



2019:1

Sida Studies in Evaluation

Evaluation at Sida

Annual Report 2018

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Table of contents

1	Introduction	1
1.1	Purpose and scope of the annual report.....	1
1.2	The Unit for Evaluation – mandate and responsibilities.....	1
1.3	Evaluation at Sida.....	2
2	What has been evaluated by Sida? An overview	4
2.1	Decentralised evaluations.....	4
2.2	Strategic evaluations.....	7
3	What have we seen? Observations on programme performance and Sida’s use of decentralised evaluations	9
	<i>Evaluations are predominantly used to assess individual programmes rather than portfolios</i>	9
	<i>Evaluations tend to prioritise breadth instead of depth</i>	9
	<i>A majority of the evaluated programmes perform well</i>	10
	<i>Evaluations addressing central perspectives in Sweden’s development cooperation has increased</i>	11
4	What have we learned? Some key learnings based on evaluative conclusions	12
	<i>Integrating gender, environment and climate change is challenging</i>	12
	<i>Impact and sustainability remain a challenge to measure</i>	13
	<i>From flexible “classic” approach to new ways of working for Sida</i>	16
	<i>Sida uses evaluations to improve operations, but sharing of lessons could be improved</i>	17
5	Quality of evaluation reports	18
6	Concluding remarks	19
Annex A	Evaluation registry: Decentralised evaluations 2015-2018	21
A.1	Evaluations per strategy.....	21
A.2	Evaluations per sector.....	30
Annex B	Summaries of decentralised evaluations 2018	37
Annex C	Evaluation registry: Strategic evaluations 2015-2019	48
Annex D	Summaries of strategic evaluations 2018-2019	50
Annex E	Sida’s Strategic Evaluation Plan 2019	52
Annex F	Sources of information	54

Abbreviations and Acronyms

CLEAR	Centers for Learning on Evaluation and Results
EvalNet	OECD/DAC Network on Development Evaluation
MSD	Market Systems Development
OECD/DAC	Organisation for Economic Cooperation and Development/Development Assistance Committee
Sida	Swedish International Development Cooperation Agency
SDG	Sustainable Development Goals

Preface

Sida's new Vision adopted in 2018 identifies learning as a key element for enhanced relevance and effectiveness of development cooperation in a world that is increasingly complex. In doing so it also underlines that evaluation plays a crucial role in a learning organisation that has to adapt to rapidly changing contexts and developments. Evaluation is thus not only important for accountability. Its main value lies in the space it creates for reflection and betterment. Evaluation gives valuable information and insights that is used to improve and develop operations as well as the way we work by providing a deepened understanding of how and why certain results were – or were not – achieved, and whether they were satisfactory or not.

This annual report by the Evaluation Unit (UTV) provides an overview of Sida evaluations and highlights some key observations and lessons learned. It also reflects upon how useful the evaluations are, their coverage and quality, drawing inter alia on observations from an internal rapid review UTV undertook recently on how Sida use and learn from evaluations. By providing insights into what Sida evaluates and why, we aim to strengthen evaluation at both the programme and cooperation strategy level.

Apart from Sida's evaluations covered in the report, UTV also contributed to and promoted the use of external evaluations and knowledge in 2018. The Sthlm Evaluation Week – a public event that brought together experts in several international evaluation networks, staff from Sida, the Ministry for Foreign Affairs and partner organisations – was arranged together with the Expert Group for Aid Studies (EBA). It provided space for exchange and reflection with seminars on important topics such as ownership, aid in times of shrinking democratic space, evaluation capacity development and new instruments such as challenge funds, partnerships with private sector and innovative adaptive approaches. In a seminar series UTV also invited external speakers to show how Sida can make better use of existing evidence architecture and to highlight recent research on how different management models of aid agencies affects the ability to adapt and reach results. UTV has also continued to support evaluation capacity development and developing the system for evaluation at Sida, to support operations, based on the new Evaluation Handbook finalised in 2017.

In the report you will find useful presentations of evaluation abstracts that summarises key findings and conclusion of individual reports. We hope this will inspire to further reading and reflections on what works, for whom, under what circumstances and how.

Sven Olander
Head of Sida's Unit for Evaluation (UTV)
Stockholm, 22 May 2019

1 Introduction

1.1 PURPOSE AND SCOPE OF THE ANNUAL REPORT

The purpose of the annual report is to provide an overview of what and how Sida evaluates along with observations on emerging issues and lessons that can be used to strengthen evaluation at Sida and the effects of Sweden's development cooperation. The report covers evaluations commissioned by Sida units and foreign missions that were published in 2018. It also covers so called strategic evaluations¹ published in 2018 up to April 2019. The report does not cover evaluations of Sida financed programmes commissioned by our partners or other donors since currently it is a challenge to obtain this information in a comprehensive way. The observations and lessons identified in this report will be used to strengthen the ongoing work at Sida to systematise the use of evaluation as a tool in planning and follow-up of Sweden's geographic and thematic cooperation strategies as well as to develop Sida's method support in evaluation.

1.2 THE UNIT FOR EVALUATION – MANDATE AND RESPONSIBILITIES

On 1 June 2018, UTV was re-established as a new unit at Sida's Department for Organisational Support to enhance independence from Sida's operational and policy arms. UTV reports formally to Sida's Director General. UTV and its handful of staff has the mandate to coordinate evaluation at Sida as well as to represent Sida in international evaluation fora for development cooperation. This includes responsibility for *strategic evaluations* decided by the Director General, as well as overall quality assurance through *development of method support* and *advisory services* to Sida units and our foreign missions that commission so called decentralised evaluations.

As an aspect of its core mandate, UTV is engaged in *capacity development within evaluation*. A substantial part is devoted to *internal* activities aimed at contributing to an improved understanding of evaluation as a tool for learning and accountability

¹ Strategic evaluations are proposed by UTV and decided by the Director General based on their strategic importance for Sida as a whole.

within Sida, and, hence, higher quality evaluations and better use of evaluation results. During 2018 the unit received some 70 requests for support, mainly for assistance in drafting term of reference. A new avenue for internal capacity development is being piloted. UTV assists in setting up reliable monitoring and evaluation systems for reporting and learning during the planning and implementation of two of Sweden's development cooperation strategies, one geographic and one thematic. This combines knowledge of evaluation at the programme level with that of portfolio and cooperation strategy levels. So far, the experience points to this being valuable and something that enhances the learning of both.

Evaluation capacity development may also include *external* engagement aimed at improved evaluation capacities in low income countries. Sida has long been a proponent of the need to strengthen such capacities at national level to support democratic developments and poverty reduction, a stance that is reflected in the formulation of Agenda 2030 and Sustainable Development Goal (SDG) 17, where the demand globally for capacity development within statistics and evaluation is increasing, not least due to need to report on the SDGs. Sida is engaged in the global initiative Centers for Learning on Evaluation and Results (CLEAR) and also funds the development of a regionalisation strategy for the CLEAR center for Anglophone Africa.

1.3 EVALUATION AT SIDA

Evaluation plays a central role in results-based management and organisational learning at Sida. It provides an understanding of how and why certain results were – or were not – achieved, and if they were relevant and sustainable. It may also investigate if a project or programme led to any unintended effects and if it was implemented in a cost-efficient manner. Hence, evaluations contribute to well-informed decision making in projects, programmes and the cooperation strategies that governs Sweden's international development cooperation.

Evaluations need to be put to use to stimulate learning and affect decision making. For that reason, Sida's approach to evaluation is *utilisation focused*. In utilisation focused evaluation, emphasis is put on identifying who the *intended users* of a specific evaluation are and being specific about their *intended use* of the evaluation. The objective is not to evaluate everything, the goal is rather to have the right things evaluated at the right time and in the right way. In short, evaluations need to be relevant and fit for purpose if learning and evidenced based decision-making is to follow.

Sida separates between three categories of evaluations: partner led, decentralised evaluations, and strategic evaluations. Partner led evaluations are commissioned and managed by Sida's cooperation partners as part of their monitoring and evaluation systems. Although the responsibility for evaluation of Sida funded programmes rests primarily with the development partner, Sida may commission an external evaluation for accountability purposes, to meet learning needs, or due to limited capacity of the partner. These are decentralised evaluations commissioned by foreign missions and Sida units. Sida also commissions strategic evaluations which are proposed by UTV and decided by the Director General based on their strategic importance for Sida as a

whole. UTV is responsible for the quality of strategic evaluations whereas for decentralised evaluations, UTV's role is primarily advisory and supportive. Strategic and decentralised evaluations are published by Sida. Partner led evaluations are normally not published by Sida but archived by Sida or foreign missions in accordance with the Swedish law on access to information.

Sida has a system for management response to evaluations that aims to ensure that evaluation findings are used to develop Sida's organisational practises, to strengthen the effects of development cooperation and to contribute to transparency among stakeholders. The management response provides a management position and an implementation plan in response to an evaluation's conclusions and recommendations.

Evaluation at Sida builds on the principles and quality standards that have been developed by and agreed upon in the Evaluation Network (EvalNet) of the Development Assistance Committee (DAC) in OECD. Sida does not, however, require that all OECD/DAC evaluation criteria are included in each evaluation it commissions. As a member of EvalNet, Sida, via UTV, partook in the global consultation initiated in 2018 about a potential revision of these criteria, and continues to follow the process.

2 What has been evaluated by Sida? An overview

2.1 DECENTRALISED EVALUATIONS

In 2018, 30 decentralised evaluations were published. About half were mid-term reviews and the other half were evaluations carried out towards the end of an implementation phase (Figure 1). Three final evaluations (ex-post), i.e. at closure of programme, were carried out². The evaluations are of direct use to Sida and partners for learning and/or to improve design and implementation in any subsequent phases.

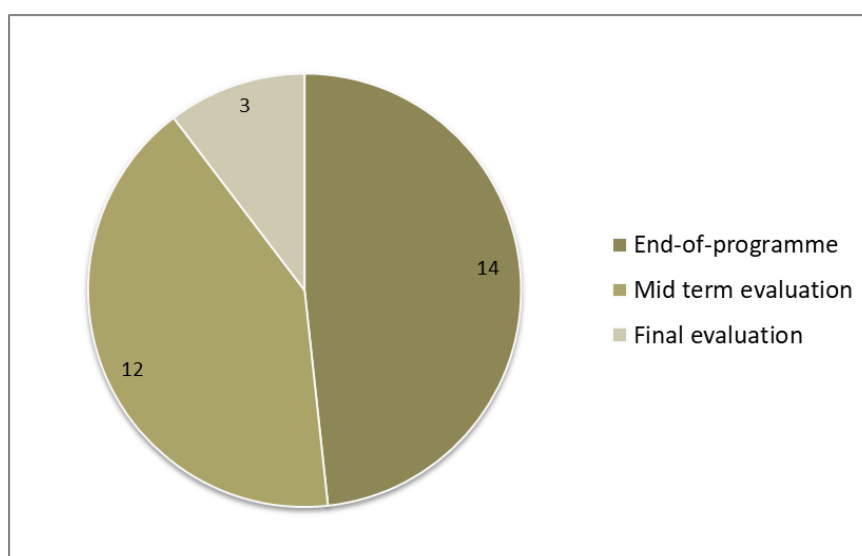


Figure 1: Type and number of decentralised evaluations commissioned. NB. The figure only reflects evaluations commissioned by Sida and does not reflect the total coverage of evaluated programmes. Evaluations commissioned by partners and donors are not included.

The decentralised evaluations were conducted within 16 out of the 44 geographic and thematic strategies (Figure 2) and within eight of Sida's eleven main thematic sectors (Figure 3). Depending on the strategy cycle and programme cycle the number of evaluations within a sector or strategy naturally vary from year to year.

² Evaluation of the trade policy training centre in Africa (trapca) (2018:28), Evaluation of the Pungwe Basin Transboundary Integrated Water Resources Management and Development Programme (PP2) (2018:17), Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka (2018:30).

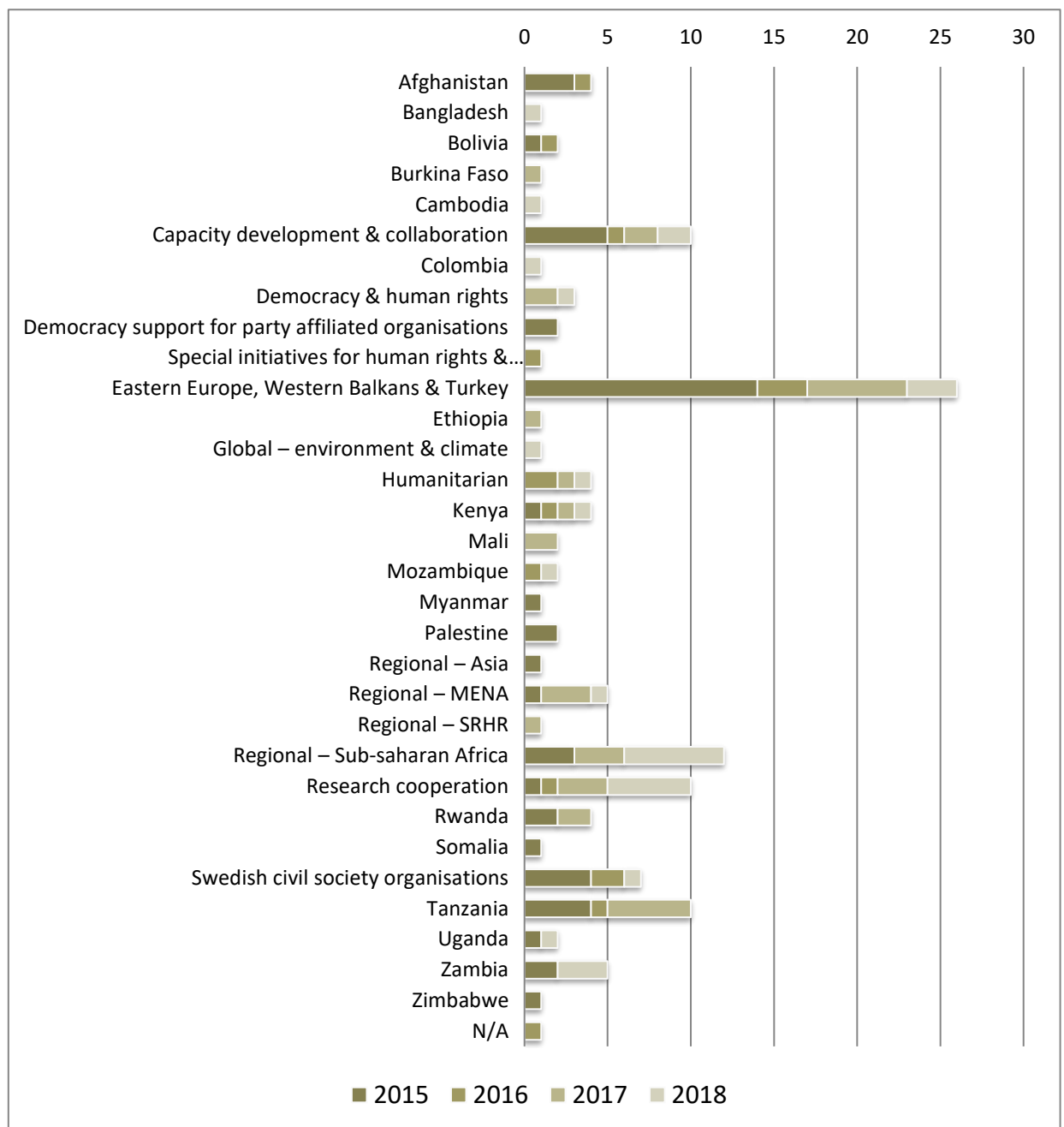


Figure 2: Number of decentralised evaluations per Swedish geographic and thematic strategies 2015-2018. In 2018, decentralised evaluations were carried out within 16 of Sweden’s 44 geographic and thematic strategies. “N/A” refers to a desk study. NB. The figure only reflects evaluations commissioned by Sida and does not reflect the total coverage of evaluated programmes. Evaluations commissioned by partners and donors are not included which means that the evaluation coverage of Sweden’s cooperation strategies is larger.

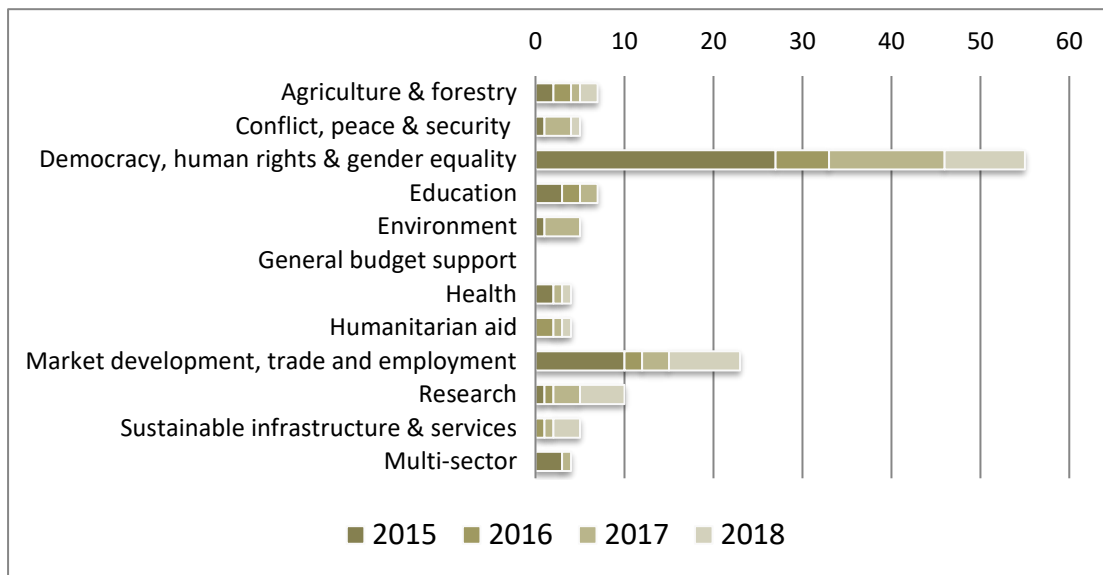


Figure 3: Number of decentralised evaluations per main thematic sector 2015-2018. More than half of Sida commissioned evaluations were within democracy, human rights and gender, a sector that accounts for almost one third of Sida’s total disbursements. Sustainable infrastructure and services include sectors such as water supply and management, sanitation, energy, urban development, waste management, transport. NB. Evaluations commissioned by partners and donors are not included which means that the evaluation coverage of thematic sectors is larger.

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 given that multilaterals are responsible for monitoring and evaluating their own activities. The aid type for programmes evaluated were mostly core support or of project type (Figure 5).

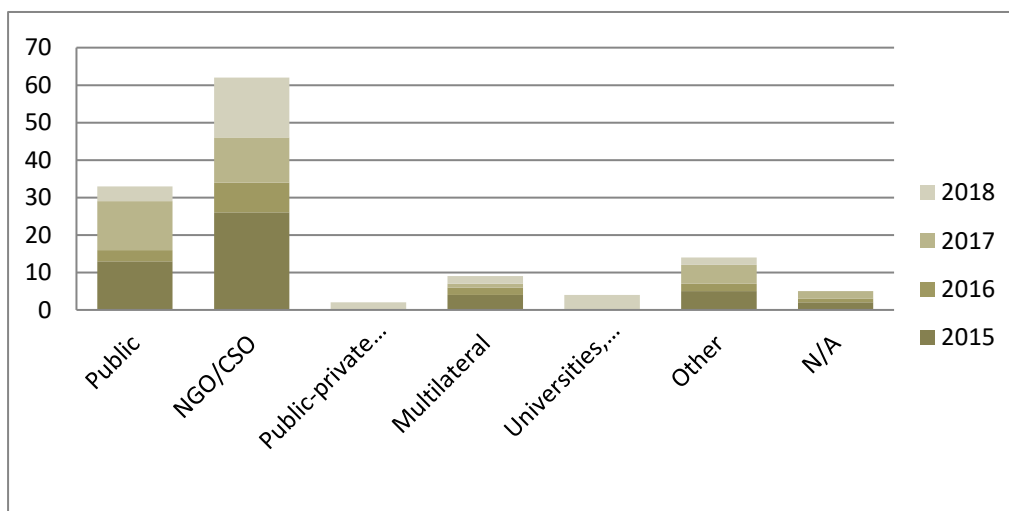


Figure 4: Number of decentralised evaluations per type of implementing organisation 2015-2018. Note that the category “Universities, teaching institutions”, previous years, was captured under the category “Others”. “N/A” refers to evaluations of larger portfolios where there are several partner organisations. NB. Evaluations commissioned by partners and donors are not included which means that the evaluation coverage of the type of implementing organisation can be larger.

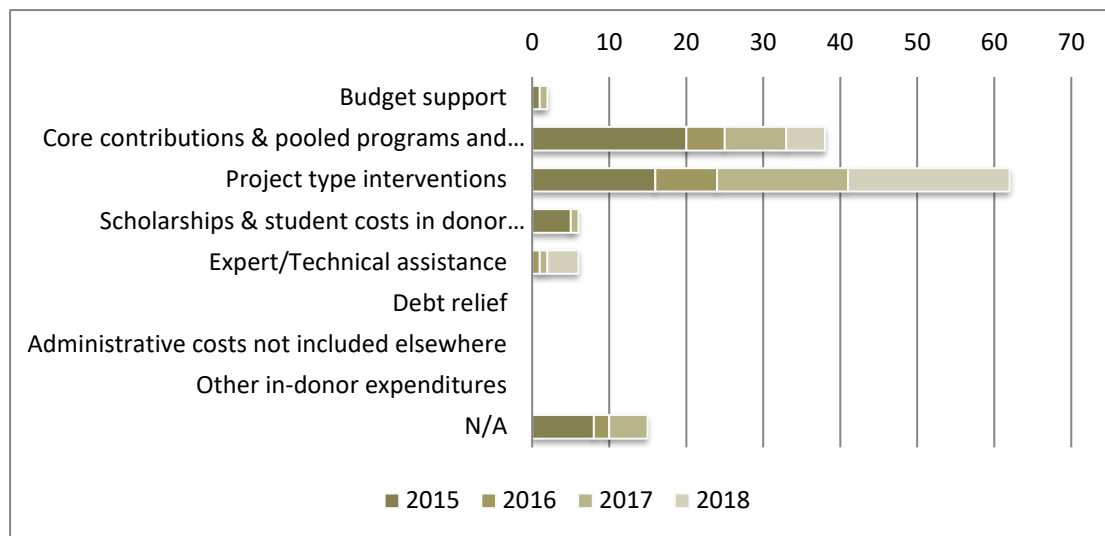


Figure 5: Number of decentralised evaluations per OECD/DAC aid type 2015-2018. “NA” refers to evaluations of larger portfolios where several aid types are used. NB. Evaluations commissioned by partners and donors are not included which means that the evaluation coverage of the respective aid types can be larger.

The value of the interventions evaluated by Sida was 3,100 MSEK and the total cost for the decentralised evaluations was 22.5 MSEK. As mentioned earlier, this does not reflect the total coverage of evaluated programmes since it currently is a challenge to obtain information on evaluations of Sida financed programmes that are carried out by partners or other donors. The cost per decentralised evaluation varied from 450,000 SEK to 1,200,000 SEK and most were in the range 600,000-800,000 SEK. See Annex A for registries of evaluations per cooperation strategy and thematic sector. Summaries of the evaluations are provided in Annex B.

2.2 STRATEGIC EVALUATIONS

Strategic evaluations are defined as those in Sida’s Strategic Evaluation Plan, which is approved annually by the Director General upon an independent proposal from UTV (see Annex F). The strategic evaluations are identified and conceptualised by UTV in collaboration with Sida’s departments, units, foreign missions, the Director General and the Senior Management Group. UTV is always represented in the steering group of these evaluations, which are undertaken by independent and externally contracted evaluators, to ensure transparency and independence from programme management and policy-making. UTV also makes an independent statement of the quality of the evaluations, including impartiality and reliability, when they are handed over for management response. Sida distinguishes between two categories of strategic evaluations depending on whether they cut across departmental thematic responsibilities or not. To enhance ownership, the former are formally commissioned by the appropriate department, while the latter are commissioned directly by UTV. This practice is in-line with the utilisation focused approach Sida has taken, to use evaluations as a key tool for learning and decision making.

Four strategic evaluations were completed in 2018 up to April 2019: i) an evaluation of Sida's support to Global Challenge Funds, ii) an evaluation of adaptive management using the market systems development approach as a case study, iii) an evaluation of Sida's support to peacebuilding and iv) an evaluation of the network Swedish Leadership for Sustainable Development. Four evaluations are currently ongoing: i) an evaluation of capacity development in bilateral research cooperation, ii) an evaluation of the application of a Human Rights Based Approach, iii) an OECD/DAC peer learning review on environmental mainstreaming³ and iv) a developmental evaluation of the conflict perspective in implementation of the Strategy for Sweden's development cooperation with Guatemala 2016-2020. The latter is also of interest as it will run over three years with bi-annual workshops followed by evaluation progress reports in an effort to use evaluation as an ongoing learning tool. The evaluation will be used to inform key decision-making on adjustments and improvements of the integration of a conflict perspective by the Embassy on the portfolio level as well as by the Embassy's cooperation partners on the project level.

These completed evaluations are of strategic importance to Sida in that they provide a cluster with lessons from private sector engagement regarding innovative ways of working for Sida: (challenge funds, network facilitation, adaptive management), as well as a focus on two important perspectives in Swedish development cooperation; i) peace and security and ii) environment and climate change. The management responses to these are to be finalised in 2019.

The cost for a strategic evaluation is usually c. 3 MSEK. The total cost for completed strategic evaluations was 9,5 MSEK. Annex C lists strategic evaluations published 2015-2019 and summaries are provided in Annex D. Planned and ongoing strategic evaluations are listed in Annex E.

³ The OECD DAC Peer Learning involved a series of consultation with DAC members, visits by peers to three DAC members (Sweden, Canada and the European Commission) and resulted in lessons and recommendations. The report for Sweden and a synthesis report are forthcoming.

3 What have we seen? Observations on programme performance and Sida's use of decentralised evaluations

Given that most evaluations were assessments of projects and programmes with different objectives, approaches, in a variety of sectors, carried out in contexts that differ socially and politically, it is not possible to aggregate results achieved. We can nevertheless highlight observations on the use of the evaluation tool and programme performance, which is done here. Emerging lessons and challenges related to programming are presented in Section 4.

Evaluations are predominantly used to assess individual programmes rather than portfolios

The terms of reference for the evaluations determines the use and focus of each evaluation. There are two predominant uses of the commissioned evaluations; i) mid-term reviews that shall provide findings to be used to improve the implementation of a programme and ii) end-of phase evaluations as a basis to assess whether a new phase of a programme would be relevant and if so, how the programme could be strengthened. Compared to the past three years the share of mid-term reviews has increased from 10-25 percent to 50 percent in 2017. It is too early to say whether this is a one year off or whether it is a shift towards an increased attention to more adaptive approaches during programme implementation.

Evaluations of a group of interventions or a portfolio within a cooperation strategy are rare. However, the Swedish Embassies in Albania and Georgia carried out evaluations of their support to strengthen civil society⁴ to be able to draw some overall conclusions on achievements of strategy results related to civil society. Evaluations with a focus on a portfolio of interventions rather than single interventions can provide a better opportunity to identify lessons to inform the implementation of a strategy and be a valuable input in the result reporting for Sweden's geographic or thematic strategies.

Evaluations tend to prioritise breadth instead of depth

Some two thirds of the evaluations cover all five OECD/DAC evaluation criteria, even though this is not mandatory. Depending on the context and use it is often advised to focus on a few criteria, given the often rather short timelines and budgets

⁴ Evaluation of Swedish Civil Society Support in Albania (2018:16) and Evaluation of four NGO implemented programmes in Georgia (2018:23).

allocated to the evaluation assignments, but also to avoid losing focus on what difference the support has made and for whom.

Relevance and effectiveness are assessed in all evaluations. For a majority of the evaluated programmes, *relevance* was assessed as high whereas *effectiveness, impact and efficiency* were assessed to be satisfactory. Given that a large part of the evaluations was carried out mid-term, it is the potential for *sustainability* that has been assessed and most often from a financial perspective where sustainability is low, given that most implementing organisations are donor dependent. Seven evaluations (interventions in Albania, Cambodia, Colombia, Georgia, Sri Lanka and Zambia) assess that the sustainability of results achieved are likely to be preserved, however for some dependent on political developments and power dynamics⁵. Good examples of planning for sustainable interventions and results are the two mid-term reviews of regional programmes in Africa where exit strategies were suggested⁶.

A majority of the evaluated programmes perform well

Approximately a third of the evaluations described a programme performance that was more than satisfactory. Three of the 30 evaluated programmes were assessed to be unsatisfactory⁷. Factors constraining and facilitating programme performance often mirror each other. Two recurring factors identified in the evaluations are the importance of programme designs relevant to context and target groups, aligned with priorities of stakeholders, national and/or regional policies as well as efficient management of the programme and partnerships.

Common challenges identified in a third of the evaluations were poor quality of the results framework, the organisations' capacities for results based management, monitoring and evaluation and consequently availability of monitoring data. The evaluators refer to these challenges as constraints in carrying out the evaluation but depending on the evaluation approach this does not necessarily mean that results cannot be confirmed and verified nor that a programme is not performing.

⁵ Evaluation of the National Legal Aid Clinic for Women's Access to Justice Programme in Zambia (2018:1), The key role of ICTJ in the designing of Colombia's complex Transitional Justice System (2018:9), Evaluation of Swedish Civil Society Support in Albania (2018:16), Mid-term Evaluation of Small-holder Agriculture Reform through Enterprise Development (SHARED) Project, iDE (2018:19) and Mid-term Review of Diakonia's Human Rights and Democracy Programme in Cambodia 2017–2019 (2018:20) Evaluation of four NGO implemented programmes in Georgia (2018:23) and Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka (2018:30).

⁶ Evaluation of the African Organisation of English speaking Supreme Audit Institutions (AFROSAI-E) (2018:15) and Evaluation of the trade policy training centre in Africa (trapca) (2018:28).

⁷ Mid-Term Evaluation of "Regional Economic Integration through the Adoption of Competition and Consumer Policies in the Middle East and North Africa (COMPAL GLOBAL-MENA)" (2018:21), Evaluation of Health Guarantee to Centenary Rural Development Bank in Uganda (2018:26) and Evaluation of the Sida-USAID/DCA Guarantee to Zanaco (2018:29).

Evaluations addressing central perspectives in Sweden's development cooperation has increased

About a third of the evaluation reports discuss poverty reduction, poor people's perspectives or the rights perspective directly, which is a contrast to 2017 when only a few highlighted those perspectives. Gender equality is covered in almost all the evaluation reports, environment and climate in half of them, also in sharp contrast to 2017 when these two perspectives were covered by a third only. In 2017, UTV introduced standard questions for so called cross-cutting issues in Sida's terms of reference template for evaluations, which might be the reason for this rise in occurrence. The standard questions in the template are optional and should only be included if relevant to the purpose and objectives of the evaluation. In some cases, the inclusion of a cross-cutting perspective in the terms of reference resulted in a thorough assessment in the report⁸ but more commonly these evaluation questions are lightly handled in the reports. Introducing the perspectives through standard evaluation questions clearly implies a trade-off between the issues being omitted, and thereby a missed opportunity for lessons to be shared, and the risk of ritual use without adapting the scope and resources for the evaluation to sufficiently address these questions.

⁸ Mid-Term Review of the Project 'Promoting Agriculture, Climate and Trade Linkages in the East African Community 2 (PACT EAC 2)' (2018:25).

4 What have we learned? Some key learnings based on evaluative conclusions

Some lessons and challenges emerge in the analysis of conclusions from the stock of Sida evaluations. The lessons below centres around aspects that has been chosen based on their relevance in relation to integration of gender, environment, climate change and Sida's methods or ways of working (current themes in Sida's Strategic Evaluation Plan), but also in relation to the importance of impact and sustainability in development cooperation and the use of evaluations as tool for learning. The lessons are grouped around these aspects and are based on conclusions from decentralised as well as strategic Sida evaluations, and an internal rapid review.

Integrating gender, environment and climate change is challenging

In the evaluated programmes there are some recurrent challenges faced with integrating of gender as well as environment and climate change. The perspectives can be part of the programme objectives, but not integrated into the results framework and thereby not systematically followed up. In other cases, there could be sex disaggregated targets and indicators, but monitoring and analysis of the data is still unattended. Lessons for achieving and maintaining good results of mainstreaming gender are, in addition to integration into results and monitoring frameworks, the importance of retaining the gender specialist in the implementing team throughout implementation⁹. Another enabling factor to keep the mainstreaming momentum is persistent attention by Sida in stressing the importance to mainstream gender in partner organisations and programmes, as well as requesting progress reports that also cover these issues¹⁰.

Recommendations from earlier evaluations of mainstreaming gender and environment¹¹, carried out in 2007, pointed to the importance of requirements that has since then been introduced in the definition of the policy marker "significant

⁹ Evaluation of Programme Work Methods of The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (2018:5).

¹⁰ Evaluation of four NGO implemented programmes in Georgia (2018:23).

¹¹ Mainstreaming at Sida- A Synthesis Report. Sida Studies in Evaluations 2007:5.

objective” (i.e integration) in Sida’s planning and contribution management system. The marker specify that a project must include specific measures to achieve improved environmental sustainability and/or gender equality, including planned results, indicators, activities, and budget as well as a commitment to monitor and report on achievement of the results in the monitoring and evaluation framework. This requirement is, however, a demanding one since it requires attention, effort and capacity from the design phase *throughout* the lifespan of a programme as well as in the translation of Sida’s aspirations to partners and any third parties. This can be exemplified through the findings provided in the strategic evaluation of 10 of Sida’s global challenge funds¹², where integration of gender as well as environment and climate change were assessed. The evaluation concluded that “there are strong intentions expressed to address cross cutting issues at the design phase of most challenge funds in the portfolio: what is less visible is evidence of analysis to understand the socio-political and economic context in which funds are operating, the potential opportunities and the barriers for translating cross cutting intentions into realistic, achievable and measurable objectives. Programme objectives, theories of change and results frameworks do not yet sufficiently deconstruct how interventions will lead to poverty reduction, gender equality, improved environmental protection and climate change adaptation”. A similar observation that the level of ambition on environment and climate change weakens considerably during implementation was also noted in the OECD/DAC Peer Learning exercise on environmental integration at Sida¹³.

Within peacebuilding, a strategic evaluation¹⁴ found that Sida has moved from a focus on women as beneficiaries towards a focus on women’s role in peacebuilding that is aligned with UN Security Resolution 1325. Overall, the theories of change reflected women’s rights in the four countries observed. Yet, it is hard to establish overall impact outside of projects that targets the role of women in peacebuilding specifically.

Impact and sustainability remain a challenge to measure

The results of market related interventions, such as guarantees, challenge funds, and market systems development, will rarely be seen at impact level within the first three years of funding, by which time a funding arrangement has usually ended. This was noted in a decentralised evaluation on agrarian reform and confirmed in two strategic evaluations; Sida’s global challenge funds and the market systems development

¹² Evaluation of Sida’s Global Challenge Funds: Lessons from a decade long journey (Sida Evaluation 2018:1).

¹³ Lessons from an OECD/DAC Peer Learning Exercise in Sweden. (OECD/DAC, forthcoming).

¹⁴ Evaluation of Sida’s Support to Peacebuilding in Conflict and Post-Conflict Contexts – Synthesis Report (Sida Evaluation 2019:1)

(MSD) approach¹⁵. Tracking of outcomes and impact is generally an area of weakness for these interventions, but important in order to be able to monitor progress towards sustainability and systemic change. One aspect is financial sustainability. A private sector programme in Kosovo found that small grants to beneficiary companies leveraged private investments amounting to over five times the value of grants provided¹⁶. Leveraged investments in the same order was also confirmed in the evaluation of Sida's global challenge funds. This evaluation also identified important preconditions for funds to be successful, confirmed in two evaluations of guarantees¹⁷ where performance have been unsatisfactory due to some of these preconditions missing, such as not ensuring a thorough understanding of both the sector specific needs and the financial/business sector before engaging, or the two donors and stakeholders not being aligned around fund objectives.

Some impact challenges highlighted in evaluations of research cooperation programmes concerns the need to be explicit in the approach about how the research can contribute to poverty reduction and development and how research could impact policy¹⁸.

The aforementioned strategic evaluation of Sida's support to peacebuilding, finds that Sida and its partners have been effective in identifying and prioritising projects that contribute to peacebuilding at the local level. Still, the impact on addressing the root causes of the conflict has been limited.

Synergies, or connectedness, between regional programmes and bilateral programmes provides an important dimension for impact and sustainability. In two evaluations of regional programmes¹⁹, the evaluators noted that the awareness of the regional programmes at Embassies handling bilateral programmes was quite low. NIRAS, one of Sida's framework consultancy firms for evaluation services also reflect that there

¹⁵ Mid-term Evaluation of Small-holder Agriculture Reform through Enterprise Development (SHARED) Project, iDE (2018:19), Evaluation of Sida's Global Challenge Funds: Lessons from a decade long journey (Sida Evaluations 2018:1), and Evaluation of the Market Systems Development (MSD) approach: Lessons for expanded use and adaptive management at Sida (Sida Evaluations 2018:2a and 2b).

¹⁶ Mid-term Review of the EMPOWER Private Sector Project (2018:22).

¹⁷ Evaluation of Health Guarantee to Centenary Rural Development Bank in Uganda (2018:26) and Evaluation of the Sida-USAID/DCA Guarantee to Zanaco (2018:29).

¹⁸ Evaluation of the Sida supported research capacity and higher education development program in Rwanda 2013–2017 (2018:3) and Evaluation of CODESRIA's programme cycle "Forty Years of Social Research and Knowledge Production: Consolidating Achievements, and Reaching New Frontiers 2012–2016" (2018:12).

¹⁹ Mid-Term Review of the Project 'Promoting Agriculture, Climate and Trade Linkages in the East African Community 2 (PACT EAC 2)' (2018:25) and Mid-Term Review of Sida's regional core support (2014–2019) to the Eastern African Grain Council promoting grain trade in the East African region "Strengthening Regional Grain Markets II" (2018:27).

are missed opportunities in creating synergetic effects and complementarities with other Sida funded programmes or similar interventions²⁰.

The evaluation of Diakonia's support to twelve civil society organisations in Cambodia lists factors that have enabled them to empower rights holders and inspire actions for change²¹. Examples include responding to a wider range of community priorities and not only focusing on one agenda or issue, recruiting community facilitators in a transparent and democratic manner and providing them with support to enhance their status in the community. These factors could provide useful lessons to reflect on in Sida's work with civil society.

*A closer look at the three ex-post decentralised evaluations*²² shows that impact and sustainability assessments are dependent on baselines and monitoring system that trace outcomes and data of beneficiaries. Such limitations are therefore highlighted by the evaluators and the original evaluations questions asked by Sida have often been modified in the inception phase and only partially answered. Despite these limitations, it is clear that for two of these three evaluations there have been clear impacts although in one case not to the extent expected, while one²³ assesses impact to be possible but not discernible. Impact is treated with great cautions by evaluators as attribution is difficult to establish, but there are ways of overcoming some hurdles e.g. by collecting qualitative primary data and using existing evidence of known causal relationships. While an evaluation may not be able to attribute improved waste water management to improved health – as the health status is affected by other variables – it can show that exposure of target groups to known health risks has been reduced as in the case of Sri Lanka²⁴. Sometimes the possibilities to assess impact seem too easily dismissed, disregarding alternative approaches such as contribution analysis. In summary, a more realistic approach and solid focus on impact, together with adequate budget and time available for the evaluators, could address the impact criterion better.

The three ex-post evaluations also treat sustainability differently. In absence of solid monitoring data on outcomes, which would enable evaluators to assess the likelihood of these being sustained, the criterion is focussed mainly on financial sustainability

²⁰ NIRAS, 2019: Sida Framework Agreement on Evaluations and Reviews. Annual Report 2018.

²¹ Mid-term Review of Diakonia's Human Rights and Democracy Programme in Cambodia 2017–2019 (2018:20), p. 44-45.

²² Evaluation of the Pungwe Basin Transboundary Integrated Water Resources Management and Development Programme (PP2) (2018:17); Evaluation of the trade policy centre in Africa (trapca) (2018:28); Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka (2018:30).

²³ Evaluation of the trade policy centre in Africa (trapca) (2018:28)

²⁴ Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka (2018:30).

where two of three programmes have difficulties due to dependence on external finance. However, the evaluation of the Sri Lanka waste water project shows that sustainability was high. The project was not only successful in introducing tariffs (for the entire sector) covering operation and maintenance costs, also institutional sustainability was good, and results delivered as expected.

From flexible “classic” approach to new ways of working for Sida

All four strategic evaluations carried out in 2018 included aspects of Sida’s methods or ways of working in development, three within the sphere of programmes that engage the private sector in various ways, and one with regards to peacebuilding in conflict and post-conflict contexts.

The evaluation of two decades of Sida support to peacebuilding finds²⁵ evidence that development cooperation has been effective when Sida’s so-called flexible “classic” approach to development has been applied. This is characterised by long-term engagement with the same partners; a high degree of predictability in the funding to partners; as well as a high level of flexibility allowing for reallocation of funds as contexts or programme results change.

The evaluation of Sida’s management of projects and programmes that have used the market systems development (MSD) approach during the past two decades²⁶, argues that if, and when, Sida wants to give space for its partners to apply truly adaptive programming and adaptive management, a few further steps need to be taken. In general, internal rules, guidelines and systems support adaptive management, while staff capacity (in terms of technical capabilities of staff engaged in adaptive project, including MSD) and the organisational culture (in terms of experimentation and learning) need to be strengthened to make use of the possibilities this offer. The need for an adaptive management skillset is also highlighted by the strategic evaluation of the Swedish Leadership for Sustainable Development initiative²⁷, here as a prerequisite for successfully facilitating a network.

A common theme among these and the evaluation of a decade of support to challenge funds²⁸, another instrument for experimentation and system change, is that a more-hands on approach at all stages of the project cycle and close partnerships, or a role as facilitator rather than “merely” funder, yield better results and success in sustainable development outcomes. Another common theme is that Sida can make better use of external evaluations it has commissioned, and recommendations that Sida finds ways to institutionalise learning from its long-term support across the organisation.

²⁵ Evaluation of Sida’s Support to Peacebuilding in Conflict and Post-Conflict Contexts – Synthesis Report (Sida Evaluation 2019:1)

²⁶ Evaluation of the market systems development approach: Lessons for expanded use and adaptive management at Sida (Sida Evaluation 2018: 2a and 2b).

²⁷ Evaluation of Swedish Leadership for Sustainable Development (Sida Evaluation: 2018:3)

²⁸ Evaluation of Sida’s Global Challenge Funds: Lessons from A decade long journey (Sida Evaluation: 2018:1)

Finally, three of the evaluations also looked at different ways for Sida to engage with the private sector. In general, these are found to have been successful but with room for improvement. Despite the major implications for funders of the MSD approach, and associated challenges to meet standardised quality assurance criteria during the appraisal process as well as results indicators during implementation, the evaluation concludes that the approach is not intrinsically different from how most development cooperation *should* be pursued and suggests greater investment in MSD capacity within Sida. With regards to challenge funds, it is concluded that it has been an appropriate instrument for addressing development objectives and that intended outcomes have been broadly achieved for the majority of the evaluated funds. Swedish Leadership for Sustainable Development, a network of 26 influential Swedish-rooted companies and a handful of expert organisations that Sida facilitates but does *not* fund, was assessed as relevant and successful in claiming a space for the private sector in the Agenda 2030 negotiation process, though going forward it needs to find its direction and extend effects beyond the network.

In general, the strategic evaluations of 2018 and early 2019 offer lessons of value for Sida's ongoing change agenda to attain its vision and mission 2023.

Sida uses evaluations to improve operations, but sharing of lessons could be improved
 UTV has conducted an internal rapid review of how and to what extent Sida uses evaluation, as a tool for organizational learning. One observation is that evaluations are often used as a practical tool closely linked to operations. They are used to monitor programmes, as a basis for the dialogue with partners, to continuously improve implementation and for evidence-based decision-making. Hence, they are used as a tool for both learning and accountability. Some evaluations are however not used to their full potential, due to for example uncertainties of purpose, i.e. who should use it and for what. They are merely conducted because it has been stated in the agreement. Other evaluations, where a need for evidence has been identified, are not conducted due to limitations in time and/or resources.

Another observation is that knowledge and lessons from evaluations are only occasionally shared within and between units, departments and networks. More could be done to further develop Sida's routines for generating and sharing evidence and learning within the organization, and to make it easier to find relevant and different types of evaluations.

A third observation is that the system intended to assist programme officers in managing conclusions and recommendations stemming from decentralized evaluations (the so called Management Response component in Trac), with the aim to improve operations, is not working as intended. More could be done to clarify the purpose of the system and the expectations related to its use and, if deemed relevant, further develop the system.

5 Quality of evaluation reports

UTV regularly carries out quality reviews of published decentralised evaluation reports, based on OECD/DAC's quality standards for evaluation. These evaluations are commissioned by operational units and embassies of which the majority are called-off from Sida's framework agreement for evaluation services. Evaluations that have been problematic are reviewed on an ongoing basis. The purpose of the reviews is to give UTV an idea of the quality and possible shortcomings and problem areas in decentralised evaluations. Conclusions from the reviews are used by UTV to improve and develop advice and method support, to further communication on any interesting evaluation methodologies used as well as in the follow-up with the framework suppliers.

A random sample of a total of 14 decentralised evaluation reports published in 2018 was reviewed. The evaluation reports reviewed were relatively equally distributed between the two active framework suppliers FCG (6) and Niras (8). While most of the reviewed reports were assessed to be of good or acceptable quality, some common shortcomings were identified. The shortcomings were related to overly brief descriptions of methodology and/or methods of data collections and limitations of the chosen methods were often not described. References to cross-validation and triangulation are often made, but without any further evidence of this in the reports and with scarce references to data sources. It was also found that the evaluation criteria "efficiency" is not always used by evaluators according to the OECD/DAC definition i.e. the extent to which the costs of a development intervention can be justified by its results, taking alternatives into account. Furthermore, conclusions are not always clearly linked to the evaluation questions, making it difficult to assess whether the questions have been answered by the evaluators. Moreover, descriptions of stakeholder mapping and selection of key informants are often missing in the reports, making it difficult to assess the representativity of samples. Generally, reports are too long making them less accessible.

A slight overall improvement of the quality of terms of references produced by operative units and embassies was found compared to last year, although some were over ambitious in scope and in number of evaluation questions, often combined with short timelines and low evaluation budgets.

Quality assessment of strategic evaluations is done by their respective steering groups, where UTV is member, during the entire evaluation process. The assessment is based on OECD/DAC evaluation quality standards. During 2018 all strategic evaluations were assessed to be of satisfactory or good quality.

6 Concluding remarks

A majority of the evaluated programmes perform well. Two recurring factors identified in the evaluations are the importance of programme designs relevant to context and target groups, aligned with priorities of stakeholders, national and/or regional policies as well as efficient management of the programme and partnerships.

Integrating gender, environment and climate change is challenging. It requires attention, effort and capacity from the design phase throughout the lifespan of a programme as well as in the translation of Sida's aspirations to partners and any third parties.

Evaluations of clusters of interventions, portfolios or ex-post evaluations within a cooperation strategy are rare. Examples to be inspired by exist, but more could be done to use the evaluation tool strategically in the follow up of cooperation strategies in a way that it delivers timely and useful information. This does not exclude evaluations of specific interventions, but the current evaluation planning is most often done from the needs from single interventions rather than from the needs at the strategy level. More work is needed to ensure that Sida's evaluation system can address the need, at different levels, to learn more about long lasting development effects.

The relevance of Challenge Funds, Partnership Platforms with Private Sector and Market System Development through an adaptive management approach was established. Sida has already started to change the way it works with rules and systems being modified to enable more innovative approaches, but knowledge about new approaches and instruments needs to be further institutionalised, dedicated teams with different professions allocated to programme management and a culture of learning further nourished.

More can be done to address root causes of conflicts. Sida has contributed to peacebuilding and has a decentralised modus operandi that makes it well suited to operate in complex environments, giving staff the possibility to adapt the programmes to changing circumstances. However, the evaluators assess that root causes of the conflicts could have been more directly addressed if more analysis had informed programming.

Access to all relevant evaluations of Sida financed programmes is important for building a knowledge base and assessing evaluation coverage. Currently, it is a challenge to obtain information on evaluations carried out by partners or other donors. Improvements in e.g. the contribution management system could remedy the situation, but further reflection is needed on ways to address this with due consideration of costs and benefits.

Evaluations are not used to their full potential. Sida's routines for generating and sharing evidence and learning within the organisation need to be further developed. Findings from decentralised evaluations could, for example, be used to a higher degree in the follow-up of development strategies and results reporting and be useful for thematic networks as a basis to learn from findings.

The management response system for decentralised evaluations is not working as intended. It aims to assist programme officers in managing conclusions and recommendations stemming from evaluations, to improve operations but more needs to be done to clarify its purpose and use.

Evaluations tend to prioritise breadth instead of depth. It is important to focus the evaluation on the most pertinent issues and to ensure that the scope of an evaluation is matched with sufficient resources for it to be able to answer questions in a reliable manner.

Annex A Evaluation registry

Decentralised evaluations 2015-2018

A.1 EVALUATIONS PER STRATEGY

The table below shows evaluations, published in the Sida Decentralised Evaluation Series in the period 2015-2018, organised per strategy (geographic and thematic). Summaries from the evaluations published in 2018 can be found in Annex B. All publications can be downloaded from www.sida.se/publications.

Afghanistan	
2016:8	Review of the UNICEF programme Basic Education and Gender Equality in Afghanistan 2013-2015 - Final Report
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
Bangladesh	
2018:24	The Evaluation of the Dairy Hub and Dairy Academy Development Project in Bangladesh
Bolivia	
2016:11	Evaluación del Programa de Reducción de la Vulnerabilidad de los Medios de Vida ante el Cambio Climático – Informe final (ENG: Evaluation of the Program for Reducing Vulnerability of Livelihoods to Climate Change – Final Report)
2015:10	Evaluación de Resultados del PEI 2010 – 2014 del Ministerio de Educación – Informe final
Burkina Faso	
2016:17	Evaluation finale du "Projet de Réduction de la Vulnérabilité des Petits Barrages aux Changements Climatiques (PRVPB-CC)"

Capacity Development and Collaboration / Capacity Development	
2018:13	Evaluation of Swedish International Training Programmes (ITP); Quality Infrastructure – Technical Barriers to Trade (304) and Sanitary/ Phytosanitary (305) 2013–2017
2018:14	Evaluation of Swedish International Training Programmes (ITP); Private Sector Development (Private Sector Growth Strategies and Strategic Business Management) 2011–2016
2017:23	Evaluation of ITP 299 – Strategies for Chemicals Management
2017:35	Evaluation of Sida’s ITP approach for Capacity Development
2016:5	Evaluation of Sida’s International Training Programme in Child Rights, Classroom and School Management – Final Report
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)
Colombia	
2018:9	The key role of ICTJ in the designing of Colombia’s complex Transitional Justice System
2018:20	Mid-term Review of Diakonia’s Human Rights and Democracy Programme in Cambodia 2017–2019
Democracy and Human Rights	
2017:4	Evaluation of the Sida supported RFSL projects “LGBT Voices” and “Rainbow Leaders” – Final Report
2017:5	Evaluation of Sida Support to ECPAT International – Final Report
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

Special Initiatives for Human Rights and Democratization	
2016:1	Mid-term Review of the Raoul Wallenberg Institute's Programme in China - Final Report
Eastern Europe, Western Balkans and Turkey (including older strategies for Bosnia and Herzegovina, Macedonia and Turkey)	
2018:16	Evaluation of Swedish Civil Society Support in Albania
2018:22	Mid-term Review of the EMPOWER Private Sector Project
2018:23	Evaluation of four NGO implemented programmes in Georgia
2017:10	Evaluation of the OECD's 'Sector Competitiveness Strategy' Project in Ukraine
2017:12	Evaluation of the Regional Statistics Cooperation on the Western Balkans 2013 – 2016
2017:13	Evaluation of the Sida-funded Partnership in Statistics: A cooperation project between Statistical Office of the Republic of Serbia (SORS) and Statistics Sweden (SCB)
2017:15	Evaluation of Core Support to Georgian Foundation for Strategic and International Studies (GFSIS)
2017:20	Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase IV, October 2014 – December 2017
2017:21	Evaluation of Swedish Support to the One UN in Albania for gender equality work 2012–2017
2016:9	Evaluation of the Swedish Core Support to the Human Rights Foundation in Turkey – Final Report
2016:12	Evaluation study in support of the Mid Term Review of the Pro-Tax II project
2016:16	Evaluation of the projects "Institutional Cooperation between the Department for WTO and Trade Defence at the Ministry of Economic Development and Trade of Ukraine and Swedish National Board of Trade" and "Trade Policy and Practice in Ukraine"
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
Environment and climate	
2018:30	Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka
Ethiopia	
2017:34	Evaluation of 3 rd Call off of civil society support through umbrella organisations 2013–2017
Humanitarian Assistance	
2018:2	Evaluation of IRC’s Humanitarian Programme 2014-2016
2017:19	Evaluation of Praktisk Solidaritet’s Programme 2011–2015
2016:3	Evaluation of Sida’s Humanitarian Assistance – Final Report
2016:13	Evaluation of Save the Children Sweden during Sida’s contribution to Save the Children’s humanitarian work 2013-2015
Kenya	
2018:10	Mid Term Review of Symbio City Kenya. The sustainable urban development programme in Kenya – 2015-2018
2017:6	Final Evaluation of the Natural Resource Management Facility At Act! – Final Report
2016:2	Swedish Support to the Sustainable Urban Development Sector in Kenya, SSUDSK, and the role of UN-HABITAT in the project – Final Report
2015:8	Agricultural Sector Development Support Programme (ASDSP) Mid Term Review

Mali	
2017:7	Évaluation à mi-parcours du Programme de Gestion Décentralisée des Forêts (GEDEFOR II)
2017:8	Revue Indépendante à mi-parcours du Programme de Gouvernance Locale Démocratique (GLD) Phase III
Mozambique	
2018:8	Mid-term Evaluation of Swedish government funded Civil Society Support through the AGIR II Programme in Mozambique 2014–2020
2016:15	Midterm Review of GESTERRA Capacity Building Programme on Land Management and Administration within DINAT – Final Report
Myanmar	
2015: 33	The Evaluation of VAHU Foundation on core support for the period 2011-05-30 – 2015-03-31
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)
Regional Middle East and Northern Africa	
2018:21	Mid-Term Evaluation of “Regional Economic Integration through the Adoption of Competition and Consumer Policies in the Middle East and North Africa (COMPAL GLOBAL-MENA)”
2017:22	Mid Term Review of the Agadir Technical Unit and the Swedish International Development Agency, Sida funded project “Support Quality Infrastructure in Agadir Countries”
2017:27	Evaluation of EuroMed Rights Promotion of Human Rights in the Middle East and North Africa
2017:28	Evaluation of three projects on transboundary water management in the Middle East and North Africa region
2015:14	Evaluation of the Swedish development cooperation in the MENA region 2010-2015
Regional – Sexual Reproductive Health and Rights	
2017:17	Evaluation of the Health Economics and HIV and AIDS Research Division (HEARD)

Regional Sub-Saharan Africa	
2018:6	Evaluation of Afrobarometer's Regional Programme 2011–2017
2018:15	Evaluation of the African Organisation of English speaking Supreme Audit Institutions (AFROSAI-E)
2018:17	Evaluation of the Pungwe Basin Transboundary Integrated Water Resources Management and Development Programme (PP2)
2018:25	Mid-Term Review of the Project 'Promoting Agriculture, Climate and Trade Linkages in the East African Community 2 (PACT EAC 2)'
2018:27	Mid-Term Review of Sida's regional core support (2014–2019) to the Eastern African Grain Council promoting grain trade in the East African region "Strengthening Regional Grain Markets II"
2018:28	Evaluation of the trade policy training centre in Africa (trapca)
2017:1	Evaluation of Sida's Support to the Gorée Institute (2012-2015) – Final Report
2017:2	Evaluation of Sida's Support to Tostan (2010-2016) – Final Report
2017:3	Evaluation of ITP 296 (Fred och Säkerhet I Afrika (Peace and Security in Africa PASA)) – Final Report
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
Research	
2018:3	Evaluation of the Sida supported research capacity and higher education development program in Rwanda, 2013–2017
2018:7	Evaluation of the Sida supported programmes "CLACSO Knowledge for a Sustainable World 2013– 2016" and "South-South Tricontinental 2013–2015"
2018:11	Evaluation of AAU's Core Programmes and projects under the Core Programme 2013–2017, with particular focus on Sida's institutional and program support 2013–2017
2018:12	Evaluation of CODESRIA's programme cycle "Forty Years of Social Research and Knowledge Production: Consolidating Achievements, and Reaching New Frontiers 2012–2016"

2018:18	Evaluation of the Sida supported programme “International Science Programme 2014–2018”
2017:9	Evaluation of Swedish government research cooperation with Eduardo Mondlane University, Mozambique 2011-2016
2017:24	Evaluation of Sida’s research cooperation with Bolivia, 2007–2016
2017:25	Evaluación de la cooperación de Asdi con Bolivia en materia de investigación correspondiente al período 2007–2016
2017:29	External evaluation of the Quality Assurance Systems of research and postgraduate training at Universidad Mayor de San Andrés (UMSA) and Universidad Mayor de San Simón (UMSS) in Bolivia, as well as the national system through Comité Ejecutivo de la Universidad Boliviana (CEUB)
2017:30	Evaluación externa de los sistemas de garantía de calidad en materia de investigación y capacitación de posgrado en la Universidad Mayor de San Andrés (UMSA) y en la Universidad Mayor de San Simón (UMSS) de Bolivia, así como del sistema nacional mediante el Comité Ejecutivo de la Universidad Boliviana (CEUB)
2016:10	Evaluation of Sida Support to TWAS, OWSD and GIS – Final Report
2015:32	Evaluation of the Consortium for Advanced Research Training in Africa (CARTA)
Rwanda	
2017:11	Mid-Term Evaluation of the National Employment Programme, Rwanda
2017:18	Completion Evaluation of Sida Support to Environment and Climate Change Component of NREP
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)
Support via Swedish Civil Society Organisations	
2018:4	Evaluation of CIVICUS – World Alliance for Citizen Participation
2016:4	Evaluation of Union to Union - Final Report
2016:14	Evaluation of the Sida Child and Youth Initiative 2011-2015 - Final Report
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
Tanzania	
2017:14	Aggregating the results that arise from Sida's investment in Tanzanian Civil Society in 2015
2017:26	End of Strategy Evaluation of the Zanzibar Legal Services Centre
2017:31	Aggregating the results that arise from Sida's investment in Tanzanian Civil Society in 2016
2017:32	End-Term Evaluation of the Swedish Education Support to Zanzibar 2010–2017
2017:33	End-Term Evaluation of the Global Partnership for Education (2014–2016) in Zanzibar
2016:7	Evaluation of the Union of Tanzania Press Clubs Strategic Plan 2011-2015 - Final Report
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	
2018:26	Evaluation of Health Guarantee to Centenary Rural Development Bank in Uganda
2015:3	Evaluation of Swedish support to the Diakonia Uganda Programme 2008-2014
Zambia	
2018:1	Evaluation of the National Legal Aid Clinic for Women's Access to Justice Programme in Zambia
2018:19	Mid-term Evaluation of Small-holder Agriculture Reform through Enterprise Development (SHARED) Project, iDE

2018:29	Evaluation of the Sida-USAID/DCA Guarantee to Zanaco
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
Multiple strategies	
2018:5	Evaluation of Programme Work Methods of The Raoul Wallenberg Institute of Human Rights and Humanitarian Law
2016:6	Desk Study of Sida's Experience from Private Sector Collaboration – Final Report

A.2 EVALUATIONS PER SECTOR

The table below shows evaluations, published in the Sida Decentralised Evaluation Series in the period 2015-2018, organised per main sector. Summaries from the evaluations published in 2018 can be found in Annex B. All publications can be downloaded from www.sida.se/publications.

Agriculture and forestry	
2018:24	The Evaluation of the Dairy Hub and Dairy Academy Development Project in Bangladesh
2018:29	Evaluation of the Sida-USAID/DCA Guarantee to Zanaco
2017:7	Évaluation à mi-parcours du Programme de Gestion Décentralisée des Forêts (GEDEFOR II)
2016:11	Evaluación del Programa de Reducción de la Vulnerabilidad de los Medios de Vida ante el Cambio Climático - Informe final (ENG: Evaluation of the Program for Reducing Vulnerability of Livelihoods to Climate Change - Final Report)
2016:15	Midterm Review of GESTERRA Capacity Building Programme on Land Management and Administration within DINAT - Final Report
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	
2018:9	The key role of ICTJ in the designing of Colombia's complex Transitional Justice System
2017:1	Evaluation of Sida's Support to the Gorée Institute (2012-2015) - Final Report
2017:2	Evaluation of Sida's Support to Tostan (2010-2016) - Final Report
2017:3	Evaluation of ITP 296 (Fred och Säkerhet i Afrika (Peace and Security in Africa PASA)) - Final Report
2015:31	Review of Five South Africa Based Think Tanks Supported by Sida
Democracy, human rights and gender equality	
2018:1	Evaluation of the National Legal Aid Clinic for Women's Access to Justice Programme in Zambia
2018:4	Evaluation of CIVICUS – World Alliance for Citizen Participation
2018:5	Evaluation of Programme Work Methods of The Raoul Wallenberg Institute of Human Rights and Humanitarian Law

2018:6	Evaluation of Afrobarometer's Regional Programme 2011–2017
2018:8	Mid-term Evaluation of Swedish government funded Civil Society Support through the AGIR II Programme in Mozambique 2014–2020
2018:15	Evaluation of the African Organisation of English speaking Supreme Audit Institutions (AFROSAI-E)
2018:16	Evaluation of Swedish Civil Society Support in Albania
2018:20	Mid-term Review of Diakonia's Human Rights and Democracy Programme in Cambodia 2017–2019
2018:23	Evaluation of four NGO implemented programmes in Georgia
2017:4	Evaluation of the Sida supported RFSL projects "LGBT Voices" and "Rainbow Leaders" – Final Report
2017:5	Evaluation of Sida Support to ECPAT International – Final Report
2017:8	Revue Indépendante à mi-parcours du Programme de Gouvernance Locale Démocratique (GLD) Phase III
2017:12	Evaluation of the Regional Statistics Cooperation on the Western Balkans 2013 – 2016
2017:13	Evaluation of the Sida-funded Partnership in Statistics: A cooperation project between Statistical Office of the Republic of Serbia (SORS) and Statistics Sweden (SCB)
2017:14	Aggregating the results that arise from Sida's investment in Tanzanian Civil Society in 2015
2017:15	Evaluation of Core Support to Georgian Foundation for Strategic and International Studies (GFSIS)
2017:20	Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase IV, October 2014 – December 2017
2017:21	Evaluation of Swedish Support to the One UN in Albania for gender equality work 2012–2017
2017:26	End of Strategy Evaluation of the Zanzibar Legal Services Centre
2017:27	Evaluation of EuroMed Rights Promotion of Human Rights in the Middle East and North Africa
2017:31	Aggregating the results that arise from Sida's investment in Tanzanian Civil Society in 2016
2017:34	Evaluation of 3 rd Call off of civil society support through umbrella organisations 2013–2017
2016:1	Mid-term Review of the Raoul Wallenberg Institute's Programme in China – Final Report
2016:4	Evaluation of Union to Union – Final Report

2016:7	Evaluation of the Union of Tanzania Press Clubs Strategic Plan 2011-2015 – Final Report
2016:9	Evaluation of the Swedish Core Support to the Human Rights Foundation in Turkey – Final Report
2016:12	Evaluation study in support of the Mid Term Review of the Pro-Tax II project
2016:14	Evaluation of the Sida Child and Youth Initiative 2011-2015 – Final Report
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	
2017:32	End-Term Evaluation of the Swedish Education Support to Zanzibar 2010–2017
2017:33	End-Term Evaluation of the Global Partnership for Education (2014–2016) in Zanzibar
2016:5	Evaluation of Sida’s International Training Programme in Child Rights, Classroom and School Management – Final Report
2016:8	Review of the UNICEF programme Basic Education and Gender Equality in Afghanistan 2013-2015 – Final Report
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	
2017:6	Final Evaluation of the Natural Resource Management Facility At Act! – Final Report
2017:16	Evaluation finale du ”Projet de Réduction de la Vulnérabilité des Petits Barrages aux Changements Climatiques (PRVPB-CC)”
2017:18	Completion Evaluation of Sida Support to Environment and Climate Change Component of NREP
2017:23	Evaluation of ITP 299 – Strategies for Chemicals Management
2015:35	Evaluation of Swedish International Training Programme (ITP); Climate Change – Mitigation and Adaptation (2007-2011)
Health	
2018:26	Evaluation of Health Guarantee to Centenary Rural Development Bank in Uganda

2017:17	Evaluation of the Health Economics and HIV and AIDS Research Division (HEARD)
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)
Humanitarian aid	
2018:2	Evaluation of IRC’s Humanitarian Programme 2014-2016
2017:19	Evaluation of Praktisk Solidaritet’s Programme 2011–2015
2016:3	Evaluation of Sida’s Humanitarian Assistance – Final Report
2016:13	Evaluation of Save the Children Sweden during Sida’s contribution to Save the Children’s humanitarian work 2013-2015
Market development, trade and employment	
2018:13	Evaluation of Swedish International Training Programmes (ITP); Quality Infrastructure – Technical Barriers to Trade (304) and Sanitary/ Phytosanitary (305) 2013–2017
2018:14	Evaluation of Swedish International Training Programmes (ITP); Private Sector Development (Private Sector Growth Strategies and Strategic Business Management) 2011–2016
2018:19	Mid-term Evaluation of Small-holder Agriculture Reform through Enterprise Development (SHARED) Project, iDE
2018:21	Mid-Term Evaluation of “Regional Economic Integration through the Adoption of Competition and Consumer Policies in the Middle East and North Africa (COMPAL GLOBAL-MENA)”
2018:22	Mid-term Review of the EMPOWER Private Sector Project
2018:25	Mid-Term Review of the Project ‘Promoting Agriculture, Climate and Trade Linkages in the East African Community 2 (PACT EAC 2)’
2018:27	Mid-Term Review of Sida’s regional core support (2014–2019) to the Eastern African Grain Council promoting grain trade in the East African region “Strengthening Regional Grain Markets II”
2018:28	Evaluation of the trade policy training centre in Africa (trapca)
2017:10	Evaluation of the OECD’s ‘Sector Competitiveness Strategy’ Project in Ukraine
2017:11	Mid-Term Evaluation of the National Employment Programme, Rwanda

2017:22	Mid Term Review of the Agadir Technical Unit and the Swedish International Development Agency, Sida funded project “Support Quality Infrastructure in Agadir Countries”
2016:6	Desk Study of Sida’s Experience from Private Sector Collaboration – Final Report
2016:16	Evaluation of the projects “Institutional Cooperation between the Department for WTO and Trade Defence at the Ministry of Economic Development and Trade of Ukraine and Swedish National Board of Trade” and “Trade Policy and Practice in Ukraine”
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)
Research	
2018:3	Evaluation of the Sida supported research capacity and higher education development program in Rwanda, 2013–2017
2018:7	Evaluation of the Sida supported programmes “CLACSO Knowledge for a Sustainable World 2013– 2016” and “South-South Tricontinental 2013–2015”
2018:11	Evaluation of AAU’s Core Programmes and projects under the Core Programme 2013–2017, with particular focus on Sida’s institutional and program support 2013–2017
2018:12	Evaluation of CODESRIA’s programme cycle “Forty Years of Social Research and Knowledge Production: Consolidating Achievements, and Reaching New Frontiers 2012–2016”
2018:18	Evaluation of the Sida supported programme “International Science Programme 2014–2018”

2017:9	Evaluation of Swedish government research cooperation with Eduardo Mondlane University, Mozambique 2011-2016
2017:24	Evaluation of Sida's research cooperation with Bolivia, 2007–2016
2017:25	Evaluación de la cooperación de Asdi con Bolivia en materia de investigación correspondiente al período 2007–2016
2017:29	External evaluation of the Quality Assurance Systems of research and postgraduate training at Universidad Mayor de San Andrés (UMSA) and Universidad Mayor de San Simón (UMSS) in Bolivia, as well as the national system through Comité Ejecutivo de la Universidad Boliviana (CEUB)
2017:30	Evaluación externa de los sistemas de garantía de calidad en materia de investigación y capacitación de posgrado en la Universidad Mayor de San Andrés (UMSA) y en la Universidad Mayor de San Simón UMSS) de Bolivia, así como del sistema nacional mediante el Comité Ejecutivo de la Universidad Boliviana (CEUB)
2016:10	Evaluation of Sida Support to TWAS, OWSD and GIS – Final Report
2015:32	Evaluation of the Consortium for Advanced Research Training in Africa (CARTA)
Sustainable infrastructure and services (e.g. water supply and management, sanitation, energy, urban development, waste management, transport)	
2018:10	Mid Term Review of Symbio City Kenya. The sustainable urban development programme in Kenya – 2015-2018
2018:17	Evaluation of the Pungwe Basin Transboundary Integrated Water Resources Management and Development Programme (PP2) (Publicerad 2 ggr)
2018:30	Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka
2017:28	Evaluation of three projects on transboundary water management in the Middle East and North Africa region
2016:2	Swedish Support to the Sustainable Urban Development Sector in Kenya, SSUDSK, and the role of UN-HABITAT in the project – Final Report
Multi-sector	
2017:35	Evaluation of Sida's ITP approach for Capacity Development
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

Annex B Summaries

Decentralised evaluations 2018

In this section you will find brief presentations of decentralised evaluations published in the Sida Decentralised Evaluation Series in 2018. They are listed according to publication number. The reports can be downloaded from www.sida.se/publications.

2018:1 Evaluation of the National Legal Aid Clinic for Women’s Access to Justice Programme in Zambia

This report, which has been commissioned by the Swedish Embassy in Zambia, presents an evaluation of the National Legal Aid Clinic for Women’s Access to Justice Programme. The main purpose of the evaluation is to help the Clinic to assess progress made under its current strategic plan (2013-2017) and to provide Sida, the Clinic and the Norwegian Ministry of Foreign Affairs with an input to discussions concerning a new phase of the programme. Based on this, the Clinic’s strategic plan and activities are adjudged as relevant at the time of adoption, and they have remained relevant in the period under review. The Clinic has made good progress towards the objectives in the strategic plan and has been largely effective and efficient. There are good examples of positive outcomes and some examples of impact at the higher level. While organisational sustainability has improved, the Clinic will need to continue to find ways of increasing its funding base, both from Cooperating Partners, and by implementing its sustainability plan.

2018:2 ”Evaluation of IRC’s Humanitarian Programme 2014-2016”

This evaluation provided information for Sida in terms of developing a further multi-year agreement with International Rescue Committee (IRC) for the period of 2018–2020. Given that this is the third multi-year Humanitarian Framework Agreement (HFA) between Sida and IRC, it is also meant to provide recommendations on how the IRC/Sida collaboration could be further strengthened. In this broader sense, the evaluation explored the comparative advantage that IRC provides in terms of helping Sida to realise its humanitarian strategy. The evaluation has shown that there are indeed very important synergies between Sida and IRC and that the design of the HFA and the coherence between the four components has created a process that has generated results that are more than that which the individual elements would likely generate independently. The evaluation recommends among others that Sida continue to collaborate with IRC through the multi-annual arrangements through the four operational components of the HFA and incorporate both a Programme & Project Approach to funding of the next multi-year HFA as well as seek to more proactively capitalise on the synergies with IRC by engaging in dialogue with a wider multidisciplinary team of stakeholders. It also recommends IRC to among others take the lead and testing the boundaries of their collaboration with Sida and continue to improve the efforts to spotlight critical humanitarian crises and to improve the efforts to tackle these most difficult operating contexts to both make an impact and to develop the evidence-basis for influencing how these contexts are addressed.

2018:3 Evaluation of the Sida supported research capacity and higher education development program in Rwanda, 2013–2017

The evaluation assessed, generated knowledge and provided lessons from the Sida funded University of Rwanda (UR)-Sweden Program for Research, Higher Education and Institutional Development at the University of Rwanda. The evaluation provided information of the design of a possible continuation of the program as well as provided lessons learned for the UR. The overall objective of the UR-Sweden programme is to “Increase production and use of scientific knowledge of international quality at the UR that contributes to the development of Rwanda”. The evaluation concludes that the programme is generally very well managed, and of high importance and relevance for UR’s institutional development and capacity building in research. The overall recommendation is that the programme continues largely in its present form with the same overall objectives, but that adjustments are made based on i) current processes of change at UR itself and ii) the experiences from the current phase of the programme.

2018:4 Evaluation of CIVICUS – World Alliance for Citizen Participation

The evaluation of World Alliance for Citizen Participation (CIVICUS) was commissioned by the Civil Society Unit at Sida through the framework agreement on evaluation services. The purpose of the evaluation was to contribute to Sida’s understanding of how CIVICUS has adapted to the significant increase in funding and the broadened scope of work; and to contribute to learning within CIVICUS, in particular by providing an external view of the potential complementarity and synergy of their operations. The concluding assessment is that CIVICUS is relevant to Sida’s civil society strategy and the organisation is fit-for-purpose to achieve its mission and contribute substantially to fulfilment of its strategic goals. Sida is seen as a flexible, cooperative and risk-taking donor, valued for its engagement in critical dialogue. Recommendations are mainly addressed to CIVICUS, acknowledging that there are refinements to processes and initiatives already set in motion. Sida has embarked on a sound collaboration based on core funding and the recommendation is therefore to continue the partnership based on these principles.

2018:5 Evaluation of Programme Work Methods of The Raoul Wallenberg Institute of Human Rights and Humanitarian Law

This evaluation of The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI)’s work methods was commissioned by Sida and carried out during September to December 2017. The rationale and purpose were a shared desire by Sida and RWI to critically review the overall work methods RWI apply in its international partner-based programmes and projects, in order to improve conditions for positive results from international programmatic activity aimed at institutional human rights capacity development. The evaluation focuses on the work methods RWI uses in programmes related to three key areas: human rights education; gender mainstreaming; and working in difficult human rights environments. It was guided by, but not limited to, questions on the relevance, effectiveness, efficiency and sustainability of RWI’s approach. The evaluation has a global scope, and findings, conclusions and recommendations are informed by four case studies relevant to the methods in the three areas. The evaluation concludes that RWI has well-documented ability to work in difficult environments, generating results and contributing to outcomes that are relevant, effective, efficient and sustainable. Further, the methods RWI applies in human rights education are overall relevant, effective, efficient and sustainable. In the area of human rights education, the evaluation recommends that RWI should develop

and implement an internal mechanism for anchoring knowledge and experience on human rights education within the organisation and across programmes, including the designation of focal point(s) within the institution for the purpose of systematic learning.

2018:6 Evaluation of Afrobarometer’s Regional Programme 2011–2017

This evaluation of Afrobarometer was commissioned by the Embassy of Sweden in Addis Ababa and undertaken by NIRAS during the period from November 2017 to February 2018. In addition to informing the design of the next phase of Swedish support to Afrobarometer (2018–2022), the evaluation also serves a broader learning process aimed at bolstering Afrobarometer’s future sustainability. The evaluation found that the Afrobarometer organisational development experience demonstrates the largely positive, and occasionally negative aspects of building and adapting an organisation to changing circumstances, but that the organization is at a critical juncture that necessitates transitioning beyond being ‘Africa’s oldest and largest pilot project’ to becoming a more formal institution. The evaluation recommends that Sida proceeds with support to Afrobarometer largely as planned for the coming phase. Decentralisation, agility and flexibility have served Afrobarometer well, so reforms should ensure that these benefits are not lost, due to the need to adapt to the diversity of capacities, roles and structures of national partners.

2018:7 Evaluation of the Sida supported programmes "CLACSO Knowledge for a Sustainable World 2013– 2016" and "South-South Tricontinental 2013–2015"

This evaluation of the Latin American Council of Social Sciences (CLACSO) reviews the relevance, effectiveness, efficiency and sustainability of the work of one of Sida’s longest standing partners, having received support since 1998. Findings demonstrate that CLACSO is a highly effective institution, and is very relevant to the objectives of Swedish research cooperation in terms of a poverty focus, developing the capacity of young researchers and innovation, building on close engagement with civil society. A notable shift has been made in recent years to engaging weaker institutions from Central America in the network. Significant progress has been made in enhancing sustainability. The evaluation provides recommendations on, for example, how CLACSO can strengthen their network

2018:8 Mid-term Evaluation of Swedish government funded Civil Society Support through the AGIR II Programme in Mozambique 2014–2020

This report presents findings, conclusions and recommendations from the Mid-term Evaluation of Swedish government funded Civil Society support through the Programme Action for an Inclusive and Responsible Governance (AGIR) II in Mozambique. The Swedish support to civil society in Mozambique is channeled through the programme AGIR in which four international CSOs (Diakonia, Oxfam Ibis, Oxfam Novib and We Effect) act as intermediary partner organisations with a common overall objective to support local partner organisations. The Swedish Embassy in Mozambique commissioned this evaluation to assess the progress of AGIR II in order to inform decisions on how project implementation may be adjusted and improved. The evaluation finds that AGIR II is highly relevant for expressed government policies in the programme’s focus areas, but its advocacy profile is under attack within the current political climate. AGIR II is also well in line with Swedish rights-based approach to development. The evaluation also finds that the complexity of the AGIR programme poses challenges related to implementation and results and the evaluation recommends that the programme results framework and list of indicators should be revisited and simplified.

2018:9 The key role of ICTJ in the designing of Colombia's complex Transitional Justice System

The present evaluation report analyses the relevance, effectiveness, impact and sustainability of a three-year project (2015–2017) implemented by the International Center for Transitional Justice (ICTJ) in Colombia. A main objective of the project was to influence the content of the peace agreement, signed in November 2016 between the Government of Colombia and the guerrilla organisation FARC, considering the armed conflict's victims' right to truth, justice and reparation and to achieve institutional reforms preventing violent conflict in the future. The evaluators conclude that the activities were highly relevant for the needs and priorities of many involved stakeholders. ICTJ achieved results beyond the ones planned. At impact level ICTJ contributed significantly to the design of Colombia's transitional justice system. The project's efficiency was found to be good due to achieved results in time. On sustainability ICTJ's partners has achieved knowledge and awareness, especially on other transitional justice processes. The evaluators recommend continued support ICTJ. Sweden should make efforts coordinate funding with other donors. A new project phase should focus more on Colombia' regions affected by the war where implementation of transitional justice measures will be a challenge. Improved gender mainstreaming of the project is also recommended.

2018:10 Mid Term Review of SymbioCity Kenya. The sustainable urban development programme in Kenya – 2015-2018

In 2015, the Government of Kenya through the Council of Governors (CoG) with support from the Embassy of Sweden embarked on the SymbioCity Kenya Programme. The programme is intended to promote inclusive, innovative and sustainable urban development planning in Kenya. It is implemented in cooperation with the Swedish Association of Local Authorities and Regions (SALAR) and SKL International. The purpose of this mid-term review was to carry out a thorough external review of how the programme has evolved from its conception until June 2017, and to identify whether it needs to be re-aligned to ensure that optimal final results are achieved. The evaluation found that the rationale of the programme is relevant and that effectiveness of the programme in terms of delivery towards objectives is uneven. The evaluation provides several recommendations on how CoG and SALAR can strengthen the implementation to meet expected outcomes.

2018:11 Evaluation of AAU's Core Programmes and projects under the Core Programme 2013–2017, with particular focus on Sida's institutional and program support 2013–2017

The purpose of the evaluation has been to assess the outcomes of the Sida funded support to the Association of African Universities (AAU) for the period 2013-2017 in terms of its impact, relevance, efficiency, effectiveness and sustainability. The AAU at present has three key functions: convening, setting the intellectual agenda and implementing key programmes and projects. The convening power has been strengthened over time and AAU has significantly developed its capacities to manage a comprehensive programme of work. In one area, notably in Knowledge Management and Internet Communications Technology, the AAU has an emerging core strength. However the breadth of AAU's programme may have contributed to the fact that in the eyes of external observers that were interviewed the specific role and contribution of AAU is not entirely clear. We have been struck by the continuity of the AAU's programme framework across the three strategy plan periods which stands in contrast to the dynamics of change in the African Higher Education Institution landscape. But the team also detected within the AAU an ambition to reposition itself at a higher level in the future. The programme is relevant to Sida's Strategy for Research Cooperation

and internal training activities and the operations of AAU's small grants programme has been exemplary in terms of efficiency, and governance structures are generally effective. In terms of sustainability, there is little doubt that there are key parts of the AAU programme such as Conference of Rectors, Vice Chancellors and Presidents (COREVIP) which are central to its identity and clearly owned. However, the evaluation has been constrained by a lack of relevant data and analysis at the outcome and contribution level. The evaluation recommends that Sida recalibrates its relationship with the AAU and support it through a change management process that would help the AAU reposition itself and its programmes.

2018:12 Evaluation of CODESRIA's programme cycle "Forty Years of Social Research and Knowledge Production: Consolidating Achievements, and Reaching New Frontiers 2012–2016"

The evaluation has two purposes. The first is retrospective and assesses the results and achievements of the Council for the Development of Social Science Research in Africa (CODESRIA) in relation to the objectives and results of its 2012-2016 Strategic Plan. The second is formative and examines the grounds and expectations for the 2017-2021 programme in terms of its potential relevance, quality, efficiency and sustainability in terms of academic output. The evaluation considers that CODESRIA contributes significantly to the public good in diverse ways through its programmes and that it has a wide constituency of support and appreciation. This is impressive given the small size of the Secretariat and the ambitions of its agenda. It is also an organisation on a dynamic evolutionary trajectory. It is evident that CODESRIA through its membership and Secretariat staff has been an organisation in strong debate within itself and the wider world. Its open mindedness and the quality of its key staff, combined with fixed term appointments as well as its membership and governance structure appear to have created an open institutional culture that fosters constructive argument and change. The long-term support of Sida, and other Nordic donors including NORAD, has undoubtedly contributed to this. A priority recommendation is for CODESRIA to elaborate a Theory of Change for the Strategic Plan and from this develop a monitoring framework.

2018:13 Evaluation of Swedish International Training Programmes (ITP); Quality Infrastructure – Technical Barriers to Trade (304) and Sanitary/ Phytosanitary (305) 2013–2017

The overarching objectives of the evaluation were: "To identify results, collect lessons learnt and provide Sida and Swedac with recommendations for future programme design and implementation in order to further enhance sustainable, anticipated effects in the area of quality infrastructure and institutional capacity building. The programme was found to be relevant and developed capacity at individual level. A combination of effective training, attainment of critical mass and a cumulative effect in core institutions led to institutional impact. However, change projects were often weakly supported and not sufficiently linked to credible reforms. The role of the private sector was not prioritised. It was recommended to: systematically link the programme and change projects to wider quality infrastructure reforms; build local capacity to undertake similar programmes and, continue to fund trade and quality infrastructure related programmes building on the track record of Swedish institutions.

2018:14 Evaluation of Swedish International Training Programmes (ITP); Private Sector Development (Private Sector Growth Strategies and Strategic Business Management) 2011–2016

Sida commissioned an evaluation of the ITP 291 2011–2016 with the overarching objectives: "To identify results, collect lessons learnt and provide Sida and

implementing partners with recommendations for future programme design and implementation in order to further enhance sustainable, anticipated effects in the area of private sector development and institutional capacity building.” The evaluation concluded that the programme was well-structured, developed capacity at the individual level although less so at the institutional and national level due to a weak linkage with on-going institutional initiatives. The programme lacked focus and was too dispersed. It was recommended to i) retain and enhance the many positive elements of the programme, ii) strengthen networking, where there are likely to be realistic benefits, iii) enhance transformative effects of the programme by linking it with wider reforms and iv) focus the programme to create critical mass and a cumulative effect.

2018:15 Evaluation of the African Organisation of Englishspeaking Supreme Audit Institutions (AFROSAI-E)

This report, which has been commissioned from NIRAS Sweden by the Regional Development Cooperation Section at the Embassy of Sweden in Ethiopia, presents an evaluation of the African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E) when compared to its Corporate Plan 2015–2019. The purpose of the evaluation is to provide the Regional Development Cooperation Section at the Embassy of Sweden in Addis Ababa and AFROSAI-E with evidence-based inputs for their respective decisions on strategic issues for the future. The Corporate Plan and its outcomes, outputs and activities are adjudged as relevant at the time of adoption and they have remained relevant in the period under review. The Clinic has made good progress and has been largely effective and efficient. There are good examples of positive outcomes and sustainability of benefits, but AFROSAI-E require additional support in the areas of monitoring and evaluation, donor coordination in member countries, and resource mobilisation.

2018:16 Evaluation of Swedish Civil Society Support in Albania

The evaluation of Swedish support to civil society in Albania was commissioned by the Swedish Embassy in Tirana through the framework agreement on evaluation services. The primary objective of the evaluation was to assess to what extent the four interventions contribute to the achievement of Sweden’s strategy result as related to strengthening civil society. The evaluation concludes that the support channeled through Albanian Women Empowerment Network (AWEN), Civil Rights Defenders (CRD), Olof Palme Center (OPC), and Regional Empowerment Center (REC) to 72 Albanian civil society organisations is contextually relevant and is contributing to civil society vibrancy and pluralism. It is also producing important results both in relation to civil society capacity development and changes in society. The evaluation recommends that the future Swedish civil society support to Albania continue to build on the foundation that has been achieved through many years of consistent support. It also suggests how the Embassy and the intermediaries can further strengthen the support during the remainder of the programme period.

2018:17 Evaluation of the Pungwe Basin Transboundary Integrated Water Resources Management and Development Programme (PP2)

This is the report of the first phase of the evaluation of the Pungwe Basin Transboundary Integrated Water Resources Management and Development Programme. The evaluation was commissioned by Sida and the Embassy of Sweden in Addis Ababa to NIRAS Sweden AB, and was carried out between September 2017 and May 2018. The Programme was initiated in 2007, following the engagement of Sweden in the joint management of the Basin dating back to 1998, and was completed in April 2017. This first phase of the evaluation took stock of progress shortly after completion of the Programme, and developed a baseline for the second phase of the evaluation that

will be carried out in 2020. The evaluation found that the Programme has been generally effective, especially in terms of strengthening the capacity of water management organisations in Mozambique and Zimbabwe. Improvements in the institutional setup have proved more difficult to achieve, though. The Programme was highly relevant and contributed to regional cooperation, but its efficiency could be improved. There are concerns about the future sustainability of Programme results given fragilities in staffing and financial resources, especially in Mozambique. The recommendations emphasize the need to focus of the Programme on a smaller number of activities targeting the core business of the basin management organisations; and on measures for strengthening the financial and technical sustainability of Programme results.

2018:18 Evaluation of the Sida supported programme “International Science Programme 2014–2018”

This evaluation takes stock of the results achieved and aims to provide new thinking on the future development of the International Science Programme, a programme run by Uppsala University providing long-term funding to the development of research capacities in low income countries in Chemistry, Mathematics and Physics. A core conclusion from the evaluation is that the International Science Programme (ISP) delivers a significant public good from its support to the development of basic scientific research capacity with the Research Groups and Scientific Networks that it works with. The evaluation recommends ISP to focus on adapting to the shifting landscape in support of science education with new actors and networks, greater levels of funding and an increased global emphasis on science and technology. ISP needs to be more strategic in leveraging its distinct contribution to capacity development in this changing landscape. ISP should define clearer horizons for support to groups and networks, informed by more systematic assessment of baseline conditions and assessment of capacity changes.

2018:19 Mid-term Evaluation of Small-holder Agriculture Reform through Enterprise Development (SHARED) Project, iDE

The purpose of the mid-term evaluation was to “assess the relevance, efficiency, effectiveness and potential sustainability of the SHARED project and formulate recommendations as an input to upcoming discussions on how project implementation may be adjusted and improved”. The Farm Business Advisor project in Zambia was assessed as relevant, and the market-orientated approach lends itself to a high degree of sustainability. It was however not realistic to achieve all goals and sustainability within the scheduled duration. The project has succeeded in reaching a great number of beneficiaries and contributed to increasing the income of the targeted farmers while creating viable market links. Some elements of the value chain, notably access to finance and transportation, are still underperforming. It was recommended to extend the project, strengthen the capacity building of field officers and farm business advisors, as well as to enhance project governance and management.

2018:20 Mid-term Review of Diakonia’s Human Rights and Democracy Programme in Cambodia 2017–2019

The objective of the review was to assess the relevance and effectiveness of Diakonia’s Human Rights and Democracy programme in Cambodia and to formulate recommendations, taking into account the current political situation. The review found that Diakonia’s partners are among the most important local civil society organisations in their thematic fields and that their work is highly relevant to the context and to Sweden’s development strategy for Cambodia. Partners supported by Diakonia have made substantial contributions to democracy and human rights since 2014. Still there are some areas of improvement for Diakonia to consider, such as exploring synergies

and being a more proactive partner. Examples of achievements and the full list of recommendations is found in the executive summary.

2018:21 Mid-Term Evaluation of “Regional Economic Integration through the Adoption of Competition and Consumer Policies in the Middle East and North Africa (COMPAL GLOBAL-MENA)”

This report is a mid-term evaluation of the five-year programme ‘Regional economic integration through the adoption of competition and consumer protection policies in the Middle East and North Africa (COMPAL GLOBAL-MENA)’ implemented by UNCTAD since December 2014. Its purpose is to shed light on the programme’s performance so far, in view of providing recommendations on how to adjust implementation and discuss issues of concern for the future. The evaluation concludes that the programme has shaped national legal frameworks and increased visibility of MENA countries in international fora including for women. However, most planned results were not achieved. Key reasons include an ambitious and weak programme design, the absence of a targeted and inclusive approach, and insufficient oversight. Recommendations unfold the need to prioritise issues of relevance to target countries and readjust implementation and monitoring modalities to enable realistic delivery in the remaining period.

2018:22 Mid-term Review of the EMPOWER Private Sector Project

This Mid-term Review was commissioned by the Embassy of Sweden in Pristina to assess the efficiency, relevance, and immediate impact of the Empower Private Sector Project (Empower PS) in order to improve the remaining years of the implementation period. Empower PS is managed by USAID in Kosovo. The Swedish contribution amounts up to 20% of the total budget, and USAID is the lead donor. The support is relevant in relation to the current result strategy for Sweden’s reform cooperation with Eastern Europe, the Western Balkans and Turkey, 2014–2020. The review found that the project has improved the competitiveness and productivity of small and medium sized enterprises (SMEs) and leveraged five times the grant value. The objective to create 5,000 jobs was not achieved but also unrealistic from start. The review recommends that Sida and other donors improve their coordination on private sector development to avoid current overlap. The project could have more impact if activities were narrowed from eight sectors to a maximum of three so that the entire sector can benefit from raised profile and increased marketing opportunities.

2018:23 Evaluation of four NGO implemented programmes in Georgia

The Embassy of Sweden in Georgia decided to conduct an evaluation of the Swedish support to four non-governmental organisations in Georgia: National Democratic Institute (NDI) Georgia; Orbeliani; Transparency International (TI) Georgia, and Clean-Up Georgia. Sweden is the most active donor providing assistance to Civil Society Organisations (CSOs) in Georgia and is financing a number of projects that support selected NGOs towards achieving results in areas defined in its Results Strategy with a regional approach for reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014-2020. Three of the four CSO projects achieved results in the strategic result areas defined by the Government of Sweden in its Results Strategy for the reform cooperation with Georgia. For Orbeliani, it is challenging to discern results at the strategic level – a function of the specific approach practised by the project. The evaluation identified areas for improvement such as criteria for the selection of CSO; planning of the projects; less complexity in results frameworks; guidelines where the support of Sweden should be made visible; offering of joint trainings for all CSOs, e.g. on gender.

2018:24 The Evaluation of the Dairy Hub and Dairy Academy Development Project in Bangladesh

This report presents a final evaluation of the Dairy Hub and Dairy Academy Project in Bangladesh (2013-2018) implemented jointly by UNIDO, PRAN Dairy Ltd and Tetra Laval AB with support from Sida through the Embassy of Sweden in Bangladesh. The purpose of the evaluation was to identify lessons learned and present recommendations to stakeholders and for any adjustments within the Dairy Hubs Project. The project had a somewhat slow start but gradually gained momentum during 2016 and 2017. The project aimed at lifting beneficiaries from poverty by increasing their income through improved know-how on efficient dairy production, while a project purpose was to establish a Dairy Academy and five dairy hubs with village milk collection centres. Over 60 new village milk collection centres were established and extension and technical services were offered to farmers. A key factor contributing to progress was that PRAN Dairy Ltd. had shown strength in implementation. The evaluation provides recommendations on how the process for programme design and follow up could be strengthened.

2018:25 Mid-Term Review of the Project ‘Promoting Agriculture, Climate and Trade Linkages in the East African Community 2 (PACT EAC 2)’

This report, which has been commissioned from NIRAS Sweden by Sida Headquarters in Stockholm, presents a mid-term review of the Project ‘Promoting Agriculture, Climate and Trade Linkages in the East African Community 2 (PACT EAC 2)’. The main purpose of the review is to provide evidence-based input to allow for a strategic discussion between Sweden (Sida Headquarters and the Swedish Embassy in Addis Ababa) and CUTS on the ongoing support, and beyond. The project and activities are adjudged as highly relevant at the start of implementation in late 2015 have remained relevant in the period under review. The project has made good progress with implementation of activities and has been very effective and efficiently implemented. There are good examples of positive outcomes and impact, but sustainability is low and the project will not be able to continue beyond its current phase, ending September 2019 without additional donor support. An overarching recommendation is to adopting a more programmatic approach during a further phase of the project, given that PACT EAC 2 is performing well, and recognising that ‘projects’ usually have a narrow set of objectives and results that are achievable within a specific, relatively short timeframe.

2018:26 Evaluation of Health Guarantee to Centenary Rural Development Bank in Uganda

This evaluation was commissioned by the Embassy of Sweden in Kampala with the purpose to assess health-related outcomes of the Sida/USAID supported Health Guarantee to Centenary Rural Development Bank (CRDB) in Uganda. Sida and USAID entered into a guarantee agreement with CRDB Uganda in 2012. The guarantee is set-up as a loan portfolio guarantee covering term-loans to privately-owned and operated micro, small, and medium enterprises as well as healthcare workers in the health value chain. The main objective of the guarantee for Sida was to increase access to private health care in Uganda, with special attention to rural areas, by catalysing private capital for investments in the health sector. The evaluation provides some clear lessons learned regarding how Sida’s objectives might be overlooked when working with a partner that has a different vision and approach, as appears to be the case with USAID. Moving forward it would be imperative that Sida re-examine the intervention model to ensure that efforts are taken to facilitate the achievement of Sida’s strategic goals in Uganda. Specifically, to expand the provision of quality health care to rural populations in

Uganda, and facilitate the development of the private sector. This evaluation shows that achieving these specific goals goes beyond facilitating the provision of loans to health care facility owners. In sum, although the results fall short of what was expected in Uganda, it does not mean the approach is ill founded, but rather that there was a need for further steps in planning and detailing of expectations and commitment, which appear to have been overlooked.

2018:27 Mid-Term Review of Sida’s regional core support (2014–2019) to the Eastern African Grain Council promoting grain trade in the East African region “Strengthening Regional Grain Markets II”

This report details the findings, conclusions and recommendations of the team that undertook the Mid Term Review of Sida’s regional core support (2014–2019) to the Eastern African Grain Council (EAGC) promoting grain trade in the East African region “Strengthening Regional Grain Markets II”. The objective of the evaluation is to assess the effectiveness and potential sustainability of the implementation of the programme and to provide stakeholders with the information necessary to answer the question: "going forward, what should be the strategy of the EAGC to meet the high-level goal defined in the programme proposal?" The goal of the programme is: “To contribute to poverty reduction and enhanced food security by stimulating agricultural trade and growth, particularly in the Eastern and Southern African smallholder grain sector”. The review was undertaken through a preliminary desk study of annual and biannual reports and other programme documents, followed by a field mission undertaken from the 17th to the 26th April 2018, covering Kenya, Tanzania and Uganda. The report concludes that the activities undertaken by the EAGC under the five objectives do indeed contribute to poverty reduction and enhanced food security. However, some services provided have not fulfilled its purpose, and may well be discontinued. The report presents several recommendations for improvement, especially within the support for institutional development of the EAGC.

2018:28 Evaluation of the trade policy training centre in Africa (trapca)

The present evaluation report of the trade policy training centre in Africa (trapca) covered five years (2013-2017) corresponding to the final four years of Phase II of Sida support and the first year of Phase III. The dual objective of the evaluation was to; assess the relevance, efficiency, effectiveness, impact and sustainability of trapca, and; provide recommendations for continued Sida funding in a possible fourth phase. A mixed method approach to data collection was used, involving desk review, several on-line surveys of trapca stakeholders, interviews, a focus group discussion with students, and direct observation. The report concludes that trapca remains a relevant undertaking. Courses are responsive to the needs of the target group, employers/ supervisors, and countries at large, and the objectives are well-aligned with Sweden’s regional development cooperation strategy. The report provides a set of recommendations to Sida, trapca and Eastern and Southern Africa Management Institute (ESAMI). It is proposed that an exit strategy for Sida funding of trapca is developed in the form of a comprehensive trapca Business Plan.

2018:29 Evaluation of the Sida-USAID/DCA Guarantee to Zanaco

The subject of this evaluation is the Portfolio Loan Guarantee provided to The Zambian National Commercial Bank (Zanaco) by USAID and Sida jointly. This evaluation assesses the performance of the guarantee during the period 2013–2017. The aim of the guarantee was to open up access to finance for small and medium scale farmers that would not otherwise have access to credit. The overarching objective of the evaluation was to “determine to what extent this guarantee has contributed to: changes in the bank’s loan appraisal methodology, assessment of risk, capacity to interact effectively

with rural clients, and; systemic change in the financial market as it pertains to the banking sector's risk assessment of agricultural lending, including lending to female farmers and to more remote geographic areas". The evaluation finds that there is limited evidence that this guarantee has significantly altered this Bank's behaviour or the banking sector's risk assessment. The evaluation recommends that efforts should be made to diversify distribution through engaging more distribution channels to the target group in order to reduce the counterpart risk as well as to achieve greater efficiency gains in loan management vis-à-vis the borrowers. The donors should strive to engage more than one bank in the guarantee programme as this may foster a competitive behavior among participating banks and thus promote more sustainable development in the financial sector. The evaluation also recommends that in the preparatory work for setting up a guarantee programme, it is vital that all stakeholders fully agree about the objectives of the programme, and furthermore to implement a well-structured monitoring and follow-up system.

2018:30 Review of Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project in Sri Lanka

This report presents the findings, conclusions, lessons learned and recommendations of a review of the Ratmalana/Moratuwa and Ja-Ela/Ekala Wastewater Disposal Project, implemented by the National Water Supply and Drainage Board (NWSDB), Sri Lanka, supported by Swedish loan and grant financing through the Swedish International Development Cooperation Agency (Sida). The objective of the review has been "to follow up on the results and effects achieved from the implementation of the Project, and that conditions stated for the financing has been fulfilled". The project, which was implemented during 2008 – 2016, aimed at improving the environmental conditions in two areas on the outskirts of Colombo and mitigating pollution by providing a full-fledged wastewater system comprising of sewerage, pumping, treatment and safe disposal of treated effluent and sludge, which would enhance the living conditions of the people living in the areas as well as sustain industrial development. The review finds that the project has been successful in achieving all its agreed results at output and outcome level and the sustainability of the project results is considered high. However, there are several issues that have limited the efficiency of the project, including serious delays caused by deficiencies in planning, contractor's inefficiency and bankruptcy, public protest and use of defective material by the contractor. The evaluation recommends that Sida in the future, in similar projects with concessionary credits and output-based grants, strengthen the supervision and monitoring functions with competence in social and participatory areas. Furthermore, to support the development of a detailed results framework with useful indicators, engaging top international professional expertise on results-based management.

Annex C Evaluation registry

Strategic evaluations 2015-2019

The table below shows strategic evaluations published by Sida between 2015-2019 (to date). Summaries from the evaluations can be found in Annex D. The publications in the *Sida Joint Evaluation Series* and *Sida Evaluation Series* can be downloaded from www.sida.se/publications.

Joint Evaluation Series	
2016:1	Joint Scandinavian Evaluation of Support to Capacity Development - Synthesis Report
Sida Evaluation Series	
2019:1	Evaluation of Sida's Support to Peacebuilding in Conflict and Post-conflict Contexts – Synthesis Report.
2019:2	Evaluation of Sida's Support to Peacebuilding in Conflict and Post-conflict Contexts – Bosnia and Herzegovina Country Report
2019:3	Evaluation of Sida's Support to Peacebuilding in Conflict and Post-conflict Contexts – Guatemala Country Report.
2019:4	Evaluation of Sida's Support to Peacebuilding in Conflict and Post-conflict Contexts – Rwanda Country Report.
2019:5	Evaluation of Sida's Support to Peacebuilding in Conflict and Post-conflict Contexts –Somalia Country Report.
2018:1	Evaluation of Sida's Global Challenge Funds. Lessons from a Decade Long Journey
2018:2	Evaluation of the Market Systems Development Approach. Lessons for expanded use and adaptive management at Sida
2018:3	Evaluation of Swedish Leadership for Sustainable Development
2016:1	Evaluation of Sida's use of guarantees for market development and poverty reduction
2016:2	Utvärdering av ändamålsenligheten i Sidas arbete med insatshantering – Slutrapport (ENG: Evaluation of the extent to which Sida's contribution management system is fit for its purpose – Final report)
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

Sida Studies in Evaluation Series	
2019:1	Evaluation at Sida – Annual Report 2018
2018:1	Evaluation at Sida – Annual Report 2017
2017:1	Evaluation at Sida – Annual Report 2016
2016:1	Evaluation at Sida – Annual Report 2015

Annex D Summaries

Strategic evaluations 2018-2019

In this section you will find brief presentations of the strategic evaluations published in the Sida Evaluation Series in 2018 up to May 2019. They are listed according to publication number. The reports can be downloaded from www.sida.se/publications. Short Evaluation Briefs can be downloaded from <https://www.sida.se/English/how-we-work/evaluation/evaluation-briefs/>.

2019:1-5 **Evaluation of Sida's Support to Peacebuilding in Conflict and Post-conflict Contexts. Synthesis report and country reports for Bosnia and Herzegovina, Guatemala, Rwanda and Somalia.**

This report presents a synthesis of the findings from the evaluation of Sida's support to peacebuilding in conflict and post-conflict contexts since the early 1990s. It has been commissioned by Sida and undertaken by Tana Copenhagen. The evaluation assesses Sida's approach and support to peacebuilding at the strategic level and seeks to identify what has worked well and what has worked less well. To do so, it draws from four country evaluations of Sida's support to peacebuilding in Bosnia and Herzegovina, Guatemala, Rwanda and Somalia. The evaluation finds that Sida's support has been relevant to the general context in the four countries. While Sida has played an important role in supporting processes that have contributed to positive change and has managed to identify and utilise opportunities to support peacebuilding, underlying conflict factors remain and continue to undermine sustainable peace. The alignment of Swedish strategies and underlying Sida documentation to specific peacebuilding needs has been weak because, with some exceptions, it has failed to sufficiently target the key root causes of conflict. The report includes recommendations to strengthen Sida's peacebuilding engagement.

2018:1 **Evaluation of Sida's Global Challenge Funds. Lessons from a Decade Long Journey**

This utilisation focused evaluation was commissioned by Sida to learn lessons from the implementation of 10 global Challenge Funds supported by Sida. It reviewed Sida's rationale and underlying assumptions for the use of this modality in development cooperation, and identified best practices for Challenge Fund design and management. The overall conclusion of the evaluation is that the Challenge Fund modality was appropriate for the majority of the programmes and the intended outcomes for the majority of the funds have been broadly achieved. The experience from the 10 Challenge Funds is that in general the more intensively managed funds, with a more hands-on approach, had a greater degree of success in ensuring sustainable development outcomes than the lighter touch funds and that funds which enlist wider stakeholder support, are more likely to deliver sustainable impact. During this 10 year period an investment by Sida of SEK 1.2 bn has leveraged additional development funds from donors of SEK 5.8 bn. The scale of the engagement is even greater when account is taken of the match funding by grantees, more than doubling the figure. Recommendations are focused on actions that can be taken by Sida during its oversight of the implementation of Challenge Funds at all stages of the project management cycle. This has implications for Sida's allocation

of programme management resources and oversight of fund managers to ensure the achievement Sida's aspirations of poverty impact, gender equality, local ownership and the environment.

2018:2a **Evaluation of the Market Systems Development Approach. Lessons for expanded use and adaptive management at Sida**

Volume I: Evaluation Report

This report presents the findings of an evaluation of Sida's management of the market systems development (MSD) approach. It aims to inform thinking on how Sida can best manage its growing portfolio of MSD programs. Beyond this, it provides insights relevant to Sida's wider support to complex and adaptive programs. The evaluation identified several factors that affect Sida's ability to ensure that conducive conditions are in place for effective MSD programs and good development programming more generally. Sida's relatively flexible framework of rules, guidelines and systems for project management provide the space needed for staff to innovate and manage adaptively. But for this to happen consistently and effectively, Sida needs to invest more deliberately in building the capacity of its staff in relevant areas. In addition, leadership and incentives are key to shaping a culture of active experimentation and learning. This needs to be supported with clearer guidance for those involved in the design and appraisal of MSD projects; and strengthened oversight of project performance, including through adjustments to Sida's contracts and funding agreements.

2018:2b **Evaluation of the market systems development approach: Lessons for expanded use and adaptive management at Sida.**

Volume II: Case studies

This report presents the case studies for the evaluation of Sida's management of the market systems development (MSD) approach. The case studies assessed eleven MSD projects funded by Sida in order to draw lessons on how Sida can best manage its growing MSD portfolio and provide insights relevant to Sida's wider support to complex and adaptive programs. The evaluation identified several factors that affect Sida's ability to ensure that conducive conditions are in place for effective MSD programs and good development programming more generally. Sida's relatively flexible framework of rules, guidelines and systems for project management provide the space needed for staff to innovate and manage adaptively. But for this to happen consistently and effectively, Sida needs to invest more deliberately in building the capacity of its staff in relevant areas. In addition, leadership and incentives are key to shaping a culture of active experimentation and learning. This needs to be supported with clearer guidance for those involved in the design and appraisal; and strengthened oversight of project performance, including through adjustments to Sida's contracts and funding agreements.

2018:3 **Evaluation of Swedish Leadership for Sustainable Development**

This evaluation yields a generally favorable assessment of Swedish Leadership for Sustainable Development. The network was and continues to be a highly relevant initiative for Sida, member companies and the implementation of Agenda 2030. Along the way it has produced some valuable results. The evaluation discusses how the network constitutes both a novel way for Sida to engage with the private sector; and as the development facilitator, a new role for the agency. However, it is also evident that the network is struggling to find direction, maintain momentum, meet expectations, and generate effects beyond the network itself. The report offers recommendations how to address this and move forward.

Annex E Sida's Strategic Evaluation Plan 2019

Three evaluations of strategic interest to Sida has been commissioned in 2019. The strategic evaluation plan is the result of a consultative process within Sida where evaluation plans from 30 operating units and embassies have provided a basis for discussions with directors and policy specialists. In addition to the strategic evaluations, some 40 decentralised evaluations are planned to be commissioned by Sida's operational units and embassies.

Planned evaluations

Title	Focus
Effects of support to democracy	Evaluability study
Lessons learned from corruption cases	Anti-corruption, effects
Power Africa Initiative	Partnership, financing for development

Ongoing evaluations

Title	Focus
Capacity development, bilateral research cooperations	The modality, learning.
The application of a Human Rights Based Approach	Human Rights Based Approach, learning
OECD DAC learning review: environmental mainstreaming	Sustainable development, learning
A conflict perspective in the implementation of the Strategy for Sweden's development cooperation with Guatemala 2016-2020	Conflict perspective, conflict sensitivity, learning, adaptive strategy implementation

Recently published

[Evaluation of Sida's Support to Peacebuilding in Conflict and Post-Conflict Contexts – Synthesis Report \(2019:1\)](#) *Country reports available: Bosnia and Herzegovina (2019:2), Guatemala (2019:3), Rwanda (2019:4), Somalia (2019:5)*

[Evaluation of Swedish Leadership for Sustainable Development \(2018:3\)](#)

[Evaluation of Sida's Global Challenge Funds – Lessons from a Decade Long Journey \(2018:1\)](#)

[Evaluation of the Market Systems Development Approach – Lessons for Expanded Use and Adaptive Management at Sida \(2018:2a\)](#)

[Evaluation of Sida's International Training Programme Approach for Capacity Development \(2017:35\)](#)

Evaluations commissioned by Sida and Swedish Embassies are published by Sida and available for free from our publication database at

<https://www.sida.se/English/publications/publicationsearch/>.

For more information on evaluation at Sida, visit <https://www.sida.se/English/how-we-work/evaluation/> where you can find evaluation briefs from major evaluations commissioned by Sida, download Sida's guidelines and manual for evaluation and more.

Sida's Evaluation Unit can be contacted through evaluation@sida.se

Annex F: Sources of information

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

Reports

FCG, 2018: Sida Framework Agreement for Evaluation Services. Annual Report 2017

FCG, 2019: Sida Framework Agreement for Evaluation Services. Annual Report 2018

NIRAS, 2018: Sida Framework Agreement on Evaluations and Reviews. Annual Report 2017

NIRAS, 2019: Sida Framework Agreement on Evaluations and Reviews. Annual Report 2018



Evaluation at Sida

Annual Report 2018

The purpose of the annual report is to provide an overview of what and how Sida evaluates along with observations on emerging issues and lessons that can be used to strengthen evaluation at Sida and the effects of Sweden's development cooperation. The report covers evaluations commissioned by Sida and foreign missions. The majority of evaluations were programme evaluations and were carried out within 16 out of Sweden's 44 geographic and thematic strategies and within eight of Sida's eleven main sectors. For a majority of the evaluated programmes, relevance was assessed as high whereas effectiveness, impact and efficiency were assessed to be satisfactory. Given that a large part of the evaluations was carried out mid-term, sustainability varied. Approximately a third of the evaluations described a performance that was more than satisfactory. Three of the 30 evaluated programmes were assessed to be unsatisfactory. Four, so called, strategic evaluations were carried out that provide lessons from peace and security as well as private sector engagement. They offer lessons of value for Sida's ongoing change agenda to attain its vision and mission 2023. Brief summaries are provided for all evaluations. The total cost for Sida commissioned evaluations was about 32 MSEK.

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