

Sida's Evaluation Plan 2006



SWEDISH INTERNATIONAL DEVELOPMENT
COOPERATION AGENCY

Department for Evaluation and Internal Audit

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1 Evaluation in a Changing Environment

Evaluation in Context

Evaluation has by tradition constituted an integral and important part of Swedish development co-operation. The overall objective of evaluation in the context of development co-operation is to contribute to increased development effectiveness. Sida's evaluation activities are directed to strengthen learning and performance among the actors involved in Swedish development co-operation and to provide information to the general public and government bodies about the results of Swedish development co-operation through Sida.

Evaluations are thus an instrument for improving development co-operation by explaining why development efforts have succeeded or failed and can be used to increase the relevance, effectiveness, efficiency, sustainability and impact of Sida's, partner countries' and other donors' activities. But they are also an instrument to control the work of these actors by making them accountable for their performance.

In recent years the focus on harmonisation and alignment and an increased emphasis on accountability for results have been highlighted both internationally and in Sweden. The main manifestation of this is the Paris declaration on Aid Effectiveness, signed jointly by donor- and partner countries at the OECD/DAC High-Level Forum in March 2005. These trends are also present in Swedish development co-operation as defined by the Swedish comprehensive policy for global development: *Development Responsibility: Sweden's Policy for Global Development*.

The new Swedish policy, the international aid agenda and increased levels of funding for Swedish development co-operation pose significant challenges for Sida in the years to come. As a response Sida's Director General has decided on the following strategic priorities for 2006: Aid effectiveness, Poverty focus with a gender equity perspective, Anti-corruption and HIV/AIDS. Although not formally bound to these priorities UTV has provided some input. Recent evaluations commissioned by the Secretariat for Evaluation and Internal Audit (UTV) have considered some of these priorities (e.g. evaluations of Sida's HIV/AIDS and gender policies). Several of the planned evaluations for 2006–2008 will also deal with the strategic priorities, most notably with issues related to Aid effectiveness.

As a response to calls for increased development effectiveness and results the international evaluation community is being challenged to produce more evidence of impact of development programs, particularly in the social sectors (see for example the draft report "The Evaluation Gap" presented by the Centre for Global Development). UTV takes part in international discussions on approaches to impact evaluations and their best use. Several evaluations in the evaluation plan will deal with impact on various levels, from country wide to project level and many will explore new approaches and methodologies.

As decided by Parliament a new independent function for evaluation of Swedish development cooperation will be established as of January 1, 2006. This new institute is supposed to engage in a wide range of activities spanning from audit work to research endeavours and is expected to be fully operational by the end of 2008. The activities of the new institute should complement those already undertaken by Sida. Sida/UTV will establish close relationships with the institute in order to prevent overlapping and to find forms for future collaboration. It is too early however to foresee the implications for Sida and UTV of this new organisation.

Another trend within the international donor community is the increased importance of the field organisations and an emphasis on partner country ownership and effectiveness. This is also the case for Sida and has led to more resources and authority being transferred to the Swedish embassies. As an effect, an increasing number of evaluations are now being commissioned in the field. At the same time the role of donor initiated evaluations may change as new monitoring and evaluation mechanisms tied to sector and general budget support are gaining in importance.

UTV priorities

The focus on the aid effectiveness agenda and on impact of ODA activities, the new institute for development analysis and evaluation and an increased importance of the field represent challenges to UTV. As a response to these external as well as internal changes, UTV has identified the following main directions for its work for the period 2006–2008:

1. *Advisory services.* One of the priorities for 2006–2008 will be to enhance the capacity of Sida staff in the field of evaluation. One of the tasks of UTV is to provide advisory services to Sida's departments and embassies regarding evaluation matters. UTV will target resources to this area of work and develop a systematic approach to its advisory and training services (Chapter 3.3).
2. *Dissemination and communication.* In order to reinforce accountability, learning and evaluation capacity development wide dissemination of evaluation information is desirable. Dissemination and communication on evaluation findings are important tasks and in 2006 UTV will start a project to focus and enhance this line of work in the years to come. UTV will also be responsible for compiling the requested report to the government on results and actions from Sida's evaluations and internal audits in 2005. (Chapter 3.4).
3. *Joint Evaluations.* Evaluations conducted jointly between Sida and other donors and/or partner countries are expected to increase as an effect of the current harmonisation and alignment efforts. Joint evaluations will be increasingly important as a vehicle for joint learning and accountability. This trend is likely to influence evaluation planning both in the operative departments and in UTV in the years to come. UTV will continue to build on current institutional engagements in the OECD/DAC Network on Development Evaluation and the EU as well as in the NordicPlus evaluation group. In 2006 UTV will be in the lead for three initiatives: An exploratory project on how to evaluate the development impact of Total ODA, The triple C initiative and the LRRD component in the evaluation programme of the Tsunami Evaluation Coalition (Chapter 3.5) Results from the Triple C study of Local Development will be available in the second quarter of 2006. The results from the large joint evaluation on General Budget Support will be disseminated in the second quarter of 2006.
4. *Sida focused evaluations.* Given the emphasis on advisory and dissemination activities and the continued engagement in joint evaluations the total number of Sida focused evaluations will be decreased and eventually limited to the completion of 3–4 such evaluations each year. UTV will focus on strategic policy areas for Sida. In 2006 the following NEW evaluations will be started: The use of dialogue as an instrument in development cooperation, Sida's work in the education sector and the Poverty focus in Sida's work.

In 2006 the following evaluations will be completed: Research co-operation, Sida's work with environmentally sustainable development. An overview of experiences of country based evaluations will be finalized in the second quarter of 2006. A study of Sida's Management Response System has been completed in the first quarter of 2006 and will serve as the basis for reviewing the present system for Sida's formal response to evaluations. In addition UTV will pursue evaluations with a focus on assessing

outcomes and learning: a pilot study for assessing outcomes in the area of democracy and human rights and evaluations with a strong learning focus concerning support for institutional development. (Chapter 3.5.)

2 Sida's Evaluation System

Sida's evaluation system has two constituent parts: Sida's sectoral and regional departments and embassies are responsible for commissioning the evaluations needed and stipulated in agreements with its co-operation partners and the Secretariat for Evaluation and Internal Audit (UTV) is mandated to carry out comprehensive evaluations of strategic significance for Swedish development co-operation.

In order to secure that results of evaluations are given due consideration and used to inform policy and practice Sida has a system of Management Response which means that for each evaluation a comment and an action plan is formulated by the Department head or responsible Manager. For evaluations presented by UTV Sida's Director General will decide on the Management Response before the evaluation is presented to the Board of Directors. The Management Response system has been evaluated in 2005 and certain modifications in the practice of the system have been suggested with the purpose of promoting learning. The future configuration of this system will be discussed and decided in 2006.

An overview of UTV's evaluation plan and the evaluation plans of the operative units are presented in *Annexes 1* and *2* respectively. For a more detailed account of the goals, organisation and working methods of Sida's evaluation system, the reader is referred to Sida's *Evaluation Policy* approved by Sida's Board of Directors in September 1999.

2.1 Departments and Field Offices

According to Sida's evaluation policy and operational rules and guidelines each embassy and Sida department evaluates project and programme performance within its own area of operational responsibility. More information on these evaluations can be found in Annex 2.

2.2 UTV

UTV is an independent department reporting to Sida's Board of Directors that also decides on UTV's evaluation plan and the plan for the Internal Audit, also part of UTV. The evaluation reports produced by UTV are presented to Sida's Director General who also decides on UTV's budget allocation.

All development co-operation funded or co-funded by Sida, as well as Sida's organisation, may be examined by UTV. As a rule, UTV evaluations do not focus on individual projects, unless they involve issues of broader interest to Swedish development co-operation. An evaluation project is screened by the following criteria: policy relevance, financial importance, innovativeness, replicability of the co-operation, under scrutiny, evaluability, cost-benefit, and usefulness to Sida and other stakeholders.

UTV carries out evaluations on its own, or in co-operation with other donor organisations and partner countries and gives support to the evaluation activities of Sida's operative departments (see chapter 3.3). UTV is also responsible for dissemination and information sharing of evaluation results (see chapter 3.4). In addition UTV staff contributes to Sida Management Board, the central Project Committee etc.

The overall goal of UTV is to contribute to increased development effectiveness and in order to do so UTV is dependent on establishing and maintaining good relations with the rest of Sida, the Swedish embassies and the international donor community. This involves actions on many levels. It has become increasingly important to be involved in the international development evaluation community for standards and joint work. At the same time UTV will enhance the usefulness and impact of its work by maintaining a close link to the operative departments at Sida and the Swedish embassies.

All Sida evaluations are supposed to be registered and published by UTV. Evaluation reports are published in *Sida Evaluations* and studies dealing with evaluation methodology are published in *Sida Studies in Evaluation*. Presentations of select reports from these series appear in *Sida Evaluation Newsletter*. The secretariat is also responsible for publishing Internal Audit Reports and the series *UTV Working Papers*.

Sida publications, including evaluations, are available at the general Sida Publications Database, accessible both for Sida's staff and outside visitors. The Information Department is currently improving the accuracy of the search engine in this database, which should be finalised at the end of 2005. Sida's evaluations have also been registered in Sida's library database, Mikromarc, since 1995.

The evaluations registered in the databases are also available in print in UTV's evaluation reference library, in addition to a large number of other Swedish and foreign evaluations published since 1990.

3 UTV Work Programme 2006–2008

3.1 Resources

During 2005 the turnover of staff at UTV has been exceptional. Two evaluation officers and one of the internal auditors have changed positions within Sida. Two internal auditors and two evaluation officers have been recruited in the fall of 2005. By the end of 2005, UTV will thus have 5 1/2 positions as evaluation officers a reduction with one compared to the year 2002. Half a position accrues to duties of deputy director of UTV. In addition UTV has staff working with documentation and information (one full-time post) and internal administration (equivalent to two and a half posts).

The total budget allocation for administration, including staff, will constitute approximately SEK 9 000 million for 2006. SEK 15 million has been allocated to UTV from the account for bilateral development co-operation to be used for procurement of external services for evaluation and internal audit in 2006.

3.2 Directions and Priorities for 2006–2008

In view of the changes outlined in the introduction UTV will in the coming three years shift the balance between its various tasks. Advisory services and training will be upgraded as well as work with dissemination, information sharing and communication on all levels.

By participating in international evaluation networks, UTV is promoting donor co-ordination in relation to evaluation standards and evaluation programming. In the interest of donor harmonisation and joint learning and accountability UTV is actively engaged in the planning and implementation of joint evaluations in areas of strategic interest to Swedish international development co-operation. Joint evaluations with other donors and partner countries will continue to be an important part of UTV work.

It is foreseen that evaluation projects mainly directed at Sida will gradually decrease in number. The topics of UTV evaluations will range from evaluations of policies and processes mainly focused on Sida and Swedish development co-operation to evaluations concerned with the way Sida interacts with other donors and partner countries to evaluations that are mainly geared to assessing impacts for intended beneficiaries of Swedish development co-operation. Several Sida evaluation projects will deal with issues of policy relevance and impact as well as emerging areas of interest. The ambition is to allow for some experimentation in methodology and approach with the aim of contributing useful new insights to development evaluation.

Since evaluations serve the purpose of both learning and accountability, UTV has recognised that it is necessary to adopt a *participatory approach* to evaluations in order to enhance evaluation impact. In practice this means that relevant stakeholders are involved at different stages of the evaluation process. Typically there will be a consultation process regarding the Terms of Reference, stakeholders may be invited to comment on the work of the consultants at various stages and open seminars are arranged for discussion and dissemination of evaluation findings. By greater participation throughout the evaluation process, evaluations also become more useful for Sida and individual officers. In addition, UTV commissions evaluations together with the departments to enhance relevance and usefulness of evaluations.

However, it is important to stress that although the subject matter and object of the evaluation is decided by Sida's Board of Directors, UTV has the final responsibility for the Terms of Reference and the actual evaluation is normally carried out by independent external consultants.

UTV will continue its active involvement in various development evaluation networks the coming years. UTV is representing Sweden in the DAC Network for Development Evaluation, which consists of the Heads of Evaluation Services (HES) of the donor organisations of the OECD member countries and certain multilateral institutions. The Director of UTV is currently chair of the DAC Network, which implies greater international involvement for the department as a whole. UTV is also represented in the EUHES (European Union Heads of Evaluation Services of International Development Co-operation) group which includes the EU Commission and Member States. UTV is presently assuming a coordinating role in a joint evaluation programme, the so-called Triple C initiative. In addition UTV is an active member of the Nordic plus evaluation group.

In view of the changes in development co-operation a review of Sida's Evaluation Policy will be started in 2006.

3.3 Training and Advisory Services

The training and advisory services provided by UTV have mainly been reactive and given at the request of one of Sida's departments, units and embassies. However the changes taking place in the international aid community put new demands on the monitoring and evaluation functions within the donor organisations, particularly in the field offices. In order to support these changes, UTV will increase its advisory activities during 2006–2008.

The main objective for this task will be to enhance the use of the evaluation tool both for learning and for accountability within the organisation. To achieve this it is necessary to increase the quality of evaluations and strengthen the knowledge and competence of Sida's programme officers on evaluation administration, design and use. This work will be aimed at the entire process of evaluation. Thus, staff members that are responsible for planned evaluations will be approached by UTV; UTV will enhance its availability for questions and support during the process of evaluation; and the department will provide more feed-back on the evaluation reports submitted by the departments and embassies.

The methods and forms for these advisory services will be developed further during 2006. One way of increasing the knowledge and skills among Sida staff, however, is the training courses planned together with PEO/LÄR, which will start in 2006. UTV will also utilize a 'consultative' approach to capacity building and will be exploring more active ways to support operational departments and particularly embassies regarding evaluations and similar studies. Another support is Sida's handbook on evaluation¹, published in 2004, which will be used as a complement to all other advisory services.

It is estimated that the total resources needed for the advisory tasks is equivalent to 1 1/2 full time staff position. One evaluation officer will have a coordinating responsibility. A project is being formulated that will take this work forward.

3.4 Communication and Dissemination of Evaluation Results

To promote the use of evaluation results in policy, programme and project formulation wide dissemination of relevant information is necessary. Various studies commissioned by UTV show that evaluations rarely are used by more than a few people involved with the evaluated activity. People far away from the decision making of the activity are less likely to receive information on findings and recommendations from the evaluations. For this reason UTV has decided to devote more resources to dissemination activities during 2006–2008.

The main purpose of the dissemination activities is to enhance the usefulness of evaluations and make evaluations important instruments for improving development cooperation activities. The target groups are mainly Sida's Board, management and staff but also the beneficiaries of the evaluated activity, policy makers in Sida's partner countries and professionals working with Swedish development cooperation, including non-governmental organisations and consultancy companies. Other target groups are the Swedish Government and Parliament, other authorities with an interest in Sida's work, the Swedish public and the new Institute for evaluation of development cooperation.

In 2006 UTV will formulate a project to develop its activities in this area. The project will look into the possibility of extending the coverage of a revised Sida's Evaluation Newsletter to include evaluations commissioned by Sida's departments and embassies as well as other pertinent news regarding evaluation of development assistance. The exact form, content and number of issues will be discussed early in 2006. The project will explore other ideas for disseminating results of evaluations from a wider range of actors.

In addition, UTV will enhance its use of Sida's official website to inform about ongoing evaluations and related activities. Resources, equivalent to approximately 1 staff position, will be set aside for this work in 2006 and 2007.

3.5 Evaluation Plan 2006–2008

In 2006–2008, UTV intends to carry out evaluations and studies along the following themes:

- Aid effectiveness
- Aid modalities
- Institutional development
- Policy evaluations

¹ *Looking Back, Moving Forward – Sida Evaluation Manual*. Sida 2004. The handbook has been extremely well received internationally and is used as a manual for evaluation or completing their own evaluation handbooks by several organisations. (By the end of October 2005 some 5,800 copies of the Sida manual have been distributed.)

- Democracy and human rights
- Humanitarian assistance and peace building

Regarding evaluation activities UTV has a planning horizon of two to three years. This is due both to the fact that a particular evaluation may involve several projects and that most evaluation projects last more than one year. The evaluation projects contained in the plan are in various stages of preparation.

Some of the evaluations for 2006 will be carried over from Sida's Evaluation Plan 2005. In 2005 preparatory work was started in several new fields which have resulted in evaluation projects that will be initiated in 2006 and in 2007. The plan contains a total of 18 evaluations and studies, of which 7 evaluations and 3 evaluation studies will be completed in 2006. Some 7–8 evaluation projects will be started in 2006 and 3–4 in 2007, depending on the number of joint evaluations. Some flexibility is left in the plan to allow for UTV to engage in upcoming new initiatives.

In particular UTV is giving priority to sectors that receive a substantial amount of co-operation funds but have not been evaluated to a large extent. This is, for instance, the case for support to democracy and human rights as well as humanitarian assistance, support to peace building and support to institutional development. It has been notoriously difficult to assess results from support to democracy and human rights and UTV will explore new ways to tackle the difficulties in this area.

Several of the joint evaluations will be carried out within the framework of the DAC Network for Development Evaluations. Some of the evaluations are relevant with regard to more than one theme. In such cases, the evaluation is mentioned under the heading most closely related to its main purpose.

The estimated resources for the evaluation activities will be equivalent to 3 1/2 staff positions. An overview of the plan and the timeframe for each evaluation project are presented in Annex 1.

3.5.1 Aid Effectiveness

Joint evaluation of total ODA. Responding to a challenge from the OECD/DAC Chair to the aid evaluation community, Sida/UTV and its counterparts in the so-called NordicPlus group (Denmark, Finland, Ireland, the Netherlands, Norway, and UK) decided in 2004 to consider the usefulness and feasibility of evaluating the impact of the entire aid flow to one or several countries. A concept note broadly outlining the design of such a study was

favourably received at the annual meeting in November 2004 of the OECD/DAC Network for Development Co-operation Evaluation. Several member countries expressed an interest to participate in the project. However, it was agreed that more work was needed before it would be possible to decide if an evaluation of such complexity was technically and politically feasible. Sweden, supported by Denmark, the Netherlands and the OECD/DAC Secretariat, accepted to carry the project forward to a point where an informed decision about its feasibility can be made. In November 2005 Sida arranged an international seminar where the technical and practical feasibility of the proposal was considered. In connection with this seminar Sida/UTV accepted the responsibility to lead the work of formulating a revised proposal for the OECD/DAC Evaluation Network to consider in March 2006. Sida/UTV has made no commitment beyond this point, but if the project turns out to be realistic continued participation would seem to be a natural option.

- ❑ Joint evaluation of total ODA:2006– ? (no 1)
- ❑ Joint evaluation of exit strategies: 2005–2006 (no 2)
- ❑ Experiences of country evaluations: 2005–first quarter 2006 (no 3)
- ❑ Quality of Sida's evaluation, phase 1: 2005–first quarter 2006, phase 2: second quarter 2006–2007 (no 4))
- ❑ Sida's Management Response System: First quarter 2006 (no 5) 2005–2006 (no 2)

Joint evaluation of exit strategies. During 2005 UTV has continued the work of the joint evaluation of exit strategies with the evaluation departments of Denmark, Norway and the Netherlands. An overview of the exit policies of the responsible countries will be completed towards the end of the year along with a proposal for the main study terms of reference. The focal issues for the evaluation is whether development initiatives are built on realistic exit strategies supportive of sustainable outcomes and whether existing strategies for exit are consistent with current models for partnership. This is an issue which figured in the latest DAC Peer Review of Swedish Development Cooperation. Planned and implemented within the NordicPlus initiative for co-ordination of evaluation work, the study will provide an input to broader debates over issues of exit, sustainability, and development co-operation relationships. It is expected to be useful to Sida as Swedish development cooperation is reorganised in accordance with the principles of the Paris Declaration. The evaluation will be completed in 2007.

Experiences of country evaluations. The desk study on experiences from country evaluations will continue through the first half of 2006. The purpose of the study is to provide an overview of approaches and experiences of country based evaluations and a discussion of their relevance for Swedish development assistance.

Quality of Sida's evaluations. The issue of evaluation quality – and the potential problem of weak quality of member evaluations – has been highlighted by the Development Assistance Committee (DAC) Network on Development Evaluation. High evaluation quality is crucial for effective accountability and learning within development co-operation. In 2003, the Australian Agency for International Development took a first step towards conducting a review of the quality of DAC member evaluations and invited the other network members to participate in an evaluation.

In conformity with these efforts UTV has embarked on an assessment of the quality of evaluations commissioned by Sida departments and embassies. The main purpose of the study is to provide a useful input to evaluation training activities and advisory services directed at Sida operational units. As planned, the study consists of two parts. The first part, which will be completed during the first half of 2006, is a desk study of the quality of a broad sample of reports from the Sida Evaluation series. The second part, which is a field-based study at country level, will consider the relevance and practical usefulness of Sida evaluations – evaluation processes as well as well as evaluation reports – in a wider context of information management that includes donor and partner country monitoring systems, academic research, evaluations by other agencies, etc. Questions about partnership, alignment and harmonisation will be addressed with reference to monitoring and evaluation. The second part of the study will be completed in 2007.

3.5.2 Aid Modalities

Joint evaluation of General Budget Support (GBS).

The purpose of the evaluation is to explore to what extent and under what circumstances GBS is relevant and effective for achieving sustainable impacts on poverty reduction and growth. The evaluation is a response to the increased financial and political importance of GBS and is expected to yield guidance on how to tailor GBS as a poverty reducing instrument.

- ❑ Joint evaluation of General Budget Support (GBS): 2003–second quarter 2006 (no 6)
- ❑ Research cooperation: 2006– (no 7)
- ❑ Evaluation of “the Dialogue”, phase 1: mid 2006–fourth quarter 2006, phase 2: first quarter 2007–third quarter 2007 (no 8)

The evaluation will comprise seven country evaluations and a synthesis report will summarise the main findings from all the component studies of the evaluation. Draft country evaluations were presented in September 2005 together with a synthesis note. The finalised country reports and the draft synthesis are due in February 2006. The synthesis report should be completed in April. A major dissemination

conference is scheduled for May 2006. Sida is taking part of this evaluation only as a member of the Steering Group (including 21 donors and 7 partner governments) in 2006.

Research cooperation. SAREC's support to research co-operation has been an element in Swedish development co-operation for the last 30 years. Efforts have been made at reviewing this area, notably after the first ten years, and individual project evaluations have been carried out. However, after 30 years the time is ripe for assessing this co-operation modality. There are both accountability and learning reasons for an external evaluation which may be based on some or all of the five evaluation criteria; effectiveness, efficiency, impact, relevance and sustainability. In 2005 some exploratory work has been undertaken with a view to define evaluation questions as the basis for the terms of reference for the external evaluators to be contracted after an international tendering procedure early in 2006.

Evaluation of "the Dialogue". The purpose of the evaluation is both to assess the applicability of dialogue as an aid modality and the development of methods to assess its effectiveness. Dialogue is since long an established feature in development co-operation. It has very different functions and is used in various ways as was pointed out in a study by EGDI². It has more or less become a method for development co-operation but with vague objectives and even more unclear effects. Although extensively discussed and used the dialogue has hardly been subject for evaluation. An evaluability study will be undertaken during 2006 in order to establish if it is at all possible and meaningful to pursue the topic further. This study will end the last quarter of 2006. If the study continues, the main evaluation is expected to be presented the second half of 2007.

3.5.3 Institutional Development

Institutions – in terms of formal and informal rules within which humans and organisations interact and perform – play a crucial role for sustainable and social development. However, existing institutional set-ups in many developing and transition countries prevent development and poverty reduction from taking place, just as they may render development co-operation efforts ineffective. Donors recognise this. Hence, supporting institutional development is a strategic issue for donors – and increasingly so, not least in light of the Paris Declaration and current trends towards programme support and capacity development at system level. Institutional development is not easy, however, and experience-based knowledge about how to successfully support such processes of change is not readily available. Still, it is increasingly recognised that donors need to both consider and affect the broader institutional and political context. The importance of informal rules is also underscored.

- ❑ Sida support for institutional development in Laos: 2005–fourth quarter 2006 (no 9)
- ❑ Institutional development within democratic governance: 2006–first quarter 2008 (no 10)

In 2004, UTV launched an evaluation theme on supporting institutional development. Its primary purpose is to draw lessons from Sida's experience from supporting institutional development in partner countries. It is also to contribute to an increased understanding of the role of institutions for development as well as of processes of institutional development, and the implications for development co-operation more broadly. The evaluation theme is to perform a learning function for Sida staff at all levels and therefore adopts a process-oriented and participatory approach. As a first step, an orientation and overview (O&O) phase was conducted in close co-operation with Sida's operative departments and embassies to set the stage for the evaluations. The O&O phase was completed in 2005 and a series of reports were produced. It found that while Sida support for institutional development is comprehensive and widespread, little is known about the effects of such support as well as about how to go about to render such support successful. It also identified a need to learn more about institutions and processes

² *Dialogue in the Pursuit of Development*, Jan Olsson and Lennart Wohlgemuth (editors). EGDI 2003:2

of institutional development as well as to develop concepts and methodological tools and possible implications for policy and practice of Sida support.

In view of the strategic character of these thematic issues and the needs identified, a series of evaluations is envisaged for the 2006–2008 period. The specific focus and questions of each evaluation will be established through a participatory process of dialogue with Sida's departments and embassies, given the strong learning focus of the evaluation theme.

Sida's support for institutional development in Laos. In 2005, UTV and the Swedish Embassy in Laos together initiated the planning of a minor evaluation exercise, exploring participants' experience from Sida support for institutional development in Laos. It will be conducted during 2006, partly as a follow-up of an earlier pre-study commissioned by UTV. It takes the specific situation of supporting institutional reform within a single-party state as its point of departure. A preliminary overall evaluation question is: To what extent, how and why has Sida support contributed to effective institutional development, aimed at promoting sustainable development and poverty reduction, in Laos? Two diverse reform areas supported by Sida may be looked into, most likely the road and the legal sectors. The exercise shall serve as an input into the mid-term review of the Swedish Country Strategy for Laos in late 2006, perform a learning function for Embassy staff as well as Laotian partners and generate lessons of relevance for Sida more generally.

Institutional development within democratic governance. UTV and DESO/Desa have agreed to co-operate in commissioning an evaluation of support for institutional development within democratic governance. Also in this case the evaluation will be used for learning purposes, primarily among Desa staff but also among other stakeholders, such as Sida at large, local partners and consultants. However, this evaluation is envisaged to be more comprehensive than the one in Laos. It will be initiated in 2006 and completed in 2008. Several projects or programmes will be examined. Its focus and process will be determined through dialogue between Desa and UTV and its specific questions will relate to those of the overall evaluation theme: To what extent, how and why has Sida managed to support effective institutional development in partner countries? To what extent and how has the outcome of Swedish support been affected by Sida's understanding and considerations of local institutional factors?

While not yet decided, UTV and the thematic group on public administration at the Europe department have both expressed an interest in doing an evaluation of Sida support for institutional development in Eastern Europe at a later stage, possibly initiated in 2007. Additional evaluations may be initiated within this evaluation theme in 2007, perhaps in particular in relation to the activities of the department INEC. During the entire evaluation theme, an overall reference group will serve as a link between the different evaluations and between the evaluation theme and Sida's operative departments and policy and method functions, so as to ensure that experiences and lessons are spread and made use of and that the evaluations remain strategic and relevant.

3.5.4 Policy Evaluation

During 2005, UTV has concluded its evaluation (05/21) of one of Sida's strategic priorities and areas for mainstreaming: HIV/AIDS. The evaluation was generally positive, but noted a number of shortcomings in Sida's work in this regard. In particular, it discussed different instruments necessary to implement policies (resources, instructions, staffing, etc.), and noted how Sida had failed to provide some of them to the theme of HIV/AIDS. In some

- ❑ Sida's work with environmentally sustainable development: 2005–May 2006 (no 11)
- ❑ Synthesis study of Sida's implementation of mainstreaming themes and strategic priorities: first quarter 2006–2007 (no 12)
- ❑ Increased poverty focus in Sida's work: 2006– (no 13)
- ❑ Sida's work in the health sector: 2005–first quarter 2007 (no 14)
- ❑ Sida's work in the education sector: 2006–2007 (no 15)
- ❑ European support for local development: 2005–April 2006 (no 16)

regards (particular the call for staff assignments to match these policies), this echoes the findings of the previous evaluation of Sida's work with mainstreaming gender equality (02/01), *Sida's work with environmentally sustainable development*. During 2005, UTV also initiated an evaluation of a third of Sida's "mainstreaming" themes: environmentally sustainable development and it will be finished during the first half of 2006. This evaluation was originally suggested by Sida's board of directors, and can be seen as a natural sequel to the previous evaluations of Sida's work with gender and HIV/AIDS. Moreover, the evaluation will contribute to our knowledge of Sida's work with a fundamental developmental issue. It will be finished in May 2006.

Synthesis study of Sida's implementation of mainstreaming themes and strategic priorities. Once the environmental evaluation is finished a synthesis study will be made that will draw on all three evaluations of mainstreamed issues (gender, HIV/AIDS, and environmentally sustainable development) in order to assess Sida's implementation of key policies in a comprehensive manner. This study will also consider how Sida works with other issues that are given special status within the organisation, most notably the annual "strategic priorities". The evaluation is planned to compare the different instruments put in place to implement these policies and priorities, their status within the organisation, and the level of commitment that they elicit among program officers to. This synthesis study/evaluation is expected to contribute material on the extent to which Sida manages to match its words with deeds, and on how the organisation's ability to implement key policies can be enhanced. This study will be finished in 2007.

Increased poverty focus in Sida's work. Sida has during the past year increased the poverty focus of its work. The Policy and Methods Department will evaluate the impact of its efforts to change the focus of development co-operation through Sida. UTV will take active part in this work, although the extent of the involvement of UTV will be defined in collaboration with POM.

Sida's work in the health sector. UTV will during 2006 continue its assessment of Sida's work in the health sector. In particular, focus will be on how Sida has responded to recent changes at the levels of policy, the methods used, and the environment in which it operates (e.g., the new policy enacted in 2002, the establishment of institutions such as the Global Fund, harmonisation initiatives, etc.). This evaluation was originally suggested by Sida's board of directors, and will treat a sector that is both one of Sida's most important ones in financial terms, and one that faces important challenges at the present. The evaluation will be completed by early 2007.

Sida's work in the education sector. In cooperation with UND, UTV will during 2006 begin work with a study of Sida's work in this sector. This evaluation has been suggested by the Education Division, and is expected to provide conclusions that can be juxtaposed with the previous evaluations of Sida's work in the sectors of culture and health. The evaluation will not be concluded before 2007.

European support for local development. The area of policy evaluations also includes an evaluation within the so-called *Triple C Initiative* by the EU Heads of Evaluation Services (EUES). This group has decided to jointly undertake evaluations of the implementation of the three principles for development co-operation established by the Maastricht treaty (co-ordination, coherence, and complementarity). A program of evaluation studies has been defined and in a first phase six studies have been commissioned, each dealing with the extent to which these principles have come to characterise a particular area of European development cooperation. Sweden, through UTV, is presently chairing the Task Force created to bring this initiative forward. UTV acts as lead agency for one of these studies, one that deals with assistance for local development. Austria, Belgium, France, Ireland, and the Netherlands co-operate with Sida by contributing funds and advice to the project. Field studies are carried out in Mozambique, South Africa, Nicaragua and Indonesia, and the evaluation will be finished in April 2006.

3.5.5 Democratic Governance and Human Rights

Evaluability is a key problem in the area of support for democratic governance and human rights. Due to the lack of suitable indicators, and the difficulty of attributing effects at the aggregate, national level to small, local projects, previous attempts to evaluate such support has often been adequate. As Thomas Carothers has noted, “democracy promoters have tended either to underdo evaluations, carrying them out hap-hazardly, using superficial methods, or to overdo them, elaborating complex, rigid methods...”³

- ❑ Programme theory evaluation of Sida-supported projects in the area of democracy and human rights: 2005–first quarter 2006 (no 17)
- ❑ Diakonia's Latin American programme: 2006–2008 (no 18)
- ❑ Evaluation of a rights perspective: phase 1: first quarter 2006–second quarter 2006, phase 2: third quarter 2006–fourth quarter 2007 (no 19)

Even so, support in this area continues to be a corner-stone in Swedish development co-operation. For that reason, UTV is at present exploring methodologies to apply to the area.

Program theory evaluation: Since 2005, a project has been underway which looks at the program theory of a number of different projects in the area. This evaluation focuses on the theoretical constructs that underpin these projects, and tries to discern patterns of ideas and assumptions that recur across projects and contexts. By making such ideas and project logics explicit such a project can address the question of whether they are realistic and have support in previous studies. Furthermore, such an assessment can serve as the basis for more focused empirical enquiries into the key mechanisms in this kind of support. Projects have been drawn from Bolivia, Bosnia and Herzegovina, South Africa, and Vietnam. This evaluation will be concluded during the first quarter of 2006. Apart from the concrete results from the evaluation, it will make a contribution by applying a new evaluation method to this area.

Evaluation of Diakonia's Latin American program: In co-operation with RELA, UTV is starting a project that will assess the results of Diakonia's regional program for Latin America. Diakonia is a key actor in the area, and demonstrates methods of work (seminars, capacity training) that are fairly typical of the area of support. UTV plans to enter into an agreement with the Institute for Latin American Studies at the University of Stockholm to co-ordinate a longitudinal study of a selection of eight to ten projects supported by Diakonia in Bolivia, Peru, Nicaragua and Guatemala. This evaluation also represents a methodological novelty, as it will involve groups of local anthropologists and sociologists making repeated visits to the projects selected, hence trying to gauge changes in the participants' behaviour, actions, social relationships and beliefs. In its first phase, the project will involve three visits to each project over the period of two years.

In addition, UTV is currently planning a seminar on methods of evaluation of projects in the area of support for democracy together with International IDEA. The workshop is planned to have six presentations that each will outline a particular method, discuss its applicability to this particular area, and present an example of such an evaluation. International experts are currently being contacted for such presentations.

In the Swedish Policy for Global Development 2003, Swedish development co-operation shall take its departure from a rights perspective. This expresses a trend in development co-operation to focus more on good governance and human rights to ensure sustainable poverty reduction. However, this is an area that is notoriously hard to evaluate due to difficulties in finding suitable indicators as well as in attributing effects to individual projects in the sector. UTV has begun to explore new methods for evaluation

³ Thomas Carothers, *Aiding Democracy Abroad: The Learning Curve* (Washington: Carnegie Endowment for International Peace, 1999).

in this sector. Beginning in 2006, UTV is planning an evaluation of how to assess the rights perspective in Sida's work.

Evaluation of the application of a rights perspective. The application of the rights perspective and the perspectives of the poor are central to Sida's work on poverty and poverty reduction. Methods for evaluating interventions from a rights perspective are, however, not well developed. The objective of this evaluation is to see how the perspective of the poor could be used as the basis for an appraisal of community-based and driven development. In a preparatory study the literature on lessons learned from community-based and participatory development will be assessed and the evaluation methods discussed. In a second stage an intervention will be evaluated, possibly with different evaluation methods, to compare their different merits.

Probably, this will be the Nyanza Roads 2000 Project, which is a programme using new methods to include the local communities in road works in one the poorest regions in Kenya. As it seeks to operationalize the perspectives of the poor, an evaluation of this project could serve as a learning process both for the stakeholders in the project, those interested in community-based and driven development and in evaluation of a rights perspective.

3.5.6 Humanitarian Assistance and Peace Building

The field of humanitarian assistance continues to be an important theme for UTV during 2006 and 2007. The nature of humanitarian assistance however, with problems to foresee

disasters and conflicts, also has some implications for the planning of evaluation topics. For the coming years one evaluation is planned in this area but more evaluations will be carried out (see below).

□ LRRD after the Tsunami disaster: phase 1: October 2005–January/February 2006, phase 2: April 2006–December 2006 (no 20)

LRRD after the Tsunami disaster. At the beginning of 2005 UTV decided to engage in the large international initiative to evaluate Tsunami interventions – the Tsunami Evaluation Coalition, TEC. UTV took the responsibility for an evaluation of linkages between relief, rehabilitation and development (LRRD). The purpose of the evaluation is to assess the relevance and the effectiveness of the linkages between immediate humanitarian relief, rehabilitation and long-term development co-operation. The evaluation will have two parts. Part one took place during autumn 2005 and contributed as one of five thematic evaluations to the TEC synthesis study on Tsunami interventions (to be published during spring 2006). Part two will be carried out at the end of 2006 and follow largely the design of the first phase but with a stronger emphasis of the views of the affected population and on a consultative approach.

In the longer perspective UTV is exploring the feasibility of evaluation in three humanitarian areas where few evaluations have been made. One possible area is protection of vulnerable groups, particularly refugees. Another area would be what is known as DD&R (Disarmament, Demobilisation and Reintegration) and particularly the last part – the efforts to return former combattants to normal, peaceful life. A third possible area for evaluation would be peace building, where Sweden is already engaged. This is part of a joint initiative between the DAC Networks on Development Evaluation and on Conflict, Peace and Development Co-operation (CPDC) and linked to the so-called Utstein initiative.

Discussions with SEKA on this topic will continue during 2006. Due to the nature of support in these areas, mostly provided jointly by several donors, evaluation efforts will also normally be carried out on a joint basis.

Annex 1

Summary of UTV's Activity Plan 2006:

A. Evaluations and studies

Theme	No	Project	Start	End	UTV activities 2006	Comments	Programme officer	Consultant
Aid Effectiveness								
	1	Joint evaluation of total ODA	06			Continuation of project to be decided by DAC Network on Development Evaluation MArch 30-31	SM	A. Bigsten, F. Tarp, W. Gunning
	2	Joint evaluation of exit strategies	06	07		Preparatory work in 2005. ToR, tender and evaluation in 2006	SM	C. Lindahl
	3	Experiences of country evaluations	05	May 06	Sida seminar	Desk study	SD	
	4	Quality of Sida's evaluations	05	07		First part concluded in May 06	SM	K. Forss, E. Vedung m fl
Aid Modalities								
	5	Joint evaluation of General Budget Support (GBS)	03	May 06	Dissemination activities	Dissemination Conference in Paris May 9-10, Conference in Stockholm mid-May	ML	IDD etc.
	6	Research cooperation	06	Dec 06			UA	
	7	NEW! Evaluation of "the Dialogue"	06	07	Literature review, feasibility study, ToR, tender.		SD	

Theme	No	Project	Start	End	UTV activities 2005	Comments	Programme officer	Consultant
Institutional Development								
	8	Sida support for institutional development in Laos	05	Oct 06		In cooperation with the Swedish Embassy	GES	
	9	NEW! Institutional development within democratic governance	06	08		In cooperation with DESO/DESA	GES	
Policy Evaluations								
	10	Sida's work with environmentally sustainable development	05	June 06			FU	Ångpanneföreningen
	11	Synthesis study of Sida's implementation of mainstreaming themes and strategic priorities	06	07			FU	
	12	NEW! Increased poverty focus in Sida's work	06			In cooperation with POM	FU	
	13	Sida's work in the health sector	05	07	Orientation study completed. ToR and tender for main study.		FU/ML	
	14	NEW! Sida's work in the education sector	06	07	ToR and tender, evaluation		ML	
	15	European support for local development. (Part of triple C evaluation programme).	05	June 06		Part of EU joint evaluation programme.	FU	Baastel
Democratic Governance and Human Rights								
	16	Program theory evaluation of Sida-supported projects in the area of democracy and human rights	05	May 06	Sida seminar		FU	
	17	Diakonia's Latin American programme	06	08		In cooperation with RELA	FU	Latin American Institute
	18	Evaluation of a rights perspective	06	07			UA	
Peace Building and								

Humanitarian Assistance								
	19	LRRD after the tsunami disaster	05	May 06			SD	

B. Other projects and activities

No	Project	Start	End	UTV activities 2006	Responsible Officer
	DAC Network on Aid Evaluation	Ongoing		Sweden Chair 2004-06	EL
	EU Heads of Evaluation Services (EUHES)	Ongoing		Participation in network	EL
	Sida's Project Committee (Projektkommittén)	Ongoing		Participation as a member of the Project Committee	GES, UA
	Sida's Assessment Group for Country Strategies	Ongoing		Participation as a member of the Group	SD
	Sida Evaluation Newsletter	Ongoing		Revised during 2006	UA (?)

C. Special UTV projects

No	Project	Start	End	UTV activities 2006	Responsible Officer
	Scaling up of advisory services	06	08	Pilot project designed and started	FU
	Enhanced focus on dissemination and communication	06	08		ML
	Review of Sida's evaluation policy	06	06		EL/SM

Annex 2 Evaluations at Sida's Departments and Embassies

The departmental, embassies and field offices evaluations plan for 2006 include 109 evaluations.

- Almost three-fourths (73%) of the evaluations will be carried out in accordance with prior project agreements.
- Approximately three-fourths (73%) of the evaluations concern projects that have previously not been evaluated by Sida.
- Sida is responsible for the majority of the planned evaluations.
- 18% of the planned evaluations are interim evaluations of ongoing projects rather than evaluations of completed projects. As such, they are likely to be more concerned with project implementation and achievement of intermediary goals than with development impacts.
- Among the stated reasons for evaluation, needs for information relevant to a decision concerning continued support (38%), and a need for information for fine-tuning of the evaluated project (24%), are the most common.
- The departmental evaluation plans for 2005 covered 113 evaluations. At the end of that year, a total of 30 evaluations had been completed (including 5 evaluations not listed in the plan), 41 were ongoing, 12 had been postponed, and 35 had been removed from the plan. A more detailed examination of the implementation of the departmental plans can be found in UTV's Annual Evaluation Report to the Board.

Sida's Evaluation Plan FY 2006

Evaluations to be carried out by Sida's departments, Embassies and Field Offices

AFRA

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	AFRA	Emb-KEN	Josephine Mwangi	UNIFEM	Kenya	basis for fine-tuning or modification of evaluated project/programme	No	end of phase	No	2006 June	
2	AFRA	Emb-KEN	Annika Jayawardena	Mainstreaming in Action (MAINIAC)	Kenya	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2005 Aug	
3	AFRA	Emb-KEN	Japheth Kiara	NALEP	Kenya	basis for fine-tuning or modification of evaluated project/programme	Yes	end of phase	Yes	2005 Okt	
4	AFRA	Emb-SYA	Victor Ramaema	Cooperation between Tibro Kommun (TTC) and FURNTECH	South Africa	basis for fine-tuning or modification of evaluated project/programme	Yes	end of project	Yes	2006 Feb	
5	AFRA	Emb-SYA	Victor Ramaema	Law Race and Gender (LRG): Social Context and the Delivery of Justice	South Africa	basis for policy development	No	ex-post	No	2006 Maj	
6	AFRA	Emb-SYA	Anne Ljung, Lisa Fredriksson	Tax cooperation SARS/STA	South Africa	basis for development of new project/programme	No	end of project	No	2006 Sep	This review has not yet been decided
7	AFRA	Emb-TAN	Hans Persson	Primary Education Development Programme(PEDP)	Tanzania	basis for development of new project/programme	Yes	end of project	No	2005 Dec	
8	AFRA	Emb-TAN	Anne-Lie Engvall	Pangani Falls re-development project	Tanzania	other use (indicated briefly)	No	ex-post	Yes	2004 Sep	Recommendations on how environmental, socio-economic and water management issues should be handled in principle in ongoing and future support to hydro power plants.
9	AFRA	Emb-UGA	G Ngabirano	Kampala Ecosan	Uganda	basis for decision on whether to continue support;	No	end of project	Yes	2006 Jan	
10	AFRA	HIV/AIDS team Lusaka	Anne Lindeberg	Hope for Africa Children Initiative (supported through Plan Sweden)	Regional Southern Africa	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Dec	
11	AFRA	HIV/AIDS team Lusaka	Anne Lindeberg	UNICEF - ESARO	Regional Southern Africa	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Dec	
12	AFRA	HIV/AIDS team Lusaka	Öyvind Thiis, Sofia Norin	Idasa - GAP and ABU	Regional Southern Africa	basis for development of new project/programme	Yes	end of phase	No	2005 Dec	Agreement refers to "In-Depth Review [and/or Evaluation]"
13	AFRA	HIV/AIDS team Lusaka	Öyvind Thiis	Aids and Rights Alliance of Southern Africa (ARASA)	Regional Southern	basis for development of new project/programme	Yes	end of phase	No	2005 Nov	

AFRA

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
14	AFRA	HIV/AIDS team Lusaka	Paul Dover	Association of African Universities	Regional Southern	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2006 Oct	
15	AFRA	HIV/AIDS team Lusaka	Bright Phiri	Steps for the Future	Regional Southern Africa	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Dec	
16	AFRA	Emb-ZAM	Inger Jernberg	Swedish Strategy of Support to Democratic Governance in Zambia.	Zambia	basis for policy development	No	ex-post	No	2004 Oct	Evaluation not likely to be initiated in 2005, as originally planned. Early 2006 more likely.
17	AFRA	Emb-ZAM	Malila Chisanga	Evaluation of PV Solar Project	Zambia	basis for policy development	No	ex-post	No	2005 Dec	Note: TOR mid 2006 (not available in format). Evaluation to take place only if no decision on prolongation in 2005.
18	AFRA	Emb-ZIM	Kristina Gough	Kubatana Trust	Zimbabwe	basis for decision on whether to continue support;	Yes	end of phase	No	2006 Feb	
19	AFRA	Emb-ZIM	Kristina Gough/Wonde Jekemu	Media Institute for Southern Africa	Zimbabwe	basis for decision on whether to continue support;	No	other timing	Yes	2006 Feb	
20	AFRA	Emb-ZIM	Izabella Eriksson	CIVNET	Zimbabwe	basis for decision on whether to continue support;	Yes	end of project	No	2005 Nov	
21	AFRA	Emb-ZIM	Hazel Chinake	Mashambanzou	Zimbabwe	basis for fine-tuning or modification of evaluated project/programme	Yes	end of phase	Yes	2006 Mar	
22	AFRA	Emb-ZIM	Hazel Chinake	HIV/AIDS Sector Evaluation	Zimbabwe	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2005 Dec	
23	AFRA	Emb-ZIM		PACT comprehensive church and community HIV/AIDS prevention programme	Zimbabwe	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	Yes	2004 Nov	
24	AFRA	Emb-ZIM	Hazel Chinake	Population Services Zimbabwe	Zimbabwe	basis for fine-tuning or modification of evaluated project/programme	No	end of phase	No	2004 Apr	

ASIEN

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	ASIEN	Bangladesh Embassy	Monica Malakar	Intensive District Approach to Education for All	Bangladesh	basis for policy development	Yes	end of project	Yes	2005 Dec	
2	ASIEN	Emb-India	Yasmin Zaveri-Roy /Åsa Andersson	Lawyers Collective	India	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2006 Jan	
3	ASIEN	Emb-India	Yasmin Zaveri-Roy	RFSU-MAMTA("Motherhood")	India	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	Yes	2006 Jan	Previous evaluation in 2002
4	ASIEN	Emb-India	Ramesh Mukalla	Environmental Protection Training and Research Institute.	India	other use (indicated briefly)	Yes	end of project	No	2006 Jan	End term evaluation
5	ASIEN	Embassy Laos	Sombath Southivong	HIV/Aids component of Roads project	Asia	basis for fine-tuning or modification of evaluated project/programme	No	end of phase	No	2006 Apr	
6	ASIEN	Embassy Laos	Johan Hallenborg Jörgen Persson	UNICEF- Convetion on the Rights of the Child	Asia	basis for fine-tuning or modification of evaluated project/programme	No	end of phase	No	2005 Aug	
7	ASIEN	Emb-SRI	Urban Sjöström	UNICEF's Country Programme 2004-2006	Sri Lanka	basis for decision on whether to continue support;	Yes	end of phase	Yes	2006 Jan	
8	ASIEN	Emb-SRI	Urban Sjöström	Media Support through Sri Lanka Press Institute	Sri Lanka	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Nov	
9	ASIEN	Emb-SRI	Per Dans	Jobsnet ILO	Sri Lanka	basis for decision on whether to continue support;	Yes	end of phase	No	2006 Jun	
10	ASIEN	Emb-SRI	Åsa Heijne	Federation of Chambers of Commerce and Industries	Sri Lanka	basis for decision on whether to continue support;	Yes	mid-term	No	2004 Maj	
11	ASIEN	Embassy Vietnam	Mr Ngoc	Replication of Quang Tri model in other provinces	Vietnam	basis for policy development	Yes	end of project	Yes	2005 Dec	
12	ASIEN	Embassy Vietnam	Rolf Samuelsson	Chia Se Poverty Alleviation Programme	Vietnam	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2006 Sept	ToR completed in 2006
13	ASIEN	Embassy Vietnam	Anna Runeborg	Health sector	Vietnam	basis for development of new project/programme	Yes	other timing	No	2005 Oct	
14	ASIEN	Embassy Vietnam	Mr Ngoc	Comparative study on Quang Tri project and support to MoHA	Vietnam	basis for decision on whether to continue support;	Yes	end of phase	Yes	2005 Oct	Draft will be discussed in seminars and then finilized.
15	ASIEN	Embassy Vietnam	Mrs Lien	GSO Final Phase	Vietnam	basis for decision on whether to continue support;	Yes	end of phase	Yes	2005 Dec	Will be conducted 2005-2006.
16	ASIEN	Embassy Vietnam	Mr Ngoc	Economic Policy Research Development	Vietnam	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Dec	Will be conducted 2005-2006.
17	ASIEN	Embassy Vietnam	Mrs Lien	Vietnam SIYB	Vietnam	basis for development of new project/programme	Yes	end of project	No	2006 Apr	Will be conducted 2005-2006.ToR completetd in 2006.

DESO

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	DESO	DESA	E Ekman	RWI - Indonesia programme	Indonesien	basis for decision on whether to continue support;	No	end of phase	No	2005 May	
2	DESO	DESA	J Hallenberg	Asia Human Rights Commission	Asia	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Jan	
3	DESO	DESA	C Redner	RWI - MENA programme	Regionalt/Övrigt Asien	basis for fine-tuning or modification of evaluated project/programme	Yes	end of phase	No	2006 Mar	
4	DESO	DESA	J Arneback	Mediterranean Development Forum/the World Bank Institute	Regionalt/Övrigt Asien	other use (indicated briefly)	No	end of project	No	2006 Apr	
5	DESO	DESA	J Hallenberg	Asia Forum on Women Law and Development (APWLD)	Regionalt/Övrigt Asien	basis for decision on whether to continue support;	Yes	end of phase	Yes	2004 Mar	
6	DESO	Hälso	B Andersson	Maternal and Child Health Programme	Angola	other use (indicated briefly)	Yes	end of project	Yes	2005 Dec	
7	DESO	Hälso	G Essner	African Midwives Research Network	Regional Southern Africa	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Dec	
8	DESO	Hälso	G Essner	Global and regional Breastfeeding Network: WABA, IBFAN-GIFA, Africa, Asia & Pacific and IMCH technical adviser	Global	basis for decision on whether to continue support;	Yes	mid-term	Yes	2005 Dec	
9	DESO	Hälso	G Essner	MAMTA-RFSU-SRIJAN Network on Adolescent's SRHR	India	basis for decision on whether to continue support;	Yes	mid-term	Yes	2005 Dec	
10	DESO	Kultur	K Olson	Literature/reading in Africa	Regionalt/Övrigt Afrika	basis for decision on whether to continue support;	Yes	end of phase	No	2006 May	
11	DESO	Kultur	L Lindh	Libraries support in Central America	Centralamerika	basis for decision on whether to continue support;	Yes	end of phase	No	2004 Mar	
12	DESO	Kultur	P Hallonsten	Makerere, regional environmental journalism	Region East Africa	basis for decision on whether to continue support;	Yes	end of phase	Yes	2005 Dec	
13	DESO	Kultur	K Olson	Basketfunding of the African Books Collective (ABC)	Regionalt/Övrigt Afrika	basis for decision on whether to continue support;	Yes	mid-term	Yes	2004 Jan	
14	DESO	Kultur	Å. Löfgren	Fojo Media Support	Västbanken	basis for development of new project/programme	Yes	end of phase	No	2004 Mar	
15	DESO	UND	A Haas	Sida's Policy for Development Cooperation in the Education Sector	Övrigt	basis for policy development	No	other timing	No	2005 Dec	

EUROPE

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agree-ment	Timing	Prev eval	Draft ToR	Comments
1	EUROPE	AL	Peeter Horn	Swedish Institutional Support Funds for the Baltic States	Baltic States	basis for policy development	Yes	ex-post	No	2006 Sept	
2	EUROPE	EECA	Kerstin Gyllhammar	IOM Central Asia	Multilateralt utv.samarbete	basis for development of new project/programme	No	end of project	No	2006 Maj	
3	EUROPE	EECA	Ola Carlsson	UNDP/Kura Aras	Multilateralt utv.samarbete	basis for decision on whether to continue support;	No	mid-term	No	2006 Jun	
4	EUROPE	EECA	Ann-Charlotte Zackrisson	Land Cadastre Project	Moldova	basis for decision on whether to continue support;	Yes	other timing	No	2005 Maj	
5	EUROPE	EECA	Peeter Horn	TA-fonds	Baltic States	other use (indicated briefly)	No	end of project	No	2006 Sep	
6	EUROPE	EECA	Nina Strandberg	"From Cow to Consumer" Integrated dairy project	Georgien	basis for decision on whether to continue support;	Yes	end of phase	Yes	2004 Jun	
7	EUROPE	SEE	Peeter Kaaman	East West Institute	Western Balkan	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Jun	
8	EUROPE	SEE	Peeter Kaaman	Olof Palme Center	Western Balkan	basis for fine-tuning or modification of evaluated project/programme	Yes	other timing	Yes	2005 Okt	
9	EUROPE	SEE	Jonathan Francis	SMEDC Credit Guarantee Center	Macedonia	basis for decision on whether to continue support;	Yes	end of project	No	2005 Okt	
10	EUROPE	SEE	Petter Meirik	Financial Management for municipalities in Kosovo	Kosovo	basis for decision on whether to continue support;	Yes	end of project	No	2005 Okt	
11	EUROPE	SEE	Peeter Kaaman	SIPU, decentralisation and local governance in Korca	Albania	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Feb	
12	EUROPE	SEE	Sofie Berghald	Kvinna till Kvinna	Western Balkan	other use (indicated briefly)	Yes	other timing	No	2005 Jan	

INEC

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agree- ment	Timing	Prev eval	Draft ToR	Comments
1	INEC	FINANCE	Johnny Andersson	Uri Hydropower Project	India	basis for policy development	No	end of project	No	2002 Febr	
2	INEC	FINANCE	Jan Essen	Namibia Transmission	Namibia	other use (indicated briefly)	No	end of project	No	2005 Jun	From 2005. Special use of grant credit funds.
3	INEC	FINANCE	Jan Essen	Guarantees	Global	basis for policy development	No	other timing	No	2004 Dec	Continues from 2005
4	INEC	KTS	Eva Berger	Local Democracy in Mangolia	Mongolia	basis for development of new project/programme	Yes	ex-post	No	2006 Apr	
5	INEC	KTS	Rolf Folkesson	Thematic evaluation capacity development in land use projects	Global	basis for policy development	No	other timing	No	2006 Okt	
6	INEC	KTS	Rolf Folkesson	Air Quality management	Asia	basis for development of new project/programme	No	end of project	No	2004 Dec	Continues from 2005.
7	INEC	MARKNAD	Hans Wettergren	Start Syd/Start Öst	Global	basis for development of new project/programme	Yes	mid-term	No	2004 Dec	Continues from 2005.
8	INEC	UUM	Helen Holm	Environment and Sustainable Development Cooperation SEE 2001-2004	Eastern Europe	basis for development of new project/programme	No	other timing	No	2006 Maj	Evaluation start moved from 2005.
9	INEC	UUM	Thomas Melin	Kredit för bussleveranser till Dhaka	Bangladesh	basis for decision on whether to continue support;	No	end of project	No	2004 Jan	Continues from 2005. Further processing awaits recruitment of new programme officer.
10	INEC	UUM	Lars Eklund	Water and Waste Water Project Daugavils	Latvia	basis for policy development	No	end of project	No	2004 Dec	Continues from 2005.
11	INEC	UUM	Lars Eklund	VA-Projekt Riga	Latvia	basis for policy development	No	end of project	No	2004 Dec	Continues from 2005.

RELA

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	RELA	Embassy Bolivia	Isabel Ascarrunz	Capacity Building SIF	Bolivia	basis for decision on whether to continue support;	No	ex-post	No	2006 May	
2	RELA	Embassy Bolivia	Isabel Ascarrunz	Industrial Environment Protection Programme Phase II	Bolivia	basis for decision on whether to continue support;	No	ex-post	No	2006 May	
3	RELA	Embassy Bolivia	Arturo Beltran	Emergency Employment Programmes	Bolivia	other use (indicated briefly)	No	ex-post	No	2006 Feb	
4	RELA	Emb Colombia	E. Hellsten	Fundación GAIA Amazonas - "Strengthening the process by which Indigenous Territorial Entities (ETIS) "	Colombia	basis for decision on whether to continue support;	Yes	end of project	No	2006 Feb	Shall be created 2004-2006
5	RELA	Emb Colombia	E. Hellsten	Sida-UNDP Partnership Program for Peace in Colombia	Colombia	basis for development of new project/programme	Yes	end of project	No	2006 Apr	
6	RELA	Emb- Guatemala	Camposeco	Swedish support to "Defensoria de la Mujer Indigena" through UNDP	Guatemala	basis for decision on whether to continue support;	Yes	end of phase	No	2006 Jun	
7	RELA	Emb- Guatemala	Camposeco	Fondo de Empoderamiento de la Mujeres de Guatemala - FEG	Guatemala	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2006 Jun	
8	RELA	Emb- Guatemala	Ejerfeldt	UN Human development Report Guatemala	Guatemala	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2006 Jun	
9	RELA	Emb- Guatemala	Gustafsson	OAS - Political Parties in Guatemala	Guatemala	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2006 Jun	
10	RELA	Emb- Guatemala	Frühling	UNDP/UTJ Support to National Cadastre	Guatemala	basis for development of new project/programme	Yes	end of phase	Yes	2005 Okt	Slightly delayed, will be completed in Feb 2006
11	RELA	Emb- Guatemala	Hedvall	PDH- Human Rights Ombudsman	Guatemala	basis for decision on whether to continue support;	Yes	mid-term	Yes	2005 Maj	Should be completed by the end of 2005
12	RELA	Embassy Honduras	Carlos Rivas	Housing II	Honduras	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2005 Mar	
13	RELA	Embassy Honduras	Göran Paulsson	OAS Electoral Support	Honduras	basis for development of new project/programme	Yes	end of project	No	2005 Jan	
14	RELA	Embassy Honduras	Carlos Rivas	Project Waste ManagementStockholm-Tegucigalpa	Honduras	basis for development of new project/programme	Yes	end of project	No	2005 Jan	
15	RELA	Embassy Nicaragua	S Landin	6200246 Forum Syd Gender	Nicaragua	basis for development of new project/programme	Yes	end of phase	No	2006 Aug	
16	RELA	Embassy Nicaragua	A Gonzalez	62000080 Fondeagro	Nicaragua	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	Yes	2006 Aug	
17	RELA	Embassy Nicaragua	S Landin	62000240 Police II	Nicaragua	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Jan	
18	RELA	Embassy Nicaragua	C Bruhn	620000230 Atlantic Coast III	Nicaragua	basis for decision on whether to continue support;	Yes	end of phase	No	2005 Jan	

NATUR

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	NATUR	NATUR	A-C Abelin	HESAWA	Tanzania	other use (indicated briefly)	Yes	ex-post	Yes	2005 Jun	
2	NATUR	NATUR	Marija Brdarski	NALEP	Kenya	basis for decision on whether to continue support;	Yes	end of phase	Yes	2005 Dec	Min of Agric/Kenya to handle procurement

SAREC

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	SAREC	SAREC	Viveka Persson	IVI (International Vaccin Institute)	North Korea	basis for fine-tuning or modification of evaluated project/programme	Yes	End of phase	No	2006 Mar	
2	SAREC	SAREC	Eva Ohlsson	Marina Program	Regionalt/Övrigt Afrika	basis for fine-tuning or modification of evaluated project/programme	Yes	end of phase	No	2006 Mar	
3	SAREC	UNI	Cristina de Carvalho	Fakultetsstöd	Regionalt/Övrigt Afrika	basis for fine-tuning or modification of evaluated project/programme	Yes	other timing	No	2005 Dec	
4	SAREC	UNI	Håkan Marstorp	Research cooperation with Ethiopia	Ethiopia	basis for fine-tuning or modification of evaluated project/programme	Yes	end of phase	Yes	2005 Jun	Parts has previously been evaluated. Current evaluation from autumn 2005 till spring 2006
5	SAREC	UNI	Bertil Wahlund	Research cooperation with Bolivia	Latin America	basis for fine-tuning or modification of evaluated project/programme	Yes	mid-term	No	2005 Feb	

SEKA

Plan No.	Responsible Department or Embassy	Responsible Division	Programme Officer	Projects/Programmes to be evaluated	Country/Region	Intended use of evaluation	Prior Agreement	Timing	Prev eval	Draft ToR	Comments
1	SEKA	EO	Petra Attfors Burcher	Afrikagrupperna/Africa Groups of Sweden	Enskilda organisationer	other use (indicated briefly)	Yes	other timing	Yes	2006 Maj	Partnership evaluation
2	SEKA	EO	L. Hellström/ P. Modéer	Rädda Barnen Sverige/Save the Children Sweden	Enskilda organisationer	basis for policy development	Yes	other timing	Yes	2006 Apr	Impact assesment -strengthening of the role of civil society
3	SEKA	EO	Carin Zetterlund - Brune	SHIA /Swedish Organisation of hsndicapped International Aid Foundation	Enskilda organisationer	other use (indicated briefly)	Yes	other timing	Yes	2006 Sep	Partnership evaluation
4	SEKA	HUM	Henrik Mungenast	International Alert	Global	basis for decision on whether to continue support;	Yes	other timing	No	2006 Okt	Organisation/impact evaluation ev. tillsammans med andra
5	SEKA	HUM	Julia Ekstedt	CDA/ Colobarative for Development Action	Global	basis for decision on whether to continue support;	Yes	other timing	No	2006 Dec	Organisation evaluation



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