

## EVALUATION DEPARTMENT

From knowledge  
to implementation

Annual Report 2019/2020



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# 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.35).

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 MAY 2020, THE EVALUATION DEPARTMENT CONSISTS OF THE FOLLOWING EMPLOYEES

Anette Wilhelmsen  
Anita Haslie  
Balbir Singh  
Ida Lindkvist  
Jan-Petter Holtedahl  
Kjersti Løken  
Kristin Hauge  
Per Øyvind Bastøe (Evaluation Director)  
Ragnhild Pedersen  
Siv Lillestøl (Deputy Director)  
Åsne Kalland Aarstad

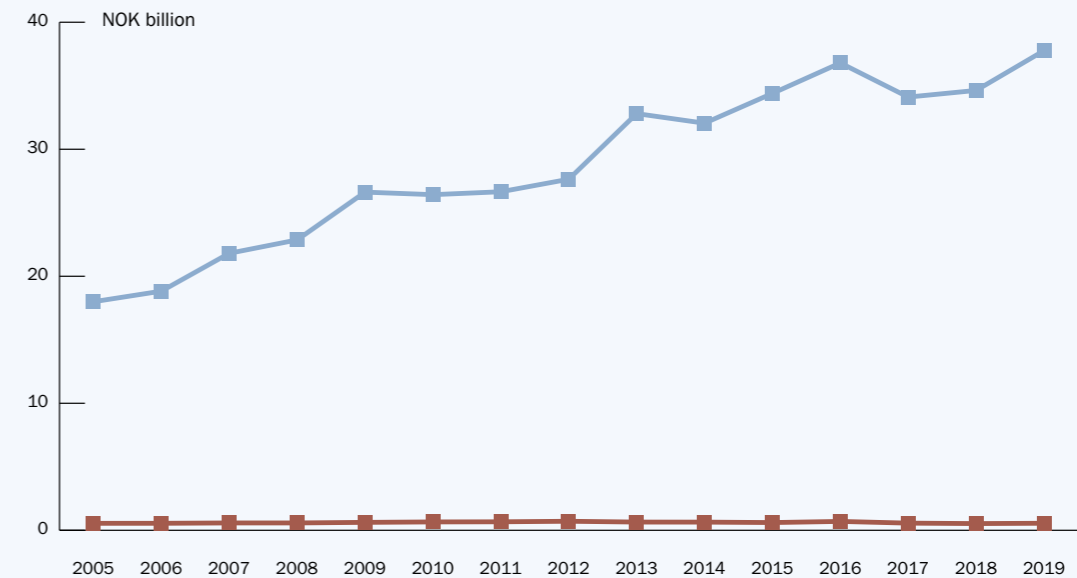
## Aid budget

37,7635 billion ▲

## Allocation to evaluation

0,0174 billion ▼

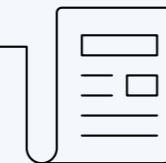
The axis of the evaluation budget includes funds allocated to evaluation (consultants) and partnership agreements. Including administrative costs, the department's total resource frame in 2019 was just below 27 MNOK.



The figures below are for the period June 2019–June 2020.

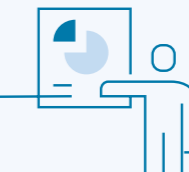
## Feature articles and newspaper articles

15



## Seminars

11



## Twitter followers

1008



## Number of newsletters

10



## Newsletter subscriptions

620



# In the past year



**1** **07.06.2019: Seminar: Unclear roles give unclear results.** Release of the annual report 2018/2019. Dag-Inge Ulstein, Minister of International Development, received the report at the seminar.

**2** **19.09.2019: International expert workshop on the use of funds in multilateral organisations in the effort to achieve the Sustainable Development Goals.** In connection with the evaluation of Norway's multilateral partnerships portfolio (1/2019).

**3** **20.09.2019: Seminar: Ideals and realities in earmarked multilateral development aid.** Launch of the evaluation of Norway's multilateral partnerships portfolio (Report 1/2019). [Recording available.](#)

**4** **31.10.2019: Seminar: Are the efforts in education reaching vulnerable groups?** Debate on access to education, based on a study by UNESCO, in cooperation with the Evaluation Department, World Food Programme, UNICEF, the World Bank and Education Cannot Wait.

**5** **10.12.2019: The OECD Development Assistance Committee approved the revised evaluation criteria.** Since 2017, Per Øyvind Bastøe, Director of the Evaluation Department, has headed the OECD Development Assistance Committee's evaluation network (EvalNet) and led the revision of the criteria.

**6** **07.02.2020: Seminar: Can development assistance to the private sector contribute to sustainable development?** Launch of the evaluation of Norway's private sector development assistance and job creation (Report 1/2020). [Recording available.](#)

**7** **10.02.2020: Launch meetings: Portfolio management and when it should be applied.** Internal information meetings for Norad, the Ministry of Foreign Affairs and the Ministry of Climate and Environment in connection with the evaluation of portfolio management in new development assistance programmes (Report 2/2020).

**8** **28.02.2020: Seminar: Dilemmas and lessons learned from Norway's efforts in South Sudan.** Launch of the evaluation of Norway's engagement in South Sudan (Report 3/2020). [Recording available.](#)

**9** **05.03.2020: Seminar: The international evaluation criteria have been revised – how does this impact on evaluation in Norway?** In cooperation with the EVA forum (network for

evaluation in the central government) and the Norwegian Evaluation Society.

**10** **30.03.2020: Webinar: New evaluation programme and use of knowledge.** Launch of the evaluation programme for 2020-22 with debate on the use of evaluation and knowledge in shaping and implementing development assistance. [Recording available.](#)

**11** **28.05.2020: Webinar: Earlier lessons learned from humanitarian assistance and response to COVID-19.** Webinar in cooperation with Chr. Michelsen Institute to discuss challenges and opportunities in the face of the pandemic.

**12** **18.06.2020: Webinar: How can ambitious targets and limited resources be reconciled in development policy?** Launch of evaluation of Norway's concentration policy (Report 4/2020) and the portfolio orientation in Norwegian development assistance (Report 2/2020). [Recording available.](#)



Photo: Ragnhild Pedersen (2020)

All reports from the Evaluation Department are presented and debated at public seminars. Panellists, as well as seminar participants, are often representatives of the political leaders responsible, the aid administration, civil society organisations, researchers and consultants in the sector.

Most seminars are live streamed and the recordings are available at [norad.no/evaluation](http://norad.no/evaluation).

The picture is from the launch of the evaluation of Norway's portfolio of multilateral partnerships that was held at the National Library in September 2019.



Illustration: OECD (2019)

The internationally recognised evaluation criteria laid out by the OECD Development Assistance Committee were originally accepted in 1991.

The revised criteria (*relevance, effectiveness, cost-efficiency, impact and sustainability*) have been adapted to the current understanding of development assistance and the need for analysis. A new criterion – *coherence* – has also been added, which relates to how an intervention is adapted to the surroundings.



Photo: Ken Opprann

## Lessons learned

The lessons learned largely relate to the importance of using knowledge and insight in the planning and implementation of development assistance initiatives. Relevant knowledge and insights require thorough analyses, active collaboration with international partners and good coordination of the Norwegian efforts.

These are lessons that are obvious and that are often raised in the context of long-term development cooperation, but they are also important in relation to short-term humanitarian assistance. When crises arise and a rapid response is crucial, it is of the utmost importance that experiences and knowledge are systematised, accessible and well-known. In light of the current COVID-19 situation, it is therefore particularly important to highlight these lessons.

### Lesson 1:

#### Thorough preparation is a prerequisite for effective development assistance

Good preparation starts with summarising and documenting experiences from past and ongoing development assistance interventions. Knowledge and understanding of documented experiences and accumulated knowledge should always form part of the preparations for initiating new development assistance interventions.

Several of last year's evaluations found that the preparations prior to the implementation of development assistance interventions was inadequate. Earlier evaluations have also indicated that thorough planning is necessary for effective development assistance. For example, several evaluations have pointed out that knowledge of context and application of this knowledge are crucial to the relevance of development assistance. In the evaluation of Norway's efforts in South Sudan, inadequate implementation and application of conflict analyses was seen as a weakness in the planning of the work. It was emphasised that contextual and conflict analyses could have made a positive contribution to the coherence of work at country level and to understanding the potential risks in the Norwegian engagement.

The evaluation of development assistance to the private sector found that there is a risk of the assistance disrupting the market, thereby preventing the goal of private sector

development being achieved. Conducting and using market analyses in the planning of such development assistance can, according to the evaluation, help to avoid disruptions.

The evaluation of portfolio management in the Norwegian development aid administration calls for expertise and sufficient time to be spent on the planning so that available knowledge can be used actively to inform the choice of partners and programmes.

The evaluation of Norway's multilateral partnerships through the World Bank and the UN inter-agency trust funds also points out that shortcomings in the preparations for this type of cooperation can lead to less effective results. Today's Norwegian fund portfolio has grown over time as a result of the steady launch of new initiatives, as well as a lack of strategies to terminate existing agreements. In some cases, there are also several agreements supporting a single initiative because the funds receive contributions from several Norwegian administrative bodies in parallel. This increases the costs since Norway is paying overheads for all such agreements. Increasing the focus in the planning of support and improving the overview of current agreements will reduce duplication and ensure that a greater proportion of the support reaches the end recipients.

## Lesson 2:

### Coordinating the Norwegian efforts improves results

One way of ensuring coordination of Norwegian efforts is through portfolio orientation. This involves actively managing a group of interventions to achieve defined objectives. In order to achieve this, knowledge must be obtained before and during the implementation of the portfolio of interventions and used to inform management, learning and decisions along the way. In the evaluation of Norway's multilateral partnerships, one of the recommendations was to adopt a portfolio approach, whereby the composition of the fund portfolio could be adapted according to political priorities and the availability of administrative resources.

In the evaluation of Norwegian support to private sector development and job creation, it was recommended that consideration be given to the need to coordinate large parts of the efforts in order to consider the different instruments in context. This was highlighted as important for ensuring that the most appropriate interventions are chosen and that the efforts are more cohesive than they are today.

In parallel with this, we found in the evaluation of the portfolio orientation in the aid administration that there is a lack of understanding in the aid administration of

what is needed to actively manage several interventions in conjunction with each other. This is despite the fact that the intention is often for a group of interventions to collectively achieve more than the individual interventions on their own.

One of the factors that complicates coordination and portfolio orientation is the ever-changing political priorities. Another is that the development aid funding must be allocated by the end of each calendar year, which can bring with it pressure to complete the disbursements before the efforts have been coordinated.

The grant management reform and the clarification of the division of responsibilities between the Ministry of Foreign Affairs and Norad may help to strengthen the opportunities for coordination through portfolio management. In any case, the evaluation of the portfolio orientation in the development aid administration found that the clear objectives of the new portfolios and the fact that the interventions in the portfolio have been chosen with a view to achieving these objectives make the new portfolios more conducive to effective management.



Photo: Ken Opprann

## Lesson 3:

### International collaboration gives a broader evidence base

By participating in joint evaluations and studies with other international development aid actors, we are able to create a broader evidence base of what interventions work and which don't than could be achieved as individual organisations. This means that both we and other development aid actors gain greater insight that can be used in the planning and implementation of development assistance interventions.

A synthesis study, which we conducted in collaboration with several multilateral partners, looked at education as a means of achieving target 5 of SDG 4 to ensure inclusive and equal access to education. It showed that the best instruments are school meal and cash support schemes. The study also pointed to knowledge gaps that will be important to close, including the serious lack of knowledge about how educational efforts can reach children with disabilities. Data needs to be collected here and results documented ready to be used in the shaping of future efforts.

In the evaluation of Norway's multilateral partnerships through the World Bank and the UN inter-agency trust

funds, we found several examples of international cooperation being mutually beneficial. This form of partnership is both a valuable tool for fostering multilateralism and for mobilising efforts in areas that are of special interest to Norway in a way that would not have been possible on our own.

Consultation and coordination to increase insight and promote consensus is also one of the conclusions of the revision of the international evaluation criteria. Led by us, the work was conducted under the auspices of the OECD Development Assistance Committee's evaluation network and led to a comprehensive consultation process with

the evaluation units of all UN agencies, the development banks, OECD member countries and many of the international evaluation associations. The process has led to an international consensus on the characteristics of good-quality evaluations.

One of the prerequisites for successful international cooperation and coordination is sufficient capacity and expertise in the Norwegian development aid administration.



# Reports from the Evaluation Department



# Evaluation of Norway's multilateral partnerships portfolio – The World Bank and UN inter-agency trust funds



## REPORT 1/2019

### Evaluation of Norway's Multilateral Partnerships Portfolio – The World Bank and UN Inter-Agency Trust Funds

Carried out by: Balbir Singh, senior advisor in the Evaluation Department, with contributions from external consultants Asbjørn Eidhammer, Cliff Wang and Ragnhild Pedersen

ISBN: 978-82-8369-015-6

## BACKGROUND

More than half of Norwegian development aid funding is currently channelled via multilateral partners, with the World Bank and the UN system being the most important partners. An increasing share of the funding is provided through multilateral funds, which provide donors with a package solution covering administrative, operational, legal and financial services. This evaluation aims to shed light on the key question of how well multilateral partnerships contribute to the systematic achievement of Norwegian priorities.

## PURPOSE

In autumn 2019, the government presented a white paper on Norway's role and interests in multilateral cooperation, which aims, among other things, to streamline the use of funds as an aid channel. This evaluation seeks to provide input into the ongoing efforts to streamline the use of funds. The evaluation looks at Norway's motivation for participating in multilateral partnerships, whether the partnerships contribute to the systematic achievement of Norwegian priorities, what the real costs are and who is responsible for the funds and results.

## FINDINGS

- The funds in Norway's portfolio serve as a strong multilateral instrument for increasing development assistance for thematic and geographical areas of interest to Norway, in a way we would not have been able to realise on our own. In parallel with this, we are also able to strengthen the capacity of the multilateral organisations and ensure that, through these organisations, Norway has access to qualified personnel and control procedures.
- One of Norway's goals for using funds is that they should also trigger development aid from other sources. The evaluation found that the use of funds has primarily triggered support from Norway's like-minded donors, but that mobilisation of private sector funding has largely not been realised.
- Today's fund portfolio is the result of the steady start-up of new initiatives, but also a lack of strategies for ending agreements. This has led to Norway's fund portfolio growing over time. The focus of the Norwegian development aid administration has been on safeguarding quality when entering into an agreement.
- The evaluation found that in some cases there are several agreements in place to support a single initiative. This happens mainly for two reasons. One is that the funds receive contributions from more than one Norwegian administrative body, each of which draws up its own agreement. The second reason relates to the World Bank's practice of establishing parallel funding agreements in pace with the bank's changes to cost recovery regulations.
- Providing assistance through funds takes up considerable administrative resources. The practice of covering fixed costs (overheads) at several points in the value chain for aid means less transparency and efficiency, and results in a smaller proportion of the aid reaching the final recipients.
- There is a need for more public access and



Photo: Ken Opprann

transparency regarding the use of funding and results for projects carried out by a third party, financed through World Bank funds. The World Bank's independent evaluation unit rarely evaluates funds implemented by the bank itself.

## RECOMMENDATIONS

- The composition of the fund portfolios should be adjusted regularly with regard to political priorities and access to administrative resources. This includes efforts to develop indicators for attainment of objectives in the portfolio, guidelines for entering into and exiting agreements and greater expertise in portfolio management within the organisation.
- Revise the practice of several Norwegian administrative bodies contributing to the same fund. If it is relevant to have several agreements in place, the grant manager should provide justification for this.
- In cooperation with like-minded donors, the World Bank and the UNDP, discussions should be initiated to develop procedures that can make visible all operating expenses in each part of the value chain. The current practice, whereby operating expenses

are charged at several points in the value chain, is not conducive to efficient grant management and affects the proportion of aid that reaches the final recipients.

- The payment of contributions should be linked to milestones in work plans that are agreed with the fund administrator. The grant manager should provide justification for any deviations from the milestones.
- The Ministry of Foreign Affairs and the Ministry of Climate and Environment should draw up guidelines for interpreting statutory exemptions that apply to the payment of contributions to specific funds. Grant management must take such guidelines into account and justify deviations when this is necessary.
- Incentives should be developed for the fund's administrator to mobilise contributions from the private sector.
- In consultation with like-minded donors, the World Bank and the UN Multi-Partner Trust Fund Office, the Ministry of Foreign Affairs should take the initiative to establish a common standard for reporting, evaluating and publishing information on the use and results of funds.

# Study of evaluation as an instrument for achieving SDG 4.5 for equality and inclusion in education



## **Making Evaluation Work for the Achievement of SDG 4 target 5: Equality and Inclusion in Education**

External consultants: Dr Karen Mundy, Dr Kerrie Proulx, Dr Caroline Manion. The study was commissioned by UNESCO's Evaluation Department in cooperation with the evaluation departments in Norad, UNICEF, the World Bank, the World Food Programme and Education Cannot Wait.

Published: UNESCO/IOS Evaluation Office, July 2019

### **BACKGROUND**

The study systematises findings from existing evaluations that may be relevant when seeking to achieve the SDG of eliminating gender inequalities and ensuring equal access to education and vocational training.

The study is based on findings from 147 independent evaluations conducted under the auspices of 13 multilateral and bilateral organisations, including two evaluations commissioned by the Evaluation Department in Norad. The study is also based on case studies in Ghana, Guatemala, Lebanon, Nepal and Peru.

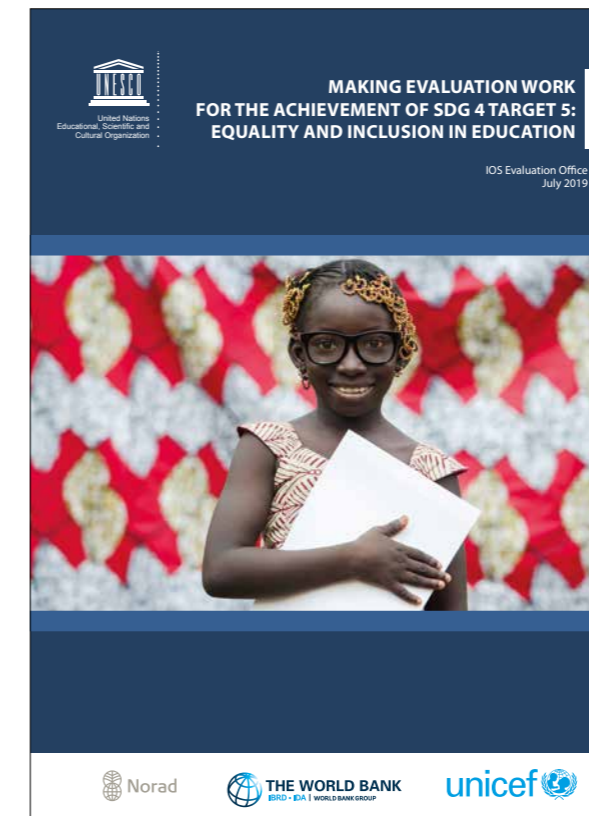
### **PURPOSE**

The purpose of the study was to map and assess whether findings from existing evaluations could be used to achieve the SDG of eliminating gender inequalities and ensuring equal access to education and vocational training for vulnerable persons.

### **FINDINGS**

The report shows that some of the findings in existing evaluations are robust enough to build on, but that more knowledge is needed before it can be determined what activities work best and for whom. This particularly applies to interventions aimed at the equality and inclusion of children with disabilities, indigenous peoples and minority language groups.

- The strongest evidence of successful results in promoting equal and inclusive access to education is through school feeding and cash support schemes. The school feeding schemes are an instrument for increasing school uptake of children at primary school level. The effect is particularly notable in areas that have low levels of food security, for example during natural disasters or areas with large numbers of internally displaced persons/refugees. The study also found evidence that cash support schemes can boost the number of children from poor households who start school. The cash support schemes appear to be particularly effective in increasing this figure for girls, partly because the cash support can help reduce girls' workload in the home. The study also found this type of support to have some negative effects. Crowded classrooms, extra work for overloaded teachers and jealousy in households that do not have access to such schemes.
- Use of information and technology programmes especially online learning to ensure equal access to education, has shown mixed results. However, the study clearly shows that such activities aimed at children in humanitarian crises result in rapid increases in the number of children who start school, both among those living in refugee camps and those from the local communities around the refugee camps.
- The data material has few evaluations of activities aimed at teachers and headteachers, and in the



This study was commissioned by UNESCO's Evaluation Department in cooperation with the evaluation departments in Norad, UNICEF, the World Bank, the World Food Programme and Education Cannot Wait.

The study recommends that more data is collected and that existing data is put to better use. This will make it possible to determine with greater certainty in the long term which interventions are working and which are not working.

- evaluations that exist, there is little evidence of work that has been successful in this area. However, the evaluations do find signs that improving teacher education/training increases the chances of students completing school, especially girls. Activities that support the construction of new schools show that such support can reduce school drop-out rates and that access to water and sanitation facilities at the school can help increase school intake numbers.
- Financial support schemes such as budget support and results-based financing seem to have mixed success in achieving equal access to education, especially in terms of school attendance, learning and gender equality.

### **RECOMMENDATIONS**

The study recommends that more data is collected and that existing data is put to better use. This will make it possible to determine with greater certainty in the long term which interventions are working and which are

not working. In particular, the study recommends the following:

- collect information on how aid to education can reach children and youth with disabilities, indigenous peoples and ethnic minorities
- obtain knowledge about the results of efforts aimed at strengthening the competence of teachers, alternatives to non-formal education, school-based attendance and school grant schemes
- improve access to existing data through systematising evaluation findings and making them accessible to decision-makers at local, national and global levels, for example through all development aid projects and programmes earmarking funding for systematising and publishing project data that is collected
- strengthen evaluation methods by, for example, drawing up indicators to measure equality in education and collecting data on the cost-effectiveness of educational interventions.

# Evaluation of Norwegian development assistance to private sector development and job creation



**RAPPORT 1/2020**  
**Norwegian Development Assistance to Private Sector Development and Job Creation**

External consultants: Chr. Michelsen Institute

ISBN: 978-82-8369-016-3

## BACKGROUND

Private sector development is a priority area within Norwegian and international development aid and is intended as an instrument to mitigate the lack of funding for achieving the SDGs. It is also an area of rapid change. Internationally, we are no longer talking about economic growth, but about sustainable and inclusive growth that does not destroy the climate and the environment or violate human rights.

## PURPOSE

The purpose of the evaluation was to provide an up-to-date overview of the purpose and extent of Norwegian development assistance for private sector development and to make a technical assessment of the orientation of the assistance, in the light of knowledge from other research and evaluations.

The evaluation defines private sector development in line with OECD/DAC's work in this area. This definition emphasises assistance to private companies or individuals. The definition does not include assistance to publicly owned businesses. One weakness of the report is that the definition is not used consistently in the evaluation. There is therefore uncertainty about the estimates of the extent of this assistance as it appears

in the evaluation. Furthermore, the evaluation mixes the concepts of responsible business and corporate social responsibility. In connection with the evaluation, an evaluation brief has been issued explaining the difference between these concepts.

In order to map the objectives of this assistance, the evaluation team reviewed four budget proposals from the Ministry of Foreign Affairs in the period 2014 to 2017, two white papers and other governing documents. The team also reviewed governing documents for Norfund, which is the government's business investment fund for developing countries.

## FINDINGS AND CONCLUSIONS

- The main objectives for Norwegian development assistance to private sector development have been relatively stable during the period 2014 to 2017, and encompass inclusive and sustainable economic growth, poverty reduction, job creation, responsible business and a shift to sustainable energy to reduce greenhouse gas emissions.
- The extent of the efforts has been stable during the period and has accounted for about 11% of the total development assistance.
- In the literature review, which focuses on findings from impact evaluations, the team found that there is a risk that assistance to private sector development will disrupt the market, thereby creating a barrier to achievement of the objectives. The findings also show that the most effective way to reduce poverty is to invest in small-scale farming.
- One of the main conclusions of the evaluation report is that Norwegian private sector development assistance can help to achieve the stipulated goals for this type of assistance, but it depends on how the assistance is carried out. The evaluation team is particularly concerned about ensuring that assistance does not displace private capital.



Photo: Photo: Thomas Mukoya/ Reuters / NTB

## RECOMMENDATIONS

- Due to the uncertainty associated with the estimate of the total development assistance, the Evaluation Department recommends that the Ministry of Foreign Affairs facilitates the mapping of the total effort in the field of private sector development.
- The Evaluation Department also recommends that the Ministry of Foreign Affairs considers whether there is a need to coordinate a greater part of the assistance to private sector development and job creation to ensure that the most appropriate initiatives are chosen and to safeguard the coherence of the work.
- Once a better overview of the development assistance is available, it is also recommended that consideration is given to assessing whether better results could be achieved by actively managing some of the areas as portfolios. See also the findings and recommendations summarised from the evaluation of the portfolio orientation in new development assistance programmes on next page.

Private sector development is a priority area within Norwegian and international development aid and is intended as an instrument to mitigate the lack of funding for achieving the SDGs.

# Evaluation of the portfolio orientation in new development assistance programmes



## RAPPORT 2/2020

### Evaluation of the Norwegian Aid Administration's Approach to Portfolio Management

External consultants: Itad Ltd in collaboration with Chr. Michelsen Institute

ISBN: 978-82-8369-017-0

## BACKGROUND

An earlier evaluation commissioned by the Evaluation Department of Norwegian aid administration's approach to results (Report 4/2018), found weaknesses in the portfolio management. As a follow-up to this evaluation, the Ministry of Foreign Affairs wants to strengthen its portfolio management. This evaluation seeks to contribute to this work.

Effective portfolio management can improve development assistance when evidence (research, evaluations and other results information) is used actively to inform decisions, such as the choice of partners and programmes to provide support. Ideally, a portfolio should be actively managed to achieve clear, defined objectives with a programme logic based on evidence.

Not all projects are or should be part of a portfolio, both because of the nature of the project and because of the requirements for the design of a portfolio. Decisions therefore need to be made about what activities should be included in a portfolio that is to be actively managed

and what activities should be organised in a different way, for example as a group of projects under one umbrella.

## PURPOSE

The purpose of the evaluation was to provide information on the strengths and weaknesses of portfolio management in the aid administration. The evaluation is based on an assessment of two relatively new portfolios; Tax for Development and Marine Litter. In addition, managers of other portfolios in the aid administration were also interviewed.

## FINDINGS

The evaluation found that there is much to learn from the two new portfolios. Both had clear objectives and included a strategy on how to achieve these objectives. This also informed decisions on support recipients in the two portfolios.

The evaluation further identified a number of general challenges in relation to portfolio management in Norwegian aid administration.

- Planning the acquisition of relevant information at the right time as a basis for good decisions in the portfolios is a challenge.
- There are no clear guidelines nor a comprehensive understanding of what active portfolio management means or what is entailed in managing a portfolio.
- The ownership structure and responsibility for portfolio management is unclear. Budget responsibility for the various portfolios is often divided into many budget items within the aid administration, and across ministries and directorates. It is therefore unclear who is responsible for delivering at the overarching level.



Photo: Maskot / NTB Scanpix

- The aid administration does not invest enough capacity in facilitating effective portfolio management.
- The consequence of these challenges is an increased risk of failing to achieve the best possible results from the development assistance.

## RECOMMENDATIONS

- It should be clarified which projects should be included in a portfolio.
- The framework for managing the portfolios should be clarified.
- It should be clarified who is responsible for the results achievement in each portfolio.
- Expertise and time should be earmarked for evidence-based portfolio management.

Portfolio management is about actively managing a group of interventions to achieve a common objective based on evidence.

# Evaluation of Norway's engagement in South Sudan



## RAPPORT 3/2020

### Blind Sides and Soft Spots – An Evaluation of Norway's Aid Engagement in South Sudan

External consultants: Tana Cph, Chr. Michelsen Institute and Overseas Development Institute

ISBN: 978-82-8369-019-4

## BACKGROUND

Countries that experience long-lasting conflicts have a particular need for international assistance. Because the challenges are complex, support to peacebuilding, humanitarian efforts and long-term development work may all be needed at the same time. Development assistance in these countries therefore needs to be organised differently to that of other countries.

Previous evaluations have pointed out that in order to optimise efforts, in-depth contextual knowledge needs to be obtained and used to tailor the development assistance. To this end, the Evaluation Department has initiated evaluations of the overall Norwegian support in a selection of countries in order to identify the extent to which contextual knowledge has helped tailor the engagement. South Sudan was the first of these countries to be evaluated.

Norway and Norwegian organisations have had a presence in South Sudan since the 1970s. Norwegian governments have provided high-level political support to the various peace processes since the early 2000s. Since the country became independent in 2011, Norway has channelled NOK 4.2 billion in aid to the country.

## PURPOSE

The purpose of the evaluation was to gather information and hold those being evaluated to account, as well as contribute to the ongoing strategy development for Norway's engagement in South Sudan. The evaluation assessed the impact of the Norwegian support, whether the efforts have been coherent, conflict-sensitive and tailored to the context, and whether the support has taken into account lessons of the past. The evaluation covered the period 2011–2018, with a retrospective glance dating back to 2005.

## FINDINGS

**Impact:** Norway's objectives during the period covered by the evaluation were to promote peace, foster stability and reduce poverty. The evaluation found that Norway contributed to the implementation of the 2005 peace agreement, but that the goal of stability was not achieved. Failure to realise the expectation for the South Sudanese authorities to be responsible, transparent and democratic also meant that the support did not help to stabilise the country. The evaluation team also found no evidence that Norwegian support has helped to reduce poverty.

The effectiveness of individual projects covered in the evaluation has varied. The projects that were considered to have the most impact were those that had been tailored to the context. According to the evaluation, these tailored efforts were possible because Norway has provided long-term support and the support has been flexible.

The evaluation found little evidence that Norwegian support has helped strengthen women's rights.

**Coherence:** The evaluation found that the Norwegian support was relevant to the South Sudanese authorities, international agreements and national plans. The evalu-



Photo: Ken Opprann

ation also found that Norwegian-supported projects were largely relevant to the recipients and that the support was relevant in relation to Norwegian political priorities and dialogue on the support.

Two central and related dilemmas for Norway's engagement in South Sudan were identified during the evaluation period. The first was whether Norway should continue to strengthen a state that did not prioritise development for its own population. The second dilemma was how to handle the situation when humanitarian access is dependent on the authorities and the same authorities were blocking access and carrying out attacks on their own population.

The evaluation did not find evidence that Norway had systematically reflected on such central dilemmas. Although dilemmas were discussed internally, there were no systematic or explicit modifications made to the efforts.

The evaluation found that Norway was a driving force in international coordination in the period up to 2009. After this, Norway and other donors' support was more aimed at bilateral cooperation and engagement when it

became clear that the large joint donor projects failed to have the desired results.

**Conflict sensitivity, learning and knowledge:** The evaluation found that Norway did not carry out systematic conflict analyses of its engagement in South Sudan.

The evaluation did not find evidence that learning and knowledge were used systematically in the Norwegian engagement. As a result, priorities were largely political and not necessarily evidence-based.

## RECOMMENDATIONS

- Norway's strategic guidelines for South Sudan should be based on contextual and conflict analyses. The strategic guidelines should clarify how Norway should work coherently at country level and include reflections on dilemmas and adaptations to these. Assessments of potential risks in the Norwegian engagement should also be included.
- Experience and learning from efforts should be systematised in a way that enables them to be used to improve future efforts and support.
- Greater emphasis should be placed on strengthening women's rights in future support.

# Evaluation of Norway's concentration of development assistance



## RAPPORT 4/2020

### Evaluation of Norway's Aid Concentration

External consultants: ADE - Analysis for Economic Decisions, in collaboration with Scanteam

ISBN: 978-82-8369-032-3

## BACKGROUND

In 2013, the Norwegian government decided that a geographical and thematic concentration of Norwegian development assistance should be implemented. There was also a subsequent decision to reduce the number of agreements and partners, as part of this concentration effort.

Concentration in the development policy implies prioritisation: the prioritising of thematic areas, countries and partners. The underlying idea is that focusing on fewer thematic areas, regions and partners will improve the follow-up of the development assistance that is provided, thereby contributing to better results.

## PURPOSE

The purpose of the evaluation is to provide information on whether the administration has managed to concentrate the development assistance on fewer thematic areas, regions and partners, and whether this has improved the administration of Norwegian development aid. The evaluation also discusses whether these changes are likely to improve the assistance provided, and interventions that can strengthen prioritisation are also identified.

## FINDINGS

### Geographic concentration

- The evaluation found that the development aid administration has succeeded in reducing the number of countries receiving development aid from 108 in 2013 to 88 in 2018, but has not managed to concentrate the development assistance on prioritised countries.
- The evaluation concluded that it is unlikely that geographic concentration has improved the administration or the development assistance.

### Thematic concentration

- With the exception of environmental development assistance, the evaluation found no clear signs of thematic concentration.
- On the contrary, the evaluation found evidence of increased thematic fragmentation due to new initiatives constantly being added.
- The evaluation also found that it is not clear why thematic concentration would improve the development assistance or how this would be implemented.

### Partner and agreement reduction

- The evaluation found that Norad and the Ministry of Foreign Affairs have significantly reduced the number of agreements and partners. Between 2007 and 2018, the development aid administration more than halved the number of active agreements, and in the period 2012 to 2018, the number of partners was halved.
- In recent years, the increased use of large framework agreements with partners may have led to newer agreements being more complex to manage.
- According to the evaluation, the reduction in the number of partners and agreements may have



Photo: Ken Opprann

- improved the dialogue with some partners, but the evaluation does not have sufficient grounds to conclude that this has improved the development assistance.
- The evaluation found that a possible negative effect of the reduction in agreements and partners is that there is less room for small partners from the South.

## RECOMMENDATIONS:

- The purpose of the concentration of Norwegian development assistance should be made clear.
- In order to ensure that further concentration can improve the development assistance, the administration must specify which instruments are to be used and set clear objectives for follow-up.

- When new development assistance programmes are decided, the impact of resource use on the administration should be clarified – including any down-prioritising of other tasks or need for competence.

Concentration in the development policy implies prioritisation: the prioritising of thematic areas, countries and partners.



# Partnership agreements

# Partnership agreements

One important objective of the Evaluation Department's partnership agreements with multilateral organisations, NGOs and other networks within evaluation, is to help enhance the evaluation expertise of partners in the South. Another important objective is to gain knowledge of areas that Norway supports through these organisations. Most organisations in receipt of Norwegian development aid carry out evaluations of their own activities. Through our partnership agreements with some of these organisations, we gain insight into the knowledge that emerges from such evaluations.

Organisations that the Evaluation Department has worked with in the past year are listed below.

## **THE GLOBAL ENVIRONMENT FACILITY (GEF)**

In 2017, the Evaluation Department entered into a partnership agreement with the GEF's evaluation office. As a result, we have partly funded several evaluations and studies. The evaluations carried out in 2019 are presented in the following pages.

## **THE UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (UN WOMEN)**

In 2018, the Evaluation Department entered into a partnership agreement with the evaluation office of UN Women. The purpose of the cooperation is to collect and share information on how development aid can be used to foster gender equality and strengthen women's rights. A summary of good practice from evaluations carried out under the auspices of multilateral organisations will be available in 2020. A tool will also be introduced for use in humanitarian operations where the aim is to make rapid assessments of whether interventions already implemented are adapted to the needs and rights of girls and women.

## **BETTEREVALUATION**

BetterEvaluation is an NGO whose overall objective is to help enhance the evaluation expertise of national and international development aid actors, including organisations in the South. Over the years, the organisation has built up a knowledge platform in the form of a website, which provides a template for how to plan, manage, execute and use evaluations. The website also consists of a library of evaluations which gives users access to evaluation findings. This knowledge platform has open access thanks to support from the Evaluation Department as well as other donors and organisations.

## **THE EVALUATION NETWORK OF THE OECD'S DEVELOPMENT ASSISTANCE COMMITTEE (DAC) (EVALNET)**

Over the past year, the Evaluation Department has had a close collaboration with the evaluation network of OECD/DAC. The Evaluation Director has headed the network and a comprehensive revision of the DAC's evaluation criteria. The revision process has led to an international consensus on the characteristics of good-quality evaluations. The evaluation network is an important platform for the exchange of knowledge and experience between the evaluation bodies in the OECD/DAC member countries, the UN agencies and the development banks.



Photo: Ken Opprann



## Evaluation of the Global Environment Facility's efforts in sustainable forest management



### Value for Money Analysis of GEF Interventions in Support of Sustainable Forest Management 2019

Carried out by the GEF's independent evaluation office

[https://www.gefio.org/sites/default/files/ieo/evaluations/files/value-money-2019-forest-management\\_0.pdf](https://www.gefio.org/sites/default/files/ieo/evaluations/files/value-money-2019-forest-management_0.pdf)



Photo: Marit Hverven

#### BACKGROUND

This study examines the environmental and social impacts of the Global Environment Facility's (GEF) work on sustainable forest management. The study looked at the impact of the organisation's project portfolio in this area consisting of 506 projects, mainly carried out since 2010.

#### PURPOSE

The purpose of the study was threefold: to map the changes in forest cover and carbon storage in the areas where the GEF has projects in sustainable forest management; to quantify the monetary value of the changes in carbon stores that were mapped; and to salvage the socio-economic impacts of the projects.

#### FINDINGS

- Most of GEF's sustainable forest management projects were in sub-Saharan Africa, Latin America and the Caribbean. The three countries with the most projects in the portfolio are Madagascar, Colombia and Brazil.
- The portfolio has contributed to a reduction of approximately 4875 km<sup>2</sup> of deforestation during the project periods. The portfolio can demonstrate improvements in vegetation density and an increase

- in carbon storage of 1.33 tonnes per hectare per year. The annual average value of changes in carbon stocks is estimated at USD 727 990. This calculation is based on a conservative valuation of carbon at USD 12.90 per tonne.
- GEF's projects in sustainable forest management indicate positive, albeit few, socio-economic impacts. At the local level (within 40–60 km of the location of the project), the projects have contributed to an increase in household wealth equivalent to USD 163–353 since project start-up, which is in line with findings from previous studies.

## Health co-benefits of the Global Environment Facility's efforts in chemicals and waste



### Health Co-benefits of GEF Interventions in Chemicals and Waste

Carried out by GEF's independent evaluation office

<https://www.gefio.org/documents/health-co-benefits-gef-chemicals-and-waste-focal-area-2019>



Photo: Ken Opprann

#### BACKGROUND

Recent reports published by international organisations confirm that there is a significant link between low environmental quality and poor health outcomes. This study explores the health and socio-economic impacts of the Global Environment Facility's (GEF) work within chemicals and waste. This study is the first attempt to examine the health co-benefits associated with 11 projects within GEF's work in this area.

#### PURPOSE

The purpose of the study was twofold: to clarify the link between GEF's work on chemicals and waste and the consequential health co-benefits; and to learn lessons on how to consider health impacts in project planning and to target efforts towards populations exposed to pollution from chemicals and waste.

#### FINDINGS

- Reducing chemicals and waste has a direct impact on health in the form of reduced disease burden and mortality. The study confirms that considerable health co-benefits can be linked to GEF's efforts in this area.
- Significant improvements in health and environmental justice were achieved by the projects that

had good baseline data and used this to target their efforts towards vulnerable population groups.

- Projects based on local participation, and which included health dimensions at an early stage of the project planning, raised the level of knowledge of the local community and reduced its exposure to harmful chemicals and the associated adverse health effects.
- Mainstreaming gender equality and socio-economic considerations were an integral part of project development. This has proven to be an effective tool for achieving project objectives.

#### RECOMMENDATIONS

The Global Environment Facility should:

- consider the potential health impacts in its interventions to combat chemicals and waste
- engage and collaborate with the health sector in the project countries
- consider the health impacts at an early stage of project planning
- design interventions targeted at vulnerable population groups
- develop the expertise of GEF and its partners in order to integrate health impacts into project plans



Photo: Ken Opprann

## 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 on the next page shows the follow-up status of the Evaluation Department's reports in the period 2009 to May 2020. 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/tools-publications/publications/evaluationreports/>).

Follow-up of evaluations – status as of 10. June 2020<sup>1</sup>

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)	8.6.2011	12.9.2011	16.7.2012
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		

<sup>1</sup> 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
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	22.05.2015
The Norwegian climate and forest initiative – real-time evaluation: Support for measuring, reporting and verifying	5/2013	28.11.2013	11.2.2014	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

<sup>2</sup> <sup>3</sup> 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
Study of baseline data for Norwegian support to Myanmar	3/2015	10.09.2015	23.12.2015	12.12.2016
Experiences with Results-Based Payments in Norwegian Development Aid	4/2015 5/2015	26.06.2015	13.10.2015	12.12.2016
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	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	23.11.2016	24.04.2018
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 peoples and forest-dependent communities	7/2017	Follow-up of study included in follow-up memo for report 8/2017		
Real-time evaluation of Norway's International Climate and Forest Initiative: Lessons learned and recommendations	8/2017	11.10.2017	09.01.2018	08.05.2019
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

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
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	14.01.2019	
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	
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	28.05.2020	
Making Evaluation Work for the Achievement of SDG 4.5.	Unesco/IOS Evaluation Office, July 2019	08.10.2019		
Evaluation of Norwegian Development Assistance to Private Sector Development and Job Creation	1/2020	06.02.2020	30.03.2020	
Evaluation of the Norwegian Aid Administration's Approach to Portfolio Management	2/2020	06.02.2020		
Evaluation of Norway's Aid Engagement in South Sudan	3/2020	25.02.2020		
Evaluation of Norway's Aid Concentration	4/2020	17.06.2020		



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