

DEPARTMENT FOR EVALUATION

Long-term approaches in a changing world

Annual report 2021/2022



Contents

| | |
|--|-----------|
| Preface | 5 |
| About the Department for Evaluation | 6 |
| In the past year | 8 |
| Long-term approaches in a changing world | 10 |
| Reports from the Department for Evaluation | 15 |
| Quality Assessment of Decentralised Evaluations | 16 |
| Mapping of development assistance channelled through other ministries and affiliated agencies | 18 |
| Literature review on civil society's roles in reducing tropical forest loss | 20 |
| Evaluation of Norwegian Efforts for Women, Peace and Security, 2000-2020 | 22 |
| Analysis of Norway's Action Plans on Women, Peace and Security | 24 |
| Reports on Norway's partner countries | 26 |
| Country Evaluation Brief: Democratic Republic of the Congo | 27 |
| Collaboration with partners | 29 |
| The Seventh Comprehensive Evaluation of the GEF | 30 |
| Comprehensive evaluation of the Global Environment Facility Support to Sustainable Forest Management | 32 |
| Facility Support to innovation: Findings and Lessons | 34 |
| Follow up of evaluations | 36 |

Preface



Photo: EPA/Aaron Ufumeli

After several years of uncertainty about the role and position of the Department for Evaluation, the formal arrangements for our work have now been clarified, which is a welcome development. During the reorganisation of Norad in the spring of 2021, it was concluded that the Department for Evaluation should continue as a separate department. The mandate for evaluating the Norwegian development aid administration, which sets out the Department's remit, was approved by the Ministry of Foreign Affairs and the Ministry of Climate and Environment in January 2022.

The mandate safeguards the independence of our work, and its focus is on relevant, high-quality evaluations that promote learning and accountability. These are important concepts for ensuring credible and useful evaluations. Later in the report, we reflect on the goal of learning and how this requires cooperation between those initiating the evaluations and the intended users. The revised mandate gives the Ministries more flexibility to follow up the independent evaluations than previously. It will be important to monitor whether this change will foster learning from evaluations of the Norwegian development aid administration.

Despite unclear framework conditions, the Department for Evaluation has been productive in the past year. We have launched a new evaluation programme and conducted several evaluations and studies that are presented in this report. Drawing on insights from these and earlier evaluations and evaluation work, we reflect on findings that we believe may be relevant not only for understanding current challenges but also for strengthening Norwegian development cooperation going forward. A long-term approach is key to achieving the desired results in these areas.

Also this year, our work has been impacted by the COVID-19 pandemic. We had to adapt our evaluation processes with regards to data collection, which presents methodological challenges. We have more often than previously divided the evaluation processes into sub-deliverables. This has opened new opportunities, including being able to share findings and recommendations with the development aid administration during the evaluation process when relevant to decision-making processes. We will continue to develop this way of working also after the pandemic.

As in previous years, we have worked with the evaluation network in the OECD/DAC and participated in the Nordic+ network together with our evaluation colleagues in Denmark, Sweden, Finland, Iceland, the United Kingdom, Ireland, Germany, the Netherlands, and Canada. In May, we hosted a meeting in Oslo with the heads of the independent evaluation functions in the Nordic+ countries. It was a very inspiring gathering, where we shared experiences in areas such as evaluating support through multilateral organisations.

With the institutional arrangements for the evaluation work and a new evaluation programme in place, we now look forward to conducting evaluations that, combined with other knowledge, can help strengthen Norwegian development cooperation.

Siv J. Lillestøl, Acting Director
Anette Wilhelmsen, Acting Assistant Director
Anita Haslie, Senior Adviser
Balbir Singh, Senior Adviser
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Tove Sagmo, Senior Adviser

About the Department for Evaluation

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

The purpose of evaluations in aid administration is in part to promote a knowledge-based approach to Norwegian development cooperation, and in part to hold Norwegian development policy actors accountable for their management of funds. The following objectives apply to all evaluations to be carried out:

- they follow recognised professional standards;
- they have credibility and are independent;
- they are relevant;
- they promote learning and use of knowledge.

Each 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 in and outside the development aid administration. During the evaluation processes, good coordination and dialogue with the stakeholders is also facilitated.

An important part of the Department's work is to disseminate knowledge and contribute to a debate to promote learning and accountability. The next pages give an overview of important events in the past year. The annual report itself is an important product in which we disseminate lessons learned over the past year.

All evaluation reports are available on Norad's websites. Follow-up plans and reports are also published there, when developed by the Secretary Generals of the Ministry of Foreign Affairs and Ministry of Climate and Environment. Learn more about the follow-up of reports on pages 36-42. The Department for Evaluation also issues its own newsletter, EvalNews, sharing evaluation findings and news, as well as upcoming events, writes feature articles and tweets about the knowledge produced by the department.

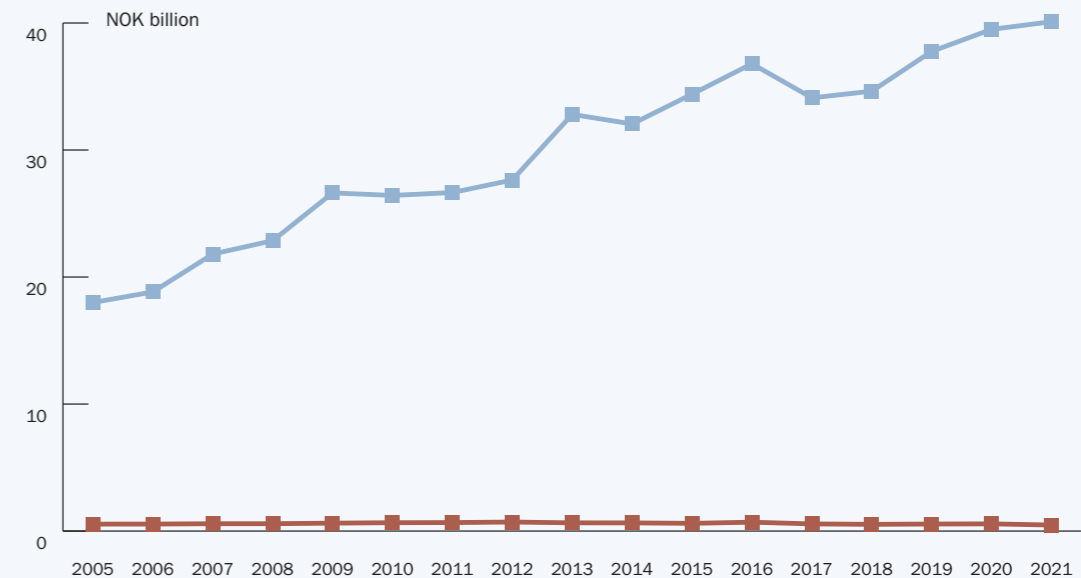
Aid budget

40,1 billion ▲

Allocation to evaluation

0,0096 billion ▼

The axis of the evaluation budget includes funds allocated to evaluation and partnership agreements. Including administrative costs, the department's total resource frame in 2021 was just below 19,3 MNOK.



EMPLOYEES AT THE DEPARTMENT FOR EVALUATION (JUNE 2022)

Anette Wilhelmsen (Acting Assistant Director)
 Anita Haslie
 Balbir Singh
 Ida Lindkvist
 Javier Fabra-Mata
 Marianne Lyseng
 Siv Lillestøl (Acting Director)
 Tove Sagmo

In the past year



1 **12.08.2021: New evaluation programme launched for 2021–2022.** The Department launched its evaluation programme for 2021–2022.

2 **26.08.2021: Webinar: How to promote learning in Norwegian development assistance?** Launch of the Department's annual report. Presentation of the report and panel debate.

3 **01.09.2021: Reorganisation of Norad.** The Evaluation Department continues to exist in Norad but changed its name to the Department for Evaluation.

4 **26.10.2021: New study launched: Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2019–2020).** This study (3/2021) assesses the quality of decentralised evaluations performed by Norad, the Ministry of Foreign Affairs and the embassies in 2019 and 2020.

5 **28.10.2021: Seminar: How to improve the quality and usefulness of decentralised evaluations?** The Department recommends quality improvements in decentralised evaluations if they are to help improve development assistance. This recommendation is based on the study of the quality of decentralised evaluations (Report 3/2021).

6 **17-18.11.2021: Evalnet meeting.** The Department took part in an online meeting with the evaluation network of the OECD/DAC.

7 **01.01.2022: New evaluation mandate and strategy.** The mandate for the independent evaluation of Norwegian development cooperation entered into force on 1 January 2022. The mandate emphasises that evaluation work must be independent.

8 **23.01.2022: New study launched: 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.** The study maps the ministries and agencies that administer development aid (Report 1/2022).

9 **03.02.2022: New study launched: Literature review on civil society's roles in reducing tropical forest loss.** The literature review (2/2022) maps the efforts of civil society organisations to help save the rainforest.

10 **18.02.2022: Seminar on responsibility for results in the cooperation between ministries and public agencies on development assistance.** Based on the mapping study (1/2022), the Department for Evaluation invited staff at Norad and the Ministry of Foreign Affairs to discuss responsibility for results in the cooperation between the various ministries.

11 **07.04.2022: New report submitted to the Ministry of Foreign Affairs: Evaluation of Norway's Inclusion of Persons with Disabilities in Development Cooperation.** The evaluation (5/2022) is the second of three sub-reports aimed at evaluating Norway's efforts to include people with disabilities in development cooperation. The report will be published on completion of all three sub-reports.

12 **02.05.2022: New country evaluation brief launched: The Democratic Republic of Congo (DRC).** The report (6/2022) systematises the findings of earlier evaluations of international development funding to DRC.

13 **03.05.2022: Webinar: Facing multiple crises: challenges for international development cooperation in Democratic Republic of the Congo.** The findings of the country evaluation brief were presented as a background for the discussion, which had a special focus on women's rights, gender equality, and the protection of the climate and forests.

14 **05-06.05.2022: Nordic+ was held in Oslo.** The Department hosted Nordic+, a network of evaluation units in the Nordic countries, Germany, the Netherlands, Ireland, England and Canada.

15 **11.05.2022: New evaluation programme for 2022–2024 launched.** The evaluations in the programme cover the diversity of Norwegian

development cooperation efforts. The climate, environment and food security, humanitarian aid, peace efforts, rights and inclusion as well as support via the UN system are subjects in a number of future evaluations.

16 **23.05.2022: New evaluation launched: Evaluation of Norwegian efforts for women, peace and security.**

The report (3/2022) and the accompanying analysis of Norway's action plans for women, peace and security (4/2022) examine what has been achieved by Norway's efforts for women, peace and security in the period 2000–2020.

17 **24.05.2022: Webinar: Promoting women's participation in peace processes. How can Norway best contribute?** The webinar covers the report's findings and key lessons for Norway and other actors involved in the women, peace and security agenda.

18 **23-25.05.2022: Inteval at Wilton Park.** The Department was the co-organiser. Inteval consists of an international group of evaluation experts who publish books on evaluation.

19 **08-10.06.2022: The European evaluation conference.** The Department took part in several panels at the conference. The conference has been postponed since 2020 because of the pandemic.

20 **20-21.06.2022: Evalnet meeting in Paris.** The Department took part in a meeting with the evaluation network of the OECD/DAC.

Long-term approaches in a changing world

After decades of progress in several key areas, we are now confronted with a world marked by several global crises in areas such as security, health, food and governance.

By applying insights gained from the evaluation reports presented in this annual report and drawing on earlier evaluations, we wish to reflect on findings that we believe may be relevant not only for understanding current challenges but also for strengthening Norwegian development cooperation going forward.

This year, we focus on evaluation findings in three areas – where a long-term approach in development cooperation is a key concept for achieving the desired results:

- Civil society as a partner for sustainable development
- Norway's success as an advocate for women's rights and gender equality
- Learning as a shared responsibility



Photo: AP/Brian Inganga

Civil society: a key partner for sustainable development

Civil society is an important channel for Norwegian development assistance. The aim of the partnership is to strengthen civil society in the Global South as an advocate and change agent in meeting national and international development goals, such as the Sustainable Development Goals.

The Literature review on civil society's roles in reducing tropical forest loss (Report 2/2022) confirms that civil society plays a decisive role in achieving sustainable results in this field. The Country evaluation brief on Democratic Republic of the Congo (Report 6/2022) also points out that close cooperation with local actors, including civil society, is crucial for ensuring sustainability. Moreover, the Evaluation of Norway's efforts for women, peace and security (Report 3/2022) affirms that civil society has played a decisive role in mainstreaming a gender perspective and women's rights in peace agreements.

Long-term efforts are needed for civil society to achieve sustainable results. Several of our evaluations point out that the criteria for success in this respect are stable economic parameters as well as the flexibility to adapt the engagement to changed framework conditions locally, regionally, and globally.

Our evaluations also find that the scope of action for civil society actors has been reduced – a development that was reinforced during the COVID-19 pandemic.

The Synthesis study of evaluations of Civil Society Organisations' democratisation and human rights work in Southern and Eastern Africa (Report 9/2018) highlights the measures adopted by the authorities to reduce the scope of action, from imposing more restrictive laws and regulations via financial curbs to violence and threats against civil society actors. The literature review of the role of civil society in efforts to combat deforestations points out that it has become more dangerous to fight for one's own rights, while the evaluation of Norway's efforts for women, peace and security recommends putting measures in place to reduce the risk faced by female human rights advocates. This work requires long-term efforts from all parties.

An advocate for women's rights and gender equality

Norway has a long tradition as an international advocate in development aid issues. According to our evaluations, credibility, a long-term approach, and competence are the success criteria for achieving results in this area. The 2016 evaluation of Norwegian support to advocacy in the development arena (Report 5/2016) found that focusing on areas where Norway itself has been successful, for example efforts to achieve gender equality, has given Norway credibility in international forums and led to more effective advocacy. The evaluation of Norway's efforts for women, peace and security confirms the finding that Norway is a credible actor in this field. The 2015 evaluation of Norwegian support for strengthening women's rights and gender equality in development cooperation (Report 2/2015) found that Norway has helped putting women's rights and gender equality on the global development agenda. Moreover, the 2018 evaluation of Norway's engagement in the peace process in Colombia (Report 10/2018) also found that Norway's credibility was a factor in it being given a key role in the peace negotiations.

Meanwhile, credibility must be seen in conjunction with the ability and willingness to be a predictable, long-term partner. Another factor that led to Norway being given a key role in the peace negotiations in Colombia was the perception that Norway is a stable partner over time. The findings from the evaluation of Norwegian support to advocacy in the development arena also confirm that long-term strategic cooperation with civil society organisations, multilateral organisations and research institutions is vital for successful advocacy. This finding is confirmed by the evaluation of Norway's support for women, peace and security in which long-term support via civil society actors is highlighted as vital for women's participation in peace processes and the implementation of peace agreements.

One final factor for successful advocacy is competence and the use of knowledge. The 2016 evaluation of Norwegian support to advocacy in the development arena found that establishing a relevant evidence base and capacity is important for successful advocacy. This is also borne out by the findings in the evaluation of Norway's support to women, peace and security.



Photo: AFP/ Emmanuel Croset

Learning – a shared responsibility

'Use' is a guiding principle that must be safeguarded in all evaluation activities and entails decision-makers using evaluation findings to learn and to improve development assistance. This means that the evaluations must be seen as relevant and of good quality; users must be interested in what is being evaluated and be willing to apply the findings and recommendations. In other words, the responsibility for achieving learning is shared between those who initiate the evaluations and the aid administration, who are the end users.

We must all promote a culture that is transparent about the uncertainty about results and where there is sufficient confidence to discuss all kinds of results, including the negative ones. This is a long-term challenge. Over time, the Department for Evaluation has, for example, conducted evaluations focusing on the need to enhance the quality of decentralised evaluations. Such evaluations are carried out under the auspices of aid administration itself and are intended to be an important

source of information about the impact and usefulness of Norwegian-funded aid programmes. It is crucial, that these evaluations are of good quality. Our most recent study of the quality of decentralised evaluations, which is presented in this annual report, shows that the quality of such evaluations remains low, and that there is reason to question whether they provide credible information. The explanation for this may be that change takes time and the interventions in question have not been in force long enough to bring about an improvement in quality. Nevertheless, it may be the case that our repeated reports since 2017 have not resulted in learning or that learning has not led to change.

The Department for Evaluation is responsible for ensuring that the evaluation reports are of high quality, contain relevant information and that the recommendations are adapted to the aid administration's scope of possibilities. The department is also responsible for ensuring that the evaluation process serves as an inclusive learning arena for all important stakeholders.

The aid administration in turn is responsible for documenting and learning from the experiences and results of its own aid efforts along the way. Aid administration must devote time and resources to utilize the learning arenas identified by the evaluation process, and to assess the findings and recommendations that need to be followed up and identify how the various pieces of knowledge fit into the puzzle. This puzzle is constantly changing and the pieces of knowledge must be continually reconfigured. Some pieces will always be missing. Having to make decisions without knowing all the facts is an everyday event for the aid administration.

The pandemic has shown us the importance of a culture of learning that is transparent in terms of uncertainty and risk, and where knowledge helps to solve the puzzle that aids decision-making processes. These are also some of the success criteria for building a culture of learning that are discussed in our 2018 Evaluation Brief on results and learning culture. These criteria were developed in the Evaluation of the Norwegian aid administration's practice of results-based management (Report 4/2018).

Building a culture for knowledge and learning in which evaluations form one of the components requires credibility, competence, and a long-term approach. This will strengthen Norwegian development cooperation and our understanding of future challenges.



Photo: AFP/ Guillem Sartorio

Reports from the Department for Evaluation

Quality Assessment of Decentralised Evaluations



REPORT 3/2021

Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2019-2020)

External consultant: Ternström AB

ISBN: 978-82-8369-071-2

BACKGROUND

Decentralised evaluations are evaluations of programmes and projects and are commissioned by the Ministry of Foreign Affairs and the embassies. Decentralised evaluations are separate from the independent evaluations performed by the Department for Evaluation. Such evaluations are an important source of information about the value of Norwegian-funded development programmes. In order to be able to use them as a basis for improving Norwegian development cooperation, it is therefore essential that the evaluations are credible and relevant.

An evaluation published by the Department for Evaluation in 2017 (1/2017) questioned whether the methodology and analyses used in decentralised evaluations yielded credible findings and conclusions. The evaluation also found that these evaluations were largely inaccessible to anyone other than the commissioning party, which could mean lack of use within the organisation.

Since 2017, the Department for Evaluation has conducted two follow-up studies of the quality of decentralised evaluations and Terms of References (ToRs) for the evaluations. The first study was published in 2020 (6/2020) and showed little change from the evaluation in 2017. The second study discussed here is based on an

assessment of the quality of 27 decentralised evaluations and 24 ToRs published in 2019 and 2020.

PURPOSE

The purpose of the study is to foster high-quality credible evaluations that can be used to improve the implementation of development policy. The study was also originally intended to promote learning through a summary of findings from the decentralised evaluations. However, it was decided that there was not much use in summarising findings due to the general poor quality of many of the evaluations.

FINDINGS

The quality of the decentralised evaluations varies considerably. If decentralised evaluations are to be a useful tool for improving development cooperation, a significant improvement is needed in the quality of the evaluation reports. About half of the evaluation reports are of such a poor quality that it is doubtful whether they provide credible information about the effects and results of Norwegian development cooperation.

In the evaluations, the poorest quality is seen in relation to methodology. In more than half of the reports, the data collection method is not substantiated, and for about half it is difficult to say whether the method has been used correctly because of the poor explanation given. Over two-thirds of the reports fail to explain the limitations or discuss the validity of the data. The reference to sources are weak in approximately half of the reports. Most reports do not cover ethical challenges, and about half of the evaluations give a poor description of context. Furthermore, the majority do not adequately explain how and why the measures evaluated will achieve the programmes objectives (programme theory). The evaluations provide feasible recommendations, but these cannot necessarily be relied on due to the uncertain basis for the recommendations.



Photo: Ken Opprann

The quality assessment of the ToRs shows that the mandates provide a good basis for what is to be evaluated and why, but that their description of the context of the intervention is inadequate. Most ToRs also lack requirements for quality assurance, an assessment of ethical issues and references to earlier relevant evaluations. In half of the evaluations, it is uncertain whether the resource framework is realistic as many ToRs do not provide information about this.

RECOMMENDATIONS

- For the decentralised evaluations to serve as an effective tool for improving Norwegian development cooperation, the quality needs to be improved. The Department for Evaluation has previously recommended clarifying and further developing quality assurance in all areas. This includes considering

introducing support functions for those performing decentralised evaluations.

- The usefulness of decentralised evaluations must be demonstrated, and clarification is needed of how they can be used as a tool for managing development assistance. Evaluations can be costly, both in terms of time and money.
- Today, decentralised evaluations are largely inaccessible to anyone other than the commissioning party. For the decentralised evaluations to serve as a useful tool for managing development assistance, and to document the results of Norwegian development cooperation, these evaluations should generally be publicly available.

Mapping of development assistance channelled through other ministries and affiliated agencies



REPORT 1/2022

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

External consultant: Chr. Michelsens Institutt

ISBN: 978-82-8369-096-5

BACKGROUND

Norway has a large international aid budget, totalling around NOK 40 billion in 2021. The numerous actors involved in managing Official Development Assistance (ODA) and the wide range of partners, themes and countries in development cooperation present a challenge. The diffused nature of ODA can make it difficult to follow up and manage aid effectively. This was also the subject of a 2020 evaluation which concluded that Norway had a lack of aid concentration (4/2020). However, the ODA is not only spread over a large number of partners; there are also numerous public actors involved. Efficient funds management and good results require a clear overview of the ministries and government agencies involved in the administration of ODA.

PURPOSE

The purpose of the mapping is to provide the Ministry of Foreign Affairs with an overview of the ministries and government agencies that are involved in the administration of ODA, including the distribution of funds among such actors, which funds are managed and how development assistance results are documented. The mapping focuses on the period 2016–2020 and the funds in the Ministry of Foreign Affairs' budget (programme area 03, Prop.1S).

FINDINGS

The mapping found that, in the period 2016–2020, the Ministry of Foreign Affairs, the Ministry of Finance, the Ministry of Climate and Environment, the Ministry of Education and Research, and the Office of the Auditor General of Norway were responsible for managing NOK 182 billion in ODA received directly from the Storting. The Ministry of Foreign Affairs had budget responsibility for approximately 90% of these funds.

It was found that NOK 14 billion of the funds under the Ministry of Foreign Affairs was channelled via 12 other ministries and more than 40 government agencies and affiliated institutions. Approximately NOK 10 billion covered expenses for refugees in Norway and NOK 4 billion was channelled to support projects involving other ministries and agencies, mainly within research, higher education and innovation, secondment of police, humanitarian aid, climate and environment, as well as various bilateral activities in Ukraine and the Western Balkans. The actors receiving most funding during the period were the Research Council of Norway (NOK 1307.5 million), the Institute of Marine Research (NOK 322.5 million), Innovation Norway (NOK 289.5 million), the Norwegian Police Directorate (NOK 287.9 million) and the Ministry of Education and Research (NOK 267.5 million).

The report found that the cooperation between the Ministry of Foreign Affairs and other ministries and agencies is regulated by various agreements that make provisions on how to use the funds, e.g. requirements for reporting. The reporting of ODA results to the Ministry of Foreign Affairs varies considerably between the ministries and agencies. Some focus on activities rather than on development effects, and it is not always clear how the activities are expected to achieve the desired result. The report queries whether weaknesses in the reporting of results may sometimes be due to a lack of experience with management of ODA or the country in question, but notes

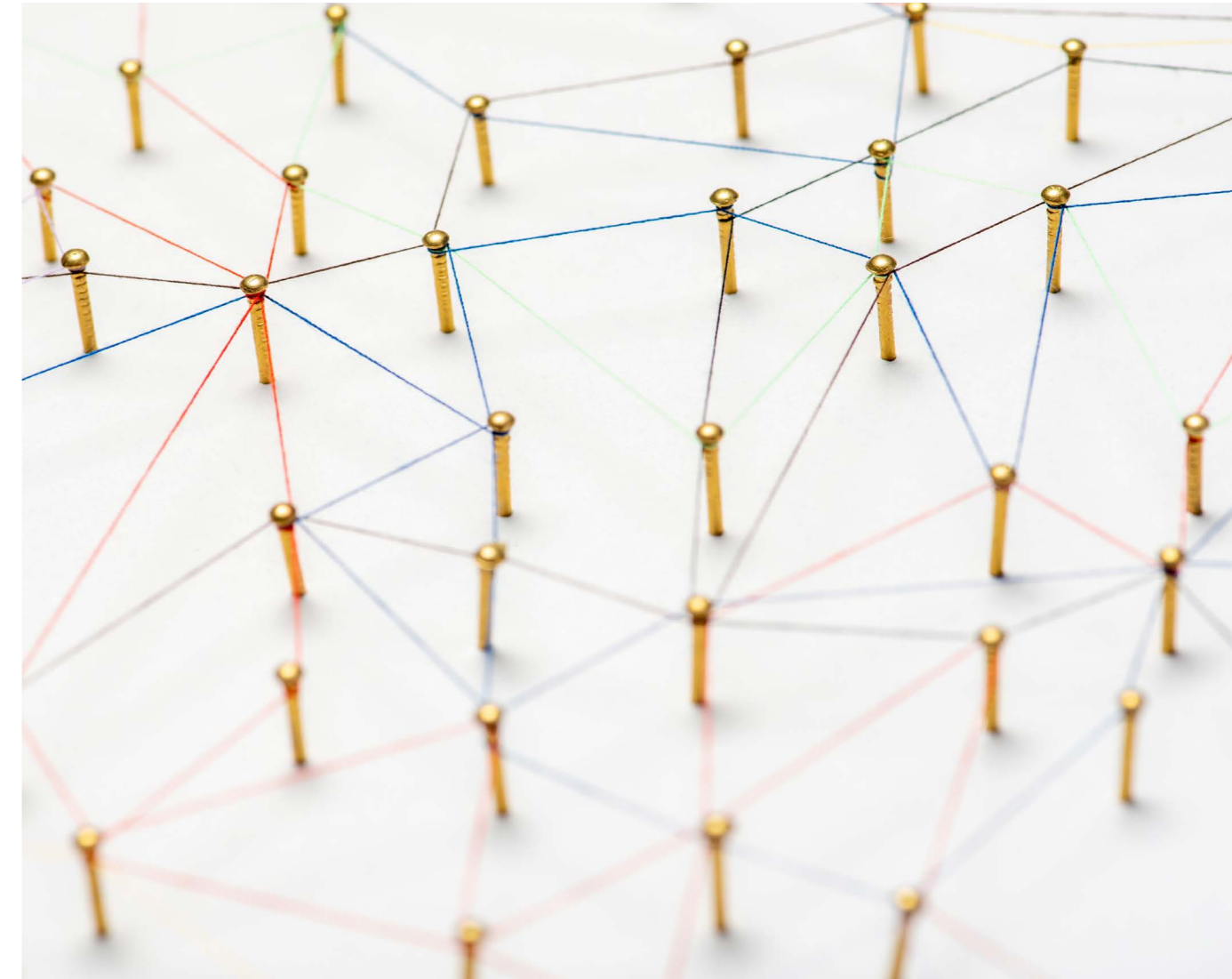


Photo: Shutterstock

that the source data are too weak to draw any specific conclusions.

CONCLUSION

One of the main findings in the mapping is that between 2016 and 2020, the Ministry of Foreign Affairs channelled ODA from its own budget through several ministries and agencies. The report found major differences in how these ministries and agencies report back to the Ministry of Foreign Affairs.

Literature review on civil society's roles in reducing tropical forest loss



REPORT 2/2022

Literature review on civil society's roles in reducing tropical forest loss

Carried out by: CICERO Center for International Climate Research v/Solveig Aamodt and Erlend A. T. Hermansen

ISBN: 978-82-8369-093-4

BACKGROUND AND PURPOSE

As part of the evaluation by the Department for Evaluation of the support given by Norway's international Climate and Forest Initiative to civil society organisations (CSOs), a review was undertaken of the available literature on the role of such organisations in combatting deforestation. The review will be used to identify possible topics and approaches for the evaluation, and may also be useful for the work of Norad and the Ministry of Climate and Environment in their work to promote civil society.

FINDINGS

Although there is a paucity of literature on the role of CSOs in combatting deforestation, what is available covers a wide spectrum of themes and geographical focus. The report points out that formal and informal differences in political systems and the local 'political economy' of the various rainforest countries have an impact on civil society's opportunities to contribute to change.

CSOs' roles, contributions and challenges :

- The participation and inclusion of local CSOs in REDD+ processes is insufficient, partly due to technically challenging language.
- CSOs represent diverse interests, goals, work methods and issues. This diversity has led to a number of conflicts of interest between local and international CSOs.
- REDD+ funding fails to reach local actors, including CSOs that are to implement change interventions. This is a particular challenge in Asia and Africa.
- The efforts made by international CSOs in advocating for the private business sector to implement a greater number of rainforest-friendly value chains have produced good results, but participation among local actors in the Global South has been poor. This has reinforced the uneven power balance between the Global North and the Global South and has impacted negatively parts of the local livelihood base in the Global South.
- Forested areas controlled by indigenous peoples or other local groups are among the areas with the lowest rate of deforestation, and seemingly have the most sustainable development.
- Different kinds of CSOs have played a decisive role in setting forest degradation and deforestation on the political agenda in both the Global North and the rainforest countries.
- Local political organisations have been instrumental in achieving permanent control of deforestation.



Photo: Nature Picture Library/ Karine Aigner

Knowledge gaps and methodology:

- There are few systematic, comparative studies of the impact of different CSOs on goal achievement in terms of policymaking, implementation processes and not least the reduction of deforestation.
- Few studies use a combination of qualitative and quantitative methods in their data collection. The majority are purely qualitative studies.

CONCLUSION

The existing literature presents CSOs as a varied group with many different roles. The literature also reveals that some major conflicts of interest exist between international and national/local CSOs. CSOs are described as important actors in various REDD+ processes but local CSOs in particular are not sufficiently involved in policymaking and the implementation of measures, and also have limited access to REDD+ funding. There are large knowledge gaps in the literature, particularly with regards to CSOs' impact on policymaking, implementation of interventions and the reduction of deforestation.

Evaluation of Norwegian Efforts for Women, Peace and Security, 2000-2020



REPORT 3/2022

Evaluering av Norges innsats for kvinner, fred og sikkerhet

Carried out by: The Department for Evaluation, with external input from the Chr. Michelsen Institute (CMI), Scanteam, Christine Bell at the University of Edinburgh, and Antonia Potter Prentice from Athena Consortium

ISBN: 978-82-8369-098-9

BACKGROUND

In 2000, the United Nations Security Council adopted resolution 1325 on women, peace and security. The resolution was ground-breaking in that it highlighted the role and perspectives of women in conflict resolution, peace negotiations, humanitarian work and post-conflict reconstruction. Norway was one of the first countries to develop a national action plan for the resolution and is now implementing its fourth such plan.

PURPOSE

The purpose of the evaluation is to help strengthen Norway's future efforts for women, peace and security. The evaluation findings may be relevant both for the implementation of the current national action plan for women, peace and security and for drawing up future action plans.

The evaluation is limited to examining women's participation in peace processes and in peace work more generally. The evaluation assesses the impact of the support, the extent to which the efforts have been effective, coherent and tailored to the environment, and

how they have changed since 2000.

FINDINGS

Impact:

- Norway's involvement has had a positive impact on the inclusion of the gender perspective in peace agreements and the reinforcement of women's rights in conflict-affected areas more generally.
- Norway has played an important normative role for women, peace and security globally, especially in peace efforts. For example, Norway has helped establish one of the first networks of women mediators and pushed for gender parity in peace mediation and facilitation teams.
- Norway's action plans for women, peace and security have served as a framework for international political mobilisation in this area.

Effectiveness and coherence:

- Norway's action plans for women, peace and security have not been successful as coordination and strategic planning tools for Norwegian development assistance. For example, the priority countries presented in the plans do not necessarily receive additional technical or financial support.
- The evaluation found stronger synergies between Norway's efforts for women, peace and security and the area of gender equality towards the end of the evaluation period – particularly in connection with the current national action plan.
- Strengthening civil society is crucial for the inclusion of a gender perspective and women's rights in peace agreements. This requires long-term efforts and support from partners like Norway.
- Women activists who advocate for change in conflict-affected areas are at risk. The evaluation found that recipients of Norwegian Official Development Assistance (ODA) have not been required to produce risk assessments or plans to prevent or mitigate



Photo: UPI/ Debbie Hill

such risks. Assessing and managing these risks in the partnerships is a challenge.

Knowledge and learning:

- Norway's commitment to promoting women's participation in peace processes is largely based on previous experience as well as knowledge established in research and evaluations. The action plans also show that learning was strengthened towards the end of the evaluation period.
- The evaluation shows that existing knowledge-sharing arenas could be better utilised, and that Norway has not systematically used monitoring and reporting in its decision-making.

RECOMMENDATIONS

- The Ministry of Foreign Affairs should consider focusing efforts for women, peace and security in countries where Norway has already committed its support, such as the partner countries for Norwegian development cooperation.

- The Ministry of Foreign Affairs should consider a more strategic approach to increasing coordination and coherence. This can partly be done through regular and systematic planning processes in relation to women, peace and security at country level prior to choosing new projects and partners; revising the results framework in the action plan to ensure that information is gathered that can be used in decision-making; and tailoring resources to ambitions and expectations.
- The Ministry of Foreign Affairs should consider how Norway can protect and safeguard women human rights defenders in the projects it supports. This can be done by requiring partners to include risk assessments in their applications; include earmarked funds to cover the costs of risk assessments and measures to mitigate the risk as much as possible; identify and learn lessons from existing and previous initiatives whose main goal is to protect the human rights defenders.

Analysis of Norway's Action Plans on Women, Peace and Security



REPORT 4/2021

Analysis of Norway's Action Plans on Women, Peace and Security

Carried out by: Chr. Michelsen Institute (CMI):
Torunn Wimpelmann (team leader), Elling Tjønneland, Espen Villanger and Pilar Domingo

ISBN: 978-82-8369-094-1

BACKGROUND AND PURPOSE

This study examines how the themes, approaches and format of Norway's four action plans for women, peace and security (WPS) developed over time. The purpose of the analysis is to provide a basis for the overarching evaluation of Norway's efforts in relation to women, peace and security, 2000–2020.

The study assesses how, and the extent to which, Norwegian WPS action plans have:

- covered the different women, the peace and security components and the links between them
- linked women, peace and security efforts with other priorities in Norwegian development policy
- had clear mechanisms for governance, coordination and results reporting
- evolved over time
- built on knowledge and learning.

MAIN FINDINGS

- There has been thematic continuity in the four Norwegian action plans, as well as an increasing focus over time on sexual violence, humanitarian efforts and peace processes.
- The focus on peace processes (including the imple-

mentation of peace agreements) is the key aspect of Norway's WPS efforts and is further strengthened in the current action plan.

Coherence

- The demarcation between the framework for WPS efforts and for women's rights work has become more distinct in recent years. The distribution of WPS priority countries may inadvertently undermine the original purpose of the concept – i.e. increasing the focus on results in conflict-affected countries. Better coherence between these countries and development cooperation partner countries could help reconcile short-term and long-term support for women's rights and participation in conflict-affected countries.

Participation and implementation

- The consultations for developing the national action plans have improved over time.
- The commitment to, and knowledge about, the WPS agenda has increased since 2013, particularly due to the efforts of the previous special envoy for WPS. However, without the support of a team, this role seems rather short of resources given that WPS is a core priority for Norway in the UN Security Council.
- The reporting format of recent action plans, largely based on quantitative indicators, makes it difficult to assess which measures have been implemented and the relationship between measures and results.

Internal coordination, knowledge and learning

- Internal coordination has improved over time, not least due to the efforts of the coordinator/special envoy. The annual meetings for staff based in WPS priority countries are an important mechanism for coordination, information exchanges and learning.
- Many lessons from evaluations and reviews were incorporated into subsequent action plans. The



Photo: UN Women/ Christopher Herwig

results framework for the current action plan is used across Norway's development aid administration and by the management. However, this framework is rather abstract, and requires Norad to develop outputs at a lower level. This impacts on the capability to assess and learn from specific measures, although this is partially addressed in the narrative reporting.

Reports on Norway's partner countries

BACKGROUND

The Department for Evaluation has continued the work on producing country reports, so-called 'Country Evaluation Briefs' (CEB), for Norwegian partner countries.

The purpose of the reports is to present relevant knowledge about the development efforts of Norwegian and international donors at country level by systematising the findings of existing evaluations and other relevant documents relating to the partner countries.

The CEB on the Democratic Republic of Congo (DRC) was completed in 2022. This report is presented on the following page and is the eighteenth in the series of CEBs produced since 2016. An 'evaluation portrait' has also been prepared for each country, consisting of a short summary of the evaluation reports and the documents on which it is based, including links to these.

The CEBs and the evaluation portraits are primarily aimed at employees in the Ministry of Foreign Affairs, Norwegian embassies and Norad, as well as civil society organisations working with the countries in question.

The series of CEBs includes reports on the following countries:

- Afghanistan
- Colombia
- Democratic Republic of Congo (DRC)
- Ethiopia
- Ghana
- Haiti
- Indonesia
- Malawi
- Mali
- Mozambique
- Myanmar
- Nepal
- Niger
- Palestine
- Somalia
- South Sudan
- Tanzania
- Uganda

You will find all the reports at norad.no/ceb.

Country Evaluation Brief: Democratic Republic of the Congo



REPORT 6/2022

Country Evaluation Brief Democratic Republic of the Congo

Carried out by: hera

ISBN: 978-82-8369-102-3



Photo: AFP/ Alexis Hugué

CONTEXT

DRC is Africa's second largest country in terms of area and its fourth most populous country with close to 90 million inhabitants. The country is facing multiple simultaneous crises, including violent conflicts and instability, widespread poverty, violence against women, malnutrition and poor food security as well as challenges related to climate and the natural environment. These challenges are compounded by the country's rapid population growth, with almost 45 per cent of the population below the age of 15.

Whilst substantial donor assistance has stimulated development in the country, the scale of these multiple crises means that DRC seriously lacks the financial capacity to help vulnerable populations. More than 60 million persons are living below the global poverty line of USD 1.90 per day.

DEVELOPMENT EFFORTS:

Development assistance constitutes approximately 6 per cent of the country's GNP. Almost half of the total Official Development Assistance (ODA) to DRC in 2019, totalling almost USD 3.2 billion, was given in the form of humanitarian assistance.

FINDINGS:

- The report on evaluations carried out in the period

2013–2020 found that donor projects and programmes were effective in many cases, but sustainability was a recurring challenge. Programmes developed and implemented in close collaboration with local actors were found to stand a higher chance of sustainable success.

- Women's rights and gender equality was the most common cross-cutting issue included in all the evaluations. Whilst some degree of change was observed in this field, the evaluations found only superficial changes in gender norms.
- The evaluations also found that interventions in forest protection produced encouraging results in terms of sustainable forest use and community solidarity. Community-based development initiatives have led to real improvements in the livelihoods of forest-dependent communities. However, climate change and deforestation as a cross-cutting issue is lacking.
- Several evaluations examined health sector support to DRC. Donor efforts to tackle the country's inefficient and dysfunctional health system have succeeded to some extent in improving the quality and accessibility of health products and services.
- Future efforts should focus on creating context-specific, gender mainstreamed interventions that create long-term resilience, build local ownership, and address the root causes of vulnerability.



Photo: NTB/ Tore Meek

Collaboration with partners

One important objective of the Department's collaboration with multilateral organisations, NGOs and other evaluators, is to help enhance the evaluation expertise of partners in the Global South.

Another objective with the collaboration is to obtain knowledge about the areas that Norway supports through these organisations. Most organisations receiving Norwegian development assistance carry out evaluations of their own activities. Through our partnership agreements, we gain insight into the knowledge that emerges from such evaluations and how the organisations work with evaluation. The Department for Evaluation uses this information as input to the Ministry of Foreign Affairs' preparations for annual Board meetings. In 2021, the Department provided input to Board meetings in the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF) and The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

THE GLOBAL ENVIRONMENT FACILITY

The Department for Evaluation has since 2017 had a partnership agreement with the evaluation office in the Global Environment Facility (GEF). Through this cooperation, we have partly funded several evaluations and studies. The evaluations carried out in 2021 are presented on the following pages.

THE EVALUATION NETWORK IN THE OECD DEVELOPMENT COMMITTEE

In 2021, the Department for Evaluation has continued the good collaboration with the evaluation network in the Development Committee of the OECD. The evaluation network is an important meeting place for the exchange of knowledge and experiences among evaluation entities in the OECD/ DAC countries, the UN organizations, and the development banks. In 2021, the Department for Evaluation has been active in the Covid-19 Global Evaluation Coalition, which is an independent collaborative project that started up in the spring of 2020. The OECD/ DAC's evaluation network is the secretariat of this coalition, which consists of evaluation entities in different countries, UN organizations and multilateral institutions. The overall purpose of the coalition is to strengthen cooperation, contribute to efficient evaluation knowledge and avoid duplication of evaluation work related to Covid-19.

The Seventh Comprehensive Evaluation of the GEF



Seventh Comprehensive Evaluation of the GEF

https://www.thegef.org/sites/default/files/documents/2022-01/GEF_R.08_Presentation_7th_Comprehensive_Evaluation.pdf

BACKGROUND

The GEF is the world's only multilateral institution that addresses, the focal areas of biodiversity, climate change, international waters, land degradation, and chemicals and waste—a broad range of environmental challenges spanning the full spectrum of human-ecological connections. Since its inception in 1992, the GEF has provided more than \$21.1 billion in grants and mobilized an additional \$117.0 billion in cofinancing for more than 5,000 projects in 170 countries. The GEF Trust Fund is replenished every four years. This comprehensive evaluation draws on 34 separate evaluations conducted since last replenishment in 2018, to inform the negotiations for the eighth replenishment of the GEF.

OBJECTIVE

The objective of the report is to assess the extent to which the GEF is achieving its goals, and to identify potential improvements as GEF goes into its eight-replenishment period. The report also assesses the relevance and the role of the GEF in assisting countries build back from the pandemic, with a focus on a green recovery.

- The GEF partnership, convening multistakeholder programs and projects at multiple levels, continues to be a relevant predictable financing mechanism for countries to meet their commitments and obligations to the conventions and multilateral environ-



mental agreements.

- Over its 30-year history, 80 percent of all completed GEF projects, accounting for 79 percent of GEF grants, are rated in the satisfactory range for outcomes.
- GEF projects have contributed to institutional strengthening and capacity building in member countries, however many countries still lack coherence between sectoral economic plans and environmental objectives.
- The GEF will require substantial efforts to address the challenges associated with promoting policy coherence in recipient countries, including but not limited to, governance, oversight, and the control of public spending.
- The GEF has been useful in allocating grant funding for pilot and innovative activities, including for new technologies such as solar and wind energy, while being moderate in its risk taking. Its willingness to fund less-established technologies and enabling the piloting of innovations is an important advantage compared to other funding agencies.
- GEF resources allocated to Less Developed Countries and Small Island Developing States are too limited to have impact at a sufficiently large scale in addressing environmental problems.
- The GEF policies on safeguarding, gender, and stakeholder engagement are generally consistent with global good practice, however policy implementation needs to be strengthened and monitored to be able to assess their effectiveness.
- The preparation and approval of GEF projects can take many years, under its prevailing substantial processes, procedures and requirements.
- GEF has adapted its processes, mechanisms, and schedules during the pandemic to ensure continued development and implementation of its project portfolio.
- The GEF results-based management and knowledge



Photo: Nature Picture Library/ Alex Mustard

management frameworks show significant improvement. Remaining gaps to be addressed include: articulation of a clear framework for its results reporting including indicators to capture GEF additionality in bringing about policy reform and socioeconomic co-benefits, and development of a clear knowledge management strategy that is designed to effectively collect, store, and share knowledge to help consolidate progress to date.

RECOMMENDATIONS

- Continue pursuing integrated programs that enhance synergy in generating multiple global environmental benefits across GEF focal areas, while ensuring that progress in one area does not negatively affect other related objectives.
- Increase support to Less Developed Countries and Small Island Developing States to have greater impact in these priority countries.
- Continue pursuing innovative projects, while monitoring and identifying an acceptable risk tolerance

level for the GEF portfolio to manage inherent risk associated with innovation.

- Review processes, procedures, and requirements to allow implementing partners to secure GEF resources and move to implementation and execution more quickly in the post-pandemic period.
- The recent GEF policies on safeguards, gender, and stakeholder engagement will need to be monitored with adequate data and evidence to be able to assess their effectiveness.
- Develop the current results-based management and knowledge management systems to capture GEF additionality in terms of environmental benefits, socioeconomic co-benefits, and influence on policy development. Knowledge management efforts need to be coordinated across the partnership, with a focus on promoting South-South learning.

Comprehensive evaluation of the Global Environment Facility Support to Sustainable Forest Management



Comprehensive evaluation of the Global Environment Facility Support to Sustainable Forest Management

https://www.thegef.org/sites/default/files/documents/2022-05/EN_GEF_E_C62_02_SFM_May_25_Final_0.pdf

BAKGRUNN

The Global Environment Facility (GEF) support to Sustainable Forest Management (SFM) can be grouped into four categories:

- Protection—maintenance of forest resources (forest conservation);
- Management—sustainable management and use of forests;
- Restoration—forest and landscape restoration; and
- International Cooperation—regional and global cooperation on SFM.

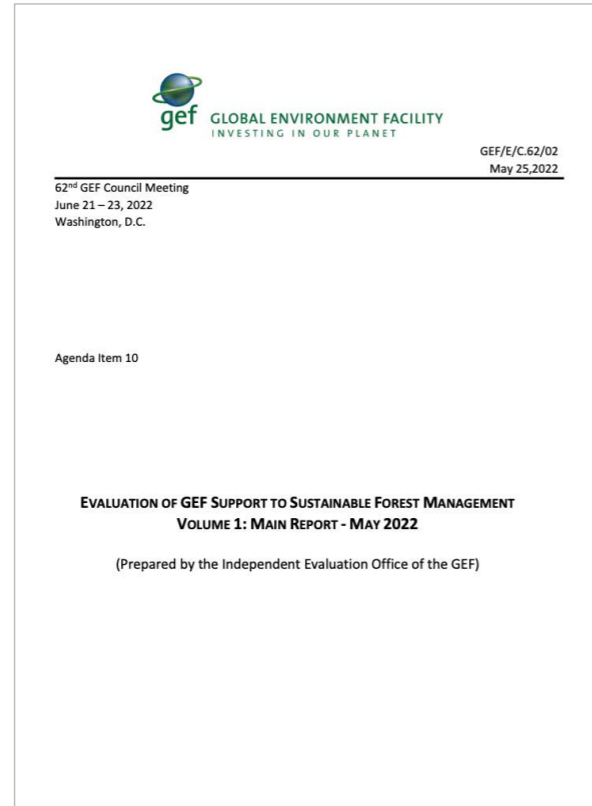
The total value of GEF investment in projects with key SFM dimensions to date is \$3.654 billion. At the time of the evaluation, the GEF SFM portfolio included 640 projects. This evaluation covers 243 completed projects which account for 77 percent of all completed projects in the portfolio.

OBJECTIVE

The objective of the evaluation is to assess the outcomes and performance of the GEF's portfolio of projects in support of sustainable forest management, and to provide insights and lessons for future forest-related interventions.

FINDINGS

- GEF has been a major source of stable funding for projects with key SFM dimensions, over periods that



are far longer than those of traditional development assistance.

- GEF support has helped in evolution of approaches that integrate international environment and development goals related to forests, notably the multilateral environmental agreements, the Sustainable Development Goals, and governance and transparency initiatives such as the Capacity-building Initiative for Transparency.
- GEF's integrated approach has helped with mainstreaming many SFM issues into policy debate and planning and supporting long-term capacity development at the government level. Projects have also helped to manage trade-offs between international commitments and the myriad individual and collective needs and aspirations of people's livelihoods and businesses in forest-dependent areas.
- Evolution of GEF approaches have been in line with GEF's programming directions, the context of global policies, donor priorities, and country priorities – but fall short of articulating a vision of long-term progress (or theory of change) for SFM in its entirety in the GEF.
- Evidence shows that M&E systems often lack standardized outcome and impact indicators along key SFM dimensions. At the corporate level, the core indicators in GEF 7 are an improvement, but progress is currently measured mainly by area-based indicators over short



Photo: Nature Picture Library/ Karine Aigner

time-horizons. The gaps in monitoring and evaluation constrain SFM related learning and knowledge management necessary for uptake and dissemination.

RECOMMENDATIONS

- Develop a comprehensive, long-term vision for SFM that identifies GEF priorities for where, with whom, and how to take action. Included herein is a clear articulation of GEF SFM vision, an SFM-specific theory of change; priority areas, and geographical focus and a guidance on indicators and monitoring of intermediate and longer-term results in terms of environmental, socio-economic, and policy dimensions of SFM.
- Strengthen monitoring, evaluation, learning, and knowledge management on SFM. Where possible the use of geospatial analysis and social impact monitoring should be considered, and local partners should be encouraged to adopt adaptive management.
- The GEF should continue working with government partners and Agencies to identify, track, and address political economy issues beyond the forest sector affecting deforestation, such as the power imbalance between environment and forest, finance or agricultural authorities, or between communities and the private sector. GEF should continue to strengthen local organizations to strengthen forest rights and land tenure.

Facility Support to innovation: Findings and Lessons



GEF Support to Innovation: Findings and Lessons

<https://www.gefio.org/evaluations/innovation>

BACKGROUND

The Global Environment Facility (GEF) has increasingly supported innovation across its project portfolio. This evaluation draws on a sample of 99 completed projects satisfying clear criteria of presence of innovation in project design or results.

OBJECTIVE

The objective of this evaluation is to assess GEF's efforts in promoting innovation, the outcomes and sustainability of innovative interventions, the factors that have influenced innovation in the GEF, and to identify lessons for facilitating innovation in future GEF projects.

FINDINGS

- Although innovation involves inherent risks, projects involving innovation are not necessarily correlated with higher risks for outcomes or sustainability. Eighty six percent of projects in the sample were rated “satisfactory” with respect to their outcomes, and at least one of the innovations in 71 percent of the projects were rated to be “likely” sustainable
- Projects combining innovations of different types typically support better outcome sustainability and scaling up than projects with stand-alone innovations
- Projects with innovations generated some environmental and socio-economic benefits, but not necessarily shared lessons on innovation broadly beyond their target area.

GEF Support to Innovation: Findings and Lessons



May 2021

- Utilization of multi-sectoral approaches and economic incentives to achieve environmental gains are critical for innovation.
- Stakeholder engagement (including communities, private sector, scientists, and the government) is a vital driver of success in innovative projects
- Innovative projects that are managed adaptively and guided by flexible design tend to perform better, as they can modify their results frameworks, activities, and budget to adapt to changes in the local context and evolving external conditions.
- Knowledge and learning activities including pre-intervention analytical work; awareness, testing, and adoption of innovation during project implementation, and disseminating lessons to broader stakeholders to support replication and scaling up, contribute to better outcomes.

The GEF's comparative advantage in supporting innovation lies in its

- Long history of working with a variety of stakeholders
- Allowing for adaptive and flexible management
- Its willingness to provide funding for
 - Creating enabling policy and regulatory environment
 - Practical implementation of cutting edge and established technologies that increase their potential for additional financing by governments, multilateral development banks, or the private sector.



Photo: Reuters/ Rogan Ward

RECOMMENDATIONS

- Monitor the risk across the GEF portfolio and identify an acceptable risk tolerance level for the GEF portfolio to manage inherent risk associated with innovation.
- Consider a separate funding window for innovation, and support innovations that have a potential for mobilizing larger sources of risk capital.
- Explicitly encourage adaptive, flexible management of innovative interventions and require monitoring, mid-term reviews, evaluation, and knowledge sharing in all innovative projects, regardless of project size.

Follow-up of evaluations

The follow-up of the reports produced by the Department for Evaluation is described in the revised *mandate for evaluating the Norwegian development aid administration* and the associated *evaluation strategy and guidelines* that came into force in January 2022. This replaced the previous mandate from 2016.

When an evaluation report is completed, the Department informs the Ministry of Foreign Affairs or the Ministry of Climate and Environment, depending on who is responsible for the area evaluated. The Department gives the relevant ministry an assessment of the evaluation and proposes areas for follow-up in Norwegian development policy.

The further follow-up is undertaken by the Ministry of Foreign Affairs and the Ministry of Climate and Environment. In the revised mandate from January 2022, the ministries are no longer required to draw up follow-up plans and follow-up reports, but they need to assess the need for decisions and/or follow-up plans and any publication of these.

The table on the next page shows the status of the follow-up of the Department for Evaluation's reports in the period from 2009 to May 2022. The Department's follow-up notes and any follow-up plans and reports from the ministries are published on Norad's website (<http://www.norad.no/om-bistand/publikasjon/evalueringsrapporter>).



Photo: UN Photo/ Heba Naji

| Topic of the evaluation/project | Report no. | Evaluation Department follow-up memo to the MFA/MCE | Follow-up measures adopted by the MFA/MCE | Report on follow-up |
|--|--|---|--|---------------------|
| Nepal's Education for All programme | 1/2009 | February 2010 | Follow-up Government of Nepal | |
| Joint donor team in Juba | 2/2009 | 09.09.2009 | No plan recommended beyond the follow-ups already conducted in the MFA | |
| NGOs in Uganda | 3/2009 | 31.08.2009 | 25.06.2010 | 25.06.2010 |
| Integration of emergency aid, reconstruction and development | Joint | 07.08.2009 | No Norwegian follow-up required | |
| Support for the protection of cultural heritage | 4/2009 | 30.09.2009 | 09.06.2010 | 08.11.2011 |
| Multilateral aid for environmental protection | Synthesis | 08.10.2009 | No Norwegian follow-up required | |
| Norwegian peace effort in Haiti | 5/2009 | 15.02.2010 | 15.07.2010 | 02.02.2012 |
| Norwegian People's Aid – humanitarian mine clearance activities | 6/2009 | 19.02.2010 | 08.04.2010 | 31.03.2011 |
| Norwegian programme for development, research and education (NUFU) and Norad's programme for master's studies (NOMA) | 7/2009 | 14.04.2010 | 03.11.2010 | 08.01.2013 |
| Norwegian Centre for Democracy Support | 1/2010 | 26.03.2010 | 07.05.2010 | 14.11.2012 |
| Study of support to parliaments | 2/2010 | Follow-up memo not relevant | | |
| Norwegian business-related assistance | 3/2010 (Case studies 4, 5, 6) | 23.09.2010 | 15.03.2011 | 09.01.2013 |
| Norwegian support to the Western Balkans | 7/2010 | 04.11.2010 | 21.01.2011 | 04.06.2013 |
| Transparency International | 8/2010 | 22.09.2011 | 21.11.2011 | 01.02.2013 |
| Evaluability study - Norwegian support to achieve Millennium Development Goals 4 & 5 (maternal and child health) | 9/2010 | 24/02/2011 | Included in the MFA's follow-up plan for report 3/2013 | |
| Peace-building activities in South Sudan | Joint | 03.03.2011 | 22.06.2011 | 31.03.2015 |
| Norwegian democracy support through the UN | 10/2010 | 08.07.2011 | 20.05.2014 | 20.05.2014 |
| IOM – International Organization for Migration's efforts to combat human trafficking | 11/2010 | 18.05.2011 | 05.01.2011 | 20.12.2012 |
| Real-time evaluation of Norway's international climate and forest initiative | 12/2010 (Country reports 13, 14, 15, 16, 17, 18/2010) | 08.06.2011 | 12.09.2011 | 16.07.2012 |
| Children's rights | Joint | 21.11.2011 | 18.12.2012 | 03.02.2014 |
| Development cooperation among Norwegian NGOs in East Africa | 1/2011 | 25.04.2012 | 19.09.2012 | 16.09.2014 |
| Research on Norwegian development assistance | 2/2011 | 04.01.2012 | 19.02.2013 | 19.02.2013 |
| Norway's culture and sports cooperation with countries in the South | 3/2011 | 27.01.2012 | 06.06.2012 | 11.09.2013 |
| Study on contextual choices in fighting corruption: lessons learned | 4/2011 Study | Follow-up memo not relevant | | |
| Norwegian peace efforts in Sri Lanka | 5/2011 | 08.02.2012 | 29.03.2012 | 30.05.2014 |
| Support for anti-corruption efforts | 6/2011 | 15.02.2012 | 27.05.2013 | 02.06.2014 |
| Norwegian development cooperation to promote human rights | 7/2011 | 17.01.2012 | 17.12.2012 | 05.05.2014 |
| Norway's trade-related assistance through multilateral organizations | 8/2011 | 08.03.2012 | 11.01.2013 | 15.10.2013 |
| Activity-based financial flows in UN system | 9/2011 Study | Follow-up memo not relevant | | |

| Topic of the evaluation/project | Report no. | Evaluation Department follow-up memo to the MFA/MCE | Follow-up measures adopted by the MFA/MCE | Report on follow-up |
|--|---------------------------------|---|---|-------------------------|
| Norwegian support to the health sector in Botswana | 10/2011 | Follow-up memo not prepared | | |
| Norwegian support to promote the rights of persons with disabilities | 1/2012 | 20.04.2012 | 14.01.2013 | 14.02.2014 |
| Study of travel compensation (per diem) | 2/2012 | 03.07.2012 | 06.05.2015 | 06.05.2015 |
| Norwegian development cooperation with Afghanistan | 3/2012 | 13.12.2012 | 16.05.2013 | 06.03.2015 |
| The World Bank Health Results Innovation Trust Fund | 4/2012 | 18.09.2012 | 21.01.2013 | 13.05.2014 |
| Real-time evaluation of Norway's international climate and forest initiative: lessons learnt from support to civil society organizations | 5/2012 | 03.12.2012 | 14.01.2013 | 31.01.2014 ¹ |
| Norway's Oil for Development Programme | 6/2012 | 21.03.2013 | 23.05.2013 | 17.10.2014 |
| Study of monitoring and evaluation of six Norwegian civil society organizations | 7/2012 | 16.05.2013 | 27.05.2014 | 25.08.2015 |
| Study of the use of evaluations in the Norwegian development cooperation system | 8/2012 | 30.04.2013 | 16.06.2013 | 30.07.2015 |
| Norway's bilateral agricultural support to food security | 9/2012 | 03.06.2013 | 22.01.2014 | 17.03.2015 |
| A framework for analysing participation in development | 1/2013 (Case studies 2/2013) | 09.07.2013 | 25.09.2013 | 22.10.2014 |
| Norway-India Partnership Initiative for Maternal and Child Health (NIPI I) | 3/2013 | 07.11.2013 | 09.03.2015 | 12.04.2016 |
| Norwegian Refugee Council/ NORCAP | 4/2013 | 16.10.2013 | 18.11.2014 | 15.01.2016 |
| The Norwegian climate and forest initiative – real-time evaluation: Support for measuring, reporting and verifying | 5/2013 | 28.11.2013 | 11.2.2014 ² | 22.05.2015 |
| Evaluation of results measurement in aid management | 1/2014 | 11.06.2014 | 15.09.2014 | 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 | 06.10.2014 | 08.06.2015 | 26.04.2018 |
| 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 | 13.03.2015 | 07.04.2016 |
| Training for peace in Africa | 6/2014 | 16.02.2015 | 10.03.2015 | 12.04.2016 |
| 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 | 23.02.2015 | 17.06.2015 | 26.04.2018 |
| Evaluation of the Norwegian Investment Fund for Developing countries (Norfund) | 1/2015 | 24.02.2015 | 03.06.2015 | 20.04.2018 |
| Norwegian support for strengthening women's rights and gender equality in development cooperation | 2/2015 | 26.06.2015 | 13.10.2015 | 12.12.2016 |
| Study of baseline data for Norwegian support to Myanmar | 3/2015 | 10.09.2015 | 23.12.2015 | 03.04.2017 |

¹ and ² Since 1 January 2014, responsibility for follow-up and real-time evaluation of Norway's international climate and forest initiative rests with the Ministry of Climate and Environment.

| Topic of the evaluation/project | Report no. | Evaluation Department follow-up memo to the MFA/MCE | Follow-up measures adopted by the MFA/MCE | Report on follow-up |
|--|---------------------------|--|---|---------------------|
| Experiences with Results-Based Payments in Norwegian Development Aid | 4/2015 5/2015 | 02.12.2015 | 27.01.2016 | 23.04.2018 |
| Evaluation Series of NORHED Higher Education and Research for Development Evaluation of the award mechanism | 6/2015 | 20.11.2015 | 19.04.2016 | 25.04.2018 |
| Evaluation of Norwegian Multilateral Support to Basic Education (Unicef and the Global Partnership for Education) | 7/2015 | 02.11.2015 | 04.12.2015 | 19.01.2017 |
| Work in Progress: How the Norwegian Ministry of Foreign Affairs and its Partners See and Do Engagement with Crisis-Affected Populations | 8/2015 | 14.12.2015 | 02.02.2016 | 21.06.2017 |
| NORHED Evaluability study | 9/2015 | Follow-up memo not relevant | | |
| Evaluation of Norwegian support to capacity development | 10/2015 | 10.12.2015 | 22.04.2016 | 24.04.2018 |
| Chasing civil society? Evaluation of Fredskorpset | 1/2016 | 26.01.2016 | 16.03.2015 | 06.04.2017 |
| 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 | 29.04.2016 | 24.06.2016 | 01.09.2017 |
| Norwegian support to advocacy in the development arena | 5/2016 | 02.09.2016 | 03.02.2017 | 30.04.2018 |
| Country Evaluation Brief South-Sudan | 6/2016 | 15.11.2016 | 23.11.2016 | 24.04.2018 |
| Country Evaluation Brief Afghanistan | 7/2016 | 15.11.2016 | 23.11.2016 | 24.04.2018 |
| Country Evaluation Brief Mozambique | 8/2016 | 15.11.2016 | 23.11.2016 | 24.04.2018 |
| Review of evaluation systems in development cooperation | OECD DAC publication 2016 | 01.02.2017 | 16.03.2017 | 30.04.2018 |
| Evaluation of the quality of reviews and decentralized evaluations | 1/2017 | 01.02.2017 | 16.03.2017 | 30.04.2018 |
| How to engage in long-term humanitarian crises: a desk review | 2/2017 | 20.03.2017 | Follow-up memo not relevant | |
| Country Evaluation Brief: Somalia | 3/2017 | 06.09.2017 | 24.04.2018 | 24.04.2018 |
| Country Evaluation Brief: Malawi | 4/2017 | 06.09.2017 | 24.04.2018 | 24.04.2018 |
| Country Evaluation Brief: Palestine | 5/2017 | 06.09.2017 | 24.04.2018 | 24.04.2018 |
| Evaluation of the information and communication activity | 6/2017 | 21.08.2017 | 23.04.2018 | 02.05.2019 |
| Real-time evaluation of Norway's International Climate and Forest Initiative: Empowerment of indigenous peopled 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 | 09.01.2018 | 08.05.2019 |

| Topic of the evaluation/project | Report no. | Evaluation Department follow-up memo to the MFA/MCE | Follow-up measures adopted by the MFA/MCE | Report on follow-up |
|---|---|---|---|---------------------|
| Evaluation of Norwegian support for education in conflict and crisis through civil society organisations | 9/2017 | 20.11.2017 | 16.03.2018 | 02.05.2019 |
| Country Evaluation Brief: Myanmar | 10/2017 | 07.12.2017 | 24.04.2018 | 24.04.2018 |
| Country Evaluation Brief: Nepal | 11/2017 | 07.12.2017 | 24.04.2018 | 24.04.2018 |
| Evaluation of Norwegian Support to Strengthen Civil Society in Developing Countries | 1/2018 | 21.01.2018 | 24.04.2018 | 05.02.2019 |
| Country Evaluation Brief: Ethiopia | 2/2018 | 07.12.2017 | 24.04.2018 | 24.04.2018 |
| Country Evaluation Brief: Haiti | 3/2018 | 07.12.2017 | 24.04.2018 | 24.04.2018 |
| Evaluation of the Norwegian aid administration's practice of results-based management | 4/2018 | 06.03.2018 | 30.04.2018 | 02.05.2019 |
| Country Evaluation Brief: Tanzania | 5/2018 | 07.12.2017 | 24.04.2018 | 24.04.2018 |
| Country Evaluation Brief: Mali | 6/2018 | 07.12.2017 | 24.04.2018 | 24.04.2018 |
| How do tax agreements affect mobilisation of tax revenues in developing countries? | 7/2018 | 25.04.2018 | Follow-up memo not relevant | |
| Evaluation of Norwegian efforts to ensure policy coherence for development | 8/2018 | 08.05.2018 | 10.01.2019 | 03.09.2020 |
| Synthesis study of evaluations of Civil Society Organisations' democratisation and human rights work in Southern and Eastern Africa | 9/2018 | 18.06.2018 | 28.01.2019 | 28.01.2019 |
| Evaluation of Norwegian Engagement in the Peace Process between the Colombian Government and the FARC, 2010–2016 | 10/2018 | 22.08.2018 | 05.11.2018 | 01.08.2021 |
| Evaluation of human rights and business in Norwegian development cooperation | 11/2018 | 13.09.2018 | 06.02.2019 | 12.05.2021 |
| The Norway-India Partnership Initiative Phase II: Impact Evaluation of Five Interventions | 12/2018 | 12.10.2018 | 02.05.2019 | 20.09.2021 |
| Evaluation of Organisational Aspects of Norwegian Aid Administration | 13/2018 | 10.10.2018 | 05.02.2019 | January 2020 |
| Evaluation of Norway's Multilateral Partnerships Portfolio | 1/2019 | 18.09.2019 | 20.05.2020 | 10.6.2021 |
| Making Evaluation Work for the Achievement of SDG 4.5. | Unesco/IOS Evaluation Office, July 2019 | 08.10.2019 | 21.01.2021 | |
| Evaluation of Norwegian Development Assistance to Private Sector Development and Job Creation | 1/2020 | 06.02.2020 | 30.03.2020 | 15.6.2021 |
| Evaluation of the Norwegian Aid Administration's Approach to Portfolio Management | 2/2020 | 06.02.2020 | 28.05.2020 | 28.1.2021 |
| Evaluation of Norway's Aid Engagement in South Sudan | 3/2020 | 25.02.2020 | 29.05.2020 | 14.12.2021 |
| Evaluation of Norway's Aid Concentration | 4/2020 | 17.06.2020 | 02.08.2021 | |
| Evaluation of Norway's anti-corruption efforts as part of its development policy and assistance | 5/2020 | 18.09.2020 | 15.03.2021 | |
| Responding to the Covid-19 pandemic – Early Norwegian Development Aid Support | Background study 1/20 | 29.09.2020 | Follow-up memo not relevant | |
| Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2018–2019) | 6/2020 | 03.11.2020 | 08.10.2021 | |

| Topic of the evaluation/project | Report no. | Evaluation Department follow-up memo to the MFA/MCE | Follow-up measures adopted by the MFA/MCE | Report on follow-up |
|---|------------|--|--|---------------------|
| Evaluation of Norway's engagement in Somalia | 7/2020 | 26.10.2020 | 04.12.2020 | 25.04.2022 |
| Country Evaluation Brief: Colombia | 8/2020 | 23.11.2020 | 13.08.2021 | |
| Country Evaluation Brief: Ghana | 9/2020 | 23.11.2020 | 13.08.2021 | |
| Country Evaluation Brief: Niger | 10/2020 | 23.11.2020 | 13.08.2021 | |
| Country Evaluation Brief: Uganda | 11/2020 | 23.11.2020 | 13.08.2021 | |
| Country Evaluation Brief: Indonesia | 12/2020 | 23.11.2020 | 13.08.2021 | |
| 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 | |
| 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 | 11.01.2021 | 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 | 15.03.2021 | | |
| 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 21.06.2021 | 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 | 23.05.2022 | |
| 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 | 31.03.2022* | | |
| Country Evaluation Brief: Democratic Republic of the Congo | 6/2022 | 31.03.2022 | | |

* Report 5/2022 is one of three sub-deliverances that is part of an ongoing evaluation of Norway's efforts to include persons with disabilities in development assistance. The report will be published once the evaluation is completed in autumn 2022.

