

## ► Norway

### Evaluation Department, Norad

#### Mandate

The Evaluation Department is responsible for the evaluation of all aspects of development co-operation funded by the Norwegian government. The department focuses on planning and managing major thematic or strategic evaluations, conducting eight to twelve per year, and provides some support on reviews carried out by line offices. The main goals of the Evaluation Department are to (i) evaluate effectiveness and results; (ii) evaluate whether resource application is commensurate with results achieved; (iii) systematise experience, so as to assure quality and improve future activities by means of good learning processes; and (iv) provide information to aid policy makers and the general public.

#### Independence

The Evaluation Department is responsible for selecting the evaluation objects and preparing the evaluation mandates. Competitively-selected outside consultants conduct all evaluations and are responsible for reports. Evaluation, although a department within Norad, reports to the Secretary General of the Ministry of Foreign Affairs (MoFA). All reports are made public.

#### Co-ordination

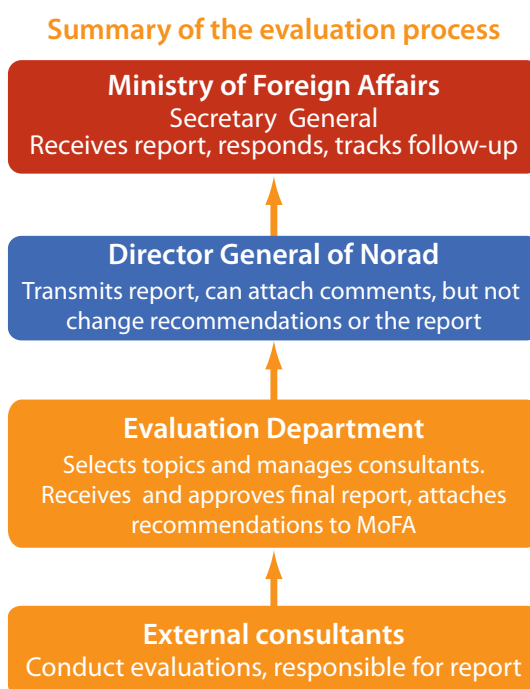
The Evaluation Department is active in a number of international development evaluation forums, including the DAC. Three to six joint evaluations are done per year (25 to 50% of all central evaluations) and the unit has a mandate to engage in joint work. The Department publishes and shares multi-year evaluation plans.

#### Quality

The Evaluation Department uses its own policies and the OECD DAC evaluation quality standards to ensure that findings are valid, robust and meaningful. There is a significant input of staff time to work with consultants to ensure reports meet standards.

#### Use and Impact

There is a management response and follow-up action system in place. Within six weeks of a report, an official response from the Secretary General of the MoFA is submitted to the relevant programme area, the Norad Director-General and the Evaluation Department. One year later, the programme area concerned submits a report to the Secretary General describing actions taken in response to the evaluation. Evaluation staff strives to ensure programme staff buy-in, while protecting the independence of the consultants.



**Resources**

Staff and financial resources are considered adequate, though with more resources more could be achieved. Skills for managing evaluation processes are also adequate, while technical skills, such as those needed for developing evaluation mandates, could be stronger. The department draws on other Norad and ministry staff for thematic and sector expertise, as needed.

