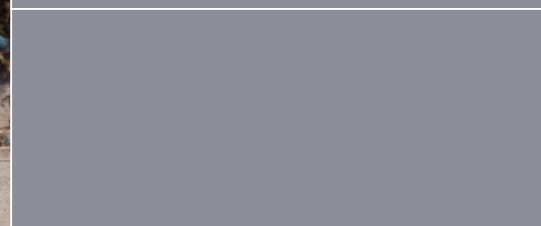
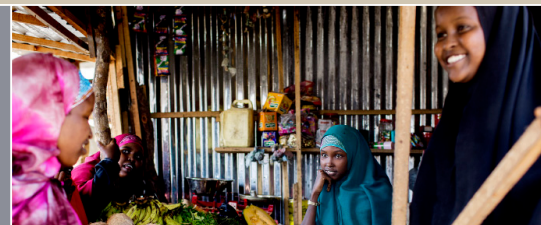
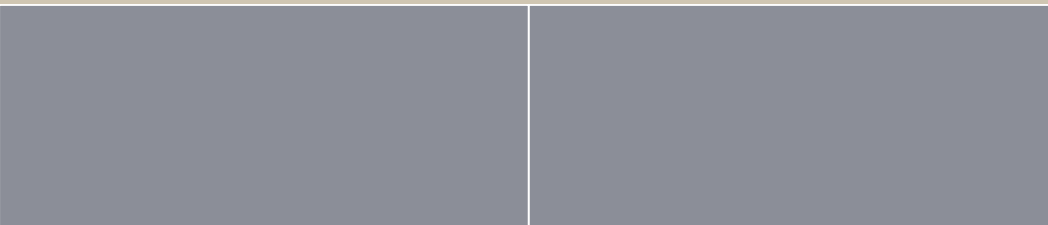




# Evaluation Programme 2015-2017



The work of the Evaluation Department is governed by a separate mandate concerning the evaluation activity of Norwegian aid administration, approved by the Secretary General on 29 May 2006. According to this mandate the department shall prepare a three-year rolling programme. The selection of evaluation projects shall be based on the criteria of significance, risk and uniqueness, in accordance with the government regulations for financial management.

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## EVALUATION PROGRAMME 2015–2017

2015 has been declared as the International Year of Evaluation. The purpose is to promote evaluation and evidence-based policy-making. Coinciding as it does with the year in which the UN Millennium Development Goals are to be superseded by new sustainable development goals, it creates fresh opportunities to evaluate what is being achieved through broad international cooperation.

Evaluation is an important instrument in the work for a more effective development policy. The aid administration shall report on the results of each intervention, while the Evaluation Department has been assigned a particular mandate to document the extent to which Norwegian aid is effective, relevant, and achieves the requisite results. Norway supports close to 6 000 aid interventions each year. We must therefore prioritise, and we will tailor our activity towards the following areas:

- Effects of aid – also unintended effects – beyond the level of the intervention, preferably within a thematic area or sector.
- Priority areas that are preferably followed up from start-up to ensure that lessons are learned early on.
- The aid administration itself, by assessing everything from priorities and decisions to use of instruments and methods.
- Innovative interventions.

The evaluation programme is prepared in consultation with other stakeholders within and outside of the aid administration. The programme focuses on questions that are considered to be relevant for the period the programme covers. It includes evaluation of Norwegian engagement in the Syria/Iraq conflict, the government's prioritisation of education and the role of new development actors. Several of the evaluations will also shed light on some of the same issues, and results-based financing is one example of this type of recurring theme.

Alterations to the programme will be possible if new needs or preconditions arise. The programme and status of the planned and ongoing evaluations can be found on our web pages [www.norad.no/evaluating](http://www.norad.no/evaluating).

Evaluation is defined by the OECD DAC as a systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. Evaluations may be performed before an intervention is initiated (ex ante), during implementation, or after the intervention is completed (ex post).

## 1. NORWAY AS A DONOR

### Ongoing

**Joint evaluation of support to capacity development.** Support to capacity development is often an important component of development cooperation. This is a joint evaluation together with Sida in Sweden and Danida in Denmark, examining experiences with support for capacity development.

*Project manager: Øyvind Eggen*

**Experiences with the use of results-based financing.** Results-based financing is currently the subject of much attention as a development policy instrument, particularly in the areas of health, education and climate change. A desk study will systematise Norwegian experiences with the use of this type of financing, particularly in connection with decision-making processes, implementation and results.

*Project manager: Per Øyvind Bastøe*

### Start-up 2015

**Evaluation of Norway's advocacy role.** Norway has a long tradition of undertaking the role of an international prime mover in development questions. We ask whether such a role is effective in achieving the objectives of aid policy. Possible approaches are Norwegian support to the lobbying work of non-governmental organisations, efforts to influence international organisations, and support to new global funds.

*Project manager: Balbir Singh*

**Reviews and evaluations of Norwegian aid.** In addition to evaluations under the auspices of the Evaluation Department, units that are responsible for grants administration undertake reviews and evaluations as part of the programme cycle. The study will aim to obtain an overview of these reviews, and will then evaluate the quality of a sample and assess the degree to which they are being followed up.

*Project manager: Lillian Prestegard*

**Knowledge- and decision-making basis for new pledges of aid.** Experience shows that sound development aid requires good analyses in advance. We will evaluate the knowledge- and decision-making basis behind new aid initiatives, with an emphasis on the extent to which they are based on expressed requests, needs assessments and context analyses.

### Start-up 2016

**Study: Methodologies to capture end users' assessment of Norwegian aid.** The quality of development aid is generally evaluated by experts from donor countries. The end users' (the recipients') assessments are accorded less emphasis. This is partly attributable to the fact that up until now it has been costly and demanding to consult the end users, and the methodologies have rendered it difficult to systematise and compare results across different interventions. The study will seek to identify new methodologies that may be used in future evaluations of Norwegian aid, in which a greater emphasis will be placed on the end users' evaluations.

## 2. AID CHANNELS

### Ongoing

**Evaluation of the Norwegian Investment Fund for Developing Countries (Norfund).** Norfund was established in 1997. The main objective of the evaluation is to understand Norfund's role as an instrument of Norwegian development policy by documenting development results. The evaluation is accordingly intended to contribute to lessons learned for future planning with regard to development financing for a sustainable private sector, particularly in the least developed countries.

*Project manager: Balbir Singh*

### Start-up 2015

**Evaluation of FK Norway.** An evaluation in 2006 focused on FK Norway as an instrument of Norwegian development cooperation. This evaluation will examine how FK Norway is equipped to achieve the objective of helping to strengthen civil society in developing countries.

*Project manager: Per Øyvind Bastøe*

**Norwegian support for think tanks and knowledge organisations.** Based on a mapping of Norwegian support for think tanks and international knowledge organisations, this evaluation will examine a selection of these. The purpose is to identify the objectives for Norwegian support and later to assess whether these have been achieved.

### Start-up 2016

**Review of the evaluation function in selected multilateral organisations.** The multilateral organisations have their own responsibility to undertake evaluations of their activities. The following studies are planned to map and assess their evaluation functions:

- Participation by a selected multilateral organisation in the OECD DAC Peer Review.
- Study by the United Nations Office of Internal Oversight Services (OIOS) and the Joint Inspection Unit.

## 3. HEALTH and EDUCATION

### Ongoing

**Real-time evaluation of the Norwegian Programme for Capacity Development in Higher Education and Research for Development (NORHED).** The objective of the real-time evaluation is to contribute to learning in the field of higher education and development in order to ensure that future investments can contribute more effectively to developing the capacity of higher education institutions. An evaluation of NORHED's distribution mechanism will be launched in 2015, as well as the collection of baseline data from higher education institutions connected to the programme.

*Project manager: Ida Lindkvist*

**Joint evaluation of Norwegian multilateral aid for basic education.** Norway's support for education has doubled in the last decade, and a significant amount of this support has been channelled through multilateral organisations. UNICEF and the Global Partnership for Education (GPE) receive the bulk of Norwegian multilateral funding for basic (primary and lower secondary) education. The purpose of the evaluation is to generate information on the effectiveness and impacts of Norwegian aid for basic education through these organisations.

*Project manager: Eva Kløve*

**Impact evaluation of the Norway India Partnership Initiative Phase II for Maternal and Child Health (NIPI).** NIPI is one of five bilateral partnership initiatives entered into by Norwegian authorities to help to achieve the Millennium Development Goals of improved health and reduced mortality for mothers and children. The main purpose of the evaluation is to provide information to the parties about whether the interventions are working, and if so, why. Comparison groups are used to assess the extent to which the impacts may be ascribed to the interventions. The baseline data were collected in 2014.

*Project manager: Siv Lillestøl*

#### Start-up 2015

**“Education for development” – Norway’s global education effort.** With its Government White Paper no. 25 (2013–2014), Norway has set out to be a global leader in securing children an education. The initiative shall be research-based, and innovation and results measurement are in central focus. The Evaluation Department shall implement:

- **evaluation of the start-up phase for the focus on education.** The evaluation will, for example, investigate the extent to which the effort is evidence-based and whether provisions are made for results to be documented in a credible manner (evaluability).
- **literature review of results-based financing in basic education.** A review of theory and empirical data can reveal how results-based financing affects different aspects of education.

**Evaluation of unintended effects of results-based financing in the field of health.** As part of the Norwegian focus on the use of results-based financing in the field of health, more than 30 impact evaluations were initiated. In this evaluation we ask whether these are adequately designed to capture unintended effects, both positive and negative. Since the government’s focus on education is to be evaluated in a similar manner, the aim is to contribute to learning for future impact evaluations in that area.

## 4. CLIMATE, ENERGY and BUSINESS DEVELOPMENT

#### Start-up 2015

**Real-time evaluation of the government’s Climate and Forest Initiative.** The government will continue to set aside NOK 3 billion annually for the government of Norway’s Climate and Forest Initiative. The Evaluation Department will initiate a new real-time evaluation of the initiative, implementing a number of evaluations with the overall objective of contributing to learning.

*Project manager: Ida Hellmark*

**Efficiency in Norwegian development cooperation.** The main purpose of this evaluation is to assess the efficiency in the use of allocations in Norwegian development assistance. The analysis shall focus on a particular sector, for example a comparative analysis of cost effectiveness of alternate private sector instruments.

#### Start-up 2016

**Evaluation of Energy+.** Norway is one of several donors for the energy and climate initiative entitled Energy+, which was launched in October 2011. In the introductory phase, Norway shall support partner countries in developing methods to introduce results-based mechanisms. Norway has entered into agreements with Bhutan, Ethiopia, Kenya, Liberia and Nepal. The evaluation will focus on what Energy+ has achieved in the first phase.

**Evaluation of support to fisheries in Southern Africa.** For several decades, Norway has supported the fisheries sector in various countries in Southern Africa. The evaluation will examine the effect of this support in selected areas, such as marine research, maritime resource management and regional cooperation.

## 5. GOVERNANCE and HUMAN RIGHTS

#### Ongoing

**Results achievement in gender equality and women's rights.** Previous evaluations of gender equality and women's rights, including the mid-term review of the Norwegian Action Plan for Women's Rights and Gender Equality in Development Cooperation (2007-2013), have mainly focused on institutional issues and processes. There is little documented knowledge on what happens with the primary target groups in the recipient countries. The focus of this evaluation will be on results.

*Project manager: Siv Lillestøl*

#### Start-up 2015

**Evaluation of Norway's tax-related aid.** The evaluation will examine results of Norwegian support to improve taxation systems and tax administration, and support to Zambia will be central to this.

*Project manager: Anita Haslie*

**Evaluation of Norwegian support to strengthen good governance.** Norwegian support to strengthen governance in developing countries takes many forms and is channelled via state institutions, Non-Governmental Organisations, trade unions, political parties, the media and others. The evaluation will focus on one country and study the basis for decision-making and understanding of the context. The evaluation will also assess the results of the Norwegian support.

**Baseline data for evaluation of support for human rights.** Government White Paper no. 10 (2014–2015) sets the agenda for an extensive effort on human rights in Norwegian development policy. Experience shows that it can be challenging to evaluate human rights work. We will therefore map available baseline data in selected countries and priority areas, with an emphasis on identifying the type of external data that may need to be collected to ensure good-quality evaluations in the future.

## Start-up 2016

**Evaluation of Norwegian support for human rights.** The evaluation will explore whether Norway made the right choices at the right time, and whether realistic objectives have been set, based on sufficiently sound analyses of the context. The evaluation will also assess the results of Norwegian support in a given time period.

**How does civil society support impact on civil society?** For many years, Norway has supported civil society organisations, that are expected to hold the state accountable and to give ordinary people a voice in the public sphere. However, in some countries in which civil society organisations are largely aid funded, civil society can appear politically inoffensive. The evaluation poses the question of whether, and how, aid funding of civil society organisations changes their nature and characteristics.

## 6. FRAGILE STATES and HUMANITARIAN ASSISTANCE

### Ongoing

**Baseline study of Norwegian aid to Myanmar.** After several years of Norwegian engagement in the peace process and support to humanitarian interventions, Myanmar and Norway have commenced a long-term bilateral cooperation. The aid is mainly directed at natural resource management, and institutional cooperation is a central component. Collection and analysis of baseline data in selected areas is undertaken to ensure good-quality evaluations of the aid.

*Project manager: Eva Kløve*

**Evaluation peer review panel: OCHA's Common Humanitarian Funds.** The UN Office for the Coordination of Humanitarian Affairs (OCHA) has initiated an evaluation of its humanitarian funds at country level, Common Humanitarian Funds (CHF), to which Norway is a significant contributor. The Evaluation Department is a peer review panel member for this evaluation.

*Project manager: Anita Haslie*

### Start-up 2015

**Participation by crisis-affected populations in Norwegian-supported humanitarian assistance.** There is broad agreement that those affected by a crisis or disaster should be involved in the subsequent efforts. The evaluation will map whether, and if so, how Norwegian-supported humanitarian assistance involves crisis-affected populations in planning, implementation, monitoring and evaluation of the projects. The question of whether the mapping should be followed up by an evaluation analysing the participation in selected countries as cases will be considered.

*Project manager: Anita Haslie*

**Use of cash transfers in Norwegian humanitarian assistance.** The use of cash transfers in humanitarian crises through the use of credit cards, for example, has become increasingly common. A study will collate the existing evidence of the contexts in which cash transfer is a beneficial tool, and later map the use of this instrument in Norwegian humanitarian assistance.

*Project manager: Anita Haslie*



**The coherence of Norwegian efforts in the Iraq/Syria crisis.** Norway's political, humanitarian and development-related work in Iraq/Syria and their neighbouring countries has intensified. The study will assess whether the different elements of the Norwegian system have a joint strategy for these efforts, and to what degree the different components of the Norwegian efforts are complementary.

**Evaluation of Norway's role in the peace process in Columbia.** For a number of years, Norway has played a key role in the peace process in Columbia, and this evaluation will analyse Norway's role in this process. The evaluation approach will depend on how the peace process unfolds.

#### Start-up 2016

**Evaluation of Norway's contribution to demobilisation.** Demobilisation is essential for the transition to a more peaceful society, and Norway has supported these types of processes in several countries. The evaluation will summarise knowledge on demobilisation and assess the results of the Norwegian support in a selection of countries.

## 7. PARTNERSHIP and MEMBERSHIP AGREEMENTS

Norad, through its Evaluation Department, is a member of the International Initiative for Impact Evaluation (3ie). 3ie is an international organisation that promotes evidence-informed policies in low- and middle-income countries. 3ie funds impact evaluations and systematic, evidence-informed reviews.

*Responsible: Ida Lindkvist*

The Evaluation Department has entered into a partnership agreement with the African Development Bank's Independent Development Evaluation (IDEV), in which we support evaluations of the bank's support to the private sector, the energy sector and country programmes.

*Responsible: Balbir Singh*

The Evaluation Department has collaborated with the evaluation offices of the World Bank and UNDP, and we are considering entering into new agreements with them.



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