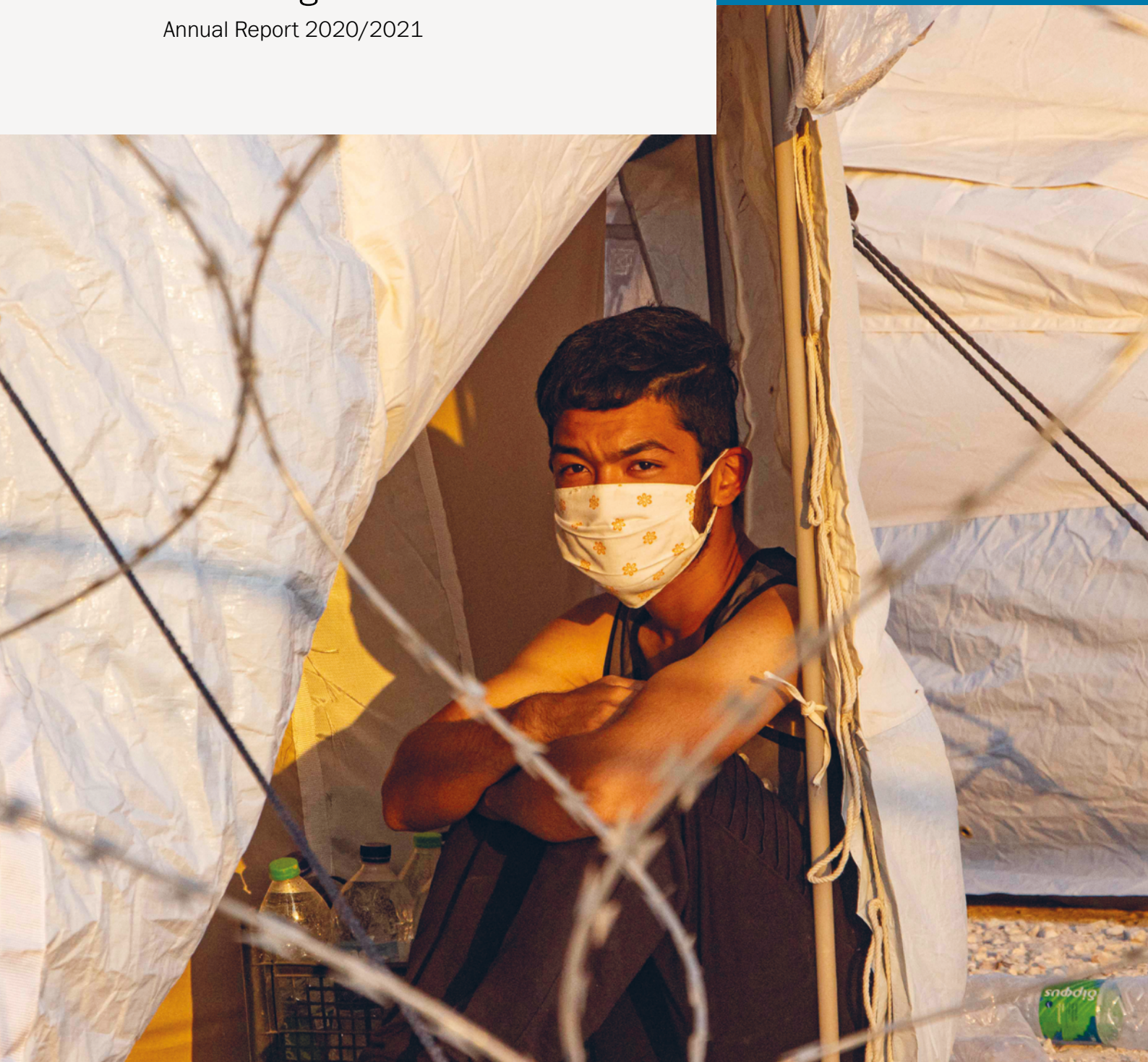


EVALUATION DEPARTMENT

Knowledge in a time of crisis

Annual Report 2020/2021



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Photo: Nipah Dennis/NTB/AFP

Preface

Like most annual reports for 2020, this one starts with the COVID-19 pandemic. At the beginning of March 2020, employees in the Evaluation Department and the rest of Norad had to start working from home. Almost overnight, it became virtually impossible to visit our international partners. Work at the Evaluation Department was also impacted; our consultants could no longer go on field trips or conduct physical interviews, and the department was unable to hold physical meetings to present findings and recommendations. Instead of the department's normal close on-site follow-up of development assistance, we were forced to work remotely. Like most other sectors, we had to think more creatively. And we did. It is with considerable pride that we can report that, despite all the limitations due to the pandemic, the Evaluation Department conducted four evaluations, nine mappings and eleven webinars in 2020. Indeed, one upside of the situation was that the digital meetings facilitated new and better opportunities to seek out relevant knowledge and involve researchers and experts from partner countries.

The pandemic meant that international development aid actors had to spring into action and react more quickly than would normally be required. Our mapping showed that in the period January to June 2020, Norwegian authorities reallocated just over NOK 700 million from the development aid budget to COVID-19-related activities. Norway played a key role in the international vaccine effort and helped establish the United Nations COVID-19 Response and Recovery Fund.

An important part of our work going forward will be to understand how well this support has worked and why. What are the short- and long-term results and, most importantly, what lessons can we learn that will better equip us and the rest of the world to deal with the next sudden pandemic or humanitarian crisis? To this end, we have taken the initiative to and play a key role in, for example, the real-time evaluation of the United Nations COVID-19 Response and Recovery Fund.

Evaluations promote accountability and learning. The need for more learning has been a guiding theme in the Evaluation Department's annual reports for

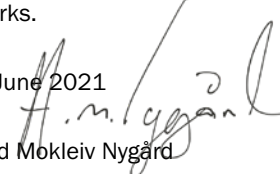
several years. There are signs that we in the Norwegian development assistance system are getting better at learning, but this is an ongoing process without an end-date that involves individuals, systems and organisations.

In 2020, the department carried out an evaluation of the decentralised evaluations, otherwise known as reviews. These reviews are performed at the agreement level (project/programme) and are part of the development aid management. The quality of the reports, which are intended to be a key source of critical information about what a project produces and what it achieves, is simply not good enough. There are various reasons for this, including lack of expertise, inadequate management prioritisation, and a lack of capacity and time to perform such reviews.

I am very pleased that the Ministry of Foreign Affairs and the Ministry of Climate and Environment, as well as Norad, have emphasised their desire for more knowledge, more evaluations, and more learning in the future. This is also reflected in Norad's new strategy, where the goal of improving the systematisation, sharing and use of knowledge is fundamental to all other priority areas for development assistance.

The Evaluation Department is an important component in the efforts to strengthen the use of knowledge in Norwegian development assistance. Going forward, we will focus on further developing the good work that is already being done in the department. It is always possible to improve, and we will work purposefully to further strengthen the relevance and the professional, methodological, and scientific quality of everything we do. The Evaluation Department endeavours to be an active partner in the further development of the evaluation work, and will contribute to innovation, not least in collaboration with other international evaluation networks.

Oslo, June 2021


Håvard Mokleiv Nygård
Director, Evaluation Department

About the Evaluation Department

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

The department is governed by the *Instructions for evaluation activities in Norway's aid administration*, and reports directly to the secretary generals of the Ministry of Foreign Affairs and the Ministry of Climate and Environment. Independence, credibility and utility are the guiding principles that must be respected in all evaluation activity. In order to ensure this, the department works in accordance with the principles described below.

The evaluations shall:

- be carried out independently of those responsible for administration and implementation
- be carried out in accordance with recognised evaluation standards and norms
- highlight relevant issues
- put forward feasible recommendations that can be used in budgeting for and further developing the evaluated activity
- contribute to a constructive and open debate

The department decides each year what to evaluate in a three-year rolling evaluation programme. In order to ensure the relevance and use of the evaluations, the programme is designed in consultation with actors in and outside the development aid administration based on an assessment of what knowledge and issues are relevant to the planned work. During the evaluation processes, good coordination and dialogue with the stakeholders is also facilitated.

An important part of the Evaluation Department's work is to disseminate knowledge and create debate to promote learning and accountability. The department therefore has targeted measures on this, especially in connection with the launch of the reports. The next page gives an overview of important events in the past year. The annual report itself is an important product for promoting the lessons that have emerged over the past year and putting them on the agenda.

All evaluation reports are launched at public seminars and are available on Norad's website. Follow-up plans and reports are also published here. These are prepared by those responsible for the development assistance that has been evaluated and approved by the secretary generals of the ministries. See more about follow-up at the back of the report (p.52).

The Evaluation Department also issues its own newsletter, EvalNews, giving details about evaluations, seminars and other sources of information, writes feature articles and tweets about the knowledge the department produces.

AS PER AUGUST 2021, THE EVALUATION DEPARTMENT CONSISTS OF THE FOLLOWING EMPLOYEES

Anette Wilhelmsen
Anita Haslie
Balbir Singh
Håvard Mokleiv Nygård (Director)
Ida Lindkvist
Jan-Petter Holtedahl
Javier Fabra-Mata
Kjersti Løken
Kristin Hauge
Siv Lillestøl (Deputy Director)
Tove Sagmo

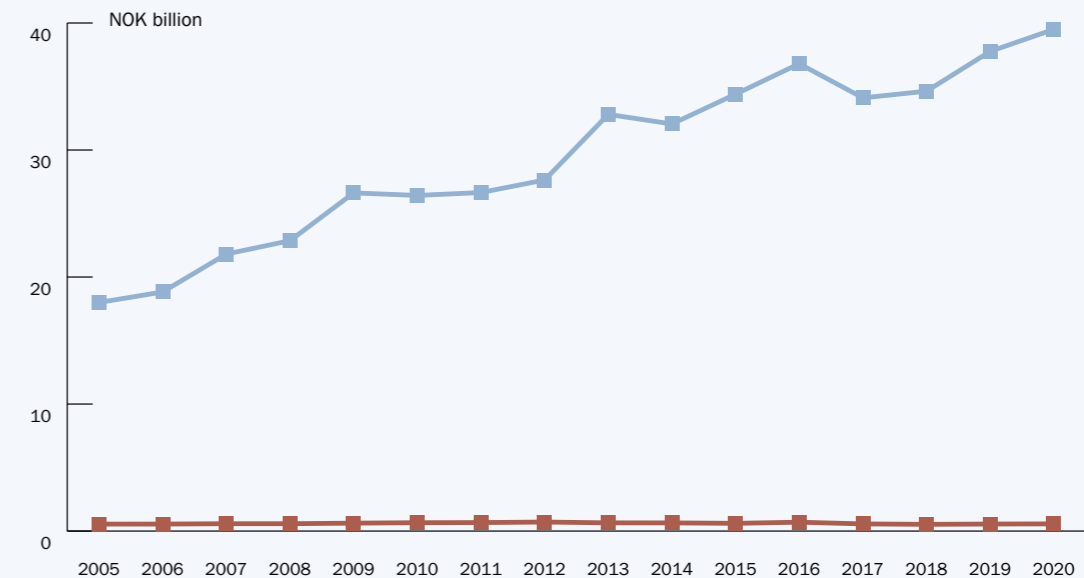
Aid budget

39,5024 billion ▲

Allocation to evaluation

0,0188 billion ▼

The axis of the evaluation budget includes funds allocated to evaluation (consultants) and partnership agreements. Including administrative costs, the department's total resource frame in 2020 was just below 28 MNOK.



The figures below are for the period June 2020–August 2021.

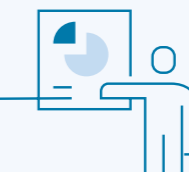
Feature articles and newspaper articles

20



Webinars

12



Twitter followers

1111



Numbers of newsletters

10



Newsletter subscriptions

791



In the past year



1 **24.06.2020: Video comments on Twitter: From knowledge to implementation. Launch of the Annual Report 2019/2020.** Deputy Secretary General Hege Hertzberg, Norad's Director General Bård Vegar Solhjell, diplomat Ingunn Klepsvik and Professor Benedicte Bull from the University of Oslo commented on key lessons from the evaluations in the past year. Per Øyvind Bastøe, Director of the Evaluation Department, also presented the annual report. See the video comments at Norad.no.

2 **22.09.2020: Webinar: Norway's anti-corruption efforts in development policy and assistance.** Launch of the evaluation of Norway's anti-corruption efforts in development policy and assistance (Report 5/2020). Recording available.

3 **13.10.2020: Webinar: Good decentralised evaluations can improve development assistance. How can we improve quality?** Internal meeting on the launch of the evaluation of quality in decentralised evaluations in development aid administration (Report 6/2020).

4 **29.10.2020: Webinar: Norway's management of risks in efforts in fragile states.** In connection with the launch of the evaluation of Norway's efforts in Somalia 2012–2018 (Report 7/2020). Recording available.

5 **24.11.2020: Webinar: Lessons learned from international development assistance in Colombia.** Launch of the Country Evaluation Brief on Colombia (Report 8/2020). Recording available.

6 **01.12.2020: Webinar: Ghana – From a poor aid recipient to a middle-income country.** In connection with the Country Evaluation Brief on Ghana (Report 9/2020). Recording available.

7 **15.–17.12.2020: Video comments on Niger – alternative launch of the Country Evaluation Brief.** Team leader Jörn Dosch from Particip GmbH presented important findings and lessons learned from the evaluations covered in the report (10/2020). Ambassador Johan Meyer and researcher Morten Bøås commented. See the video comments at Norad.no.

8 **12.01.2021: Webinar: Report on Norway's efforts to include people with disabilities in development assistance efforts in the period 2010–2019.** Presentation of the findings and a discussion with the target group on developing a future evaluation on this topic.

9 **21.01.2021: Workshop: Operationalisation of conflict sensitivity – from the individual to the system.** An internal workshop for employees in the Ministry of Foreign Affairs and Norad. In-depth look at thematic areas based on findings from the country evaluations of Somalia and South Sudan. Further reading in the text box.

10 **04.02.2021: Webinar: Uganda – international development assistance and the election result.** In connection with the Country Evaluation Brief on Uganda (Report 12/2020). Recording available.

11 **05.02.2021: Webinar under the auspices of Norad: Social safety net, welfare state-building – and COVID-19.** The Evaluation Department presented findings from a report on cash transfers, carried out in collaboration with the OECD/DAC's coalition for evaluations of the COVID-19 pandemic. Recording available.

12 **11.02.2021: New director!** Håvard Mokleiv Nygård took over the role of Director of the Evaluation Department. He was previously head of research at the Peace Research Institute Oslo (PRIO).

13 **18.02.2021: Webinar: IWebinar: Indonesia – international development assistance and the forest initiative.** In connection with the Country Evaluation Brief on Indonesia (Report 11/2020). Recording available.

14 **18.03.2021: Webinar: What will be the important areas to evaluate in the years ahead?** Panel discussion on important topics, trends and

priorities for the upcoming evaluation programme. Recording available.

15 **07.04.2021: Webinar: NICFI funding for private sector initiatives.** A seminar for relevant partners in the Ministry of Climate and Environment, Norad, embassies and civil society organisations in connection with the launch of the evaluation of Norway's International Climate and Forest Initiative's (NICFI) funding for initiatives in the private sector (Report 2/2021).

16 **24.06.2021: Webinar: Early lessons on the UN Covid-19 Multi-Partner Trust Fund.** Report and webinar in cooperation with the Executive Office of the Secretary General of the United Nations. Recording available.

Operationalisation of conflict sensitivity – from the individual to the system

Conflict sensitivity was a key theme in the country evaluations of South Sudan and Somalia respectively in 2020. Both evaluations looked at how conflict-sensitive interventions were deployed in the Norwegian effort, whether these efforts have impacted on or been impacted by the conflicts and the extent to which Norway has supported specific conflict-sensitive interventions that promote peace. Based on the lessons learned from the two evaluations, extra efforts were subsequently made with a view to helping to operationalise and institutionalise conflict sensitivity in development aid administration.

The Evaluation Department recruited researcher Eva Østbye to review the lessons learned, interview key people in the administration and hold an internal workshop in which employees in the Ministry of Foreign Affairs and Norad learned about and reflected on conflict sensitivity.



Photo: Espen Røst/Bistandsaktuelt

Lessons learned

There are three lessons we will draw on from the past year's evaluations. However, before we present these, we want to point out that some of the most important lessons we learned last year did not stem from findings in evaluations as such but were related to how the pandemic affected the way we worked. Remote working enabled us to do more than we had originally envisaged, but there are also limits to this way of working. We realised that webinars brought together presenters and participants in a new way, and we have learned from this experience. However, it also became clear that parts of the evaluation work, especially in relation to data collection, still require an on-site presence at the programmes and projects and face-to-face meetings with representatives of projects, organisations and authorities. Understanding the importance of having good local partners and the benefit of dividing large evaluation projects into smaller sub-projects have been important operational lessons.

As mentioned in the preface, a guiding theme in the evaluation of Norwegian development cooperation has been that the development assistance system must continue to learn from experience. This has been a recurring theme in several of the Evaluation Department's previous annual reports and is once again applicable to this year's report. How can we ensure that lessons learned from completed evaluations are incorporated into the ongoing work of improving Norwegian development cooperation? We will not give a concrete answer to that question here, but the lessons referred to below highlight

areas where the work on gathering knowledge can be improved. This is the starting point for how the whole system must view learning and is the responsibility of everyone who is involved in Norwegian development cooperation.

In this year's report, there are mainly three lessons we want to highlight. Two are recurring issues from previous years, but we want to continue our focus on these so that measures can be implemented to ensure that the lessons learned, both the positive and the negative, are incorporated into the planning of new development assistance interventions.

1. First, a better decision-making basis is needed in Norwegian development assistance. Norwegian development cooperation is risk-tolerant and flexible, which is positive, but it also entails important challenges in relation to how knowledge can be applied.

2. Second, Norwegian development cooperation must strengthen its ability to collect data and perform analyses and evaluations as part of and during ongoing initiatives in order to improve results management. As of today, we often lack sufficient knowledge about whether interventions achieve expected results and goals.

3. Third, we do not work systematically enough with countries that advance from low-income to middle-income status.



Photo: Ken Opprann

Lesson 1: A better decision-making basis is needed

The starting point for the first lesson is that Norwegian development assistance is risk-tolerant, flexible and adaptable. This is based on findings from several previous evaluations, and in last year's evaluations such findings were reflected in the evaluation of Norwegian support to Somalia and in the reporting on Norway's response to COVID-19. Norwegian development assistance was rapidly operationalised and was instrumental in the implementation of major international initiatives. We must maintain this ability to respond in times of crisis, but it is also important to ensure that such assistance is based on knowledge.

A weak decision-making basis for providing Norwegian development assistance may be the price that is paid for taking rapid action, and this will increase the risk of development assistance not achieving expected goals. Several of last year's evaluations identified a need to strengthen the planning of Norwegian development assistance interventions.

For example, in the evaluation of Norwegian support to Somalia we found that no systematic risk assessments had been made on how to handle dilemmas that arose

in the efforts. Good risk management requires broad insight into and knowledge of the expected and intended consequences of interventions. It should also be able to anticipate, to the degree possible, the potential unintended consequences and the broader context in which development assistance is provided. In order for interventions to have an optimum effect in the long term, development partners need broad knowledge of economic, social and political conditions, as well as conditions at country and regional level.

The study of direct cash transfers to individuals shows the importance of thorough preparation, including context analyses, prior to such support being given.

The evaluation of support for the private sector within Norway's International Climate and Forest Initiative (NICFI) also identified weaknesses in the decision-making basis for Norwegian support. This included a failure to undertake a comprehensive assessment of which interventions in the development assistance portfolio should be continued/scaled up and which should be discontinued, for example because they did not achieve the expected result.

Lesson 2: Learning and knowledge acquisition processes during projects need improvement

The second lesson is not about the evidence base in the phase where decisions about new agreements are made, but about what knowledge is gathered during an ongoing project or programme. This relates to the collection and application of knowledge that is necessary for effective results-based management. For example, the evaluation of NICFI found that not enough data were available to be able to analyse goal achievement in this field. These sorts of problems can lead to interventions being continued without sufficient knowledge of the objectives that are being met along the way.

One intervention that can be initiated to improve knowledge processes and learning during projects is real-time evaluations. The Evaluation Department has previously carried out several such evaluations, and last year we asked BetterEvaluation to prepare a brief on the possibilities, challenges, strengths and weaknesses of a real-time evaluation. This brief points to the importance of establishing good procedures and systems for learning as the initiatives progress in order for the real-time evaluations to have an impact.

The first two lessons point to a key dilemma in much of the development cooperation, the tension between the willingness to take risks and be flexible on the one hand and the requirement to 'do no harm' on the other. The 'do no harm' principle is often found to be in opposition to the desire to foster positive development effects at country level, i.e. 'do good'. Development assistance should facilitate long-term effects and ownership and should be sustainable in the sense that authorities and partners can continue the work after the assistance comes to an end. It must not lead to an escalation of conflicts or other unintended negative effects. This dilemma is seen in several of our evaluations, such as in the evaluation of anti-corruption.

Lesson 3: The planning for 'graduation' to a higher status needs to be improved

The third lesson relates to a major and important debate internationally about the future of aid and about the design of the future international development assistance system. International development aid is small compared to other international financial flows, such as direct and indirect investment, illegal capital, migrants' transfer of money to their home countries, etc. Aid can nevertheless act as a trigger for other funding and is vital for strengthening civil society and government budgets in the poorest countries.

A topic that has been the subject of much debate is what happens to the countries that move up in status, graduate, from a low-income to a middle-income country and where economic development has reached a point where the country no longer qualifies for official development assistance (ODA)¹. These are often countries that have large population groups that still living in extreme poverty or that have challenges related to conflicts and fragility. In our Country evaluation briefs, we examine three such countries, namely Colombia, Ghana and Indonesia.

A key lesson from the synthesis report for Ghana is that the transition to middle-income status was not sufficiently followed up as part of a comprehensive strategy for how the authorities and donors should phase out development assistance. As more and more countries hopefully attain this higher status, consideration must also be given to whether and when Norwegian development aid can contribute to such a transitional phase and shore up good governance and inclusive economic and social development.

¹ See for example: Glennie, J., 2020. *The Future of Aid: Global Public Investment*. Routledge.



Photo: Espen Røst/Bistandsaktuelt

Reports from the Evaluation Department

Norway's anti-corruption efforts in development policy and assistance



REPORT 5/2020

Evaluation of Norway's Anti-Corruption Efforts as part of its Development Policy and Assistance

Carried out by: Nordic Consulting Group
(Copenhagen)
ISBN: 978-82-8369-043-9

BACKGROUND

This evaluation looks at the four main priority areas for Norway's anti-corruption efforts: adherence to the principle of zero tolerance for corruption in Norway's development aid and assistance; anti-corruption as a cross-cutting issue; anti-corruption as a separate component within Norway's development assistance; and strengthening international norms and standards to combat corruption, including the fight against illegal capital flows and money laundering.

The evaluation is based on document studies and interviews; a survey of employees in the Ministry of Foreign Affairs (including at selected embassies) and Norad, as well as case studies on zero tolerance, climate and forests, health, Somalia and the global anti-corruption effort. The team has conducted field trips to Jakarta, Nairobi/Mogadishu, Geneva, Basel, New York and Bergen, and has held a number of meetings and interviews in Oslo.

The last time the Evaluation Department carried out an evaluation of Norway's anti-corruption efforts was in 2011 (Report 6/2011). One of the main recommendations at that time was that Norway should devise and adopt a broad-ranging anti-corruption strategy.

PURPOSE

The purpose of the evaluation is to help strengthen Norway's anti-corruption efforts and contribute to

learning for other actors who want to strengthen their anti-corruption efforts.

FINDINGS

Strategy

- Norway lacks an overall, comprehensive strategy document as a basis for its anti-corruption efforts.

The zero tolerance principle

- Norway has worked hard at adhering to the principle of zero tolerance for misuse of development aid, e.g. by renegotiating contract terms with multilateral organisations and non-governmental organisations (NGOs).
- Civil society organisations have strengthened their development aid administration systems.
- The zero tolerance policy manifests itself in different ways across channels and partners. In both Norad and the Ministry of Foreign Affairs, the main emphasis is on acting as a control authority. There is a shortage of anti-corruption activities aimed at strengthening partners' ability and willingness to realise zero tolerance objectives.

Anti-corruption as a cross-cutting issue

- The evaluation highlights Norway's clearly expressed obligation to maintain and practise anti-corruption as a cross-cutting issue in development assistance. It also points out that a risk-based approach has been prioritised in these efforts since 2017, with an emphasis on preventing damage as a result of Norwegian development assistance ('do no harm'). The evaluation calls for interventions that have encompassed more specific anti-corruption components ('doing good') as part of the cross-sector development assistance efforts.
- Anti-corruption measures are well integrated with the sectoral climate and forest efforts in Indonesia.
- In global health, both the GAVI Vaccine Alliance and the Global Fund have strengthened financial management and practices related to zero tolerance over time, which has helped enable these funds to oper-



Photo: Espen Røst/Bistandsaktuelt

ate in challenging circumstances. The report calls for a firmer anchoring of responsibility for following up anti-corruption and risk management at a higher level in the World Health Organization.

Specific anti-corruption interventions

- Norway has helped strengthen public financial management and contributed to anti-corruption interventions in the climate and forest sector. However, the evaluation raises questions about the sustainability of several of the interventions. The report further finds a lack of regular and systematic dialogue on anti-corruption at country level in Norway's partner countries.

Strengthening global norms and standards to combat corruption

- Norway has helped ensure compliance with the Anti-Corruption Convention (UNCAC) and been involved in the fight against large-scale corruption, illegal financial flows and money laundering.
- Norway has developed effective partnerships with government and civil society actors. Cooperation with Norway has developed effective partnerships with government and civil society actors. Cooperation with the private sector has so far been lacking.

Learning

- Staff at the Ministry of Foreign Affairs, embassies and Norad have had good access to suitable training and educational programmes through the Ministry of Foreign Affairs' Diplomatic Academy and U4, as well as advice from and thematic reviews by Norad's anti-corruption unit. The report nevertheless identifies potential to improve organisation-oriented training and information exchanges in the Norwegian development aid administration.

RECOMMENDATIONS

- In a dialogue with affected parties, the Ministry of Foreign Affairs should clarify the overall anti-corruption strategy and the links between the four priority areas, and assess the balance between control and preventive anti-corruption interventions.
- The Ministry of Foreign Affairs should continue the efforts aimed at ensuring a more ambitious global anti-corruption agenda and strengthen regular anti-corruption dialogue with partner countries.
- Norad should facilitate the overarching planning and reporting of results from anti-corruption efforts, as well as facilitate knowledge acquisition and the exchange of information.
- Norad should strengthen the implementation and follow-up of strategy at intervention, sector and country level.

Quality assessment of decentralised evaluations



REPORT 6/2020

Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2018–2019)

Carried out by: Ternstrom Consulting AB

ISBN: 978-82-8369-046-0

BACKGROUND

Decentralised evaluations are commissioned by units and departments in the Ministry of Foreign Affairs, at Norad and the Norwegian embassies, and are sometimes referred to as final or mid-term reviews. Decentralised evaluations are commissioned as part of the grant management of agreements and funds, and should not be confused with the independent evaluations carried out by the Evaluation Department.

Decentralised evaluations are an important source of information about the effect and benefits of Norwegian-funded development assistance programmes. They therefore need to be credible and relevant so that they can be used to improve Norwegian development assistance.

An evaluation published by the Evaluation Department in 2017 showed that there was reason to question whether the methods and analyses in these evaluations are suitable for producing reliable findings and conclusions.

The Evaluation Department has initiated two follow-up studies of the quality of the decentralised evaluations. The first study is discussed here and assesses the

quality of decentralised evaluations published in 2018 and 2019, while an upcoming study will assess the quality of evaluations published in 2020.

PURPOSE

The purpose of both studies is to raise the quality of the decentralised evaluations to a standard that enables them to be used to improve the management of Norwegian development assistance.

FINDINGS

The quality of decentralised evaluations needs to be improved considerably before they can serve as a useful tool for improving development assistance. About half of the evaluations have so many weaknesses that it is questionable whether they provide credible information about the effects and results of Norwegian development assistance.

Potential for improvement:

Method, findings and conclusions: Over 60% of the reports had such a poor description of methods that it was difficult to know whether the methods were adapted to the evaluation assignment. Just as many had a poor description and explanation of the limitations of the chosen methods. Furthermore, about half of the evaluations had major weaknesses relating to the source data. Less than 5% of the reports identified ethical challenges in connection with the evaluations.

Applying the international evaluation criteria: On average, relevance, effectiveness and sustainability criteria were used correctly, while the remaining criteria (impact and cost-efficiency) received unsatisfactory scores on average.

Cross-cutting concerns: Between 10% and 40% of the reports did not cover specific cross-cutting concerns, even where this was a requirement of the mandate. Among the reports that included cross-cutting concerns,



Photo: Ken Opprann

there were general weaknesses related to whether an assessment of cross-cutting concerns was used in the analysis in the evaluation.

RECOMMENDATIONS

- Reinforce and highlight interventions that can improve the quality of decentralised evaluations at all stages of the evaluation process. This may include support functions for grant managers.
- Implement measures that help integrate decentralised evaluations with results-based management within development aid administration.
- Implement measures that give better access to the decentralised evaluations internally and externally.

Decentralised evaluations are an important source of information about the effect and benefits of Norwegian-funded development assistance programmes. They therefore need to be credible and relevant so that they can be used to improve Norwegian development assistance.

Evaluation of Norway's engagement in Somalia



REPORT 7/2020

Evaluation of Norway's Engagement in Somalia

Carried out by: Tana Cph and Chr. Michelsen Institute (CMI)

ISBN: 978-82-8369-050-7

BACKGROUND

Norway's development assistance in fragile states has increased in recent years. Because of the complex challenges with this type of assistance, support for peace-building, humanitarian efforts and long-term development work may all be needed at the same time. The strategic framework for Norwegian engagement in such fragile states and regions emphasises that Norway must have a high tolerance for risk whilst also adhering to the principle of 'do no harm'. The balance between risk-taking and 'do no harm' can throw up various dilemmas.

Somalia is one of the fragile states that have received development assistance from Norway. The country has been hit by civil war and frequent droughts and floods since the early 1990s. Since the Federal Government of Somalia was formed in 2012, development assistance to the country has increased significantly. Norway has been a key contributor during this period. From 2012–2018, Norway spent NOK 3.2 billion in development aid in Somalia.

PURPOSE

The purpose of the evaluation is to provide insight into the dilemmas that Norwegian development aid actors faced in Somalia and how the dilemmas and challenges were handled in the period 2012–2018.

The evaluation assessed the effect of the Norwegian support and whether the efforts have been coordinated, conflict-sensitive and adapted to the context.

FINDINGS

- The goals for the Norwegian efforts in the periods 2012–2015 and 2016–2018 were to contribute to stability and development through initiatives for peace and national reconciliation and state-building. For the period 2016–2018, Norway also aimed to support humanitarian crises in accordance with humanitarian principles and to contribute to inclusive growth, job creation and social development.
- Norway's involvement is governed by both a Norwegian country strategy for Somalia and by Norway's global priorities. The largest proportion of Norwegian development aid to Somalia has been in line with the global priorities. This includes core funding for multilateral organisations, financial support for global funds and civil society support.
- Stand-alone projects can document good results, but the results achieved are mainly of an individual nature and not part of the more comprehensive Norwegian effort.
- Norway has had a high threshold for risk and has been quick to support initiatives, such as the Special Financing Facility, which was established at a time when other donors would not cooperate directly with the country's authorities. Through this initiative, Norway helped enable the Somali state to perform basic functions such as paying the wages of government employees.
- Norway has been a flexible donor, which has allowed partners to respond quickly in a complex context and adapt to an ever-changing situation.
- Norwegian support was mainly in line with the Somali federal authorities' goals and priorities.
- The collective Norwegian support in Somalia has not been coordinated at an overarching formalised level. The evaluation also found no evidence that the Norwegian-supported interventions were contrary to each other.



Photo: Thomas Mukoya/Reuters/NTB

- Norway worked actively to improve international donor coordination in Somalia, for example through support for joint donor funds and programmes. During the period covered by the evaluation, however, these mechanisms did not manage to improve the donor coordination.
- Norway's country strategy in Somalia is classified. Lack of transparency and communication in relation to Norway's goals in Somalia has led to Norway's intentions in Somalia being misunderstood by a number of actors.
- Norway faced a number of dilemmas in Somalia during the evaluation period. The dilemmas are related to whether Norway should support the Somali government, which was neither fully inclusive nor representative; how Norway should deal with Somaliland, which has declared independence, whilst simultaneously supporting a comprehensive state-building process; and how to safeguard humanitarian assistance when there was a high risk of it not reaching the target group. Norway did not undertake explicit and systematic assessments of how these dilemmas and risks could be handled.
- The evaluation team found that partners in individual projects had made good assessments of conflict

sensitivity, especially towards the end of the period covered by the evaluation. The evaluation also found that Norway did not carry out at an overarching level its own analyses of whether the Norwegian engagement impacted on the conflict or whether the conflict impacted on the Norwegian engagement.

RECOMMENDATIONS

- Context and conflict analyses should be integrated into the design and implementation of strategies for Norway's engagement and updated regularly in line with the changeable situations in fragile states.
- Routines, practices and implementation of risk assessments of Norway's involvement should be clarified. This includes assessments of what constitutes an acceptable risk, how it should be managed, any mitigating measures and how and when these should be implemented.
- The collective Norwegian support should be better coordinated in order to ensure a cohesive and strategic structure in the support.
- Experiences and lessons learned should be institutionalised and systematised to a greater extent to ensure that they can be used to improve future engagement and support.

Reports on Norway's partner countries

BACKGROUND

The Evaluation Department has continued the work of producing country reports, known as Country Evaluation Briefs (CEBs), for Norwegian partner countries.

The purpose of the reports is to present relevant knowledge about Norwegian and international donors' development assistance at country level by systematising findings from existing evaluations and other relevant documents about the partner countries. The five country evaluation briefs that were completed in 2020 are presented in the following pages and come in addition to the other twelve reports produced since 2016. The new country reports have looked at documentation in the period 2013–2019.

An 'evaluation portrait' has also been made for each country, consisting of short summaries of the underlying evaluation reports and documents, including links to these.

The country evaluation briefs and evaluation portraits are primarily aimed at people in the Norwegian Ministry of Foreign Affairs, the embassies and Norad, and in civil society organisations working with the countries in question.

In the series, reports are compiled for the following countries:

- Afghanistan
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Country Evaluation Brief: Colombia



REPORT 8/2020 Country Evaluation Brief Colombia

Carried out by: Particip GmbH

ISBN: 978-82-8369-053-8



Photo: Luis Robayo/AFP/NTB

CONTEXT

The 2016 peace agreement between the Colombian government and the guerrilla group FARC is still in force, despite the shortcomings in implementation in several areas. The biggest security threat in the country is the state's inability to protect community leaders and former FARC members.

DEVELOPMENT ASSISTANCE

As a middle-income country, Colombia would not normally be eligible for official development assistance (ODA). However, the country receives significant development aid primarily due to its protracted armed conflict, the large internally displaced population and the multitude of biologically important areas, including parts of the Amazon Basin.

FINDINGS

Colombian ownership of the development processes was crucial to the success of the development assistance programmes. The evaluations find that programmes

devised in close collaboration with local actors and where the local context is taken into account, achieved more of the goals than programmes with a weaker foundation and ownership. Similarly, the humanitarian effort was more successful where it was adapted to the specific needs of the local and internally displaced populations.

Despite the fact that women's rights and equality were a cross-cutting issue in almost all programmes, few of these have been able to change the deep-rooted gender inequality in society. The lack of rights and equality and the high incidence of violence are structural and cultural problems, and a prerequisite for success was that programmes challenged masculine gender stereotypes. Some programmes achieved results by recruiting new 'influencers', including groups of men.

Colombia's donor coordination platforms have only partially succeeded in systematising knowledge sharing and contributing to real coordination.

Country Evaluation Brief: Ghana



REPORT 9/2020 Country Evaluation Brief Ghana

Carried out by: Particip GmbH

ISBN: 978-82-8369-055-2



Photo: Arne Hoel/The World Bank/Flickr

CONTEXT

Sustained economic growth over time has made Ghana one of the leading countries in Africa in the fight against poverty, and Ghana no longer qualifies for so-called IDA assistance ('soft loans') from the World Bank. Additionally, regional and income-based differences in the country have increased. Ghana is struggling with widespread corruption, including ethnic favouritism.

DEVELOPMENT ASSISTANCE

Following Ghana's transition to a middle-income country, official development assistance (ODA) today accounts for a very small part of the cash flow into the country. More of the funding is transferred in the form of project support, often as support to NGOs.

FINDINGS

According to the evaluations, Ghana's transition to a middle-income country has not been followed up with a comprehensive national strategy for phasing out development assistance.

The evaluations find that the previous budget support has created opportunities to strengthen the implementation of the national development framework and the authorities' financial latitude. Dialogue and

technical assistance strengthened the knowledge base and enabled better policy formulation and cross-sector cooperation, and boosted capacity in central government institutions. The development assistance was relevant and effective, but did not have sufficient sustainability given that it was to be phased out. According to the evaluations, weak government structures and budget constraints led to donors creating alternative financing and parallel institutions in cases where they planned to withdraw or reduce the development assistance.

The evaluations found that women's rights and gender equality have increasingly been incorporated into the national development framework, including through budget support, but the impact at the societal level has not been measured to any great extent.

Efforts in the oil and gas sector have largely achieved the legal, political and administrative goals, and functional and modern public institutions have been established.

External actors have had less success in contributing to reforms that do not coincide with the interests of domestic elites.

Country Evaluation Brief: Niger



REPORT 10/2020 Country Evaluation Brief Niger

Carried out by: Particip GmbH

ISBN: 978-82-8369-057-6



Photo: Désirée von Trotha/DPA/NTB

CONTEXT

Niger's stability and development are under pressure, despite the regime being relatively stable since the re-establishment of constitutional order in 2011 after the election of Mahamadou Issoufou. The country is frequently exposed to natural disasters which, combined with the consequences of climate change, can exacerbate food insecurity and lead to social unrest.

DEVELOPMENT ASSISTANCE

Official development assistance (ODA) to Niger has doubled in the last ten years, and the bulk of the increase has gone to the social sector. Niger is heavily dependent on aid.

FINDINGS

security priorities, with the exception of the area of migration, which has primarily been an external priority. Insufficient financial capacity and limited human resources were found to have weakened national ownership and sustainability.

Humanitarian assistance, as well as support for peacebuilding, development and security, have improved resilience and, to some extent, stability in Niger, despite regional security challenges.

The evaluations also found that the authorities and donors have worked well together in the efforts to combat terrorism and illegal trade, including illegal migration, which has been significantly reduced.

According to the evaluations, development assistance has yielded good results in agriculture and the social sector, not least in health and education. Local capacity for sustainable agriculture and climate adaptation has also been strengthened and has led to improved food security. However, infrastructure, resources and capacities are still limited in several areas, including the health sector, as has been highlighted by the COVID-19 pandemic. The efforts within women's rights and gender equality, both in the form of specific efforts and as a cross-cutting issues, have led to a degree of positive change. However, there are still considerable gender inequalities, and violence against women and girls remains widespread.

Country Evaluation Brief: Indonesia



REPORT 11/2020 Country Evaluation Brief Indonesia

Carried out by: Particip GmbH

ISBN: 978-82-8369-059-0



Photo: Ken Opprann

CONTEXT

Since the transition from authoritarian rule in 1990, Indonesia has built a stable democratic political system, and has achieved impressive economic growth. However, considerable efforts are still required to improve the living conditions of the country's growing population, whilst simultaneously limiting the impact on the environment and reducing greenhouse gas emissions.

DEVELOPMENT ASSISTANCE

Indonesia's net development aid has been significantly reduced since the country emerged from the Asian financial crisis, and in 2017 accounted for only 0.024 per cent of gross national income. The country's development partners have mainly focused on helping to strengthen the economic and social infrastructure.

FINDINGS

According to the evaluations, assistance with decentralisation interventions has led to more groups in society participating to a greater extent in policy development. It has also strengthened regional and local development planning and contributed to better service deliveries. The assistance also helped boost regional authorities' revenues.

Development assistance in the climate and environmental sector was found to have mixed results. The assistance helped Indonesia to fulfil its obligations related to the REDD+ framework for reduced emissions

from deforestation and forest degradation and to strengthen local climate adaptation in local coastal communities. However, the development assistance has not managed to change Indonesia's position as the world's fifth largest emission country. Donor support in water, sanitation and hygiene has contributed to significant improvements, but 29 million Indonesians still lack access to clean water, while 71 million do not have access to sanitary facilities.

Most programmes have included women's rights and gender equality as cross-cutting concerns, but with varying effects. Some programmes did not have specific goals or indicators in the area. Multiple efforts helped strengthen the position of women in general, but there is little evidence of reduced violence against women at the societal level.

According to the evaluations, crisis preparedness has improved, but still faces challenges in the form of an unclear division of responsibilities between institutions and limited human resources. Indonesia has taken a large degree of ownership of its own development, and development assistance has mainly been well adapted to Indonesia's national policies and reform agenda. However, the socioeconomic inequalities in the country continue to be substantial. In order to change this, significant investment and political will are needed, far beyond what development assistance can contribute.

Country Evaluation Brief: Uganda



REPORT 12/2020 Country Evaluation Brief Uganda

Carried out by: Particip GmbH

ISBN: 978-82-8369-061-3



Photo: Walter Astrada/AFP/NTB

CONTEXT

Despite the goals of Uganda's Vision 2040 development plan, Uganda is struggling with deep rural poverty. Uganda has large fertile land areas, but its dependence on rainfall-based agriculture combined with population pressure has led to a rapid weakening of the country's ecosystems. Other challenges include the country's 1.2–1.3 million refugees and the reconstruction of northern Uganda after years of civil war.

DEVELOPMENT ASSISTANCE

Uganda is still dependent on development aid. In 2017, the country was Africa's seventh largest recipient of official development assistance (ODA). Relations between the authorities and Uganda's development partners deteriorated as a result of government corruption and led to a restructuring of the development assistance budget and architecture.

FINDINGS

Agriculture, which is pivotal to Uganda's economy, is primarily characterised by production for own consumption, but it is not keeping pace with the country's rapid population growth. Climate change is exacerbating the problem. Certain improvements have been made, but the evaluations indicate a growing need for climate-related efforts to bolster the agricultural sector.

Uganda hosts 1.2–1.3 million refugees, with support from the international community. The evaluations document major challenges in relation to deforestation and a great need for humanitarian support, which is considered to be effective, but not sufficiently gender sensitive. The evaluations also found inadequate cooperation between civil society organisations, multilateral organisations and across sectors.

Corruption challenges have had major ramifications for the development assistance in Uganda. In 2012, this led to many donors withdrawing their budget support in favour of project support and basket financing, especially in the north of the country. The evaluations found that most aid efforts have been relevant and well adapted to the country's policies, and have achieved the goals of the programme. However, changes in the development assistance structure weakened donor harmonisation and led to more scattered efforts, which reduced the likelihood of development assistance being effective.

Human rights are under pressure in Uganda, as illustrated by, for example, the Anti-homosexuality Act and legislation aimed at civil society. The evaluation of the work of the Office of the UN High Commissioner for Human Rights (OHCHR) at field level is positive, while evaluations of bilateral support for civil society are more mixed in terms of the effectiveness of the efforts.

Inclusion of persons with disabilities in Norwegian development assistance



REPORT 1/2021

Mapping of Norwegian Efforts to Include Persons with Disabilities in Development Assistance 2010-2019

Carried out by: NIDS Development Service

ISBN: 978-82-8369-063-7

BACKGROUND

In 2012, an evaluation entitled 'Evaluation of Norwegian support to promote the rights of persons with disabilities' was carried out. It showed that there was little integration of the rights of persons with disabilities in development assistance and that most of the support went to services and to addressing immediate needs. The evaluation also found that the support was distributed among a large number of actors that were insufficiently coordinated. The Evaluation Department is planning to follow up the 2012 evaluation with a new evaluation of how efforts to integrate persons with disabilities have been continued. A survey of the integration of persons with disabilities was carried out in 2020 as a preliminary basis for future evaluation.

PURPOSE

The purpose of the survey is to obtain a full overview of Norwegian efforts to include persons with disabilities in development assistance in the 10-year period from 2010 to 2019. The survey examined efforts specifically targeting the inclusion of persons with disabilities and efforts mainstreamed in other interventions.

FINDINGS

Proportion of Norwegian development assistance

- From 2010–2019, budget allocations to targeted projects, i.e. projects whose main aim was to integrate persons with disabilities, remained stable at NOK 100 million per annum. In 2019, the targeted disbursements increased to NOK 240 million. This corresponds to an increase of between 0.34 and 0.63 per cent of the total development aid budget.
- Budget allocations to projects that mainstream persons with disabilities increased markedly between 2013 and 2015 (from 0.7 to 2.8 per cent of the development aid budget), but have remained stable since then. This increase was mainly due to increased support to the projects and programmes of UNICEF and the World Bank. In 2019, the financial support amounted to NOK 1 billion. In 2013, education took over as the largest sector.

Norwegian policy goals and commitments

- Over the ten-year period, Norway scaled up its policy commitments in this area. The two most important milestones were Norway's ratification of the UN Convention on the Rights of Persons with Disabilities (CRPD) in 2013, and the decision that the SDGs would constitute the guiding framework for Norwegian development assistance. The 'Leave no-one behind' pledge is a vital element of the 2030 agenda, and is reflected in an array of key strategy documents in the period.
- Education, women and gender equality, health and humanitarian assistance were the main priority areas.
- The key partners in this field were the Atlas Alliance – Norway, UNICEF, UN Women, the World Bank and the World Health Organization (WHO) in addition to the UN secretariat for CRPD.



Photo: Ken Opprann

- Norway has been an active driving force internationally in establishing global mechanisms aimed at gaining an overview of the situation in terms of disabilities and ongoing initiatives. Norway has also played a leading role in initiatives such as: Global Action for People with Disabilities (GLAD), Inclusive Education Initiative (IEI), and the Global Partnership for Assistive Technology (ATscale) – and has worked with the WHO initiative Washington Group (WG) and the Global Cooperation on Assistive Technology (GATE).

Correspondence between increased policy priorities and budget allocations

- In general, there is limited correspondence between priorities and allocations in the period 2010–2019. The proportion of the development aid budget allocated to projects and programmes focusing on the inclusion of persons with disabilities remained low throughout the period.
- Two correlations can be traced between scaled-up policy goals and budget allocations: the increase in funding for inclusive education can be interpreted as the result of Report No. 25 to the Storting

- (2013–2015) *Education for Development*. In 2019, 32 per cent of the education budget was coded with the OECD DAC marker for the inclusion of persons with disabilities. There has been no corresponding increase in the focus on inclusion in other sectors.
- Budget allocations for earmarked funding in this field were doubled in 2019, the same year as the signing of the Granavolden declaration. The Atlas Alliance remains the main partner for the earmarked funding.

The OECD DAC marker for the inclusion of persons with disabilities

- Norway contributed to the introduction of a separate disability marker in OECD/DAC statistics. The purpose of this marker was to provide a better overview of how much development assistance is devoted to persons with disabilities in developing countries. Development aid administration in Norway adopted the marker in 2019 with retrospective effect, such that relevant interventions in the period from 2018 onwards were also coded with this marker. The survey emphasises that the marker must be improved if it is to function as intended.

Evaluation of the Climate and Forest Initiative's support to private sector initiatives



REPORT 2/2021

Evaluation of Norway's International Climate and Forest Initiative's (NICFI) support to private sector initiatives

Carried out by: Analysis for Economic Decision (ADE) and the Nordic Consulting Group (NCG)

ISBN: 978-82-8369-064-4

BACKGROUND

Norway's International Climate and Forest Initiative (NICFI) was launched in 2007 and since then has been central to Norwegian efforts to reduce greenhouse gas emissions. The NICFI considers that emissions from deforestation will not decrease sufficiently without a reduction in the supply and demand for raw materials that lead to deforestation. Examples of such raw materials are palm oil, beef, soya and pulp/paper, which are largely managed by the private sector. Consequently, projects with a private sector component have received increased funding since 2013/2014. Since 2015, this initiative has also occupied a more prominent position in NIFCI's general strategic framework.

This evaluation examines NIFCI's support to projects that have such a private sector component, referred to as *Private Sector Initiatives* (PSI) in the report.

PURPOSE

The purpose of the report is to obtain knowledge and learn lessons that can be applied to current and future support to PSIs. The evaluation also serves as input for NIFCI's 2020–2030 strategy.

The evaluation is based on the period 2008–2019 and examined two funds and 26 different interventions. This sample includes both global and regional interventions in addition to focusing on individual countries, with Brazil and Indonesia as the most prominent.

FINDINGS

- Information on NICFI's strategic approach to private sector initiatives is limited, and the evaluation team was unable to identify documentation indicating that there is a detailed strategic approach in the portfolio management of these.
- NICFI's support to private sector initiatives appears to be consistent in terms of choice of partners, projects and funding. Project funding has mainly been awarded to civil society organisations, with a flexible focus on pilot projects. The evaluation finds that the projects are not on a large enough scale to bring about meaningful change at an overall level.



Photo: Espen Røst/Bistandsaktuelt

- The lack of reliable data on results makes it difficult to evaluate whether ongoing efforts in PSIs will contribute to goal achievement. Preliminary investigations indicate that most initiatives have shortcomings in terms of project design, exploitation of possible synergy effects and contextual understanding.
- The overarching objectives for private sector initiatives support poverty reduction, but the majority of the initiatives do not document how they impact on vulnerable groups and poverty levels locally, nationally or globally.
- Climate and forest initiatives have helped raise global awareness of the importance of reducing and reversing tropical forest loss: developing sector-oriented policies and greater transparency, testing innovative pilot projects, and facilitating and taking part in key discussions between central stakeholders.

RECOMMENDATIONS

- Clarify the Ministry of Climate and Environment's strategic approach to PSIs, including the amount of support, and explain how development effects and the value added in the initiative should be assessed, systematised and reported.
- Clarify how the aim of combatting poverty should be emphasised when different considerations are weighed and counterbalanced.
- Conduct an overall assessment of pilot projects in the PSI portfolio with the aim of establishing a decision-making basis to determine which initiatives should be further developed, scaled up or discontinued.

Blended finance and evaluation



Working Paper 90. Core concepts in blended finance: Assessment of uses and implications for evaluation

Carried out by: Stephen Spratt, Ellis Lawlor and Vincent Coppens

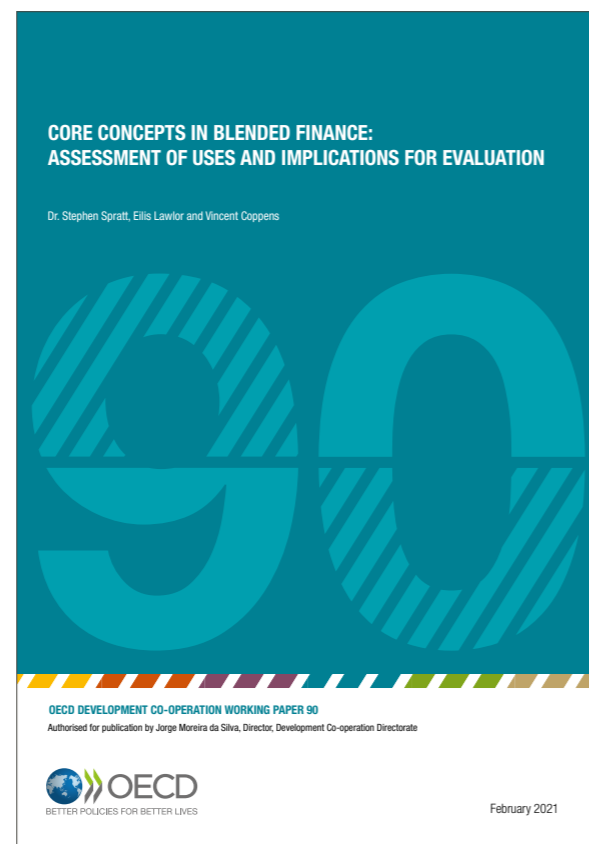
BACKGROUND

The world is facing a formidable financing gap to achieve the goals of the 2030 Agenda and the Paris Climate Agreement. The gap is estimated at several billion USD and there is broad agreement that much of this must be financed by private capital. One way of mobilising private capital is to use blended finance. Despite the high level of interest in blended finance, the term is used in very different ways, and there is a considerable degree of uncertainty about what specific development effects can be achieved using this kind of financing.

Together with the German Institute for Development Evaluation (DEval) and the Danish Evaluation Department, the Evaluation Department heads a working group in the OECD/DCD secretariat on evaluating blended finance.² The working group's aim is to promote improved evaluation practices in the area. To this end, the working group initiated a project examining different ways of using and understanding the term 'blended finance'. Their work is published on the OECD website.

PURPOSE

The purpose of this project is to map the different ways of using and understanding the term 'blended finance' and other related concepts – and the implications for evaluation.



FINDINGS

The term 'blended finance' is used in many different ways. The main difference is between those who believe blended finance entails blending development finance with private finance (the understanding of the OECD's Development Assistance Committee) and those who believe that blended finance means blending capital that has more generous terms than the market can offer with private capital on the market's terms. This means that if a development bank invests together with private investors and everyone has the same required rate of

return, the OECD will define this as blended finance but not the development bank. The OECD's definition means, therefore, that a greater number of projects will be classified as blended finance.

The different kinds of blended finance seek to solve different problems. Blended finance as defined by the OECD's Development Assistance Committee primarily concerns using all kinds of development financing to mobilise capital, while in the sense used by the development banks it is about making projects more profitable. This is achieved by including some capital in project financing with better terms than those offered by the market.

The variety of understandings of what blended finance entails makes it difficult to measure the overall scope of this kind of financing and to create cross-cutting learning, because in reality it is a case of comparing apples and pears.

RECOMMENDATIONS

The study is primarily intended to contribute to improved evaluation practices in the area. The findings indicate that greater knowledge and awareness are required in evaluations in relation to 'blended finance'. However, the study also shows that there is a need to clarify the use of this term in development aid administration. For example, it is vital that there is awareness in governance dialogues between the Ministry of Foreign Affairs and their partners that partners may have different definitions of blended finance.

² The EvalNet Working Group on Evaluating Blended Finance. Established in February 2019.

The term 'blended finance' is used in many different ways. The main difference is between those who believe blended finance entails blending development finance with private finance (the understanding of the OECD's Development Assistance Committee) and those who believe that blended finance means blending capital that has more generous terms than the market can offer with private capital on the market's terms.



Photo: Orlando Sierra/NTB/AFP

Evaluation in a pandemic

COVID-19 brought about changes in development aid, which gave rise to new questions about what should be evaluated. The pandemic also led to changes in how evaluation work could be carried out. This triggered a need for swift access to information, including knowledge and experience from earlier crises that were relevant to the response to the pandemic. As part of this, the Evaluation Department has been playing an active role in the *Covid-19 Global Evaluation Coalition* since spring 2020. The coalition consists of the evaluation departments of various countries, UN organisations and multilateral institutions. The overarching purpose of the coalition is to promote cooperation, contribute to the swift acquisition of evaluation expertise, and avoid duplication of evaluation efforts related to COVID-19. The evaluation network of OECD/DAC acts as the secretariat for the coalition.

The changed work situation both in Norway and internationally led to restrictions, working from home and travel bans. This applied to the Evaluation Department's staff, the evaluation teams and parties involved in evaluation efforts. The pandemic required new and alternative ways of collecting and using data. This has given rise to major opportunities related to big data, machine learning and geodata that may be of interest

to develop going forward. The pandemic also facilitated new opportunities for interaction with interested parties, not least researchers and experts from the Global South, and it will be vital to further develop these in the future. The evaluation findings are now presented at digital webinars as opposed to physical meetings, and this has allowed more people to participate.

WHAT ACTION HAVE WE TAKEN?

The following evaluation work was carried out last year in response to the COVID-19 pandemic, and is presented in more detail in the following pages.

- Mapping of COVID-19-related initiatives
- Lessons learned from evaluations of cash transfers
- Two briefs on communicating with the public about vaccines
- Preliminary study: Real-time evaluation of the UN COVID-19 Fund

Mapping of COVID-19-related initiatives



BACKGROUND STUDY 1/2020

Responding to the Covid-19 pandemic – Early Norwegian Development Aid Support

Carried out by: Chr. Michelsen Institute (CMI),
Elling Tjønneland

ISBN: 978-82-8369-049-1

BACKGROUND

In response to the challenges arising from the COVID-19 pandemic, the 2020 development aid budget was revised. Changes were made partly to adapt to new needs arising from the pandemic that created a need for reallocations, and partly because some projects were no longer possible due to restrictions.

This study surveyed changes in Norwegian development assistance in the period from January to June 2020. It examined goals and priorities for development assistance, partners, channels and reporting requirements. The study was based on information derived from the revised national budget, the grants portal, decision documents, press releases, and conversations with the relevant sections in the Ministry of Foreign Affairs, Norad and the largest Norwegian organisations that receive funding via the development aid budget.

PURPOSE

The purpose of the survey was to obtain a preliminary overview of Norwegian development assistance (ODA) that went towards COVID-19-related initiatives. The mapping is intended to serve as one of several background sources for future evaluations of Norwegian pandemic-related assistance.

FINDINGS

- Just over NOK 700 million was allocated to COVID-19-related initiatives via the development aid budget in the period from January to June 2020. The bulk of this went to global efforts via multilateral organisations. The funding was mainly taken from unspent funds in programmes and projects.
- The Norwegian response had three main pillars:
 - A large proportion of the funding was granted to finance health and vaccine projects, including NOK 236 million to the *Coalition for Epidemic Preparedness Innovations*.
 - Priority was given to support via the UN and multilateral funding channels. Norway played a key role in facilitating the launch of new global initiatives, for example the UN COVID-19 Response and Recovery Multi-Partner Trust Fund, for which Norway disbursed NOK 150 million.
 - Norway facilitated greater flexibility for grant recipients and faster disbursement of funds in ongoing projects and programmes, including early pay-out of core funding to multilateral institutions.



Photo: Gunnar Zachrisen/Bistandsaktuelt


- The decision-making basis for COVID-19-related support varies in quality, and does not adequately meet the requirements in guidelines and regulations for such decisions, for example risk assessment. Norad's decision-making base is generally more comprehensive and of higher quality than that of the Ministry of Foreign Affairs.

RECOMMENDATIONS

No recommendations have been made as part of the survey, since it is primarily intended to be one of several background documents in any future evaluations of Norway's COVID-19 support. However, the findings may provide useful input and lessons in future efforts to design and implement Norwegian COVID-19 support.

Just over NOK 700 million was allocated to COVID-19-related initiatives via the development aid budget in the period from January to June 2020.

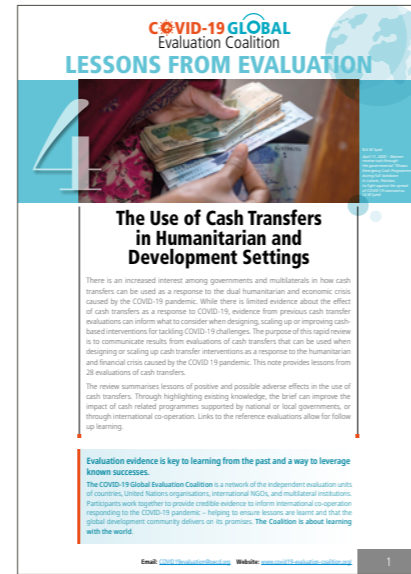
Lessons learned from evaluations of cash transfers



BACKGROUND STUDY
Lessons from evaluations: The Use of Cash Transfers in Humanitarian and Development Settings

Carried out by: Norad's Evaluation Department in cooperation with the German Evaluation Institute, DEval/The Covid-19 Global Evaluation Coalition

ISBN: N/A – Online publication issued by the global COVID-19 coalition: <http://www.covid19-evaluation-coalition.org/>



BACKGROUND

The brief systematises experiences of cash transfers as an instrument in development assistance, and is based on evaluations of interventions that use cash transfers. The evaluations did not examine the use of cash transfers as a response to the COVID-19 pandemic, but are nevertheless a valuable source of knowledge because they provide information about what should be evaluated to achieve better results when using cash transfers in a crisis.

The brief is part of a series of lessons learned prepared under the auspices of the *Covid-19 Global Evaluation Coalition*.

FINDINGS

- Cash transfers are an instrument and not a goal. It is therefore vital to perform analyses prior to making decisions on the use of cash transfers and to examine how cash transfer programmes should be designed and implemented. This also applies to crisis situations.
- To optimise the results and the sustainability of the cash transfers, the potential development effects and any negative impacts should be assessed in advance. This also applies when cash transfers are to be used as an emergency response in humanitarian crises.

- The design of an incentive scheme can affect behaviour and should therefore be carefully adapted to the purpose and context, keeping in mind the need to reduce any possible negative effects.
- Decision-makers should consider local economic conditions and the social and political context before deciding how much to transfer and how.
- The way in which cash is stored and transferred may give rise to corruption and create conflict. To protect the security and welfare of recipients, cash transfer programmes must be subject to clear risk assessments and must have security measures in place.
- Gender considerations should be an integral part of all interventions from the outset since cash transfers may affect gender dynamics and female empowerment.

RECOMMENDATIONS

The Evaluation Department is of the opinion that the brief can provide useful input to ongoing efforts to shape Norway's COVID-19-related support as well as facilitate the design of support in relation to cash transfers generally.

Better knowledge about communicating with the public about vaccines



BRIEFS
Titles of briefs: Communicating with the public about vaccines: Implementation considerations (Brief 1) & Effects of digital interventions for promoting vaccination uptake (Brief 2)

Carried out by: Simon Lewin and Claire Glenton, Norwegian Institute of Public Health/The Covid-19 Global Evaluation Coalition

ISBN: N/A - Online publication issued by the global COVID-19 coalition: <https://www.covid19-evaluation-coalition.org/evaluatingtheresponse/evaluationreports/vaccines.htm>

BACKGROUND

Equitable access to vaccines globally is a key Norwegian development assistance policy. However, ensuring that developing countries have vaccines is not enough. Vaccine providers in the different countries must also give the population information on how to get vaccines and what vaccination entails. Developing knowledge and making it accessible are important in this respect.

The briefs were commissioned by the Evaluation Department and prepared by the Norwegian Institute of Public Health. They summarise the research, mainly on the basis of systematic reviews, which gives an indication of how to communicate about vaccines. The briefs were issued under the auspices of the *Covid-19 Global Evaluation Coalition*.

PURPOSE

The purpose of the briefs is to give vaccine providers easily accessible knowledge from research and evaluations on the kind of information that should be included in communication campaigns for vaccines and which digital tools are most suitable.



FINDINGS

Brief 1 lists the following points as important to assess and include when planning communication strategies for vaccines:

- Concerns and misconceptions about the disease and the vaccine should be identified and addressed in the communication campaigns.
- The information provided should be credible and easily accessible, and should include information about the background for the decision to recommend the vaccine, how it was developed, its contents, effects and safety.
- Good information should be provided about where to get the vaccine and the vaccination procedure.

According to Brief 2, knowledge of the impact of digital campaigns is currently limited. Mobile phone messaging has been shown to increase vaccine uptake but there is more uncertainty about other types of digital communication. When using digital aids, it is therefore important to evaluate the effect of the communication during the process so that the form of communication can be changed if necessary. It is also vital to take local conditions and contexts into consideration when developing communication campaigns. For example, an assessment must be carried out of whether digital campaigns promote equitable access to vaccines, since not all groups have equal access to digital communication.

Preliminary study: Real-time evaluation of the UN COVID-19 Fund



Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF

The study was commissioned by the Executive Office of the Secretary-General of the United Nations and carried out by Ted Freeman (team leader), Andrea Lee Esser, Chirantan Chatterjee and Paola Vela. The Evaluation Department participated in the reference group for the study.

<http://mptf.undp.org/document/download/26699>

BACKGROUND

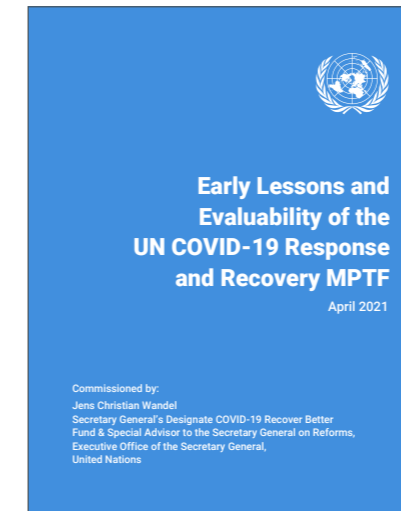
In March 2020, Norway took the initiative to establish a new UN fund – the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (MPTF). Following the establishment of the MPTF, the Evaluation Department instigated a real-time evaluation of its work, in the first instance by completing a preliminary study, ‘*Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF*’.

PURPOSE

The purpose of the preliminary study is twofold. It focuses on early lessons learned from the implementation of the COVID-19 MPTF, including the coordination of the UN’s efforts under the auspices of the country offices of the special representatives of the Secretary-General. In addition, the study will consider evaluability, i.e. whether and, if relevant, how the COVID-19 MPTF can be evaluated at country level.

FINDINGS

- The COVID-19 MPTF was found to have high relevance. It was deemed to be a swift and timely intervention that channelled resources to areas of interest for recipient countries, helping them to deal with the socio-economic ramifications of the coronavirus crisis.
- The organisational infrastructure established at country level during the current UN development reform enabled a speedy and coherent response by the COVID-19 MPTF. The presence of a special representative at the outset of the pandemic and the timely establishment of socio-economic response and recovery plans are considered vital in this connection.
- The fund’s allocations helped to empower and strengthen the recently established UN country teams.
- These allocations boosted the capacity of small UN organisations to develop projects and influence the incorporation of the gender dimension, human rights and the SDG principle that everyone must be included – *Leave No One Behind* – into recipient countries’ socio-economic response and recovery plans.
- In relation to developing measures supported by the COVID-19 MPTF, it has been difficult to engage national authorities and civil society to an adequate extent.
- The project portfolio indicates a potential for greater participation by small UN organisations with limited country presence.
- The scope of the fund’s financing is insufficient to implement greater cooperation between UN organisations or realise the potential of the UN reform for promoting better, more sustainable recovery.
- Although the organisational structure established at country level during the current UN reform has



facilitated a swift and coordinated response, it is not capable of ensuring a sustainable, equitable and green recovery that reinforces the UN 2030 Agenda.

FINDINGS RELATED TO EVALUABILITY

- The UN’s joint Socio-Economic Response Plan (SERP) is the framework at country level for initiatives supported by the COVID-19 MPTF, and will constitute a useful starting point for a real-time evaluation.
- The UN has developed a results framework for the SERPs, with regular reporting at country level. One possible task for the real-time evaluation, however, might be to clarify the causal connections between the various indicators in the results framework and examine how these will collectively help achieve the overarching goal of a coordinated UN response.
- Reporting at country level is robust in terms of quantitative output data, but there are deficiencies in reporting at outcome level.
- The evaluability of the gender dimension and human rights in the initiatives is assessed as ‘medium’ in accordance with standards devised by the United Nations Evaluation Group (UNEG). The evaluability of the principle that everyone shall be included – *Leave no one behind* – receives a high score.

LESSONS

The study confirms that relevant and timely implementation of emergency measures requires an appropriate presence at country level. The coordinated UN response at country level requires broad participation grounded in experience and expertise drawn from across the spectrum of UN organisations, including small organisations.

The organisational infrastructure established at country level during the current UN development reform enabled a speedy and coherent response by the COVID-19 MPTF.

Further development of transparent, fair and inclusive resource allocation processes is needed to facilitate participation by small UN organisations.

Clear, strong incentives are required to create a culture of cooperation that places an emphasis on collective results from UN organisations.

The UN’s joint Socio-Economic Response Plan (SERP) must be supplemented with recommended guidelines for policy-making and advocacy in UN organisations in order to promote a better, greener and fairer recovery at country level.

It is fully possible to make the gender dimension, human rights and the SDG principle that everyone must be included (LNOB) an integral part of crisis responses.

RECOMMENDATIONS

- General lessons learned so far from working with the COVID-19 MPTF should form the basis of the Ministry of Foreign Affairs’ and Norad’s future work, with support from the UN’s collective efforts at country level.
- In future efforts in real-time evaluation, the Ministry should, through its work on the MPTF’s Board, advocate for the MPTF to prioritise support for real-time evaluation.

Partnership agreements

One important objective of the Evaluation Department's partnership agreements with multilateral organisations, NGOs and other evaluators, is to help enhance the evaluation expertise of partners in the Global South. In 2020, the Evaluation Department had partnership agreements with evaluation departments in the Global Environment Facility (GEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the BetterEvaluation organisation.

Another important objective in the cooperation is to gain knowledge of areas that Norway supports through these organisations. Most organisations receiving Norwegian development assistance carry out evaluations of their own activities. Through our partnership agreements, we gain insight into the knowledge that emerges from such evaluations and how the organisations work with evaluation. The Evaluation Department uses this information as input to the Ministry of Foreign Affairs' preparations for annual Board meetings. In 2020, the Evaluation Department provided input in connection with Board meetings in the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), UN Women and the African Development Bank.



Photo: Mauricio Duenas Castaneda/NTB/EPA

United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

Through its partnership agreement with UN Women, the Evaluation Department has helped to highlight how the gender perspective is safeguarded in the evaluation work. A number of publications have been prepared and are available on the UN Women website. The publications contain summaries of the planning and implementation of such evaluations and data collection tools. See a short presentation of some of these publications beneath.



Experiences of planning and implementing evaluations with a gender perspective



Good Practices in Gender-Responsive Evaluations (2020)

<https://www.unwomen.org/en/digital-library/publications/2020/06/good-practices-in-gender-responsive-evaluations>

This publication presents various approaches and methods for conducting evaluations with a gender perspective, so-called 'gender responsive' evaluations. This requires the evaluation to be inclusive and to ensure that women's voices are represented throughout the evaluation process. It also includes an assessment of whether gender and power relations are affected by the intervention under evaluation. This means, for example, that the evaluations assess whether the intervention affects men and women in different ways as well as the degree to which it promotes gender equality and women's empowerment. The most common approach in gender responsive evaluation is to include gender equality and human rights as a separate evaluation criterion or as a cross-cutting concern in OECD DAC's evaluation criteria. Furthermore, it is important that gender responsive evaluations are designed to be undertaken in light of the specific context for the gender equality interventions.



UN Women Rapid Assessment Tool to Evaluate Gender Equality and Women's Empowerment Results in Humanitarian Contexts



UN Women Rapid Assessment Tool to Evaluate Gender Equality and Women's Empowerment Results in Humanitarian Contexts

<https://www.unwomen.org/en/digital-library/publications/2020/05/rapid-assessment-tool-to-evaluate-gewe-results-in-humanitarian-contexts>

This is a data collection and analytical tool used to perform rapid assessments of the progress of initiatives aimed at strengthening gender equality and women's empowerment in humanitarian contexts. The purpose is to enable adaptation of the interventions in the ongoing work. Progress is assessed in three areas: leadership and participation, protection, and economic security. The tool (MS Excel) consists of a dashboard and questionnaire together with a guidance note, and can be downloaded on UN Women's website.



Brief on how to evaluate the impacts of interventions designed to strengthen gender equality and women's empowerment



Guidance Note: Evaluating Impact in Gender Equality and Women's Empowerment (2021)

https://genderevaluation.unwomen.org/-/media/files/un_women/gender_evaluation/resourcefiles/2021/evaluating_impact_in_gender_equality_and_womens_empowerment_working_paper_8_april.pdf?la=en&vs=5113

This guidance note describes various ways of evaluating the impacts of interventions designed to strengthen gender equality and women's empowerment. It is of particular relevance to UN Women's work, but may also be of interest to others responsible for evaluating such work.

BetterEvaluation

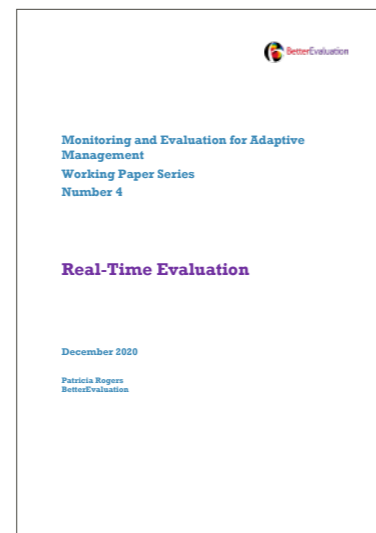
In 2020, the Evaluation Department has also partnered with the NGO BetterEvaluation. The organisation has a website that provides advice on how to plan, manage, execute and use evaluations more generally. The website also includes a library of evaluations that gives users access to evaluation findings. This knowledge platform has open access thanks to support from the Evaluation Department and other donors and organisations.

Guidance note on real-time evaluation



Monitoring and Evaluation for Adaptive Management – Real-Time Evaluation

<https://www.betterevaluation.org/en/monitoring-and-evaluation-adaptive-management-working-paper-series>



In 2020, BetterEvaluation prepared a guidance note on real-time evaluations in cooperation with the Evaluation Department. The note is part of BetterEvaluation's examination of how evaluation as a field of expertise can provide knowledge in a time of a global pandemic, uncertainty and an increasing need to be able to adapt development assistance on an ongoing basis.

The note is based on the Evaluation Department's experiences with the Norwegian real-time evaluation of Norway's International Climate and Forest Initiative in the period 2011–2017 as well as real-time evaluations in Danish development cooperation.¹

Real-time evaluations were first employed in humanitarian operations at the end of the 1990s in order to be able to make improvements on an ongoing basis. Such operations were often in response to crises and therefore required a swift start-up. There are various definitions of what constitutes a real-time evaluation (RTE). Common features are that they evaluate specific interventions; their purpose is normally to bring about improvement and learning; they are conducted in parallel with the intervention and provide rapid feedback

to those in charge, requiring them to interpret the findings and make follow-up recommendations.

Real-time evaluations may be useful in situations where there is little (or contradictory) knowledge at start-up, and where it is likely that changes will be needed in the course of the intervention. In such situations where ongoing dialogue with interested parties is essential and where there is a high risk that reporting needs cannot be satisfied speedily and satisfactorily through existing monitoring and evaluation systems, real-time evaluation may be appropriate.

A number of framework conditions should be in place to enable real-time evaluations to be carried out as intended. For example, it must be possible to use the information produced to introduce changes during the implementation process. Moreover, interested parties must have the same understanding of the purpose of the real-time evaluation and how the information obtained should be used, and what standards should apply to the evaluation process and the reports. It is also crucial that those responsible for the implementation of the intervention have the capacity and expertise to make use of the information.

The Global Environment Facility (GEF)

In 2017, the Evaluation Department entered into a partnership agreement with the GEF's evaluation office. As a result of our cooperation, we have partly funded several evaluations and studies. The evaluations carried out in 2020 are presented on the following pages.

Evaluation of GEF Interventions in the Artisanal and Small-Scale Gold Mining Sector



Evaluation of GEF Interventions in the Artisanal and Small-Scale Gold Mining Sector

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



BACKGROUND

Much of the small-scale mining of gold takes place in the informal sector and is associated with unsafe working conditions and negative environmental impacts, particularly in connection with the use of mercury in gold extraction. This evaluation assesses GEF interventions that target small-scale gold mining in five countries – Burkina Faso, Senegal, Ecuador, Peru and the Philippines.

The GEF has boosted its efforts in this sector in order to reduce the use of mercury and to incorporate the sector into the formal economy. In recent years, the GEF has disbursed around USD 50 million in grants and USD 180 million in co-financing of interventions to protect the environment and people affected by small-scale gold mining.

PURPOSE

The purpose of the evaluation is to obtain a clearer understanding of the sustainability of GEF's interventions and to learn lessons from these.

FINDINGS

GEF's interventions cover the key areas that require attention to improve working and environmental conditions in this sector, and they are widely regarded as relevant.

The focus on reducing the use of mercury has meant that the programme is highly relevant for the Minamata Convention on Mercury. All the countries in the case study have ratified this and are therefore committed to reducing the use of mercury in gold mining.

Peru and the Philippines have successfully supported miners' unions and these are expected to be a driving force for the inclusion of the sector in the formal economy.

At country level, the GEF has supported interventions to improve access to funding and markets for small-scale gold miners.

Evaluation of GEF's interventions in international waters



Evaluation GEF Interventions in International Waters (IW): Freshwater and Fisheries

<https://www.gefio.org/evaluations/iw-study-2020>

BACKGROUND

Since its establishment in 1991, the Global Environment Facility's (GEF) support to fisheries has gradually grown from consisting of technical interventions for managing fish stocks to ecosystem stewardship that includes better incentives for fishermen and increased diversification of their income base. In recent years, the GEF has devoted greater attention to marine spatial planning and monitoring as well as the inclusion of the private sector in fisheries management. The GEF's portfolio of fisheries projects consists mainly of regional and global interventions targeting large marine ecosystems, followed by interventions in international waters.

PURPOSE

The purpose of the evaluation is to assess the experiences and results obtained via the GEF's portfolio of fisheries projects.

FINDINGS

Interventions with a special focus on large marine ecosystems have been harmonised through global and regional agreements and national priorities. This has reduced the pressure on fisheries resources and improved the management of marine habitats.

The value added in the GEF's work is clearly demonstrated through increased knowledge production and institutional capacity for ecosystem-based fisheries management across national borders.

GEF's efforts have boosted sector financing through increased allocations from state budgets, the establishment of public-private partnerships, the collection of user charges, the establishment of funds/foundations and the launch of new financial instruments, for example securities such as blue bonds.

RECOMMENDATIONS

The GEF's present approach based on the assumption that deep-sea fisheries can be managed in a sustainable manner has clearly resulted in positive effects in the short term. However, deep-sea fishery catches have levelled off overall, and may decline in future years. It is recommended that the GEF designs an overarching, long-term strategy that will ensure a holistic approach also including support for aquaculture.

Evaluation of GEF Support in Fragile and Conflict-Affected Situations



Evaluation of GEF Support in Fragile and Conflict-Affected Situations

<https://www.gefio.org/evaluations/fragility-2020>

BACKGROUND

The Global Environment Facility's (GEF) support to countries affected by major armed conflict has increased over time, and now represents 44 per cent of all its projects. As of July 2020, the GEF had disbursed more than USD 4 billion in countries affected by conflict, which constituted 33 per cent of GEF's total portfolio. The evaluation comprised 4 136 projects and seven case studies.

PURPOSE

The purpose of the evaluation is to assess the effects of conflict and fragility on the design and implementation of the GEF's interventions at global, regional, country and project level. The evaluation also assessed the impacts of efforts to make GEF's interventions more conflict-sensitive.

FINDINGS

In many cases, the GEF has secured the start-up funding necessary for implementing pilot projects, and has laid the foundation for other institutions to make bigger investments that can expand and prolong the effects of GEF's investments.

Evaluation of GEF Support in Fragile and Conflict-Affected Situations (2020)



November 2020

Statistical analysis of relevant data from fragile states confirms the following effects of conflict and fragility on the design and implementation of projects:

- Negative effect on effectiveness, sustainability, quality of implementation and on the design and performance of monitoring and evaluation (M&E) in projects.
- Impact on the likelihood of the cancellation or termination of the project. There is a greater likelihood that projects in countries affected by major armed conflict will be cancelled or terminated compared with projects in other countries.
- Negative impact on the project schedule.
- Impact on the project's sustainability on completion.

Projects in conflict-affected areas are less sustainable on average than those in conflict-free areas.

The GEF currently lacks guidelines and instructions for systematic risk management of projects in countries affected by conflict.

An increasing number of GEF's partners, however, have learned from their own experiences of environment-related projects in fragile and conflict-affected areas. This particularly applies to the inclusion of indigenous communities and women when designing environment-related projects.

Strategic evaluation of the least developed countries



Strategic Country Cluster Evaluation (SCCE): Least Developed Countries (LDC)

<https://www.gefio.org/evaluations/scce-ldc>

BACKGROUND

The Global Environment Facility (GEF) has long acknowledged the unique challenges facing the least developed countries, and has regularly increased its support to these. The GEF has invested USD 4.68 billion in grants together with USD 25.81 billion in co-financing through 1435 national and regional projects in the least developed countries. Twenty per cent of the total funding was provided by the Least Developed Countries Fund (LDCF), which is managed by the GEF. This evaluation assesses GEF's support to the least developed countries.

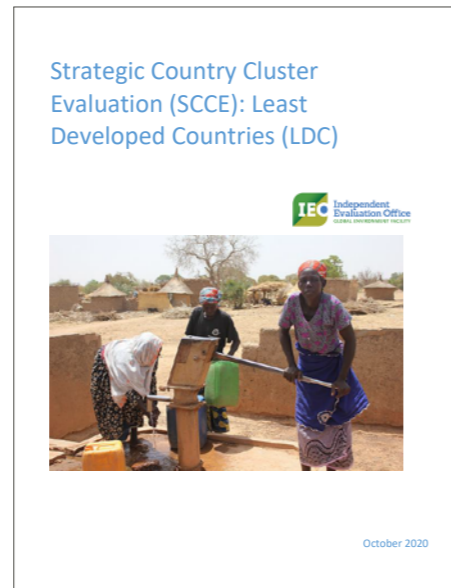
PURPOSE

The purpose of the evaluation is to understand what factors determine the sustainability of the outcomes of GEF support in the least developed countries, and to assess the results of GEF's support for combatting deforestation, land degradation and loss of biodiversity in the least developed countries. Gender equality, resilience and fragility are considered to be cross-cutting issues.

FINDINGS

GEF's interventions are relevant to the national environmental challenges faced by the least developed countries. GEF's efforts include interventions to combat deforestation, land degradation and biodiversity loss as well as strengthening the countries' ability to adapt to climate change.

The GEF's interventions are well harmonised with the countries' environmental policies and prioritise the development of policy frameworks and institutional capacity.



The results of projects in the least developed countries are weaker when compared with the general level in the GEF's portfolio.

- 72 per cent of the projects were judged to be satisfactory in terms of effectiveness. This is lower than the corresponding 80 per cent in GEF's total portfolio.
- In terms of the sustainability of the results, 46 per cent of the projects were assessed as probably sustainable compared to 63 per cent for GEF's total portfolio. The projects also score lower than other projects in Africa and Asia, where the majority of the least developed countries are situated.
- The projects targeting adaption to climate change showed better results than other projects, with 79 per cent considered to be satisfactory.
- There was a major variation in economic sustainability in that 54 per cent of the projects in the least developed countries in Africa were evaluated as economically sustainable compared with 84 per cent in Asia. Limited funding following project completion is seen as an obstacle, and this indicates a need for financing schemes that can continue after completion of the project.

GEF's environmental interventions increasingly include income-generating activities for local communities, which makes the interventions more sustainable.

Gender equality considerations are more often included in the GEF's interventions in the least developed countries. A growing number of projects perform gender equality analyses, and this includes plans for the gender equality aspect to be an integral part of the results framework.



Photo: Marte Lid

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). When an evaluation report is complete, the Evaluation Department prepares a cover memo to the leadership in the Ministry of Foreign Affairs or the Ministry of Climate and Environment, depending on who is responsible for the development assistance that has been evaluated. In the memo, the Evaluation Department presents its assessment of the evaluation and proposals for actions to 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 one year on the measures that have been initiated as a follow-up to the evaluation. Both of these documents are 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 to August 2021. The Evaluation Department's follow-up memos and the ministries' follow-up plans and reports are all published on the Evaluation Department's website as they become available: (<https://norad.no/en/toolspublications/publications/evaluationreports/>).



Photo: Ariel Javellana/Asian Development Bank/Flickr

Follow-up of evaluations – status as of 12. August 2021¹

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

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/MCE	Follow-up measures adopted by the MFA/MCE	Report on follow-up
Norwegian support to the health sector in Botswana	10/2011	Follow-up memo not prepared		
Norwegian support to promote the rights of persons with disabilities	1/2012	20.04.2012	14.01.2013	14.02.2014
Study of travel compensation (per diem)	2/2012	03.07.2012	06.05.2015	06.05.2015
Norwegian development cooperation with Afghanistan	3/2012	13.12.2012	16.05.2013	06.03.2015
The World Bank Health Results Innovation Trust Fund	4/2012	18.09.2012	21.01.2013	13.05.2014
Real-time evaluation of Norway's international climate and forest initiative: lessons learnt from support to civil society organizations	5/2012	03.12.2012	14.01.2013	31.01.2014 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	11.2.2014 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	Follow-up memo not relevant		
Evaluation of Norway's support to Haiti after the 2010 earthquake	8/2014	23.02.2015	17.06.2015	26.04.2018
Evaluation of the Norwegian Investment Fund for Developing countries (Norfund)	1/2015	24.02.2015	03.06.2015	20.04.2018
Norwegian support for strengthening women's rights and gender equality in development cooperation	2/2015	26.06.2015	13.10.2015	12.12.2016
Study of baseline data for Norwegian support to Myanmar	3/2015	10.09.2015	23.12.2015	03.04.2017

² & 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/MCE	Follow-up measures adopted by the MFA/MCE	Report on follow-up
Experiences with Results-Based Payments in Norwegian Development Aid	4/2015 5/2015	02.12.2015	27.01.2016	23.04.2018
Evaluation Series of NORHED Higher Education and Research for Development Evaluation of the award mechanism	6/2015	20.11.2015	19.04.2016	25.04.2018
Evaluation of Norwegian Multilateral Support to Basic Education (Unicef and the Global Partnership for Education)	7/2015	02.11.2015	04.12.2015	19.01.2017
Work in Progress: How the Norwegian Ministry of Foreign Affairs and its Partners See and Do Engagement with Crisis-Affected Populations	8/2015	14.12.2015	02.02.2016	21.06.2017
NORHED Evaluability study	9/2015	Follow-up memo not relevant		
Evaluation of Norwegian support to capacity development	10/2015	10.12.2015	22.04.2016	24.04.2018
Chasing civil society? Evaluation of Fredskorpset	1/2016	26.01.2016	16.03.2015	06.04.2017
Real-time evaluation of Norway's International Climate and Forest Initiative: Literature review and programme theory	2/2016	Follow-up memo not relevant		
More than just talk? A Literature Review on Promoting Human Rights through Political Dialogue	3/2016	Follow-up memo not relevant		
"Striking the balance" Evaluation of the planning, management and organisation of Norway's assistance to the Syria regional crisis	4/2016	29.04.2016	24.06.2016	01.09.2017
Norwegian support to advocacy in the development arena	5/2016	02.09.2016	03.02.2017	30.04.2018
Country Evaluation Brief South-Sudan	6/2016	15.11.2016	23.11.2016	24.04.2018
Country Evaluation Brief Afghanistan	7/2016	15.11.2016	23.11.2016	24.04.2018
Country Evaluation Brief Mozambique	8/2016	15.11.2016	23.11.2016	24.04.2018
Review of evaluation systems in development cooperation	OECD DAC publication 2016	01.02.2017	16.03.2017	30.04.2018
Evaluation of the quality of reviews and decentralized evaluations	1/2017	01.02.2017	16.03.2017	30.04.2018
How to engage in long-term humanitarian crises: a desk review	2/2017	20.03.2017	Follow-up memo not relevant	
Country Evaluation Brief: Somalia	3/2017	06.09.2017	24.04.2018	24.04.2018
Country Evaluation Brief: Malawi	4/2017	06.09.2017	24.04.2018	24.04.2018
Country Evaluation Brief: Palestine	5/2017	06.09.2017	24.04.2018	24.04.2018
Evaluation of the information and communication activity	6/2017	21.08.2017	23.04.2018	02.05.2019
Real-time evaluation of Norway's International Climate and Forest Initiative: Empowerment of indigenous peopled and forest-dependent communities	7/2017	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	08.05.2019

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures adopted by the MFA/MCE	Report on follow-up
Evaluation of Norwegian support for education in conflict and crisis through civil society organisations	9/2017	20.11.2017	16.03.2018	02.05.2019
Country Evaluation Brief: Myanmar	10/2017	07.12.2017	24.04.2018	24.04.2018
Country Evaluation Brief: Nepal	11/2017	07.12.2017	24.04.2018	24.04.2018
Evaluation of Norwegian Support to Strengthen Civil Society in Developing Countries	1/2018	21.01.2018	24.04.2018	05.02.2019
Country Evaluation Brief: Ethiopia	2/2018	07.12.2017	24.04.2018	24.04.2018
Country Evaluation Brief: Haiti	3/2018	07.12.2017	24.04.2018	24.04.2018
Evaluation of the Norwegian aid administration's practice of results-based management	4/2018	06.03.2018	30.04.2018	02.05.2019
Country Evaluation Brief: Tanzania	5/2018	07.12.2017	24.04.2018	24.04.2018
Country Evaluation Brief: Mali	6/2018	07.12.2017	24.04.2018	24.04.2018
How do tax agreements affect mobilisation of tax revenues in developing countries?	7/2018	25.04.2018	Follow-up memo not relevant	
Evaluation of Norwegian efforts to ensure policy coherence for development	8/2018	08.05.2018	10.01.2019	03.2020
Synthesis study of evaluations of Civil Society Organisations' democratisation and human rights work in Southern and Eastern Africa	9/2018	18.06.2018	28.01.2019	28.01.2019
Evaluation of Norwegian Engagement in the Peace Process between the Colombian Government and the FARC, 2010–2016	10/2018	22.08.2018	05.11.2018	
Evaluation of human rights and business in Norwegian development cooperation	11/2018	13.09.2018	06.02.2019	12.05.2021
The Norway-India Partnership Initiative Phase II: Impact Evaluation of Five Interventions	12/2018	12.10.2018	02.05.2019	
Evaluation of Organisational Aspects of Norwegian Aid Administration	13/2018	10.10.2018	05.02.2019	
Evaluation of Norway's Multilateral Partnerships Portfolio	1/2019	18.09.2019	20.05.2020	10.6.2021
Making Evaluation Work for the Achievement of SDG 4.5.	Unesco/IOS Evaluation Office, July 2019	08.10.2019	21.01.2021	
Evaluation of Norwegian Development Assistance to Private Sector Development and Job Creation	1/2020	06.02.2020	30.03.2020	15.6.2021
Evaluation of the Norwegian Aid Administration's Approach to Portfolio Management	2/2020	06.02.2020	28.05.2020	28.1.2021
Evaluation of Norway's Aid Engagement in South Sudan	3/2020	25.02.2020	29.05.2020	
Evaluation of Norway's Aid Concentration	4/2020	17.06.2020		
Evaluation of Norway's anti-corruption efforts as part of its development policy and assistance	5/2020	18.09.2020	15.03.2021	
Responding to the Covid-19 pandemic – Early Norwegian Development Aid Support	Background study 1/20	29.09.2020	Follow-up memo not relevant	
Quality Assessment of Decentralised Evaluations in Norwegian Development Cooperation (2018–2019)	6/2020	03.11.2020		

Topic of the evaluation/project	Report no.	Evaluation Department follow-up memo to the MFA/MCE	Follow-up measures adopted by the MFA/MCE	Report on follow-up
Evaluation of Norway's engagement in Somalia	7/2020	26.10.2020		04.12.2020
Country Evaluation Brief: Colombia	8/2020	23.11.2020		
Country Evaluation Brief: Ghana	9/2020	23.11.2020		
Country Evaluation Brief: Niger	10/2020	23.11.2020		
Country Evaluation Brief: Uganda	11/2020	23.11.2020		
Country Evaluation Brief: Indonesia	12/2020	23.11.2020		
Lessons from evaluations: The Use of Cash Transfers in Humanitarian and Development Settings	Published by the Covid-19 Global Evaluation Coalition	23.11.2020		Follow-up memo not relevant
Monitoring and Evaluation for Adaptive Management – Real-Time Evaluation	Published by BetterEvaluation	05.03.2021		Follow-up memo not relevant
Mapping of Norwegian Efforts to Include Persons with Disabilities in Development Assistance 2010-2019	1/2021	11.01.2021		Preparation for evaluation/follow-up memo not relevant
Evaluation of Norway's International Climate and Forest Initiative's (NICFI) support to private sector initiatives	2/2021	15.03.2021		
Early Lessons and Evaluability of the UN COVID-19 Response and Recovery MPTF	Published by the executive Office of the General Secretary of the UN	21.06.2021		

