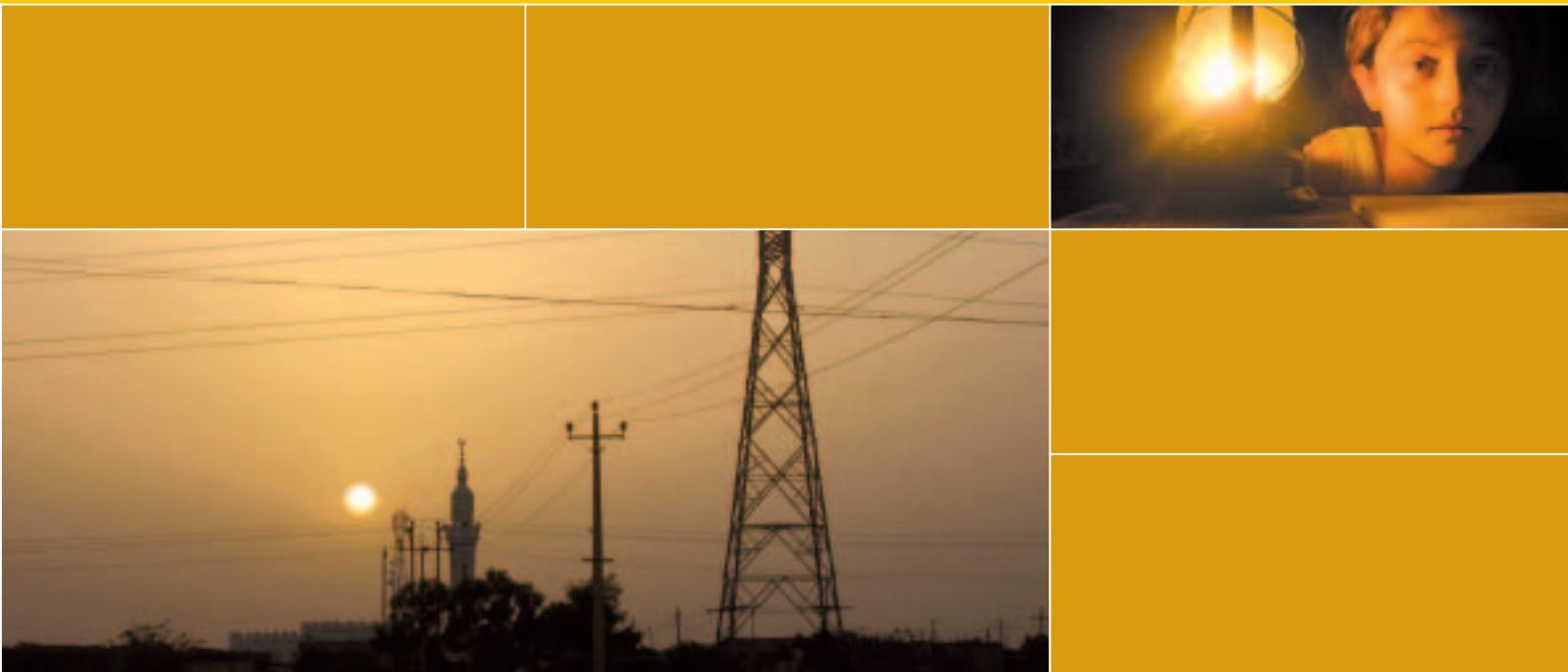


Annual Report 2007



Evaluation of Norwegian Development Cooperation



Evaluation website

The Evaluation Department has its own website at norad.no:

<http://norad.no/evaluation>



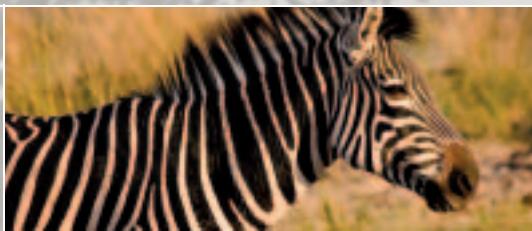
On this website you will find updated information, based on the annual evaluation programme, on the status of the evaluations in which the department is involved. This applies to both evaluations for which we ourselves are responsible and international evaluations in which we are participating. We also publish information on evaluations that are currently being planned and update the list of future evaluations.

Invitations to tender are posted on this website, and completed evaluation reports can be downloaded or ordered here.

The purpose of this website is to provide an up-to-date, dynamic presentation of the work being done by the Evaluation Department at any given time.

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“Continuous Tough Evaluation” from a “Strong Independent Evaluation Department”

This is what Erik Solheim, the Minister of the Environment and International Development, expects of Norad’s evaluation work (The Trondheim daily Adresseavis, 31 January 2008). By virtue of a clear mandate, the evaluation department has wide authority to implement independent and critical evaluations of how the Norwegian development budget is spent. This remains the case whether the responsibility for implementation is vested in the Ministry of Foreign Affairs, in Norad, in the multilateral system, or in Norwegian organisations.

We work systematically to cover all important parts of the development budget. In 2007 we completed sector evaluation of long-term aid in the petroleum area and for hydropower development, and in 2008 we will evaluate the work in the fisheries sector and assistance in preserving cultural heritage. In 2007 we performed the first country evaluation for a long time of the total Norwegian aid to one country, in the form of the Zambia study. In 2008 we will get to grips with aid to the Western Balkans, that is, the countries of the former Yugoslavia.

We are systematising the evaluation of the work of Norwegian non-government organisations (NGOs). In 2007 we have looked at Guatemala and in 2008 we shall deal with Uganda. The emphasis will be on results.

In the past year we have also performed two evaluations of Norwegian humanitarian aid, one of the use of former military trucks in emergency relief and the other of NOREPS – the Norwegian Emergency Preparedness System. In 2008 and 2009 we will continue with evaluation of peacebuilding, using as our point of departure the Guidance for evaluation of peace-building and conflict prevention that the Evaluation Department has helped to develop for OECD/DAC. Evaluation of assistance in promoting human rights is next in line.

Are we then capable of living up to the Minister’s expectations? Everyone who has worked in evaluation knows how difficult it is to give clear answers. We are facing challenges on practically every front. Some of this is purely a matter of methodology; as a rule, our data are unreliable. When aid is harmonised with that from other donors it becomes difficult, and often impossible, to evaluate the impact of Norwegian funds and Norwegian input. Even as regards independence and roles, however, we may encounter problems: the people

who know most about aid in a particular area often suffer from a conflict of interest and cannot take part in the evaluations. This means that the consultants must spend a lot of time getting acquainted with what they are to evaluate. The fact that foreign firms often get the assignments helps to strengthen the independent evaluation, but it also creates distance. Another factor is that the consultant industry is often accused of toning down its criticism for fear of losing future commissions. We do not believe this is the case, but the perception may be real enough. The expertise of those taking the assignments may also vary widely.

Our response to this is to be clear about roles and demand a high quality.

Our response to this is to be clear about roles and demand a high quality. We are very strict on conflicts of interest and regard it as our job both to encourage critical independence and to protect the consultant against what can easily be perceived as pressure from the objects of the evaluation. We are laying increasing emphasis on having the results of the aid documented. We think that we have largely succeeded in this, as in the Zambia study, the Guatemala evaluation and in the evaluation of the hydropower aid. In the future, however, we shall be looking more closely at the use of money and at cost-effectiveness than we have so far managed to do.

The Zambia evaluation is one example of a “tough” evaluation, in which fundamental questions were asked, and in which good results were obtained as regards institution-building, at the same time as we found reason to enquire whether the aid was sufficiently poverty-oriented. There may be more such evaluation projects in the future, where we also make use of other approaches to evaluation than those we have traditionally employed.

March 2008



Asbjørn Eidhammer
Director of Evaluation

What we Learned from Evaluations in 2007

We would draw four important lessons:

1

We easily loose sight of the poor majority

Aid that is otherwise well-implemented does not necessarily lead to easier living conditions for the poor majority of the population. The country evaluation of Zambia shows that it is often difficult to document positive effects for poor people – at any rate in the short term – of programmes that otherwise might be successful as regards for example institution-building. The study concludes, for example, that it was difficult to see that the Norwegian funded programmes which the team evaluated have had any permanent impact on the poor in the country. The sector evaluation of Norwegian aid to the power sector can boast of poverty reduction in one of the projects in Nepal, but cannot document such an effect in several other projects in the sector. The World Bank's evaluation of aid to rural electricity supply shows that poverty reduction has not had a central place in such programmes in the World Bank, and that people with high and middle incomes has benefitted the most from electrification.



The evaluation of Norwegian aid to the power sector finds poverty reduction in one of the projects in Nepal.

2

New perspective on sustainability

Last year's evaluations confirm that it is long-term work that yields results. This concerns not least sector support and institution-building. The evaluation of the petroleum aid shows that 20 years' work in Mozambique can show results in the form of better framework conditions and stronger institutions. But the report from this evaluation also shows that aid will be necessary for a long time to come in order to safeguard these investments. The country report for Zambia shows the same as regards aid to the national park in Luangwa Valley, a programme that after 20 years has yielded good results for nature resource management. But if we are to secure a good result for the local population, the programme must be oriented towards ordinary people in the villages, and the Norwegian support must continue. The Zambia report also provided examples of comprehensive aid over time that was concluded before any particular results for the poor were visible, such as the agricultural programme in the Northern Province.

For this reason it is necessary to discard the usual time perspective of five to ten years for such work. In Africa we need to think 20 – 30 years ahead in time. If we invest comprehensive support in a given sector in a given country, we must be prepared for a long-term presence.

3

Clear strategy and good partnership can yield results in aid through NGOs

The evaluation of Norwegian organisations' aid in Guatemala found that the results of the organisations' activities were important, positive and relevant. People's knowledge of their own rights was enhanced, Guatemalan organisations have been made better equipped to fight for democracy and quality, and participation in educational measures has risen. In addition, the Norwegian organisations have contributed to creating synergies and enhancing cooperation between the partners in the country.

The evaluation report points out that the Norwegian organisations have had clear, well-planned and consistent strategies for the cooperation with Guatemalan organisations.

The Norwegian organisations have displayed good judgment in choosing partners in the country, and are showing great respect for the partners' priorities.

The evaluation of the Tibet Mission's aid in Nepal, which was part of the power evaluation, shows the same thing. Long-term thinking and stepwise development of activities in different areas of the local community secure a focus on measures that are of direct use to the population and ensures that locals can continue the work.



Organisations in Guatemala are better equipped to fight for democracy and quality in services.

4

The Ministry of Foreign Affairs should strengthen its capacity for strategic management and follow-up of the results of humanitarian aid

The evaluation of the use of former military trucks in emergency relief showed that the Foreign Ministry relies heavily on information from the big non-governmental organisations but does not have sufficient capacity to evaluate the results and effects of the humanitarian aid. The evaluation of NOREPS, which was completed in March 2008, showed that reporting routines and statistical work in NOREPS are too weak, at the same time as the Ministry's management is too detail-oriented and lacks a strategic approach. The reports thus suggest that the Ministry of Foreign Affairs should take a new strategic look at the management of humanitarian aid.



First food distribution using M6 trucks in Niger.

Follow-up of Evaluation in the Public Administration

According to the mandate for evaluation the department, agency or embassy that is responsible for the activity that has been evaluated shall prepare follow-up measures for approval by the Secretary-General of the Ministry within six weeks after the report and follow-up memorandum have been received from the Evaluation Department. After a year this follow-up plan shall be the subject of a report. The Evaluation Department shall be kept informed.

The status of follow-up of evaluation projects after the instructions entered into force is as follows:

Multi-donor evaluation of budgetary support

The follow-up memorandum was sent to the Ministry of Foreign Affairs in July 2006. The follow-up plan has not been prepared. But the report has been used in the assessment of further budgetary support in Norwegian aid, and new guidelines for budgetary support were approved in July 2007.

Cooperation between the education ministries in Norway, Zambia and Nepal

The follow-up memorandum was sent by the Evaluation Department in September 2006, and the plan for follow-up was approved in January 2007. A short report from the Ministry of Foreign Affairs in March 2008 shows that the evaluation led to a review of fundamental questions in institutional cooperation. The report from this review was submitted for discussion in March 2008. The embassies in Lusaka and Kathmandu have discussed the follow-up of the evaluation. It has now been decided to wind up the institutional cooperation between Norway and Zambia. In Nepal the evaluation has been used as a basis for assessing how the research programme in the area can be continued.

International aid after the tsunami

The follow-up memorandum was sent to the Ministry of Foreign Affairs on 10 November 2006. On 12 January 2007 the Ministry of Foreign Affairs approved a follow-up plan. According to this plan, some of the key recommendations from the evaluation will be followed up, partly in various action plans and partly in the ongoing work of the Ministry. On a couple of points a separate initiative will be taken in the form of checklists and surveying. Other recommendations require no follow-up or are seen as unrealistic.

Evaluation of The Fredskorpset

The follow-up memorandum was sent to the Ministry of Foreign Affairs on 31 January 2007, and the follow-up plan was approved on 17 April 2007. In the memorandum of 29 November 2007 the question of any changes in the statutes for The Fredskorpset was considered and decided. Where The Fredskorpset, in consequence of the evaluation, has asked for a clarification of the statutes, the Ministry has made certain clarifications, mainly in accordance with the recommendations of the evaluation report. It was not considered necessary to make changes to the statutes themselves.

Norwegian aid to petroleum industry

The follow-up memorandum was sent on 22 June 2007 and the follow-up plan was approved by the Ministry of Foreign Affairs on 5 October 2007.

We have previously possessed little systematic knowledge about how evaluation reports are followed up. The purpose of laying down clearer procedures for follow-up in the instructions of 2006 was partly to ensure that such follow-up occurs, but also to make it easier to obtain an overview of what effect the evaluations are having. The foregoing review shows that the evaluation reports are to a large extent followed up by the administration. But in a couple of cases the procedure laid down in the instructions has not been followed.



International Cooperation



The most comprehensive Norwegian involvement in DAC's evaluation network has been the work of preparing a Guidance for evaluating peace-building and conflict-preventing work.

The Evaluation Department participates in the cooperation in OECD/DAC's evaluation network. Partly under the auspices of the network, a number of joint evaluation projects are now under way, involving several individual countries. The most comprehensive project evaluates the result of the follow-up of the Paris Declaration on aid effectiveness. This is a Danish-led process in which Norway is not participating directly, but where we are members of a reference group. The Evaluation Department is participating in a British-led evaluation of various countries' measures to promote governmental accountability and popular participation in politics and development.

The Evaluation Department has taken the initiative for and is leading an evaluation of various strategies to control corruption in developing countries. Sweden, Denmark, the United Kingdom and the Asian Development Bank are participating in this project. In addition, Norway is part of a Swedish-led evaluation of how well the donors manage

to phase out aid to countries in a way that ensures results and sustainability.

The Department is also part of an informal group of like-minded donors within the framework of Nordic Plus. In addition to the other Nordic countries, the United Kingdom, Ireland and Canada participate in this cooperation.

The Department has continued the cooperation with the World Bank's and UNDP's evaluation departments through separate partnership agreements. In 2007 reports were submitted by two Norwegian-supported evaluation projects in the World Bank.

Guidance for evaluation of peace work

The most comprehensive Norwegian involvement in DAC's evaluation network has been the work of preparing a Guidance for evaluating peace-building and conflict-preventing work. This is an area where there has been little systematic evaluation. This Guidance is intended for people involved in the area, either in the implementation of programmes or in the evaluation of peace work.

In order to achieve a good evaluation of peace-related work, it is important to distinguish between working in conflict, where we ought to be conflict-sensitive, and working on conflict, in which the goal of the measures is more directly to prevent conflict and contribute to peace. Evaluation of peace-building and conflict prevention requires a good conflict analysis, and we must also ensure that the evaluation process is in itself conflict-sensitive. We shall not refrain from evaluating peace efforts merely because it is complicated to do so in conflict situations. The Guidance provides advice on how, with good planning and knowledge, we can perform the evaluation without compromising its quality.

A draft Guidance has been published, and over a year or so it will be tried out in various evaluations of peace-building and conflict-prevention activities.

Evaluations Completed in 2007

Report 1/2007 Evaluation of Norwegian Petroleum-related Assistance

Report 2/2007 Evaluation of Norwegian Power-related Assistance

Report 3/2007 Evaluation of the Effects of using M-621 Cargo Trucks in Humanitarian Transport Operations

Report 4/2007 Evaluation of Norwegian Development Support to Zambia (1991-2005)

Report 5/2007 Evaluation of the development cooperation through Norwegian Non-Governmental Organisations in Guatemala

Study 1/2007 Study of the Norwegian International Effort Against Female Genital Mutilation (FGM)

Study 2/2007 Study of the Development Cooperation through Norwegian Non-Governmental Organisations (NGOs) in South America

Synthesis report 1/2007 Humanitarian Response to Natural Disasters: A Synthesis of Evaluation Findings

The World Bank The Welfare Impact of Rural Electrification: A Reassessment of the Costs and Benefits
Development Results in Middle-Income Countries: An Evaluation of the World Banks Support

Other evaluations Evaluation of the First Five Years of GAVI Immunization Services Support Funding
Evaluation of GAVI's programmes for Development and Introduction of New Vaccines

Evaluations in Process as of 31 December 2007

Our own initiative Evaluation of the Norwegian Emergency Preparedness System (NOREPS)
The World Bank's Fund for Sustainable Development
Evaluation of the Norwegian HIV/AIDS Responses in African Partner Countries:
Ethiopia, Malawi and Tanzania
Study of Capacity Development in Low-Income Countries in Africa
Involvement of Norwegian Research Institutes (NUPI, PRIO, FAFO and CMI) in Conflict
Prevention and Peace-Building
Norwegian Support to the Fishery Sector

Joint evaluations Strategies and Approaches in the Fight Against Corruption (in cooperation with Sweden,
Denmark, the United Kingdom and the Asian Development Bank)
“Voice and accountability”: British lead evaluation. Development of evaluation framework for assessing
effects of support in strengthening citizens' voice and the accountability of authorities towards citizens
International evaluation of GAVI. The Evaluation Department has taken on the task of co-chairing
the Steering Committee established for a scoping study for this evaluation

Evaluation of Norwegian Petroleum-related Assistance



Evaluation report 1/2007

Pages 70, plus 9 appendices published on www.norad.no/evaluation

ISBN 978-82-7548-194-6

Carried out by The Danish Energy Authority, in cooperation with Copenhagen Development Consulting

Evaluation of

Since the early 1980s, Norway has granted petroleum-related assistance to more than 30 countries. In the ten-year period 1994-2004, around NOK 440 million was spent, with a high degree of geographical concentration of the work. Most of the support (almost 85 per cent) were channelled to ten countries, of which Mozambique was the biggest recipient with 40 per cent of the total amount.

The long-term Norwegian commitment has yielded good results in the “new” petroleum countries.

Purpose

The evaluation had three main objectives: firstly, to survey to what extent the assistance achieved the results expected and what caused deviations, secondly to survey how the results can be improved, and thirdly to identify strong and weak aspects of the Norwegian assistance. The report also establishes a baseline to be used on a later stage when evaluating the results of the project “Oil for Development” in Mozambique, Angola and East Timor.

The evaluation has covered all petroleum-related assistance to these three countries plus Bangladesh. The focus has been on the assistance over the last ten years. The information has been supplemented with independent reviews of the Norwegian assistance to Vietnam and Nigeria.

Findings

The consultants found that:

- The long-term Norwegian commitment has yielded good results in the “new” petroleum countries. The assistance has secured the creation of a fundamental framework and the implementation of technical petroleum training. But support was less successful as regards building of institutional capacity, particularly in management and administrative expertise.
- There is a major distinction between “new” and “mature” petroleum countries as regards securing local ownership and Norwegian influence. Extraordinary flexibility from the Norwegian side has been constructive in “new countries” such as Mozambique and East Timor, and has made it possible to a greater degree to adapt the assistance to the needs of the partners over time. In more “mature” petroleum countries such as Angola and Bangladesh, the flexibility has led to necessary decisions being postponed and the implementation being less than efficient.
- The planning of the programmes has been defective, with a failure to clarify local needs, the partners’ institutional capacity, the purpose of the aid and documentation of the decision-making basis, including risk assessments. There has been an absence of assessments of exit strategies. The existence of exit strategies could have made a material contribution to efficiency, a clearer focus and increased sustainability in the projects.
- The decentralisation of the Norwegian development assistance administration has enhanced the opportunities for dialogue with local partners, but the embassies often found themselves without proper professional support for taking the necessary decisions, and lacked satisfactory tools for carrying out tasks, including more specific programme documents with clear targets, implementation plans, indicators etc. Measures to build institutional capacity have been lacking or have arrived late.

- The Norwegian Petroleum Directorate (NPD) has been the Norwegian partner in all the case countries that have been evaluated. The team points out that the NPD's administrative costs have been high in three out of four case countries, and does not find it acceptable that the NPD has acted as advisor to the local partners as well as to the embassies.

In more “mature” petroleum countries such as Angola and Bangladesh, the flexibility has led to necessary decisions being postponed and the implementation being less than efficient.

Follow-up

The report has been circulated for consultation among affected parties, including the involved embassies, and the results of the evaluation were also presented in an open seminar on 30 May 2007. The report was meant as a contribution to the concretisation and implementation of “Oil for Development”. Norad’s Evaluation Department submitted its recommendations to the Ministry of Foreign Affairs in a follow-up memorandum of June 2008.

Conclusions and recommendations of the evaluation

The consultants conclude that Norwegian petroleum-related assistance has been successful in all the four evaluated countries as regards the building of technical petroleum capacity. It has been less successful as regards institutional capacity development. Too little emphasis has also been laid on other relevant topics such as refining, petroleum economics, health, safety and the environment.

The team emphasise that the petroleum-related assistance need to correspond with Norwegian Development Assistance policy in general, and it fully supports the work of including poverty, financial management, good governance and environment as important elements in the Oil for Development project. On the other hand, the team also emphasises that support to institutions of higher education and training measures are important, but are questioning the cost-effectiveness of PETRAD’s eight-week course.

Evaluation of Norwegian Power-related Assistance



Evaluation report 2/2007

Pages 90, plus 10 appendices are published at www.norad.no/evaluation

ISBN 978-82-7548-238-7

Carried out by Scanteam, in cooperation with Energidata and Chr. Michelsens Institute (CMI)

Evaluation of

Norway has granted power-related assistance to more than 70 countries with the objective of developing infrastructure (power stations, transmission grids etc.), creating institutional expertise and capacity, and establishing frameworks (legislation, plans etc.) for this sector. From 1980 onwards more than NOK 10 billion has been spent on this form of assistance. To a great extent these funds have been concentrated to a small number of countries.

Purpose

The evaluation had three main objectives: to chart the results of this assistance, to evaluate its quality and to establish an overview of the present situation (baseline), so that we will be better able to evaluate the results of future work.

Mozambique and Nepal are the two countries that have received most support in Africa and Asia, in the sum of 20 per cent of the total budget. The evaluation has focused particularly on the power-related assistance to these two countries, and is based on a systematic review of in all 19 different projects, in addition to the regional power co-operation in SADC. This has been supplemented by studies from Angola and Uganda.

Findings

The evaluation confirms to a great extent the Norwegian principles of "good practice" in development assistance generally. The main findings are:

- The results achieved through Norwegian power-related assistance in Mozambique and Nepal are substantial. Long-term, extensive and predictable Norwegian support, in which measures have complemented one another, has contributed to positive results.

- Implementation of infrastructure projects has been successful, with the completion of planned projects, even if this was often accompanied by cost overruns and delays. Planning and follow-up have been of varying quality.
- Institution-building in public administration has been weak, and this is also the conclusion in reports from Angola and Uganda. The National Electric Utility (EDM) in Mozambique has not achieved financial sustainability. Cost control, lack of a needs analysis and defective adaptation along the way, as well as weak recipient capacity in partner countries, are the main problems.
- Systematic and long-term development of sector expertise from the grass-root level and up to university level has given substantial results in Nepal. Support to knowledge-building in general, through studies and research, has been an important supplement.
- Analyses of economic, political and environmental risk have been deficient or non-existent. Cross-cutting topics like the environment have been neglected.

The results achieved through Norwegian power-related assistance in Mozambique and Nepal are substantial.

- Local poverty has been substantially reduced following long-term projects bringing electrical power to a rural district in Nepal. This is not due to the power supply alone, but also due to income from considerable labour emigration, plus the establishment of irrigation systems that have contributed to increased agricultural production and more harvests per year. Higher income have not been documented in two other evaluated study areas, but there are signs of a positive change in standards of living.

- The direct positive effect of electricity for households was first and foremost better lighting and a better indoor environment, savings in paraffin and an improvement in public health services and other services. 90-95 % of the households were still using wood and charcoal for cooking. The consumption of bioenergy per household does not seem to have changed materially.
- More reliable power supply had a material effect on business in an investigated regional centre in Mozambique, whereas the business effect of the evaluated measures locally in Nepal has so far been low.

The recommendations of the evaluation

The consultants conclude that the Norwegian assistance has been relatively good, and that important results have been achieved. The evaluation report emphasises the importance of:

- Norwegian power-related aid remaining long-term, extensive and predictable, with measures that complement one another. It should embrace all the key dimensions of Norwegian aid policy, with increased focus on poverty reduction, good government, gender equality and environmental questions.
- the necessity of better needs analyses and planning as well as termination and follow-up after the implementation of projects. The Norwegian support must be adapted to various national sector strategies in the partner countries and to the local context, and we must secure ownership on a high political and administrative level.
- the fact that electricity supply in the countryside only to a small extent raises household income, but has other positive effects on people's living conditions. The positive effects are greater when projects are focused on the poor. But energy is not sufficient to achieve social and private sector development. The effects increases when electrification is combined with other infrastructure projects.

Follow-up

The results of the evaluation were presented at an open seminar on 28 November 2007. The empirical material and the recommendations are intended as a contribution to the design of the action plan for "clean energy" that is now to be prepared. The Evaluation Department submitted its recommendations to the Ministry of Foreign Affairs in a follow-up memorandum in January 2008. In order to make the recommendations as relevant and robust as possible, the Department has also emphasised the increased attention to climate questions, and results from other end brand-new studies.

Evaluation of the Effects of using M-621 Cargo Trucks in Humanitarian Transport Operations



Evaluation report 3 /2007

Pages 91

ISBN 978-82-7548-247-9

Carried out by Channel Research

Evaluation of

The use of former military trucks (M-621) in humanitarian aid. The trucks have been included in the transport operations of the Norwegian Red Cross since 2002, financed mainly by the Foreign Ministry. The paramount goal of the scheme was to save lives and extend humanitarian protection by using these trucks where other transport was not possible or where alternative costs could not be covered.

Purpose

The purpose of the evaluation was to document the result of the use of the trucks and to derive lessons that can be used to improve humanitarian transport operations in the future.

Findings

The evaluation team concluded that the use of the military trucks has saved lives that could not have been saved in any other manner. In all between 1.2 and 1.5 million people were helped by use of these trucks. The report concludes that the M6 vehicles are expensive to run, but that they are competitive in certain situations. On the other hand, efficiency and results were hampered by the lack of a good strategic approach, plans and reporting routines within the Red Cross. The report also concludes that the Red Cross was incapable of learning from its mistakes. At the same time, the evaluation team points out that the absence of formal procedures in the Red Cross made it possible to find creative and rapid solutions, which is important in a humanitarian crisis. According to the report, the Foreign Ministry has had very little capacity to follow up results and effects of the aid.

Recommendations of the evaluation

The team submits several recommendations to both the Norwegian Red Cross and Norwegian governmental authorities. Among other things the report recommends that the Red Cross develop clear procedures and guidelines for how to handle transport support. The report further recommends that the Red Cross prepares a strategy for transport in which the M6 trucks are included in the present park until the upgraded vehicles are used up. In addition, the strategy should suggest what to do with the rest of the trucks – those that have not yet been fitted out. The Red Cross is further requested to develop a plan to counteract its lack of ability to learn.

The report points out that the Foreign Ministry has very little capacity for following up results and effects of the aid and recommends that the Foreign Ministry improve its capacity in this area.

Follow-up

The results of the evaluation were presented at an open meeting on 7 January 2008 as part of a consultation round among the involved parties. Norad's Evaluation Department submitted its recommendations to the Foreign Ministry in a follow-up memorandum in February 2008.

The evaluation team concluded that the use of the military trucks has saved lives that could not have been saved in any other manner.

Evaluation of Norwegian Development Support to Zambia (1991-2005)



Evaluation report 4/2007

Pages 141

ISBN 978-82-7548-273-8

Carried out by Oxford Policy Management

Case studies Wildlife Management and Natural Resources, Transparency in Financial Management, Agriculture in Northern Province

Evaluation of

The aid cooperation with Zambia for the period 1991-2005. The evaluation was structured in two phases and has been published in two parts: three studies of Norwegian-financed measures in agriculture, wildlife management and support for Zambia's national auditing and financial management agencies. The findings from this part of the evaluation are part of Norad's Results Report for 2007. The main study takes as its point of departure an analysis of Zambian power structures and the role of the aid, and discusses the results of Norwegian development cooperation and Norway as an aid donor, both in the bilateral relations with Zambia and as a participant in the international aid environment.

Purpose

The purpose of the evaluation was to understand the results of Norway's development cooperation with Zambia in a broad political and economic perspective. For large parts of the period, development for the poorest people in Zambia has remained stagnant. The economic framework conditions have been difficult for Zambia's most important exports, but the aid transfers have all in all been relatively extensive. After 40 years the poverty picture is much the same as it was at Independence. The evaluation was to look at both the results of development cooperation and obstacles to development. In order to bring out new explanatory models, power relations are used as an analytic framework. The evaluation raises questions like: 1) How do power relations in the Zambian society and in relation to the international donor environment affect opportunities to create poverty-oriented development? 2) How do power relations at various levels of society affect the opportunities and preconditions for the aid to contribute to poverty reduction? 3) How do these national and international power relations affect poverty-related Norwegian aid?

Findings

The evaluation team has used a so-called neopatrimonial model to answer questions about development and aid efficiency, a model in which *patrons* or *big men* sit at the top of a network of clients – often kinsmen and fellow-tribesmen – who depend on them for access to state resources. They are rarely made accountable to weak parliaments, under-funded constitutional control bodies and a weak civil society. In such a system the poor have few spokesmen, *champions of the poor* are few and far between. The bulk of the population in the villages – described as isolated, poor and with little education – have remained disenfranchised and derive little benefit from government services. There is a vacuum of control and accountability, in which the donors go in and attempt to hold the government accountable by making conditions for the aid. They have to some extent succeeded with this in Zambia, but not necessarily in such a way as to benefit the poor.

A review of governance under Presidents Kaunda, Chiluba and the current Mwanawasa goes a long way towards confirming this picture of Zambia, even if it is less accurate for Mwanawasa than his predecessors. This analytical model is not uncontroversial, even if it is widespread in social-scientific analyses of the situation in African countries. The team finds that the model provides a good explanation of the situation in the country, but that it must be used in a dynamic context. Part of this context is that there have been clear signs of change in Zambia in recent years, and the evaluation team notes that democracy is being consolidated in the country, even if the process is still fragile.

As a donor, Norway has had two instruments at its disposal, political dialogue and direct funding of programmes directed at the poor. A systematic review of the formal dialogue between Norway and Zambia – a discourse analysis – shows that it has been dominated by technical and economic questions. And in this dialogue the donors have not been open to alternatives to the economic policy laid down by the Bretton Woods institutions; this "correct" policy has been taken for granted by both Norway and the other key donors. The donors were – at any rate to a high degree – blind to the political consequences of their economic demands, and did not have an adequate understanding of the political character of the Zambian state and society.

The team's evaluation of the results of the Norwegian aid to the country is not unambiguous. The target achievement in Norwegian aid has been mixed. In a number of contexts, Norwegian aid has functioned well as regards strengthening institutions and building expertise. Frequently, however, this has been at the expense of the poverty orientation. Two examples that can illustrate this emerged during the field study. A major investment in research and agricultural guidance in the Northern Province has helped develop the country's expertise in this area, but it is difficult to see the direct effect on the farmers of this programme, which was terminated at the end of the 1990s. In the otherwise successful programme for natural resources and wildlife management in Luangwa Valley, the emphasis on strengthening the country's national and regional administration in the area has gradually increased, at the same time as the evaluation team finds that the benefits for the rural population have decreased. Aid to the Zambian national auditing office has been showcased as a relatively successful Norwegian cooperation, in which we have succeeded with capacity-building. Challenges pointed out in the report are to systematise the follow-up of the findings of the national auditing office. Institutions have been strengthened, but it has been difficult to document that the Norwegian measures evaluated by the team have had a lasting impact on the poor in the country.

The relevance of Norwegian aid is considered positive. Norwegian-financed measures have been adapted to the country's own development plans. This is one aspect of the co-operation that has been strengthened over time. Among Zambia's partners, Norway is regarded as a flexible and generous donor. Flexibility is not regarded as a purely positive concept, but as something that can be manipulated and contribute to the aid failing to reach the poorest of the poor.

Also as regards sustainability the picture is a mixed one. Long-term investment in the Luangwa Valley has yielded results and a solid foundation has been laid for wildlife management and economic development. In some programmes, measures have been terminated before they could achieve a more lasting effect, and there has been no willingness to continue programmes with poor results, when changes to the system could have led to a more positive development. The long-term perspective in the development cooperation is an important factor.

The channels of Norwegian aid have varied over the time period covered by the evaluation, but the most important was and is the state-to-state aid. The evaluation has only to a small extent captured the interaction between different aid channels. Aid via the UN (UNICEF) and NGOs has been described, without the team having found itself able to undertake an analysis of synergies or comparative advantages. Given the Norwegian emphasis on development of civil society, the report questions the marked reduction in direct support for local NGOs.

In the administration of the development cooperation, the evaluation finds that greater weight has been laid on planning and control of progress than on documenting that the aid has achieved results. The pressure to spend the allocated funds within the budgetary year has strengthened this tendency to technical follow-up.

The report also questions whether the increasing cooperation between the donors (the harmonisation agenda) has led to a focus on the interaction between bilateral donors and the national authorities, thereby distracting their attention from the poor majority of the population.

Recommendations

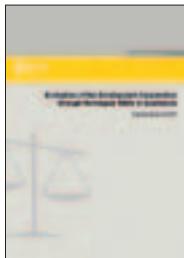
The main purpose of this evaluation was more to analyse than to present recommendations for future aid. But the team points to some areas in which Norway can strengthen its work to help build a more development-oriented state in Zambia:

- Improve Norway's understanding of the political context in Zambia
- Support a further strengthening of formal control bodies in political life
- Strengthen capacity-building in support of decentralisation
- Include civil society in the harmonisation process
- Increase support to local NGOs
- Encourage more intellectual and public debate about political questions regarding poverty reduction.

Follow-up

The findings of the report were presented at an open seminar on 4 March 2008 with extensive participation by Norwegian organisations and research institutions. The report will be circulated for a consultation round and relevant findings and issues will be used as input into the design of the development cooperation with Zambia. It will also be suggested that the more general relevance of the evaluation should be discussed in the context of broader foreign-aid policy.

Evaluation of the Development Cooperation through Norwegian Non-governmental Organisations in Guatemala



Evaluation report 5/2007

Pages 64

ISBN 978-82-7548-252-3

Carried out by Axel Borchgrevink (team leader), Anita Haslie (Norwegian Institute of International Affairs, NUPI), Einar Braathen, Marit Haug, Jørn Holm-Hansen, Henrik Wiig (Norwegian Institute of Urban and Regional Research, NIBR), Marit Solstad (Bodø University College), Saríah Acevedo, J. Fernando López Rivera, Santos Augusto Norato García (local consultants)

Evaluation of

The development cooperation through Norwegian non-governmental organisations (NGOs) and their partners in Guatemala. The evaluation encompasses six Norwegian organisations which represent a wide spectrum with reference to thematic and strategic approach.

Purpose

The main purpose of the evaluation has been to increase the knowledge about the work of the Norwegian organisations and their partners in Guatemala. The evaluation has focused on results in the short- to medium term of the development cooperation, and emphasised a presentation of the organisations' overall and collective effort at the national level in Guatemala.

Findings

The total amount of Norwegian development cooperation channelled through NGOs in Guatemala is limited, thus results at the national level are also limited in scope. Nonetheless, the evaluation concludes that the identified outcomes are significant in their contexts, positive and highly relevant. Outcomes within areas such as knowledge of rights, better conditions for participation, strengthened democratising potential of civil society and improved quality and coverage of education, are important contributions towards the creation of a more just and democratic Guatemala.

Despite the fact that the Norwegian organisations are co-operating with a wide variety of partner organisations, there is a considerable level of coherence in terms of basic values, target groups and types of outcomes. Five of the six organisations studied have a clear and explicit rights-based focus. All the organisations have marginalised groups as their main target groups, emphasising women, indigenous people, children, landless peasants, agricultural labourers

and other organised workers. The outcomes are to be found primarily within the area of democracy, human rights and participation, particularly at the individual and organisational levels.

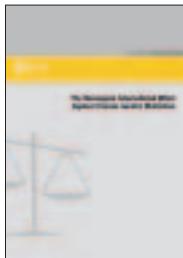
Recommendations

In view of the findings, the evaluation team recommends that the Norwegian development cooperation through NGOs in Guatemala should not be reduced, and that the strategic focus on promoting participation and democratisation should be maintained. Moreover, the evaluation recommends a more systematic use of core funding, as well as an increased attention to indigenous rights. The organisations should consider the integration of components for economic development in their programmes, and also to develop more systematic monitoring of results. Finally the evaluation team recommends the establishment of meeting points for Norwegian NGOs and their partners.

Follow-up

The results of the evaluation were presented at an open seminar in February 2008. Norad's Evaluation department has made recommendations regarding the Norwegian follow-up of the evaluation.

Study of the Norwegian International Effort Against Female Genital Mutilation (FGM)



Study 1/2007

Pages 60

ISBN 978-82-748-210-3

Carried out by Aud Talle, University of Oslo
and Tonje Bentzen, independent consultant

Study of

The implementation of the Norwegian Government's International Action Plan for Combating Female Genital Mutilation (2003). Geographically the study covers Kenya, Eritrea, Ethiopia, Tanzania, Sudan and Somalia, and gives an overview of current programmes and projects supported by Norwegian authorities.

Acknowledging that female genital mutilation is a sensitive social issue, interventions must be community-based, and employ methods that emphasise knowledge about cultural conditions and dialogue.

Purpose

To gather and present an overview of available information and knowledge about the work against FGM, in order to serve as a contribution to the ongoing effort, as well as to prepare the ground for an evaluation within this field which is to be commenced in 2009.

Findings

There are large variations within the region covered by the study with reference to the prevalence of FGM, the type of practice that is being performed and the cultural rationalities that lie behind the tradition. However, all the countries have in common a low degree of socioeconomic development and deficient provision of health services, both factors that contribute to aggravate the adverse health effects of female genital mutilation. The practice is still widespread in most of the areas where it has traditionally been per-

formed, but it has declined in younger age groups and in certain urban areas. Other tendencies that the study emphasises is an increased medicalisation of the practice, a lowering of the age at which FGM is performed, and a transition from more severe to milder forms of FGM. The Norwegian Government is supporting a great variety of projects within this field, particularly through multilateral organisations and NGOs, with an emphasis on the latter. The efforts focus particularly on FGM prevention, advocacy and services. The target group is typically women in various capacities, but also men, children and religious leaders are targeted.

Recommendations

Acknowledging that female genital mutilation is a sensitive social issue, interventions must be community-based, and employ methods that emphasise knowledge about cultural conditions and dialogue. There is a need to develop more knowledge and mechanisms for more systematic knowledge-sharing, and this applies to both the Norwegian organisations and their partners. Furthermore, it is important to strengthen the cooperation between various actors within this field. In order to achieve the goal of eliminating this practice within a relatively short period, substantial resources and efforts on several levels simultaneously are required.

Follow-up

The study was presented in August 2007 at an open seminar organised by the Norwegian Ministry of Foreign Affairs, and serves as a contribution to policymaking within this field. The study will also serve as an input to the evaluation of the Norwegian international effort against FGM, scheduled to be commenced in 2009.

Study of the Development Cooperation through Norwegian Non-governmental Organisations (NGOs) in South America



Study 2/2007

Pages 58

ISBN 978-82-7548-246-2

Carried out by

Einar Braathen (teamleder), Henrik Wiig, Heidi Lundeberg and Marit Haug, Norwegian Institute of Urban and Regional Research (NIBR)

Study of

The development cooperation through Norwegian non-governmental organisations (NGOs) and their partners in South America, with particular emphasis on Bolivia and Brazil.

Purpose

The purpose of the study was to increase the knowledge about the development cooperation through Norwegian NGOs by:

- Presenting an overview of the organisations emphasising their activities, thematic and geographic priorities, qualifications and practises.
- Presenting an overview of existing knowledge and sources of information about the engagement of Norwegian NGOs in the region, and on the basis of this, an assessment of the necessity for a comprehensive evaluation in this field.

Findings

There has been a significant reduction in the level of Norad support to Norwegian non-governmental organisations' development cooperation in South America, from NOK 100 mill. in 2003 to approximately NOK 69 mill. in 2006. When it comes to development cooperation through NGOs in this region, support to Bolivia, Ecuador and through faith-based organisations dominate the picture. The majority of Norwegian organisations combine a rights-based service-delivery strategy with organisational capacity-building. The fact that most of the Norwegian organisations operate with a yearly budget of less than USD 1 mill. presents a challenge in terms of the ability to operate with a professional staff, to accumulate a critical amount of experience, to exchange experiences and provide learning arenas across the continent. The study also shows that the organisations and their partners implement the Norad-funded projects according

to plans, and that the results are very valuable for the target groups. The outcomes may vary according to the organisations' strategic approach, but generally include marginalised groups, such as indigenous peoples, women and children/youth. The Norwegian organisations generally co-operate with local partners at the national level. However, the study shows that the target groups are being included only to a limited extent when it comes to developing the interventions.

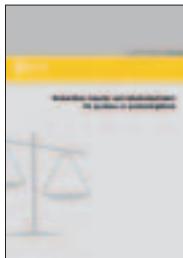
Recommendations

The recommendations are primarily concerned with the need for increased knowledge, particularly with regard to the development cooperation through NGOs in Bolivia. Furthermore the study emphasises the need to study more closely how the organisations work in relation to the cross-cutting themes environment, gender and participation (voice).

Follow-up

The study was presented at an open seminar in February 2008. It is meant to serve as a contribution to future policy development, with reference to both the Ministry of Foreign Affairs, Norad and the non-governmental organisations themselves.

Humanitarian Response to Natural Disasters: A Synthesis of Evaluation Findings



Synthesis report 1/2007

Pages 28

ISBN 978-82-7548-203-5

Carried out by Kristian Stokke,
Department of Sociology and Social Geography,
University of Oslo

Synthesis of

Evaluations carried out over the last five years concerning humanitarian response to natural disasters. The compilation is largely based on evaluation reports from humanitarian operations categorised as natural disasters in the evaluation database of the ALNAP network (Active Learning Network for Accountability and Performance in Humanitarian Action).

Purpose

The purpose of this synthesis report is to show what experiences have been gained in humanitarian response to natural disasters, including the “slow crises” that result from long or repeated periods of drought. In addition to serving as information for interested actors in humanitarian activities, the report served as input into the Ministry of Foreign Affairs preventive efforts.

There is growing awareness of the need for disaster preparedness and vulnerability reduction, but relatively few examples of good practice.

Findings

The findings of the report can be summarised in five points. None of these are new in themselves. A consistent theme is that we know what needs to be done, but that there is a wide gap between words and action.

- The divide between humanitarian disaster response and development cooperation is persisting, despite increased emphasis on the need to link relief, recovery and development.

- There is a strong focus on needs assessment as a prerequisite for effective, equitable humanitarian response, but the actual assessment practice does not normally conform to this norm.
- It is common experience that international humanitarian work undermines rather than strengthens local capacity.
- It is a recurrent theme that there is a great and persistent need to find effective mechanisms for coordinating the multitude of actors in the humanitarian system.
- There is growing awareness of the need for disaster preparedness and vulnerability reduction, but relatively few examples of good practice.

The synthesis report's recommendations

The findings of the evaluation show the need to reform the international humanitarian system. A lot has to be done to create synergy between international coordination and facilitation and local vulnerability reduction and response capacity. The challenge for Norway as a donor lies not only in contributing to increased international response capacity through improved funding and coordination, but also contributing to strategies that focus on long-term vulnerability reduction and local response capacity.

Follow-up

The report was intended to provide input to the ongoing processes in the Ministry of Foreign Affairs, *inter alia* the Ministry's preventive efforts, which has resulted in a Report to the Norwegian Parliament (Report No. 9 to the Storting (2007-2008), Norwegian policy for prevention of humanitarian disasters). In this connection the report was presented at a meeting in the Ministry of Foreign Affairs in August 2007.

The Welfare Impact of Rural Electrification: A Reassessment of the Costs and Benefits



World Bank Report

Pages 154

ISBN 978-0-8213-7367-5

Prepared by Independent Evaluation Group (IEG), World Bank

Supported under The Evaluation Department (EVAL), Norad, and IEG, World Bank Partnership Agreement

Evaluation

World Bank has since 1980 supported 120 projects directed towards rural electrification. This evaluation covers all the projects implemented since 1980. The evaluation draws on the published literature on the subject, the Banks own documents for 10 different countries, and three detail studies for Laos, Phillipines, and Sri Lanka.

Purpose

Main objective of this evaluation has been to update and undertake a rigorous assessment of the Banks approach, and especially how rural electrification has influenced the welfare of the populations in the rural areas.

Findings

- World Bank support has provided the physical infrastructure, however only 68% of the projects are graded as satisfactory. For most of the projects, revenues are lower than the costs and financial viability is weak.
- Poverty issues have not been the main focus and it is seldom that these have been explicit either in the planning or the implementation of the projects. Evaluation indicates that it is not necessarily the poor who have gained the most from electrification projects.
- Electricity supplies have been mainly used for lighting and TV. Access to TV has been crucial in the popular dissemination of information, and has resulted in impacts in terms of dissemination of information among women, regarding prevention and HIV/AIDS.
- Contribution of electrification to development of industry and commerce has been negligible, except in cases where the electrification was supplemented by other supporting measures. However electrification has been important for

the provision of public services, particularly the health services.

Recommendation

- The households willingness-to-pay for electricity is high, and it should be possible to attain cost-recovery in the electricity projects. The increase in tariffs required to improve financial viability however, may attract public resistance in countries with subsidised tariffs.
- An important challenge is to reduce technical and non-technical losses in distribution of electricity. It is important to design tariffs and payment mechanisms, provide information to the consumers, and promote commercial use of electricity that can contribute to improving financial viability of the projects.

Only 68% of the projects are graded as satisfactory. For most of the projects, revenues are lower than the costs and financial viability is weak.

Management Response

The main report was presented in Washington 17th January 2008, where EVAL also presented the results of its recent Evaluation of the Norwegian Power Sector Cooperation. The partnership between EVAL and IEG also made possible the presentation of the preliminary results of the IEG evaluation at a seminar held on 30 November 2007 in Oslo, where the results of EVAL Power Sector evaluation were first presented. The results of the IEG evaluation support and complement the findings of the EVAL study, and the same have also been used by EVAL in preparing the recommendations from its evaluation which have been submitted to the Ministry of Foreign Affairs, Oslo

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Development Results in Middle-Income Countries: An Evaluation of the World Banks Support



World Bank Report

Pages 125

ISBN 978-0-8213-7287-6

Prepared by Independent Evaluation Group (IEG), World Bank.

Supported under The Evaluation Department, Norad, and IEG, World Bank Partnership Agreement

Evaluation of

Since 1995, World Bank has provided US \$ 163 Billion in loans to Middle-Income Countries. This is nearly two-thirds of its total lending to all developing countries. Further, the Bank allocates nearly half its administrative budget to working with them. This evaluation focuses on the World Banks support to individual Middle-Income Countries over the past 12 years.

Purpose

The purpose of the evaluation has been to assess evidence- including views from the client countries- about the outcomes of the support provided to Middle-Income Countries. The focus in particular has been on three dimensions of the Bank Group's role – sharing knowledge across countries, engaging countries in global programs, and combining support to the public and private sectors in these countries.

Findings

The Bank has made a contribution to the success of the Middle-Income Countries in fostering growth and reducing poverty, and its contributions are well appreciated by the client countries. Its success in these areas is due to its ability to design its country strategies keeping in view the varying needs across the client countries.

The Banks performance in dealing with complex cross-cutting issues however is not impressive. The Bank has not yielded major advancements in dealing with inequality, combating corruption, and protecting the environment in the client countries.

Recommendations

The main recommendation from the evaluation is that the Bank should continue its engagement with MICs. However it should also take steps to produce greater development effectiveness through:

- Creating better opportunities for learning from Middle-Income Countries and share their experience with Low-Income Countries.
- Identifying incentives and obstacles to involvement of Middle-Income Countries in governance of global programs
- Demonstrating best-practice development activity through a greater focus in its country programs on combating corruption, reducing inequality and protecting the environment in partnership countries.
- Expanding its services, such as by offering fee-based technical assistance, fast track procedures, and services packages that involve greater coordination with International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA).

Management response

The evaluation has been well received by the management and has actions in progress and plans to that respond to the recommendations in this evaluation.

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Evaluation of the First Five Years of GAVI Immunization Services Support Funding



GAVI-report

Pages 104

Carried out by Abt Associates Inc.

Norad's Evaluation Department has participated in the steering committee for the evaluation

Evaluation of

Cash contributions to the programme for vaccination of children made by the Global Alliance for Vaccine and Immunization (GAVI), called "Immunization Services Support" (ISS). The programme, established in 2000, is results-based in the sense that the countries which have managed to increase the degree of vaccination will receive further support.

Purpose

To analyze the impact the programme has had on immunization services and to identify ways of improving the programme. The evaluation covers the period from 2000 up to and including 2005.

Findings

- The ISS programme has had a significant positive effect on DTP3 coverage rates, i.e. vaccine against diphtheria, tetanus and Pertussis.
- As regards the use of the funds, the evaluation shows that the bulk of the support was used on recurrent expenses and that it was spent at district level – to be precise, districts that previously had a low degree of vaccination and/or a low degree of economic support.
- One of the challenges in the actual implementation of the programme has been to work across other health programmes and at different administrative levels. This is a challenge that applies to integrated health services in general.
- There was a tendency for low-income countries characterised by conflict to apply for ISS funds much later than other countries, and they were also less likely to receive further support than other countries. This puts a question-mark against the use of such results-based programmes for these countries.

- GAVI's support for immunization generally has helped to increase global support for routine immunization. The results for the various countries have been rather mixed, but the in-depth studies at country level found that ISS funds were used to finance gaps in the immunization system.
- The higher the immunization rate in a country, the more it costs to vaccinate new children. On average, it costs for example USD 23 to vaccinate a child in a country with a coverage rate of under 80 %, while the costs for each child vaccinated over and above this coverage rate are calculated at USD 53.
- The positive effects of the ISS funds in a positive direction were inter alia influenced by political stability, whereas the countries with the best results were characterised by a high professional capacity in national immunization programmes and supplementary resources from others than GAVI.
- Many of the informants interviewed pointed to the programme's flexibility as a major advantage.

The ISS programme has had a significant positive effect on DTP3 coverage rates, i.e. vaccine against diphtheria, tetanus and Pertussis.

The recommendations of the evaluation

Due to the positive effect on the immunization rate, the evaluation team recommends that the vaccination programme continue and that the flexible use of the funds be maintained. Another arrangement should, however, be considered for low-income countries characterised by conflict, since these do not qualify for further support. Moreover, GAVI is advised to reconsider how the countries that have a relatively high immunization rate can increase this rate further.

Evaluation of GAVI's Programmes for Development and Introduction of New Vaccines

GAVI-report

Pages 79

Carried out by HLSP

Norad's Evaluation Department has participated in the steering committee for the evaluation

The programme for a vaccine against haemophilus influenza has not come quite as far as the two others. Through active communication and support directed at developing countries, the programme has, however, contributed to decisions in a number of these countries to introduce this vaccine. There remain a number of problems in relation to capacity, demand and pricing of this vaccine.

Evaluation of

The two GAVI-financed programmes called ADIP (Accelerated Development and Introduction Plan), which were launched in 2003. The programmes are meant to reduce the time from when a vaccine is launched until it is actually introduced into developing countries. The two first vaccines selected for this programme were a vaccine against the rotavirus, which causes diarrhoea and vomiting, and a vaccine against pneumococci. A third and similar programme was set up in 2005 for a vaccine against haemophilus influenza.

Purpose

The evaluation of these programmes was to survey the development and introduction of vaccines for these illnesses, evaluate the progression, highlight lessons learnt so far and provide recommendations for the further support of these programmes.

Findings

The main conclusion is that the programmes has contributed to increased introduction of the vaccines against diarrhoea and pneumococci many years before what would have been the case prior to this project. The evaluation team considers that the vaccine has the potential to save many lives. For example they calculate that the introduction of the vaccine against diarrhoea can contribute to the prevention of up to 30,000 deaths in the period up to 2010.

The vaccines against rotavirus and pneumococci are somewhat delayed, partly due to delayed vaccine trials in developing countries and due to the uncertainty that arose on whether these vaccines were suited to developing countries.

The programmes have primarily been concerned with work at global level and have only to a smaller extent been active at country level. Some of the criticism has therefore been that the programmes have taken a project approach and to a lesser extent built upon already existing systems at country level.

The recommendations of the evaluation

The evaluation team recommends that GAVI's Board consider different approaches within the following three areas in order to improve the whole project cycle for new vaccines to be introduced in developing countries:

- Survey vaccines that are under development and keep updated about these.
- Develop strategies for solving the problems related to capacity, demand and pricing of vaccines.
- Consider the challenges related to the implementation of the project.

In the report the team discusses the advantages and drawbacks of each of these approaches as input to the Board's further discussion.

Follow-up

The evaluation was submitted to GAVI's Board in May 2007, and the findings and the recommendations then became the basis for further discussions surrounding the introduction of new vaccines. The findings will also be incorporated into the coming evaluation of GAVI's first five-year period.

Norad

Norwegian Agency for Development Cooperation

Postal address

P.O. Box 8034 Dep, NO-0030 OSLO

Office address

Ruseløkkveien 26, Oslo, Norway

Tel: +47 22 24 20 30

Fax: +47 22 24 20 31

postmottak@norad.no

www.norad.no

