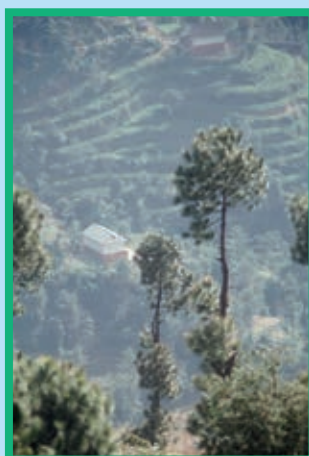


Evaluation

DEVELOPMENT EVALUATION BI-ANNUAL REPORT 2011-2012



MINISTRY FOR FOREIGN AFFAIRS OF FINLAND

REACHING THE OECD/DAC AID EVALUATION PRINCIPLES

- 2006 – strategic development plan presented
 - follow-up report to implement evaluation and internal audit results initiated
 - OECD/DAC draft evaluation quality standard taken into use
 - first 4-year rolling evaluation plan issued
- 2007 – revised norm (15/2007) on development evaluation (and internal audit) approved
 - management response system instituted
 - Evaluation Guidelines: Between past and Future published
 - layout of evaluation reports redesigned; instructions to authors issued
 - first evaluation day organized; it became an annual feature
- 2008 – management response and formal decision taken into practice
 - presentation of the results of centralised evaluations made public
- 2009 – internal audit of development cooperation and evaluation divorced; EVA-11 established
 - quality assurance experts added to the evaluation teams
 - peer reviews of evaluation reports started
 - help-desk function in evaluation established in EVA-11
 - second evaluation officer recruited
- 2010 – regular evaluation training in the Ministry started
 - combined evaluation plans of centralised and decentralised systems presented
 - templates and guidance sheets developed within help-desk function
 - special adviser in evaluation and training recruited
- 2011 – revised Norm (4/2011) on development evaluation approved; it includes now the evaluation policy, mandate and processes for both the centralised and decentralised evaluations
 - first back-reports on implementation of evaluation results
 - first biannual report 2009-2010 on development evaluation published
 - joint work in evaluation capacity development started with UNDP, AfREA and UNICEF/EvalPartners
 - webinar facility introduced to disseminate evaluation results
- 2012 – new target groups and cooperation partners in evaluation capacity building
 - OECD/DAC peer review on Finland's development cooperation
 - second bi-annual report for 2011-2012 was published

Evaluation

**DEVELOPMENT EVALUATION
BI-ANNUAL REPORT 2011-2012**

MINISTRY FOR FOREIGN AFFAIRS OF FINLAND

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This report can be accessed at
<http://formin.finland.fi/developmentpolicy/evaluations>
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PREFACE

This bi-annual report 2011-2012 on development evaluation focuses much on developments since the first bi-annual report of 2009-2010. The major themes in the current report are the results of the strategic evaluations carried out by the Development Evaluation. Moreover, the report updates what has happened in capacity development at home and with external partners.

We have made an effort to add to the transparency and accountability by annexing to the report the key archive codes of major documents. Also the main body of the report contains information on what has happened to the evaluation results. A short account of analyses of back-reports on the implementation of evaluation results is included. The learning loop from evaluation results to back-reports was completed in 2011.

During the last six years the development evaluation, in different organisational settings, has made an effort to achieve the OECD/DAC development aid evaluation principles. The last tasks to comply with these principles were fulfilled during the biennium 2011-2012.

Helsinki, December 2012

Development Evaluation (EVA-11)

ACRONYMS AND ABBREVIATIONS

AHA	Management information system (asianhallintajärjestelmä)
DEReC	Evaluation information Web page of the OECD/DAC
EU	European Union
EVA-11	Development evaluation of the Ministry for Foreign Affairs of Finland
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
OECD	Organisation for Economic Cooperation and Development
OECD/DAC	Development Assistance Committee of OECD
ODA	Official Development AID
TOR	Terms of reference
UN	United Nations
UNV	United Nations Volunteer

Other abbreviations are explained in sections where they are used.



1 INTRODUCTION

In the last six years the central development evaluation (EVA-11) of the Ministry for Foreign Affairs of Finland (Ministry) has systematically worked to fulfil the OECD/DAC principles for development aid evaluation. In 2011 this target was reached: the final tasks, the first back-reporting on management decisions of 2008-2009 evaluations took place and the first bi-annual report (2009-2010) was published in 2011. This development, combined with training and outreach activities, has contributed to strengthening of evaluation culture in the organizations.

2 HOW IS EVALUATION ORGANISED?

Ministry has two evaluation functions. EVA-11 carries out strategic evaluations, covering the whole scope of development policy and cooperation. The different departments of the Ministry perform the intervention-specific evaluations. The norm 4/2011 on evaluation, which replaced the former one (15/2007), gives directions for the first time to both evaluation functions. The norm is the policy and mandate which guides planning, process, management response, back-reporting, and publicity of evaluations.

EVA-11 remains an independent office, attached to the Under-Secretary of State for Development Policy and Cooperation. Within the overall development cooperation budget, the Parliament of Finland decides on the annual appropriations of development evaluation and audit, which share the budget line.

3 EVALUATIONS OF THE BIENNIUM 2011–2012

Bilateral evaluations

In 2011–2012, 13 evaluations were completed and three initiated. EVA-11 participated also in joint evaluations. Table 1 lists the evaluations completed during the biennium. These evaluations look back some 10 years or more. Thus, the policy context of these evaluations was a series of consecutive development policy programmes (1993, 1996, 1998, 2001, 2004 & 2007) preceding the current 2012 policy.

Table 1 Evaluations completed in 2011-2012. Annex 1 includes information of the management responses, formal decisions, and back-reports on evaluations commissioned by EVA-11. The archived documents can be requested from the public information service of the Ministry.

Evaluation	Evaluation report no.
Finnish Support to Energy Sector <i>Ministry for Foreign Affairs (ed.)</i>	2011:1
Results-Based Approach in Finnish Development Cooperation <i>Authors: Poate D, Bartholomew A, Rothmann I & Palomäki A</i>	2011:2
VERIFIN Training Programme on Verification of Chemical Weapons <i>Authors: Stenbäck T, Aurela B & Tuominen M</i> The evaluation was performed in cooperation with the Unit for Arms Control of the Department for Political Affairs of the Ministry.	2011:3
Finnish Aid for Trade <i>Authors: Bird K, Turner L, Rovamaa L, Suokko M & Muraguri Gathii J</i>	2011:4
Junior Professional Officer (JPO) Programme <i>Authors: White P, Seppänen M & Ahonen P</i>	2011:5
Country Programme between Finland and Nicaragua <i>Authors: Caldecott J, van Sluijs F, Aguilar B & Lounela A</i>	2012:1
Country Programme between Finland and Nepal <i>Authors: Caldecott J, Hawkes M, Bajracharya B & Lounela A</i>	2012:2
Country Programme between Finland and Tanzania <i>Authors: Caldecott J, Valjas A, Killian B & Lounela A</i>	2012:3
Policy Brief of the three Country Programmes <i>Authors: Caldecott J, Hawkes M, Bajracharya B, van Sluijs F, Aguilar B, Valjas A, Killian B & Lounela A</i>	2012:1 Special edition
Finnish Concessional Aid Instrument <i>Author: von Weissenberg T (ed.)</i> Evaluation was done in 2010, but finalised for publication in 2012.	2012:4
Finnish support to Development of Local Governance <i>Authors: Olsen H B, Nyamweya P, Meyer M, Christensen J P & Sola N</i> Includes two separate evaluations, one of which appears as Annex 6 to the main evaluation report, and was performed in cooperation with the Unit for Southern Africa of the Ministry.	2012:5
Nordic Influence in Multilateral Organizations – A Finnish Perspective <i>Authors: Aarna P, Zukale S, Magnusson A & Noqueira de Morais I</i> A separate Finnish perspective study contributed to a joint evaluation led by SADEV, Sweden.	2012:6
Finland's Contribution to Building Inclusive Peace in Nepal <i>Authors: Kelles-Viitanen A & Gautam S</i> A separate contribution to a joint evaluation led by Denmark, in cooperation with Switzerland and Finland.	2012:7
Meta-evaluation of Decentralised Development Evaluations in 2010 and 2011 <i>Authors: Sørensen SE & Thulstrup C</i>	2012:8

Joint evaluations

EVA-11 participates in one or two joint evaluations annually. The phase II evaluation of Paris Declaration was completed. Finland joined two new evaluations. One was led by the Swedish Agency for Development Evaluation (SADEV) and the other one by Denmark, joined also by Switzerland. The budget support evaluation of Mozambique will start in the beginning of 2013. In October 2012, EVA-11 sponsored in Maputo a seminar on methodology and earlier results of evaluating budget support. The seminar used lessons learned from Zambia's evaluation. Finland will participate in the management committee of this joint evaluation.





4 RESULTS OF EVALUATIONS

The major results and what happened to the results of the evaluations completed during the biennium 2011-2012 are discussed in the following sections.





4.1 Finnish support to energy sector (2011:1)

The evaluation assessed Finland's energy sector support, in 2000-2009. A number of development instruments are employed in this sector. The areas of cooperation and the expected outcomes and impacts include:

Areas of cooperation

- Renewable and non-renewable sources of power generation
- Research, education and training in energy
- Transmission of electricity and distribution
- Energy policy and administration

Expected outcomes

- Energy pricing and energy security improved
- Better availability and access to energy achieved, including at the local level
- Energy conservation and efficiency achieved
- Market share of renewable energy grown
- Better policies and higher capacity, skills and knowledge in energy institutions

Expected impacts

- **Economic impacts:** including more favourable economic climate, reduced vulnerability to price fluctuations, growing investments to energy sector, improved economic indicators through productive use of energy
- **Ecological impacts:** reduction in global greenhouse gas emissions, improved environmental conditions, such as quality of air, water and ecosystems
- **Social Impacts:** improved livelihoods for the poor and marginalised groups, involvement of society in decision-making and increased security

Finland's energy sector cooperation complied with the development policies of Finland and the partner countries, and the international paradigms. The Energy and Environment Partnership (EEP) was found successful. It brought together international and regional actors with national and local partners promoting synergy and innovation. The Central American EEP showed sustainability and poverty relevance. Regional energy programmes had limited impact. Poor monitoring and evaluation obscured frequently the results.

The evaluation recommended a shift in the approach, with clear links to policy and gradual distancing from one-off pilots.

Lessons from the evaluation included:

- to achieve major changes in energy sector on, for example, greenhouse gas emission reductions or rural electrification, much bigger investments are needed;
- investments should learn from the pilots and accomplish larger-scale replication to achieve the target of energy efficiency;





- interventions must be coordinated with other and inputs be planned as integral part of coordinated country programmes;
- ownership of local partners and their long-term involvement are essential to reach the poor and easily marginalised people;
- it is essential to have proper *ex-ante* needs assessment, realistic risks analyses, participatory approaches in project management, inclusive monitoring and evaluation, and long-term capacity support;
- monitoring and evaluation must be seen as tools for knowledge sharing, skills improvement, and transparency;
- the cross-cutting objectives and poverty orientation appear frequently in the project documents but actions to achieve these objectives were lacking.

What happened to the results?

A formal management response was prepared and a subsequent decision made on the implementation of the results of the energy sector evaluation (Annex 1).

Highlights of the decision:

1. The EEP programmes will remain central in the energy sector policy dialogue of Finland. The overall implementation of energy sector policies will be improved.
2. The connections of the EEP programmes with the energy policies of the partner countries will be enhanced. The regional fora and country-based coordination mechanisms need to be harnessed.
3. The development needs of national and regional institutional capacities must be analysed systematically and the development plans be compiled with adequate and measurable indicators for progress. Development of institutional and staff capacity in partner institutions is central and requires short- and long-term measures.
4. Energy sector expertise will be strengthened in those embassies of Finland where energy is a major cooperation sector. Finland will strongly be involved in development of priority activities in energy.
5. The 2009 instruction to include cross-cutting objectives will be checked and sector relevant indicators developed in all projects. Respective training will be organised to those who implement the programmes.
6. Participatory approaches will be applied and responsibilities transferred when possible.
7. Project plans will be results-oriented with strong monitoring.
8. Identification of risks will be done within baseline assessments. Assumptions and risks must be separate, realistic and assessed in terms of the probability of materialising.
9. MDG-indicators will be utilised whenever possible.

4.2 Results-based approach in Finnish development cooperation (2011:2)



The evaluation provided deeper understanding of results-based management (RBM) in Finland's development policy and cooperation and offered suggestions to improve it. Many results of this evaluation are similar to observations of earlier evaluations.

Despite the fact that RBM has frequently been referred to at different levels in the Ministry, this evaluation pointed out that there is no formal policy or strategy on RBM. Little evidence was found that lessons learned from monitoring, reporting or evaluations had been used to guide policy and planning. Earlier results had not affected, for instance, resource allocation. This situation may be due to the information being handled by staff that lacks decision-making authority. The evaluation also claimed that the organisational structure of the Ministry was not conducive to achievement of results and that it was a risk averse organization.

It is symptomatic that about 50% of staff and 60% of special advisors, who deal with development cooperation, are of the opinion that evaluation results are not used. In the same vein, about 80% of the directors indicated that they neither have clear and effective guidance on how to manage-for-results nor do they have efficient means to track performance.





The existing guidelines for project design and planning with a logical framework represented guidance for RBM, but is restricted only to project level. Most of the sector guidelines are technical descriptions rather than strategic frameworks and their application is uneven. Only about half of the projects examined had good results-oriented planning.

The overall project design was found to be unsatisfactory. More recent projects performed better, indicating slowly growing awareness of RBM. The project documents lacked proper results chains. The stated objectives of the interventions were high, including the Millennium Development Goals, cross-cutting objectives, and other international commitments. But, at the causal chain level, the indicators used were not conducive to results identification at output or impact levels.

There was clear evidence that the results frameworks were poor. Yet, most desk-officers and team leaders (66 and 60%, respectively) and advisors (over 80%) claimed that they have good understanding of result structures and logic. Thus, there was a significant paradox between the perceptions and identified performance which suggests that mechanisms to set and maintain standards are ineffective. The only way of collecting aggregated performance information is from the thematic and country programme evaluations, and meta-evaluations commissioned by EVA-11. However, performance information should be available to the higher management at all times.

The evaluation considered the recent human resources strategy of the Ministry and its follow-up mechanisms as opportunities to improve RBM culture and to offer respective incentives to staff. Currently, 90% of directors, 89% of advisors, and 66% of desk officers disagree strongly with the statement that the Ministry's reward systems provide real incentives for a results culture. In respect of promotions, 70% of directors and 45% of advisors disagree that a proven ability to deliver results would enhance one's career.

Training was considered essential by the evaluation, particularly as a significant proportion of staff working with the administration of development cooperation had worked for less than one year. About 74% of staff had attended the development policy training. It, however, did not seem to have given understanding to RBM. About 60% of the directors claimed that they had had adequate training in planning and managing for outcomes, but only 50% of the desk officers and 38% of advisors shared this view. The evaluation gives strong evidence that there is scarcity of time for staff and advisors to learn from results and evaluations. They also give low priority to monitoring, reporting and evaluation. The information management system (AHA) possesses potential to improve storing and retrieving information and in this way it may enhance organization's performance.

To promote results culture, **the recommendations of the evaluation** included to

- establish a formal RBM-policy;
- create strategic results frameworks;
- reorganise country-level planning;
- revitalise procedures for quality design and control;
- improve comparative analysis from evaluations;
- report results so as to convey clearly Finland's contribution to development;
- include cross-cutting objectives in regular monitoring of implementation.



What happened to the results?

A formal decision was made on each of the recommendations of the evaluation.

The essence of the decision:

1. A specific guideline for RBM of development cooperation will be compiled in connection with the results framework of the new development policy (2012).
2. The development policy shall define how Finland will promote implementation of international goals (Millennium Development Goals, Paris Declaration, Accra Action Programme and Climate Change).
3. Based on the development policy, country- and region-specific results and objectives will be defined. These objectives will appear in the annual plans of the embassies and the regional departments. Embassies will compile a short country strategy. It will define objectives and respective indicators for results of the country programme for the whole duration of the 4-year government cycle.
4. The quality of project planning will be improved by: a strategic RBM guideline; the new project planning, monitoring and evaluation guidelines; harmonisation of working modalities; pooling of good practices into management info system (AHA); improving the work of the Quality Group; and RBM-focused training.
5. The overall reporting on development cooperation will be revised to produce aggregated results from interventions to thematic and sector level, to country- and regional departments' levels and to the level of the overall results of the implementation of Finland's development policy.
6. Practices to perform strategic evaluations and meta-analyses will be continued.
7. The recent human resources strategy should be utilized to promote results-oriented performance with staff by offering incentives.

Following the decision, in the autumn 2012, an *ad hoc* working group on RBM has been established in the Ministry. Action plan for Results-Based Management is being planned. The results of the evaluation have also been integrated in the new strategic country programme frameworks and programmes, and in the revised Manual for bilateral interventions.



4.3 VERIFIN training programme on verification of chemical weapons (2011:3)



The evaluation of VERIFIN Chemical Weapons verification training examined the programme and the country level impacts. Ethiopia, Kenya, Mexico, Panama, Vietnam and Malaysia and the headquarters of Chemical Weapons Convention (CWC) were visited.

VERIFIN training was found to be of high quality and well managed. But, it was not in compliance with the development policy of Finland. Trainees from the least developed countries have been a minority. The quality of reporting of the National Authorities of developing countries to CWC on the implementation of the convention on Chemical Weapons was found to have improved. It can be a contribution of the training. Yet, evidence indicated that the training had been supply driven. It has not targeted to institutional capacity building but rather to building individuals' competence. The cost-efficiency was low. The unit costs per trainee were high, in 2010, c.a. 22.000 and 19.000 EUR, in the basic and advanced courses, respectively. The administrative and rental costs were also significant.

The field visits revealed that developing countries have urgent needs for analytical capacity on environmental pollutants. Some of the training should be transferred to developing countries and combined with skills development in laboratory management, maintenance, and calibration which are issues currently hampering analytical work in these countries. It was concluded that the CWC secretariat should fund the training on the implementation of convention.

What happened to the results?

In this evaluation, EVA-11 was the technical performer but the responsible body is the Unit for Arms Control of the Political Department of the Ministry. The evaluation results were managed within VERIFIN programme's decision-making structures. The Quality Group of the Ministry discussed the revised document of VERIFIN programme in April 2012. The revised programme document takes into account the recommendations of the evaluation to a large extent. It was noted that since the training programme had continued over two decades, it would be time to think of the future.



4.4 Finnish Aid for Trade (2011:4)

Aid for Trade (AfT) concept focuses on trade capacity building of developing countries. It aims to increase the volume and value of their exports, promote their integration into the multilateral trading system and market access. Finland's AfT Plan of Action for 2008-11 comprised three areas: trade policy and development, trade and investment, and strengthening the supply and trade capacity of developing countries. The geographical focus was in Finland's long-term development partner countries, Zambia, Tanzania and Vietnam, and included also Namibia, Thailand, and Lao Peoples Republic. The evaluation team visited these countries, a number of international (EU and multilateral) organisations in Brussels and Geneva, and contacted through teleconference the headquarters the United Nations Industrial Development Organisation and OECD.



The evaluation showed that Finland had made significant efforts to ensure policy coherence between the development policy, other policies and the AfT Action Plan. Finland had actively participated in the work of the EU, OECD, World Trade Organisation and the UN, and influenced the international AfT-agenda. Ministry's sector and policy advisors, including the AfT-team, possess substantial technical skills. Yet, there seemed to be little time for them to engage in the project cycle management. On one hand, AfT was not mainstreamed across sectors and thematic interventions despite their classification as AfT. On the other hand, Finland had included in the AfT-portfolio also non-AfT-projects which had neither trade-related objectives nor results-based frameworks with respective indicators. The evaluation noticed that at the planning stage the country and regional programmes had rarely considered AfT or respective key target indicators. Hence, the plans lacked consideration of constraints to trade or integration in global markets. The cross-cutting objectives were not mainstreamed.

The evaluation concluded that the AfT-concept and objectives must be clarified to guide the design, implementation, monitoring and evaluation. A clear conceptual framework would facilitate the understanding of linkages between AfT, trade, growth, poverty reduction and sustainable development. It also promotes a common understanding of AfT in the Ministry.

What happened to the results?

A new Aid for Trade Action Plan 2012-2015 was launched in November 2012. It has taken into account results of the evaluation. For example, training has been planned to staff of the embassies and common indicators have been designed to all AfT-interventions and country plans. AfT-plans of different units and departments are collected. The Development Minister appointed an AfT-steering committee in October 2012. It supports monitoring of the implementation of the action plan and gives advice on planning of AfT-interventions and follows international processes.



4.5 Junior Professional Officer (JPO) programme (2011:5)

Finland's JPO programme, operated since 1960's, aims to offer young Finnish experts working opportunity with the UN system. Finland has supported annually about 30 new JPOs. The evaluation was able to identify altogether 637 former and current JPOs. 19 donors have similar programmes. Finland is the largest provider of JPOs among the Nordic countries.



The evaluation concluded that multilateral organisations held Finnish JPOs in high regard. JPOs were reported to have made an important contribution. This was in contradiction with the finding that their retention in the organisations' career streams was significantly lower than those from other countries. The majority of Finnish JPOs are women, which was used to explain the low retention rate.

The programme was found to have been very effective in cumulating experienced development practitioners. C.a. 83% of JPO-respondents to the evaluation questionnaire had continued working in development field. The performance of the Centre for International Mobility (CIMO), as the administrator of the programme, had been professional and effective. Yet, training and recruitment should be developed together with the host organisations.

The effectiveness and efficiency of Finland's JPO programme were hampered by lack of strategic vision and results-based action plan. Subsequently, policy definitions became isolated from actions in reality which reduced the visibility of the Programme inside the Ministry. It was claimed to be one of Ministry's foreign policy tools for visibility and influence, yet, the JPO posts were defined with development policy objectives, only.

The evaluation recommended clarification of the policy and action plan of the Programme to achieve results; to focus on quality instead of quantity; to exchange information with JPOs; to lobby their careers in the multilateral organisations; to promote male applicants; to utilise JPO and ex-JPO database as resource pool; and to divide JPO posts into foreign policy and development posts.

What happened to the results

A revised strategic framework has been put in action. The new action plan 2012-2013 comprises the JPOs, UNVs, and Junior Experts in EU Delegations. It takes into account results of the evaluation, including:

- greater selectivity in choosing the cooperating organisations;
- training to include taxation regulations, ex-JPO contacts, and crisis preparedness;
- intention to allow the 3rd and in some cases 4th JPO year to enhance retention.



4.6 Country programmes between Finland and Nicaragua, Nepal and Tanzania



The evaluation looked at the cooperation programmes of Finland with Nicaragua, Nepal and Tanzania over 2002-2011 period of time. The policy brief summarises the common lessons from the three country programme evaluations. The major common messages are:

Lessons for success are to

- make strategic and well-targeted contributions to multi-donor efforts;
- formulate strategies to promote participation, inclusion and equity;
- participate in long-term sector programmes;
- retain a complementary role for innovative and strategic technical experiments and partnerships.

Lessons from failure are to

- build agreement with government to address strategic issues; maintain active dialogue; be a critical friend, partner and counsellor at difficult times;
- beware of consequences of support to civil society groups that may be perceived as competing with government;
- base programming on rigorous analysis and collective decision making.

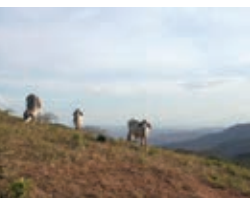
Key recommendations are to

- develop clear, practical guidelines on mainstreaming the cross-cutting objectives and international commitments in country strategies;
- seek options to reduce staff turnover;
- revalidate the Local Cooperation Fund (LCF) instrument as a primary way to support civil society to complement other aspects of the country programme.

4.6.1 Nicaragua (2012:1)

Two distinct phases were distinguished in the Finland-Nicaragua programme. Before the Sandinistas came to power in 2007, the cooperation comprised of support to health, rural development and local government; general budget support LCFs and programmes targeted to the disabled, and the environment. After 2007, health and gender equality, and rural development sector programmes were continued, but general budget support and the local government sector support were discontinued. In 2008-9 Finland transitioned to rights-based approach with more funding to non-governmental organisations (NGOs).

The evaluation found that the cooperation programme was well coordinated. It was relevant, logic, strategically effective, sustainable and demonstrated Finnish value added and impact. The country programme had had significant impacts



in health, gender and youth empowerment, and agriculture in certain locations. Aspects of the programme, especially in these sectors, had been institutionalised in many ministries and agencies. For example, the health and gender equality sector programme was fully responsive to the National Human Development Plan 2007-2008.

Partner satisfaction, coherence, complementary and endurance to external changes (connectedness) were found weak. The two governments lacked a common vision. The evaluation emphasised the importance to have regular reciprocal dialogue with partner countries despite different political opinions. The bilateral support to local NGOs was regarded as high risk, especially in a situation where the donor might exit the country completely. The LCFs should be used to fund NGOs.

4.6.2 Nepal (2012:2)

In Nepal, Finland's bilateral programme focused on water, sanitation and hygiene (WASH), and environment sectors in different parts of the country. The objectives were to alleviate the effects of poverty and ill-health, and at the same time, to build local participation, inclusion and gender equality. Finland also participated in multi-donor support to the education sector in response to a long-standing government's priority. Civil society was supported through the embassy-managed LCFs. All these interventions continued during and after the armed conflict in 2005-2006.

Close relations with government from 2007 on facilitated the transition to new activities in forest inventory and management, climate change, peace-building, governance and human rights. The multi-donor human rights support programme consolidated a peaceful political settlement conducive to investment, development, and poverty reduction. Finland was influential. It contributed strongly to donor coordination and provided leadership. The entire programme was complex, but became simpler and less fragmented with phasing out of some activities.

The evaluation found the country programme of very high standard. It demonstrated good results in peace and constitution building. Mainstreaming of cross-cutting objectives was effective and highly influential. Success was partly attributed to effective national officials in key ministries and close relations between the host government and the embassy of Finland. High political level visits between the two governments supported further the dialogue. Finland's programme was implemented in difficult locations which enabled it to respond to local realities and needs. The wisely formulated programme maximised Finland's impact, while meeting also partner government's development objectives.

The evaluation considered as weaknesses, lack of strategic ambition to address the environmental constraints in sustainability of water supplies and climate proofing of development processes in rural areas. It was recommended to plan cooperation in a strategic way. This would include analysis and clarification of options to consolidate the water, forestry and climate change initiatives within an overall context of community-based and district-level climate change adaptation. Gender equality and social inclusion strategies for caste, ethnicity and age should be developed to address internal and external barriers which currently hamper achievement of equity and equality.



The results of the evaluation have been used in the development of the strategic framework for country programmes and in the planning of the new country programme between Finland and Nepal.

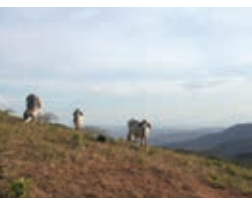
4.6.3 Tanzania (2012:3)

Until 2007, there had been close dialogue with the government of Tanzania and other donors. Cooperation had been consistent with the Paris Declaration principles. These principles were clearly a higher priority to the government of Tanzania than good governance and anticorruption measures which were emphasised by the donors.

Finnish support focused on debt relief and general budget support which had a positive impact on public spending in pro-poor sectors, such as education and health. Programmatic support to education and local government reform improved service delivery in poor rural areas. The bilateral projects on forestry and land-use had most relevance to poverty. Civil society was supported by LCFs which appeared by far the most effective modality to address cross-cutting objectives. Apart from education, these themes continued after 2007. Finland contributed strongly to donor coordination and showed leadership and influence.

In forest inventory Finland established a best-practice partnership with the UN and supported an effective forest conservation advocacy campaign. However, national capacity constraints and weakening dialogue with the government encouraged donors, including Finland, to revert to a growing use of project modality. These showed poor policy compliance, lack of dialogue, inadequate analysis, and weak links to poverty.

The evaluation confirmed that the main areas of cooperation had been relevant and compatible with Tanzanian and Finnish policies had good strategic effectiveness. Aid coordination in Tanzania was advanced. Best performers were the



areas, where cooperation had continued for a long time, such as the general budget support. It was considered the most successful modality in poverty reduction. Gender equality and other cross-cutting objectives had been incorporated in general budget support reviews and performance assessment frameworks. Progress in advancement of cross-cutting objectives had been achieved, for example, in gender parity in education. Evaluation recommended rigorous analysis and collective decision-making to develop a country strategy with the key cross-cutting objectives and means to address them. Practical implementation guidelines to the strategy should be compiled.

Evaluation found coherence, partner satisfaction and Finnish added value weak. It was interpreted to reflect dissatisfaction in Tanzania and Finland over how programming and project identification had been carried out in the latest years.

What happened to the results?

A management decision has been taken on recommendations presented on each of the country programmes and also on the policy brief (Annex 1). Strategic country programming frameworks and guides for programming with concrete and not too many objectives, indicators and spelled out regular monitoring, have been developed.

In the development policy 2012 of Finland, Nicaragua is no longer mentioned as one of the long-term partner countries. Support to the civil society sector continues. As for Nepal and Tanzania, the new country strategy frameworks have been prepared and programming started. These strategic frameworks demonstrate strong emphasis on results achievement.



4.7 Finnish concessional aid instrument (2012:4)

The evaluation of Finland's concessional credit programme was performed in 2010, but published in 2012 as a shortened version with clear focus on Finland's concessional aid instrument. The original draft was a wide study on concessional aid instruments overall.



Evaluation stated that Finnish technology is world's top class and that Finnish know-how and technology supported sustainable development in some concessional credit projects. However, most of the projects had used simple technology making the use of Finnish know-how unnecessary. The majority of projects were likely to achieve their intermediate outputs. Investments were operating as intended. However, the Finnish exporters had supported the maintenance and operations of the projects to a lesser extent than the partners had anticipated. The commercial dimension seemed to overshadow the development dimension.

Factors explaining these findings include inherent tension between the scheme's commercial and development objectives, lack of competitiveness due to restricted procurement, unresolved administrative and implementation issues, lack of follow-up to results of evaluations, and overall weak monitoring and evaluation. Subsequently, impact on poverty reduction, and environmental and social sustainability was weak.





The concessional credit projects had generally not even considered the cross-cutting themes such as the role of women, easily marginalised groups or people with HIV/AIDS. For example, the hospital project in Namibia did not focus on HIV/AIDS even though it is one of the most serious problems in the country. Or, the hospital equipment project for women and children in China did not even consider the impact on women of the fact that reproductive services were excluded from the hospital.

The evaluation concluded that the concessional credit scheme should be developed to be transparent, effective and coherent with other development cooperation. Or, it should be winded-down and exited in an orderly manner.

What happened to the results?

The political decision to exit the concessional credit scheme is spelled out in the development policy of 2012. Only those interventions that have been approved before the policy, are continued.



4.8 Finnish support to development of local governance (2012:5)

The Ministry has supported local governance and decentralisation reforms many years but never before evaluated it. Of interest was to see how this support had promoted good governance and capacity of local governments. The evaluation included 11 programmes. Field visits were made to Kenya, Namibia, South-Africa, Swaziland and Tanzania.



The evaluation revealed that there was little common understanding among donors and in the Ministry what local governance was. A group of 10 programmes did not address directly local governance. They addressed national policy issues in programmes implemented by central governments. Five of these programmes were related to policy support, good governance, decentralised service delivery, local rural development, and decentralised cooperation. Evaluation these programmes confirmed that local governance support implemented under the central government, lacked community ownership and achievement of results.

The working modality of the 11th programme under study, the African and Finnish municipalities' programme, accumulated high transaction costs. About 40-50% of total funding went to management, salary compensation in the northern municipalities and also non-municipal coordinators in both northern and southern municipalities were paid. The travel, per diem, and recurrent office costs, as well as compensation for technical experts, mostly from the north added the





costs. It was difficult to identify sustainability and impact in this programme, because of weak indicator level reporting.

The Ministry was recommended to reconsider the format of this programme. Overall local governance policy statement and needs-based training were also recommended.

What happened to the results?

A management response of the entire evaluation was prepared (Annex 1). The specific results on African and Finnish municipalities' programme have been dealt with within the administrative structure of the Programme.

The essence of the decision made on the overall support to local governance in the Finnish development cooperation portfolio include:

Strategic framework for decentralisation and local governance

1. As part of the overall implementation of the development policy, strategic guidance, concepts and definitions on decentralized and local governance will be developed. The issue how governance and other development instruments are interconnected will be taken into account in programming and implementation of cooperation.

Policy coherence

2. Policy coherence continues to be a central theme in the Finnish development policy. Accordingly, Finland will promote ownership in its relations with other donors and developing partner countries.

Support to local governance in general

3. A review will be launched to identify critical factors and working modalities to inform how to support local governance and decentralisation processes.

The country programme framework shall serve as the overall frame for all sectors, including governance.

Governance will be added to the training programmes of the Ministry. It will be taken up also with the outsourced resources which are used in planning of development cooperation.

4.9 Nordic Influence in multilateral organizations – A Finnish perspective (2012:6)



This study focused on the Finnish perspectives in 2006-2011 of how to exert influence in the World Bank's (WB) and African Development Bank's (AfDB) gender equality (GE) policies in African countries. The results indicate that the Nordic countries, within the constituencies, had influence the WB's and AfDB's decision-making to improve GE. The active role of the Nordics in the preparation of the World Development Report 2012 on Gender and Development (WDR), and efforts made to get GE selected as a special theme of the International Development Association 16th Replenishment, IDA 16, for 2011-2014, were good examples. Increased understanding of the role of GE in development assistance among the WB member countries was evidenced. The Nordic countries seemed to have exercised considerable reputational influence in decision-making by producing analyses, formulating ideas, and providing proposals. Yet, the emerging multi-polar system made influencing complicated and challenged the Nordics to employ new modalities of influencing.

This study suggests that the Nordics should invest in the promotion of concrete use of the WDR 2012 in Africa. The Nordic countries should second gender mainstreaming expert(s), to work in Africa and in the constituency offices of the banks. The Nordics could also open up policy dialogue in the Banks and the African countries on this topic. A joint Nordic strategy could be helpful in defining an approach to the new donor countries and to forge new alliances. Bilateral GE projects may be used to raise interest among stakeholders and to explore benefits of promoting GE jointly.

The findings of the study are valid and reliable with consideration of a set of limitations expressed in the report. This study is Finland's contribution to a joint report by Swedish Agency for Development Evaluation.

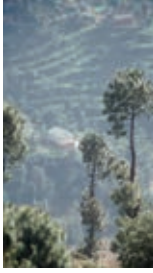
What happened to the results?

The report has been distributed to interested parties. At the time of receipt of the final joint report, the method of dealing with the results will be decided upon.





4.10 Finland's contribution to building inclusive peace in Nepal (2012:7)



Finland, together with Switzerland, joined an evaluation on peace-building in Nepal, led by Denmark. Finland contributed with a special study on inclusiveness. The study examined, how effectively financial support had reached the communities and the most vulnerable members of the society. It also looked if any sustainable results were discernible. In 2006-2011, Finland, and other donors, channelled their support mainly to Nepal Peace Trust Fund (NPTF), IDEA International, and Alliance for Peace (AfP). The study examined also Finland's role in Peace Support Working Group and Nepal Action Plan on United Nations Security Council resolutions (UNSCR) 1325 and 1820 on women in conflict situation and peace-building. Finland's support to human rights institutions was studied because of relevance to peace-building. Finland's total contribution to these institutions in 2006-2011 was 10.6 MEUR, which was 14% of the total development funding of Finland to Nepal in that period.

The evaluation study concluded that Finland had made a contribution, since:

- peace was achieved;
- elections were held;
- the Interim Constitution with a special mandate on Social Inclusion and Gender was established;
- non-discriminatory laws and national policies were put in place;
- the National Action Programme on UNSCR 1325 and 1820 were drawn;
- human rights institutions and their operations were strengthened;
- the sense of security among people, including women, had increased;
- Local Peace committees were formed and a few of them maintained peace effectively.

Yet, the evaluation found evidence that

- only about 3.7% of funds allocated to the NPTF had reached conflict-affected women and vulnerable groups;
- more resources are required to support livelihoods of people;
- resources are needed to address the post-conflict traumas of victims of conflict and sexual violence to enable them to benefit from the compensation schemes;
- systemic barriers persist in societies that prevent most of the marginalised groups from benefitting of external support;
- selection of beneficiaries had been vulnerable to political bias;
- capacity building of authorities and civil society organisations is needed to enable women, ethnic minorities, and easily marginalised groups to access benefits;
- monitoring of the use of funds must be improved significantly;

- data collection should be disaggregated by beneficiary groups, which would strengthen the evidence-base of monitoring the flow of benefits to the most vulnerable, and help address the systemic barriers.

What happened to the results?

The report has been distributed to interested parties. The formal management response and decision await the completion of the joint evaluation report.



4.11 Meta-evaluation of decentralised evaluations in 2010 and 2011 (2012:8)



The meta-evaluation analysed the quality of decentralised evaluation reports, their terms of reference (TORs) and development cooperation as depicted in the evaluation reports of 2010 and 2011. It was a desk study. It included 41 reports and their TORs. The set of reports included 10 appraisals, 19 mid-term evaluations, and 12 final, *ex-post*/impact evaluations. The reports covered different countries, regions and sectors and included bilateral, multi-bilateral and some joint-financed interventions.

The essence of findings is highlighted in the following:

Quality of evaluation reports, their TORs and use:

- Some improvements in the quality of evaluation reports, TORs, and use of evaluation results had taken place.
- Most evaluation reports were well written with relatively solid and clear analysis sections and compliance with the TORs.
- The quality of TORs had improved, for example, poverty reduction, cross-cutting objectives and Paris Declaration principles were significantly better addressed than earlier.
- Yet, the good quality TORs did not ensure good quality evaluation reports. This result was in contrary to the 2007 and 2009 meta-analyses' results.
- There were good practice examples of follow-up on the evaluation results, but no systematic approach was in use.





Quality of development cooperation:

- The rural development and water and sanitation projects showed effectiveness and tangible results at outcome level. Impact on poverty reduction was achieved in large multi-donor projects and community forestry and environmental projects.
- However, the trend in the quality of development cooperation was concluded to be stagnant with little developments since the Meta-Analysis of 2007:
 - Planning and monitoring were generally weak;
 - definitions of objectives were inadequate;
 - indicators were not measurable; and
 - baseline studies and performance monitoring were absent.
- Efforts had been made to promote cross-cutting objectives, for example, half of the projects targeted to promote gender equality, but only in 15 % of the projects other cross-cutting objectives were promoted.
- Yet, in most sample interventions, cross-cutting objectives were absent in activities and budgets. Systematic approach in planning and implementation was missing, even when cross-cutting objectives were discussed as being objectives of interventions.
- There were good examples of projects that meet well the needs of project beneficiaries, especially the poor and easily marginalised, but too often these groups were not sufficiently in focus.

What happened to the results?

The results of the evaluation were presented in the evaluation day, December 17, 2012. The workshops that followed, looked for solutions to the weaknesses in planning and monitoring, which this meta-evaluation pointed out. Webinar presentation and management response will take place in the beginning of 2013.



5 MANAGEMENT OF EVALUATION RESULTS

The 2012 OECD/DAC Peer review of Finland’s development aid also examined the work of EVA-11. The peer review report states that EVA-11 is “an efficient and independent evaluation unit which makes the best of limited staff. According to internal evaluations the unit has provided input to the new development policy and contributed to the strong emphasis on managing for results. Finland has introduced a new management response system that makes it mandatory for management to respond to each evaluation with an action plan. Evaluation is being integrated within all guidance documents and the entire programming cycle through the case management system. This should facilitate evaluations and help Finland make better use of the results for learning and for stronger, evidence-based and forward-looking programming, management and policy making.”

5.1 Management response and decision

The evaluation norm 4/2011 defines the formal process of the management of evaluation results. Formal management response matrix with draft decisions is prepared, in consultation with relevant stakeholders. This matrix with an introductory memorandum is taken to the Development Policy Advisory Group (KEPO) for discussion and recommendations. Subsequently, a formal decision is prepared. The referee to the decision is the Director General of the Department of Development Policy, in the capacity of chair of KEPO. The Under-Secretary of State for

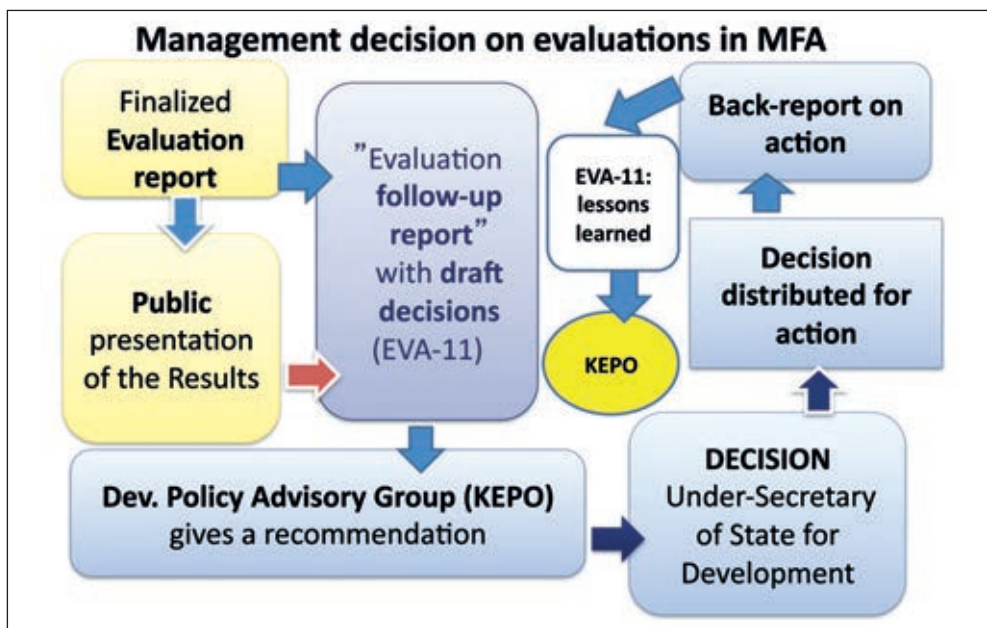


Figure 1 A schematic presentation of the process of dealing with the results of strategic evaluations commissioned by EVA-11.

Development makes the formal decision. It is distributed to those concerned for action. The formal back-reporting on the implementation of the decisions takes place within 1-2 years. Upon request by the chair of KEPO, EVA-11 makes periodic summaries of and draws lessons from the back-reports (Fig. 1).

In the decentralised systems, mainly dealing with project evaluations, the results are brought to the decision-making bodies of the projects, acted upon and reported in the regular cycle of the interventions

5.2 Communicating evaluation results

A public event is organised in Helsinki, Finland, in which the evaluation team presents the results of each evaluation commissioned by EVA-11. In 2012, web-based live presentations, “webinars”, were piloted to reach out to the embassies, different units in the Ministry and consultants overseas. The purpose of the pilots was to develop a quick and efficient communication modality which could make the evaluation results easily accessible, real-time and in a time-efficient manner also to the partner country stakeholders. The web-based presentation is recorded for later viewing. EVA-11 has used the method also *inter alia* in live meetings and capacity development sessions.

Evaluation reports are printed and disseminated widely in the Ministry and outside, including the university and major city libraries, different research bodies, NGO-organizations, and embassies of Finland. For global users, the reports are available in the Ministry’s public web-site and sent also to the OECD/DAC’s DEREc and the EU’s evaluation web-site. Free of charge hard copies can be requested from EVA-11. A relatively high number of various institutions and citizens in Finland and in other countries, request hard copies of evaluation reports even though the reports are publicly available in the electronic form.

Discussions with development communication unit of the Ministry were concluded in November 2012 to develop easily understandable briefs on each evaluation. The briefs would be placed at the public web-site of each evaluation report.

The systematic management response and formal decision, back-reporting on the implementation of evaluation results, and availability of focused training in evaluation, all have contributed to a growing use and demand of evaluation results.

6 HAVE EVALUATIONS MADE IMPACTS?

6.1 Influencing policies and strategic frameworks

Analysis of the first lot of back-reports of 16 evaluations commissioned by EVA-11 showed that evaluation results have been used and that they were available in a timely manner.

Highlights of impacts:

- The 2012 development policy is a good example of significant policy influence of evaluation results.
- Another important document is the 2012 DAC peer review report on Finland's development cooperation. It includes a significant number of direct references to evaluation results.
- The results-based approach evaluation constitutes the basis of a process which looks at the result-based management as a whole. It also contributed to the revision of Manual for Bilateral Programmes.
- The strategic framework for country programming takes into account evaluation results.
- The Action Programme for AfT was informed by the evaluation.
- A revised JPO guideline has been issued in line with the evaluation.

6.2 Closing the learning loop – lessons from back-reports

Annex 1 lists all evaluations completed by EVA-11 after the institutionalisation of the management response system. The list also includes information on the back-reporting and expected timing of these reports. So far 18 evaluations have matured for back-reporting, and 16 have been reported back.

Some major lessons learned:

- The obligation to report back on the implementation of evaluation results is an incentive to use evaluations.
- Development and change takes time. In cases where the implementation concerned a great number of stakeholders in Finland and in developing countries, the 2-year time period to implement a decision was too short.
- The cross-cutting objectives, including the HIV/AIDS, have been difficult to promote. However, the repeated emphasis on these objectives in discussions, trainings, hot-spot events, and their inclusion in every evaluation, had clearly improved awareness, conceptualization, and inclusion of these objectives in the planning of interventions. Yet, much remains to be done.
- Training on basic skills and concepts in cooperation administration should be obligatory.

- Headquarter level action was taken more promptly than change was initiated at the embassy or field level.
- Availability of evaluation results at the time they are needed is crucial.
- Outsourcing administration may not create efficiency gains but could be used to add to the expertise of a certain topic. Efficiency gains in cooperation administration could be achieved by rethinking of the working modalities, for example, by introducing electronic systems.
- Certain weaknesses in the administration of cooperation are perennial, such as poor planning of interventions, lack or inadequate clarity of objectives and measurable indicators, lack of baseline and context analysis, proper monitoring, and risk analyses.
- A number of evaluation results referring to the administration of cooperation, have been taken into account in the revised project planning guidelines but their application is not yet discernible at practical level.
- Poor use of national systems may be attributable to weak capacity in cooperating institutions. This has not adequately been taken into account in planning.
- Finland has been influential in multi-donor cooperation and acted as coordinator or leader in a number of processes at the country level.



7 HOW ARE EVALUATIONS DONE?

Planning

The 4-year rolling plan of EVA-11 offers flexibility and improves the utility of evaluations. Experience shows that evaluation results become meaningful, when the timing is right. The Development Policy Advisory Board is informed of the plan, after the Under-Secretary for Development has approved it for each year at a time. EVA-11 also collects the decentralised evaluation plans. The decentralised evaluations are compulsory features of project plans. These evaluations are decided upon by the responsible units of the Ministry within the management structures of interventions.

Resources

During the biennium 2011-2012, the annual budget of EVA-11 was € 2 080 000. The budget share of evaluation was about 2.5% of the total ODA of Finland. The budget is expected to stabilize at this level for the next few years. EVA-11 faced long absence and change of key evaluator staff in 2011 and 2012. The total number of current staff is five.

Independence

All evaluations are carried out by external independent experts selected through competitive bidding. EVA-11 serves as the evaluation manager and contributes to the quality control of the evaluation process and products. Evaluation reports are published in the name of their authors which underlines the independence of the evaluation process.

Standardised process and quality assurance

Standard models for EVA-11's evaluation processes have been developed. Basically there are two processes, one with field study phase and one without:

- Start-up meeting and note
- Inception phase and inception report
- Desk study phase and draft desk report
- Interview plans
- Field phase
- Back-from the field briefing
- Reporting phase, Draft final report
- Comments from a wide circle of stakeholders
- Finalisation phase, Final report
- Public presentation of the results by the evaluation team
- Webinar with stakeholders (optional)

All deliverables are subject to EVA-11's approval before the evaluation process proceeds to the next step. Payments to the consultants are sequenced and tied to

the approval of deliverables. Each of the evaluations includes two external senior quality assurance experts who peer monitor and comment on each deliverable during the evaluation process. The final evaluation reports commissioned by EVA-11 are subjected to anonymous peer reviews by two senior experts, one from the “North” and one from the “South”. Meta-evaluations commissioned by EVA-11 are modality to develop the quality of the centralised and the decentralised evaluations.

Seeking efficiency through pilots

EVA-11 has a strategic approach in seeking alternative methods of work for efficiency. Joint approaches have been piloted which use synergies between evaluation tasks. In 2010-2012, EVA-11 piloted three evaluation processes and management models. The can be characterised as follows:

Umbrella evaluation A common theme of Sustainable Development and Poverty (Evaluation reports published as 2010:4; 2010:5 I, II, III; 2011:1; 2012:4), included four separate evaluation sub-themes and teams with a common Terms of reference (TOR), coordination meetings, and joint interviews. Mixed team meetings were used whenever possible. The evaluation processes were separate for each of the sub-evaluations, so that the inception reports and other reports were theme-based. The Synthesis evaluation was one of these four evaluations (2010:4). The other three evaluation reports were included in the resource pool of 22 reports, commissioned from 2008 to 2010, and analysed in the Synthesis evaluation.

Together independently The country evaluations of Nicaragua, Nepal and Tanzania (Evaluation reports 2012:1, 2, and 3) were performed by one large team composed of country-specific sub-teams. The team leader and the TORs were common. Each of the country evaluations produced their specific inception reports, and other reports under the supervision and leadership of the common team leader. The process resulted in three individual country programme evaluation reports and a summative policy brief report which combined the major common findings of the country programme evaluations.

Two in one Local governance evaluation (2012:5) comprised two separate evaluations, one focusing on only one specific programme and the other examining 10 other interventions of local governance and decentralization. Both evaluations were carried out in parallel by the same team, without sub-division of the team, and led by one team leader. The TORs contained, however, separate sections of evaluation questions for the two parts. Accordingly, separate inception reports were produced, yet, under a common approach. The country visits were done in five African countries so that the

team spread itself between the countries, and examined the tasks of both parts of this evaluation in parallel.

These piloted evaluation modalities and processes are being examined in terms of their utility, efficiency gains and horizontal information sharing and coordination between evaluations with thematic similarities.

Evaluation guidelines

The revision of the evaluation guidelines of 2007 was started in 2012. “Hearing” sessions for Ministry’s staff and for consultants were organised. The work will continue in 2013.





8 EVALUATION CULTURE REQUIRES CAPACITY

8.1 Training

In addition to the help-desk service, EVA-11 has invested the time and capacity of the senior adviser in training MFA staff. Also templates and matrix tools have been developed to guide evaluations. These activities help strengthen the evaluation culture which has added to the internal demand for evaluations.

A new cycle of evaluation training started in 2012. It is now integrated into the advanced development cooperation training, held twice a year. Trainings in English are also regularly offered. In 2012, evaluation forum was organised for directors of units in the Ministry. Training for independent consults was also organised. In 2011, a training session was held in the embassy in Bangkok. Real world impact evaluation training was organised in October 2012, facilitated by two international experts.

8.2 Joint initiatives

Finland is the chair of the Evaluation Capacity Development (ECD) Task Team of DAC-EVALNET. Engagement in international evaluation capacity-building processes has enabled EVA-11 to establish useful contacts with evaluation functions of partner countries and international organisations. These contacts are useful in partner-led joint evaluations.

In September 2011 Finland supported UNDP and the Public Service Commission of South Africa on the National Evaluation Capacity Conference. The conference focused on use of evaluation in decision making for public policies and programmes. In January 2012 support was rendered to the African Evaluation Association (AfREA) to organize a continent-wide evaluators' conference. The European Evaluation Society (EES) was supported to be able to invite participants from the developing partner countries to join the biannual conference held in Helsinki in October 2012.

In late 2011 an agreement was reached with UNICEF and the International Organisation for Cooperation in Evaluations (IOCE) to support the preparation of the EvalPartners initiative. EvalPartners aims at strengthening civil society evaluation capacity, in order to fortify the voice of civil society in policy-making. Finland will also contribute to the implementation of the work plan that emerged from the workshop held in Thailand in early December 2012.

The African Development Bank (AfDB) initiated discussions with EVA-11 on possible cooperation in evaluation capacity building of partner countries. The unit responsible for AfDB in the Ministry is also involved.

9 EXCHANGE AND OUTREACH

The annual evaluation day was organised on 17th of December 2012. The topic of discussions and workshops was drawn from the meta-evaluation of decentralised evaluations (Evaluation report 2012:8). The day focused on planning, monitoring and results of interventions.

In addition to cooperation contacts mentioned in section 8, EVA-11 was contacted by a delegation from the Korean Institute for Development. The request concerned the modalities how EVA-11 performs meta-analyses. Subsequently, a 3-day session was organized in Helsinki with the 4-member Korean team.

EVA-11 has taken part in the regular annual work of the Nordic+ evaluation group, the OECD/DAC EvalNet and the Heads of Evaluation meetings of the European Union (EUHES). In the autumn 2012 EVA-11 participated in a workshop organized in the UK which was focused on communicating evaluation results.







RELEVANT DOCUMENTATION

Evaluation reports 2011–2012

All the evaluations from recent years are available at:

<http://formin.finland.fi/developmentpolicy/evaluations>

Evaluation report 2011:1 Evaluation of the Sustainability Dimension in Addressing Poverty Reduction: Finnish Support to Energy Sector

<http://formin.finland.fi/public/default.aspx?contentid=229168&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2011:2 Results-Based Approach in Finnish Development Cooperation <http://formin.finland.fi/public/default.aspx?contentid=233028&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2011:3 The VERIFIN Training Programme <<http://formin.finland.fi/public/download.aspx?ID=86013&GUID=%7b8DD3C825-EFB3-4338-8B9F-713AF2CA0BD7%7d>>

<http://formin.finland.fi/public/download.aspx?ID=86013&GUID={8DD3C825-EFB3-4338-8B9F-713AF2CA0BD7}>

Evaluation report 2011:4 Finnish Aid for Trade

<http://formin.finland.fi/public/default.aspx?contentid=238898&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2011:5: Junior Professional Officer (JPO) Programme

<http://formin.finland.fi/public/default.aspx?contentid=240520&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:1 (Special edition) Policy Brief. Country Programmes between Finland and Nepal, Nicaragua and Tanzania

<http://formin.finland.fi/public/default.aspx?contentid=244268&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:1: Country Programme between Finland and Nicaragua

<http://formin.finland.fi/public/default.aspx?contentid=239873&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:2: Country Programme between Finland and Nepal

<http://formin.finland.fi/public/default.aspx?contentid=240706&nodeid=15454&contentlan=2&culture=en-US>

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<http://formin.finland.fi/public/default.aspx?contentid=241147&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:4: Finnish Concessional Aid Instrument
<http://formin.finland.fi/public/default.aspx?contentid=243877&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:5 Finnish support to development of local governance
<http://formin.finland.fi/public/default.aspx?contentid=247566&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:6 Nordic Influence in Multilateral Organizations: A Finnish Perspective
<http://formin.finland.fi/public/default.aspx?contentid=260062&nodeid=15454&contentlan=2&culture=en-US>

Evaluation report 2012:7 Finland's Contribution to Building Inclusive Peace in Nepal 10/16/2012
<http://formin.finland.fi/public/default.aspx?contentid=260055&nodeid=15454&contentlan=2&culture=en-US>

Development Policies

Development policy programmes of Finland are available at: <http://formin.finland.fi/public/default.aspx?nodeid=15457&contentlan=2&culture=en-US>

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Others

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OECD/DAC 2012 *Review of the Development co-operation policies and programmes of Finland*. <http://www.oecd.org/dac/peerreviewsofdacmembers/finland.htm>

OECD/DAC *Evaluation database DeREC* <http://www.oecd.org/derec/>

EVA-11 2011 Biannual report 2009-2010 <http://www.formin.finland.fi/public/default.aspx?contentid=231007&nodeid=15454&contentlan=1&culture=fi-FI>

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12 bottom	Laura Rantanen, Village pedestrian and bicycle way in Narok, Kenya
14 top	Matti Nummelin, cover photo of report 2011:4
14 bottom	Laura Rantanen, Kenyan woman working on the field
16 top	Tatiana Heiskanen, cover photo of report 2011:5
16 bottom	Marja-Leena Kultanen, Innovation programme, Vietnam
18	Outi Einola-Head, Martti Lintunen, Martti Lintunen, cover photos of the reports 2012:1, 2, and 3, respectively
22 bottom	Outi Einola-Head, Indian village in Nicaragua has got electricity by water power plant
23	Matti Nummelin, cover photo of report 2012:4
24 bottom	Dana Smillie/World Bank, Equality
25 bottom	Anonymous, cover photo of report 2012:5
27 bottom	Matti Nummelin, cover photo of report 2012:6
28	Martti Lintunen, cover photo of report 2012:7
30	Simone D. McCourtie/World Bank, Women waiting for children from school in Nepal
31 bottom	Martti Lintunen, cover photo of report 2012:8
32 bottom	Narenda Shrestha, Small boy at boy's back
36 bottom	Laura Rantanen, Trucks of Nakumatt-marketchain in Kenyan countryside
39 bottom	Laura Rantanen, Waste flow in Kibera slum, Nairobi
40	Nyaya Health, Woman working at field, Nepal
42	Taru Ollila, 'Hoe', JPO in Nepal
43 top	Ritva Parviainen, Culture festival in the island of Mocambique
43 middle	Nyaya Health, Women at the field in Nepal 2009
43 bottom	Pasi Riikonen, Crafting furniture in Kibera slum, Nairobi, Kenya
44 upper left	© EIF, Aid for Trade, Woman pressing green mass
44 upper right	Marja-Leena Kultanen, Sita Pariyar encouraging women to act as groups and taking responsibility in Nepal
44 middle left	© EIF, Aid for Trade, man and plants
44 middle right	© EIF, Aid for Trade, woman and fruit baskets
44 bottom	Antti Vuojolainen, Embassy of Finland in Abuja, Nigeria

Annex 1 Records of management response and back-reporting with archived document identification codes.

Colour code: green = reported; blue = response dealt with in the respective unit; red = not reported; grey = to be reported in 2012; light orange = reporting in 2013; light turquoise = reporting in 2014; no colour 2015 or later

^{*)} The discussion of management response and draft decisions moved 1.1.2011 from the Quality Group of development cooperation to the Advisory Board of Development Policy (KEPO).

Evaluation	Quality group or KEPO and Decision	Back-reporting
Finnish Partnership Agreement Scheme Evaluation report 2008:1	Quality Group: ^{*)} 27.6.2008 Decision: 1.9.2008 HEL7178-40	Back-report: HEL7560-13 30.8.2011
Local Cooperation Funds Evaluation report 2008:2	Quality Group: 29.8.2008 Decision: 1.9.2008 HEL7178-42	Back-report: HEL7394-40 6.9.2011
Evolving New Partnerships between Finland and Namibia Evaluation report 2008:3	Quality Group: 14.11.2008 Decision: 14.11.2008 HEL7178-70	Back-report: HEL7667-45 26.9.2011
FIDIDA: An example of outsourced service Evaluation report 2008:4	Quality Group: 16.1.2009 Decision: 6.2.2009 HEL7692-10	Back-report: HEL7551-21 10.8.2011
Finnish NGO-foundations Evaluation report 2008:5	Results discussed between the respective unit and the foundations	No formal back-reporting
The Cross-cutting Themes in the Finnish Development Cooperation Evaluation report 2008:6	Quality Group: 16.1.2009 Decision: 6.2.2009 HEL7178-4	Back-report: HELM120-15 30.8.2011
Kosovo Country Programme Evaluation report 2008:7	Quality Group: 13.2.2009 Decision: 26.2.2009 HEL7178-7	Back-report pending; deadline was February 2011
Finland's Development Cooperation in Central Asia and South Caucasus Evaluation report 2009:1	Quality Group: 13.2.2009 Decision: 26.2.2009 HEL7178-8	Back-report: HEL8189-17 17.3.2010

Agriculture and Rural Development. A Preliminary Study Evaluation report 2009:2	not applicable for preliminary studies	not applicable for preliminary studies
Support to Development Research Evaluation report 2009:3	Quality Group: 04.10.2009 Decision: 3.11.2009 HEL7692-113	Back-report: HELM406-41 26.10.2011
Meta-analysis of Development Cooperation on HIV/AIDS Evaluation report 2009:4	Quality Group: 18.9.2009 Decision: 13.10.2009 HEL7178-130	Back-report: HELM120-29 26.09.2011
Finnish Aid in Western Kenya; Impact and Lessons Learned Evaluation report 2009:5	Quality Group: 11.12.2009 Decision: 19.1.2010 HEL7178-4	Back-report: HEL7674-3 19.01.2012
DEMO Finland Development Programme (DEMO) Evaluation report 2009:6	Quality Group: 30.10.2009 Decision: 3.11.2009 HEL7692-114	Back-report: HELM406-42 26.10.2011
The North-South-South Higher Education Network Programme Evaluation report 2009:7	Quality Group: 4.12.2009 Decision: 9.12.2009 HEL7692-121	Back-report: HELM406-26 28.09.2011
Natural Disasters, Climate Change and Poverty Evaluation report 2009:8	Quality Group: 23.4.2010 Decision: 23.04.2010 HEL8328-28	Back-report: 31.10.2011 inserted in Annex 1 of the decision; sent to archives with Aski, HEL7517-45 8.11.2012
Meta-analysis of Development Evaluations Evaluation report 2009:9	Quality Group: 12.2.2010 Decision: 7.5.2010 HEL7690-6	Back-report: 9.1.2012 HEL7240-1
The Transition towards a new Partnership with Egypt Evaluation report 2010:1	Quality Group: 10.12.2010 Decision: 4.1.2011 HEL7846-4	Back-report: January 2013
Development Cooperation with Ethiopia 2000-2008 Evaluation report 2010:2	Quality Group: 3.9.2010 Decision: 8.10.2010 HEL7846-79	Back-report: October 2012 (pending)

The Finnish Development Cooperation in the Water Sector Evaluation report 2010:3	Quality Group: 13.8.2010 Decision: 30.9.2010 HEL7846-57	Back-report: HELM765-6 31.10.2012
Sustainability in Poverty Reduction: Synthesis Evaluation Report 2010:4	KEPO ^{*)} : 26.1.2011 Decision:16.2.2011 HEL8328-15	Back-report: February 2013
Finnish Support to Forestry and Biological Resources Evaluation Reports 2010:5 I, II, III	KEPO: 23.2.2011 Decision: 25.3.2011 HEL8328-29	Back-report: March 2013
Agriculture in the Finnish Development Cooperation Evaluation Report 2010:6	Quality Group ^{*)} : 27.9.2010 Decision: 8.10.2010 HEL7846-78	Back-report: HEL7846-23 13.11.2012
Finnish Support to Energy Sector Evaluation report 2011:1	KEPO: 9.3.2011 Decision:10.3.2011 HEL7846-25	Back-report: March 2013
Results-based Approach in Finnish Development Cooperation Evaluation report 2011:2	KEPO: 6.4.2011 Decision: 6.5.2011 HEL7846-41	Back-report: May 2013
VERIFIN Training Programme on Chemical Weapons Evaluation report 2011:3	In line with the by-law 4/2011, §8, on evaluations the results have been dealt with in the management structure of the programme. Ref: Quality group 27.4.2012 [UH2012-007699] and Memorandum 20.4.2012 UH2012-007135	Follow up will be within the reporting system of VERIFIN programme (Norm 14/2011, §8)
Finnish Aid for Trade Evaluation report 2011:4	KEPO: 14.3.2012 Decision: 21.03.2012 HEL7517-21	Back-report: March 2014
Junior Professional Officer Programme Evaluation report 2011:5	KEPO: 27.10.2011 Decision: 1.11.2011 HEL8392-15	Back-report: November 2013

Country Programme between Finland and Nicaragua Evaluation report: 2012:1	KEPO: 28.03 Decision: 18.4.2012 UH2012-006881 The decision applies to all the three country programmes (Nicaragua, Nepal and Tanzania and the Policy brief)	Back-report: April 2014 on all three country programmes and the policy brief
Country Programme between Finland and Nepal Evaluation report 2012:2	pls see above	pls see above
Country Programme between Finland and Tanzania Evaluation report 2012:3	pls see above	pls see above
Policy Brief: Evaluation of country programmes between Nicaragua, Nepal and Tanzania Special edition 2012:1	pls see above	pls see above
Finnish Concessional Aid Instrument ER 2012: 4	KEPO: 18.5.2011 Decision: 6.10.2011 HEL7357-12	Back-report: October 2013
Finnish Support to Development of Local Governance Evaluation report 2012:5	KEPO: 16.05.2012 Decision: 4.6.2012 UH2012-010487 [part II, Annex 6 of the evaluation, has been dealt with in the management structures of the respective programme]	Back-report: June 2014 [Back-report on the Programme in Annex 6 will be reported on within the context of the programme]

<p>Nordic Influence in Multilateral Organizations: A Finnish Perspective Evaluation report 2012:6</p>	<p>[will be discussed in KEPO when the wider joint-evaluation will be completed] [will be discussed in KEPO when the wider joint-evaluation will be completed]</p>	<p>TBD [depends on the timing of the KEPO-discussion in 2013] TBD [depends on the timing of the KEPO-discussion in 2013]</p>
<p>Finland's contribution to Building Inclusive Peace in Nepal Evaluation report 2012:7</p>	<p>[will be discussed in KEPO when the wider joint-evaluation will be completed] [will be discussed in KEPO when the wider joint-evaluation will be completed]</p>	<p>TBD [depends on the timing of the KEPO-discussion in 2013] TBD [depends on the timing of the KEPO-discussion in 2013]</p>
<p>Meta-evaluation of decentralised development evaluations in 2010 and 2011 Evaluation report 2012:8</p>	<p>[management response and decision in early 2013]</p>	<p>Back-report: 2 years after the decision</p>



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