at the Ministry of Foreign Affairs and those involved in grant administration and partner dialogue concerning the support for the Sahel.

Findings

Relevance and results of the engagement

- The strategy for Norway's involvement in the Sahel has been useful as a common reference point for the actors involved and has helped to ensure that the overarching Norwegian support in the Sahel is in line with the goals and priorities set out in the strategy. Norway is a flexible donor that has great trust in partners in the area and relies on implementing partners as regards adaptations to an unpredictable context.
- The Norwegian support is relevant locally and has contributed to greater food security for recipients in individual projects.
- However, the evaluation found that there is potential to achieve more if the overall effort from the Norwegian side is viewed in context and better coordinated.



Photo:
UN Photo, Marco
Dormino, Flickr

Organisation and administration of support

The evaluation identifies several weaknesses associated with the coordination of the effort, both internally and externally:

- Existing arenas and tools for coordinating efforts are not being fully utilised, including the monitoring tool administered by the Sahel desk at the Ministry of Foreign Affairs, coordination meetings between the Sahel desk at the Ministry of Foreign Affairs, the embassy and Norad and the Sahel Forum in Oslo, where civil society organisations, researchers and other relevant stakeholders meet. It is up to individuals in the development aid administration to prioritise time to use these arenas and tools. Lack of use leads to duplicated work and time pressure within the administration.
- Coordination with external parties is limited to the exchange of information. The exception relates to programmes that are jointly funded with other donors.

Cross-cutting considerations, conflict sensitivity and unintended effects

- There are no guidelines on how to understand and implement cross-cutting considerations and conflict sensitivity. It is therefore up to the partners involved to interpret how this should be done. Norway has four mandatory cross-cutting considerations, and all assistance is conflict-sensitive. The absence of guidelines has led to different stakeholders and project managers having different interpretations of how to understand and implement cross-cutting considerations. Norway expects partners to work in a conflict-sensitive manner. However, with regard to this point, it also allows partners to interpret how this should be done.
- Unintended effects are not systematically documented for the Norwegian efforts in Mali, and there are no clear requirements for partners to report on such effects.
- The choice of partners is based on clear criteria, and partners must document that they are following these criteria.
- Norway has largely opted to use well-known partners. This allows Norway to build on long-term relationships and means that Norway is well aware of how these partners work. At the same time, the evaluation found that this could limit Norway's opportunities to cooperate with less well-known organisations (for Norway) that may be better placed to contribute to goal attainment.

Learning

Systems to systematically ensure that learning and experience are implemented and shared between the actors responsible for the effort are weak.

Recommendations

- Procedures to ensure better coordination between the Ministry of Foreign Affairs, Norad and the embassy should be further developed, e.g.:
 - Strengthen existing mechanisms for internal coordination.
 - Schedule regular meetings with external stakeholders for the exchange of information and coordination of efforts.
 - Facilitate and consider opportunities to require partners to better coordinate with each other where there is geographical and/or thematic overlap, to ensure a more holistic effort.
- A guide should be developed that can contribute to a common understanding both within the development aid administration and among partners concerning how cross-cutting considerations should be operationalised and implemented within Norwegian development aid. Furthermore, partners should be required to submit a report on how this is done in practice.
- The Ministry of Foreign Affairs should ensure that the development aid administration and partners work systematically with regard to conflict sensitivity and risk assessments in their work, including:
 - The Norwegian involvement should be based on conflict and risk assessments, with planning for different scenarios in the context.
 - Basic guidance should be developed on how to operationalise and report conflict sensitivity and unintended effects for partners.
 - Require partners to use up-to-date conflict analyses and report on how projects have been conflict-sensitive, as well as any unintended effects.



«The strategy for Norway's involvement in the Sahel has been useful as a common reference point for the actors involved»

Photo:
M. Tall (CAAFS
West Africa),
Flickr

Review of evaluations of food security interventions

REPORT TITLE:

What do we know about the long-term outcomes of food systems interventions?

Report: 3/2023

External consultants: International Initiative for Impact Evaluation (3ie)

ISBN: 978-82-8369-179-5

REPORT TITLE:

Mapping and Evidence Synthesis of Process Evaluations of Climate Adaptation in Food Production

Report: 2/2024

External consultants: American Institute for Research

ISBN: 978-82-8369-180-1

Bakgrunn and Purpose

These two reviews compile knowledge from impact evaluations and process evaluations respectively. The purpose of both reports is to make available information from previous evaluations that can help to make the implementation of the government's food security strategy more knowledge-based.

Process evaluations are evaluations that assess whether and how measures work and whether they reach the intended target group in the context in which the measure is implemented. 'Impact evaluations' means evaluations that measure observed changes in a target group in a given measure. This is done by comparing changes among those who receive the measure with the outcome of a control/comparison group which does not receive the measure.

Findings

Long-term impacts

- The review of impact evaluations indicated that very little is known about long-term impacts.
- Of the measures whose long-term impacts were assessed, the review showed different results for similar measures and an absence of information on cost-effectiveness, climate impacts, and unintended impacts. Furthermore, the review showed that short-term results will not always have long-term impacts.
- On the other hand, the review found that good contextual understanding, tailored programmes, stable framework conditions, and long-term commitments can achieve better outcomes in the long term.

Successful implementation

- The review of what contributes to the successful implementation of climate adaptation in food security measures found that climate adaptation measures that are based on local knowledge and consider the needs of the target group were easier to implement. Similarly, it may be that greater involvement of the target group, e.g., in decisions concerning how to implement measures, led to better results.
- Climate adaptation measures that had plans for phasing out assistance and financial sustainability were considered to have a greater chance of success.

Recommendations

- The Department for Evaluation recommends that the Ministry of Foreign Affairs and Norad assess whether there is a need to implement changes in the administration of development aid for food security measures that can help to increase the sustainability of support, e.g., by basing the measures on local knowledge and participation and ensuring that the measures include plans for phasing out the aid.
- As part of Norad's target-oriented and performance management of portfolios and in connection with the creation of new programmes, it is important to consider whether theories of change and knowledge plans should include funding and planning for evaluations which could provide information on long-term impacts. For programme and project evaluations, it is an advantage if such evaluations can be planned prior to start-up.
- Consideration should be given to whether a grant scheme or other funding should be set up for evaluations that are not directly associated with the project cycle to ensure that funding is available for evaluations that can continue to collect data after the end of the programme/project. The scheme/funding should not be linked to a specific method, as various evaluation methods are available for assessing long-term impacts. The scheme should also be designed so that those who order/execute have sufficient competence to ensure credible evaluations.
- Consideration should be given to whether reporting requirements are needed for any programmes/projects ten years after implementation.



Photo: Christopher Brandt, Norad

The Climate and Forest Initiative's support for civil society

REPORT TITLE:

Evaluation of Norwegian International Climate and Forest Initiative Support to Civil Society

Report: 1/2024

External consultants: CMI and Vista Analysis in cooperation with the Department for Evaluation

ISBN: 978-82-8369-192-4



Photo: Bjørnulf Remme, Norad

Background

Norway has ratified the UN Framework Convention on Climate Change and supports the *Reduced Emissions from Deforestation and Forest Degradation (REDD+)* framework through Norway's International Climate and Forest Initiative (ICFI). Since its inception in 2008, ICFI has aimed to reduce carbon emissions from deforestation and forest degradation in the Global South, and has allocated almost NOK 40 billion for this purpose. Of this amount, NOK 5.9 billion has been directly allocated to civil society organisations, and around NOK 4 billion of this funding has been managed by Norad through four rounds of call for proposals.

Purpose

The purpose of the evaluation is to contribute knowledge and learning that can help to strengthen the administration of this support. The evaluation covers the work on the announcement in 2019 and the management of the project cycle from 2021-2025, and is based on data acquisition through document analyses and interviews.

The evaluation explores the extent to which Norad has ensured a connection in the support to civil society through Norway's International Climate and Forest Initiative (ICFI) in order to achieve its stated goals.

Findings

- Time and resource constraints in Norad's Section for Forests, as well as a lack of aggregated performance information, create challenges for the establishment of an effective system of institutional learning in the Section, where different types of knowledge and experience (including scientific and indigenous knowledge), are combined and used to understand the complex problem of, and sustainable solutions to, deforestation and forest degradation globally, nationally and locally. It is important to note that, since the reorganisation within Norad in 2021, Norad's Section for Forests has taken important steps towards a more strategic and systematic management of the support for civil society organisations, including the management of results and knowledge.
- Norad has facilitated the strengthening of the interaction, both between the projects and between the projects and the overall objectives of the Climate and Forest Initiative, by involving the embassies and the Ministry in the announcement process. This link could have been strengthened by explicitly explaining the assumptions that form the basis (and the knowledge on which they are based), how the thematic initiatives should work together, and how they should contribute to the attainment of the overarching goals. The literature we have consulted gives reason to question whether the implicit assumptions we have obtained are correct.
- The rights of Indigenous peoples are a pivotal aspect of the Climate and Forest Initiative's support for civil society, but there is a need for further consideration of how the Initiative's activities are consistent with Norway's international treaty obligations under the International Labour Organization's (ILO) Convention No. 169. Given that indigenous and forest-dependent populations are recognised for having the best and most up-to-date knowledge of rights issues and the threats they face, a lack of direct support for organisations run by Indigenous peoples could be seen as a weakness given the Climate and Forest Initiative's ambitions for further support for Indigenous rights.

Recommendations:

Measures to boost learning

- Continue the use of thematic working groups as an arena for collective learning and the production of knowledge.
- Implement regular updates to internal analyses used in the administration of support for civil society (theme/ country).
- Strengthen monitoring systems in order to aggregate results data from supported projects.

Measures to ensure a better context in the support for civil society.

In any new rounds of announcements and assessments of applications:

- Clarify the goals of the strategic framework, and how they are linked, to ensure a common understanding among all stakeholders who manage the Climate and Forest Initiative's budget.
- Establish clear roles and divisions of responsibility between the stakeholders involved.
- Establish processes for learning and exchange of experience at an early stage.
- Ensure that information concerning activities/ agreements and results across the Climate and Forest Initiative's portfolio is available to the actors involved.

Measures linked to strengthening of rights-based management.

- Ensure that guides and guidelines comply with Norway's international treaty obligations under Article 6 of the ILO Convention

In any new rounds of announcements:

- Use different sources of knowledge concerning the rights situation in relevant partner countries in background analyses.
- Assess whether national/local theories of change should be developed to improve understanding of human rights challenges and necessary measures both nationally and locally.
- Assess whether there is a need to introduce a separate funding mechanism for grants to Indigenous people and grassroots organisations.

Photo: Espen Røst

The interaction between humanitarian aid, development cooperation and peace efforts in Norwegian development aid

REPORT TITLE:

Evaluation of the interaction between Norwegian humanitarian aid, development cooperation and peace efforts

Rapporter: 5/2023, 6/2023, 7/2023, 8/2023, 9/2023

External consultants: ADE and DevStat

ISBN: 978-82-8369-188-7 / 978-82-8369-183-2 / 978-82-8369-185-6 / 978-82-8369-184-9 / 978-82-8369-187-0

Background

Humanitarian aid, long-term development aid and peace efforts are all key areas in Norway's efforts to achieve sustainable development. All three areas are critical to achieving the goals of a holistic effort. A holistic approach, known as "Nexus", requires all parties involved to agree on joint outcomes ("collective outcomes") and greater cooperation without undermining the approaches to humanitarian work, development cooperation and peace efforts. A holistic approach, with better interaction between humanitarian efforts, development cooperation and peace efforts, is also crucial for those affected by the crisis to receive the best possible assistance.

This evaluation examines the interaction between Norwegian humanitarian efforts, long-term development cooperation and peace efforts in three countries: DR Congo, Ethiopia and Lebanon. The evaluation consists of five reports: Three country reports (DR Congo, Ethiopia, Lebanon) which assess the interaction between humanitarian efforts, development cooperation and peace efforts in these countries. A fourth report that maps and analyses Norway's humanitarian efforts, development cooperation and peace work in the same countries plus Syria, using quantitative data sources. The fifth report summarises findings from the other four reports of relevance to Norwegian development aid policy and management.

The evaluation explores this interaction from an implementation perspective, i.e. how the projects relate to each other when they are implemented. In addition, the evaluation explores the interaction from a policy perspective, understood as the interaction between projects and the overarching policy level or the normative commitments.

Purpose

The purpose of the evaluation is to provide input concerning how Norway can strengthen its overall efforts. Intended users of the evaluation include decision-makers in the Ministry of Foreign Affairs and those involved in grant administration and partner dialogues in the three countries. This includes sections in the Ministry of Foreign Affairs and Norad, as well as the Norwegian embassies in the three selected countries.

Findings

- The evaluation shows that there is some interaction between humanitarian efforts, development aid and peace engagement in Norway's development aid efforts in the three countries. The evaluation finds there is some interaction from an implementation perspective, i.e. there is some coordination, complementarity and cooperation between humanitarian efforts, development work and peace efforts and between different actors (e.g., Norwegian civil society organisations, local partners and UN organisations). However, the evaluation found little synergy, i.e. whether the interaction means that the aid contributes more than the sum of the individual measures and helps to realise common goals.
- The evaluation also found that interaction at the policy level is weak. Although conflict sensitivity, localisation and rights-based approaches are well-established principles in Norwegian development aid, they are operationalised in different ways and to a limited extent. There is little guidance on how these principles should be operationalised.
- There is thus marked potential for better interaction, both at the implementation level and policy level, between Norway's humanitarian efforts, development cooperation and peace efforts.
- Norway's efforts relating to the peace component of "HDP Nexus" are disproportionately low compared with humanitarian efforts and development cooperation in the three countries. There are both a small number of projects and smaller amounts reserved for projects that include peace initiatives as a purpose (findings in the quantitative report). Furthermore, the evaluation shows little effort relating to peace work in all three countries. This picture largely describes not only Norway's efforts, but also those of other donor countries. The finding does not include peace mediation at the political level, or projects with other purposes that include stabilising elements.
- The evaluation refers to good examples of holistic approaches where contextual understanding and context adaptation are a prerequisite for how humanitarian, development and peace engagement are well-integrated to deliver better.

Recommendations

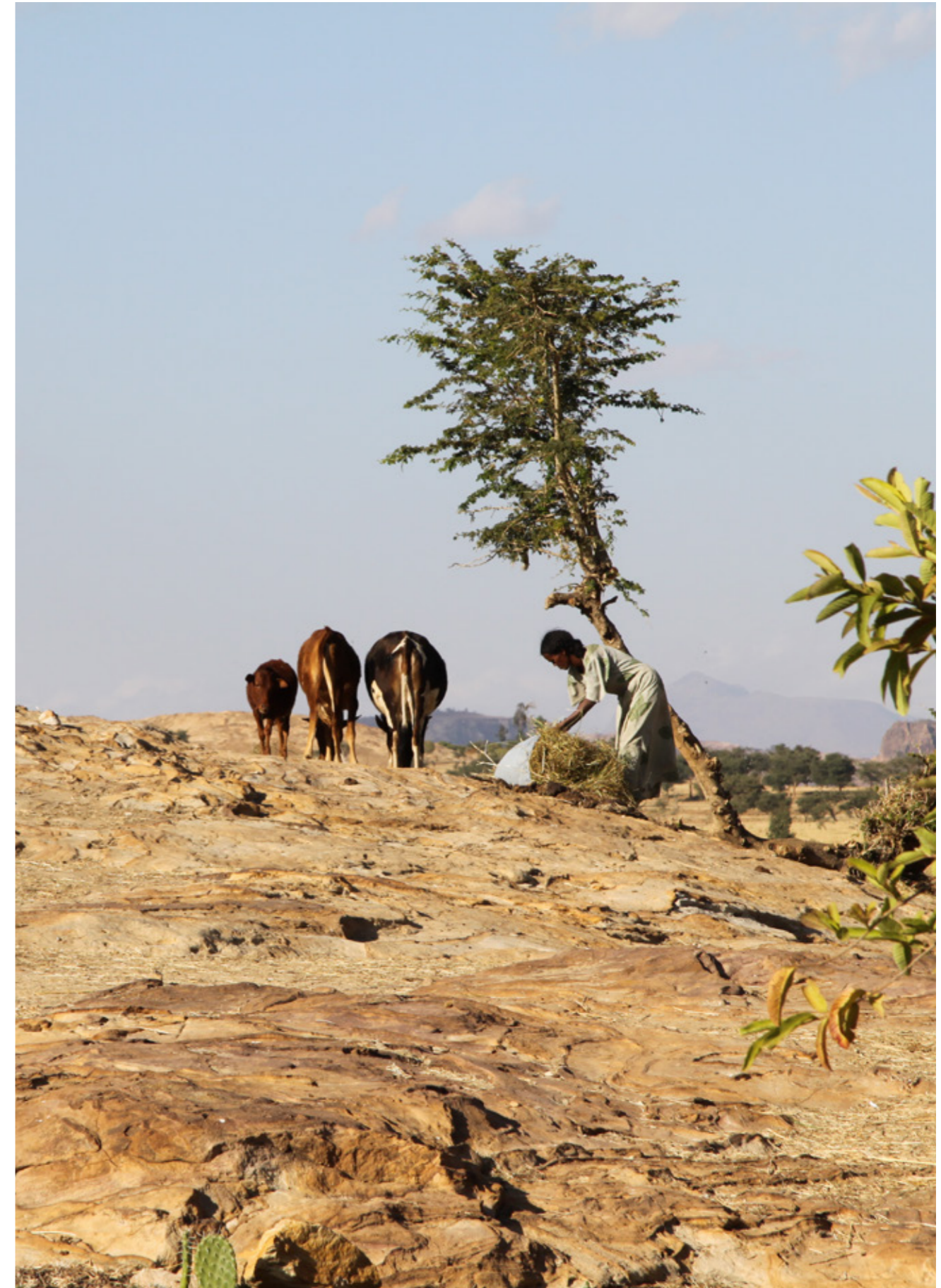
- Measures to improve interaction between humanitarian efforts, development cooperation and peace efforts:
 - Establish routines for better coordination, complementarity and cooperation between the Ministry of Foreign Affairs, Norad and the embassies.
 - Develop a guide to holistic efforts.
 - Consider incorporating specific measures in the country strategies in order to promote synergy between programmes, channels and partners.
- The Ministry of Foreign Affairs could consider strengthening Norway's peace efforts if Norwegian development aid is to contribute to achieving the common goals for a holistic effort.
- The Ministry of Foreign Affairs should ensure that both the development aid administration and partners work systematically with regard to conflict sensitivity, including:
 - The Norwegian involvement should be based on conflict analyses with planning for different scenarios in the context.
 - Fundamental guidance should be developed on how to operationalise and report conflict sensitivity and unintended effects for partners.
 - Require partners to use up-to-date conflict analyses and report on how projects have been conflict-sensitive, as well as any unintended effects.

- The Ministry of Foreign Affairs should further develop cooperation with local partners:
 - Increase the use of local actors as partners. This should apply to contractual partners as well, not just implementing partners.
 - Be clearer regarding how the development aid administration should share risk with local partners.
 - Facilitate a long-term approach in the partnership.
- Improve how the development aid administration and partners document and learn from dilemmas and document risk assessments:
 - Document how dilemmas are handled.
 - Document risk assessments and scenario planning.
 - Request documentation of dilemmas from partners
 - Facilitate learning between actors and between countries.



Photo:
Espen Røst,
Panorama

→ Photo:
Gunnar Zachrisen,
Panorama



Literature study on corruption risk in Ukraine

REPORT TITLE:

Ukraine: Corruption risks and mitigation strategies. A literature review.

Report: 3/2024

Conducted by: The Department for Evaluation in Norad

ISBN: 978-82-8369-196-2

Background

Corruption has had a significant impact on Ukraine's growth and development for decades. It is considered to be a widespread problem that has become particularly topical in connection with the major international aid operations in the country following the Russian invasion.

Purpose

The purpose of this literature review is to assist in effective decision-making and risk management for donors in relation to official development aid to Ukraine.

Findings

The literature study summarises information that may be of relevance to the risk management of development aid to Ukraine as follows:

Contextual understanding and political economic analysis

Effective due diligence in the context of conflicts requires a good understanding of local power dynamics, as well as cooperation concerning the sharing of information. Donors can focus on supporting institutions, while at the same time conducting political economic analyses to predict, prevent and mitigate risks associated with the ongoing conflict and post-conflict reconstruction. The literature stresses that the risk of corruption in procurements concerns not only the 'type' of corruption that occurs, but also how it occurs.

Coordination and transparency

Effective coordination is critical to managing corruption risks and ensuring overall effectiveness. This involves sharing information both internally and between actors to avoid duplication, deliver consistent anti-corruption messages, and resist external pressure. Active cooperation between donors and civil society organisations, as well as the integration of insights and feedback from the grassroots into development aid processes, is associated with the more efficient and targeted use of development aid, which also promotes a culture of accountability and transparency.

Risk management

The need for uniform risk management standards and conflict sensitivity is important in order to avoid fragmentation. Challenges in monitoring and due diligence include long supply chains and security concerns, especially in conflict contexts. A culture of silence surrounding corruption in development aid to conflict-affected countries represents a significant obstacle. Such a culture is influenced by competitive pressure, reputational concerns and a fear of a reduction in funding. Overcoming such a culture requires an understanding of both social norms and the pressures being faced by local staff. Technical reforms and conventional anti-corruption measures have limited effectiveness and can even backfire in conflict situations.

Stability and volume of funds

Volume and disbursement rate are crucial factors, as even well-designed systems can struggle under the pressure of fast and substantial disbursements. Unstable funding can lead to an increased risk of corruption. Donors can leverage Ukraine's progress in digital governance to track real-time allocation and use of funds, boosting accountability. Cooperation and coordination among donors can reduce the risk of duplication and misallocation, especially in a rapidly changing conflict zone.

Reflection note on conflict sensitivity

REPORT TITLE:

Ukraine: Corruption risks and mitigation strategies. A literature review.

Report: 3/2024

Conducted by: The Department for Evaluation in Norad

ISBN: 978-82-8369-196-2

To shed light on conflict sensitivity in Norwegian development aid, the Department for Evaluation has published a reflection note on the topic. Conflict sensitivity is about understanding that any development, humanitarian or peace initiative can, regardless of context, influence local dynamics in either a positive or a negative way. Conflict sensitivity is a fundamental part of international and Norwegian development aid.

The note is based on knowledge from previous evaluations and learning events carried out by the Department, including the literature study on corruption risk in Ukraine and the evaluation of the interaction between humanitarian efforts, development cooperation and peace work in Norwegian development aid.

The reflection note seeks to answer the following questions:

- How and how well is conflict sensitivity integrated into Norwegian development aid?
- What are the main challenges and opportunities for improving conflict sensitivity within the Norwegian development aid administration?
- How can Norway better adapt its strategies and operations to conflict-sensitive principles?

The answers to these questions can be valuable in different contexts, e.g., in ongoing development aid efforts in countries, regions or thematic priorities.

Photo: Vigdis Halvorsen, Norad



Photo: Sverre Magnus Petersen, Norad



CHAPTER 4

Collaboration with partners

Collaboration with partners

An important purpose of EVAL's collaboration with the international evaluation community is to contribute to the further development of the discipline of evaluation and its function, both here in Norway and internationally. EVAL is active in OECD DAC's evaluation network and the Nordic+ network, as well as in the EVA forum - a network for evaluation in the State.

Over the years, EVAL has also partnered with many multinational (multilateral) organisations, NGOs and other evaluation environments. An important purpose of the cooperation is to acquire knowledge of the areas that Norway supports through the multilateral organisations.

Most organisations that receive Norwegian development aid carry out evaluations of their activities. Through the collaboration, we gain insight into the knowledge gained through this evaluation work and how the organisations operate with regard to evaluation. This information has also been used by EVAL to further develop its work and to provide input to the Ministry of Foreign Affairs preparations for annual board meetings.

A brief discussion of the Department's specialist collaboration over the past two years is presented below.

The evaluation network within OECD DAC and Nordisk+

Internationally, EVAL has played an important role in the evaluation network of the OECD Development Committee (DAC). This includes with regard to the development of [criteria for development aid evaluation](#). The criteria were revised in 2019 and are used in many contexts extending far beyond development aid evaluations. EVAL is also active in a working group relating to the evaluation of climate and the environment.

In addition, EVAL actively participates in the Nordisk+ network, where experiences are exchanged between evaluation colleagues in Denmark, Sweden, Finland, Iceland, the UK, Ireland, Germany, the Netherlands and Canada. This network is also used to identify opportunities to conduct joint evaluations. For example, a joint evaluation of development aid is currently being conducted through multilateral funds under the auspices of the independent evaluation units in Denmark, Sweden, Finland, Iceland and Norway. This evaluation is scheduled for completion in January 2025.

EVA Forum

EVA Forum is a network for evaluation in the State that aims to exchange experiences and knowledge of evaluation in the State. EVAL is a member of the working committee of the network, whose task, among other things, is to organise the annual evaluation conference in collaboration with the Norwegian Evaluation Association, which EVAL co-founded in 2009.

The independent evaluation unit of the United Nations Entity for Gender Equality and the Empowerment of Women (IEAS UN Women)

Through the partnership with the independent evaluation unit within UN Women, EVAL has helped to highlight how the gender perspective is addressed in the implementation of evaluations. Several publications have been prepared which are available on the [UN Women's website](#). These publications include experiential summaries from the planning and execution of such evaluations and data collection tools. In October 2023, EVAL, in collaboration with UN Women, arranged an open seminar to contribute to awareness and training concerning the importance of safeguarding the gender perspective during the performance of evaluations.

The evaluation office of the Global Environment Fund (GEF)

Since 2017, EVAL has had a partnership agreement with the evaluation office of the Global Environmental Fund. Through this collaboration, the Department has, among other things, part-funded evaluations and studies.



Photo:
Ken Opprann

UNDP's Independent Evaluation Office (IEO)

In May 2023, the UNDP's Independent Evaluation Office (IEO) and EVAL signed a new cooperation agreement. The previous cooperation agreement covered the period from 2015 to 2018. The cooperation includes opportunities to conduct joint evaluations, arrange joint seminars and training, and an employee exchange scheme.

IFAD's Independent Evaluation Office (IOE)

In June 2023, IFAD and EVAL signed a partnership agreement on cooperation relating to joint evaluations, method development, seminars and the possible exchange of employees. The first evaluation in which IFAD and the Department for Evaluation worked together started in February 2024 and is scheduled for completion during the year. Furthermore, IFAD and EVAL will exchange experiences gained through knowledge evaluations and present the results at the European Evaluation Biennial Conference in Rimini, Italy in September 2024.

Inteval

EVAL actively contributes to Inteval, a multidisciplinary international network of evaluation experts, through participation in annual meetings and contributions to scientific publications. The most recent publication with contributions from a Department employee is: [Towards Sustainable Futures: The Role of Evaluation - 1st Edition - Id \(routledge.com\)](#)

Climate Investment Fund

The Climate Investment Fund (CIF) is one of the largest multilateral funds that help low and middle-income countries adapt to and mitigate climate change. This fund has its own evaluation and learning unit. EVAL has been one of six advisors to this unit for a number of years. The role of the advisory group is to provide strategic advice relating to annual plans and thematic focus areas of the fund. The group has also provided input concerning the mandate and implementation of evaluations.

The Independent Evaluation Department of the European Bank for Reconstruction and Development (IEvD)

EVAL and the Independent Evaluation Department of the European Bank for Reconstruction and Development (EBRD-IEvD) developed a good partnership in 2023, with a focus on evaluating development aid to Ukraine. We arranged a joint seminar for the staff in the two departments, during which experiences gained through the performance of real-time evaluations were exchanged.

Norwegian Space Agency

EVAL has collaborated with the Norwegian Space Agency to explore the use of satellite images in independent evaluations of Norwegian development aid. As part of this collaboration, services provided by Copernicus Emergency Management Service (CEMS) were activated in 2023. The aim was to investigate the use of data such as nighttime light intensity, land use and vegetation change as indicators for identifying the impacts of renewable energy projects.

Follow-up of evaluations

An account of the follow-up of reports under the auspices of the Department for Evaluation is presented in the revised *Instructions for evaluation in the Norwegian development aid administration and associated Evaluation strategy and guidelines*, which came into effect in January 2022. This superseded the *Instructions for evaluation in the Norwegian development aid administration* dating from 2016.

When an evaluation report is completed, the Department prepares a memo to the management of the Ministry of Foreign Affairs or the Ministry of Climate and Environment, depending on who is responsible for the development aid that has been evaluated. In the memo, the Department aims to give its assessment of the evaluation and provide suggestions for points that should be followed up in Norwegian development policy.

The work relating to the subsequent follow-up takes place in the Ministry of Foreign Affairs and the Ministry of Climate and Environment. A new feature of the revised instructions from January 2022 is that the ministries are no longer obliged to prepare follow-up plans and reports. In accordance with the revised instructions, the Ministry is required to assess whether decisions and/or follow-up plans are needed and whether they should be published.

The table on the next page shows the status of the follow-up of the Department for Evaluation's reports during the period 2009 to May 2024. The Department for Evaluation's follow-up notes and any follow-up plans and reports from the Ministries will be published on the [Department's website](#).

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Nepal's Education for All programme	1/2009	02.2010	Follow-up Government of Nepal	
Joint donor team in Juba	2/2009	9.9.2009	No plan recommended beyond the followups already conducted in the MFA	
NGOs in Uganda	3/2009	31.8.2009	25.6.2010	25.6.2010
Integration of emergency aid, reconstruction and development	Felles	7.8.2009	No Norwegian follow-up required	
Support for the protection of cultural heritage	4/2009	30.9.2009	9.6.2010	8.11.2011
Multilateral aid for environmental protection	Syntese	8.10.2009	No Norwegian follow-up required	
Norwegian peace effort in Haiti	5/2009	15.2.2010	15.7.2010	2.2.2012
Norwegian People's Aid – humanitarian mine clearance activities	6/2009	19.2.2010	8.4.2010	31.3.2011
Norwegian programme for development, research and education (NUFU) and Norad's programme for master's studies (NOMA)	7/2009	14.4.2010	3.11.2010	8.1.2013
Norwegian Centre for Democracy Support	1/2010	26.3.2010	7.5.2010	14.11.2012
Study of support to parliaments	2/2010	Follow-up memo not relevant		
Norwegian business-related assistance	3/2010 (Case studier 4,5,6)	23.9.2010	15.3.2011	9.1.2013

¹ The overview has been prepared by Norad's Department for Evaluation based on copies of submitted follow-up plans and reports.

² New in the revised instructions from January 2022 is that the ministries are no longer required to create follow-up plans, but the ministry should assess whether there is a need for decisions and/or follow-up plans as well as the possible publication of these.

³ New in the revised instructions from January 2022 is that the ministries are no longer required to create follow-up reports.

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Norwegian support to the Western Balkans	7/2010	4.11.2010	21.1.2011	4.6.2013
Transparency International	8/2010	22.9.11	21.11.2011	1.2.2013
Evaluability study - Norwegian support to achieve Millennium Development Goals 4 & 5 (maternal and child health)	9/2010	24.2.2011	Included in the MFA's follow-up plan for report 3/2013	
Peace-building activities in South Sudan	Felles	3.3.2011	22.6.2011	31.3.2015
Norwegian democracy support through the UN	10/2010	8.7.2011	20.5.2014	20.5.2014
IOM – International Organization for Migration's efforts to combat human trafficking	11/2010	18.5.2011	5.1.2011	20.12.2012
Real-time evaluation of Norway's international climate and forest initiative	12/2010 (Land rapporter 13, 14, 15, 16, 17, 18/2010)	8.6.2011	12.9.2011	16.7.2012
Pariserklæringen	Joint	Follow-up memo not relevant		
Children's rights	Joint	21.11.2011	18.12.2012	3.2.2014
Development cooperation among Norwegian NGOs in East Africa	1/2011	25.4.2012	19.9.2012	16.9.2014
Research on Norwegian development assistance	2/2011	4.1.12	19.2.2013	19.2.2013
Norway's culture and sports cooperation with countries in the South	3/2011	27.1.12	6.6.2012	11.9.2013
Study on contextual choices in fighting corruption: lessons learned	4/2011 Study	Follow-up memo not relevant		

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Norwegian peace efforts in Sri Lanka	5/2011	8.2.2012	29.3.2012	30.5.2014
Support for anti-corruption efforts	6/2011	15.2.2012	27.5.2013	2.6.2014
Norwegian development cooperation to promote human rights	7/2011	17.1.12	17.12.2012	5.5.2014
Norway's trade-related assistance through multilateral organizations	8/2011	8.3.12	11.1.2013	15.10.2013
Activity-based financial flows in UN system	9/2011 Study	Follow-up memo not relevant		
Norwegian support to the health sector in Botswana	10/2011	Follow-up memo not relevant		
Norwegian support to the health sector in Botswana	1/2012	20.4.12	14.1.2013	14.2.2014
Study of travel compensation (per diem)	2/2012	3.7.2012	6.5.2015	6.5.2015
Norwegian development cooperation with Afghanistan	3/2012	13.12.2012	16.5.2013	6.3.2015
The World Bank Health Results Innovation Trust Fund	4/2012	18.9.2012	21.1.2013	13.5.2014
Real-time evaluation of Norway's international climate and forest initiative: lessons learnt from support to civil society organizations	5/2012	3.12.2012	14.1.2013	31.1.2014 ⁴
Norway's Oil for Development Programme	6/2012	21.3.2013	23.5.2013	17.10.2014
Study of monitoring and evaluation of six Norwegian civil society organizations	7/2012	16.5.2013	27.5.2014	25.8.2015

⁴ Since 1 January 2014, responsibility for monitoring the follow-up evaluation of Norway's Forest and Climate initiative has rested with the Ministry of Climate and Environment.

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Study of the use of evaluations in the Norwegian development cooperation system	8/2012	30.4.2013	16.6.2013	30.7.2015
Norway's bilateral agricultural support to food security	9/2012	3.6.3013	22.1.2014	17.3.2015
A framework for analysing participation in development	1/2013 (Case studies 2/2013)	9.7.2013	25.9.2013	22.10.2014
Norway-India Partnership Initiative for Maternal and Child Health (NIPI I)	3/2013	7.11.2013	9.3.2015	12.4.2016
Norwegian Refugee Council/ NORCAP	4/2013	16.10.2013	18.11.2014	15.1.2016
The Norwegian climate and forest initiative – real-time evaluation: Support for measuring, reporting and verifying	5/2013	28.11.2013	11.2.2014 ⁵	22.5.2015
Evaluation of results measurement in aid management	1/2014	11.6.2014	15.9.2014	21.10.2015
Unintended effects in evaluations of development aid	2/2014	Follow-up of study included in follow-up memo for report 1/2014		
Norwegian climate and forest initiative – real-time evaluation: Synthesis report	3/2014	6.10.2014	8.6.2015	26.4.2018
Evaluation Series of NORHED: (higher education and research for development) Theory of change and evaluation methods	4/2014	Follow-up memo not relevant		
Evaluation of Norwegian support through and to umbrella and network organisations in civil society	5/2014	15.12.2014	13.3.2015	07.4.2016

⁵ Since 1 January 2014, responsibility for monitoring the follow-up evaluation of Norway's Forest and Climate initiative has rested with the Ministry of Climate and Environment.

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Training for peace in Africa	6/2014	16.2.2015	10.3.2015	12.4.2016
Impact Evaluation of the Norway India Partnership Initiative Phase II for Maternal and Child Health – Baseline	7/2014	Follow-up memo not relevant		
Evaluation of Norway's support to Haiti after the 2010 earthquake	8/2014	23.2.2015	17.6.2015	26.4.2018
Evaluation of the Norwegian Investment Fund for Developing countries (Norfund)	1/2015	24.2.2015	3.6.2015	20.4.2018
Norwegian support for strengthening women's rights and gender equality in development cooperation	2/2015	26.6.2015	13.10.2015	12.12.2016
Study of baseline data for Norwegian support to Myanmar	3/2015	10.9.2015	23.12.2015	3.4.2017
Experiences with Results-Based Payments in Norwegian Development Aid	4/2015, 5/2015	2.12.2015	27.1.2016	23.4.2018
Evaluation Series of NORHED Higher Education and Research for Development Evaluation of the award mechanism	6/2015	20.11.2015	19.4.2016	25.4.2018
Evaluation of Norwegian Multilateral Support to Basic Education (Unicef and the Global Partnership for Education)	7/2015	2.11.2015	4.12.2015	19.1.2017
Work in Progress: How the Norwegian Ministry of Foreign Affairs and its Partners See and Do Engagement with Crisis-Affected Populations	8/2015	14.12.15	2.2.2016	21.6.2018
NORHED Evaluability study	9/2015	Follow-up memo not relevant		
Evaluation of Norwegian support to capacity development	10/2015	10.12.2015	22.4.2016	24.4.2018

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Chasing civil society? Evaluation of Fredskorpset	1/2016	26.1.2016	16.3.2015	6.4.2017
Real-time evaluation of Norway's International Climate and Forest Initiative: Literature review and programme theory	2/2016	Follow-up memo not relevant		
More than just talk? A Literature Review on Promoting Human Rights through Political Dialogue	3/2016	Follow-up memo not relevant		
"Striking the balance" Evaluation of the planning, management and organisation of Norway's assistance to the Syria regional crisis	4/2016	29.4.2016	24.6.2016	1.9.2017
Norwegian support to advocacy in the development arena	5/2016	2.9.2016	3.2.2017	30.4.2018
Country Evaluation Brief South-Sudan	6/2016	15.11.2016	23.11.2016/ 24.4.2018	24.4.2018
Country Evaluation Brief Afghanistan	7/2016	15.11.2016	23.11.2016/ 24.4.2018	24.4.2018
Country Evaluation Brief Mozambique	8/2016	15.11.2016	23.11.2016/ 24.4.2018	24.4.2018
Review of evaluation systems in development cooperation	OECD DAC publication 2016	1.2.2017	16.03.2017	30.4.2018
Evaluation of the quality of reviews and decentralized evaluations	1/2017	1.2.2017	16.03.2017	30.4.2018
How to engage in long-term humanitarian crises: a desk review	2/2017	20.3.2017	Follow-up memo not relevant	
Country Evaluation Brief: Somalia	3/2017	6.9.2017	24.4.2018	24.4.2018

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Country Evaluation Brief: Malawi	4/2017	6.9.2017	24.4.2018	24.4.2018
Country Evaluation Brief: Palestine	5/2017	6.9.2017	24.4.2018	24.4.2018
valuation of the information and communication activity	6/2017	21.8.2017	23.4.2018	2.5.2019
Real-time evaluation of Norway's International Climate and Forest Initiative: Empowerment of indigenous peoples and forest-dependent communities	7/2017	Follow-up of the study is included in the follow-up memo for report 8/2017		
Real-time evaluation of Norway's International Climate and Forest Initiative: Lessons learned and recommendations	8/2017	11.10.2017	9.1.2018	8.5.2019
Evaluation of Norwegian support for education in conflict and crisis through civil society organisations	9/2017	20.11.2017	16.3.2018	2.5.2019
Country Evaluation Brief: Myanmar	10/2017	7.12.2017	24.4.2018	24.4.2018
Country Evaluation Brief: Nepal	11/2017	7.12.2017	24.4.2018	24.4.2018
Evaluation of Norwegian Support to Strengthen Civil Society in Developing Countries	1/2018	21.1.2018	24.4.2018	2.5.2019
Country Evaluation Brief: Ethiopia	2/2018	7.12.2017	24.4.2018	24.4.2018
Country Evaluation Brief: Haiti	3/2018	7.12.2017	24.4.2018	24.4.2018
Evaluation of the Norwegian aid administration's practice of results-based management	4/2018	6.3.2018	30.4.2018	2.5.2019
Country Evaluation Brief: Tanzania	5/2018	7.12.2018	24.4.2018	24.4.2018

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Country Evaluation Brief: Mali	6/2018	7.12.2018	24.4.2018	24.4.2018
How do tax agreements affect mobilisation of tax revenues in developing countries?	7/2018	25.4.2018	Follow-up memo not relevant	
Evaluation of Norwegian efforts to ensure policy coherence for development	8/2018	8.5.2018	10.1.2019	3.9.2020
Synthesis study of evaluations of Civil Society Organisations' democratisation and human rights work in Southern and Eastern Africa	9/2018	18.6.2018	28.1.2019	28.1.2019
Evaluation of Norwegian Engagement in the Peace Process between the Colombian Government and the FARC, 2010–2016	10/2018	22.8.2018	5.11.2018	1.08.21
Evaluation of human rights and business in Norwegian development cooperation	11/2018	13.9.2018	6.2.2019	12.5.2021
The Norway-India Partnership Initiative Phase II: Impact Evaluation of Five Interventions	12/2018	12.10.2018	2.5.2019	20.09.21
Evaluation of Organisational Aspects of Norwegian Aid Administration	13/2018	10.10.2018	5.2.2019	01.2020
Evaluation of Norway's Multilateral Partnerships Portfolio	1/2019	18.9.2019	20.5.20	10.6.2021
Making Evaluation Work for the Achievement of SDG 4.5.	Unesco/IOS Evaluation Office Juli, 2019	8.10.2019	21.1.20	
Evaluation of Norwegian Development Assistance to Private Sector Development and Job Creation	1/2020	6.2.2020	30.3.2020	15.6.2021

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Evaluation of the Norwegian Aid Administration's Approach to Portfolio Mana	2/2020	6.2.2020	28.5.20	28.1.2021
Evaluation of Norway's Aid Engagement in South Sudan	3/2020	25.2.2020	29.5.20	14.12.2021
Evaluation of Norway's Aid Concentration	4/2020	17.6.2020	2.8.2021	
Evaluation of Norway's anti-corruption efforts as part of its development policy and assistance	5/2020	18.9.2020	15.3.2021	
Responding to the Covid-19 pandemic – Early Norwegian Development Aid Support	Background study 1/20	29.9.2020	Follow-up memo not relevant	
Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2018–2019)	6/2020	3.11.2020	8.10.2021	
Evaluation of Norway's engagement in Somalia	7/2020	26.10.2020	4.12.2020	25.4.2022
Country Evaluation Brief: Colombia	8/2020	23.11.2020	13.8.2021	
Country Evaluation Brief: Ghana	9/2020	23.11.2020	13.8.2021	
Country Evaluation Brief: Niger	10/2020	23.11.2020	13.8.2021	
Country Evaluation Brief: Uganda	11/2020	23.11.2020	13.8.2021	
Country Evaluation Brief: Indonesia	12/2020	23.11.2020	13.8.2021	
Lessons from evaluations: The Use of Cash Transfers in Humanitarian and Development Settings	Published by the Covid-19 Global Evaluation Coalition	23.11.2020	Follow-up memo not relevant	

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Monitoring and Evaluation for Adaptive Management – Real-Time Evaluation	Published by betterevaluation	05.03.2021	Follow-up memo not relevant	
Mapping of Norwegian Efforts to Include Persons with Disabilities in Development Assistance 2010-2019	1/2021	11.1.2021	Preparation for evaluation/follow-up memo not relevant	
Evaluation of Norway's International Climate and Forest Initiative's (NICFI) support to private sector initiatives	2/2021	15.3.2021		
Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF	Published by the executive Office of the General Secretary of the UN	21.6.2021	13.10.2021	
Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2019-2020)	3/2021	26.10.2021	21.12.2021	
What, Why and How? A mapping and analysis of the Ministry of Foreign Affairs' and Norad's use of other Norwegian public sector institutions in development assistance	1/2022	21.01.2022	Follow-up memo not relevant	
Literature review on civil society's roles in reducing tropical forest loss	2/2022	21.01.2022	Follow-up memo not relevant	
Evaluation of Norwegian efforts for women, peace and security (2000-2020)	3/2022	16.02.2022	23.5.2022	
Analysis of Norway's Action Plans on Women, Peace and Security	4/2022		Follow-up memo not relevant	
Evaluation of Norwegian Efforts to include Persons with Disabilities in Development Assistance 2010-2019; Organisation, management and results	5/2022, 7/2022	31.3.2022, 11.10.2022	15.11.2022	

Follow-up of evaluations – Status as of 03.05.2024¹

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures ²	Report on follow-up ³
Country Evaluation Brief: Democratic Republic of the Congo	6/2022	31.3.2022	Follow-up memo not relevant	
System-Wide Evaluation of the UNDS Socio-economic Response to COVID-19	Published by the executive Office of the General Secretary of the UN	2.2.2023	General Secretary Office in the UN has the main responsibility for follow-up	
Evaluation of Norwegian support under the Nansen cooperation in the fisheries sector	8/2022	21.12.2022	24.3.2023	
Evaluation of Norwegian aid engagement in the Sahel	1/2023, 2/2023	01.9.2023	23.10.2023	
Review of evaluations of food security interventions	3/2023	26.6.2023	25.9.2023	
Evaluation of the interaction between Norwegian humanitarian aid, development cooperation and peace efforts	5/2023, 6/2023, 7/2023, 8/2023, 9/2023	18.12.2023	06.3.2024	
Evaluation of Norwegian International Climate and Forest Initiative Support to Civil Society	1/2024	26.2.2024		
Evaluation of Norwegian International Climate and Forest Initiative Support to Civil Society	2/2024	02.4.2024	30.4.2024	
Literature review Ukraine corruption risks and mitigation strategies	3/2024	12.03.2024	Follow-up memo not relevant	



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Overview of earlier evaluation and studies

All evaluations and studies are available at [our website](#). Brief summaries of the reports are also provided in our annual reports.

S = Study E = Evaluation

Civil Society

2018 E/ 9.18	Civil Society Under Pressure
2018 E/ 1.18	From Donors to Partners? Evaluation of Norwegian Support to Strengthening Civil Society in Developing Countries through Norwegian Organisations
2016. E/ 1.18	Chasing Civil Society? Evaluation of Fredskorpset
2014 E/ 5.14	Evaluation of Norwegian Support Through and to Umbrella/Network Organisations in Civil Society
2013 E/ 4.13	Evaluation of Five Humanitarian Programmes of the Norwegian Refugee Council and of the Standby Roster NORCAP
2012 S/ 7.12	A Study of Monitoring and Evaluation in Six Norwegian Civil Society Organisations
2011 E/ 1.11	Results of Development Cooperation through Norwegian NGO's in East Africa
2011 E/ 3.11	Evaluation of the Strategy for Norway's Culture and Sports Cooperation with Countries in the South
2010 E/ 1.10	Evaluation of Norwegian Centre for Democracy Support
2009 E/ 3.09	Evaluation of Norwegian Development Cooperation through NGOs in Northern Uganda
2009 E/ 4.09	Evaluation of Norwegian Support to Protection of Cultural Heritage
2009 E/ 6.09	Evaluation of Humanitarian Mine Action Activities of Norwegian Peoples Aid
2009	Joint Evaluation of Support of Citizen' Voice and Accountability
2007 S/ 2.07	Development Cooperation through Norwegian NGOs in South America
2007 E/ 5.07	Evaluation of the Development Cooperation to Norwegian NGOs in Guatemala
2006 E/ 2.06	Evaluation of Fredskorpset
2005 S/ 1.05	Study of the Impact of the Work of FORUT in Sri Lanka and Save the Children Norway in Ethiopia: Building Civil Society. Synthesis report.
2004 S/ 6.04	Study of the Impact of the Work of Save the Children Norway in Ethiopia: Building Civil
2004 S/ 5.04	Study of the Impact of the Work of FORUT in Sri Lanka: Building Civil Society
2004 E/ 4.04	Evaluering av ordningen med støtte gjennom paraply paraplyorganisasjoner. Eksemplifisert ved støtte til Norsk Misjonsnemnd og Atlas-alliansen

Governance and anti-corruption

2024 S/ 3.24	Ukraine: Corruption Risks and Mitigation Strategies. Literature Review.
2020 E/ 5.20	Evaluation of Norway's Anti-Corruption Efforts as part of its Development Policy and Assistance
2012 E/ 2.12	Hunting for Per Diem. The Uses and Abuses of Travel Compensation in Three Developing Countries
2011 S/ 4.11	Contextual Choices in Fighting Corruption: Lessons Learned
2011 E/ 6.11	Joint Evaluation of Support to Anti-corruption Efforts, 2002-2009
2010 S/ 2.10	Synthesis Study: Support to Legislatures
2010 E/ 8.10	Evaluation of Transparency International
2010 E/ 11.10	Evaluation of IOM and its Efforts to Combat Human Trafficking
2009 E/ 2.09	Mid-Term Evaluation of the Joint Donor Team in Juba, Sudan
2008 S/ 2.08	Anti-corruption Approaches. A literature Review

Private sector development

2021 S/	Working Paper 90. Core concepts in blended finance: Assessment of uses and implications for evaluation (OECD-publikasjon)
2020 E/ 1.20	Norwegian Development Assistance to Private Sector Development and Job Creation
2018 E/ 11.18	UNGP, Human Rights and Norwegian Development Cooperation Involving Business
2015 E/ 1.15	Evaluation of the Norwegian Investment Fund for Developing Countries (Norfund)
2011 S/ 8.11	Norway's Trade Related Assistance through Multilateral Organizations: A synthesis study
2010 E/ 3.10	Synthesis Main Report: Evaluation of Norwegian Business-Related Assistance S/ 4.10-6.10 Case Study South Africa S/ 5.10 Case Study Bangladesh S/ 6.10 Case Study Uganda
2009 E/ 3.09	Evaluation of Business-Related Assistance to Sri Lanka
2010 E/ 11.10	Evaluation of IOM and its Efforts to Combat Human Trafficking
2009 E/ 2.09	Mid-Term Evaluation of the Joint Donor Team in Juba, Sudan
2008 S/ 2.08	Anti-corruption Approaches. A literature Review

Humanitarian assistance

2023 E / 5.23	Evaluation of the Interaction Between Norwegian Humanitarian Aid, Development Cooperation and Peace Efforts. Synthesis Report. 6.23 Country Report: Lebanon. 7.23 Country Report: Democratic Republic of the Congo. 8.23 Country Report: Ethiopia. 9.23 Geospatial country analysis
2023 E/ 10.23	Evaluation of Norwegian aid engagement in the Sahel
2020 S/	Lessons from evaluations: The Use of Cash Transfers in Humanitarian and Development Settings (OECD-publikasjon)
2020 E/ 7.20	Evaluation of Norway's Engagement in Somalia
2020 E/3.20	Blind Sides and Soft Sports – An Evaluation of Norway's Aid Engagement in South Sudan
2018 S/1.18	Mapping and Analysis of Humanitarian Assistance and Support in Fragile States
2017 E 9.17	Realising Potential: Evaluation of Norway's Support to Education in Conflict and Crisis through Civil Society Organisations

Humanitarian assistance

2017 S/2.17	How to Engage in Long-term Humanitarian Crises: A Desk Review
2016 S/ 3.16	More Than Just Talk? A Literature Review on Promoting Human Rights through Political Dialogue
2016 E/ 4.16	'Striking the Balance.' Evaluation of the Planning, Organisation and Management of Norwegian Assistance Related to the Syria Regional Crisis
2015 S/ 8.15	Work in Progress: How the Norwegian MFA and its Partners See and Do Engagement with Crisis Affected Populations
2014 E/ 8.14	Evaluation of the Norwegian Humanitarian Assistance to Haiti After the 2010 Earthquake
2013 S/ 1.13	A Framework for Analysing Participation in Development
2012 E/ 1.12	Mainstreaming Disability in the New Development Paradigm
2011 E/ 7.11	Evaluation of Norwegian Development Cooperation to Promote Human Rights
2008	A ripple in Development? Long-term Perspectives on the Response to the Indian Ocean Tsunami 2004 (Ledet og utgitt av Sida)
2008 E/ 1.08	Evaluation of Norwegian Emergency Preparedness System (NOREPS)
2008 S/ 2.08	Synthesis Study: Cash Transfers Contributing to Social Protection
2007 S/ 1.07	Synthesis report: Humanitær innsats ved naturkatastrofer
2007 E/ 3.07	Evaluation of the Effects of Using M621 Cargo Trucks in Humanitarian Transport Operations

Peace, security and global cooperation

2022 E/ 4.22	Analysis of Norway's Action Plans on Women, Peace and Security
2022 E/ 3.22	Evaluation of Norwegian Efforts for Women, Peace and Security
2018 E/ 10.18	A Trusted Facilitator: An Evaluation of Norwegian Engagement in the Peace Process between the Colombian Government and the FARC, 2010–2016
2014 E/ 6.14	Building Blocks for Peace: An Evaluation of Training for Peace in Africa Program
2012 E/ 3.12	Evaluation of Norwegian Development Cooperation with Afghanistan 2001–2010
2011 E/ 5.11	Pawns of Peace. Evaluation of Norwegian Peace Efforts in Sri Lanka, 1997–2009
2010 E/ 7.10	Evaluation of Norwegian Development Cooperation with West Balkans
2009 E/ 5.09	Evaluation of Norwegian Support to Peacebuilding in Haiti 1998–2008
2008 E/ 5.08	Evaluation of the Norwegian Research and Development Activities in Conflict Prevention and Peace Building

Education and research

2015 E/ 6.15	Evaluation Series of NORHED: Evaluation of the Award Mechanism
2015 S/ 9.15	Evaluation Series of NORHED: Evaluability study
2015 E/ 10.15	Evaluation of Norwegian Support to Capacity Development
2014 E/ 4.14	Evaluation Series of NORHED: Theory of Change and Evaluation Methods
2011 E/ 2.11	Evaluation of Research on Norwegian Development assistance
2009 E/ 7.09	Evaluation of NUFU and NOMA

Education and research

2008 S/ 1.08	Synthesis Study: On Best Practice and Innovative Approaches to Capacity Development in Low Income African Countries
2006 E/ 1.06	Inter-ministerial Cooperation- An Effective Model for Capacity Development
2005 E/1.05	Evaluation of the Norad Fellowship Programme
2005	Joint Government-Donor Evaluation of Basic and Primary Education Programme II in Nepal (Published by Denmark)

Climate and environment

2024 E/1.24	Evaluation of Norwegian International Climate and Forest Initiative Support to Civil Society
2022 E/ 2.22	Literature Review on Civil Society's Roles in Reducing Tropical Forest Loss
2021 E/ 2.21	Evaluation of Norway's International Climate and Forest Initiative's (NICFI) Support to Private Sector Initiatives
2018 S/ 1.18	Evaluation and Learning for International Sustainable Forest Initiatives
2017 S/ 8.17	Norway's International Climate and Forest Initiative: Lessons Learned and Recommendations. Evaluation Synthesis Report
2017 E/ 7.17	Real-time evaluation of Norway's International Climate and Forest Initiative: Empowerment of Indigenous Peoples and Forest Dependent Local Communities through Support to Civil Society Organisations
2016 S/ 2.16	Real-time Evaluation of Norway's International Climate and Forest Initiative: Literature Review and Programme Theory
2015 S/ 3.15	A Baseline Study of Norwegian Development Cooperation within the Areas of Environment and Natural Resources Management in Myanmar
2014 E/ 3.14	Real-time Evaluation of Norway's International Climate and Forest Initiative: Synthesis Report 2007–2013
2013 E/ 5.13	Real-time Evaluation of Norway's International Climate and Forest Initiative: Measurement, Reporting and Verification
2012 E/ 5.12	Real-time Evaluation of Norway's International Climate and Forest Initiative. Lessons Learned from Support to Civil Society Organisations
	Real-time Evaluation of Norway's International Climate and Forest Initiative Contributions to a Global REDD+ Regime 2007–2010
2010 E/ 12.10	13.10 Executive Summary from Country Reports 14.10 Country Report: Brazil 15.10 Country Report: Democratic Republic of Congo 16.10 Country Report: Guyana 17.10 Country Report: Indonesia 18.10 Country Report: Tanzania
2009 S/ 4.09	Study: Norwegian Environmental Action Plan
2005 E/ 4.05	Evaluation of the Framework Agreement between the Government of Norway and the United Nations Environment Programme (UNEP)

Energy and natural resources

2024 S/ 2.24	Mapping and Evidence Synthesis of Process Evaluations of Climate Adaptation in Food Production - Synthesis report
2023 S/ 3.23	What do we know about the long-term outcomes of food systems interventions?
2022 E/ 8.22	Evaluation of Norwegian Support Under the Nansen Cooperation in the Fisheries sector
2012 E/ 6.12	Facing the Resource Curse: Norway's Oil for Development Program
2012 E/ 9.12	Evaluation of Norway's Bilateral Agricultural Support to Food Security
2008 E/ 6.08	Evaluation of Norwegian Development Cooperation in Fisheries Sector
2007 E/ 1.07	Evaluation of Norwegian Petroleum Related Assistance
2007 E/ 2.07	Evaluation of Norwegian Power Related Assistance
2007 E/ 4.07	Evaluation of Norwegian Development Support to Zambia (1991-2005)

Health

2022 E/	Interim Report: System-wide Evaluation of the UNDS Response to COVID-19 (FN-publikasjon)
2021 S/	Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPT (FN-publikasjon)
2020 S/	Communicating with the public about vaccines: Implementation considerations (Brief 1) & Effects of digital interventions for promoting vaccination uptake (Brief 2) (OECD-publikasjon)
2020 S/	Responding to the Covid-19 pandemic – Early Norwegian Development Aid Support
2018 E/ 12.18	The Norway-India Partnership Initiative Phase II: Impact Evaluation of Five Interventions
2015 S/ 4.15	Experiences with Results-based Payments in Norwegian Development Aid
S/ 5.15	Basis for Decisions to Use Results-based Payments in Norwegian Development Aid
2014 S/ 7.14	Baseline Study: Impact Evaluation of Norwegian-Indian Partnership Initiative Phase II
2013 E/ 2.13	Local Perception, Participation and Accountability in Malawi's Health sector
2013 E/ 3.13	Evaluation of the Norway India Partnership Initiative for Maternal and Child Health
2011 E/ 10.11	Evaluation of Norwegian Health Sector Support to Botswana
2009 S/ 1.09	Global Aid Architecture and Health Millennium Goals
2009 E/ 1.09	Joint Evaluation of Nepal's Education for All (2004-2009)
2008 E/ 4.08	Evaluation of HIV/AIDS Responses
2008	Evaluation of the First Five Years of GAVI Immunization Services Support Funding (Utgitt av The GAVI Alliance)
2008	Evaluation of the Global Alliance for Vaccines and Immunization (GAVI) (Utgitt av The GAVI Alliance)

Un organizations and multilateral financial institutions

2022 E/	System-Wide Evaluation of the UNDS Socio-economic Response to COVID-19 (FN-publikasjon)
2021 S/	Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF (FN-publikasjon)

Un organizations and multilateral financial institutions

2019 E/ 1.19	Evaluation of Norway's Multilateral Partnerships Portfolio. The World Bank and UN Inter-Agency Trust Funds
2015 E/ 7.15	Evaluation of Norwegian Multilateral Support to Basic Education
2012 E/ 4.12	Evaluation of the Health Results Innovation Trust Fund
2011 S/ 9.11	Activity-based Financial Flows in UN System: A Study of Select UN Organisations
2010 E/ 10.10	Evaluation of Democracy Support through United Nations
2009 S/ 2.09	A Synthesis of Evaluations of Environment Assistance by Multilateral organisations
2008 E/ 2.08	Evaluation of the Trust Fund for Environmentally and Socially Sustainable Development (TFESSD)

Aid administration

2022 S/ 1.22	What, Why and How? A mapping and analysis of the Ministry of Foreign Affairs' and Norad's use of other Norwegian public sector institutions in development assistance
2021 S/ 3.21	Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2019-2020)
2020 S/ 6.20	Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2018-2019)
2020 E/ 4.20	Evaluation of Norway's Aid Concentration
2020 E/ 2.20	Evaluation of the Norwegian Aid Administration's Approach to Portfolio Management
2018 E/ 13.18	Evaluation of Organisational Aspects of Norwegian Aid Administration
2018 E/ 8.18	Evaluation of Norwegian Efforts to Ensure Policy Coherence for Development
2018 E/ 4.18	Evaluation of the Norwegian Aid Administration's Practice of Results-Based Management
2017 E/ 6.17	Monolog eller dialog? Evaluering av informasjons- og kommunikasjonsvirksomhet inorsk bistands- og utviklingspolitikk
2017 E/ 1.17	The Quality of Reviews and Decentralised Evaluations in Norwegian Development Cooperation
2016	Review of Evaluation Systems in Development Cooperation (OECD DAC-publikasjon)
2015 S/ 11.15	Mapping Study of Reviews and "valuations in the Norwegian Aid Administration
2014 S/ 1.14	Can We Demonstrate the Difference that Norwegian Aid Makes?
2014 S/ 2.14	A Study of Unintended Effects in Evaluation of Norwegian Aid
2012 E/ 8.12	Use of Evaluations in the Norwegian Development Cooperation System
2010 S/ 9.10	Evaluability Study of Partnership Initiatives
2009	Aid untying: Is It Working? (OECD-DAC-publikasjon)
2008 S/ 1.08	The Challenge of Assessing Aid Impacts. A Review of Norwegian Evaluation Practice
2008	Managing Exit and Transformation (Fellesevaluering, ledet av Sverige)
2006	Joint Evaluation of General Budget Support 1994-2004 (Utgitt av International Development Department ved Universitetet i Birmingham)

Other

2018 E/7.18	International Tax Agreements and Domestic Resource Mobilisation: Norway's Treaty Network with Low-income Countries in Africa
2016 E/ 5.16	Evaluation of Norway's Support for Advocacy in the Development Policy Arena
2008 E/ 3.08	Mid-term Evaluation of EEA Grants

Country evaluation brief

2022 6.22	Country Evaluation Brief: Democratic Republic of the Congo
2020 12.20	Country Evaluation Brief: Uganda
2020 11.20	Country Evaluation Brief: Indonesia
2020 10.20	Country Evaluation Brief: Niger
2020 9.20	Country Evaluation Brief: Ghana
2020 8.20	Country Evaluation Brief: Colombia
2018 6.18	Country Evaluation Brief: Mali
2018 5.18	Country Evaluation Brief: Tanzania
2018 3.18	Country Evaluation Brief: Haiti
2018 2.18	Country Evaluation Brief: Ethiopia
2017 11.17	Country Evaluation Brief: Nepal
2017 10.17	Country Evaluation Brief: Myanmar
2017 5.17	Country Evaluation Brief: Palestine
2017 4.17	Country Evaluation Brief: Malawi
2017 3.17	Country Evaluation Brief: Somalia
2016 6.16	Country Evaluation Brief: South Sudan
2016 7.16	Country Evaluation Brief: Afghanistan
2016 8.16	Country Evaluation Brief: Mozambique

Evaluations and studies supported by partnership agreements since 2004

Independent development evaluation (idev) the african development bank

2016	Towards Private Sector Led Growth: Lessons of Experience. Evaluation Synthesis Report
2016	Evaluation of the Bank's Country Strategy and Program in Ethiopia 2004-2013
2016	Evaluation of the Bank's Country Strategy and Program in Tanzania 2004-2013
2015	Independent Evaluation of Bank Group Equity Investments

Independent evaluation group (ieg) the world bank

2015	Systematic Review of Welfare Impacts of Electricity Access
2014	World Bank Group Support to Reforms of Business Regulations
2014	World Bank Group Support to Health Financing
2014	Learning and Results in World Bank Operations: How the Bank Learns
2013	The World Bank: Experience with Targeted Support to small and Medium-sized Enterprises
2013	The World Bank: Assistance to Low-income Fragile and Conflict-affected States
2013	The World Bank: The World Bank Group's Partnership with the Global Environment Facility
2012	The World Bank: Impact Evaluations – Are They Relevant and What Do They Lead To?
2012	The World Bank: Support for Youth Employment 2012 The World Bank: Efforts in Liberia
2012	The World Bank: Efforts in Afghanistan 2002-2011
2012	The World Bank: Support for Sustainable Management of Forest Resources
2012	The World Bank: Adapting to Climate Change
2011	Review of the Global Fund to Fight AIDS, Tuberculosis and Malaria 39
2011	Review of the Multi-Donor Trust Fund for the Extractive Industries Transparency Initiative
2011	Evaluation of World Bank Activities in Information and Communication Technologies
2011	Evaluation of the World Bank's Strategy for Work on Governance and Anti-corruption
2011	Evaluation of the World Bank's Timor-Leste Programme, 2000-2012
2010	Evaluation of the World Bank's Work on Harmonisation and Alignment in Low-income Countries

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2010	Analyzing the Effects of Policy Reforms on the Poor. An Evaluation of the Effectiveness of World Bank Support to Poverty and Social Impact Analysis.
2009	Protected Area Effectiveness in Reducing Tropical Deforestation
2009	Improving Effectiveness and Outcomes for the Poor in Health, Nutrition, and Population
2008	The Welfare Impact of Rural Electrification: A reassessment of the Costs and Benefits
2008	Evaluation of World Bank Support to Public Sector Reform
2007	Development Results in Middle-Income Countries. An Evaluation of the World Banks Support
2007	Evaluation of the World Bank's Assistance for Decentralization
2006	Evaluation of the World Bank's Economic and Sector Work and Technical Assistance
2006	Engaging with Fragile States: World Bank Support to Low-Income Countries Under Stress
2006	Assessing World Bank Support for Trade, 1987-2004

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2014	Assessment of the Results of the UN Development Programme in Timor-Leste
2013	The UN Development Programme: Evaluation of the Fourth Global Programme
2013	The UN Development Programme: Evaluation of Support to Afghanistan
2012	The UN Development Programme: Support to Countries in Conflict
2012	The UN Development Programme: Efforts in Liberia
2012	The UN Development Programme: Efforts in DR Congo
2012	The UN Development Programme: Efforts in Nepal
2011	Evaluation of UNDP Contribution in Bangladesh
2011	Evaluation of UNDP Contribution in Malawi
2009	Assessment of Development Results. Evaluation of UNDP Contribution: Uganda.
2008	Evaluation of the Role and Contribution of UNDP in Environment and Energy
2006	Evaluation of UNDP Assistance to Conflict-Affected Countries
2006	Evaluation of Gender Mainstreaming in UNDP

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2022	Evaluation of GEF Support to Sustainable Forest Management
2021	GEF Support to Innovation: Findings and Lessons
2021	Seventh Comprehensive Evaluation of the GEF
2020	Strategic Country Cluster Evaluation (SCCE): Least Developed Countries (LDC)
2020	Evaluation of GEF Support in Fragile and Conflict-Affected Situations
2020	Evaluation GEF Interventions in International Waters (IW): Freshwater and Fisheries
2020	Evaluation of GEF Interventions in the Artisanal and Small-Scale Gold Mining Sector
2019	Health Co-benefits of GEF Interventions in Chemicals and Waste
2019	Value for Money Analysis of GEF Interventions in Support of Sustainable Forest Management

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2018	An Evaluative Approach to Assessing GEF's Additionality
2018	Evaluation of GEF's Support to Mainstreaming Biodiversity
2018	Evaluation of the GEF-UNIDO Global Cleantech Innovation Programme
2017	Evaluation of the GEF Engagement with the Private Sector 2017
2017	Land Degradation Focal Area (LDFA) Study
2017	Climate Change Focal Area Study 2017
2016	A Value for Money Analysis of GEF Interventions in Land Degradation and Biodiversity

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2020	Good Practices in Gender-Responsive Evaluations
2020	UN Women Rapid Assessment Tool to Evaluation Gender Equality and Women's Empowerment Results in Humanitarian Contexts
2021	Guidance Note: Evaluating Impact in Gender Equality and Women's Empowerment (2021)

Better evaluaton

2020	Monitoring and Evaluation for Adaptive Management – Real-Time Evaluation
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Active learning network on accountability and performance (alnapp)

2010	The State of the Humanitarian System. Assessing Performance and Progress. A pilot study
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