

B - Governing Document

Policy for Evaluation



Approved by: The Board of Directors

Date approved: 15.09.2022



Introduction

The Evaluation Policy addresses Digni's primary objectives and principles for evaluation. The practical guidance for monitoring, evaluating and following up partners and projects is covered by Digni's Project Manual.

The objectives of evaluation

Digni has two primary objectives for evaluations:

1. **Learning:** Evaluations shall be a systematic and participatory effort with the goal of learning at all levels: From rights holders, to project, to partner, to member organisation and Digni. Digni's goal is that learning should contribute to networking, inspiration and good results.
2. **Control:** The purpose of evaluations is to provide an objective and systematic assessment of the achievement of the intended results of the intervention and to document that funds have been used in accordance with agreements and guidelines.

Digni's approach to evaluation

Evaluations are carried out to foster systematic learning and contribute to development. First and foremost, evaluations and their results should be useful for the people who work in the projects and project participants. At the same time, evaluations are a key tool for assessing and verifying the short-term and long-term achievement of the intended results and that funds have been spent pursuant to agreements and in accordance with guidelines. The consideration of learning and control is emphasised to different degrees, depending on the primary objective of the evaluation.

Digni encourages innovative and creative methods for conducting evaluations. At the same time, there is a need for certain parts of the evaluations to follow a standardised template, in order to ensure that the results achieved by all Digni-supported projects are assessed in a systematic and comparable manner. The guidelines in Digni's Project Manual ensure that the evaluation work complies with the guidelines of Norad and the Organisation for Economic Co-operation and Development (OECD) at all times.

A distinction is made between decentralised project evaluations that primarily contribute to learning, development and performance measurement in the individual project, and overall evaluations that help document Digni's overall goal attainment in accordance with what is contractually stipulated with Norad.

Principles

Learning: Learning in the form of reflections and cooperation should be central, both in the planning phase, in the implementation itself and once the results are achieved. The focus should be on how to

systematically work together with learning and the follow-up of recommendations – in every link of the Digni chain.

Participation: Relevant actors must be able to actively participate in the planning, implementation and follow-up of evaluations. The degree of participation depends on the type of evaluation. Good opportunities must be provided for relevant stakeholders to comment on drafts and provide feedback. The presentation of findings must be conducted in a way that enables as many people as possible to participate. It is important to have an extra focus on the inclusion of marginalised groups, in order to ensure that their voices are heard. Participation and cultural sensitivity must be viewed in context and assessed according to the individual context.

Added value: Digni believes that Digni's members and their partners have added value in the work they support and implement. This is an important part of these organisations' distinctive character, but can be difficult to measure and document. Evaluations should therefore explore and include an assessment of the added value and distinctiveness of those evaluated.

Power analysis: It is important to be aware of the various power relations that exist at any given time in different societies, cultures, and projects, and among partners, members and Digni. A power analysis is a prerequisite for promoting participation and preventing discrimination. An uneven balance of power can affect access to information and hinder opportunities to constructively contribute to an evaluation process.

Dignity: Human dignity should always come first, including when conducting evaluations. Human rights must be taken into account, and everyone involved must be aware of these. Language, culture and religion must be taken into account.

Ethics: Digni's Code of Conduct must be taken into account and attached to all agreements with external consultants who conduct evaluations on behalf of Digni, be it organisational reviews or thematic/strategic evaluations. Digni expects member organisations to ensure reference to ethical standards/Code of Conduct when they sign agreements with external consultants who conduct evaluations of activities with support from Digni.

Control: In line with Digni's mandate for the quality assurance of development aid, Digni is required to monitor that the interventions financed with Norad funds are implemented in accordance with signed agreements and comply with applicable guidelines. External evaluations are an important tool for documenting this.

Public access: All external evaluations are public. This helps to strengthen credibility and independence.

Responsibilities

Digni's Board of Directors is responsible for:

- Ensuring that systematic efforts are made to ensure that learning and results from external evaluations are distributed and followed up by Digni's secretariat, so that they can promote learning within projects and among partners and members.
- Systematic efforts are made to document and assess the achievement of results and changes through external evaluations

Implementation

Digni's secretariat is responsible for:

- Ensuring that there are guidelines for evaluation at the project and programme level, that these are in line with Digni's Evaluation Policy, the requirements from Norad, and the guidelines from the OECD, and that these guidelines are complied with in the project follow-up.
- To ensure that member organisations and their partners have adequate organisational systems and procedures that ensure good project management and resource management, including by initiating and conducting organisational reviews in accordance with applicable procedures.
- To initiate overall thematic and/or strategic evaluations, among other things to evaluate long-term effects, to increase learning from competence building among members and partners and to be able to report on Digni's overall results in accordance with Digni's cooperation agreement with Norad.

Members and partners are responsible for:

- Planning, implementing and following up project evaluations in accordance with applicable guidelines.
- Making themselves available for organisational reviews in accordance with Digni's procedures.
- Participating in thematic/strategy evaluations initiated by Digni, as well as evaluations initiated by Norad.