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Study of Reviews and Evaluations in Norwegian Development Cooperation – Mapping

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Acronyms

CSO:	Civil society organization
DAC:	Development Assistance Committee (OECD)
EVAL:	Norad Evaluation Department
MFA:	Ministry of Foreign Affairs (Norway)
NCG:	Nordic Consulting Group AS, Oslo
NGO:	Non-governmental organization
ODA:	Official Development Assistance
OECD:	Organization for Economic Cooperation and Development
PTA:	The system used by Norad and the Ministry of Foreign Affairs (incl. the embassies) to catalogue the specific details of an agreement (Prosjekt – Tiltak – Avtale)
ToR:	Terms of Reference
UN:	United Nations

Executive summary

The objectives of the Mapping Study are to collect and compile a list of reviews and evaluations conducted throughout the Norwegian aid administration over the period 2012 to 2015. In addition the study comprises a desk review of all the reports collected, including available ToRs, in order to map basic characteristics, and to provide a limited contents analysis.

Sources of information comprise publications presented on the website www.norad.no, reports submitted by the embassies and from sections in MFA and Norad, archive searches at Norad and MFA and Activity reports from PTA.

The collected material appears comprehensive and representative. It is considered unlikely that substantial amounts of relevant reports could have been left out. While incomplete to some extent, the selection of reports can still be representative and sufficient for analysis purposes.

The outputs of the study consist of a library containing all the reports collected, stored in electronic format in folders, an Excel sheet or a database where the reports are registered by file name together with selected characteristics extracted from the reports. They also consist of a study report presenting a mapping of basic characteristics and a limited analysis of the contents of the reports. Hyperlinks offer easy access to the individual reports for further examination and extraction of information.

The library comprises 274 different reports, covering 36 countries and 23 sectors. Of the collected reports 61% come with Terms of Reference (ToR) attached.

Palestine, Tanzania, Mozambique, and Nepal are the countries represented with the largest number of reports. The region *Africa South of Sahara* occupies 42% of the library, which could be expected since this region is extensive and includes some of Norway's most important cooperation partners.

The largest sectors in the library comprise reports on *Gender* and *Environment* (13% each), and *Government and Civil Society* (12%). These three make up 38% of the total. The other sectors are represented with shares of less than 10% each.

Norad (40%) and the embassies in the actual countries (38%) appear as the most regular commissioning units for reviews and evaluations. Norad initiated the largest part of reports with a global focus.

The small share of reports from MFA may be due to the difficulties in archive search, and lack of response from the individual sections. It may also be due to differences between MFA and Embassies regarding the types of agreements each manage. Much of Norad's share of reports will be commissioned on behalf of Embassies.

As far as end-reviews are concerned, the embassies commissioned the largest share (52%). Norad initiated the largest part (43%) of the mid-term reviews, as well as most of the organizational and thematic reviews (70%).

Among the crosscutting issues *gender* is most frequently addressed in the library, where 84% of the reports cover gender issues, while *anti-corruption* is focused in 62% of the reports. *Human rights* are addressed by 51% and *environment* by 45% of the collected reports.

Altogether 96% of the reports in the library address outcome. In total 76% of the reports address the financial management of the project or program under review. Almost all the reports in the library (96%) contain a concise list of recommendations for practical use.

Sometimes basic characteristics like the year of publication, the commissioning unit, the purpose and the team were difficult to trace in the reports. This hindered the extraction of data, which could have been much facilitated if such essentials were presented in a standard *report brief* on an introductory page.

For easy recognition of the reports, electronic file names should correspond with the report title to a greater degree.

1. Introduction

Norad's Evaluation Department (EVAL) commissioned this *Mapping Study of Reviews and Evaluations in Norwegian Development Cooperation* (the **Mapping Study**) in August 2015. The assignment was conducted as a desk study by a team of consultants from Nordic Consulting Group, AS Oslo, Norway (NCG):

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- Mr Bjørn Gildestad (team leader) bjogil@ncg.no

Consultants from NCG, Ms Ananda Millard and Mr Mike Fergus provided quality assurance to the study.

2. Objectives

The objectives of the Mapping Study are to:

- Collect and compile a list of reviews and evaluations conducted throughout the Norwegian aid administration during the period 2012 – 2015
- Map basic characteristics of the reports
- Map basic contents of the reports

3. Scope of the study

The Mapping Study covers reviews and decentralised evaluations conducted (finalised) during the period 2012 – 2015. It covers, in principle, all reviews and evaluations of activities funded by Norwegian aid, where an entity in the Norwegian aid administration is taking an active part as commissioning party or co-sponsor.

The scope subsequently comprises review- and evaluation reports commissioned by Norad, MFA and the Norwegian embassies. Reports commissioned by other donor agencies form part of the scope when Norad, MFA or embassies are co-sponsors of the project.

The reviews/evaluations undertaken by the Evaluation Department of Norad (EVAL) are not part of the scope, neither are the regular evaluations of the UN system nor other multilateral organisations. Appraisals, studies and forensic audits are not included.

Review- and evaluation reports commissioned by NGOs/SCOs receiving Norwegian grants were excluded from the Mapping Study analysis at this stage. However, a number of reports from other grant recipients published at www.norad.no were collected and compiled by the team. These have been stored and listed separately.

4. Methodology

4.1 The sources for the collection of reports

The sources of supply for reports to the Mapping Study comprise:

- Reports presented on the Norad website www.norad.no
- Reports submitted to Norad and the team by Norwegian embassies.
- The archives at Norad
- The archives at MFA
- Activity reports from PTA
- Reports submitted to the team from relevant sections in MFA and Norad

The approach involved searches for reports in the archives of MFA and Norad, and among publications on Norad's website. Individual grant managers were interviewed to get information regarding relevant documents not published as part of Norad Collected Reviews at www.norad.no. The team also approached the individual sections in Norad with a preliminary list sorted by sector to check for missing reports.

4.2 Mapping of basic characteristics

The study involves a desk review of all the reports including ToRs, to map basic characteristics. The information extracted from each report comprises the items listed in table 4.1.

The Mapping Study makes use of the classification on countries and regions of the world in the Norad Statistical Classification Manual.¹ Some reports deal with projects spanning several countries, and are therefore categorized under the name of a region. The category *Global* includes reports covering different parts of the world or with country not specified. Because of the limited number of reports America is shown as one region.

The study applies the DAC sector classification system as recommended by the Norad manual. There are 2 DAC levels, main sector (3-digits) and sub-sector (5-digits). When the main sectors need to be broken down into smaller units the DAC sub-sectors are used. The DAC 3-digits level was considered sufficiently detailed for this study in most cases except DAC 150, which comprises some important sub-sectors that needed to be identified.

The title of the report, the project name or objective are used as pointers to which sector to choose, and the main objective is resorted to in case of doubt. Oil for Development reports are categorized under the sector Oil, while such projects may also focus on environment and public finance.

¹ Statistical classification manual
<http://www.norad.no/en/toolspublications/publications/2015/statistical-classification-manual/>

Table 4.1: Information extracted from the reports

Variable	Values applied
a) Title	Electronic file name with link to the actual document in the library, which can be opened by clicking the link
b) Country	Countries following the Norad Statistical Classification Manual
c) Region	Region names following the Norad Statistical Classification Manual
d) Year	When the final edition of the review/ evaluation report was issued. The study covers the period 2012-15.
e) Sector	Based on the DAC classification (f) with groups of interest for development cooperation
f) DAC	DAC sector code on 3 and 5 digits level (see Norad Statistical Classification Manual)
g) Commissioning unit	Embassy, MFA, Norad, Partners (several donors)
h) Purpose	Evaluation, Mid-term review, End review, Review (unspecified), Organizational review, Thematic review
i) Team	External, Internal (Norad/MFA/Embassy), Mixed (External/Internal), Project
j) National consultant	Yes/No: Participation of national (host-country) consultants with the team
k) Outcomes	Yes/No: Whether results on the outcomes level are addressed in the report
l) Gender	Yes/No: Whether gender issues are addressed in the report
m) Environment	Yes/No: Whether environment is addressed in the report
n) Anti-corruption	Yes/No: Whether measures against corruption are discussed in the report
o) Human rights	Yes/No: Whether human rights are addressed in the report
p) Exit strategy	Yes/No: Whether exit strategies for the donors are discussed in the report
q) Financial management	Yes/No: Whether the report looks into project/program financing
r) ToR attached	Yes/No: Whether the ToR are attached to the report
s) List of recommendations	Yes/No: Whether a concise list of recommendations is included in the report (the report is designed for practical use and follow up)
t) Source of financing	Budget/chapter post

Partners as the commissioning unit include a group of donors or stakeholders with a project/program they finance jointly. *National consultants* comprise both international teams complemented with national (host-country) members, and the commissioning of national consultant companies or individuals for the review/ evaluation.

The classification of purpose is mainly based on information from the title page of the reports. A comparatively large number falls into the unspecified category *reviews*, since that is what the reports are most frequently named. This has been changed into *mid-term* or *end* when such information is available. The classification into *thematic* or *organizational* reviews is usually based on information from the introductory chapters.

In general, categories containing very few reports are not subject to further analysis or comment. A few European countries are included, and they are relevant as recipients of ODA funding.

Information on the source of financing was obtained only for some of the reports. Agreement numbers of the project/programme were not given in the ToRs or review reports, and this complicated the search for financing source.

4.3 Mapping of basic contents

The Mapping Study also comprises an analysis of a limited scope to determine to what extent the reviews/evaluation reports cover selected important topics. For this purpose the basic characteristics are complemented with information about the contents of the reports (table 4.1).

The method comprises information collection in a cursory form from the title or front page, the list of contents and executive summary of the reports. In addition a search for keywords was applied, to trace whether specific topics had been covered.

With reference to the ToR for the study the selected topics include project outcomes, crosscutting issues (gender equality, environmental sustainability/climate change, anti-corruption, and human rights), exit strategies, and financial management.

In order to be qualified for “yes”, the topics should not simply be mentioned in the report, but also examined to some degree in detail. In addition to the presence of the keywords, the report’s attempts at analysis were looked for. This, however, did not include an appraisal of the *quality* of the analysis.

The Mapping Study monitors the extent to which reviews and evaluations *address* an issue and not whether the issue is addressed *appropriately*. The “yes/no” also refers to whether a topic is focused upon in the actual *report* and not in the *project* or *program* under review or evaluation.

Anti-corruption can be addressed on political and social levels, or with the project management; and both are relevant here. Comments on the project’s financial administration and audits have been looked for. Exit strategies comprise plans for donor’s exit from the project, which in some reports can be addressed under sustainability in general.

The design for practical use and follow-up is addressed by looking for the presence in the report of a concise list of recommendations.

4.4 Limitations to the collected material

The bulk of the reports collected for the Mapping Study emerged from the searches of the website www.norad.no or formed part of consignments received from the embassies. The searches of the archives at Norad resulted in finding many reports, while the MFA archives produced fewer reports.

A large part of the assignment was dedicated to the collection of reports. The embassies, Norad and MFA had the opportunity to supply reports until shortly before the Mapping Study draft report had to be submitted.

In general the response was satisfactory for the requests directed to staff in Norad, MFA and the embassies for reports to the library. However, as the outcome depends on the individual response, there may be limitations in the

material collected. There could, for example, be a risk that reports from the earlier part of the time period have not been submitted to the same degree as more recent reports have been.

The collected material appears comprehensive and representative. It is considered unlikely that substantial amounts of relevant reports could have been left out. While incomplete to some extent, the selection of reports can still be representative and sufficient for analysis purposes.

Sometimes basic characteristics like the year of publication, the commissioning unit, the purpose and the team were difficult to trace in the reports. This impeded the extraction of data. Moreover, the method of cursory reading and search of the reports obviously implies limitations on the quality of the extracted information.

The reports in the library are stored mostly in *pdf*-format and some in *Word*. The reports in pdf-format also include documents scanned from hard copy versions. In some cases deficient scanning resulted in the electronic documents being unsuitable for keyword search. This restricted the extraction of information from a limited number of reports (about 5-10), which should be replaced by their original electronic versions.

5. Outputs from the study

The outputs from the study consist of:

- A library containing all the reports collected, stored in electronic format in folders
- A database listing the reports compiled by file name together with the characteristics extracted from the reports (table 4.1). This database is designed for a wide range of analysis tools (in Excel).
- A study report (this document) containing a mapping of basic characteristics and a limited contents analysis. The list of reports is included in Annex 1.

The reports collected are compiled in a library where the folders are sorted by country. Hyperlinks to reports are introduced both in the Excel-sheet and in Annex 1 of the study report. The hyperlinks will work only when the documents are located in the assigned folders (the folder *Mapping Reports*).

6. Mapping of basic characteristics

6.1 An overview of the reports collected

The library comprises 274 different reports, covering 36 countries and 23 sectors. Hyperlinks offer easy access to the individual reports for further examination and extraction of information. Of the reports collected, 61% come with Terms of Reference (ToR) attached.

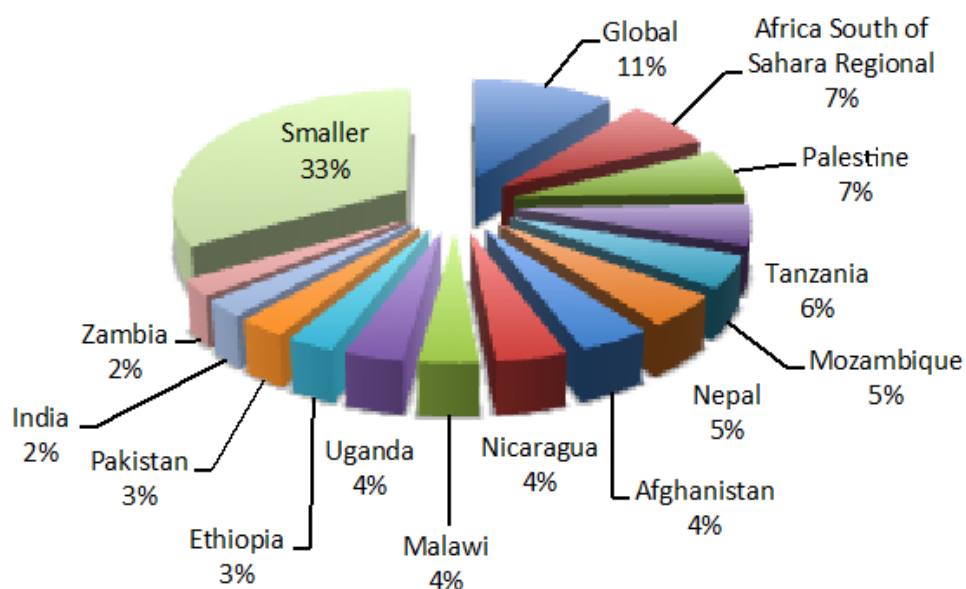
Most of these reports contain substantial information on political, social and economic conditions in the host country in addition to project-specific data.

A mapping exercise has been conducted to provide a sorting of the reports as regards their basic characteristics. The need to gain an overview of the material contained in the collected reports is focused upon.

6.2 The reports by country

Palestine, Tanzania, Mozambique, and Nepal are the countries represented with the largest shares of the reports in the library (each with 5% to 7% of the total). Global (11%) appears as the largest general category followed by Africa South of Sahara Regional (7%). Countries with fewer than 7 reports still make up the bulk of the countries shown in figure 6.1 (smaller 33%). However, in the library these are singled out as individual countries.

Figure 6.1: Reports distributed by country



6.3 The reports by region and sector

As figure 6.2 and table 6.1 show reports from *Africa South of Sahara* occupy 42% of the library. This is to be expected since this region is extensive and comprises some of Norway's largest cooperation partners. In comparison the next largest region *South and Central Asia* constitutes a fifth of the reports collected, while Asia in total comprises 35%.

Figure 6.2: Reports by region

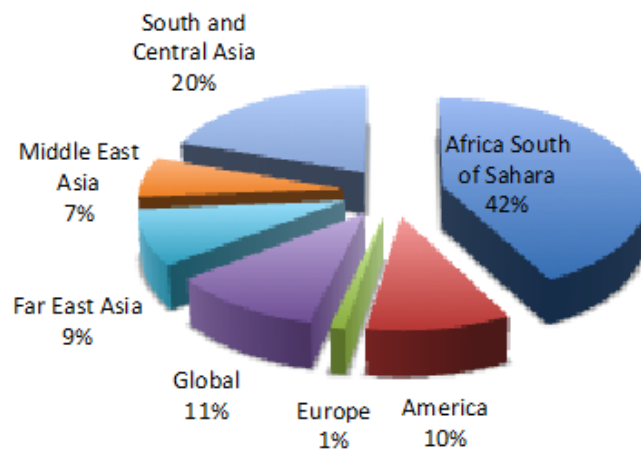
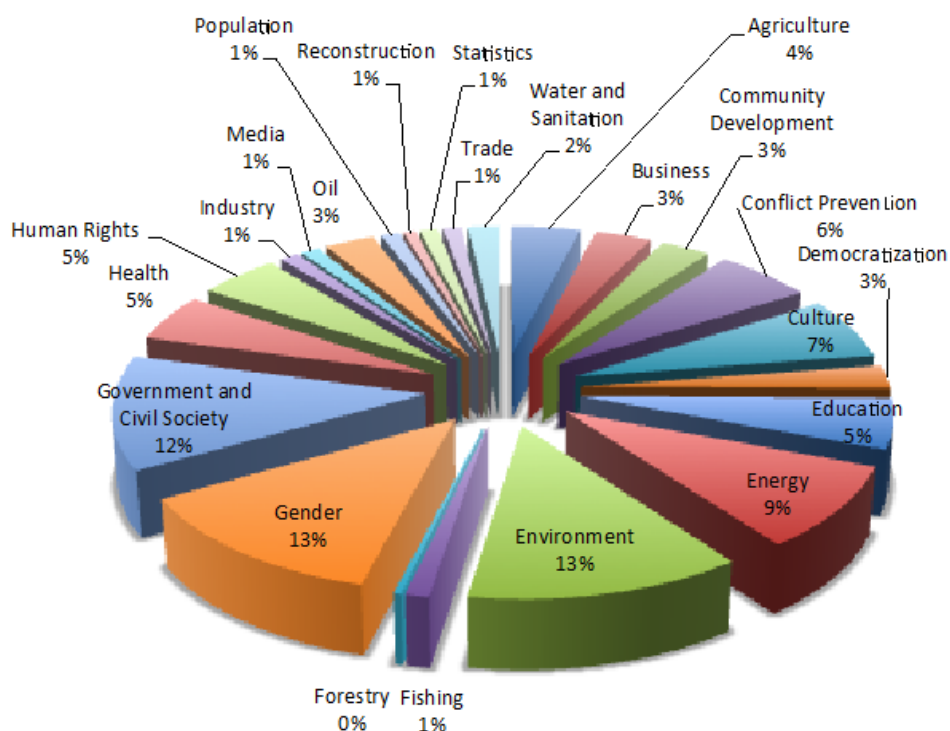


Table 6.1: Library reports covering sectors and regions of the world (numbers and %)

	Africa South of Sahara	America	Europe	Far East Asia	Global	Middle East Asia	South and Central Asia	Grand Total	Per cent
Education	6			2	1	3	3	15	5%
Health	5			1	3		5	14	5%
Population	2			1				3	1%
Water and Sanitation	3						2	5	2%
Government and Civil Society	16	3	2		6	2	5	34	12%
Democratization	5	1					1	7	3%
Media	1	1					1	3	1%
Human Rights	3	3		1	2	2	2	13	5%
Gender	13	5		3	1	1	12	35	13%
Conflict Prevention	6				5	2	3	16	6%
Culture	5	3		2	1	3	4	18	7%
Statistics	1					2		3	1%
Energy	16	3		1	1	1	3	25	9%
Business	2		1		2	2	2	9	3%
Agriculture	6	2		1			2	11	4%
Forestry							1	1	0%
Fishing	1				2			3	1%
Industry				1	2			3	1%
Oil	4	1		2	1			8	3%
Trade	2				1			3	1%
Environment	16	5		10	2		2	35	13%
Community Development	1	1					6	8	3%
Reconstruction and relief	2							2	1%
Grand Total	116	28	3	25	30	18	54	274	100%
Per cent	42%	10%	1%	9%	11%	7%	20%	100%	

The reports covering *Africa South of Sahara* are largely concentrated on the sectors of *Environment*, *Energy*, and *Government and Civil Society* with 16 reports each and *Gender* with 13. The *Gender* sector is also frequently addressed in reports from countries within the *South and Central Asia* region, and the *Environment* sector features frequently in the *Far East Asia* region. The remaining reports in the library cover a variety of sectors and regions.

Figure 6.3: Reports by sector



Overall the largest sectors in the library comprise reports on *Gender* and *Environment* (13% each), and *Government and Civil Society* (12%). These three make up 38% of the total. The remaining sectors constitute less than 10% each.

6.4 The commissioning units in different regions

Table 6.2 distributes the reports in the library by commissioning units and regions. On average Norad (40%) and the embassies in the actual countries (38%) appear to be the most regular clients. Partners and MFA make up smaller shares of the reports collected. *Partners* as the commissioning unit include a group of donors or stakeholders with a project/program they finance jointly.

The small share of reports from MFA (7%) may be due to the difficulties in archive search, and lack of response from the individual sections. It may also be due to differences between MFA and Embassies regarding the types of agreements each manage. Much of Norad's share of reports will be commissioned on behalf of Embassies.

Table 6.2: Commissioning unit and region

Commissioning unit	Africa South of Sahara	America	Europe	Far East Asia	Global	Middle East Asia	South and Central Asia	Average
Embassy	38%	64%	67%	32%	0%	50%	44%	38%
MFA	7%	7%	0%	16%	7%	17%	2%	7%
Norad	40%	18%	33%	48%	77%	28%	31%	40%
Partners	16%	11%	0%	4%	17%	6%	22%	15%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%
Total numbers	116	28	3	25	30	18	54	274

In the Americas (64%), the Middle East (50%) and South and Central Asia (44%) the embassies commissioned more than their average share (38%) of the reports. Norad initiated most of the reports with a global focus, that is 77%, in addition to a large share of those covering countries in the Far East Asia region, that is 48%. MFA is represented with more than its average share (7%) as a client for reports from the Middle East (17%) and the Far East Asia region (16%).

6.5 The commissioning unit and sector

From table 6.3 it appears that the embassies are frequently commissioning review/ evaluation reports covering the sectors *Environment, Culture, Gender and Government and Civil Society*. Norad has its main focus on *Gender, Environment and Energy*.

Table 6.3: Sector and commissioning unit (number of reports)

Sector	Embassy	MFA	Norad	Partners	Grand Total	DAC
Education	4	2	7	2	15	110
Health	5		7	2	14	120
Population and reproductive health	2		1		3	130
Water and Sanitation	2		3		5	140
Government and Civil Society	13	2	9	10	34	150
Democratization	2		1	4	7	15150
Media	1		1	1	3	15153
Human Rights	5	2	5	1	13	15160
Gender	14		15	6	35	15170
Conflict Prevention	4	1	7	4	16	152
Culture	14	3	1		18	16061
Statistics	3				3	16062
Energy	8	3	12	2	25	230
Business	2	2	5		9	250
Agriculture	3	2	5	1	11	311
Forestry			1		1	312
Fishing	1		1	1	3	313
Industry			3		3	321
Oil	3	1	4		8	322
Trade			2	1	3	331
Environment	15	2	15	3	35	410
Community Development	4		2	2	8	430
Reconstruction and relief			2		2	730
Grand Total	105	20	109	40	274	

6.6 Purpose and the commissioning units

Table 6.4 provides a cross-tabulation of the commissioning units and the purposes of the review/ evaluation. End-reviews, mid-term reviews and reviews unspecified represent the largest categories of purpose for the reports in the library.

Table 6.4: Commissioning unit and purpose

	End review	Evaluation	Mid-term review	Organizational review	Review	Thematic review	Average %
Embassy	52%	13%	29%	4%	57%	14%	38%
MFA	10%	13%	9%	4%	4%	0%	7%
Norad	31%	31%	43%	72%	29%	71%	40%
Partners	6%	44%	19%	20%	9%	14%	15%
Grand Total	100%	100%	100%	100%	100%	100%	100%
Numbers	67	16	77	25	75	14	274

Of *end-reviews* it was the embassies that commissioned the largest share (52%), while Norad initiated the most *mid-term reviews* (43%). The embassies were clients for more than half (57%) of the unspecified reviews in the library, while Norad and partners initiated the largest shares of the *evaluations*. Norad commissioned most of the *organizational* and *thematic* reviews (about 70%).

6.7 Team composition

It appears from table 6.5 that contracting external teams to undertake the reviews/evaluations is the most common approach employed by all commissioning units (86%). To some extent Norad also employs mixed teams (of Norad staff and external consultants), while there are few reports in the library delivered by internal and project teams.

Table 6.5: The commissioning of teams with different composition (numbers and %)

	External	Internal	Mixed	Project	Grand Total
Embassy	96	2	5	2	105
MFA	19		1		20
Norad	83	8	17	1	109
Partners	38		2		40
Grand Total	236	10	25	3	274
Percent	86%	4%	9%	1%	100%

6.8 National consultants

As table 6.6 shows more than half of the teams (58%) employ national (host country) consultants. This includes both national teams and individuals, and international teams complemented by national members.

Table 6.6 Participation from national consultants

	Numbers	National consultants
Environment	35	51%
Gender	35	71%
Government and Civil Society	34	47%
Energy	25	40%
Culture	18	83%
Conflict Prevention	16	38%
Education	15	60%
Health	14	43%
Human Rights	13	69%
Agriculture	11	82%
Business	9	67%
Community Development	8	100%
Oil	8	25%
Democratization	7	71%
Water and Sanitation	5	60%
Fishing	3	67%
Industry	3	33%
Media	3	100%
Population and reproductive health	3	67%
Statistics	3	33%
Trade	3	67%
Reconstruction and relief	2	50%
Forestry	1	0%
Grand Total		58%

Review/ evaluation teams covering the *Community development* (100%), *Culture* (83%) and *Agriculture* (82%) sectors frequently employ national consultants. The *Oil* (25%) and *Conflict prevention* (38%) sectors emerge with lower shares than the average.

6.9 The commissioning unit and year

The reports collected in the library cover the period 2012-15. The numbers increase over the years except for 2015. The review/ evaluation activity may have intensified over the period, while there is also the possibility that the some of the earlier reports have not been included in the Mapping Study.

Table 6.7: Commissioning unit and year

Commissioning unit	2012	2013	2014	2015	Grand Total
Embassy	22	25	34	24	105
MFA	2	6	10	2	20
Norad	28	35	31	15	109
Partners	10	8	12	10	40
Grand Total	62	74	87	51	274

6.10 Summary of findings

- The library of the Mapping Study comprises 274 different reports, covering 36 countries and 23 sectors. Of the collected reports 61% come with Terms of Reference attached
- Palestine, Tanzania, Mozambique, and Nepal are the countries represented with the largest number of reports.
- The region *Africa South of Sahara* occupies 42% of the library
- The largest sectors in the library comprise reports on *Gender* and *Environment* (13% each), and *Government and Civil Society* (12%). These three make up 38% of the total.
- Norad (40%) and the embassies in the actual countries (38%) appear as the most regular commissioning units for reviews and evaluations.

7. Mapping of basic content

A limited analysis has been conducted on the basic contents of the reports recorded in the database. This exercise has had a restricted scope, taking into account the possible shortcomings of the collected material and the methods applied on the extraction of data from the reports.

7.1 Outcomes for target groups

The reviews/ evaluations in the library regularly discuss and present conclusions regarding project outcomes. Evidence for this is often found directly in the list of contents of the reports containing chapters on outcomes, impact or effectiveness.

Altogether 96% of the reports address outcome (table 7.1). The remaining ones often consist of purely financial or technical reviews on progress and results. A few of these contain the explicit statement that project outcomes are not dealt with. In all the major sectors in the library, more than 85% of the reports address outcome.

Table 7.1: Reporting on outcomes

	Numbers	Outcomes %
Environment	35	97%
Gender	35	100%
Government and Civil Society	34	91%
Energy	25	96%
Culture	18	89%
Conflict Prevention	16	100%
Education	15	100%
Health	14	93%
Human Rights	13	100%
Agriculture	11	100%
Business	9	89%
Community Development	8	100%
Oil	8	100%
Democratization	7	86%
Water and Sanitation	5	100%
Fishing	3	100%
Industry	3	100%
Media	3	100%
Population and reproductive health	3	100%
Statistics	3	67%
Trade	3	100%
Reconstruction and relief	2	100%
Forestry	1	100%
Grand Total	274	96%

7.2 Crosscutting issues by sector

Table 7.2 shows to what extent the crosscutting issues: *gender*, *environment*, *anti-corruption*, and *human rights* are addressed in the reports covering the different sectors. It also looks into whether possible *exit strategies* for the projects have been commented on.

Among the crosscutting issues *gender* is most frequently addressed in the library, where 84% of the reports cover gender issues, while *Anti-corruption* is surveyed in 62% of the reports. *Human rights* are addressed by 51% and *Environment* by 45% of the reports collected.

Table 7.2: The coverage of crosscutting issues and exit strategy in sectors

	Total number	Gender	Environment	Anti-corruption	Human rights	Exit strategy
Environment	35	83%	100%	71%	23%	34%
Gender	35	100%	17%	51%	97%	46%
Government and Civil Society	34	65%	18%	65%	53%	32%
Energy	25	80%	76%	56%	12%	36%
Culture	18	78%	28%	50%	39%	22%
Conflict Prevention	16	100%	6%	75%	88%	50%
Education	15	93%	13%	53%	53%	33%
Health	14	79%	21%	50%	43%	36%
Human Rights	13	77%	15%	62%	100%	23%
Agriculture	11	100%	100%	73%	18%	27%
Business	9	56%	56%	67%	33%	44%
Oil	8	88%	100%	75%	13%	38%
Community Development	8	100%	50%	63%	63%	50%
Democratization	7	100%	29%	71%	100%	14%
Water and Sanitation	5	100%	60%	60%	0%	80%
Population and reproductive health	3	100%	33%	67%	100%	0%
Fishing	3	67%	100%	67%	0%	33%
Industry	3	100%	100%	100%	67%	100%
Trade	3	67%	67%	67%	33%	67%
Media	3	67%	0%	33%	33%	67%
Statistics	3	33%	0%	67%	0%	67%
Reconstruction and relief	2	100%	0%	100%	100%	0%
Forestry	1	100%	100%	100%	100%	100%
Grand Total	274	84%	45%	62%	51%	38%

There are variations across the major sectors in addressing gender issues as table 7.2 shows. In addition to *Gender* sector projects, all the reports dealing with *Conflict prevention, Agriculture, Community development* and *Democratization* include gender as a crosscutting issue (100%). Main sectors in the library with lower percentages than the average include *Business* (56%) and *Government and Civil Society* (65%).

The focus on environment as crosscutting issue varies widely from 100% of the reports covering *Agriculture* and *Oil* to lower shares in *Conflict Prevention* (6%), *Education* (13%) and *Human Rights* (15%). While 83% of the *Environment*-sector projects also address gender as crosscutting issue, only 17% of the *Gender*-sector projects address environment. Environment is apparently considered a technical subject that can be more or less important depending on circumstance, while gender is more relevant as a crosscutting issue (mainstreaming).

The coverage of anti-corruption is less variable in the reports. There are however still differences across sectors from *Oil and Conflict Prevention* (75%) to *Health, Gender, and Culture* (50%), while none of the major sectors in the library fall below 50%.

Human rights were adjudged to be a crosscutting issue only in 2015. Besides those classified as *Human Rights* projects (100%), large numbers of the reports covering the sectors *Democratization* (100%), *Gender* (97%) and *Conflict Prevention* (88%) address *human rights* as crosscutting issue. Lower percentages are observed in the *Energy* (12%) and *Oil* (13%) reports.

Exit-strategies are commented on in 38% of the reports. Reviews/ evaluations from the *Conflict prevention* and *Community development* sectors (both 50%) address exit strategies more frequently than reports covering *Democratization* (14%) and *Culture* (22%).

Some reports simply recommend a prolongation of donor financing without considering any horizon for the donor exit.

7.3 Financial management

Altogether 76% of the reports in the library address the financial management of the project or program under review in the text or with tables in annex.

Organizational reviews have the highest (84%) and *thematic reviews* the lowest scores (50%).

Table 7.3: Attention to financial management

	Numbers	Financial
End review	67	78%
Evaluation	16	63%
Mid-term review	77	77%
Organizational review	25	84%
Review	75	80%
Thematic review	14	50%
Grand Total	274	76%

7.4 Practical use

Almost all the reports in the library (96%) contain a concise list of recommendations for practical use. This is presented either as one of the last chapters, in the executive summary, or in both. As table 7.4 shows, lists of recommendations are a little less likely to be found in *thematic reviews* than in reports for other purposes.

Table 7.4: List of recommendations as part of the report

List of recommendations	
End review	93%
Evaluation	100%
Mid-term review	99%
Organizational review	96%
Review	97%
Thematic review	86%
Grand Total	96%

7.5 Summary of findings

- Altogether 96% of the reports address outcome
- Among the crosscutting issues *gender* is most frequently addressed in the library, where 84% of the reports cover gender issues, while *anti-corruption* is focused in 62% of the reports.
- *Human rights* are addressed by 51% and *environment* by 45% of the collected reports.
- In total 76% of the reports in the library address the financial management of the project or program under review.
- Almost all the reports in the library (96%) contain a concise list of recommendations for practical use.

8. Conclusions and recommendations

8.1 Conclusions

- The collected material appears comprehensive and representative. It is considered unlikely that substantial amounts of relevant reports could have been left out.
- While incomplete to some extent, the selection of reports can still be representative and sufficient for analysis purposes.
- The method applied of cursory reading and search of the reports constitutes a constraint on the extracted data and the analysis.

8.2 Recommendations

The purpose of the recommendations is to provide advice, which could facilitate similar studies and statistics in general.

- Sometimes basic characteristics like year of publication, commissioning unit, purpose and team were difficult to trace in the reports. This hindered the extraction of data. Such extraction could have been much facilitated if these essentials were presented in a standard *report brief* on an introductory page.
- For easy recognition of the reports, electronic file names should correspond to the report title to a larger degree.

Annex 1: Report briefs

Education DAC 110	Report title	Country	Year	Commissioning unit	Purpose	Team
	Review of Vocational Training Project in Angola (AGO11/0007) And Nurturing Sustainable Oil and Gas Industry in Ghana (GHA 09/015)	Africa South of Sahara Regional	2013	Norad	Mid-term review	External
	Review of the Norwegian Embassy's support to economic and social science research in Angola	Angola	2013	Embassy	Review	External
	Review of the joint programme: "Education for All in Madagascar (2011-2014)"	Madagascar	2014	MFA	Review	External
	End Review of the Government of Norway's support to two UNICEF Education Programmes in Madagascar (2008-2011)	Madagascar	2012	Norad	End review	Mixed
	Project review of ProVert Integrated Green Education Programme Madagascar	Madagascar	2014	Norad	Review	Mixed
	End Review of the "Entrepreneurship Development of the Youth"	Mozambique	2013	Partners	End review	External
	Mid-Term Review of Cooperation Between The National University of Timor-Leste (UNTL), and The University of Nordland (UiN), Norway	Timor Leste	2014	MFA	Mid-term review	External
	End Review: Action Research on Mother Tongue-based Bilingual Education Vietnam 2006 - 2010	Vietnam	2012	Embassy	End review	Internal
	Education in Fragile Situations - Review	Global	2013	Norad	Thematic review	External
	End Review: PAL-0023 "Co-operation in Education Development" Phase II ("CED II")	Palestine	2013	Norad	End review	Internal
	Evaluation of the Education Development Strategic Plan (EDSP 2008-2012) of the Palestinian Ministry of Education	Palestine	2013	Embassy	Review	External
	Public Expenditure Review of Education in Palestine	Palestine	2013	Norad	Review	Mixed
	Youth and Adult Literacy Sub-Sector Report	Afghanistan	2012	Partners	Thematic review	External

	Review of the Seagull School of Publishing	India	2014	Embassy	Review	External
	Project for Rehabilitation through Education and Training Opportunities for Training in Needed Skills in Sri Lanka PRET OPTIONS. Project Number A-034376-001-PR1	Sri Lanka	2014	Norad	End review	External
Health DAC 120	Report title	Country	Year	Commissioning unit	Purpose	Team
	Organisational Performance Review of the Norwegian Nurses Organisation (NNO)	Africa South of Sahara Regional	2012	Norad	Organisational review	External
	Review of Health Sector Discrete Funds at CHs and DHOs	Malawi	2014	Embassy	Review	External
	End review of FDC's project to strengthen the Expanded Programme on Immunization (EPI) in the Zambézia province, Mozambique	Mozambique	2014	Embassy	End review	External
	Haydom Lutheran Hospital Midterm review of the Block Grant Support End review of the MDG 4 and 5 project support	Tanzania	2013	Embassy	End review	External
	Mid-term Review: Health Transition Fund in Zimbabwe	Zimbabwe	2014	Partners	Mid-term review	External
	Review and evaluation of The Salvation Army's Asia-Pacific Regional Facilitation Team Project (NORAD-funded project) PD 1897	Far East Asia regional	2012	Norad	Evaluation	External
	Report to the Norwegian Agency for Development Cooperation (Norad). A review of MFA/Norad's support to global health product development	Global	2015	Norad	Thematic review	External
	Organizational Performance Review of Médecins Sans Frontières-Norway (MSF-N)	Global	2013	Norad	Organisational review	External
	Independent Evaluation of the mHealth Alliance	Global	2014	Norad	Organisational review	External
	The Bhutan Health Trust Fund Review of the Norwegian contribution	Bhutan	2012	Norad	Mid-term review	Internal

	Impact Evaluation of TECHNO –MANAGERIAL Support	India	2014	Embassy	Evaluation	External
	Evaluation of Yashoda Intervention	India	2014	Embassy	Evaluation	External
	“Community Health at the Foot of Mt. Everest”	Nepal	2013	Norad	End review	External
	End of Project Evaluation: Norway Pakistan Partnership Initiative - NPPI	Pakistan	2014	Partners	End review	External
Population and reproductive health DAC 130	Report title	Country	Year	Commissioning unit	Purpose	Team
	“With Human Rights, everything has changed in our village!”: Project Review Tostan, Senegal and Mali	Africa South of Sahara Regional	2014	Norad	End review	Internal
	A Rights-Based Approach to Adolescent and Youth Development, Ethiopia. End of Programme Evaluation 2013	Ethiopia	2013	Embassy	End review	External
	Mid-term Review of Strengthening Youth Access to Sexual and Reproductive Health and Rights	Indonesia	2013	Embassy	Mid-term review	External
Water and Sanitation DAC 140	Report title	Country	Year	Commissioning unit	Purpose	Team
	End of Project Evaluation related to the Transboundary Integrated Water Resource Management and Development Projects in the Mara (Kenya/Tanzania); Sio Malaba- Malakisi (Kenya/Uganda) and Kagera (Uganda, Rwanda, Burundi, Tanzania) Under the Nile Equatorial Lakes Subsidiary Action Program	Africa South of Sahara Regional	2013	Norad	End review	External
	End Review of the Nile Basin Research Program, Phase I	Africa South of Sahara Regional	2013	Norad	End review	External
	Evaluation: M&E and Control of Activities in Somalia for the Norwegian Embassy SOM 2051 SOM 14/0020 The Yme Foundation	Somalia	2015	Embassy	Review	External
	Technical Unit Hygiene & Sanitation Team: Knowledge, Attitude, and Practices Study in WaSH Projects in Faryab Province	Afghanistan	2014	Embassy	Thematic review	Project

	Mid-Term Review: Capacity Building and Institutional Cooperation in the field of Hydrogeology for Faryab Province, Afghanistan between MRRD and Norad financed Partner	Afghanistan	2014	Norad	Mid-term review	External
Government and Civil Society DAC 150	Report title	Country	Year	Commissioning unit	Purpose	Team
	External Evaluation of the Multi Donor Governance Trust Fund	Africa South of Sahara Regional	2014	Partners	Evaluation	External
	Forward-looking Review of the Support from the Royal Norwegian Embassy to CSOs in Angola through the Norwegian Church Aid and Norwegian People's Aid	Angola	2013	Embassy	Review	External
	Training and Sustainable Development Support Center: CEFAD - CENTRE DE FORMATION ET D'APPUI AU DEVELOPPEMENT DURABLE	Congo	2013	MFA	End review	External
	Mid-Term Review: Ethiopian Civil Society Support Programme	Ethiopia	2014	Partners	Mid-term review	External
	TRACKING IMPACT: An exploratory study of the wider effects of Norwegian civil society support to countries in the South	Ethiopia	2012	Norad	Thematic review	External
	Thematic Review on Anti-Corruption, 9-11 March 2015. Key Findings and Recommendations	Malawi	2015	Embassy	Thematic review	Internal
	Report on the Evaluation of the Bridging Support Programme of the Anti-Corruption Bureau	Malawi	2015	Embassy	Review	External
	Assessment of the General Revenue Authority Reform Process	Mozambique	2012	Partners	Review	External
	Avaliação do Planejamento Estratégico do CIP – 2010-2014	Mozambique	2014	Embassy	Review	External
	Review of the Governance and Delivery of the Somalia Stability Fund	Somalia	2015	Partners	Review	External
	Review of Norwegian Support to Somalia through National Democratic Institute (NDI)	Somalia	2013	Norad	Review	External
	Program (SEAP) implemented by Engineers Registration Board (ERB)	Tanzania	2014	Embassy	End review	External
	Midterm Review: The Second Financial Management and Accountability Programme (FINMAP II)	Uganda	2014	Partners	Mid-term review	External

Report on End Review of the Restructuring and Institutional Project Phase Four (RIDP IV) ZAM-0088, ZAM-08/003 and Appraisal of New Phase of RIDP	Zambia	2015	Embassy	End review	External
Mid-Term Evaluation of the RIDP-IV Office of the Auditor General Zambia	Zambia	2012	Embassy	Mid-term review	External
Mid-Term Review of the Norwegian Embassy Financed Tax Administration Program with the Zambia Revenue Authority (ZRA)	Zambia	2015	Embassy	Mid-term review	External
Informe de la Evaluacion Externa del Marco Estrategico 2011-2014. Del IIDH: La Education Como Clave del Futuro Democratico	Costa Rica	2014	Embassy	Organisational review	External
Anti - Corrupción en Nicaragua: A asegurando Impacto a Largo Plazo - Evaluación de la fase III (2010 - 2012) del Fondo Anti - Corrupción (FAC)	Nicaragua	2012	Embassy	Review	External
Anti-Corrupción en Nicaragua: Asegurando Impacto a Largo Plazo - Evaluación de la fase III (2010-2012) del Fondo Anti-Corrupción (FAC)	Nicaragua	2012	Embassy	Review	External
2014 Review of Norlam	Moldova	2014	Norad	Review	External
MIP III Status Review Report	Serbia	2014	Embassy	Review	External
Joint Review, EITI and EITI Multi-donor Trust Fund Resourcing of EITI: Technical and Financial Support to an Evolving Global Governance Mechanism	Global	2015	Partners	Organisational review	External
Gjennomgang av FN-sambandet	Global	2014	Norad	Organisational review	External
Enhancing the integrity of the Oil for Development Programme: Assessing vulnerabilities to corruption and identifying prevention measures – case studies of Bolivia, Mozambique and Uganda	Global	2012	Norad	Thematic review	External
Review of Norwegian democracy support via political parties	Global	2014	Norad	Mid-term review	External
Mid-Term Review U4 Anti-Corruption Resources Centre 2012-	Global	2014	Partners	Mid-	External

	2016 Strategy				term review	
	Organisasjonsgjennomgang Bistandstorget	Global	2013	Norad	Organisational review	Mixed
	REVIEW: Organizational Assessment of the Coalition for Accountability and Integrity - AMAN	Palestine	2015	Norad	Organisational review	External
	Independent Review of the Local Aid Coordination Secretariat in the Palestinian Territory	Palestine	2012	Norad	Review	External
	Evaluation of the Law and Order Trust Fund for Afghanistan (LOFTA) phase V	Afghanistan	2012	Partners	Mid-term review	External
	End Review of Promoting Integrity and Accountability Projects of TI Nepal	Nepal	2013	MFA	End review	External
	Mid-Term Review of the Electoral Support Project (ESP) to Nepal	Nepal	2015	Partners	Mid-term review	External
	Final Evaluation: Youth Employment Advocacy Campaign and Capacity Enhancement of Youth Wings Project	Nepal	2013	Embassy	Review	External
	Support to Participatory Constitution Building in Nepal - SPCBN	Nepal	2013	Partners	Review	External
Democratization DAC 15150	Report title	Country	Year	Commissioning unit	Purpose	Team
	Mid-term Evaluation Report: "Strategic Partnership" Phase II	Angola	2013	Embassy	Mid-term review	External
	NDI Kenya Mid-Term Evaluation Report	Kenya	2012	Partners	Mid-term review	External
	Review of the Democratic Governance Facility. Annual cum Mid-term Review	Uganda	2014	Partners	Mid-term review	External
	Uganda Democratic Governance Facility Annual Review 2011	Uganda	2015	Partners	Review	External

	Democratic Governance Facility Annual Review 2012	Uganda	2012	Partners	Review	External
	Review of Norwegian Support to Strengthening Citizens' Political Influence in Haiti through the National Democratic Institute (NDI)	Haiti	2012	Norad	Review	External
	Impact Study Report of Support to Capacity Development of Local Bodies in Nepal Program (SCDLB)	Nepal	2015	Embassy	Review	External
Media DAC 15153	Report title	Country	Year	Commissioning unit	Purpose	Team
	Review of the Programme "Financial and Business Reporting in Africa" (2010-2012), Thomson Reuters Foundation	Africa South of Sahara Regional	2013	Norad	Mid-term review	External
	Project Review: Strengthening Nicaraguan journalists' capacities for reporting on governance, transparency, citizenship building and anti-corruption	Nicaragua	2012	Partners	Mid-term review	External
	Performance Review: Sri Lanka Press Institute and Media Resource Training Center	Sri Lanka	2012	Embassy	Review	External
Human Rights DAC 15160	Report title	Country	Year	Commissioning unit	Purpose	Team
	Midterm Review of Kenya National Commission on Human Rights	Kenya	2012	Norad	Mid-term review	External
	"Today I can laugh and talk again". Review of the Independent Medico-Legal Unit	Kenya	2014	Embassy	Review	External
	"A Prison Cell has no Specific Capacity". An Evaluation of the Project: "Improving Living Conditions and Access to Justice for Women, Young Offenders and Vulnerable Men In Prisons and Police Establishments in the Centra. Eastern, Southern and Part of the Northern Region of Malawi.	Malawi	2014	Embassy	Review	External
	Final Evaluación del Programa Conjunto Maya: Para el pleno ejercicio de los derechos de los Pueblos Indígenas en Guatemala	Guatemala	2012	Embassy	End review	External
	EVALUACION DEL PROYECTO "Fortalecimiento de las capacidades jurisdiccionales de la Corte Interamericana de Derechos Humanos y de la difusión de su trabajo" (2013-2015).	North and Central America Regional	2014	Embassy	Review	External
	Proyecto Institucional Cejil 2012-2014	North and Central	2014	MFA	Evaluatio	External

		America Regional			n	
	Asia Indigenous Peoples Pact Foundation: AIPP Management and Institutional Development	Far East Asia regional	2014	Partners	Organisational review	External
	Organisational Review of Right to Play	Global	2014	Norad	Organisational review	External
	Review of Save the Children Norway (SCN)	Global	2015	Norad	Review	External
	Review report: Al-Haq	Palestine	2014	Norad	Organisational review	External
	Final Evaluation Report: Palestinian Prisoners Court Cases: Development of Legal Data Base and on Line Archive	Palestine	2013	MFA	End review	External
	Contribution Analysis Norwegian Embassy Support to Indigenous Peoples in Brazil 2002 -2013	Brazil	2013	Norad	Thematic review	Mixed
	End of Program Review: Sahil Program for Protection Against Child Sexual Abuse (2009-2011)	Pakistan	2012	Embassy	End review	External
Gender DAC 15170	Report title	Country	Year	Commissioning unit	Purpose	Team
	Evaluation of the Southern and Eastern Africa Regional Centre for Women's Law (SEARCWL)	Africa South of Sahara Regional	2013	Norad	Evaluation	External
	Evaluation of the Southern and Eastern Africa Regional Centre for Women's Law (SEARCWL)	Africa South of Sahara Regional	2013	Norad	Mid-term review	External
	Rapid Assessment of the Gender Equality and Women's Empowerment Joint Programme (GEWE JP) in Ethiopia Second phase	Ethiopia	2015	Norad	Mid-term review	Mixed
	Mid Term Review: No Girl or Woman shall Undergo FGM!. Second phase of the Strategic Partnership between Norwegian Church Aid (NCA) and Save the Children International (SCI) for the Abandonment of Female Genital Mutilation (FGM) (2011 – 2015)	Ethiopia	2013	Norad	Mid-term review	External
	Rapid Assessment of the Gender Equality and Women's	Ethiopia	2015	Norad	Review	External

Empowerment Joint Programme (GEWE JP) in Ethiopia						
Assessment Report of the Empowering Women in Politics: Malawi's 50:50 Campaign 2009 and 2014	Malawi	2013	Embassy	Review	External	
Final Evaluation of the Joint Programme on Adolescent Girls in Malawi	Malawi	2015	Partners	End review	External	
Community Level Legal Education and Support to Help Rural Women Secure and Exercise Land and Resource Rights, and Address HIV-AIDS Related Tenure Insecurity (GCP/MOZ/086/NOR)	Mozambique	2012	Partners	Mid-term review	External	
Gender Review. Royal Norwegian Embassy in Dar es Salaam, Tanzania	Tanzania	2012	Norad	Review	Internal	
Review of support to female engineers through the Structured Engineers Apprenticeship	Tanzania	2015	Norad	Review	Mixed	
Getting Back to the Basics: Taking It to the Next Level End-Review and Appraisal of Zambia NGO Coordinating Council Strategy 2012-16	Zambia	2013	Norad	End review	Mixed	
Mid-Term Review Report: Empowering Women in Senanga and Gwembe Districts through Agricultural Support (E-WAS) Project	Zambia	2014	Embassy	Mid-term review	External	
Evaluation of the Southern and Eastern Africa Regional Centre for Women's Law (SEARCWL)	Zimbabwe	2013	Norad	Evaluation	External	
Proyecto "Implementación de Resoluciones 1325 y 1820 del Consejo de Seguridad de la Organización de las Naciones Unidas: Mujeres Víctimas de Violencia sexual en contextos de conflictos armados" por el Periodo Agosto 2012 a Junio 2014.	Guatemala	2015	Partners	Evaluation	External	
Evaluación del proyecto "Reactivación del albergue para mujeres víctimas de violencia intrafamiliar y sexual – Centro Arete" Noviembre 2012 – octubre 2014	Nicaragua	2014	Embassy	Review	External	
Evaluación intermedia del proyecto "Alianza por una Vida sin Violencia Hacia las Mujeres	Nicaragua	2014	Embassy	Mid-term review	External	
Evaluation of "Fund for Gender Equity and Sexual Reproductive Health and Rights" FED, Phase 1	Nicaragua	2013	Partners	Evaluation	External	

Evaluación Técnica de Medio Término Proyecto: “Apoyo y Protección a Mujeres Víctimas de Violencia Basada en Género”. Implementado por El Centro de la Mujer ACCION YA	Nicaragua	2014	Embassy	Mid-term review	External
Review: The Asia Foundation’s “Increasing Women’s Political Participation: “Make a Difference”	Indonesia	2012	Embassy	Review	External
Review of the Norwegian Gender Equality Portfolio in Timor-Leste	Timor Leste	2012	Norad	Thematic review	Internal
‘Access to Justice for Timorese Women’ program: Implemented by JSMP, Women’s Justice Unit	Timor Leste	2013	Embassy	Review	External
Lessons Learned: Evaluation of Norway’s bilateral agricultural support to food security. Why women farmers are left out of programs	Global	2013	Norad	Thematic review	External
“Reducing the Gender-based violence and encroachment among youth and women rights with regards to their sexual & reproductive health (SRH)” Phase III (2012-2013)	Palestine	2013	Embassy	Review	External
External Evaluation of the Elimination of Violence Against Women (EVAW) Special Fund 2008-2014	Afghanistan	2015	Partners	Evaluation	External
Mid-Term Review: Assistance to the UN Women Afghanistan Country Programme in the Planned period 2010-2013	Afghanistan	2013	Partners	Mid-term review	External
Working with Gender in Rural Afghanistan: Experiences from Norwegian-funded NGO projects	Afghanistan	2014	Norad	Thematic review	External
Gender Equity, Human Rights, Democracy and Social Justice in Bangladesh: Evaluation and appraisal of ASK’s core projects	Bangladesh	2012	Norad	Evaluation	External
Mid-term review of Bangladesh Mahila Parishad	Bangladesh	2013	Norad	Mid-term review	External
Review of Sankalpa – Women’s Alliance for Peace, Justice and Democracy & Mid-Term Review of SANKALPA Project: Rights-based Advocacy to Empower Women for Political and Social Justice	Nepal	2014	Embassy	Mid-term review	External
UN Women Towards Gender Equality – Women’s Economic Empowerment- Home Based Workers Project	Pakistan	2012	Embassy	End review	External

	Review Report of Norwegian Church Aid's project "Promoting Gender Justice In Pakistan	Pakistan	2012	Embassy	Review	External
	End Review of Strengthening Police Response to Gender Based Violence -a ROZAN project	Pakistan	2012	Embassy	End review	External
	Mid-Term Review: The Way Forward: Promoting Womens Political Leadership and Governance in India and South Asia	South and Central Asia regional	2013	Norad	Mid-term review	External
	Learning from Phase One: Promoting Women's Political Leadership and Governance in India and South Asia	South and Central Asia regional	2014	Embassy	End review	External
	Review of the Non-Governmental Organisation Women in Need (WIN) in Sri Lanka	Sri Lanka	2015	Embassy	Review	Mixed

Conflict Prevention DAC 152	Report title	Country	Year	Commissioning unit	Purpose	Team
	Mid-Term Review of Norwegian Cooperation with ACCORD	Africa South of Sahara Regional	2013	Norad	Mid-term review	External
	Review Institute for Security Studies (ISS) RAF 11/0126 Core Funding Agreement 2012-15	Africa South of Sahara Regional	2014	Norad	Mid-term review	Internal
	Joint Norway/Sweden Assessment of Support to Security Sector Reform in Liberia	Liberia	2012	Norad	Review	Mixed
	Review: Oslo Center Joint Kenya & Somalia Programs Report	Somalia	2014	Embassy	Review	External
	Mid-term Review of Norwegian Cooperation with ACCORD	South Africa	2013	Norad	Mid-term review	External
	An Evaluation of the Joint Monitoring and Implementation Committee (JOMIC) Project	Zimbabwe	2012	Embassy	End review	External
	Review of the United Nations Peacebuilding Fund	Global	2014	Partners	Organisational review	External

	Organisational Performance Review of the International Centre for Transitional Justice (ICTJ)	Global	2013	MFA	Organisational review	External
	Cooperation between IPI and Norway: Current and Proposed Framework Agreements	Global	2013	Norad	Organisational review	External
	Review of Norway's Support to the Centre for Humanitarian Dialogue	Global	2012	Norad	Organisational review	External
	Review of PRIO's Project: Gender, Conflict and Peacebuilding	Global	2014	Norad	Thematic Review	External
	Evaluation of Phases III and IV of the Program Palestinian Adolescents: Agents of Positive Change- Towards an Environment of Promoting Peace and Reconciliation (Jordan, Lebanon, State of Palestine and Syria)	Palestine	2015	Partners	Review	External
	External Evaluation of the Palestinian Negotiations Support Project	Palestine	2014	Embassy	Review	External
	Joint Government/Donor Review of the Nepal Peace Trust Fund	Nepal	2012	Partners	Review	Mixed
	Evaluation: Monitoring Nepal's Peace Process and Constitution Drafting USAID Cooperative Agreement 367-A-09-00002	Nepal	2014	Partners	Evaluation	External
	End of Project Review: PAK 3013 Norwegian Church Aid (NCA): Programme for Promotion of Intra/Interfaith Dialogue and Social Action for Peace and Tolerance Phase II	Pakistan	2012	Embassy	End review	Mixed
Culture DAC 16061	Report title	Country	Year	Commissioning unit	Purpose	Team
	Mid-Term Review of Lovasoa Cross-Cultural Competence Centre, Madagascar	Madagascar	2014	Norad	Mid-term review	Mixed
	Review / Evaluation of MoNo Culture School Project (2009-2014), In Mozambique	Mozambique	2015	MFA	Review	External
	Midterm review of the UMOJA Cultural Flying Carpet and the Maputo Festival	Mozambique	2013	Embassy	Mid-term review	External

Royal Norwegian – HIVOS Culture Frame	Zimbabwe	2013	Embassy	End review	External
HIFA Evaluation Report: Harare International Festival of the Arts 2010-2011-2012	Zimbabwe	2012	Embassy	End review	External
Evaluacion Final Proyecto: Ri Ak'u'x Nikotz'ijan -Tu corazón florece- Arte Maya para la transformación social de los pueblos en el marco del Oxlajuj B'aqtun	Guatemala	2015	Embassy	Mid-term review	External
EVALUACIÓN PROYECTO RI AK'U'X NIKOTZ'IJAN No. ref. GTM-2698 GMT-11/00/13 Riak'u'x Nikotz'ijan – Arte Maya para la transformación social de los Pueblos	Guatemala	2015	Embassy	Review	External
Programa de Apoyo a la Cultura Nicaragüense PACNIC II	Nicaragua	2015	Embassy	End review	External
Mid-Term Review SRV-12/0039 Transposition 2013-2015	Vietnam	2015	MFA	Mid-term review	External
Mid-Term Review SRV-12/0039: Transposition 2013-2015	Vietnam	2015	Embassy	Mid-term review	External
In a position to tell: Evaluation of Sørfond - the Norwegian South Film Fund	Global	2014	MFA	Evaluation	External
External Evaluation of the Palestinian Cultural Fund	Palestine	2013	Embassy	Review	External
Final Evaluation Report of “Music For Everyone” Implemented by Sabreen Association for Artistic Development in Cooperation with Concerts Norway (CN – Rikskonsertene)	Palestine	2012	Embassy	Review	External
Final Report for the Evaluation of Yabous Cultural Centre 2012-2013	Palestine	2014	Embassy	Review	External
Review of Concerts Norway's contract, 2008-2013. With the Royal Norwegian Embassy – New Delhi, India	India	2013	Embassy	Review	External
Review of the Delhi Ibsen Festival	India	2013	Embassy	Review	External
KHOJ International Artist's Association 2011-2014	India	2014	Embassy	Review	External
Evaluation Report of the Norway – Sri Lanka Music Cooperation Programme 2009-2014	Sri Lanka	2014	Embassy	Review	External

Statistics DAC 16062	Report title	Country	Year	Commissioning unit	Purpose	Team
	Mid-Term Review Statistics for the Malawi Growth and Development Strategy	Malawi	2014	Embassy	Mid-term review	External
	Complementary Mission for the External Review of PCBS Program 2012-2014 and PCBS Strategy 2014-2018	Palestine	2014	Embassy	Review	External
	Review of two Assessments Reports About the Palestinian Central Bureau of Statistics (PCBS)	Palestine	2014	Embassy	Review	External
Energy 230	Report title	Country	Year	Commissioning unit	Purpose	Team
	Forward Looking Review of the Regional Strategy on Scaling up Access to Modern Energy Services in the East African Community	Africa South of Sahara Regional	2013	Norad	Mid-term review	External
	Forward Looking Review of the Regional Strategy on Scaling Up Access to Modern Energy Services in the East African Community	Africa South of Sahara Regional	2013	Norad	Review	External
	Mid-Term Review of Norwegian and Swedish Support to the Southern African Power Pool Phase III	Africa South of Sahara Regional	2014	Norad	Mid-term review	Internal
	Mid-Term Review of Norwegian Financial Support to the Energy Sector in Liberia	Liberia	2013	Norad	Mid-term review	External
	Mid-Term Review of Cabo Delgado Rural Electrification Project: Mozambique	Mozambique	2012	Embassy	Mid-term review	External
	Impact Assessment of Rural Electrification	Mozambique	2014	Norad	Evaluation	External
	Mid-Term Review of the Institutional Capacity Development Program of the Ministry of Energy Mozambique	Mozambique	2012	Embassy	Mid-term review	External
	Norwegian Support to the Strengthening of Capacity to the Energy Sector of Mozambique	Mozambique	2015	Norad	Review	External

M&E and Control of Activities in Somalia for the Norwegian Embassy SOM-2051 SOM 14/0020 Nordic International Support Foundation	Somalia	2015	Embassy	Review	External
Mid Term Review Norwegian/Swedish Support to EAPP	Tanzania	2013	Norad	Mid-term review	External
Evaluation Report: Impact assessment of Norwegian support to the energy and road sectors in Zanzibar	Tanzania	2015	Norad	Review	External
Mid-Term Review of Tanesco – Statnett Twinning Arrangement	Tanzania	2012	MFA	Mid-term review	External
Job Creation Impact Study: Bugoye Hydropower Plant, Uganda	Uganda	2013	Partners	Thematic review	External
UETCL-Statnett Twinning Arrangement: End-Review of 2009-2011 Phase 2 and Appraisal of 2012-2016 Phase 3 Proposal	Uganda	2012	Norad	End review	Mixed
Mid-Term Review of the Construction of Six Rural Distribution Lines	Uganda	2014	MFA	Mid-term review	External
Final Report: Joint Donor Review of the Zimbabwe Multi-Donor Trust Fund	Zimbabwe	2014	Partners	Mid-term review	External
Evaluación Externa Final: Proyecto Gestión Energética Autónoma en tres Comunicadas Mayas de Guatemala	Guatemala	2015	Embassy	End review	External
Evaluación de Efectos Impactos de las Fases I y II de PCH	Nicaragua	2015	Embassy	End review	External
Evaluación de Medio Término Desarrollo de la Hidroelectricidad a Pequeña Escala para Usos Productivos en Zonas Fuera de Red	Nicaragua	2012	Embassy	Mid-term review	External
Mid-Term Review of the Institutional Strengthening of the Water Resources and Power Sectors in Timor-Leste, 2009-2014	Timor Leste	2012	Norad	Mid-term review	External
Review of Norad's Assistance to Gender Mainstreaming in the Energy and Petroleum Sector 2010-2014	Global	2014	Norad	Review	External

	End Review: Palestinian Energy Sector Assistance Phase V	Palestine	2013	MFA	End review	External
	End-Review of Framework Agreement Between MFA and TERI 208-2014	India	2015	Embassy	End review	External
	Mid-Term Review National Rural and Renewable Energy Programme (NRREP), Nepal Final Review Aide Memoire	Nepal	2014	Norad	Mid-term review	Mixed
	Sri Lanka: Asian Development Bank – Conflict Affected Areas Rehabilitation Project (CAARP)	Sri Lanka	2013	Embassy	End review	External
Business 250	Report title	Country	Year	Commissioning unit	Purpose	Team
	End Review: Uganda Meat Export Development – Interim Programme	Uganda	2013	Norad	End review	External
	End Review and Appraisal of Application for Further Support to Institutional Cooperatin Between UTGA and NORSKOG	Uganda	2014	MFA	End review	External
	Assessment Report: Honey production - Export Chance of Braničevski Region (SRB-13/0068)	Serbia	2015	Embassy	Review	External
	Gjennomgang av Norads søknadsbaserte støtte til næringslivet for perioden 2009-2012	Global	2013	Norad	Review	External
	Mid-Term Review of NHO's Secretariat for Private Sector Development	Global	2012	Norad	Mid-term review	External
	Review of the Loan Guarantee Facility (LGF) of the Middle East Investment Initiative (MEII)	Palestine	2014	MFA	Review	External
	Butterfly effect: External Evaluation Report for “Private Sector Partnership Project”	Palestine	2013	Embassy	Review	External
	Review of Business Matchmaking Programme Bangladesh	Bangladesh	2012	Norad	Mid-term review	External
	Review of Pakistan – Norway Institutional Cooperation Framework	Pakistan	2013	Norad	End review	Mixed
Agriculture DAC 311	Report title	Country	Year	Commissioning unit	Purpose	Team

Mid-term Review and Appraisal of Plans for Future Work Norwegian-Supported Conservation Farming Unit Programmes	Africa South of Sahara Regional	2014	MFA	Mid-term review	External
End review of Institutional cooperation between the Hawassa and Mekelle Universities and the Norwegian University of Life Sciences, Phase III (2009 –2013)	Ethiopia	2014	Norad	End review	External
Mid-Term Review of the Project Adaptation of Agriculture and Pastoralism to Climate Change in Mali 2010-2015	Mali	2015	Embassy	Mid-term review	External
The Beginning of an Agricultural Transformation in Mozambique. Final Evaluation of the ProSOJA Project: Expanding Soy Bean Production and Marketing in Northern Mozambique	Mozambique	2012	MFA	End review	External
Community Markets for Conservation (COMACO) Zambia End Review of Phase II (ZAM-06/061)	Zambia	2013	Embassy	End review	External
Mid-term Review and Appraisal of Plans for Future Work Norwegian-Supported Conservation Farming Unit Programmes	Zambia	2014	Norad	Mid-term review	External
Estudio de Impacto de los Graduados de la Universidad EARTH becados por la Real Embajada de Noruega en Guatemala, Honduras y Nicaragua INFORME FINAL	North and Central America Regional	2014	Embassy	Review	External
INFORME DE EVALUACION: Evaluación Final del Programa Agro-Ambiental Mesoamericano (MAP) y Valoración de la propuesta de MAP II, Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)	North and Central America Regional	2012	Norad	End review	External
Southeast Asia Regional Initiatives for Community Empowerment – SEARICE	Far East Asia regional	2014	Norad	Organisational review	External
Mid-Term Evaluation Report: Promoting Integrated Pest Management in Afghanistan (IPM) project (GCÄ/AFG/058/NOR	Afghanistan	2013	Partners	Mid-term review	External
Mid-Term Review of the National Integrated Pest Management Programme in Nepal, Phase II	Nepal	2012	Norad	Mid-term review	External

Forestry DAC 312	Report title	Country	Year	Commissioning unit	Purpose	Team
	Organizational Performance Review: RECOFTC - The Center for People and Forests	South and Central Asia regional	2014	Norad	Organisational review	External
Fishing DAC 313	Report title	Country	Year	Commissioning unit	Purpose	Team
	Mid-Term Review: Assistance to the Fisheries Sector of Mozambique Co-financed by Norway and Iceland (2009 – 2013)	Mozambique	2012	Embassy	Mid-term review	Mixed
	Final Evaluation of the EAF-Nansen project (Phase I): Strengthening the Knowledge Base for and Implementing an Ecosystem Approach to Marine Fisheries in Developing Countries, (GCP/INT/003/NOR)	Global	2013	Partners	End review	External
	Review of Centre for Development Cooperation in Fisheries CDCF (Saksnr.1400548)	Global	2014	Norad	Organisational review	External
Industry DAC 321	Report title	Country	Year	Commissioning unit	Purpose	Team
	End Review of Ethical Trading Initiative Norway for Norad	Far East Asia regional	2013	Norad	End review	External
	Exchanging Design: The Designs without Borders Model	Global	2012	Norad	Mid-term review	External
	Sluttgjennomgang Fairtrade Norge 2010-2012.	Global	2012	Norad	Organisational review	External
Oil DAC 322	Report title	Country	Year	Commissioning unit	Purpose	Team
	Oil for Development Ghana 2010-14: Moving towards a “Second Generation” Programme? Review of Norway’s Support to the Petroleum Sector in Ghana	Ghana	2015	Norad	End review	External
	Internal review “The Cooperation Programme for Sustainable	South Sudan	2015	Norad	Review	Internal

	Development and Management of the Petroleum Sector in South Sudan 2012-2015					
	Mid-Term Review of the Oil for Development (OfD) Programme in Tanzania. CASE NO. TAN-11/0047	Tanzania	2015	Embassy	Mid-term review	External
	Oil for Development Uganda 2009-2014: Review of Norway's Support to the Petroleum Sector in Uganda	Uganda	2014	Embassy	End Review	External
	End Review of the Oil for Development (OfD) Programme in Nicaragua	Nicaragua	2015	Norad	End review	External
	CCOP End Review: "CCOP-Norway Cooperation Programme for Enhancing Public Petroleum Management of the CCOP Member Countries (EPPM)"	Far East Asia regional	2012	Embassy	End review	External
	End Review: Assistance in Management of Petroleum Resources, Phase II – 2008-2013	Timor Leste	2014	MFA	End review	External
	Petrad 8 Weeks Program Gender Assessment	Global	2013	Norad	Organisational review	External
Trade DAC 331	Report title	Country	Year	Commissioning unit	Purpose	Team
	The East African Community: Report on the External Review of the Partnership Fund FY2009/10 – FY2013/14	Africa South of Sahara Regional	2015	Partners	Organisational review	External
	Review of Norway's support to Southern African Development Community Accreditation Service SADCAS	South Africa	2012	Norad	Review	External
	Review of Norad's support to UNIDO's Trade Capacity Building Programme 2005-2013	Global	2015	Norad	Organisational review	External
Environment DAC 410	Report title	Country	Year	Commissioning unit	Purpose	Team
	End Review of SAF-08/006 Climate Effect on Biodiversity, Abundance and Distribution of Marine Organisms (NansClim)	Africa South of Sahara Regional	2014	Norad	End review	External
	End Review of SAF 2866 SAF-12/006 Benguela Current Commission (BCC) Science Programme, Institutional Assessment	Africa South of Sahara Regional	2014	Norad	End review	External

of BCC and Appraisal of New Application						
Mid-Term Review of the Benguela Current Commission's Science Programme	Africa South of Sahara Regional	2012	Partners	Mid-term review	External	
Review Report: Mid-Term and End Review of Piloting REDD+ in the Bale Eco-Region of Ethiopia: Strengthening Community and Regional Level Capacity for Natural Resource Governance Project ETH-12/0022 (2012-2015)	Ethiopia	2015	Norad	Mid-term review	External	
Rapport d'évaluation de l'Alliance Voahary Gasy – Madagascar pour la période 2011-2013	Madagascar	2014	Embassy	Review	Mixed	
Mid-Term Review for Lake Chilwa Basin Climate Change Adaptation Programme	Malawi	2014	Embassy	Mid-term review	External	
Malawi–Zambia. Transfrontier Conservation Area (TFCA) Report on the Mid-Term Review of the TFCA Project	Malawi	2015	Partners	Mid-term review	External	
End of Programme Evaluation of the National Programme for Managing Climate Change in Malawi and the Malawi Africa Adantation Programme	Malawi	2013	Embassy	End review	External	
Final Review of the Project Advancing REDD in KOLO hills forest (ARKFOR) Implemented by African Wildlife Foundation and Partners	Tanzania	2015	Embassy	End review	External	
Final Review of the Project: Hifadhi Ya Mimitu Ya Asili (HIMA)- Piloting REDD+ in Zanzibar through Community Forest Management Implemented by Care International and Partners	Tanzania	2015	Embassy	End review	External	
Review of the Eastern Arc Mountains Conservation Endowment Fund	Tanzania	2014	Norad	Review	External	
Final Review of the Project Combining REDD, PFM and FSC Certification in South-Eastern Tanzania Implemented by MCDI and Partners	Tanzania	2015	Embassy	End review	External	
Final Project Report: Pilot Project on Community-Based REDD+ Mechanisms for Sustainable Forest Management in Semi-Arid Areas (Case of Ngitilis in Shinyanga Region)	Tanzania	2014	Embassy	End review	External	

Final Review of the Project Making REDD+ and the Carbon Market Work for Communities and Forest Conservation in Tanzania	Tanzania	2015	Embassy	End review	External
Final Review of the Project REDD+ Readiness in South West Tanzania Implemented by Wildlife Conservation Society (WCS) Tanzania Program	Tanzania	2015	Embassy	End review	External
Final Review of the Project Enhancing Tanzanian Capacity to Deliver Short and Long Term Data on Forest Carbon Stocks Across the Country Implemented by WWF Tanzania, Sokoine University of Agriculture, University of York (UK), WWF-US	Tanzania	2015	Embassy	End review	External
Mid-Term External Assessment: “Lessons Learned and Capacity Building to Implement REDD+ Initiatives: The Experience of Costa Rica” (CAM-0025-CRI-13/0001)	Costa Rica	2014	Embassy	Mid-term review	External
Review of three Programmes for Natural Resource Management and Disaster Risk Reduction in Departement du Sud, Haiti	Haiti	2013	Norad	Review	External
Evaluation External Final Proyecto: “Fortalecimiento de las Capacidades Institucionales Para la Gestión Ambiental y el Ordenamiento Territorial de los Municipios Ubicados en la Sub Cuenca III de la Cuenca sur del Lago de Managua Amusclam	Nicaragua	2014	Embassy	End review	External
Evaluación de Medio Término 2013 RED DE INCIDENCIA sobre CLIMA en CENTROAMÉRICA (RED) Fondo de Desarrollo de Noruega , Guatemala, Honduras y Nicaragua	North and Central America Regional	2013	Embassy	Mid-term review	External
Formative Mid-Term Review of the Rainforest Foundation Norway (RFN) Program in the Amazon	South America Regional	2014	MFA	Mid-term review	External
Mid-Term Review: Sino-Norwegian Cooperative Project on Mercury Capacity Building for Reducing Mercury Pollution (SINOMERII)	China	2013	Norad	Mid-term review	Mixed
Mid-Term Review of Environmentally Sound Management of Hazardous and Industrial Wastes in Cement Kilns in China – Phase II (CHN-2150; 09/059)	China	2014	Norad	Mid-term review	Mixed
CHN 2150 (10/0046) Mid-Term Review of Sino-Norwegian Cooperative Project on Persistent Organic Pollutants (POPs):	China	2013	MFA	Mid-term	Mixed

Capacity building on implementing the Stockholm Convention. SiNoPOP 2					review	
Mid Term Review of CHN-10/0027 Urban Atmospheric Multi-Pollutant Prevention and Control in China	China	2014	Norad	Mid-term review	External	
Review of the project: Biodiversity and Climate Change, Peoples Republic of China	China	2013	Embassy	End review	Mixed	
Mangroves for the Future (Phase 2) Mid-Term Review	Far East Asia regional	2012	Norad	Mid-term review	External	
Mid-term Review of the “Forest Governance Programme” Phase II (FGP2), Indonesia	Indonesia	2013	Embassy	Mid-term review	External	
Review of Global Green Growth Institute (GGGI) Indonesia Program	Indonesia	2014	Norad	Review	External	
End Review of the Project: “Enhancing Capacity to Control and Manage Biosafety and Biosecurity in Vietnam SRV- 09/024 (Saksnr. 1400936)	Vietnam	2014	Norad	End review	External	
End-Review of the project entitled “Development of Management Systems on Safety and Working Environment and Environment Pollution in the Vietnamese Petroleum Industry”	Vietnam	2012	Norad	End review	External	
Second Joint Donor Review of the Global Green Growth Institute	Global	2013	Partners	Organisational review	Mixed	
Review of the World Bank Trust fund for Environmentally and Socially Sustainable Development (TFESSD)	Global	2012	Norad	Organisational review	External	
Review of: Monitoring and Assessment of Changes in Glaciers, Snow and Glacio-hydrology in the Hindu Kush – Himalayas, with a Special Focus on Strengthening the Capacity of Nepalese Organizations: The HKH Cryosphere Monitoring Project	Nepal	2015	Norad	Review	External	
End Review of: UNIDO – National Cleaner Production Center, Sri Lanka (LKA 3124 - 08/048)	Sri Lanka	2013	Norad	End review	External	

Community Development DAC 430	Report title	Country	Year	Commissioning unit	Purpose	Team
	Review of the Kokoyah Millenium Village Project	Liberia	2012	Embassy	Review	External
	Evaluation Report Latin America Regional team, The Salvation Army, Latin America and the Caribbean	North and Central America Regional	2014	Norad	Mid-term review	Project
	Afghanistan: NGOs' Contributions to Development. Assessment of Norwegian Funded Projects 2010-2011	Afghanistan	2012	Norad	Thematic review	External
	Rural Development in Northern Afghanistan	Afghanistan	2013	Embassy	End review	External
	Evaluation of the National Area-based Development Programme (NABDP) in Afghanistan	Afghanistan	2014	Partners	Evaluation	External
	Sustainable Rural Development Project Final Evaluation Report	Afghanistan	2013	Embassy	End review	Project
	Focused Evaluation Local Governance and Community Development Programme (LGCDP)	Nepal	2012	Partners	Evaluation	External
	Empowering the Marginalized for Social Change, SSP III	Pakistan	2012	Embassy	Review	External
Reconstruction and relief DAC 730	Report title	Country	Year	Commissioning unit	Purpose	Team
	Mid Term Review Report. Programme by the Norwegian Church Aid (NCA): Reducing Gender Based Violence and Building Sustainable Peace in the Democratic Republic of Congo (DRC) 2010 - 2012	Congo	2012	Norad	Mid-term review	Mixed
	Review of JOIN good Forces and Hope in Action in North-Kivu	Congo	2015	Norad	Organisational review	Mixed

Annex 2: Terms of Reference

Reviews and Evaluations in Norwegian Development Cooperation

1. Introduction

Each year, a number of reviews and decentralised evaluations² are conducted throughout the Norwegian aid administration³ to inform grant management.⁴ Typically reviews or decentralised evaluations are commissioned to find out whether a programme or project is on track; whether it has produced the desired outcome for the target group and to document experiences and lessons learned.

Recent studies suggests that the quality of these reviews/decentralised evaluations is variable, including shortcomings in data material, methods and analysis.⁵ To get a better understanding about the shortcomings identified and how to overcome these, the Evaluation Department in Norad aims to undertake an in depth examination of the quality of a sample of these reviews/evaluations. An assessment of quality must, however, be based on an appropriate sample of reviews/evaluations. At present, here is no complete overview of the various reviews and decentralised evaluations conducted by the Norwegian aid administration as a whole.⁶ Hence, a mapping exercise to determine the extent of the material that exists (the 'universe') is needed. This is the purpose of this assignment. The mapping exercise is, of course, also important in itself, as reports should be available and accessible to the public.

Once a comprehensive overview is produced, a separate assignment for a quality assessment of a selection of the reviews and evaluations will be put out to

² Reviews and decentralised evaluations are commissioned by responsible units throughout the administration, and will mainly be conducted at project/programme level. Please refer to section 3 for a definition and description. Reviews/decentralised evaluations are not to be confused with evaluations commissioned by Norad's Evaluation Department, which follow from a separate mandate: Instructions for evaluating Norwegian Development Aid Administration (Evalueringssinstruksen 2006), and which generally do not look at the grant level, but will have a broader thematic, geographic, sector-wide scope or look into specific challenges that cut across individual grants/projects/programmes.

³ Responsible units = unit authorised to award grants and responsible for managing these grants (department, section, unit, embassy).

⁴ For the years to be covered by this assignment, the number of registered and/or published reviews is +/- 100. But the actual number is likely to be higher than that.

⁵ OECD (2014), OECD Development Co-operation Peer Reviews: Norway 2013, OECD Publishing; Norad (2014) 'Can We Demonstrate the Difference that Norwegian Aid Makes?' Evaluation Report 1/2014, Norad, Oslo.

⁶ Reports are to be published at norad.no, but this is not done consistently. Reviews are also to be planned and registered done in PTA (grant management tool of the Norwegian aid administration), so to the extent that this is kept updated, this represents an overview of project/programme reviews (at grant level). However, reviews that are thematic or otherwise not linked to one specific agreement in PTA, will not be part of that list. Reviews commissioned by grant recipients or by other donors are also not necessarily registered in PTA. Reports will be found on file in the archives of the unit responsible for the grant. Embassies keep non-electronic archives so some reports may only be available in hard copy. In the event that Norad has commissioned the review on behalf of a Norwegian embassy, the report will also be found on file in Norad's archives.

tender. Findings from the mapping exercise, the extent and nature of the universe, will inform selection criteria and which factors to include in the subsequent quality assessment. Relevant aspects may include methodological and analytical soundness, data material, utility⁷; questions addressed, use of reports, and possible explanations for any variations in quality. The result of the mapping will be made available to tenderers for the second assignment to assure competition on equal terms.

2. Purpose

The purpose of this assignment is to obtain an overview of the extent of reviews and decentralised evaluations in Norwegian development aid, in order to contribute to improved quality and ultimately better use.

The main intended users are grant management units in the Ministry of Foreign Affairs and Norad, and Embassies managing ODA-funds. Other users may include civil society organisations, other Norwegian actors part of Norwegian development cooperation, and other donors.

3. Scope and evaluation object

The study covers reviews and decentralised evaluations conducted (finalised) in the period 2012 – 2015.

The study covers, in principle, all reviews and evaluations of activities funded by Norwegian aid, where an entity in the Norwegian aid administration⁸ is taking active part as commissioning party or co-sponsor.

The MFA Grant Management Manual defines a review as ‘a thorough assessment with focus on the implementation and follow-up of plans’. It can be conducted as part of the formalised follow-up of the project or programme (mid-term) or as a final process to assess the effect (outcome, impact) or the project or programme (end review). Mid-term reviews may also assess progress on outcome for the target group. Depending on the purpose, reviews will also address efficiency, relevance, sustainability, likely impact and document lessons learned. Special reviews may also be carried out to look at specific challenges to the project/programme (various risks, cross-cutting issues, institutional capacity, managerial, financial), or to examine specific consequences of the programme (e.g. related to gender equality, environment). Organisational reviews may be commissioned to assess capacity and competence of partners. Evaluations, which are more in-depth, comprehensive and independent assessments with strict quality standards, may also be carried out at project/programme level⁹ (decentralised evaluations, will often be joint with other donors).

⁷ A study of Norad evaluation reports (commissioned by the Evaluation Department) found that reports are not sufficiently utilization focused (e.g. with clear recommendations practical for implementation). This could also be true for reviews. Norad (2012) ‘Use of Evaluations in the Norwegian Development Cooperation System’ Evaluation Report 8/2012, Norad, Oslo.

⁸ Except for evaluations commissioned by the Evaluation Department.

⁹ The Development Cooperation Manual (2005, p. 33) stipulated that large programmes receiving funding over a longer period of time, or programmes with a high degree of risk and/or innovation, should be considered for evaluation. This was put in general terms, no financial threshold or other specific criteria. The GMM (2013) makes no mention of evaluation at grant level. In practice, the distinction between reviews and evaluations is not entirely clear-cut.

Reviews may be mandatory according to grant scheme rules, be conditional as per the agreement with the grant recipient (mid-term- and end reviews), but may also be carried out as deemed necessary. They may be internal or external, carried out by a team of external consultants, or a mixed team. The commissioning unit may be the Norwegian embassies managing ODA-funds, the Norwegian Ministry of Foreign Affairs (MFA), Norad (often on behalf of embassies), grant recipients/partners or other donors/co-sponsors.

4. Objectives

The objectives of this assignment are to:

- collect and compile a list of reviews and evaluations conducted throughout the Norwegian aid administration over a period of three years (2012 – 2015)
- map basic characteristics of the reports
- map basic contents of the reports

5. Methodology

The assignment involves searching archives at MFA and Norad, norad.no and to some extent interviewing individual grant managers to get information regarding any reviews not published as part of Norad Collected Reviews at norad.no. The Procurement Sections in Norad and MFA are also important sources of information regarding consultancy assignments procured during the period in question.

Further, the assignment involves a desk review of all the review reports, including ToRs, to map basic characteristics and do a limited contents analysis, as outlined below.

A mapping of basic characteristics is to provide a categorisation of the reports as regards:

- commissioning unit (MFA, Norad, Embassies, other donors, grant recipient);
- country or region;
- financing source (budget chapter/post)
- sector (DAC-sector¹⁰);
- purpose of the review (mid-term review, end-review, special/thematic review, organisational review, retrospective evaluation);
- review team (external, internal, or mixed);
- number of consultancy hours spent on the review (cost).

A limited content analysis is to determine to what extent the reviews/evaluation reports:

- present conclusions regarding effect on the target group (outcomes);
- address cross-cutting issues/sustainability elements (such as gender equality, environmental sustainability/climate change, human rights, anti-corruption, institutional capacity, conflict sensitivity);
- address financial management of the project;
- are designed for practical use and follow up, in the sense that

¹⁰ Statistical classification manual

<http://www.norad.no/en/toolspublications/publications/2015/statistical-classification-manual/>

- evaluation questions in the ToRs are specific to the programme/project under review
- recommendations are practical/specifically tailored for practical follow-up in the programme/project under review;
- other categories can be proposed by the consultant (to be approved by the Evaluation department).

6. Organisation

The consultant is responsible for collecting the reports included in the scope, contacting/interviewing Norwegian Embassies, relevant sections of the MFA, Norad and grant recipients to obtain reports that have not yet been published. EVAL will facilitate access to Norad and MFA archives and provide contact details to relevant units, while collecting the reports is the team's responsibility. EVAL will also inform relevant sections and embassies of the review in parallel to the invitation to tender, and request that reports be submitted before start-up of the review. Embassy archives are not available electronically. Some reports may therefore be available only in hard copy, which will have to be either scanned locally and sent by e-mail or sent by regular mail.

7. Deliverables

- **Inception report**, not exceeding 3 pages, to be approved by the Evaluation Department.
- **Draft report**, not exceeding 20 pages (excluding the compiled list of reports) for preliminary approval by the Evaluation Department. (The Evaluation department is open to alternative ideas for presentation of the mapping other than a traditional report). Stakeholders will be invited to comment on structure, facts.
- **All compiled reports** in full text, preferably electronic format.