

EVALUATION DEPARTMENT

17/18



Norad

Requirements for useful evaluations

Annual report 2017/18



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PREFACE



FOREWORD

This annual report summarises the work of the Evaluation Department in the past twelve months – from May 2017 to May 2018. During this period, we have presented six thematic evaluation reports, nine evaluation-based synthesis reports on Norway’s partner countries, a synthesis report on the Climate and Forest Initiative and a study of bilateral tax agreements.

We have also cooperated with the evaluation departments of the Global Environmental Fund (GEF), the United Nations Development Programme (UNDP), the African Development Bank and other bilateral and multilateral partners on evaluations and development of evaluation capacity.

We have organised open seminars and prepared a variety of communication and dissemination products to convey the findings and recommendations from the evaluations.

Some themes and recommendations recur in several of the reports. Firstly, Norwegian aid efforts must be better coordinated with the work of other development partners so that they are adapted to local conditions and focused on those areas where we have the best chance of success. Secondly, short-term humanitarian assistance must be viewed more in connection with long-term development assistance since most humanitarian crises are protracted. Thirdly, there is a continual need to improve the ability of the development aid administration to systemise and share knowledge about what does and does not work.

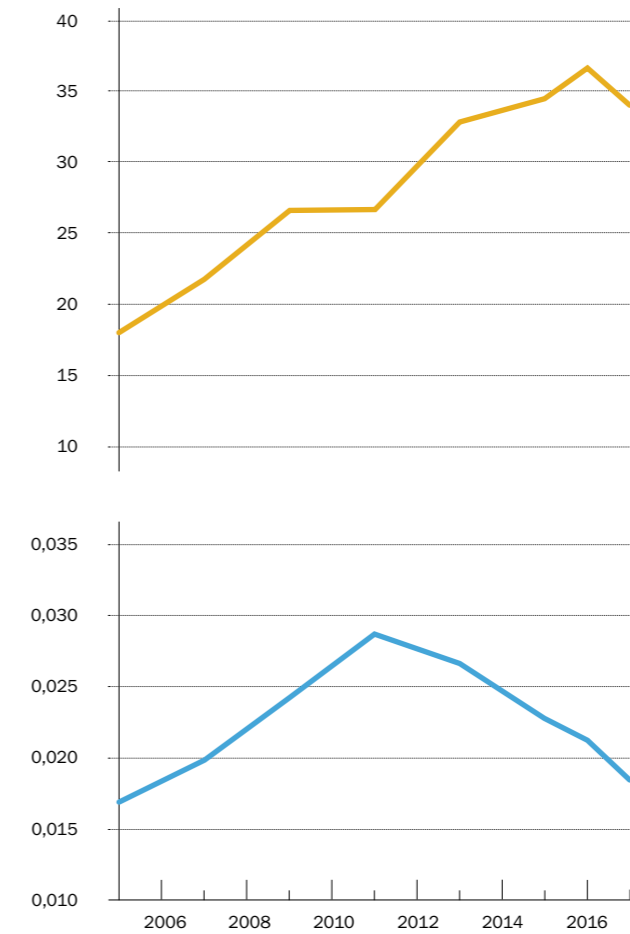
This annual report contains short summaries of all the reports we have presented and a general reflection based on the evaluation work conducted throughout the year. We also provide an overview of how the Ministry of Foreign Affairs and the Ministry of Climate and Environment have followed up the evaluations in accordance with the provisions of the evaluation instructions.

Oslo, June 2018



Per Øyvind Bastøe
Director, Evaluation Department

AID BUDGET AND ALLOCATION TO EVALUATION 2005-2017
(NUMBERS IN MNOK)



■ Aid budget.
■ Allocated budget for evaluations and partnership agreements. Including administrative costs, the total resource frame in 2017 was 28 MNOK.

The Evaluation Department’s activity is regulated by separate instructions issued by the Secretary Generals of the Ministry of Foreign Affairs and the Ministry of Climate and Environment. The instructions from 2006 was revised in 2015 and became operative on December 1st 2015.

In May 2018 the department has the following employees:

- Anette Wilhelmsen
- Anita Haslie
- Balbir Singh
- Ida Lindkvist
- Jan-Petter Holtedahl
- Kjersti Løken
- Kristin Hauge
- Lillian Prestegard
- Per Øyvind Bastøe
- Siv Lillestøl



IMPORTANT LESSONS LEARNED

Requirements for ensuring that evaluations have an impact

In his development policy report presented to the Storting in April, the Minister of International Development stated that he expected the evaluations to have a bearing on the choice of programmes, channels and thematic initiatives. 'The evaluation of these interventions must in turn have an impact on what we choose to do in the future. To have the desired effect, the evaluations must be coordinated with the overall policy objectives and strategies,' he said.

Based on the experiences of the Evaluation Department, we will outline three important requirements for ensuring that the evaluations achieve this impact. The first condition is to understand the characteristics of effective evaluation activity. The second is to understand the context in which the evaluations are conducted. The third is to seize the opportunities related to evaluation activity going forward.

UNDERSTANDING THE CHARACTERISTICS OF EFFECTIVE EVALUATIONS

There is widespread international agreement that effective evaluations are characterised by independence, credibility and utility.

Independence is understood as integrity and impartiality in relation to decision-makers and those responsible for managing projects and grants. This often means that the budget for evaluation activities is either set as a percentage of the total budget or that it is determined separately from the rest of the budget. It also implies that the professional expertise needed to conduct evaluations must be ensured. Transparency regarding findings and recommendations is included in this, and evaluations must be carried out in a close interaction with senior-level management in the organisation.

Credibility is especially related to the relevance of the evaluations for those who will use them. This means that the themes and issues are relevant and that the results are presented at the appropriate time. Credibility also means that the methodological and professional quality is sound.

Utility entails that decision-makers and others affected act on the basis of the findings and recommendations. This often means that those affected are involved in conducting the evaluations. Utility can be related both to the knowledge generated in the evaluation process and the conclusions drawn from the evaluations.

UNDERSTANDING THE CONTEXT IN WHICH THE EVALUATIONS ARE CONDUCTED

The entire development policy landscape is changing. In particular, the Sustainable Development Goals have helped to focus attention on what development entails. This has led to large-scale engagement in many areas and to an understanding of the role of development aid in this change. By the same token, there is great uncertainty about the implementation of interventions, and frequent lack of access to specific information and reliable data. The demand for knowledge is great.

Evaluation is a way to meet the need for knowledge, but it must also be seen in connection with other forms of knowledge gathering and dissemination. Research, auditing, follow-up of results and similar activities are included in this in order to provide a complete picture. The role of evaluation is to systematically gather information about interventions, focus areas and analyses of what does and does not work with regard to achieving policy objectives.

Effective evaluations can help to provide answers and give insight into what works best, although evaluations can never give a complete, general answer to the question of which interventions are the best. The specific context in which interventions are implemented will always have significance. Therefore, evaluations must be supplemented with other forms of knowledge acquisition.

OPPORTUNITIES RELATED TO FUTURE EVALUATIONS

The political leadership of the Ministry of Foreign Affairs has often emphasised the importance of learning from the evaluations. 'The problem is that we use the evaluations far too seldom when making evidence-based choices at strategic level,' said the Minister of International Development in a recent news article.

For this to be more than pious words, steps must be taken to expand and strengthen evaluations, both in relation to the work under the purview of the Evaluation Department and in relation to decentralised evaluation activities. Evaluations must be coordinated with the leadership to achieve this.

One option is to use the insight and experience gained from the many multilateral development institutions and other bilateral donors to bolster the evaluation activity. This implies setting aside sufficient human and financial resources to conduct evaluations at all levels within the development aid administration. It also entails complying with the principles of good evaluation practice. The current situation involves a strange paradox whereby the Ministry of Foreign Affairs in recent years has focused more on demanding high quality in the evaluations of Norway's multilateral partners than in our own administration.

Devising an evaluation policy or an evaluation strategy for all evaluation activities, both those performed under the auspices of the Evaluation Department and those conducted in connection with interventions, programmes and projects, can be a means of strengthening competence and enhancing interest in and the use of findings and recommendations from the evaluations. An evaluation policy is both a tool for clarifying roles and responsibilities and for describing evaluation standards, including the quality of evaluation processes and products, communication of evaluation findings and the use of evaluations. Most multilateral organisations and almost all OECD/DAC member countries have an evaluation policy. Norway is one of only four countries that do not.



**REPORTS FROM
THE EVALUATION DEPARTMENT**

Evaluation of information and communication activity in Norwegian aid and development policy



PHOTO: SAIH - STUDENTENES OG AKADEMIKERNES INTERNASJONALE HJELPEFOND

REPORT 6/2017

Monologue or dialogue? Evaluation of information and communication activity in Norwegian aid and development policy

External consultants: Opinion A.S, Helge Rønning, Anne Hege Simonsen, Kristin Skare Orgeret

ISBN: 978-82-8369-033-0

BACKGROUND

This evaluation addresses the information and communication activity funded over the development aid budget. This is done through two main channels: the grant scheme for development education which is administered by Norad's Civil Society Department, and the communication activity under Norad's Department of Communication and the journal *Bistandsaktuelt*. A wide variety of activities are conducted through these two main channels. The overall objective of the various activities is to promote democratic participation, knowledge, transparency and discussion on development cooperation. The focus and funding of the information and communication efforts have been discussed extensively in recent years.

PURPOSE

The purpose of the evaluation is to generate an evidence base for use in future discussions and decisions about work in this area.

The evaluation takes its points of departure in public strategic communication theory and development communication theory. Based on the evaluation's professional perspective, the following criteria were selected for assessment by the actors who carry out communication activity:

- > Ability to define clear communication objectives.
- > Ability to differentiate between various (and relevant) target groups.
- > Professional communication tradition and ability to design suitable communication measures.
- > Whether the communication interventions are formulated mainly as a monologue or dialogue.
- > Whether the people and societies affected by development policy are included in communication-related thinking and practice.
- > Monitoring and a systematic approach to reporting.

FINDINGS

The evaluation finds that the activity conducted in the two main channels for development-related communication serves an important function in the development policy debate and knowledge dissemination. The distribution of tasks between the schemes works well, but it seems to be somewhat random.

The evaluation finds that the information support scheme plays a crucial role in communication about the conditions in developing countries and relevant topics related to development policy, although it is not within the scope of this evaluation to assess the long-term impact of this activity.

The grant scheme for development education

The organisations that participate in the grant scheme are quite varied and different in the focus of their communication activity. While some view their work as an integral part of their other aid efforts, others are keenly aware of the message they want to convey and the target groups they want to reach with their communication.

The application and reporting requirements are the same for small and large organisations and interventions. Especially for small organisations and interventions, these are felt to be unnecessarily burdensome. The application forms seem to be targeted towards civil society projects rather than communication interventions, and there is clearly confusion about the terms used. The reporting forms also lack professional communication indicators to measure whether the target groups have been reached as intended. The evaluation finds that the opportunity to apply for support for multi-year measures is positive.

RORG is a special interest and competency network for the organisations, and thus serves as a link between the organisations and Norad. Some of the organisations are very satisfied with RORG's work, while others are more sceptical and believe that it is a superfluous, cost-enhancing intermediary. The evaluation shows that the relationship between RORG and Norad's Civil Society Department lacks clarity.

Norad's communication activity

Norad's communication activity is directed towards the broad general public as well as more narrow target groups through a highly professional application of various communication platforms. The communication, however, often appears to be one-way, and there is a question as to how much this encourages debate. It can seem as if the most important tasks are to provide information about Norad's activities and to promote the agency's views when someone tries to raise this as a topic of discussion.

The journal *Bistandsaktuelt* uses several media platforms, from print newspaper to Facebook, and is part of a clearly defined segment of the public which in the report is referred to as agents of influence and decision-makers. The evaluation finds that *Bistandsaktuelt* contributes to debate, generates new insights and shines a critical spotlight on aid and development policy. This is viewed as important, especially in light of the overall perception that the general media give low priority to development policy topics.



PHOTO: ALEKSANDER MYKLEBUST/NORAD

RECOMMENDATIONS FROM THE EVALUATION DEPARTMENT

- > In order to clarify the purpose of and distribution of tasks between the two main channels for the aid and development-related communication and information activity funded over the development assistance budget, an overall rationale for all the activities should be formulated.
- > The grant scheme for development education should be given a clearer basis in professional communication practice. It is recommended that the grant scheme is administered in a different way than the general support schemes for civil society organisations in Norad's Civil Society Department. The scheme can either be administered by a separate communication body or communication expertise can be linked to management of the scheme.
- > Application and reporting processes for the development education support should have a clear communication focus. The scope of the application and reporting processes must reflect the differences between the relevant grant recipients, and these processes should be simplified for small interventions.
- > The grant scheme for development education's multi-year perspective should be kept as the guiding principle for the scheme. In addition, a smaller sum should be set aside for ad hoc applications for initiatives not included in the long-term plans.

- > RORG's justification, role and function should be assessed in light of a potential change in the administration of the information support.
- > Communication activity in Norad should be strengthened with regard to dialogue and a focus on results. Since the general media tend to give low priority to development policy topics, the activities of Bistands-aktuelt should be emphasised.



Evaluation of empowerment of indigenous peoples and forest-dependent local communities through support to civil society organisations



PHOTO: MARTE LID/NORAD

REPORT 7/2017

Real-time evaluation of NICFI: An evaluation of empowerment of indigenous peoples and forest-dependent local communities through support to civil society organisations

External consultant: AECOM

ISBN: 978-82-8369-034-7



PHOTO: MARTE LID/NORAD

BACKGROUND

The Norwegian government's Climate and Forest Initiative (NICFI) has recognised the importance of empowering indigenous peoples and other forest-dependent population groups to reduce deforestation. This evaluation assesses the Climate and Forest Initiative's support to civil society organisations that work to empower these population groups. The evaluation draws on a sample of 13 projects in Brazil, Peru and Indonesia.

PURPOSE

The main purpose of the evaluation is to determine the degree to which support through the government's Climate and Forest Initiative has strengthened the rights of indigenous peoples and forest-dependent population groups and the results achieved in terms of forest conservation and improvements in livelihoods of those who live off, in and around the forest.

FINDINGS

The Climate and Forest Initiative, Norad and most civil society organisations that receive NICFI funding share an understanding that recognition of the territorial rights of indigenous peoples and forest-dependent population groups, and their access to forest products and services are crucial for augmenting their influence. Increasing their influence is viewed as an important means of reducing greenhouse gas emissions from deforestation and forest degradation.

Financial earmarking of the thematic area 'Ensuring the rights and initiatives of indigenous peoples and

other forest-dependent population groups' has made the Climate and Forest Initiative more relevant so that the initiative can achieve its own objectives.

Most projects have helped to increase awareness among indigenous peoples and forest-dependent population groups about the importance of their participation in political, legal and institutional reforms for ensuring their own territorial rights and long-term access to forest resources. However, this awareness has not resulted in actual changes in political, legal or institutional reforms.

Civil society organisations for indigenous peoples and forest-dependent population groups are showing greater willingness and capacity to manage development aid, but the organisations need to increase their management competence.

In almost all cases, civil society organisations have still not prioritised the transfer of skills to indigenous peoples and forest-dependent population groups so that they can gain direct access to donor funding and develop their own income-producing activities from the forest economy.

There is increasing interdependence, both between indigenous/forest-dependent population groups and civil society organisations, and between civil society organisations and Norwegian funding.

At this time, none of the evaluated projects can document reductions in deforestation and impro-

vements in living conditions, despite greater participation and empowerment of the population groups.

It is difficult to assess the added value of the NICFI interventions at country level, as most of the evaluated projects did not have routines for reporting on thematic or country-specific use of Norwegian funding.

Gender equality as a cross-cutting objective has not been realised, and there is an absence of youth participation in the evaluated projects.

RECOMMENDATIONS

The Evaluation Department's recommendations from this evaluation were included in the recommendation from the synthesis study which is described below. This study summarises the most important findings identified in the department's own evaluations of the initiative during the period 2009–2017, as well as other external reports on the initiative.

Lessons learned and recommendations from the Norwegian Climate and Forest Initiative



PHOTO: MARTE LID/NORAD

REPORT 8/2017

Norway's Climate and Forest Initiative: Lessons learned and recommendations

External consultant: AECOM

ISBN: 978-82-7548-035-4



PHOTO: MARTE LID/NORAD

BACKGROUND

The Norwegian government launched its Climate and Forest Initiative (NICFI) in December 2007 with the goal of reducing emissions from deforestation and forest degradation in developing countries (REDD+). The Evaluation Department has followed the initiative since 2009, and this study synthesises the key findings identified in the department's own evaluations to date, as well as other external reports on the initiative. The work was carried out as a desktop study.

PURPOSE

The purpose of the synthesis is to facilitate learning and dialogue on how the Climate and Forest Initiative can be more effective in terms of objectives and costs. It is also intended to serve as input to build public trust in the initiative, both in Norway and in the partner countries, in light of the future implementation of the Paris Agreement on climate change.

FINDINGS

The initiative has played a significant role in placing greenhouse gas emissions from deforestation and forest degradation in tropical rainforests in developing countries on the international agenda, including its inclusion in the Paris Agreement.

The initiative's attempt to minimise the risk of it serving as the main sponsor of interventions to counteract deforestation and forest degradation has been only partly successful. The initiative continues to be the main sponsor for REDD+.

The initiative's use of a wide range of multilateral and bilateral channels reduces the potential to develop a specific approach adapted to the needs and capacity of each intervention country.

The initiative and its partner countries have generally had good contact with the public institutions responsible for the environment in the intervention countries. This has bolstered forest conservation in partner countries where deforestation is still relatively minimal.

The initiative has helped significantly to involve civil society, including indigenous peoples and forest-dependent population groups in planning processes, but not in decision-making. There is insufficient focus on promoting the participation of youth and women in planning and decision-making processes.

The initiative has not adequately monitored progress at national level. This hinders learning and the potential to relate reporting to national priorities.

The initiative has improved its communication strategy in recent years, including information about funding in all the partner countries. However, due to insufficient reporting of specific results at national level, the content of the communication is limited.

RECOMMENDATIONS

To encourage debate and dialogue on improving the Climate and Forest Initiative's relevance, purpose and cost-effectiveness, the Evaluation Department makes the following recommendations:

- > The initiative's approach should be customised to support country-specific needs. This should be based on a country needs assessment with the main objective to integrate efforts to fight deforestation and forest degradation into national policy.
- > To develop a more country-specific approach, the NICFI should, in consultation with partner countries, support the establishment of formal national coordination mechanisms to integrate the effort to counteract deforestation and forest degradation in partner countries. The mechanisms should involve participation from civil society – especially women and youth, as well as the private sector.
- > The NICFI should establish its own internal risk management strategy for implementation and monitoring of the effort both during the readiness phase and the compensation phase when partner countries receive payment for forest-related emission reductions.
- > The NICFI should use key information from each partner country to prepare standardised regional and global reports on the progress, results and challenges of the REDD+ activities in order to customise communication about programming, planning and implementation to reach various target groups through a variety of media.

Evaluation of Norwegian support for education in conflict and crisis through civil society organisations



PHOTO: KEN OPPRANN/NORAD

REPORT 9/2017

Realising Potential: Evaluation of Norway's Support to Education in Conflict and Crisis through Civil Society Organisations

External consultant: The KonTerra Group

ISBN: 978-82-7548-036-1



PHOTO: NRC/CHRISTOPHER HERWIG

BACKGROUND

Education for children affected by conflict and crisis has been a priority for Norway's humanitarian assistance for many years, propelled forward and placed on the development policy agenda largely by two civil society organisations in particular, Save the Children and the Norwegian Refugee Council. The white paper *Education for Development* (Meld. St. 25 (2013-2014)) identifies education in conflict and crisis as one of three main priorities in Norwegian aid to education.

PURPOSE

The purpose of this evaluation was to document the results of Norwegian development assistance to education in conflict and crisis through civil society organisations and the factors that positively (and negatively) affect achievement of results, in order to improve future Norwegian support to this area. The evaluation covers the period from 2008–2017.

FINDINGS

The effort is generally appropriate to humanitarian needs. Interventions are based on national or regional needs analyses and plans, coordinated at country level, and in various ways have included affected populations and local communities in the response. The effort has aligned with Norway's policy and strategic objectives for the period in question.

The support has contributed to a significant increase in the number of children who attend school. Depending on what leeway there is, especially with respect to the role that national authorities want NGOs to play, the

organisations help to increase access and improve quality, both in state schools and through various forms of non-formal education. Thus, there is a broad spectrum of activities.

Figures for the past four years show that each year the organisations have supported 45,000 children with education in Somalia and 23,000 in South Sudan with Norwegian funds. Each year more than 20,000 and 18,000 children, respectively, received non-formal, certified schooling in Lebanon and Jordan. Reported training of teachers and educational staff comprises more than 3800 in Somalia, more than 3300 in South Sudan, 957 in Lebanon and 867 in Jordan. The organisations have also assisted with rehabilitation and construction of classrooms and distribution of learning materials.

The organisations have helped to improve the capacity of educational authorities, especially in Somalia, where they have assisted with development of policy and plans, monitoring systems, and capacity building of local education committees. In Lebanon and Jordan, organisations have provided various support functions around state schools to ensure safe travel to school, help with homework, social activities and campaigns to get Syrian children enrolled in school. They have also provided technical assistance, as some of the non-formal educational services certified by national authorities have been based on solutions developed by Norwegian civil society organisations.

In short, the evaluation finds that significant results have been achieved. However, it also finds that more could be achieved if efforts were combined and coordinated better. The results achieved have been largely on the CSO's 'own terms' and not part of a more integrated Norwegian effort. Clear priorities for the Norwegian support in each country are lacking, and there is limited analysis of the totality of the engagement per country as a basis for decisions on support. Thus, there is limited overview of the efforts at country level.

Funding has largely been too short-term and not necessarily suited for interventions in the field of education, although long-term agreements have been more frequent in recent years. The interventions are financed both by humanitarian funds and long-term development funds.

Moreover, the evaluation finds that enhanced requirements for monitoring, evaluation and reporting would support greater clarity on achievement. Firstly, it is difficult to make a general statement about the results of the support to CSOs' activities related to education in conflict and crisis because the organisations report on different goals and use different methods. Secondly, the evaluation finds that the indicators used are too quantitative in nature.

Similarly, the evaluation finds that reporting on vulnerable groups focuses mostly on inclusion in the form of numbers. There is little documentation on mainstreaming of gender, e.g. in teaching content

and structural/transformational changes. It has largely been left up to the organisations to define vulnerable, context-specific groups, and results achieved for these groups have not been systematically captured in reports.

There are few requirements for independent evaluation and systematic learning in the Norwegian engagement. The evaluation finds little evidence, beyond the individual intervention, that the Ministry of Foreign Affairs or Norad seek to systemise knowledge and experience in the field as a basis for future decision-making.

RECOMMENDATIONS

Based on the evaluation, the Evaluation Department recommends that the Ministry of Foreign Affairs should:

- > Clarify objectives and priorities for educational support through CSOs for important focus countries, across various budget lines.
- > Clarify expectations regarding support to education for vulnerable groups in the individual countries.
- > Increase the use of multi-year funding that is better adapted to the purpose and nature of the interventions.
- > Facilitate systematic learning and use of knowledge and experience in future support.

Evaluation of Norwegian support to strengthen civil society in developing countries



PHOTO: GUNNAR ZACHRISEN/BISTANDSAKTUELT

REPORT 1/2018

From Donors to Partners? Evaluation of Norwegian Support to Strengthen Civil Society in Developing Countries through Norwegian Civil Society Organisations

External consultants: Chr. Michelsen Institute (CMI), Nordic Consulting Group (NCG) and Ternström Consulting, national consultants from Ethiopia, Uganda and Nepal

ISBN: Report: 978-82-8369-048-4 Annexes: 978-82-8369-049-1 Evaluation Brief: 978-82-8369-050-7



PHOTO: GUNNAR ZACHRISEN/BISTANDSAKTUELT

BACKGROUND

Support to civil society in developing countries comprises an important part of Norway's development cooperation. About 20 per cent of the total aid is used for support to or via civil society. This evaluation is focusing on the support scheme whose goal is to strengthen civil society in developing countries through Norwegian civil society organisations and their local partners. Administered by Norad, this support scheme is the most important source of funding for long-term development cooperation between representatives of civil society in Norway and their partners in developing countries. During the evaluation period, the share this constituted of the Norwegian aid budget has held constant at 4–5 per cent, but in NOK the amount of support has almost doubled.

PURPOSE

The purpose of the evaluation is to provide information that can be used to improve future Norwegian aid to strengthen civil society in developing countries.

FINDINGS

Regulations regarding the support scheme

Current regulations regarding Norway's support to strengthen civil society in developing countries allow for great diversity, both with regard to purpose and to objectives of the support. According to the report, this diversity results in tension between objectives related to strengthening civil society and democratisation and more measurable objectives connected with delivery

of services in keeping with Norwegian policy priorities, e.g. in the fields of education and health.

Relevance

The support scheme to strengthen civil society is mostly relevant in relation to local needs, priorities and opportunities. The evaluation finds that the support is aligned with thematic priorities within Norwegian development cooperation and current regulations for the support scheme.

Results

Development aid through the support scheme generates results. Norwegian organisations can document that the support to local partners has led to specific improvements for the target groups in that they have gained access to services in the areas of health, education, agriculture and micro-credit. The challenges noted in the report are that the services reach relatively few people and that the success of individual projects does not have a lasting effect.

The support has strengthened the ability of local partners to conduct rights-based advocacy. But advocacy work is mostly carried out locally and regionally, and contributes little to change at national level.

Norwegian civil society organisations provide value for their local partners beyond financial contributions. The added value most frequently documented is that the Norwegian organisations build the administrative capacity of their partners, including the capacity to report on results and meet requirements set by

donors. In addition to this, the report finds that most of the Norwegian organisations do a poor job of documenting the value they add to the partnership.

Weak sustainability

Most local partners have the capacity, knowledge and strength to carry out the work themselves, but are financially dependent on their cooperation with the Norwegian organisations. To improve sustainability, the report advises implementing interventions to enhance ownership among local partners. Examples of such interventions are reducing the asymmetry in the power relationship by allowing local partners to manage a larger portion of the financial support, and that the cooperation with Norwegian civil society organisations focuses on building thematic professional competence and exchanging experiences between the organisations. Multi-year core funding for the operation of the local organisations is recommended to enhance local ownership and sustainability of the support scheme.

According to the report, interventions that do not help to enhance local ownership are a steady increase in Norwegian thematic priorities and requirements regarding documentation of results. The report states that this trend has heightened the asymmetry in the power relationship. Norway's thematic priorities are not necessarily the same as those of local partners, but when the partners are dependent on external financing to conduct their work, this can create a situation in which the local partners both adapt their activities and mandate in relation to what there are resources for and what is easiest to measure/report on.

Lack of coordination

The evaluation finds that Norwegian support to strengthen civil society in developing countries is one of several support schemes for civil society in Norwegian development aid, but that the support scheme is not well coordinated with the other schemes. In order for the support to be used in the most strategic way possible and achieve the best possible outcome, the report recommends that it is coordinated with other Norwegian support schemes. The report advocates that this can be done at country level by coordinating the various support schemes administered by Norad, the Ministry of Foreign Affairs and the Norwegian embassies.

RECOMMENDATIONS

The Evaluation Department has advised following up the report in these ways:

- > The purpose and objectives of the support scheme should be more clearly defined. There is a need to distinguish between objectives related to the implementation of Norwegian thematic priorities and objectives related to strengthening civil society and democratisation.
- > Sustainability of the support scheme should be improved, including interventions to strengthen local ownership.
- > The scheme should be coordinated with other Norwegian support schemes to ensure the best possible effect of the overall aid provided.

Evaluation of the Norwegian aid administration's practice of results-based management



PHOTO: NORAD/FREDRIK NAUMANN/FELIX FEATURES

REPORT 4/2018

Evaluation of the Norwegian Aid Administration's Practice of Results-Based Management

External consultants: Itad, in cooperation with Chr. Michelsen Institute

ISBN: 978-82-8369-053-8



PHOTO: NORAD/FREDRIK NAUMANN/FELIX FEATURES

BACKGROUND

Results-based management has been the general management principle of the Norwegian central government since the mid-1980s. Simply stated, it implies that overall, politically established objectives for the individual organisation must be specified in such a way that the results can be measured, assessed and followed up through necessary development and improvement measures.

Despite the long historical background, many organisations find it difficult to manage in this way. Problems arise if results-based management is practised either in a too rigid or a too relaxed manner. One danger lies in tracking every krone, another in only basing oneself on trust and flexibility. Perhaps the biggest pitfall lies in regarding results-based management mostly as a system in which everything can be quantified and aggregated. Several of the department's evaluations have presented findings which could indicate that Norwegian aid administration also has challenges related to results-based management. For example, evaluations have repeatedly shown weaknesses in strategic management and the capacity to document results. At the same time, the aid administration has been criticised for imposing increasingly stringent reporting requirements.

PURPOSE

The purpose of the evaluation is to improve results-based management in Norwegian aid administration by documenting how results-based management is practised and identifying strong and weak aspects,

including areas of improvement. The term 'aid administration' is understood to mean the Ministry of Foreign Affairs and Norad.

FINDINGS

The main conclusion of the report is that the practice of results-based management in Norwegian aid administration is deficient. Current practice probably does not contribute to better development aid.

A weakness of current practice is that aid administration focuses on collecting results data from partners, but pays less attention to how the information will be analysed and used. Consequently, many resources are used to gather large amounts of information that is not necessarily used. In addition, failure to use this implies a lost opportunity to adjust portfolios (choice of interventions and partners) and overall strategies to ensure that goals are achieved.

The evaluation team also finds that none of the conditions that ensure results-based management will work are completely in place in the aid administration:

- > The administration states that it is uncertain of the quality of the results data.
- > Results information is presented only partially at the right time, and it is not available in the appropriate form to be used in decision-making.

- > The administration does not have the competence or the time to collect and compare data, and tools for doing so are only partially available.

- > The Ministry of Foreign Affairs and Norad lack a culture of learning.

Underlying causes that are highlighted are:

- > The management does not promote results-based management.
- > There is no uniform understanding of what results-based management entails. Thus, this form of management is interpreted and practised in different ways.

RECOMMENDATIONS

Management is a key component in results-based management, and it is crucial that managers at the senior official level in the Ministry of Foreign Affairs and Norad promote a focus on results and learning. In the effort to improve the use of information about results in strategic management, it is worth noting that literature in the field shows that grant recipients may change their behaviour when information about results has financial consequences. For example, they may change the focus of the projects to receive maximum funding, although this might not produce the best projects. This means that the practice of results-based management must be reassessed on a regular basis.

The Evaluation Department recommends that the Ministry of Foreign Affairs and Norad assess the following:

- > Clarify the responsibility for operationalising and specifying the political objectives in development policy.
- > Improve portfolio management. All portfolios should have a clear programme logic and clear objectives. Evaluations should be used systematically to assess the degree to which results have been achieved at portfolio level.
- > Clarify the purpose and use of results information to ensure that the management only requires necessary results information. The results information required of partners should be reassessed on a regular basis to prevent unintended effects.

How do tax agreements affect mobilisation of tax revenues in developing countries?



PHOTO: JAN SPEED/BISTANDSAKTUELT

REPORT 7/2018

International tax agreements and domestic resource mobilisation: Norway's treaty network with low-income countries in Africa

External consultant: Lindelwa Ngwenya, African Tax Institute, University of Pretoria

ISBN: 978-82-8369-057-6



PHOTO: MARTE LID/NORAD

BACKGROUND

The report examines the types of tax agreements that Norway has with low-income countries and assesses how such agreements can affect the host countries' tax revenues, what host countries can do to increase their tax revenues and what investors' home countries, including Norway, can do to improve the host countries' ability and potential to increase their tax revenues.

PURPOSE

The purpose of this study is two-fold: to understand how the key provisions of Norway's bilateral tax agreements can affect the ability of developing countries to increase their tax revenues and draw lessons for improving the ability and potential of host countries to achieve higher tax revenues.

FINDINGS

- > The use of tax agreements is motivated primarily by the host country's desire to stimulate foreign investment by eliminating double taxation, although the evidence for such a correlation between entering into tax agreements and increasing foreign investment is not clear.
- > Most bilateral tax agreements that Norway has with low-income countries in Africa follow the model of the Organisation for Economic Cooperation and Development (OECD), and not the UN's model which is considered more favourable in terms of the amount of revenue that can be taxed in developing countries. The widespread use of the OECD model can be explained in part by the fact that most of the agreements are old and due for renegotiation.

- > A majority of Norway's agreement partners in Africa have introduced provisions that prevent tax-motivated mispricing of transactions between closely aligned companies (also known as internal pricing), to transfer profits to countries with low rates of taxation.
- > A majority of Norway's agreement partners in Africa have not yet introduced effective provisions to prevent foreign companies' tax-motivated use of debt financing (also known as capitalisation) to benefit from deduction of interest from taxable income.
- > The actual effects of tax agreements on the host countries' tax revenues are determined by the interplay between various regulations – national legislation in the host country, tax law in the foreign investor's home country and any tax agreement between the host country and the investor's home country. Foreign investors can take advantage of provisions under these regulations to achieve tax savings.
- > Current regulations on taxation of capital income are insufficient. Tax exemption in the home country for the publicly owned, aid-financed development finance institutions, as well as insufficient taxation of capital income in the host country, promote a loss of tax revenues for host countries.

RECOMMENDATIONS

Lessons learned

- > The position of the developing countries in current tax agreements should be strengthened.
- > Developing countries should prioritise changes to close loopholes in national legislation that reduce the host countries' tax revenues.
- > Regulations on taxation of capital income should be revisited. This applies especially to tax exemptions for the aid-financed, publicly owned development finance institutions, such as Norfund, Swedfund and Finfund.

How to achieve greater transparency regarding dilemmas at the intersection of development policies and other Norwegian policies?



PHOTO: KEN OPPRANN/NORAD

REPORT 8/2018

Evaluation of Norwegian efforts to ensure policy coherence for development

External consultants: Fafo Research Foundation in cooperation with the Peace Research Institute Oslo (PRIO)

ISBN: 978-82-8369-055-2



PHOTO: KEN OPPRANN/NORAD

BACKGROUND

Norwegian development policy has the aim of strengthening and promoting the interests and development of developing countries. Other Norwegian policies are aimed at promoting Norwegian interests. Thus, dilemmas may arise at the intersection of development policies and other policy areas: What benefits Norway's interests may have a negative impact on developing countries and vice versa. This evaluation examines the mechanisms established by the Norwegian Ministry of Foreign Affairs to ensure that Norwegian interests do not counteract global development goals – in other words, to ensure Norwegian policy coherence for development.

Policy coherence entails examining more widely what factors influence developing countries' development over and above so-called development aid. This means that Norwegian policy instruments must support each other, and that the various policy areas (for example, trade, migration, investments, climate change and security) support the development and policy. Policy coherence for development, therefore, cuts across ministries and includes coordination with other national and international actors.

Norway has expressed its commitment to ensuring policy for development on several occasions, most recently in the Jeløya Declaration, which constitutes the political platform of the Solberg government. Norway is also committed to Agenda 2030, which includes a goal dedicated to achieving policy coherence for development (SDG 17). The 2008 report

(NOU 14) of the Policy Coherence Commission forms the basis of this evaluation.

PURPOSE

The evaluation addresses the period from 2008–2017. The purpose of this evaluation is to contribute to increased knowledge about:

- > Initiatives undertaken by the Ministry of Foreign Affairs and other Norwegian actors to ensure policy coherence for development.
- > Dilemmas in the intersection between objectives of the development policy and other policy areas, and how these have been addressed by Norwegian actors.
- > How Norwegian efforts to ensure policy coherence function in practice at country level. Myanmar serves as an example, partly because an increasing number of actors – have engaged more and more in the country in recent years.

FINDINGS

The evaluation concludes that the Ministry of Foreign Affairs has an unclear mandate when it comes to ensuring policy coherence for development. In accordance with the 2008 recommendations of the Policy Coherence Commission, some of the responsibility was assigned to the Ministry of Foreign Affairs. However, the ability of the Ministry to deal with dilemmas is both challenged and limited by the sector responsibility within central administration. The Ministry cannot 'force' other ministries to report

on potential incoherencies and dilemmas. The lack of institutionalised arenas for collaboration among ministries makes efforts to achieve policy coherence for development challenging.

The only formal mechanism for ensuring policy coherence today is an annual report produced as an appendix to the budget proposal to the Storting. This was established after a recommendation from the Policy Coherence Commission in 2008 to report annually "on the effects and results of Norwegian policies in relation to the development policy goals". Since the report has a different focus area every year, it is not possible to compare the degree of policy coherence year on year.

Norwegian actors have dealt with various dilemmas on a 'case-by-case' basis. The Norwegian response is thus characterised as being reactive rather than proactive, and is often triggered by pressure from external actors.

Three dilemmas in particular stand out:

- > Dependence on oil and gas revenues and declared willingness to contribute towards reducing climate change.
- > Protecting Norwegian agriculture and increasing imports from low- and middle-income countries.
- > Upholding Norwegian security interests and advancing human rights.

RECOMMENDATIONS

The Ministry of Foreign Affairs should attempt to establish more formalised mechanisms in order to ensure a better evidence base for challenges and dilemmas arising in the tension between development policy and other Norwegian interests:

- > The new dialogue forum on policy coherence should have a diverse composition of researchers, civil society representatives and private actors. The forum's mandate should include responsibility for initiating an open, public debate on dilemmas linked to policy coherence. The forum's professional and political independence should be secured.
- > The forum should be tasked with preparing an independent, annual review of dilemmas in the intersection between Norwegian interests and global development goals. The report should use a method that makes it possible to measure this yearly progress. Based on the report, the forum should develop a set of recommendations. The ministries concerned should be invited to comment on the report and recommendations before these are submitted to the political leadership of the Ministry of Foreign Affairs.
- > Embassies should report systematically to the Ministry on dilemmas at the intersection of development policy and other Norwegian policies.

Country evaluation briefs on development aid efforts in focus countries

BACKGROUND

The nine reports discussed on the following pages are included in a series of reports from the Evaluation Department – Country Evaluation Briefs (CEB). These reports gather and summarise findings from existing evaluations and other relevant reports from selected focus countries. The Evaluation Department commenced the work in 2016, and has completed altogether twelve reports.

PURPOSE

The purpose of the reports is to present relevant knowledge about Norwegian and international donors' development aid efforts at country level by systematising findings from existing evaluations and other relevant documents published in the period from 2010–2017. Foreign Service staff and their partners are the intended users of the report.

There are direct links to the underlying evaluation reports and other relevant documentation in the reference list attached to the Country Evaluation Briefs.

USER SURVEY

The Evaluation Department has currently produced twelve country evaluation briefs. In order to acquire a better understanding of the use and value of this series of publications, the Department has conducted a user survey of the target group for the series – staff at the Ministry of Foreign Affairs, Norad, embassies, and Norwegian NGOs working towards the countries in question. The user survey includes a survey and a number of in-depth interviews.

The user survey shows that the target group for the series responds positively to the country evaluation briefs. More than half of the participants in the survey find the reports useful and relevant for their work, place trust in the reports and regard the reports as clear and easy to read.

However, there is a need to clarify the purpose and the user groups. For example, questions were asked about whether the country evaluation briefs are more suited to people/organisations with less prior knowledge about the countries in question than those considered to constitute the primary user group, i.e. staff at the Ministry of Foreign Affairs, Norad and embassies working towards the relevant countries.

Responses given in the user survey will be used to decide whether further country evaluation briefs should be prepared and what changes, if any, should be made in content and format to increase the utility of the reports.

Country evaluation brief: Somalia



PHOTO: TOBIN JONES/AMISOM PHOTO/FICKR

REPORT 3/2017

Country Evaluation Brief Somalia/ Evaluation Portrait Somalia

External consultant: Chr. Michelsen Institute (CMI)

ISBN: 978-82-7548-848-8

BACKGROUND

Somalia suffers from severe political instability and insecurity, weak federal institutions and conflict between federal and regional authorities. Meanwhile, an extremely violent conflict between Islamic groups and the state, clan interfighting and a difficult humanitarian situation continue. Regional actors are heavily involved, both politically and as development aid actors.

AID EFFORTS

Development aid to Somalia increased up to 2011, and has remained at around USD 1.4 billion annually from Western donors. This accounts for well over 20 per cent of GDP. Much of this is disbursed via multilateral channels, but after 2015, the proportion channelled via the authorities also increased. Non-Western donors such as Turkey, Qatar and the United Arab Emirates provide a large share of total development aid. There are also substantial private remittances.

FINDINGS

Humanitarian efforts in Somalia are characterised by difficult access to the recipients, not least because of the security situation. This has resulted in considerable dependence on development partners on the ground, little control over the distribution and serious corruption-related problems.

Security and stabilisation efforts are marked by a lack of coordination and interaction between the various development aid actors and between the authorities and donors. However, the British initiative Somalia Stability Programme helped to boost stabilisation and

emergent nation-building by supporting the authorities' programme for establishing federal states and rehabilitation measures in the districts recently liberated from Al Shabaab.

Different funding schemes have achieved varying results. *The Somalia Humanitarian Fund* (formerly the *Common Humanitarian Fund*) has been important for many local humanitarian organisations. The fund has supplemented other efforts, and has been inclusive and transparent. Slow distribution, a lack of predictability and weak anti-corruption mechanisms are among the weaknesses. *The Central Emergency Response Fund* is praised for its quick response after the famine in 2011, and for its support to underfunded crises. *The Somalia Reconstruction and Development Facility* (SDRF) is both a coordination body and a financial instrument. After a sluggish start, the fund is gradually becoming more effective.

Aid interventions for women's rights and gender equality have been fragmented and have failed significantly to reduce the high prevalence of violence against women.

The Financial Governance Committee, appointed as a joint instrument for the authorities and donors to strengthen financial governance and combat corruption, has been commended as an arena for independent advice on procurement, tax systems and repatriation of funds from foreign accounts. The Norwegian-initiated *Special Financing Facility* facilitated swift payment of salaries to civil servants and supported local government-led development projects.

Country evaluation brief: Malawi



PHOTO: KEN OPPRANN/NORAD

REPORT 4/2017

Country Evaluation Brief Malawi/ Evaluation Portrait Malawi

External consultant: Chr. Michelsen Institute (CMI)

ISBN: 978-82-7548-849-5

BACKGROUND

Malawi faces protracted and grave problems of poverty, weak economic growth and failure to deepen democratic development. Despite having democratic institutions in a formal sense, the political system has been unable to generate the necessary economic transformation, growth and poverty alleviation. Malawi was ranked as 170 out of 186 countries on the United Nations Human Development Index in 2016.

AID EFFORTS

In the period from 2010–2015, Malawi received almost USD 1 billion in annual development aid, primarily from donors such as the United States, the UK, and the World Bank as well as from the EU and the Global Fund to Fight AIDS, Tuberculosis and Malaria. This constituted approximately 17 per cent of GDP in 2015. Development assistance, and budget support in particular, have varied in accordance with donors' shifting trust in the authorities, for example in connection with corruption scandals such as 'Cashgate' in 2013.

FINDINGS

Aid efforts in Malawi have documented good results in health and education as well as in areas such as infrastructure and agriculture. Efforts to fight malaria have probably contributed to a substantial decline in the mortality of children under the age of five, while teacher education and the promotion of schooling for girls have helped to boost literacy and gender balance in school enrolment.

The evaluations find that aid interventions in the agricultural sector have led to higher incomes for low-income households as well as greater productivity. At the same time, the sector appears to have stagnated and there is a need for land redistribution and better framework conditions for the agricultural sector.

Furthermore, the evaluations find that Malawi's economy is too heavily focused on agriculture and needs more diversification. There is great potential within industry – including the processing of agricultural products – as well as within fisheries and aquaculture, forestry, mining, hydropower and tourism. Service delivery has had limited sustainability, particularly because of the authorities' inability and unwillingness to assume greater responsibility. Aid disbursements in the field of good governance and enhancement of the authorities' capacity to deliver services have not succeeded in transforming Malawi's political system into an effective tool for service delivery and policy development.

Country evaluation brief: Palestine



PHOTO: KEN OPPRANN/NORAD

REPORT 5/2017

Country Evaluation Brief Palestine/ Evaluation Portrait Palestine

External consultant: Chr. Michelsen Institute (CMI)

ISBN: 978-82-7548-850-1

BACKGROUND

The signing of the Oslo Accords in 1993 (Declaration of Principles) envisaged comprehensive development aid to support the nation-building process and the new institutions, particularly the Palestinian Authority. The schism between Fatah and Hamas since 2007, the fragmentation of the West Bank and the isolation of the Gaza Strip have affected aid disbursements in Palestine and their results.

AID EFFORTS

In recent years, total development aid to Palestine has varied between USD 2 and 2.5 billion annually, though showing a decline between 2013 and 2015. The United States, the EU and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) were the biggest donors in the period from 2010–2015. Over half of the support has been used to strengthen the social infrastructure and social services. Just over 20 per cent was granted as humanitarian assistance.

FINDINGS

Many obstacles have hindered the achievement of aid disbursement objectives – lasting peace, effective and responsible Palestinian institutions and sustainable development. The Israeli occupation, settlement policies and the political schism between the Palestinian Authority on the West Bank and Gaza-based Hamas have shown that with development aid alone, it is difficult to achieve the very ambitious targets set.

The occupation is also the main reason for the lack of progress in peace and development. The economic costs of the occupation are in fact higher than the total amount of development aid to Palestine. The lack of a responsible aid architecture has further reduced donor aid effectiveness and adherence to the Do No Harm principles related to conflict sensitivity.

However, budget support has kept the Palestinian Authority afloat through a series of crises. The support has also helped to make Palestinian institutions more efficient but has not managed to overcome the widespread corruption. Development aid has also contributed to a temporary improvement in health and infrastructure but without resulting in any enduring improvement in the population's living conditions.

Humanitarian aid has been of critical importance in safeguarding basic humanitarian needs.

Country evaluation brief: Myanmar



PHOTO: ESPEN RØST/BISTANDSAKTUELT

RAPPORT 10/2017

Country Evaluation Brief Myanmar/ Evaluation Portrait Myanmar

External consultants: Particip GmbH
in consortium with Menon Economics

ISBN: 978-82-8369-043-9

BACKGROUND

Myanmar's political, economic and social change process has helped to promote democracy, peace and growth. Nevertheless, the transition from a dictatorship to a fledgling democracy is characterised by a high risk of backsliding, and makes strong demands on the donors' management skills and willingness to stay the course over time. The new government's inability to tackle the Rohingya crisis carries the risk of destroying the development hitherto achieved.

AID EFFORTS

Development aid to Myanmar increased significantly following the discontinuation of economic sanctions against the country in 2013 and the start of the authorities' economic reform programme. Aid in 2013 amounted to over USD 7 billion, primarily due to comprehensive debt relief as well as budget support. In subsequent years, development aid has fluctuated between USD 1–2 billion. The main share of the aid from bilateral donors goes to the social infrastructure and services sector, and is being channelled via public institutions.

FINDINGS

Donors have had a flexible approach to development interventions in Myanmar, even though the goals have been ambitious given the difficult background. Widespread use of multilateral organisations, multi-donor programme funding and joint donor programmes have boosted coordination and interaction among the donors. This has meant that more recipients have been reached than would have been possible without

such collaboration. There are good examples of active participation and local ownership, not least via civil society. Efforts to strengthen the authorities in Myanmar have often had too restricted a mandate with a focus on individual institutions.

Aid disbursements have primarily gone to reducing poverty, improving living conditions and delivering basic services such as health and education. Nevertheless, the programmes have not sufficiently targeted the poorest and most vulnerable. At the same time, weak public institutions have limited ability to properly deal with large amounts of development aid funding. Capacity-building measures have too often been characterised by one-off interventions with little permanent impact.

The report recommends long-term efforts to strengthen institutions – particularly oversight institutions such as Parliament, the judiciary and the Human Rights Commission – in addition to promoting decentralisation.

Country evaluation brief: Nepal



PHOTO: EU/ECHO/PIERRE PRAKASH/Flickr

REPORT 11/2017

Country Evaluation Brief Nepal/ Evaluation Portrait Nepal

External consultants: Particip GmbH
in consortium with Menon Economics

ISBN: 978-82-8369-044-6

BACKGROUND

Two decades of conflict have exacerbated Nepal's socioeconomic challenges. While the 'People's War' ended in 2006 and was followed by reconciliation and reconstruction, political instability prevails. Nepal is prone to various types of natural disasters. In April 2015, the country was struck by a major earthquake in which more than 9000 people lost their lives.

AID EFFORTS

Development aid to Nepal increased up to 2010, and stood at approximately USD 900 million annually from 2010 to 2014. In 2015, this increased to close to USD 1.4 billion. Development aid constitutes almost one-fifth of the national budget and 6 per cent of the GDP. The key donors are the World Bank, the Asian Development Bank, the UK and the United States. The largest aid sector is social infrastructure and services. Since April 2015, a large proportion of the aid has gone to post-earthquake reconstruction.

FINDINGS

Aid to Nepal has largely focused on national goals, particularly within peacebuilding. The evaluations highlight support to elections and a new constitution as important steps on the path to peace and stability. Development aid has also given good results in other areas. Primary, basic and secondary education have been strengthened. There has also been a substantial reduction in maternal mortality.

Efforts to bolster local communities have helped to alleviate poverty at household level, but have made

little contribution to achieving a lasting reduction in poverty. The energy sector has received the most international support in recent years. While the infrastructure has been improved, electricity generation targets have not been reached.

The early intervention in the wake of the earthquake in 2015 was effective, but more long-term reconstruction has suffered from weak governance and the absence of an overall strategy. Nepal still faces great challenges regarding gender equality and social inclusion, with wide-ranging differences based on gender, caste and ethnicity. Progress in the anti-corruption area has been limited.

Country evaluation brief: Ethiopia



PHOTO: ANDREA MORONI/FLICKR

REPORT 2/2018

Country Evaluation Brief Ethiopia/ Evaluation Portrait Ethiopia

External consultants: Particip GmbH
in consortium with Menon Economics

ISBN: 978-82-8369-046-0

BACKGROUND

Ethiopia has a unique history, being one of only two non-colonised countries in Africa, although briefly occupied by Italy during the Second World War. It is also the home of the Ethiopian Orthodox Church, one of the oldest Christian churches in the world. In 1994, Ethiopia adopted a federal structure based on ethnic federalism.

The Ethiopian authorities have assumed ownership of the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs) by integrating their agendas into national development plans.

AID EFFORTS

With the exception of 2006, when extensive debt relief brought development aid to Ethiopia to a total of USD 6 billion, annual support has stood at approximately USD 3 billion since 2008. Approximately half of this is channelled via the public sector. Social infrastructure and services constitute the largest single sector. The World Bank, the United States and the UK are the biggest donors.

FINDINGS

At the end of 2015, Ethiopia had reached or was on track to reach six of eight MDGs. Development assistance played an important role in this respect.

Efforts aimed at boosting the ability of the authorities to deliver basic services helped to ensure an increase in service delivery in health and education, water and sanitation services, agriculture and roads. In addition,

the interventions contributed to poverty reduction and the achievement of the MDGs, not least in the absence of earlier budget support.

A dedicated food security programme in which donors worked in close cooperation with the Ethiopian authorities resulted in enhanced food security in the Ethiopian Highlands, where tilling the soil is the main activity of many farmers. Equivalent results were not achieved in the Lowlands, where pastoralism (animal husbandry) is more important.

Civil and political rights are under pressure, particularly after the legal restrictions imposed in 2009 ('Charities and Societies Law'). Donor aid is mostly being channelled through large-scale multi-donor, government-implemented programmes. The impact has varied. The combination of multi-donor programmes and restrictions vis-à-vis civil society appears to support government ownership rather than national ownership in a broad sense.

Country evaluation brief: Haiti



PHOTO: UN PHOTO/LOGAN ABASSI/FLICKR

REPORT 3/2018

Country Evaluation Brief Haiti/ Evaluation Portrait Haiti

External consultants: Particip GmbH
in consortium with Menon Economics

ISBN: 978-82-8369-051-4

BACKGROUND

In addition to natural disasters such as the powerful earthquake that hit Haiti in 2010, chronic poverty, inequality and a lack of economic development have contributed to the growth of gang violence, drug trafficking and organised crime. While the United Nations stabilisation mission – MINUSTAH – is in the process of scaling down, relations with the neighbouring Dominican Republic are deteriorating.

AID EFFORTS

Development aid to Haiti increased steadily up to 2009, and surged in 2010 to approximately USD 3.7 billion, primarily in the form of humanitarian assistance and debt relief. Thereafter, development aid declined steadily until 2014 but increased slightly up to 2015 when total aid disbursements reached just over USD 1 billion. Development aid has a strong emphasis on health, social infrastructure and services, as well as humanitarian assistance, with NGOs playing a key role. The United States is by far the biggest donor, followed by regional banks, the EU and Canada.

FINDINGS

A formidable challenge for aid efforts in Haiti relates to the ties between humanitarian efforts and long-term development aid. This was highlighted in the wake of the earthquake in 2010. The country is experiencing a significant degree of donor 'fatigue', not least in connection with the high level of corruption and an uncertain political situation.

Aid efforts in Haiti led to few lasting changes for the better, even though much has been achieved locally. Good results have been delivered in disaster prevention, health and education, while results in water and sanitation as well as agricultural reform have been limited. Efforts following Hurricane Matthew in 2016 were partly successful and were characterised by speed and high coverage. In addition, donors successfully coupled deliveries of infrastructure aid with social awareness and systems, contributing to increased ownership and enhanced sustainability. However, the ability to prevent crises remains low, with continued vulnerability towards new crises.

Country evaluation brief: Tanzania



PHOTO: GPE/CHANTAL RIGAUD/FLICKR

REPORT 5/2018

Country Evaluation Brief Tanzania/ Evaluation Portrait Tanzania

External consultants: Particip GmbH
in consortium with Menon Economics

ISBN: 978-82-8369-048-4

BACKGROUND

Tanzania's economic growth since approximately 2000 has helped to reduce the poverty in the country, although the needs of the population are still immense. The economy has been less buoyant since 2016. Meanwhile, political tensions in the country have grown, including in the form of politically motivated violence, and the human rights situation has worsened as well. Nevertheless, concerns about widespread corruption led to a deterioration in the policy dialogue with donors from 2014, and a shift in assistance from budget support to project-based development aid.

AID EFFORTS

In 2006, Tanzania received more than USD 4 billion in debt relief, and total development aid of over USD 6 billion. In the following years, total annual disbursements fluctuated between USD 2–3 billion. The bulk of this is channelled via the public sector, and most goes to social infrastructure and services. The United States, the World Bank and the UK are the biggest donors. Budget support has been greatly reduced after 2014 in the wake of serious corruption cases.

FINDINGS

Comprehensive donor support, not least in the form of budget support, has promoted greater access for the population to education, infrastructure and service provision in the agricultural sector. However, the quality of the services, such as learning outcomes in schools, has not been as good. Civil society in Tanzania has been strengthened in recent years, and is more able today to hold the authorities to account on the use of public funds.

The evaluations indicate that development aid interventions have led to positive results, for example in the energy sector, but institutional bottlenecks and lack of investments have had a limiting effect. The absence of national ownership has also reduced the sustainability of many interventions. Further progress in the development area will depend on a stronger dialogue with donors as well as a far greater focus on the quality of the services provided.

Country Evaluation Brief: Mali



PHOTO: ISTOCKPHOTO/ICODACCI

REPORT 6/2018

Country Evaluation Brief Mali/ Evaluation Portrait Mali

External consultants: Particip GmbH
in consortium with Menon Economics

ISBN: 978-82-8369-056-9

BACKGROUND

While Mali was long considered a success story, this changed after a series of events in 2011–2012, including severe drought. The rise of Tuareg and Islamist rebellions in the north of the country in addition to a military coup in 2012 in which the president was deposed, set the country far back both economically and politically. The peacekeeping UN force MINUSMA was established in 2013.

AID EFFORTS

In 2006, Mali received approximately USD 2 billion in debt relief, which brought total development aid to almost USD 3 billion. In the following years, the total amount of annual development aid rose from just under USD 1.0 billion to roughly USD 1.3 billion in 2015. The United States, the EU and the World Bank are the biggest donors, followed by France, Canada and regional development banks. At the same time, the nature of development aid has changed. While the bulk of aid up to 2012 was given as budget support to development interventions, aid in ensuing years has primarily been channelled through NGOs as humanitarian assistance.

FINDINGS

Budget support up to 2012 is considered to have helped to achieve the goals of poverty reduction, growth and service delivery. However, the impact of the varying levels of budget support from 2012 onwards has not been assessed. Improvements to governance were introduced in the period up to 2012, backed by democratic reforms and progress in the

area of human rights. However, the 2012 crisis and the ensuing developments raise fundamental questions about how profound these improvements were.

The evaluations find that donors have been creative in their efforts to ensure food security as well as economic security, in part by using cash-based support schemes. Efforts to achieve greater gender equality have continued, but due to deep-rooted patriarchal structures, gender equality efforts have not led to significant change. Sustainability in development aid efforts has been too low. Progress towards stability and development will require a greater effort to improve governance, including strengthening the judiciary.



PARTNERSHIP AGREEMENTS

PARTNERSHIP AGREEMENTS

Most organisations that receive Norwegian aid conduct evaluations of their own activities, whether they are multinational (multilateral) organisations, or institutions or NGOs of the recipient country. Since Norway supports some of these activities, this work is also important for generating more knowledge about Norwegian development aid.

In order to gain insight into this evaluation work, the Evaluation Department joins forces with similar units in UN organisations, development banks and other evaluation communities. Our contractual partners this past year are described below:

Evaluation Department of the African Development Bank

In 2015, the department signed a partnership agreement with the independent evaluation office of the African Development Bank, whereby we subsidise evaluations and studies of the Bank's support to the private sector, the energy sector and country programmes.

Evaluation Department of the UN Development Programme (UNDP)

In 2015, a new agreement was entered into with UNDP's independent evaluation office after the previous agreement ended in 2014. In 2017, the work currently in progress focused on supporting evaluation initiatives that strengthen the partner countries' opportunities to evaluate the achievement of the Sustainable Development Goals in the years ahead. The thematic delimitation is regarded as relevant in relation to the priorities of Norway's development policy. With support from the Evaluation Department, a practical guidance tool is now being devised that the national authorities can use to diagnose the current evaluation capacity, as well as guidelines on how capacity can be strengthened in relation to national needs and priorities. The guidance tool is available online.

The Global Environment Facility (GEF)

In 2017, the Evaluation Department entered into a partnership agreement with the GEF's evaluation office. As a result, we have partly funded several evaluations and studies. The evaluations that are completed are discussed in the following pages.

Evaluation of the Global Environmental Facility's engagement with the private sector



PHOTO: DANA SMILLIE / WORLD BANK/FLICKR

EVALUATION OF GEF ENGAGEMENT WITH THE PRIVATE SECTOR 2017

<http://www.gefio.org/evaluations/evaluation-gef-engagement-private-sector-2017>

BACKGROUND

The Global Environment Facility (GEF) provides loans and support to projects in various areas, including support to maintaining biological diversity, climate change mitigation, water resources management, combating land degradation, maintaining the ozone layer and sound management of pollutants. In addition, the GEF provides support to programmes reducing the vulnerability of developing countries as well as the extended effects of climate change.

This evaluation examines the GEF's strategies to involve the private sector in efforts targeting climate change. This includes strengthening institutional capacity, supporting pilot projects, innovative financial instruments and network-building to promote collaboration among a variety of stakeholders.

PURPOSE

The purpose of the evaluation is to gain insight into and learn lessons from GEF's efforts to promote private sector investments in climate-friendly interventions. The evaluation maps factors that affect private-sector supply and demand related to environmental funding, and identifies GEF's relative advantages in engaging the private sector in this work.

FINDINGS

GEF's work to promote regulatory frameworks for private investment in climate-friendly production processes and interventions potentially conflicts with the requirements regarding the rate of return from GEF's work with the private sector.

Two-thirds of the projects in GEF's private sector portfolio target the prevention of climate change. GEF has invested considerable effort in improving framework conditions for the participation of the private sector in the climate change area.

By stimulating markets and reducing risk, the GEF's support has resulted in sound co-financing relationships. Every GEF grant dollar from GEF to the private sector portfolio leverages USD 8 in co-financing.

GEF's focus areas, such as water management and food security, are sectors with low private-sector participation. This creates a difficult starting point for its efforts to engage the private sector in these areas.

GEF has gained considerable experience in providing technical assistance as well as contributing to capacity building for aid recipients in developing countries. The GEF displays a greater willingness to take risks than other comparable schemes.

The private sector is largely unaware of GEF's schemes. The majority of actors that were contacted in connection with the evaluation have the opinion that the GEF's application process is complicated and time-consuming.

RECOMMENDATIONS

- > GEF should continue to focus on interventions that bolster policy and regulatory reform regarding private sector environmental investments.
- > Intensify GEF's efforts to engage the private sector beyond the climate focus area, for example in respect of water resources and food security.
- > Improve GEF's outreach information efforts to the private sector. This applies to information about grant schemes and application procedures in particular.
- > Improve accessibility and quality of information in GEF's database and dedicate appropriate resources to monitoring and evaluating GEF's private sector portfolio.

The Global Environmental Facility's work on prevention and reduction of land degradation



PHOTO: GEF

LAND DEGRADATION FOCAL AREA STUDY, 2017

<http://www.gefio.org/evaluations/land-degradation-focal-area-ldfa-study>

BACKGROUND

The aim of the Global Environment Facility (GEF) is to examine global environmental problems as a whole instead of addressing them individually. This study assesses the global environmental impacts of GEF's interventions targeting the prevention and reduction of land degradation at the local level.

PURPOSE

The purpose of this study is to help to inform the ongoing process for replenishment of contributions to GEF. The study assesses the relevance, measurement effectiveness and cost effectiveness of the GEF's efforts to reduce land degradation.

FINDINGS

The Africa region is the biggest recipient of GEF funding (measured both in number of projects and financing). GEF's regional focus is very relevant in light of the strategic plans of the United Nations Framework Convention on Climate Change, and local needs in the Africa region.

A quantitative analysis shows marked impacts in the form of a reduction in forest degradation and an increase in vegetation productivity. The analysis shows that the results can be observed roughly 4.5 to 5.5 years after the start of the projects, indicating that a longer period is needed for the projects. Returns in the form of 'carbon sequestration' in the soil are estimated at 43.52 tons of carbon per hectare.

Projects that target the entire production chain with a focus on socioeconomic results show greater sustainability. Projects with total financing of USD 10–20 million consistently show the most positive impacts.

GEF's monitoring and evaluation framework has improved and become more user friendly over time, but measurements of long-term impacts of GEF's efforts are still lacking. This restricts GEF's ability to impart the lessons learned from its efforts to the countries concerned.

RECOMMENDATIONS

- > Measures that avoid and reduce land degradation should be strengthened by interventions focusing on restoration of degraded soil.
- > Measures to reduce land degradation should target areas in Africa that are experiencing an increasing migration trend in the population.
- > Climate change affects land degradation, and unsustainable land management affects climate change. Given the linkage between climate change and land degradation, projects focusing on dealing with the problem of land degradation should also assess the project risk due to climate change.
- > There is a need to strengthen monitoring and evaluation procedures, particularly with respect to the time frame for measuring results. There is a need to emphasise the measurement of the long-term impacts of projects.

The Global Environment Facility's efforts to achieve emission reduction climate impacts



PHOTO: RIO MADEIRA, RUI FAQUINI/IMAGENS, ANA

CLIMATE CHANGE FOCAL AREA STUDY 2017

The Global Environmental Facility (GEF) supported by Norad's Evaluation Department

<http://www.gefio.org/evaluations/climate-change-focal-area-study-2017>

BACKGROUND

The Global Environment Facility (GEF) administers a range of grant mechanisms under the United Nations Framework Convention on Climate Change (UNFCCC), also known as the UN Climate Convention. This evaluation assesses GEF's efforts to achieve climate impacts via emission reductions. The evaluation also draws on earlier GEF evaluations, including the evaluation of the Least Developed Countries Fund from 2016 and Special Climate Change Fund from 2017.

PURPOSE

The main purpose of this evaluation is to acquire an overview and learn lessons from GEF's efforts to mitigate climate change. The evaluation assesses the relevance and effectiveness of the fund's support to interventions mitigating climate change.

FINDINGS

The GEF's project portfolio aimed at mitigating climate change is both relevant and well adapted to the guidelines of the UN's Climate Convention.

The GEF's project portfolio has expanded from pilot projects in an individual sector to more integrated projects, including sustainable forest management. The shift came about as the result of an expectation that integrated projects could deliver global environmental benefits, including a reduction in emissions of greenhouse gases that is greater than what can be achieved by projects focusing on a single sector.

The GEF's comparative advantage lies in its focus on an enabling environment for climate investment, risk sharing and flexible support schemes for funding integrated projects across environmental issues.

Approximately 70 per cent of GEF's climate change projects show catalytic effects primarily by contributing to changes in policies and facilitating an enabling environment for climate investment in order to achieve climate friendly interventions. This has been most visible in countries showing political willingness to change. Broader sectorial and economic challenges such as long-term energy subsidies, however, hinder the extensive use of innovative solutions demonstrated by GEF's activities.

The GEF has not systematically tracked or reported reductions in greenhouse gas emissions that can be attributed to its efforts. The majority of projects indicate the potential for reductions in greenhouse gas emissions although many appear to be falling short of achieving their specific targets.

RECOMMENDATIONS

The GEF should prioritise activities that focus on policy changes and an enabling environment for climate investment in order to achieve emission reductions and be a driver in developing integrated projects with flexible funding.

The GEF Secretariat should ensure the reporting of global environmental benefits, in particular mitigation of greenhouse gases.

The Global Environmental Facility's interventions in land degradation and biodiversity



PHOTO: SHUTTERSTOCK

VALUE FOR MONEY ANALYSIS OF GEF INTERVENTIONS IN LAND DEGRADATION AND BIODIVERSITY, 2017

<http://www.gefio.org/evaluations/value-money-analysis-gef-interventions-land-degradation-and-biodiversity>

BACKGROUND

This study uses statistical methods to test a number of hypotheses on the economic effectiveness of projects under GEF's two focus areas – land degradation and biological diversity. The study is based on data from several sources, including satellite data and information at project level.

PURPOSE

The purpose of the study is to compute the value for money of project-level efforts within the GEF's two focus areas – land degradation and biodiversity.

FINDINGS

GEF's land degradation and biological diversity projects show a positive effect measured in the form of changes in forest cover and vegetation productivity. The net value of the effect at project level ranges from USD 62–207 per hectare in the project area.

Impacts at project level vary considerably:

- > Projects addressing land degradation are most effective in areas where the level of land degradation is high at the start of the project.
- > Projects in Africa and Asia had shown generally positive impacts. Projects in Latin America and Oceania show positive impacts on some indicators.
- > Projects in the biological diversity focal area show measurable impacts after a year, particularly in areas with lower temperatures. Projects aimed at preventing/reducing land degradation only show measurable impacts after four to five years.

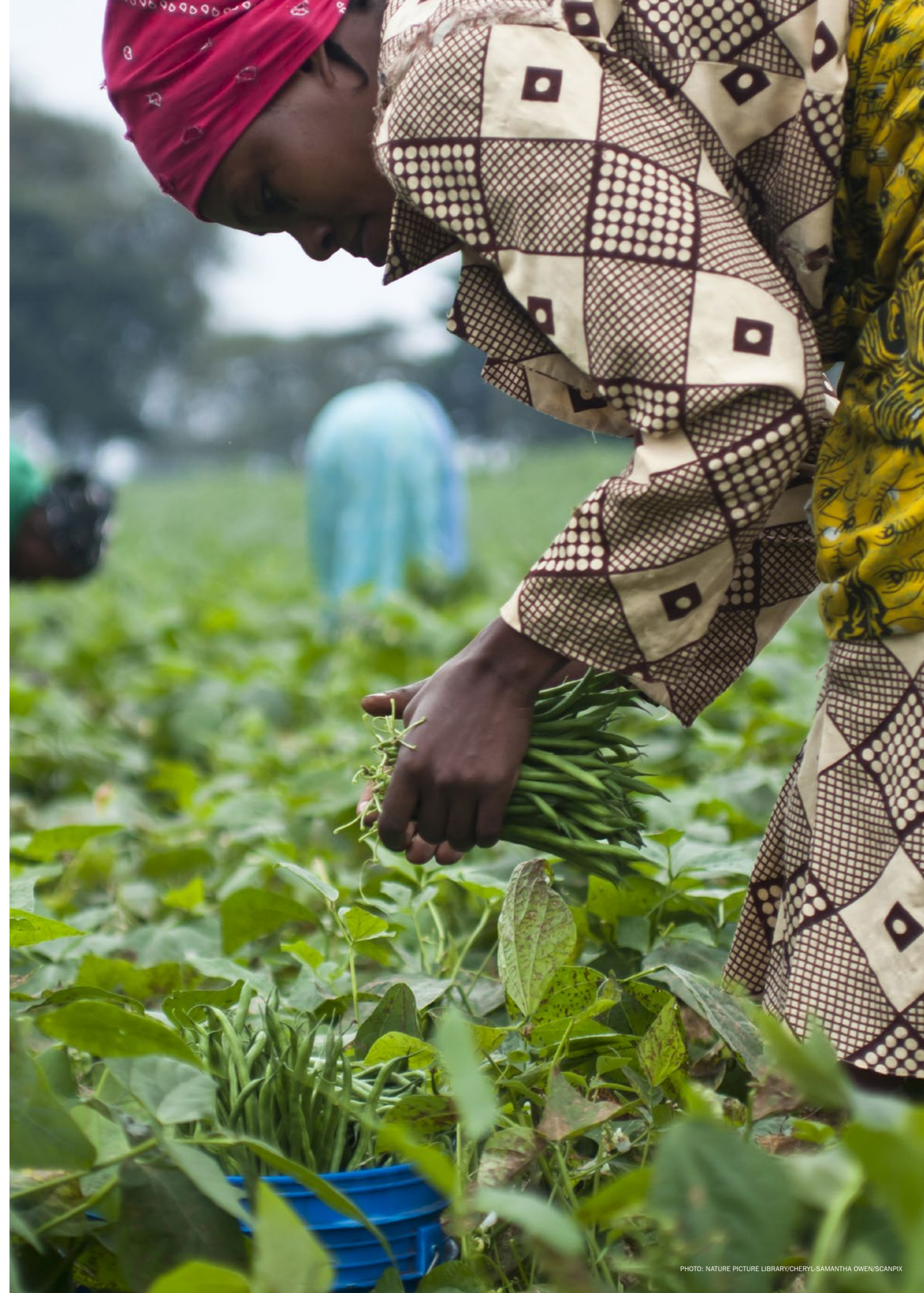
Projects in the 'biological diversity' focal area show the benefits of large-scale operations in that average costs are lower in large-scale projects than small-scale projects.

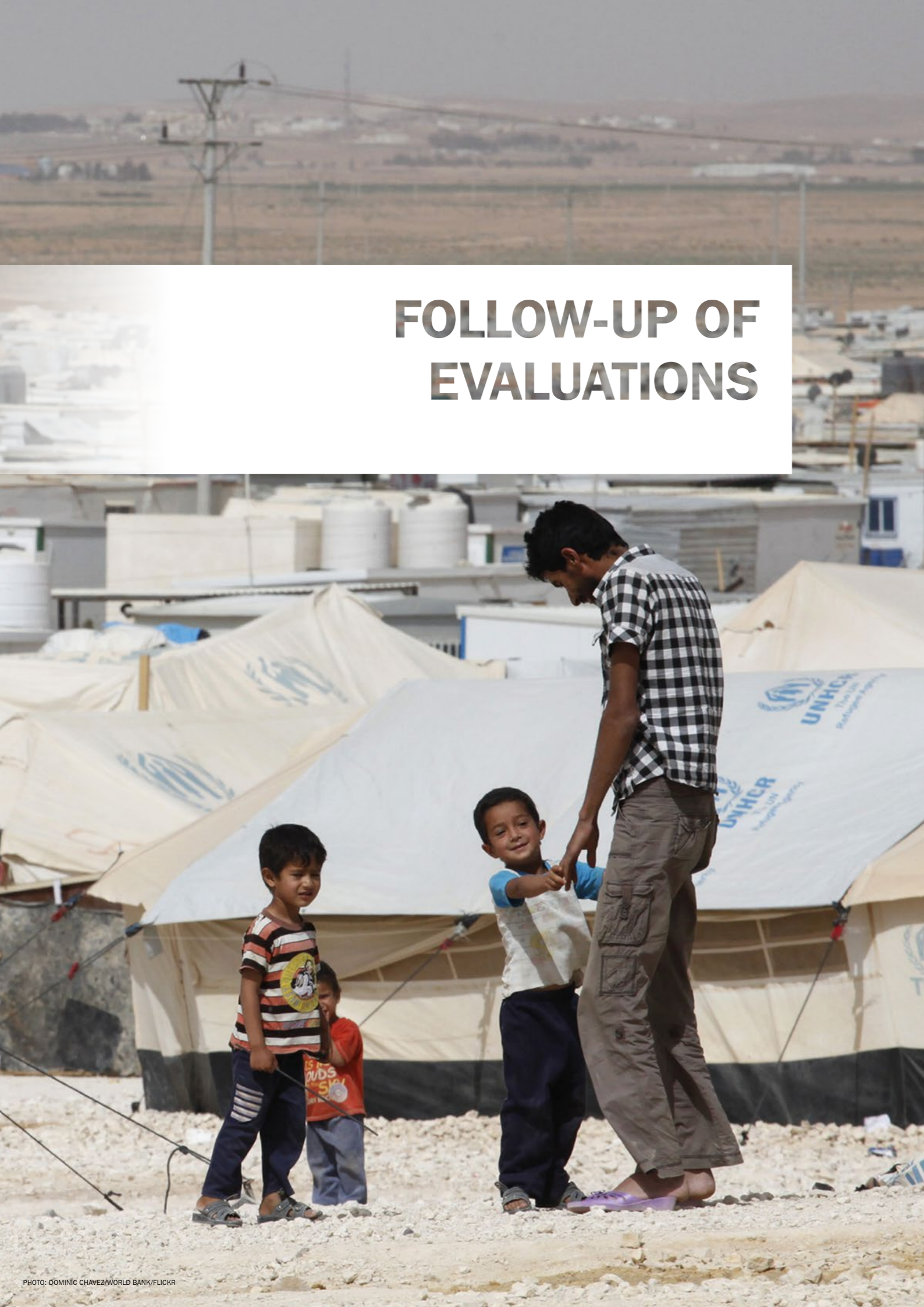
Projects aiming to address land degradation show a higher net return on investment (8 per cent) compared with projects aimed at preserving biological diversity where the return is lower (approximately 4 per cent).

RECOMMENDATIONS

Project locations should be decided after a thorough investigation of local conditions.

Project size should be decided based on the underlying cost structure of the project in order to exploit potential economies of scale in priority areas.





FOLLOW-UP OF EVALUATIONS

Follow-up of evaluations

Follow-up of the Evaluation Department's reports is institutionalised through the Instructions for Evaluation Activities in Norwegian Aid Administration (2015). Against the background of a final report and acquired information, the Evaluation Department prepares a cover memo to the Ministry of Foreign Affairs' leadership or, when it comes to following up the evaluation of the Norwegian Climate and Forest Initiative, to the Ministry of Climate and Environment. In the memo, the Evaluation Department presents its assessment of the evaluation and proposals for points that should be followed up in Norwegian development policy. Further follow-up is the responsibility of the Ministry of Foreign Affairs and the Ministry of Climate and Environment. The department or foreign service mission that is responsible for the aid that has been evaluated is required to draw up a follow-up plan within six weeks and report back to the ministry leadership within a year on the measures that have actually been initiated as follow-up to the evaluation. Both these documents must be sent to the Evaluation Department for information purposes.

The table that follows shows the follow-up status of the Evaluation Department's reports in the period 2009 and up to May 2018. Both the Evaluation Department's follow-up memos and the ministries' follow-up plans and reports are published on the Evaluation Department's website:

<http://www.norad.no/en/toolspublications/publications/evaluationreports/>

FOLLOW-UP OF EVALUATIONS // STATUS AS OF MAY 2018¹

TOPIC OF THE EVALUATION/PROJECT	REPORT NO.	EVALUATION DEPARTMENT FOLLOW-UP MEMO TO THE MFA	FOLLOW-UP MEASURES ADOPTED BY THE MFA	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	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		
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



¹ This overview has been prepared by Norad's Evaluation Department and is based on copies received of follow-up resolutions and reports in accordance with the Instructions for the Evaluation Activity in Norwegian Aid Management.

TOPIC OF THE EVALUATION/PROJECT	REPORT NO.	EVALUATION DEPARTMENT FOLLOW-UP MEMO TO THE MFA	FOLLOW-UP MEASURES ADOPTED BY THE MFA	REPORT ON FOLLOW-UP
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 ²
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	11.02.2014 ³	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	Oppfølgingsnotat ikke 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
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



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.

³ 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	FOLLOW-UP MEASURES ADOPTED BY THE MFA	REPORT ON FOLLOW-UP
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	1.9.2017
Norwegian support to advocacy in the development arena	5/2016	02.09.2016	03.02.2017	30.4.2018
Country Evaluation Brief South-Sudan	6/2016	15.11.2016	23.11.2016	24.4.2018
Country Evaluation Brief Afghanistan	7/2016	15.11.2016	23.11.2016	24.4.2018
Country Evaluation Brief Mozambique	8/2016	15.11.2016	23.11.2016	24.4.2018
Review of evaluation systems in development cooperation	OECD DAC publication 2016	01.02.2017	16.03.2017	30.4.2018
Evaluation of the quality of reviews and decentralized evaluations	1/2017	01.02.2017	16.03.2017	30.4.2018
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	
Real-time evaluation of Norway's International Climate and Forest Initiative: Empowerment of indigenous peopled and forest-dependend communities	7/2017	Oppfølging av studien er inkludert i oppfølgingsnotat for rapport 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	
Evaluation of Norwegian support for education in conflict and crisis through civil society organisations	9/2017	20.11.2017	16.03.2018	
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	
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	
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		





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