



2016:1

Sida Studies in Evaluation

Evaluation at Sida

Annual Report 2015

Authors:

The views and interpretations expressed in Annex 1 and 2 of the report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

Sida Studies in Evaluation 2016:1

Evaluation at Sida

Annual Report 2015

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Preface

Development evaluation is a tool for analysing and assessing Swedish development cooperation and its results. Evaluation provides us with valuable information and insights that is used to improve operations. It is important for learning as well as for accountability. It provides us with a deepened understanding of how and why certain results were – or were not – achieved, and determines whether they were satisfactory or not. It gives us knowledge of what works, for whom, under what circumstances and how.

External evaluations of Sida's work and of Swedish development cooperation are carried out by the Swedish National Audit Office (Riksrevisionen) and the Swedish Agency for Public Management (Statskontoret). In accordance with the Government ordinance, Sida has a responsibility to use knowledge gained from evaluations in the implementation of our development cooperation. In the Government's annual appropriation letter for 2015, Sida was tasked to develop a proposal on how Sida's work with use of knowledge from evaluations could be strengthened. As a result, Sida's Unit for Planning, Monitoring and Evaluation has refocused and started to work more closely with operative units/foreign missions with an aim to strengthen the quality and use of evaluations.

The purpose of this annual report is to provide an overview of evaluations commissioned by Sida units and foreign missions that were published in 2015 and to briefly present results from these 52 evaluations. We hope that this report will inspire to further reading and for reflections on what Sida evaluates and why, as well as to how planning, monitoring and evaluation can be strengthened at the programme level as well as the strategy level.

Dr Joakim Molander
Head of Sida's Unit for Planning, Monitoring and Evaluation (PME)
Stockholm, June 2016

1 Introduction

Sida's development partners are responsible for monitoring and evaluating their operations and Sida is committed to supporting our partners' capacity in this effort. One way to do this is by commissioning evaluations for different instrumental, conceptual and process uses; e.g. to support decision making and accountability, to meet learning needs, to build capacity in the partner organisation or to assess what works or does not work to improve the programming.

When commissioning evaluations, Sida separates between two categories of evaluations: strategic and decentralised evaluations. Strategic evaluations are those that have been decided by the Director General due to their importance for the agency as a whole. The Planning, Monitoring and Evaluation Unit (PME) is responsible for the quality of these evaluations, which are carried out in collaboration with concerned Sida units and/or our foreign missions. Decentralised evaluations are commissioned by foreign missions and Sida units within their respective field of responsibility. In these cases, PME's role is primarily advisory and supportive.

Sida has developed an internal process description for conducting evaluations that is intended to support and guide Sida's programme officers in managing evaluations. The process is applicable to both strategic and decentralised evaluations and includes Sida's work of planning, commissioning, managing, receiving the evaluation and how to prepare and decide on a management response. The management response process requires that Sida and Sida's partners respond to and act on the findings and recommendations from all evaluations.

The purpose of this annual report is to provide an overview of evaluations commissioned by Sida units and foreign missions that were published in 2015 and to briefly present results from these 52 evaluations. The report does not cover evaluations commissioned by our partners or other donors.

2 Overview of evaluations undertaken in 2015

Two strategic evaluations were completed in 2015: an evaluation of Sida's support to capacity development and an evaluation of policy dialogue as a tool in Swedish development cooperation. These evaluations are highly relevant to Sida as capacity development, in various forms, is one of the most common areas of support, while policy dialogue is conducted within the framework of virtually all cooperation within the public sector of partner countries. The management responses to these evaluations are under way and are expected to be finalised in 2016.

50 decentralized evaluations were published in 2015, the majority being end-of-programme phase/final evaluations of interventions (Figure 1).

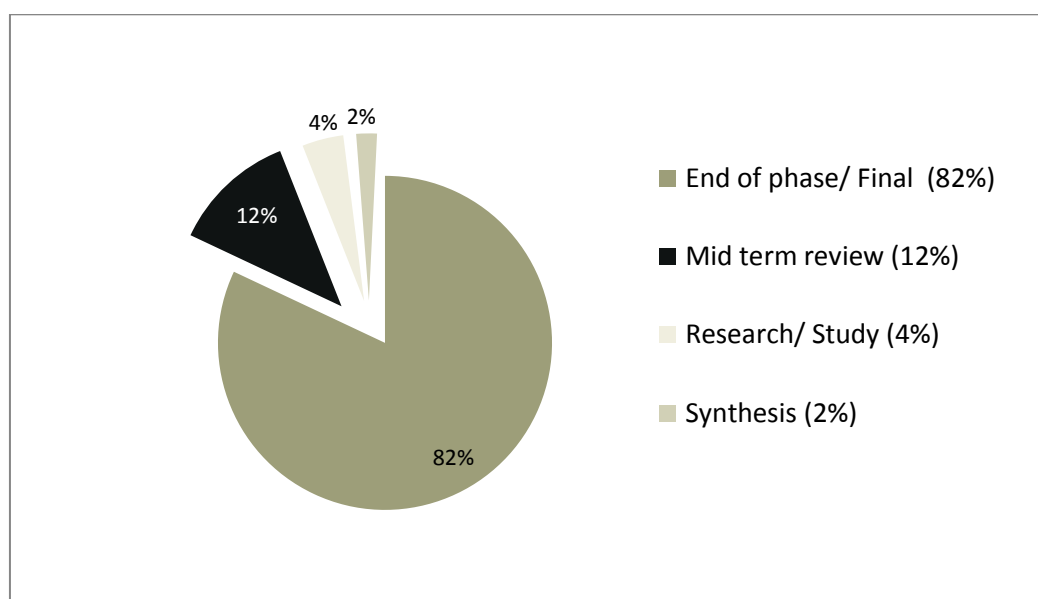


Figure 1: Type of evaluations commissioned. The majority of Sida commissioned evaluations published in 2015, were carried out at the end or towards the end of a programme phase.

The majority of publications concerned programme evaluations. Four evaluated Swedish result strategies¹. The evaluations are of direct use to Sida and partners for learning and/or to improve design and implementation in the next phases. The number of decentralized evaluations were lower in 2015 compared to earlier years (usually 80-100) due to the absence of a valid framework agreement for evaluation services during part of the year².

The decentralised evaluations were conducted within nine of Sida's twelve main sectors (Figure 2). More than half were within democracy, human rights and gender, a sector that accounts for a third of Sida's total disbursements. A fifth of the evaluations were in market development. Depending on the strategy cycle and programme cycle the number of evaluations within a sector or a strategy naturally vary from year to year. For 2015, decentralised evaluations were carried out within 19 out of 44 strategies (geographic and thematic) with a majority of them falling under the result strategy for Eastern, Europe, Western Balkans and Turkey (Figure 3).

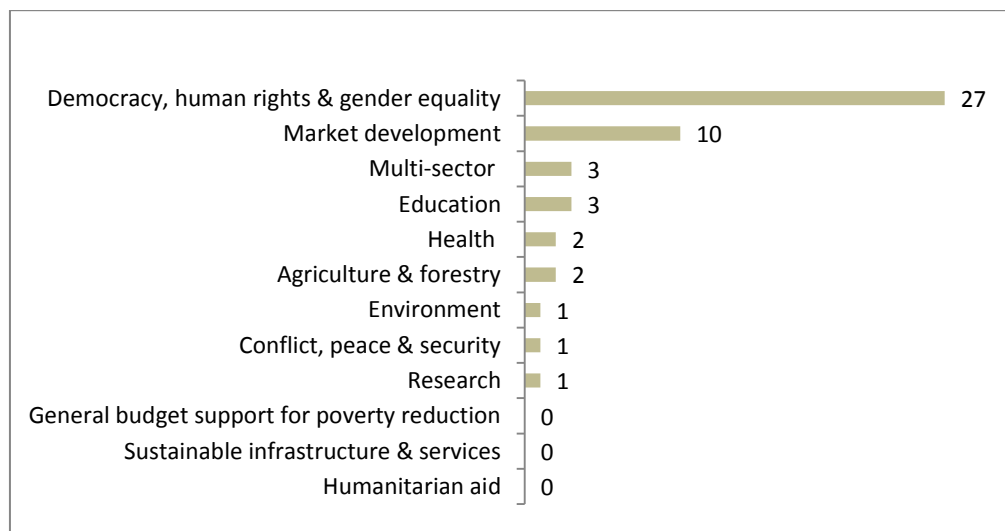


Figure 2: Number of evaluations per main sector. More than half of Sida commissioned evaluations were within democracy, human rights and gender.

1 Swedish development cooperation in the MENA region; Afghanistan; Swedish Strategy for Democracy Support for Party Affiliated Organisations and the Strategy for Support via Swedish Civil Society Organisations.

2 Sida's procurement of a new framework agreement for evaluation services was delayed since the award of contracts was challenged in court.

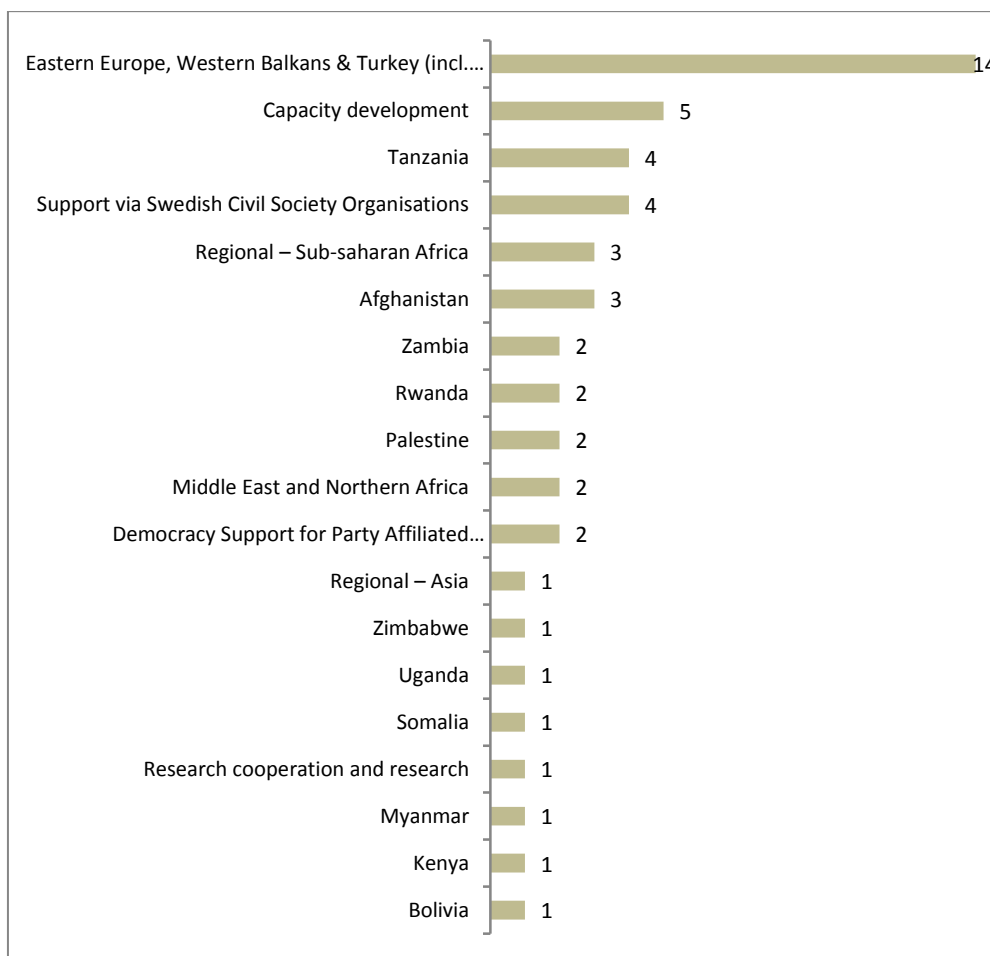


Figure 3: Number of evaluations per strategy. In 2015, decentralised evaluations were carried out within 19 of Sweden's 44 geographic and thematic strategies.

Most programmes evaluated were implemented by non-governmental/civil society organisations and public sector institutions (Figure 4). Evaluations of interventions implemented by multilaterals are low in numbers since multilaterals usually evaluate through their independent evaluation offices. The aid type for programmes evaluated were mostly core support or project type interventions (Figure 5).

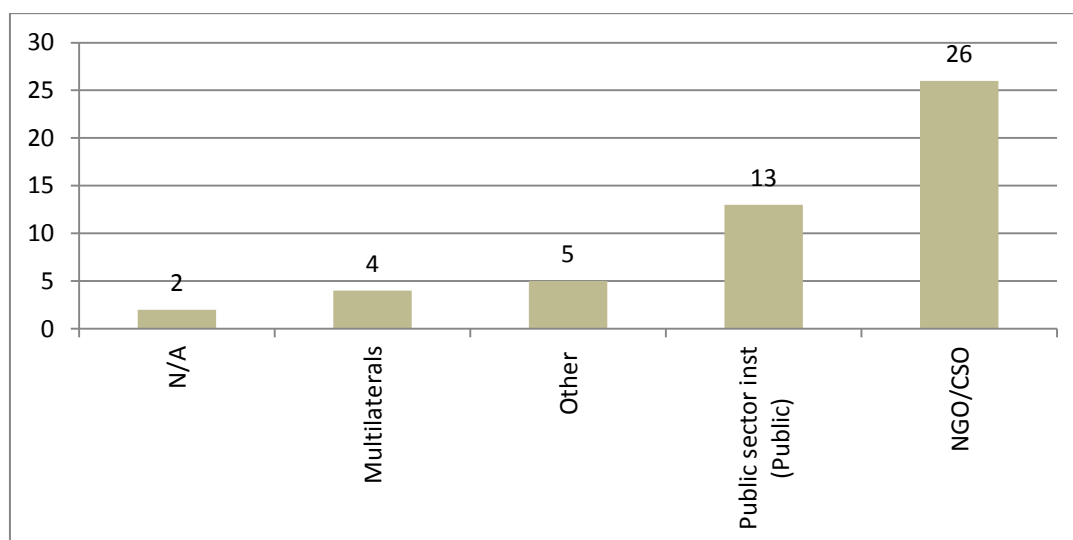


Figure 4: Number of evaluations per type of implementing organisation. The category “Other” refers to universities, teaching or research institutions, think-tanks or for-profit organisation). “N/A” refers to evaluations of larger portfolios where there are several partner organisations.

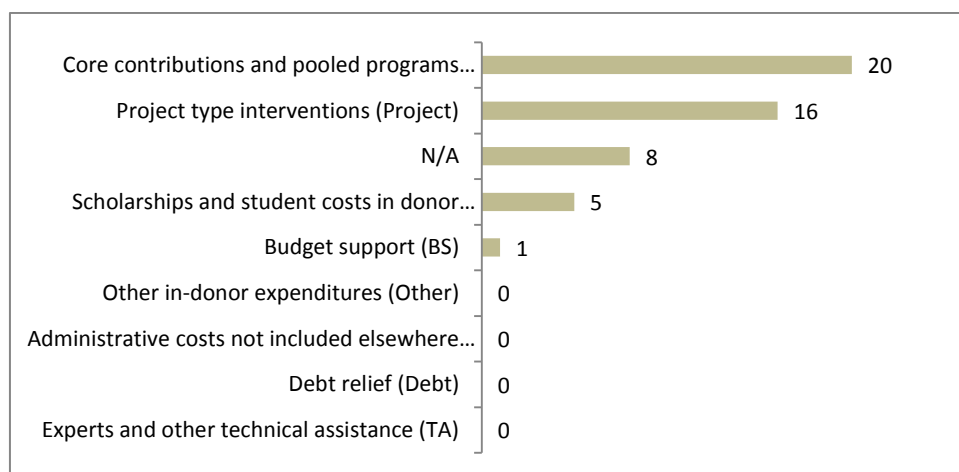


Figure 5: Number of evaluations per OECD-DAC aid type. “N/A” refers to evaluations of larger portfolios where several aid types are used.

The total cost for decentralised evaluations was about 20 MSEK. The costs of the evaluations varied from 200,000 SEK to 1,200,000 SEK and most were in the range of 400,000 - 600,000 SEK. The budget for the two strategic evaluations was about 4.4 MSEK in total.

3 Evaluation registries

3.1 DECENTRALISED EVALUATIONS

3.1.1 Decentralised evaluations per strategy

The table below shows decentralised evaluations, published by Sida in 2015 organised per strategy (geographical and thematic). Summaries from the evaluations can be found in Appendix 1. The publications in the *Sida Decentralised Evaluation Series* can be downloaded from www.sida.se/publications.

Eastern Europe, Western Balkans and Turkey (including older strategies for Bosnia and Herzegovina, Macedonia and Turkey)	
2015:2	Evaluation of the Sida funded Programme of Core Support and connected projects in Ukraine
2015:7	Evaluation of the project "Fostering Agricultural Market Activities (FARMA)
2015:9	Evaluation of the "UN Joint Programme on Promoting Gender Equality at Local Level (Women Friendly Cities)" and "Women Friendly Cities Small Grants Programme"
2015:13	Midterm Review of CREDO Krajina - Final Report
2015:16	Evaluation of the Public Administration Reform Fund in Bosnia and Herzegovina
2015:22	Evaluation of the Core Support to the Center for Investigative Reporting, CIN 2011-2014
2015:26	Evaluation of the project "Capacity development at MoFTs at State and entity level for effective management of public investments PIP-DIP
2015:27	Evaluation - The Challenge in Bosnia and Herzegovina
2015:28	Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)
2015:40	Evaluation of the Project "Improving Judicial Efficiency" (Bosnia and Herzegovina)
2015:41	Evaluation of the Guarantee Fund in Macedonia

2015:43	Independent Evaluation of the Programme “Assessing the Judicial and Constitutional Reform Process in Turkey 2012-2015” implemented by TESEV
2015:46	Review of Kyiv School of Economics’ Institutional and Sustainability Plans
2015:49	Evaluation of the Swedish support to KA.DER - increasing the number of women in decision making processes in Turkey
Middle East and Northern Africa	
2015:14	Evaluation of the Swedish development cooperation in the MENA region 2010-2015
Afghanistan	
2015:12	Evaluation of Sida’s Support to the Rural Access Improvement Programme (Phase I-III) in Afghanistan -
2015:15	Review of Sida’s Support to Afghanistan - Lessons and Conclusions from 7 Evaluations
2015:20	Review of Afghanistan Reconstruction Trust Fund, ARTF, Internal and External Studies and Evaluations in Afghanistan
Palestine	
2015:25	Effectiveness of core funding to CSOs in the field of human rights and international humanitarian law in occupied Palestine
2015:42	Learning From What Works: Strategic Analysis of the Achievements of the Israel-Palestine Human Rights Community
Regional Asia	
2015:23	Evaluation of FORUM-ASIA’s Performance and Achievements (2011-2014)
Myanmar	
2015:33	The Evaluation of VAHU Foundation on core support for the period 2011-05-30 – 2015-03-31
Regional Sub-Saharan Africa	
2015:19	Evaluation of Swedish Trade-Related Support to ECOWAS through Phase II of the Trade Negotiation and Capacity Building Project
2015:31	Review of Five South Africa Based Think Tanks Supported by Sida
2015:34	Evaluation of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) Phase IV Programme
Kenya	
2015:8	Agricultural Sector Development Support Programme (ASDSP) Mid Term Review

Rwanda	
2015:17	Evaluation of the project – Improving the Management of Land by Strengthening the Prevention and Resolution of Land Conflicts in Rwanda (ILPRC)
2015:18	Review of Sweden’s Support to the ONE UN Programme in Rwanda
Somalia	
2015:50	Mid-term Review of the Somali Joint Health and Nutrition Programme (JHNP)
Tanzania	
2015:4	External evaluation of the Amref Health Africa Project on Sexual Reproductive Health Rights for the Young People (Tuitetee – Lets Fight For It), 2010- 2015
2015:29	End of Programme Evaluation of Forum Syd’s Social Accountability Programme in Tanzania (SAPT) 2010-2014
2015:30	External Evaluation of Restless Development Tanzania Programmes 2007 – 2015
2015:48	Evaluation Twaweza: Tanzania 2009-2014
Uganda	
2015:3	Evaluation of Swedish support to the Diakonia Uganda Programme 2008-2014
Zambia	
2015:21	Mid-Term Review of the Indaba Agricultural Policy Research Institute (IAPRI)
2015:44	Evaluation of the Zambian Governance Foundation (ZGF) Joint Financing Agreement
Zimbabwe	
2015:1	Evaluation of Sweden-Funded Transparency International Zimbabwe, period 2009 – 2014
Bolivia	
2015:10	Evaluación de Resultados del PEI 2010 - 2014 del Ministerio de Educación - Informe final
Capacity Development (2011-2013 and 2014-2017)	
2015:6	Evaluation of Sida’s International Training Programme in Intellectual Property (Bosnia and Herzegovina)

2015:11	Evaluation of the International Training Programme “Education for Sustainable Development in Higher Education (ITP 257 ESD HE)”
2015:35	Evaluation of Swedish International Training Programme (ITP); Climate Change – Mitigation and Adaptation (2007-2011)
2015:45	Evaluation of Swedish International Training Programme (ITP) 288 ; “The Role of Labour Market Policies in Poverty Alleviation” 2009-2015
2015:47	Evaluation of Swedish International Training Programmes (ITP); Risk Management in Banking (2003-2014)
Democracy Support for Party Affiliated Organisations	
2015:5	Evaluation of the Implementation and Results of the Swedish Strategy for Democracy Support for Party Affiliated Organisations 2012-2014
2015:24	Project Evaluation – Disability Rights Promotion International (DRPI) - Final Report
Research cooperation and research	
2015:32	Evaluation of the Consortium for Advanced Research Training in Africa (CARTA)
Support via Swedish Civil Society Organisations	
2015:36	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Synthesis Report
2015:37	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Country Report Uganda
2015:38	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Country Report Pakistan
2015:39	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Country Report Nicaragua

3.1.2 Decentralised evaluations per main sector

The table below shows decentralised evaluations, published by Sida in 2015 organised per the main sector. Summaries from the evaluations can be found in Appendix 1. The publications in the *Sida Decentralised Evaluation Series* can be downloaded from www.sida.se/publications.

Agriculture and forestry	
2015:8	Agricultural Sector Development Support Programme (ASDSP) Mid Term Review
2015:21	Mid-Term Review of the Indaba Agricultural Policy Research Institute (IAPRI)
Conflict, peace and security	
2015:31	Review of Five South Africa Based Think Tanks Supported by Sida
Democracy, human rights and gender	
2015:1	Evaluation of Sweden-Funded Transparency International Zimbabwe, period 2009 – 2014
2015:2	Evaluation of the Sida funded Programme of Core Support and connected projects in Ukraine
2015:3	Evaluation of Swedish support to the Diakonia Uganda Programme 2008-2014
2015:5	Evaluation of the Implementation and Results of the Swedish Strategy for Democracy Support for Party Affiliated Organisations 2012-2014
2015:9	Evaluation of the "UN Joint Programme on Promoting Gender Equality at Local Level (Women Friendly Cities)" and "Women Friendly Cities Small Grants Programme"
2015:16	Evaluation of the Public Administration Reform Fund in Bosnia and Herzegovina
2015:17	Evaluation of the project – Improving the Management of Land by Strengthening the Prevention and Resolution of Land Conflicts in Rwanda (ILPRC)
2015:20	Review of Afghanistan Reconstruction Trust Fund, ARTF, Internal and External Studies and Evaluations in Afghanistan
2015:22	Evaluation of the Core Support to the Center for Investigative Reporting, CIN 2011-2014
2015:23	Evaluation of FORUM-ASIA's Performance and Achievements (2011-2014)
2015:24	Project Evaluation – Disability Rights Promotion International (DRPI) - Final Report
2015:25	Effectiveness of core funding to CSOs in the field of human rights and international humanitarian law in occupied Palestine

2015:26	Evaluation of the project “Capacity development at MoFTs at State and entity level for effective management of public investments PIP-DIP
2015:28	Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)
2015:29	End of Programme Evaluation of Forum Syd’s Social Accountability Programme in Tanzania (SAPT) 2010-2014
2015:30	External Evaluation of Restless Development Tanzania Programmes 2007 – 2015
2015: 33	The Evaluation of VAHU Foundation on core support for the period 2011-05-30 – 2015-03-31
2015:36	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Synthesis Report
2015:37	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Country Report Uganda
2015:38	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Country Report Pakistan
2015:39	Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014 Final Country Report Nicaragua
2015:40	Evaluation of the Project “Improving Judicial Efficiency” (Bosnia and Herzegovina)
2015:42	Learning From What Works: Strategic Analysis of the Achievements of the Israel-Palestine Human Rights Community
2015:43	Independent Evaluation of the Programme “Assessing the Judicial and Constitutional Reform Process in Turkey 2012-2015” implemented by TESEV
2015:44	Evaluation of the Zambian Governance Foundation (ZGF) Joint Financing Agreement
2015:48	Evaluation Twaweza: Tanzania 2009-2014
2015:49	Evaluation of the Swedish support to KA.DER - increasing the number of women in decision making processes in Turkey
Education	
2015:10	Evaluación de Resultados del PEI 2010 - 2014 del Ministerio de Educación - Informe final
2015:11	Evaluation of the International Training Programme “Education for Sustainable Development in Higher Education (ITP 257 ESD HE)”
Environment	
2015:35	Evaluation of Swedish International Training Programme (ITP); Climate Change – Mitigation and Adaptation (2007-2011)
Health	
2015:4	External evaluation of the Amref Health Africa Project on Sexual Reproductive Health Rights for the Young People (Tuitetee – Lets Fight For It), 2010- 2015

2015:50	Mid-term Review of the Somali Joint Health and Nutrition Programme (JHNP)
Market development	
2015:6	Evaluation of Sida's International Training Programme in Intellectual Property (Bosnia)
2015:7	Evaluation of the project "Fostering Agricultural Market Activities (FARMA)
2015:12	Evaluation of Sida's Support to the Rural Access Improvement Programme (Phase I-III) in Afghanistan -
2015:13	Midterm Review of CREDO Krajina - Final Report
2015:19	Evaluation of Swedish Trade-Related Support to ECOWAS through Phase II of the Trade Negotiation and Capacity Building Project
2015:27	Evaluation - The Challenge in Bosnia and Herzegovina
2015:34	Evaluation of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) Phase IV Programme
2015:41	Evaluation of the Guarantee Fund in Macedonia
2015:45	Evaluation of Swedish International Training Programme (ITP) 288 ; "The Role of Labour Market Policies in Poverty Alleviation" 2009-2015
2015:47	Evaluation of Swedish International Training Programmes (ITP); Risk Management in Banking (2003-2014)
Multi-sector	
2015:14	Evaluation of the Swedish development cooperation in the MENA region 2010-2015
2015:15	Review of Sida's Support to Afghanistan - Lessons and Conclusions from 7 Evaluations
2015:18	Review of Sweden's Support to the ONE UN Programme in Rwanda
Research	
2015:32	Evaluation of the Consortium for Advanced Research Training in Africa (CARTA)

3.2 STRATEGIC EVALUATIONS

The table below shows strategic evaluations published by Sida in 2015. Summaries from the evaluations can be found in Appendix 2. The publications in the *Sida Evaluation Series* can be downloaded from www.sida.se/publications.

2015:1	Evaluation of Policy Dialogue as an Instrument in Swedish Development Cooperation – the Case Gender Equality
2015:2	Support to Capacity Development – Identifying Good Practice in Swedish Development Cooperation

4 Sources of information

4.1 INFORMATION SYSTEMS

Sida's internal planning system for contributions (PLANit)

Sida's internal tool for result management and appraisal of contributions (Trac)

Sida's publication database at www.sida.se

4.2 REPORTS

Indevelop, 2015: Indevelop's Framework Agreement for Sida Reviews, Evaluations and Advisory Services on Results Framework. Final Report for the period April 2011-May 2015.

SIPU International, 2015: Framework Agreement for Sida Reviews, Evaluations and Advisory Services on Results Framework. Annual Report 2015.

Annex 1: Summaries of decentralized evaluations

In this section you will find brief presentations of decentralised evaluations published by Sida in 2015. They are listed according to publication number. The publications in the *Sida Decentralised Evaluation Series* can be downloaded from www.sida.se/publications.

2015:1 Evaluation of the Sweden-funded Transparency International Zimbabwe, period 2009-2014

This is an evaluation of the support provided by Sweden to Transparency International Zimbabwe (TI-Z) since 2009, with an emphasis on the core support period since 2011. The strategy for Swedish aid initiatives in Zimbabwe (2011-2015) aims at supporting “democratic development characterised by respect for human rights”. The evaluation concludes that supporting TI-Z has been an appropriate way of implementing this strategy, in that TI-Z has become, partly as a result of the support given by Sweden, the leading anti-corruption research and advocacy organisation in Zimbabwe. In broad terms, the programme has performed well against the criteria, achieving significant outcomes and laying the groundwork for substantial impact. However, a number of shortcomings are noted, that are related in part to programme design and in part to implementation. Organisational management has been very much improved during the period under review and these improvements need to be maintained and built upon, with a view to further reinforce the organisation’s capacity. The evaluation team found that in general the work of TI-Z has support from a wide range of stakeholders, both institutional and individual and that this bodes well for the sustainability of the programme in the medium to long-term period.

2015:2 Evaluation of the Sida-funded Programme of Core Support and connected projects in Ukraine

This evaluation assesses the relevance, effectiveness and impact of the Swedish Core Support to Ukrainian civil society organisations (CSOs) as well as the programme’s synergies and complementarities to other current donor initiatives for civil society support. Findings indicate that the three phased approach applied by the Swedish Embassy is an effective model for organisational change, improved performance and increased sustainability of the supported CSOs and Sida have captured a niche for capacity development based on the aid effectiveness agenda.

2015:3 Evaluation of Swedish support to the Diakonia Uganda Programme 2008-2014

This final evaluation commissioned by the Embassy of Sweden assesses the relevance, effectiveness, impact, efficiency and sustainability of a human rights, gender equality and justice programme implemented by Diakonia and Ugandan civil society organisations in Karamoja, Acholi, Lango and Teso. Based on consultations with over 300 stakeholders, the evaluators found the programme to be relevant to the Swedish development strategy for Uganda and the national and local contexts. The programme has delivered important changes at local level but to become more effective and to achieve the long-term objectives, Diakonia and the partners need to secure a better coordination between the many projects.

2015:4 External evaluation of the Amref Health Africa Project on Sexual Reproductive Health Rights for the Young People (Tuitetee – Lets Fight For It), 2010- 2015

This was an end-of-project evaluation carried out from November 2014 to January 2015. The overall objective of the project was to promote Sexual and Reproductive Health and Rights and access to sexual and reproductive health services among 100,000 young people in Iringa and Dar es Salaam regions. The evaluation found that the overall objective had been reached. The project had a sustainable impact in changing awareness, behaviour and care seeking of a considerable number of young people in the three targeted municipalities. Service provision at the current level may continue for some time, but will not be sustainable without further support, in spite of the considerable capacity building by the project at municipality and health facility level, on how to plan, budget, set up, run and support the services. Limited funding from the national budget will likely prevent the expansion of services to other health facilities.

2015: 5 Evaluation of the Implementation and Results of the Swedish Strategy for Democracy Support for Party Affiliated Organisations 2012-2014

The evaluation of the Swedish Strategy for Democracy Support for Party Affiliated Organisations (PAOs) found PAOs to provide support which is relevant to the policies of the Swedish Government. The evaluation found outputs to be implemented as planned and effective at the individual level, but with limited institutional change. This limits the contribution to the strategy objective of democratic political development. The impact is also constrained by the PAOs' decision to engage beneficiaries from more than seventy countries, often from parties with only marginal national influence. The weaknesses in the present design, arguably, stem from the fact that funds to the PAOs for sister-party support are allocated according to the number of seats in the Swedish Parliament, rather than performance. There is thus a need to rethink the design with the aim of enhancing quality and managing risks.

2015:6 Evaluation of Sida's International Training Programmes in Intellectual Property

Since 2004 the Swedish Patent and Registration Office, in collaboration with WIPO, has annually organised three international training programmes on behalf of Sida: Intellectual Property in LDCs, Copyright and Related Rights in the Global Economy and Industrial Property in the Global Economy. This evaluation assesses the relevance, effectiveness, efficiency, sustainability and impact of these programmes. The evaluation concludes that the training programmes have been highly appreciated by participants and have significantly contributed directly or indirectly to several sustainable outcomes at country level. There is nevertheless scope for developing the training content and approach further and for enhancing the poverty perspective.

2015:7 Evaluation of the project "Fostering Agricultural Markets Activity" (FARMA)

The purpose of the evaluation was to provide Sida with an assessment of the progress achieved against the objectives, and to make conclusions about the future direction of the program. With FARMA, Sida and USAID have funded a project aimed at helping Bosnia and Herzegovina (BiH) to increase agricultural competitiveness; meeting European Union health and production standards; reducing poverty by expanding environmentally sustainable production; and increasing sales, exports, and employment. Stakeholders found that the project was relevant to their needs and in general the project was effective in the use of resources; it achieved its objectives and planned results; it improved market linkages and access to finance for BiH producers; it built capacity of producer organizations and other counterparts; it contributed to enhancing the policy environment to benefit competitiveness of BiH agricultural goods; and it improved overall competitiveness of the targeted sub-sectors of the agri-food sector. However, by adopting certain formal requirements for eligibility to receiving grant support or to apply for subcontracts, FARMA excluded a large number of small farms and enterprises across BiH from the potential pool of applicants.

2015:8 Agricultural Sector Development Support Programme (ASDSP) Mid Term Review

This is a Mid Term Review of the Agricultural Sector Development Strategy Programme (ASDSP) 2012 – 2016, funded by Sweden and Kenya. ASDSP was designed with a major aim of sector coordination and harmonisation and a specific aim of equitable and environmentally resilient value chain development. The programme has been delayed by institutional changes. The main achievements have been establishment of institutional structures at county level, facilitating county coordination, and starting value chain development. The programme has not been effective in integrating environmental resilience and social inclusion in the value chains and there are challenges in getting the value chain development (VCD) sufficiently business-oriented. In the remaining period the ASDSP must focus on supporting the sector coordination in the

counties, between counties and between National and County Governments, increase business orientation through stronger engagement of the private sector and strengthen priority of environmental resilience and enhance social inclusion in VCD.

2015:9 Evaluation of the “UN Joint Programme on Promoting Gender Equality at Local Level (Women Friendly Cities)” and “Women Friendly Cities Small Grants Programme”

The evaluation was carried out between November 2014 and February 2015 for the purpose of providing analysis and recommendations to facilitate decision-making regarding Swedish support to a proposal for a third and final phase. The evaluation examines progress toward expected results, efficiency and effectiveness of budget allocation, the relevance of the programme in the Turkish context and the sustainability of achievements. The evaluation found that the programme advanced toward its outcome by enhancing individual and institutional capacity for mainstreaming gender equality into planning processes at municipal and provincial levels in 12 pilot locations.

2015:10 Evaluation of the Support to the Ministry of Education in Bolivia 2010-2014/ Evaluación de Resultados del PEI 2010-2014 del Ministerio de Educación – Informe Final

The purpose of the evaluation was to verify progress and the achievements in relation to the objectives outlined in the Institutional Strategic Plan (PEI 2010-2014) of the Ministry of Education in Bolivia. The evaluation analyses the strategy implemented, the modality of the support, highlight the lessons learned and give future recommendations. *(In Spanish only.)*

2015:11 Evaluation of the International Training Programme “Education for Sustainable Development in Higher Education (ITP 257 ESD HE)”

This report presents the findings from evaluation of the International Training Programme on Education for Sustainability in Higher Education (ITP ESD HE). The programme was organized and managed by the consulting company NIRAS in partnership with universities in Sweden, Africa and Asia from 2008 to 2013. The programme targeted participants from institutions of higher education and from the ministries directly involved with higher education. The evaluation findings show that targeting groups working within education makes the setup of this particular ITP different and unique. The findings also show that the ITP ESD HE has achieved its short term objectives and to a lesser extent the long term ones. There is evidence of strong outcomes and clear signs that the programme has evolved in response to ESD changes in context. Lessons learned and the incorporation of participants’ feedback have contributed to the ITP achieving higher relevance, effectiveness and efficiency. The ITP has been a powerful tool for professional capacity development in the Higher Education institutions especially due to its multidisciplinary approach. Universities

are important and a good place to invest as it multiplies the potential of the ITP, thus, continued investment in the ITP ESD HE with some adjustments and improvements is recommendable.

2015: 12 Evaluation of Sida's Support to the Rural Access Improvement Programme (Phase I-III) in Afghanistan

This evaluation of The Rural Access Improvement Programme (RAIP) in Afghanistan has assessed the lessons to be learnt from its implementation with a view to considering how future support might be provided. The evaluation concludes that RAIP has made a significant contribution to the development of rural road infrastructure in its four project provinces in Afghanistan over its seven years of operation. The activities have been highly relevant, implemented with great efficiency and effective in terms of RAIP's more immediate objectives. However with respect to the broader project objectives related to improved access to social services and markets and the creation of employment opportunities the evaluation concludes there has been less impact, in part due to factors outside the project's control.

2015:13 Midterm Review of CREDO Krajina

This Review assessed the Competitive Regional Economic Development (CREDO) model in Bosnia and Herzegovina (BiH), and the current project in the northwest Krajina region. CREDO Krajina (2013-2015) is the third iteration of the model developed with Swedish support in Northeast Bosnia in 2007-2011 and further refined in Herzegovina in 2010-2014. They have been tailored regionally with the common aim of enhancing small and medium-sized enterprise (SME) competitiveness in sectors with development potential and improving local authorities' capacity to address SME related issues. The Review found that the CREDO model is an effective catalyst for change. Highly participatory and run 'by locals for locals', with a strong analytical and networking focus, it offers value for money and sustainable outcomes. The methodology and the modality are intrinsically linked. CREDO Krajina is progressing systematically, introducing innovations that may further improve the model. SME participants in the three regions expressed interest in "taking the model national".

2015: 14 Evaluation of the Swedish development cooperation in the MENA region 2010-2015

Sida commissioned this evaluation of Swedish development cooperation in the MENA (Middle East and North Africa) region (2010- 2015) in order to assess the results achieved, lessons learnt and inform future cooperation. The MENA strategy focused on 3 sectors: human rights and democratic governance; sustainable use of regional water resources and, regional economic integration. The evaluation found that significant results were obtained in all 3 sectors and that Sida and their partners were flexible and able to adjust to rapidly changing circumstances. It was recommended that Sida should in future phases continue to support the same sectors and, where relevant, the same partners in order to consolidate and bring about cumulative results.

2015:15 Review of Sida's Support to Afghanistan - Lessons and Conclusions from 7 Evaluations

This review of the evaluations of seven Sida funded project in Afghanistan has assessed the general lessons and conclusions that can be drawn from a comparative analysis of the project evaluations. The review has, among other aspects, evaluated the overall results, effects on poverty, gender equality, participatory processes and sustainability. While all the projects have been highly relevant, those with a more instrumental focus have been more effective in achieving results. Impacts on poverty, gender equity and other dimensions have been more limited. This raises important questions for project ambitions and design in Afghanistan.

2015: 16 Evaluation of the Public Administration Reform Fund in Bosnia and Herzegovina

This evaluation report considers the results of the Public Administration Reform Fund, and a designated twelve funded projects of the Fund. The Swedish Government provides support to assist Bosnia and Herzegovina to reform and develop its public administration, and to build closer links with the EU. The twelve funded projects contribute within the framework of Bosnia's Public Administration Reform Strategy, and its designated six reform areas. The Public Administration Reform Coordination Office provides good coordination processes to the Fund, but reform processes are hampered by a range of factors impeding the efficiency and effectiveness of the Fund. The report provides a range of recommendations to the Government, the Coordination Office and the Embassy aimed to address these factors and improve outputs and outcomes.

2015: 17 Evaluation of the project – Improving the Management of Land by Strengthening the Prevention and Resolution of Land Conflicts in Rwanda (ILPRC)

This report presents the findings of the evaluation of RCN Justice & Démocratie's (RCN) project "Improving the Management of Land by Strengthening the Prevention and Resolution of Land Conflicts in Rwanda (ILPRC)", for the period 2012-2015. The evaluation shows that, despite some shortcomings that could have affected its ability to perform (weak results framework and loose relationship with civil society implementing partners leading to limited institutional learning), RCN's programme produced remarkable results. The programme's high quality activities and outputs contributed to increasing the access of rural populations, particularly women, to fair community justice mechanisms. Moreover, data collected during the fieldwork suggests that the results of the programme tend to reach beyond access to fair community justice mechanisms. The evaluation team has collected a considerable amount of evidence, corroborated by several actors, which show that the programme begins to influence the level of women's access to land in the geographic areas where RCN was involved.

2015:18 Review of Sweden's Support to the ONE UN Programme in Rwanda

During the support period, July 2013 – July 2015, the Swedish funding has given priority to gender equality, environment, returning refugees and freedom of expression. The support was provided through the ONE UN Fund as part of funding the United Nations Development Assistance Plan (UNDAP) 2013- 2018. This report provides an assessment of whether the UNDAP is implemented in accordance with plans, and whether the Swedish funding for the four UN programmes has been used effectively and efficiently.

2015:19 Evaluation of Swedish Trade-Related Support to ECOWAS through Phase II of the Trade Negotiation and Capacity Building Project

This is an external evaluation of Swedish Trade-related support to Economic Community of West African States (ECOWAS) through Phase II of the Trade Negotiation and Capacity Building Project (TNCB II). The evaluation was performed from November 2014 to April 2015. TNCB II has aimed to promote the trade policy capacity within the ECOWAS Commission and Member States. The project has had some positive results, in particular by supporting national trade policy processes and contributing to the finalisation of the negotiations on the ECOWAS Common External Tariff and the Economic Partnership Agreement with the European Union.

2015: 20 Review of Afghanistan Reconstruction Trust Fund, ARTF, Internal and External Studies and Evaluations in Afghanistan

This review of Sida's support to the Afghanistan Reconstruction Trust Fund (ARTF) has assessed the general lessons and conclusions that can be drawn from an analysis of internal and external evaluations of the ARTF. The review has, among other aspects, evaluated the overall results, effects on poverty, gender equality, contributions to ownership and sustainability. While the specific objectives of the ARTF in providing an on-budget funding mechanism have been achieved, results from the ARTF investments have been more limited. This raises important questions about Sida's contribution to the ARTF.

2015: 21 Mid-Term Review of the Indaba Agricultural Policy Research Institute (IAPRI)

In 2013, IAPRI signed a five-year funding agreement with the Embassy of Sweden in Zambia of 48 MSEK. This report, which has been commissioned by the Swedish Embassy in Lusaka, presents the Mid-term Review of the Indaba Agricultural Policy Research Institute in Zambia. IAPRI has made impressive progress in the short span of its existence. It has produced a sizable amount of quality research that stakeholders have found both reliable and useful, been strategic in its capacity development and contributed to improving the agricultural policy environment. The evaluation considers that IAPRI's work is relevant and offers good value for money.

2015:22 Evaluation of the Core Support to the Center for Investigative Reporting, CIN 2011-2014

This evaluation report considers the results of the Core Support to the Center for Investigative Reporting (CIN) 2011-2014, Bosnia and Herzegovina (BiH). The Swedish Government provides support for the development of CIN as an organisation, to assist CIN in improving its structures, and in expanding its partnerships, as a way of becoming more effective in reaching readers and other stakeholders. The evaluation concludes that the project has enabled improvements in CIN processes which have contributed to outcomes – most significantly the increased credibility of the organisation, both its work and its products. The report provides a range of recommendations to CIN and the Embassy in BiH intended to further strengthen the organisation and its outcomes.

2015:23 Evaluation of FORUM-ASIA's Performance and Achievements (2011-2014)

This evaluation of FORUM-ASIA was commissioned by the Embassy of Sweden in Bangkok to assess the organisation's performance and achievements during the period 2011-2014 during which Sida has been providing core funding. FORUM-ASIA is relevant to the needs of the region and its members. The organisation is currently facing internal challenges with regards to communication and management, but its publications are stated to be objective and well researched. The organisation is well-appreciated by nearly all its members, partners, and other stakeholders, and has been able to draw the attention of Special Rapporteurs on human rights. FORUM-ASIA is assessed to be a vital and indispensable partner in Geneva. The organisation has taken several steps to improve its administrative and financial systems, including its planning, monitoring and evaluation unit.

2015:24 Project Evaluation – Disability Rights Promotion International (DRPI)

Sida has supported DRPI between 2003 and 2013, underpinning the project with core support. The evaluation covers all phases of the DRPI project period with the dual aims of serving to: inform Sida's future support within the area of disability rights; and, support and strengthen the DRPI project. The evaluation of the project was made against four evaluation criteria: relevance, sustainability, effectiveness and impact. The evaluation identified a number of significant achievements, including the development of a unique methodology for monitoring disability rights and effects on individual persons with disabilities (PWDs), on disabled persons organisations (DPOs), and on coalitions of PWDs and DPOs. Recommendations for the continuation of the project are made, including the need for a systematic approach to lesson-learning, monitoring and evaluation of the project.

2015:25 Effectiveness of core funding to CSOs in the field of human rights and international humanitarian law in occupied Palestine

The study commissioned by the Swedish Consulate General in Jerusalem reviews the effectiveness of a core funding modality, supporting Palestinian and Israeli human rights organisations. The study concludes that core funding is very important for human rights civil society organisations (CSOs) working in the volatile and unpredictable conflict context of Israel and Palestine. To have flexible and predictable long term funding for their programmes as defined in their strategic plans, immediate reactions is fundamental. Core funding also provides stability for staff and means for institutional development and piloting new ways of working. The joint mechanism has played an important role in providing core funding during ten years to this group of CSOs. The highly competitive environment for funding has however pushed the CSOs into increasingly fragmented and less predictable financing with a multitude of sources. Each CSO manages 15 to 20 grants per year, each with different requirements. This is a major problem for aid effectiveness and in contrast to donor commitments. The donor consortium's reduction of funding levels has contributed to funding gaps for the CSOs which need to be filled by spending more management time on fundraising and resulting in an increased number of projects. Hence, the intended efficiency gains remains to be realised. The evaluation recommends a revised approach with full alignment to the CSOs, if possible increased core support and a deeper partnership approach with closer engagement with the core partners in the field.

2015:26 Evaluation of the project "Capacity development at MoFTs at State and entity level for effective management of public investments PIP-DIP"

The purpose of the evaluation was to provide Sida with an assessment of the progress achieved against the objectives, and to make conclusions about the future direction of the programme. The programme aimed at increasing the capacity of Ministry of Finance and Treasury, the Republika Srpska Ministry of Finance, the Federation of Bosnia Herzegovina Ministry of Finance, as well as other government bodies in management of public investment process. Overall, the project was found to be relevant, effective in achieving the specific objectives and had considerable impact. It was well managed by the project team, which proved flexible and gained the full involvement of the key beneficiaries, manifested in their sense of ownership and commitment, a key to sustainability. Yet, for its overarching objective to be achieved more support would be needed, particularly at the lower levels of government, by targeting a broader pool of beneficiaries.

2015:27 Evaluation - The Challenge in Bosnia and Herzegovina

This is an evaluation of the Challenge, a small pilot challenge fund that the Swedish Embassy in Sarajevo implemented 2013-2015. The total budget was SEK 5 million of which SEK 4.5 million were grants awarded to winning companies in three rounds. The challenge fund targeted micro and small enterprises in Bosnia and Herzegovina (BiH), including start-ups. The fund's strength is its focus on young, educated entrepreneurs who describe the fund as a hope for them in a difficult context. As

such, the Challenge is as much about good governance as private sector development. The evaluation team found that the Challenge is a useful and exciting model for Sida and Swedish embassies and recommended it to be replicated elsewhere.

2015:28 Review of the Capacity Building for Improvement of Land Administration and Procedures in Bosnia and Herzegovina (CILAP project)

The CILAP project has as its main activities to strengthen the land administration organizations, development of legislation, develop the geodetic infrastructure, building an address register, study of land and property valuation, support to information and communication technology, and establishing a digital archive. There is evidence that the project have had progress in all of its components. Some of the components in the project are more technically oriented and progress is more notable in those while project components which address more of institutional change and internal capacity building, progress appear to be less tangible and visible. The selection of Lantmäteriet as a twinning partner is praised by the other project partners and this assessment stems from an appreciation of the approach and the experience of working in other countries in the region, thus being able to use the experience of regional consultants from previous projects. The long experience of developing its own operation in Sweden adds to the relevance as a partner.

2015:29 End of Programme Evaluation of Forum Syd's Social Accountability Programme in Tanzania (SAPT) 2010-2014

Forum Syd has developed a pilot programme on social accountability (SAPT) in three districts in north-western Tanzania. It aimed at increasing the accountability of local governments and empowering poor and marginalised citizens - especially women, youth, persons with disabilities and people living with HIV – to influence quality of government plans and services. The evaluation showed that the pilot programme after three years had indeed resulted in improved dialogue between local government and citizens as well as increased citizen engagement and participation in the targeted districts. The pilot program is relevant to the context and has demonstrated potential. However, the programme has been organised and implemented ineffectively and inefficiently. It would need substantial modification before being brought to scale.

2015:30 External Evaluation of Restless Development Tanzania Programmes 2007 – 2015

This is a final evaluation of the effects of the Swedish core support to the youth led organisation Restless Development. The good outreach, the mobilisation ability and work at grass-root level, are factors that make the organisation a relevant actor. The work has increased young people's knowledge about sexual and reproductive health, how to start and run a business and has enabled space for civic participation. The study found that gender and rights perspectives need to be strengthened, that the work would benefit from a closer interaction with other civil society actors and the private sector, and recommends a stronger focus on the capacity development of Tanzanian youth organisations and networks.

2015:31 Review of Five South Africa Based Think Tanks Supported by Sida

Sida provides core support for five South Africa-based think tanks working across Africa. This review maps the work of these organisations and describes their relative strengths and weaknesses. The review has found that the five organisations are highly relevant and effective in supporting regional, national and local institutions, as well as in advising the international community. They have significant influence on the continental policy debate due to the strategic focus, quality and timeliness of their work. The five think tanks are also in many respects ‘do tanks’ with a considerable quantity of training, which is highly appreciated, particularly among actors involved in peace and security issues.

2015:32 Evaluation of the Consortium for Advanced Research Training in Africa (CARTA)

The Consortium for Advanced Research Training in Africa is a unique and effective, African-led regional doctoral programme. It represents a model that can inform other initiatives in terms of the possibilities, and the level of human and financial investments required to raise the quality standards of PhD education and introduce new methods of doctoral supervision and support to research. The programme has been able to mobilise strong commitments from a range of large and small African and Northern universities and research institutes in a notably equitable manner. Even if prospects for continued financing are uncertain, this programme contains lessons that should be applied in other Sida financed doctoral programmes.

2015:33 The Evaluation of VAHU Foundation on core support for the period 2011-05-30 – 2015-03-31

In 2009 VAHU was created with a legal basis and office in Chiang Mai. After a move to Yangon, VAHU created a local office in Myanmar and is legally registered as a non-governmental organisation (NGO) there since early 2015. The Swedish support to VAHU is a continuation of support to Myanmar since the early 2000s. The key objectives of this evaluation were to generate information on how effective the VAHU foundation has been in achieving results and identifying how much their move to Yangon influenced positive results and the original program outline. The grant that Sida provided was highly relevant to civil society organisations (CSOs) in Myanmar and enabled VAHU to continue its work in Chiang Mai and later in Yangon. The core support also attracted other donors who provided programme support. The core training programmes and research were relevant to Myanmar NGO representatives as well as government officials and others. The move to Yangon enabled VAHU to work more closely with government, CSO, politicians, and create networks for advocacy and change. The Sida grant has provided VAHU with flexibility allowing VAHU to operate in a challenging situation, responding to different needs and grasping opportunities. VAHU has the potential for reach and influence across Myanmar civil society and this model has visible impact.

2015:34 Evaluation of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) Phase IV Programme

The overall development goal of MEFMI is to improve macroeconomic and financial management and performance that supports economic growth and poverty reduction in its member states. The evaluation found that MEFMI had reached most of the targets for 2014 and is on track to reach its objectives by 2016. MEFMI has strong links to the client institutions in its member states. This helps MEFMI to stay relevant in relation to the needs and priorities of the client institutions and contributes to achieving the outcomes of the programme. The evaluation also found that MEFMI's capacity building activities are highly valued by member countries; there is a strong sense of ownership by them and they are of the opinion that MEFMI Phase IV Programme conforms to their needs and priorities.

2015:35 Evaluation of Swedish International Training Programme (ITP); Climate Change – Mitigation and Adaptation (2007-2011)

Sida commissioned an evaluation of the ITP 261 Climate Change – Mitigation and Adaptation programme 2007-2012 covering 17 programmes. Findings: 1) Concrete results are evident at individual but less so at organisational level, 2) the linkage to development cooperation was weak, 3) the change projects did not provide compelling evidence of change, 4) the course adapted well to circumstances during the programmes, 5) networking vision was weak. Recommendations: 1) Sida and the Swedish Meteorological and Hydrological Institute (SMHI) should favour regional programmes, 2) Sida should commission a capacity gap analysis, 3) SMHI should develop cooperation agreements with participating organisations, 4) SMHI should partner with regional capacity development institutions, 5) SMHI should improve monitoring/ mentoring.

2015:36 -39 Evaluation of the Strategy for Support via Swedish Civil Society Organisations 2010-2014: Final Synthesis Report and Country Study Report for Uganda, Pakistan and Nicaragua

The purpose of the evaluation was to find out if, how and why/why not Sweden's support to civil society organisations has contributed to the overall objectives for Sweden's civil society strategy 2010-2014. The Reality Check Approach was used as a methodology to understand the realities and perspectives of people living in poverty, combined with 'mesolevel' and organisational inquiries. The findings were used to explore the theories of change of the organisations in relation to people's realities, in order to analyse the strategy's relevance, alignment and feasibility.

2015:40 Evaluation of the Project “Improving Judicial Efficiency” (Bosnia and Herzegovina)

The Swedish Embassy in Bosnia and Herzegovina (BiH) commissioned Indevlop to conduct an evaluation of the Improving Judicial Efficiency Project (JEP). JEP is co-financed by Sweden and Norway, and is implemented by the High Judicial and Prosecutorial Council (HJPC), the state institution overseeing the judiciary and in the lead of judicial reforms in BiH. The project's stated objective is to improve the

efficiency of courts in BiH to ensure that users of the judicial system get their cases resolved in a shorter time. The evaluation finds that the JEP has made a contribution to increasing judicial efficiency in BiH. During the years covered by the project (2011 to date), there has been a reduction in the backlog of non-utility civil cases in the courts of first instance, in accordance with the indicators set by the project. HJPC has, with JEP-funding, instituted backlog reduction plans against which individual judges and court performance is being monitored. These plans and monitoring mechanisms have also made the courts more accountable. At the time of the evaluation, the ratio of clearing of old cases (pre-2011) to incoming cases suggested that courts were able to resolve a greater number of cases than there were incoming cases, albeit it is too early to establish this as a trend that will continue in the future. The project has also made progress on increasing the number of court settlements, and has successfully lobbied for legislation to ease the Federation court system of inheritance cases by transferring those to notaries.

2015:41 Evaluation of the Guarantee Fund in Macedonia

This report presents the findings and conclusions of the “Evaluation of the Guarantee Fund in Macedonia”. The non-profit organisation “Small and Medium Enterprises Development Support Centre” founded the Guarantee Fund (GF) with the technical and financial support of Sida in 2002. The goal of the fund is to provide support for small and medium enterprises of overcoming the problems with collateral when applying for finances from the financial institutions. The development of the GF was very successful during the first four years and it managed to reach out to the market and satisfy a demand. It also managed to create new products to replace the first guarantee instrument.

2015:42 Learning From What Works: Strategic Analysis of the Achievements of the Israel-Palestine Human Rights Community

This study uses an approach to identify human rights achievements to see what we can learn from them. It focuses on human rights advocacy regarding Israel’s occupation of the West Bank, East Jerusalem and the Gaza Strip over the past two decades. The study observes that far too often human rights organizations are too busy to take note of their achievements, or too quick to dismiss achievements given the many human rights violations that persist. For this reason it is important to state categorically that human rights organizations have positively impacted human rights. To acknowledge this in no way belittles the work still left to be done. The human rights reality in the West Bank and Gaza Strip remains poor, with Palestinians suffering systemic violations of their rights. Acknowledging and learning from our achievements enables the human rights community to better address this reality.

2015:43 Independent Evaluation of the Programme “Assessing the Judicial and Constitutional Reform Process in Turkey 2012-2015” implemented by TESEV

The programme is implemented by the Turkish Economic and Social Studies Foundation (TESEV). The purpose of the evaluation serves a dual objective: i) to inform the thinking of the leadership, management and staff of TESEV in relation to

the institutional development and capacity building of the organisation, as well as to support its governance; and ii) to provide relevant information to target groups defined in TESEV's programme proposal, including government officials, civil society actors, the media, as well as policy makers in Turkey and in the EU. It was found that the programme was remarkably relevant, in that it identified and addressed key needs in Turkey's democratic governance and human rights situation. The programme design benefited from TESEV's understanding of government thinking and from the organisation's strong links with civil society organisations. Credibility among the academic community was a key strength, which arguably underpinned TESEV's credibility with other socio-political actors. In areas such as judicial and constitutional reform, the project's relevance also benefited from TESEV's good understanding of legislative and constitutional reform processes. Although generally well thought out, the programme design presented some weaknesses: a lack of precision and rigour in the formulation of some outcomes and bridging outcomes; lack of integration of risk analysis into the research programme; and lack of an explicit, comprehensive advocacy strategy.

2015:44 Evaluation of the Zambian Governance Foundation (ZGF) Joint Financing Agreement

This report, which has been commissioned by the Swedish Embassy in Lusaka, presents a review of the Zambian Governance Fund (ZGF), a pool fund supported by various Cooperation Partners including Sida and GIZ. ZGF has made significant progress in the period under review (2012-15) and the support provided is regarded as generally relevant, efficient and effective. ZGF offers good value for money and it has achieved much progress towards its stated outcomes. It has also led to some impact on governance in Zambia and has built the capacity of CSOs making them more effective and sustainable.

2015:45 Evaluation of Swedish International Training Programme (ITP) 288; "The Role of Labour Market Policies in Poverty Alleviation" 2009-2015

This report presents the findings from evaluation of the International Training Programme on the role of labour market policies in poverty alleviation. The programme has been organised and managed by the Swedish Employment Service ("Arbetsförmedlingen") from 2009 to 2015. The programme targets participants from public and private institutions, as well as civil society organisations (CSOs) addressing the areas of labour market policies, active labour market measures and social dialogue. This evaluation has focused on identifying results and lessons learned, with a view to future programme development. The evaluation findings show that the programme is relevant for Sweden's priority area of private sector development and contributes to the global and country strategy priorities of poverty reduction and gender equality, as well as the human rights based approach as it improves the prospects for employment of youth and marginal groups. Sweden's long tradition of working with active labour market policies and concrete actions has served the programme well. Arbetsförmedlingen has made good use of the existing Swedish resource base to further enrich the programme. Participating institutions and

the individual participants have found the programme highly relevant in supporting reforms and improving labour market policies and practices. The programme has succeeded in attracting a balanced group of participants representing policy makers, employers, trade unions and others.

2015:46 Review of Kyiv School of Economics' Institutional and Sustainability Plans

This report shares the findings and recommendations from a review of Sida's support of the Kyiv School of Economics (KSE), Ukraine, between 2012-2015. The purpose of the review was to find out the progress and results achieved by KSE towards becoming a sustainable institution and the prospects for KSE's organisational and financial sustainability. The Review confirms that KSE is a leader in economics education and research in Ukraine and has become more relevant as an institution during the past three years, as a result of the expansion of its education programmes and engagement in policy dialogue. This transformation has taken place during a turbulent time in Ukraine, from which both challenges and opportunities have emerged, and to a large extent been driven by KSE's need to ensure financial sustainability. KSE has made a conscious effort to diversify its funding base and thereby reduce its dependence on Sida. While the revenue from management education, policy research contracts and tuition fees is considerable, it is not necessarily increasing in a steady manner and is far from the targets set.

2015:47 Evaluation of Swedish International Training Programmes (ITP); Risk Management in Banking (2003-2014)

Sida commissioned an evaluation of the ITP 222 and the ITP 275 Risk management in Banking programme 2003-2013 covering 18 programmes. The evaluation concluded: 1) The programme was relevant for partner countries, but did not directly contribute to Sida's wider development cooperation goals nor was it designed to do so, 2) The transfer of technical skills was broadly achieved, 3) New technical skills were adopted to varying degrees in financial institutions, 4) A promising result is that elements of the training will be largely sustained, and 5) Although well managed and implemented, there is scope for achieving higher value and impact within the existing ITP concept.

2015:48 Evaluation Twaweza: Tanzania 2009-2014

Twaweza operates in Kenya, Uganda, and Tanzania with a principal activity to promote access to information and expanded space for public action among citizens across East Africa, through research and experimentation, information sharing, brokering new partnerships, learning, and communication. The purpose of the evaluation was to assess the progress achieved in the first years of operation (2009-2014) and to make recommendations about the future direction of the programme. The evaluation focus on Twaweza's Tanzanian operations. The evaluation concludes that Twaweza has succeeded in building a functioning organization with significant achievements. Its organizational structures and work processes have consistently improved over the last few years, becoming better suited to their activities and

operating environment. Twaweza has made its mark in Tanzania and has delivered a number of outstanding results in the areas of its influence on public policy for education and the commitments of the government towards a more open government. It has supported and contributed to the increased climate of greater accountability of government. Delivering creative development messages, supporting innovative ways to increase and widen reach, influencing the media landscape, and reaching 25-30% of the citizens of the country, all with a highly efficient use of resources, could alone be sufficient cause for acclaim. Despite Twaweza's success in reaching large numbers of people with development messages, little "measurable citizen action" has been generated, and none have been measured as translated into improvements in the service delivery and related development goals. Twaweza has acknowledged that much remains to be done to achieve its full potential. The evaluation finds that a suitable groundwork has been established and assets have been built, which can be used effectively for future programming.

2015:49 Evaluation of the Swedish support to KA.DER - increasing the number of women in decision making processes in Turkey

Sweden has supported a programme aiming at increasing women's political participation in Turkey. It was implemented by KA.DER, a member based, women's right organisation. The strategies used by KA.DER included media campaigns, trainings for women candidates, monitoring and research. The evaluation found that, despite some prominent individual examples, the share of women in political positions is still very low. It is observed that both the difficult political context and the ineffective approaches taken by KA.DER have contributed to the lack of progress. The evaluation concludes that in order to improve results, the programme needs to be modified, and the governance weaknesses of KA.DER need to be addressed. Specific measures for strengthening the organisational capacity and the strategic approaches are suggested.

2015:50 Mid-term Review of the Joint Health and Nutrition Programme in Somalia (JHNP)

This Mid-Term Review (MTR) of the Joint Health and Nutrition Programme in Somalia (JHNP) covered the period from February 2012 until September 2015. The JHNP was initiated to restore and strengthen the health systems in the three Somali zones through a comprehensive, approach among UN organisations, donors and the Somali health authorities. The MTR has found that the JHNP is highly relevant in relation to the Somali context and the overall development priorities and framework for Somalia. The MTR also found that a comprehensive approach to restoring and strengthening both systems and actual service provision in this extremely difficult context is possible, although the programme had prioritized the delivery of health services but been less successful in achieving the outputs for other building blocks of the health systems.

Annex 2: Summaries of strategic evaluations

Provided below are summaries of Sida's two strategic evaluations published in 2015. The publications in the *Sida Evaluation Series* can be downloaded from www.sida.se/publications.

2015:1 Evaluation of Policy Dialogue as an Instrument in Swedish Development Cooperation – the Case Gender Equality

Policy dialogue plays a vital role in Swedish development cooperation. It serves a range of purposes and is used in many ways depending on the context and the stakeholders involved. To be successful, policy dialogue needs to be conducted in a way that ensures meaningful participation, be timely and coherent, be supported by a committed leadership and be complementary to project/programme support. Thus, policy dialogue requires both time and skills. The evaluation shows that Sida needs to clarify the concept and develop a tool box for staff to use when conducting dialogue.

These are some of the findings and recommendations from the evaluation of policy dialogue as an instrument in Swedish development cooperation – the case of gender equality. The evaluation was commissioned to get a better understanding of what constitutes successful policy dialogue on gender equality in different contexts and to contribute to the improvement of policy dialogue as an instrument in development cooperation. The evaluation covers the period of 2007-2013 and is based on three country case studies in Albania, Democratic Republic of Congo (DRC) and Guatemala to provide a more in-depth analysis of why, when, with whom and how policy dialogue for gender equality is done. Desk studies of key Sida documents and a mapping exercise including eleven countries to identify different ways of conducting policy dialogue in different contexts were also conducted.

Limited consensus on how to define policy dialogue

Stakeholders perceive policy dialogue in many ways. Most actors, including Sida, share a general belief that policy dialogue is a value-based negotiation process between two or more parties. It is widely recognised that Sida's policy dialogue is strongly connected to the promotion of Swedish priorities, such as gender equality, and that this influences resource allocation. Cooperation partners thus have a clear idea about what Swedish policy dialogue is promoting. But Sida has no clear definition of the concept.

Dialogue is formal and informal and used differently depending on purpose

The evaluation identifies two generic types of policy dialogue – the formal and informal policy dialogue. These types of dialogue are often used to complement each other and the evaluation concludes that both are needed to promote gender equality effectively.

The evaluation also identifies that depending on the main purpose of the policy dialogue, four different types of dialogue processes are most commonly used - dialogue for policy reform and development; dialogue for development cooperation agreements and implementation; dialogue for donor coordination; and dialogue for advocacy purposes.

Characteristics of successful policy dialogue

A successful policy dialogue is one that involves broad-based and meaningful participation of key stakeholders, includes a critical appraisal of different policy options based on the specific country context and one which contributes to changes in policy and practice. It should be timely, complementary to project/programme support, based on consistent key messages and supported by a committed leadership.

A successful policy dialogue from a gender equality perspective is one that leads to actual transformational change in women/men power relations and in access to resources and opportunities. The evaluation highlights three indicators of successful policy dialogue on gender equality – that it leads to increased women’s participation in the reform process and public life; that it strengthens the capacity and status of national structures for gender; that it contributes to the implementation of gender equality legislation.

Support processes are important for effective policy dialogue

The evaluation found that support to policy related research and/or the capacity development of relevant actors involved in the policy dialogue are essential factors for the dialogue to reach its expected results. It could for example be to support the capacity development of civil society organisations thereby enhancing their ability to participate and/or influence policy reform processes. It could be to support statistics to highlight, say for example the low representation of women in public decision making. Or it could be to fund other types of research to provide evidence and to feed into ongoing policy reform.

Examples of achievements through policy dialogue

The evaluation concludes that Sweden frequently takes a lead role in policy dialogue on gender equality issues and has contributed to legislative reform processes to enhance gender equality in both Albania and Guatemala. Approaches used to achieve this include; to raise gender equality as an issue in negotiations of cooperation strategies and annual high-level meetings with government; to build alliances with other donors/multilateral organisations; and to make use of change agents to take the lead in the discussions. Support to enhance the opportunities for CSO’s to engage in

the policy dialogue has been an important component in order to ensure broad-based participation of key stakeholder in the reform processes.

For example, the evaluation suggests that in Guatemala, policy dialogue conducted by Sweden has contributed to two gender-specific laws being adopted as well as the development and adoption of a national gender policy and national plan on family violence and gender based violence (GBV). In addition and by complementing the use of policy dialogue with support to local CSO's, Sweden has contributed to an increased awareness of women's rights and increased participation and voice of women in community development councils.

In Albania, the evaluators conclude that the policy dialogue conducted by Sweden, various CSO's and OSCE has contributed to a higher degree of acceptance of women as politicians' and decision-makers. In 2008, the electoral code was revised to introduce a gender quota requiring political parties to have at least 30% women on their list of candidates for Parliament. Furthermore, Swedish policy dialogue together with support to UN women to promote gender responsive budgeting, have contributed to a decision by the councils of Ministers to adopt "Gender mainstreaming in the medium term budgetary programme 2013-2015".

As mentioned above, increased women participation in reform processes and public life is also recognised as an important indicator of successful policy dialogue on gender equality. In DRC, Sweden has supported extensive training on UN resolution 1325, which the evaluation suggests has contributed to enhanced opportunities for engagement in the discussions on the development of a national action plan on this topic. And in 2014, the Congolese army launched an action plan to tackle sexual violence. In addition, there has been extensive general training on gender equality and gender based violence directed to for example CSO's and the justice and health sectors. The evaluation suggests that there are signs of enhanced participation of women groups in dialogue at community levels as well as in national level mainstream dialogue.

The evaluation further argues that in all three country case studies, there is evidence that Swedish policy dialogue has contributed to the endorsement, signing and/or ratification of international and regional declarations/agreements related to gender equality.

A systematic approach to policy dialogue has a greater chance to be successful
Sida lacks a consistent and systematic approach for how best to conduct policy dialogue. At the same time, the evaluation highlights the importance of a coherent and strategic approach to enable Sida to conduct policy dialogue more effectively. Thus, the evaluation concludes that there is a need for Sida to clarify and 'unpack' the concept of policy dialogue, and to develop a methods support on why, when, with whom and how policy dialogue can be conducted. A methods tool box can be a first

step in providing staff with practical and hands-on support when and how they are to engage in policy dialogue.

Such a methods support should define the concept, map out different types and purposes of policy dialogue, highlight characteristics of what can be identified as successful policy dialogue as well as stress the importance of timing and backing up of a committed leadership. Gender focal points are also highlighted as essential in supporting staff to conduct policy dialogue on gender equality. And least but not last, the evaluation stresses the importance to recognise that it takes both time and skills to conduct policy dialogue.

For additional observations, conclusions, lessons and recommendations see the synthesis report at www.sida.se/publications.

The evaluation was commissioned by Sida and carried out by Dana Peebles (team leader), Jonas Lövkrona, Nadine Jubb, Dr Georg Ladj (QA) and Julia Schwarz (project manager), from Particip GmbH Consultancy firm between February 2014 and May 2015.

2015:2 Support to Capacity Development – Identifying Good Practice in Swedish Development Cooperation

Capacity development is a basic objective of aid and an essential element for its sustainability. A thorough understanding of context, priorities and capacity needs at all levels is necessary for successful programmes. Specific attention to capacity development in all project phases is necessary for development results. Capacity development should be integrated into all types of aid programmes.

These are some of the highlights of an evaluation of donor support to capacity development conducted jointly by Sida, Danida and Norad. Three separate reports were produced based on the portfolio of each agency, later summarised in a joint synthesis report delivered in the fall of 2015. The aims of this evaluation were to assess the capacity results of donor-supported interventions and to inform the design of future capacity development programmes. The Sida evaluation included the analysis of documentation from 29 projects, followed by country-studies in Bosnia and Herzegovina, Cambodia and Kenya, and focused on capacity development in public sector organisations.

The evaluation was structured around a hypothesis of how donor support might lead to better capacity development results. This hypothesis postulates that donor support is more effective when it is adapted to context; is accepted as legitimate and adequate; combines supply- and demand-side approaches; and is geared towards attaining results. Testing the validity of this hypothesis involved:

- i. assessing the capacity development results of the selected projects,
- ii. characterising each project in terms of the elements of the hypothesis; and
- iii. analysing the relevance of each of these elements for the observed results.

Developing the capacity of partners is a fundamental aim of development cooperation

In different forms and with varying emphasis, fostering capacities in the partner countries has been a recurrent objective of development cooperation since its beginning. The initial focus on the transfer of technical capacities from donors to partners has progressively been replaced by the notion that capacity needs to be developed within the specific contexts and with the active contribution of partners.

Capacity development is a process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacities over time. These include generic capacities to plan and manage changes in organisations, and specific capacities to deliver improved services or products.

(OECD-DAC)

The aid effectiveness agenda developed throughout the last decade highlights this change in focus, emphasising partner country ownership of aid, the strengthening of local capacity as a foundation for development and recognising capacity weaknesses as a major constraint to sustainable development. This points to the need of recognising capacity development as both a means for and an end of development aid.

An important input to the building of different capacities in different contexts

The country-studies showed that the Swedish support gave a very important contribution to the development of the capacities of partner organisations. This support targets different types of capacities necessary for partners to deliver a variety of products and services, in a manner that is generally efficient. All country-study projects comprised the strengthening of individual knowledge and skills, as well as of methods, procedures and routines at the partner organisations. The least common were measures dealing with the work environment and factors external to the partner organisations. The Swedish support has catalysed numerous positive developments in the partner organisations. However, uneven results at the different levels in some projects point to the importance of carefully adapting the support to the needs and priorities of partners at all levels.

In order to better contribute to poverty reduction, capacity development projects should explicitly target people living in poverty; include specific poverty reduction objectives; and target sectors, institutions or geographical areas used by people living in poverty.

Support that is adequate to the complexity of the capacities yields better results

Providing the necessary technical expertise, being capable of engaging with multiple partners and stakeholders, and adapting to different contexts are important factors for donor-supported project to attain the intended capacity development results. The country studies also illustrated the importance of the donor support aligning with the interests of individuals or groups capable of influencing organisational change processes, as well as with the timing of other related projects or reforms. Adopting a stepwise, incremental approach to capacity development is necessary when the initial capacity of the partner is low. The rhythm of change needs to be adjusted to the capacity of the partner to incorporate and make use of the new capacities. A clear vision of the objectives shared by the donor and partners facilitates their efforts towards achieving capacity development results.

Legitimacy, built on responsiveness to context, is crucial

A comprehensive analysis of existing and needed capacities, of the priorities of all relevant partners and, more broadly, of the organisational and societal context is critical for the relevance and acceptance of capacity development efforts. Such an analysis should be participatory, involving all relevant levels of the institutions involved in a given change process. In the projects studied, Sida was regarded as a welcome and trusted partner, capable of supporting change processes with adequate technical and managerial capacity. The Sida approach of working through its cooperation partners enhances their ownership and engagement. Other important factors for the legitimacy of the donor are the balance between donor- and partner-steering, mutual trust, the relevance of the donor support and the duration of the donor-partner relationship.

Employing external actors needs to be considered case-by-case

The evaluation assessed the effect of engaging end-users, oversight institutions or other external actors on the capacity development results at the organisations targeted by the projects – a “pull” rather than a “push” approach. Very few of the studied projects engaged directly with such external actors, Sida mostly supported processes from within the target organisations. Engaging external actors is no magic bullet and should be carefully assessed against the capacity development objectives, the characteristics of the target organisation and the products and services it delivers, the capacity of the external actors and the broader societal context.

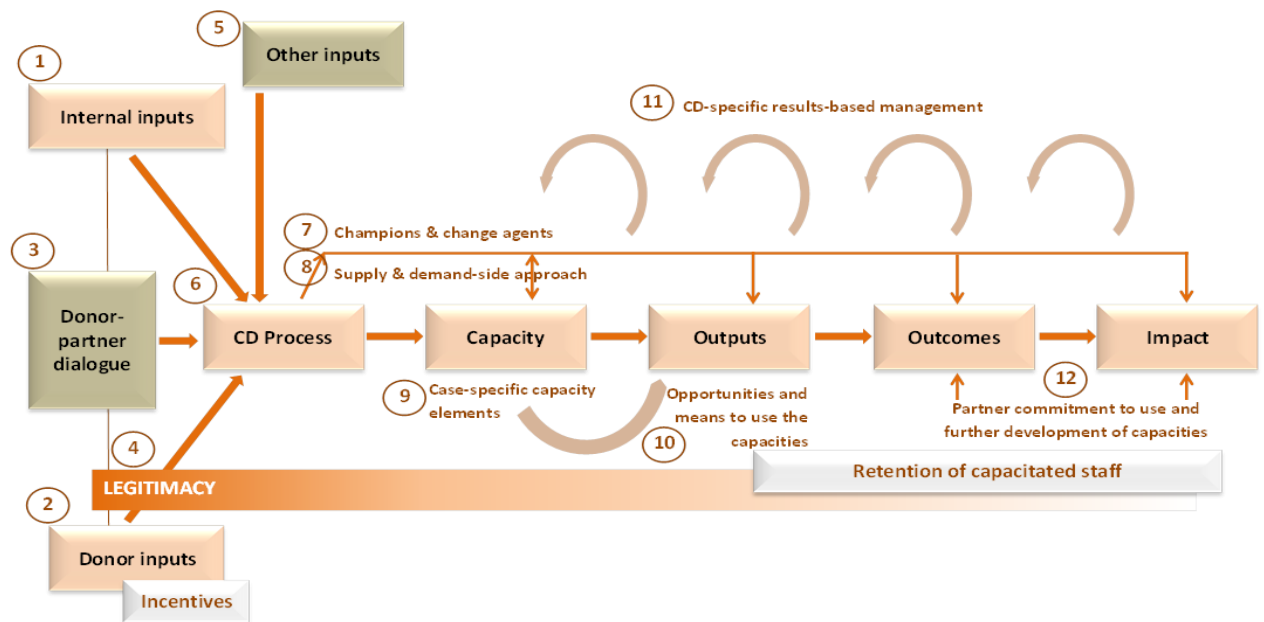
Sound results-based management enhances results

The quality of the results frameworks in the studied projects varied considerably, as did the extent to which they were effectively used for day-to-day management of the capacity development processes. It is important that donor and partners share a good understanding of the results and logic of capacity development projects, in order to channel and coordinate efforts in the most effective way. The specification of activities, outputs and outcomes, with corresponding targets, indicators and means of verification for each type of capacity is important for an adequate follow-up of capacity development processes and results. Communicating and learning from results is necessary for donor and partners to elaborate adequate corrective actions.

Good practice in the support to capacity development

A set of good practices relative to donor support to capacity development in partner organisations has been identified based on the Sida-supported interventions studied. These good practices have been illustrated in the form of a theory of change with the following steps:

Figure - A generic theory of donor support to capacity development



- (1) *The policies, strategies, priorities and needs of the partner country and organisation(s) are identified, to ensure the understanding, satisfaction and support of all partners. The ability of partners to provide and manage their contribution must be ensured.*
- (2) *The capacity of the donor to manage the capacity development process and to finance technical assistance is assessed prior to committing to providing support and is of sufficient standard.*
- (3) *In view of informing project design, donor-partner dialogue in the preparatory phase encompasses i) softer, sensitive issues such as staff incentives, power relations, management traditions and elite interests; ii) a joint and participatory capacity needs assessment; iii) an agreement on objectives and expected results; and iv) an assessment of the required effort by all partners vis-à-vis the complexity of the targeted capacities.*
- (4) *Legitimacy is built up through the initial interactions between donor and partners, and is further strengthened in the course of the process through good donor-partner relations.*
- (5) *Inputs from individuals or organisations other than the partner organisations are appraised and, if possible, included in the project. Such inputs constitute a further opportunity for developing capacity in the partner country and can help sustain change process beyond the donor support.*

- (6) *Capacity development processes is designed case-by-case. They are i) informed by a comprehensive needs and context analysis; ii) adaptable to changes; iii) aligned with internal processes at the target organisation; iv) incorporated into the routines of the target organisation; and v) include the strengthening of partner organisations' capacity to manage change processes.*
- (7) *Actors within and outside the target organisation (change agents and champions, respectively) capable of supporting change processes and overcoming resistance to change may be used throughout or during parts of the project. The benefits of their use are appraised case by case.*
- (8) *The benefits and requirements of an approach involving the target organisation and external actors (supply- and demand-side, respectively) are considered case by case. (as the legitimacy of the donor and the relations between cooperation partners may be negatively affected by the engagement of external actors).*
- (9) *The decision on which capacities to develop is informed by the assessment of existing and needed capacities. Interdependencies between different capacities are considered in view of elaborating a holistic capacity development process.*
- (10) *Opportunities and means for the new capacities to be used at the partner organisation are ensured, notably through integration with existing processes.*
- (11) *Monitoring, reporting and evaluation of progress and results foster a shared understanding of the degree of achievement, and enable adjustments of effort and focus towards the agreed capacity development results.*
- (12) *Partners commit to continuing the capacity development process after the end of the donor support. Exit strategies are devised jointly by donor and partners, eventually including post-project obligations.*

Strengthening Sida's work with capacity development

The evaluation proposed a set of recommendations for Sida to strengthen its future work with capacity development in partner countries and organisations. These recommendations hinge on the assumption that partners' capacity is necessary for the sustainability of any development effort and on the premise that capacity development remains a cornerstone of Swedish aid.

- Sida should promote the explicit inclusion of capacity development as both a means and an end goal of the Swedish development cooperation policy currently undergoing revision.

- Capacity development should be promoted within Sida to the level of a fifth focus area or a comparable thematic hierarchy, to expand its scope and give it greater priority within Swedish development cooperation and Sida.
- A dedicated function should be established within Sida to develop methods and guidelines for capacity development, and to promote the integration and follow-up of capacity development in all of Sida's work.
- A strategy for reinforcing awareness and knowledge of capacity development among Sida staff at headquarters and abroad should be developed.
- Analysis of institutional capacity development needs and definition of objectives and overall strategies for institutional capacity development should be included in Sida's contributions to National Cooperation Strategies. This should be done for focus areas (sectors), key cooperation partners and national and regional programmes.
- The assessment of existing and necessary capacities of partner organisations should be made compulsory for all Sida-supported interventions. This should be conducted in the proposal appraisal phase and its results translated into capacity development objectives included in the results framework of the intervention.
- The appraisal of project proposals by Sida should include an analysis of the capacity assessments made, the capacity development objectives in the results framework, and the consistency and adequacy of proposed actions to achieve the intended capacity development goals.
- Capacity development should be assessed specifically as part of the regular monitoring and evaluation of Sida projects, and reported accordingly.
- The 2011 Sida Guidance on Capacity Development should be updated in line with the findings of this evaluation. The revised Guidance should contain much more detail and practical instructions on how to incorporate capacity development into all steps of the project cycle, from the initial situation analysis to the final evaluation of capacity development results.
- Finally, Sida should assess jointly with the Swedish government the need for additional resources to enable the broadening and deepening of the work on capacity development.

The evaluation was commissioned by Sida, Danida and Norad. It was carried out by a core team composed of Birgitte Woel (team leader), Kristina Boman, Gonçalo Carneiro and Arne Nylund, and senior evaluators in the three study countries: Nedžada Faginović in Bosnia and Herzegovina, Prak Polla in Cambodia and Stephen Wainaina in Kenya, from NIRAS, between September 2014 and June 2015.



Evaluation at Sida

Annual Report 2015

The purpose of this annual report is to provide an overview of evaluations commissioned by Sida units and foreign missions that were published in 2015 and to briefly present results from these 52 evaluations. The majority of evaluations were programme evaluations and were carried out within 19 out of Sweden's 44 results strategies. They covered nine of Sida's twelve main sectors, with more than half within the sector democracy, human rights and gender. Four evaluations concerned Swedish result strategies. The evaluations are of direct use to Sida and partners for learning and to improve design and implementation. Brief summaries are provided for all evaluations. The total cost for Sida commissioned evaluations was about 24 MSEK.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

