



**Organisational Performance Review
Norwegian Students' and Academics'
International Assistance Fund, SAIH**

Norad

Norwegian Agency for Development Cooperation

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

Ruseløkkveien 26, Oslo, Norway

Phone: +47 22 24 20 30 Fax: +47 22 24 20 31

Layout and print:

ISBN

ISSN 1502-2528

The Norwegian Agency for
Development Cooperation



Organisational Performance Review of Norwegian Students' and Academics' International Assistance Fund, SAIH

Oslo, October 2009

written by

Karen Brit Feldberg
LINS/HIO

member of team
Eli Koefoed Sletten
Norad

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ABBREVIATIONS

CEIMM	Centro de Estudios e Información de la Mujer Multitécnica (Centre for Intercultural Women's Studies)
CBU	The Cobberbelt University
CEDEHCA	Centro de Derechos Humanos Ciudadanos y Autónomos (Centre for Human, Civic and Autonomous Rights)
CSA	Centre for the Study of Aids, University of Pretoria
FADCANIC	Fundación para la Autonomía y el Desarrollo de la Costa Atlántica de Nicaragua (the Foundation for Autonomy and Development of the Atlantic Coast of Nicaragua)
FOKUS	Forum for Women and Development
GEA	Gender and Empowerment Assessment
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immuno Deficiency Syndrome
LFA	Logical Framework Approach
NGO	Non-Governmental Organisations
ODW	Operation Dayswork
OPR	Organisational Performance Review
PLWHA	People Living With HIV/AIDS
SAIH	Norwegian Students' and Academics' International Assistance Fund
SRR	Sexual and Reproductive Rights
UNZA	University of Zambia
URACCAN	Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense
YVZ	Youth Vision Zambia
ZARAN	Zambia AIDS Law Research & Advocacy Network
ZNWL	The Zambia National Women's Lobby

EXECUTIVE SUMMARY

An organisational performance review (OPR) of SAIH was decided to take place shortly after the start of the fourth frame agreement for the period 2009 – 2012 between Norad and SAIH. The OPR is part of Norad's quality assurance system and the content and recommendations will be used by Norad in their dialogues with SAIH regarding the approach to and prospects of future funding. The OPR team consisted of two persons, one external consultant and one from SIVSA in Norad. The review bases its conceptions on the experiences expressed by central stakeholders about the previous programmes and on their expectations about the new programmes. It is further based on the guidelines presented by Norad, the SAIH strategy and principles, programme documents, reports and evaluations.

The main purpose of the SAIH OPR was to assess SAIH's professional and technical, organisational, management, financial and administrative qualifications for achieving planned results in collaboration with its partners, in a cost-effective and efficient manner.

In the work with the SAIH OPR the team used three **methodological approaches** for gathering information: *document studies, interviews* with relevant SAIH and Norad personnel and *field visits with interviews and observations* with local contacts and partners of SAIH in Zambia and South Africa from 25.05 – 3.06. 09 (Lists of documents, interviews and programme for the field visit are attached in annexes 2,3 and 4). Time limits for the OPR and the length of the field visit made it necessary to restrict both the number of interviews and the reading of reports to the selection the team found most informative. All the partner organisations in Zambia and South Africa were visited. Authorities and other NGOs could have been interesting to include, but were not given priority. SAIH is not often in direct contact with the authorities in the countries where they operate. The field visit was planned on short notice and meetings with the most relevant NGOs were not possible. Eventually, an advisor in the CHANGES 2 Program of USAID provided valuable contributions through discussions and comments to the report. Two central and experienced representatives of the cooperating partners from Nicaragua were interviewed at SAIH's main office. They gave valuable insights into the work in Nicaragua that complemented the impressions from the fieldwork in Zambia and South Africa and widened the perspectives on SAIH's work in general.

SAIH has had a **vision and strategy** based on the same core elements through the years of their existence since 1961, connected to solidarity and liberation through education. Their main focus groups are young people, between 15-35 years of age, and young women and indigenous people especially. SAIH is an organisation of students and academics. They have a broad base in the Norwegian society through their 130 000 contributors in all the Norwegian universities and university colleges. The president and two vice-presidents of SAIH sit on the Board and work full time for SAIH, securing good contact between the members, the Annual Meeting and the Secretariat.

SAIH has two main thematic areas:

- Professional enhancement and democratisation of education
- Political and social participation

In addition, two underlying crosscutting themes are integral to SAIH's development work:

- Women's participation and gender equality
- Sexual and reproductive rights

SAIH aims at concentrating their activity geographically and thematically to be able to operate on a sound professional base in areas where they hold the necessary expertise. They further aim long-term relationships with their partner organisations. They are now working in five countries in Southern Africa and Latin America; Nicaragua, Bolivia, South Africa, Zambia and Zimbabwe. The overall impression is that all the programmes and projects conform to the main goals and themes found in the main strategy. The impressions of the OPR team were naturally strongest about programmes and projects they came in direct contact with.

SAIH has a comprehensive and relatively horizontal **organisational structure**. The Annual Meeting and the Board take decisions on the main strategy and the long term plans and applications to Norad. The Secretariat and the Programme Advisor take decisions at programme and project level in close cooperation with the local partners. The partners are informed at all levels and may comment on the Strategic Plan before finalization. The main strategy is binding for 5 years. This can mean little flexibility towards demands from local partners. However, the strategy deals only with the overall principles. Projects are worked out by the local partners following a format provided by SAIH. This format conforms to the directions and guidelines SAIH follows regarding Norad. SAIH has done substantial work to secure that all important Norwegian policies are reflected in all their work.

An evaluation and result based management culture is secured through good administrative routines and procedures. SAIH has introduced application forms the partners can follow. All the local partners' plans and applications have defined objectives, activities, outputs, outcomes, indicators etc. Also regular reporting assures a result based management culture. SAIH has a program for mid-term and final evaluations to ensure regular follow-up. Two recent evaluations were looked into by the OPR team. Both came out with positive general conclusions. Recommendations on certain issues to improve were directed to the content of the projects more than to how SAIH performed their work.

Capacity building in development cooperation and result-based management culture is achieved by SAIH through supervision and dialogues with local partners during the visits by the programme advisor and continuous contacts by mail and phone. This could be improved and followed up by more systematic training and provision of materials about LFA, development of indicators etc, as was demanded by the partners interviewed.

SAIH's cooperation with local partners is based on their selection of experienced partners with an influence among the target groups in their local society. The expansion to Zambia was set up after projects in South Africa had been closed down and SAIH wanted to strengthen their activity in Southern Africa. The choice of Zambia and also of partners in Zambia was made after thorough investigations and a final baseline study.

SAIH is conscious about transparency in their way of working. Their relationship with their partners is characterized by an open and trusting atmosphere. The working procedures are clear and the continuous contact has established confidence between the partners. The visits by the programme advisor are highly valued by all the partners. Learning and capacity building, monitoring and control take place in an open atmosphere, securing good relations between SAIH and the local partners.

The balance can often be difficult to strike between monitoring and control. SAIH is a strong partner, with a very sound system of control of their activities. This is also demanded of them

by Norad. The OPR team received only positive descriptions of the programme advisor's work in Zambia. Still, the OPR team find the dominant position of a donor worth mentioning as a reflection that SAIH always should be aware of.

The cross-cutting themes are well represented in all the programmes and project plans. It is the partners' obligation to execute the planned activities. SAIH is following up on how this is done in the dialogues between the programme advisor and the local partners. SAIH works through a set of forms and guidelines which clearly reflects what Norad requests in their contract and instructions. The programme advisor uses time during the three-times-a-year-country visits to explain and give instructions. A check list on how to secure women's participation in the project cooperation, a "mini handbook" on the integration of environmental concerns into the projects and also other tools, such as the Gender and Empowerment Assessment (GEA) manual are used by SAIH.

SAIH invites all their local partners to joint meetings during the programme advisor's visit. This was highly appreciated as an important networking possibility. The network in Southern Africa with yearly meetings under the label "Imagined Futures" was also experienced as very positive, both for learning, new information and exchange of experiences. The local partners now want to expand this activity to more than one meeting a year. The OPR team saw important possibilities in these networking activities that could lead to stronger South-South relations and sustainability beyond SAIH's contributions.

The OPR team would have expected SAIH to cooperate more with the students' organisations at the Universities in Zambia. We understand the reasons for not financing a project yet, but would recommend keeping close contact with the students for eventually establishing a more concrete programme in the near future.

SAIH does not have any specific **exit-strategies**. The main objective of SAIH is to be a long-term partner. Still, it is documented that they follow closely the development cooperation debate and have changed their work in accordance with the internal discussions in SAIH. SAIH is also alert about political changes and consequent mismanagement and the organization is prepared to change its activities if necessary.

SAIH has excellent **management routines and procedures** and elaborate them into their operational work with distinct reference to their own strategy. SAIH underwent an organisational review a few years ago that clarified roles and responsibilities between the Annual Meeting, the board and the secretariat. Good routines are in place for reports from partners, both narrative and financial. This is followed up by visits of the Norwegian programme advisor for regular dialogue and consultation.

SAIH focus strongly on transparency in all their work. All plans, budgets and accounts are publicly exposed. Their own budgets and accounts are transparent and easily available for control, by Norad, their members and for the OPR team. They recommend the same policy to their partners.

Risk assessment was a concern described in the project plans and applications to SAIH from the local partners and discussed during the interviews of the OPR team, both with SAIH and the local partners. Main areas of concern were connected to political instability and change of government, financial crises and inflation and natural disasters. Fragility in the partner organisation is also a risk SAIH is into consideration when they select partners.

The financial reporting system looks comprehensive and solid at all levels of the system. Activity based budgets and accounts make the processes easy to follow. All project costs are controlled by the programme advisor. All projects have worked out activity based detailed budgets and accounts that follow the activity plans and results chains. Regular follow-up and control is executed by the local partners and by the programme advisor through the regular reporting system and through discussions. All the partners had established separate bank accounts for the SAIH funds.

The use of resources and cost-effectiveness seem to be satisfactory. SAIH's policy states that 70 % of the contributed funding shall be used for project activities and not more than 30 % for administration and information. This is put into practice and has resulted in a situation where NOK 8, 359 million of unused funds has accumulated in SAIH bank accounts. This gives SAIH freedom to work independently of further contributions from Norad or others. Still, this is a very high sum compared to the total budget. SAIH is advised to discuss how these resources can be used more actively.

The administrative costs are kept at the level prescribed by Norad. All costs in the administrative budget seem to be modest compared to the activity level. Also the travel expenses seem to be cost-effective in view of the importance and benefits of the field visits.

SAIH keeps continuous **contacts with other actors** working in the same fields in the countries they operate. They also keep good contact with the Norwegian embassies, a practice which is highly appreciated by the embassies.

The overall conclusion is that SAIH is a solid and professional organisation that makes a valuable contribution to development cooperation. They contribute added value both through their idealism and solidarity attitudes, their comprehensive and cost-effective management system and working practices, and also their knowledge about development issues. Further SAIH's added value is related to how they perceive their partners as being equal partners. Good connections between their main strategy and the content of the projects can be confirmed.

SAIH also has as a policy of long-term commitment to a few selected countries to be a long-standing and reliable partner with good knowledge and competence of the country they work in, as they regard knowledge of country and context as important in providing good contributions.

A significant advantage is also their learning attitude, openness to new ideas and a willingness to adapt new practices and to conduct good quality analysis.

The solidarity work that is performed by the members and contributors to SAIH is most valuable for the support to development cooperation and solidarity in Norwegian society. This is clearly inspired by and connected to the development work of SAIH and the connection between SAIH's development work and SAIH's information work is most important to keep and continue.

The main recommendation is therefore that SAIH should be supported by Norad to continue their work very much in the way they do now. Some points are suggested that Norad should take up and discuss with SAIH. Some recommendations point to elements that SAIH is

advised to reflect on and eventually consider changing. They are mainly concerned with the choice of themes, ways to include more training and capacity building and expansion of the networking activities between the local partners. The recommendations can be found in part 4.

1. INTRODUCTION

1.1 Background for the review

Norad has decided to carry out organisational performance reviews (OPR) of partner organisations regularly every fourth year. These reviews are part of Norad's quality assurance system of cooperation with and support to non-governmental organisations (NGOs). Recommendations from the review will be used as a contribution to the future dialogue with the organisation, and will constitute a base for deciding on approach and prospects of future funding.

SAIH has been a cooperating partner with Norad for approximately two decades and has recently entered into their fourth frame agreement for the period 2009-2012, with a tentative annual grant of NOK 18 150 000. The annual grant level in the previous frame agreements was 16 – 17, 5 million Norwegian kroner. In addition, SAIH has since 2007 received funding from the Oil for Development budget scheme for a project in Bolivia, with a total amount of NOK 2 088 000. Further, SAIH has funding from FOKUS for a programme for Nicaragua and South Africa, and from OD. SAIH also has an information framework agreement with Norad for the period 2007-2010, with the amount of NOK 675 000 for 2009.

The OPR of SAIH took place shortly after the signing of a new contract period from 2009 – 2012. The team consisted of two persons, one external consultant and one from SIVSA in Norad. The review based its enquiry on the experiences expressed by central stakeholders about the previous programmes and on their expectations about the new programmes. It is further based on the guidelines presented by Norad, the SAIH strategy and principles, programme documents, reports and evaluations.

Norad has developed “Guidelines for support to civil society organisations” from 2001. In May 2009 they produced “Principles for Norad's support to Civil Society in the South”. Both the documents will be taken into consideration, since the Guidelines have been guiding the work up to now, and the new Principles will be the main guiding document in the future. The two documents have many things in common, but differ on certain issues and principles. The 2009 principles have a more general form than the previous 2001 guidelines, with six general principles. The document emphasizes the rapid changes in the world and the importance of flexibility to adjust activities according to needs felt by the partners. Still, organisations must be able to document results of their work and show that they represent an added value. The need for SAIH to show results and have control of finance and activities and at the same time be flexible, leaving initiatives to the partner and not interfering too much can be a challenge. To strike the right balance here will be a central question for the OPR to discuss.

1.2 Purpose of the review

The purpose of the review is to assess to what extent SAIH is capable of delivering results in accordance with the agreed goals, in line with the guidelines for the grant scheme and in coherence with general Norwegian policy and guiding principles for development cooperation.

The OPR shall assess SAIH's professional and technical, organisational, management, financial and administrative qualifications for achieving planned results in collaboration with its partners, in a cost-effective and efficient manner.

Particular consideration shall be given to SAIH's ability to implement its partnership strategy and cross cutting issues such as gender equality and sexual and reproductive rights. The scope of the work from the TOR will be used to organize the analyses.

1.3 Methodological approach and work procedures

The work with the SAIH OPR took place from 8th May 2009, with fieldwork in Zambia and South Africa from 25th May to June 3rd. The team used three methodological approaches for gathering information and will combine them in the analysis:

- *Document studies*; such as SAIH "Education for Liberation" Strategy, SAIH project handbook, Programme document 2009-2012 with request for Norad-support, Norad Approval and Contract, local partners' applications and plans, Final Reports from previous period 2006-2008, minutes from meetings, evaluation reports etc, Norad's Guidelines for support to civil society organizations, 2001, and Principles for Norad's support to Civil Society in the South, 2009. (A list is attached in appendix 2.)
- *Interviews* with central SAIH-personnel, Norad- staff and representatives from local partners and some members of the target groups. The selection and number of interviews was based on advice from SAIH and Norad and stated in the inception report. The interviews are based on an interview-guide elaborated on the TOR for the assignment. (A list is attached in appendix 3.)
- *Field observations and meetings* with local contacts and partners of SAIH (A programme is attached in appendix 4).

An interview guide was elaborated on the basis of the Terms of Reference for the SAIH OPR. This interview guide has been used as the basis for all the interviews. The interviews were performed in a semi-structured way, with an open formulation of the questions. The interview situations varied, as some of the partners were experienced in the cooperation with SAIH and confident, others were new and more uncertain about their role in the partnership. The TOR had chosen SAIH's work in Zambia as the main fieldwork arena. The support to Zambian institutions is fairly new and the cooperation in an initial phase. The Zambian programme could inform about the selection process both of a new country to work in, how partners were selected and how cooperation activities had started up.

The time for carrying out the field visits was unfortunately not the best; the Universities had holidays and most activities were on hold at the campuses. Therefore, the team had limited possibilities to do observations of project activities. All the partner organizations had given the team's visit priority and responsible persons from the partner organizations were present for interviews and talks. Only a few members of the target groups could be reached, but representatives of the students groups and active members were interviewed and some activities were also possible to observe.

The visits by the programme advisor are central for the follow up and cooperation between SAIH and the local partners. A better insight into this way of working would have been provided if the fieldwork had taken place at the time of one of these visits. The visit to the University of Pretoria included talks with key people and student activists that gave good

information and broadened the picture of SAIH's work. Also the editor of the evaluation report "Assessment of SAIH's Program "Education for liberation from HIV/AIDS, Southern Africa 2006-2008", was interviewed. Eventually, two central and experienced representatives of the cooperating partners from Nicaragua were interviewed at SAIH's main office, since they were in Oslo at the time of the review. They gave valuable insights into the work in Nicaragua that complemented the impressions from the fieldwork in Zambia and South Africa and widened the perspectives on SAIH's work in general.

Time limits for performing this OPR and the length of the field visit made it necessary to restrict both the number of interviews and the reading of reports to the selection the team found most informative. Authorities and other NGOs could have been interesting to include, but were not given priority. SAIH is not often in direct contact with the authorities in the countries they operate. Attempts were made to contact the most relevant person in NCA in Lusaka, but due to the short notice the OPR team was not able to get a meeting with her. An advisor in the CHANGES 2 Program of USAID gave valuable contributions through discussions and comments on the report.

As a quality assurance measure a peer reference group of two colleagues in LINS was established and has contributed in discussions to the plans for the fieldwork and commented on the draft report. Due to health problems the support on financial matters could not be followed up by the peer reference group. Still, the financial reports have been given strong attention by the OPR team.

2. SAIH – AN ORGANISATION IN DEVELOPMENT COOPERATION

The SAIH history goes back to 1961 and the core ideas of the organisation are connected to the concepts of solidarity and liberation. These concepts were fundamental for the SAIH support to anti-apartheid work in South Africa and later to the work in Zimbabwe. Likewise, the history of support to Nicaragua followed on the same solidarity lines. In today's strategy the concepts of solidarity and liberation remain fundamental.

As a student organisation SAIH has a very important potential for support, stimulation and knowledge building among fellow students in the partner countries. SAIH also has an important potential for solidarity work among Norwegian students and Norwegian society in general.

Succession and replacement in the organisation is naturally high, with stated lengths of periods in charge for elected presidents and members. With new students regularly taking over, the organisation stands out as exceptionally lively and knowledgeable about changes in the world and new trends in development cooperation. In the secretariat replacement is also fairly frequent, with new people coming in regularly.

SAIH was founded in 1961 by students connected to the Norwegian Student Union. At that time not many Norwegians could work full time with development issues the way the leader of SAIH's secretariat could. SAIH was then, and still is, a unique organisation. The initial funding came from students and academics contributing 5 NOK per semester. Still the contributions of 40-60 NOK per year from 130 000 students at 5 Universities and 22 University Colleges, together with support from academic's organizations, provide the core funding of SAIH's work. SAIH has active nuclear chapters at an average of 8 – 10 of the colleges and universities in Norway. All these have the possibility to contribute to the organisation's decision-making process. This creates an exceptionally broad base for contact and information in all the universities and most of the university colleges in Norway. The president and two vice-presidents of the Board work full time for SAIH. This way the organisation is run by their members.

2.1 SAIH's overall strategic approach to work including the organisation's professional competence and capacity

SAIH's strategy 2008-2012 provides the foundation for their development work, together with their main principles, ethical guidelines and Code of Conduct. The SAIH's strategy for 2008-2012 was approved by the Annual Meeting after a comprehensive preparation period with inputs both from the local student councils, national student organisations, academic organisations, university boards and SAIH local chapters. The strategy is translated into English and Spanish. In the strategy they state their solidarity profile, not as charity, but as contributions to actions for common objectives; democracy, human rights and liberation. From the start in South Africa and Nicaragua contributions to the political struggle for liberation and equity have been their main goal. With changes over time also the work for liberation might need new ways and target groups. SAIH also has as their policy to stay for a long time in a few selected countries becoming a long-standing and reliable partner with good

knowledge and competence of the country they work in, as they regard knowledge of country and context as important to be able to provide good contributions.

Being a student organisation it is natural that education is their main area for operation and “Education for liberation” their main headline. SAIH has a broad concept of education, including formal education, informal training and awareness building. They refer to Freire’s “Pedagogy of the Oppressed” e.g., how a person/group can appear a subject in its own development process, - provided by the group’s/person’s active participation and thereby increase their political consciousness. The strategy further states that it aims to work on the root causes and not only the symptoms.

SAIH has two main thematic areas:

- Professional enhancement and democratisation of education
- Political and social participation

In addition, two underlying themes are crosscutting concerns in SAIH’s development work:

- Women’s participation and gender equality
- Sexual and reproductive rights

Their main focus groups are young people, between 15 – 35 years, with a particular focus on young women and girls. In Latin America indigenous people are a prioritised group.

For the frame agreement period 2009-2012 SAIH is working in five countries -, Bolivia and Nicaragua in Latin America and South Africa, Zimbabwe and Zambia in Africa. For a long time they have been heavily involved in Zimbabwe, but due to the political situation the work there is now under constraint. Still 8 projects are running at a budget of NOK 4,2 million in 2009. SAIH wanted to expand and strengthen their work in Southern Africa and when the support to South Africa was phased out in 2002, a work process was started on how to expand, involving investigations in a few countries. For different reasons, and among them the network activity in Southern Africa, the final choice was Zambia.

The rights-based approach and gender equality are strongly accentuated in all SAIH’s work, permeating all the projects with components of support to young women’s empowerment and prevention from abuse and sexual harassment, and with empowerment of indigenous young people through access to relevant education.

In Nicaragua SAIH cooperates with the University of URACCAN, its Centre for Intercultural Women’s Studies (CEIMM) and two local organisations, the Foundation for Autonomy and Development of the Atlantic Coast of Nicaragua, (FADCANIC) and the Centre for Human, Civic and Autonomous Rights (CEDEHCA). The projects with FADCANIC include support to vocational secondary education at the Wawashang Environmental and Agroforestry Educational Center and formal training of teachers. The main objective of the program in Nicaragua is to give the indigenous and afro-descendant youth access to intercultural education adapted to the context of the Atlantic coast and to provide leadership training for participation in decision making processes at different levels in society.

In Zambia the programme: “Education for participation for young women” is focusing on leadership training and empowerment of young women for participation in decision making processes at different levels in society. One project is working through secondary schools to reach young women with capacity building for leadership (CBYWL). The programme “Sexual and Reproductive Rights in Higher Education in Southern Africa” has several

projects in Zambia concerned with the prevention of HIV/AIDS and sexual and reproductive rights. Central activities are training for leadership skills, peer education and counselling, information about HIV/AIDS, possibilities for treatment and prevention of stigma for people living with HIV/AIDS (PLWHA). The regional programme in Southern Africa also engages universities from seven countries in the region in yearly conferences under the title “Imagined futures” where the main focus is on HIV/AIDS prevention and sexual and reproductive rights.

2.2 Structure of SAIH’s organisation

SAIH presented to the OPR team their organisational charter and described how they are organized and connected to their member organisations. A few years ago they went through an organisational change process where roles and responsibilities were clearly defined at all levels in the organisation. Previously this had been more confusing, causing delays and inefficiency. They strengthened the board and the secretariat with a president and two vice-presidents elected by the Annual Meeting and working full time in the SAIH main office. All employees follow written work descriptions of their duties and responsibilities.

The organisational setup for the period 2009-2012 is:

- The Annual Meeting is the highest decision making body, where representatives from all local and national member organisations participate. All major strategies and overall policy decisions are taken by the Annual Meeting. Documents are sent out and circulated for discussion to the members. Also the strategic documents are sent out to the partners for them to comment before decisions are made at the Annual Meeting.
- The board is lead by the president and the two vice-presidents elected by the Annual Meeting. The board takes the major decisions on applications beyond 100 000 NOK to Norad, FOKUS, OD etc. They take decisions on partners and projects to include in the programme and on implementation and start up. The board meets 7 times in the year.
- The director is the leader of the secretariat and entitled to take decisions on a day-to-day basis. New initiatives often come from the secretariat and the director. The director approves the budgets and applications in accordance with decisions taken by the board/executive committee.
- The programme advisor does the follow-up of how the work proceeds and can take decisions on minor changes in cooperation with the partners.

The program advisor has continuous contact with the partners, through receiving reports, through direct visits and meetings regularly three times a year and a continuous contact through e-mail and phone. On the regular visits the reports create the base for the discussions. This is the most important follow up and information channel between SAIH and the partners. In addition to these visits by the coordinator the director, the president and other SAIH representatives also visit the projects regularly. This gives SAIH close contact with their partners and good insight into the activities. It is also a source for the information work of SAIH in Norway. On the other hand it can be perceived by the partners as too much visitation and too much looking into their work. When questioned about this by the OPR team the partners expressed satisfaction with the visits and wanted them to continue. Still an impression was that this might need some reflection.

A budget concern would be how realistic the programme portfolio and the anticipated results are in relation to the size of the budget. SAIH applied for a higher amount of money from Norad than they received. As a consequence SAIH altered the goals and results in accordance with the received funding. From that position SAIH express that their budget is adequate. Norad also expressed satisfaction with SAIH's budgets in relation to their programme portfolio, and states that it was reductions in the total budget frames that prevented a higher allocation of funds to SAIH. SAIH expressed that they could do more and a better job with more funding and is constantly looking for ways to increase their budgets. SAIH has a solid base of income from their members that makes them capable of covering around 15 % of the total budget from their own resources. More information about the budget frames and cost analysis will be presented under point 2.5 below.

2.3 Evaluation and result based management culture

SAIH has developed application forms the partners can follow that are concrete and detailed. They follow up on the demands from Norad on a results-based way of working. All the applications within the programme are comprehensive and follow this format. The application contains information about the partner, gives a background and reason for the programme, visions and impact goals, outcome and output with defined activities and indicators to assess the achievement. This is followed by budgets, risk assessments and sustainability considerations.

SAIH is conscious about working in a results-based way. They point to their holistic approach, both in programmes and evaluation, and their follow-up through direct contacts and regular reporting. They have developed indicators and will continue to improve them in cooperation with their partners. They indicate a learning culture with focus on continuous work for improvement. This attitude is also transferred to their partners through actively drawing attention to this work. This active attitude is documented in minutes from meetings and documented participation in competence-building in the field.

SAIH conforms to all the handbooks from Norad, like the Development Cooperation Manual, Results Management in Norwegian Development Cooperation, Assessment of Sustainability Elements/Risk Factors and the Logical Framework Approach. They have also participated in courses on results-based development cooperation organized by Norad and "Bistandstorget" (The Norwegian Development Network) that they found most valuable for their work.

SAIH has established routines for reporting, both narrative and financial during the year, with a management calendar stating all reporting requirements and time limits. As far as the OPR team was able to observe all the partners were well aware of these and followed them up very consciously.

SAIH also has established a programme for evaluation of their activities, with mid-term and final evaluations. The two most recent were examined by the team, one of SAIH's support for "FADCANIC's Wawashang Environmental and Agroforestry Educational Center" in Nicaragua, and one of SAIH's programme "Education for liberation from HIV/AIDS, Southern Africa 2006-2008". Both evaluations came out with positive descriptions of the overall effects of the programmes and with recommendations on concrete elements to be improved. In Wawashang the recommendations were mainly on elements in the programme that SAIH could take notice of and try to influence, such as improvement of the quality of teaching, reduction in the number of dropouts and increase in the number of female students.

In the Southern Africa evaluation SAIH was described as a flexible donor and a motivating force in the regional programme. A suggestion that SAIH should take notice of was a suggestion for more cooperation between the universities in the region.

2.4 SAIH's cooperation with local partners and strengthening of civil society

SAIH selects experienced partners, well established in their local society. Zambia is the country with the most recent programmes. The expansion to Zambia was done because SAIH wanted to expand their programme portfolio in Southern Africa. Before Zambia was selected an investigation was done about several countries in the region. Before they selected partners in Zambia SAIH requested an investigation about the most pressing needs in the country and among their focus groups. The investigation came up with concerns about higher education and the possibility for student organisations to work in this field. It further focused on HIV/AIDS as a major devastating problem and on the low participation of young women concerning both secondary and higher education. The results were presented to the Annual Meeting to base the final decisions on. A consideration was also that few other donors had engaged themselves with HIV/AIDS issues in higher education.

SAIH's local partners are involved at all levels in development of the main strategy, the programmes and the projects. The main strategy is mainly developed in Norway with inputs from the members, the secretariat and with the final decisions taken by the Annual Meeting. Here the partners are invited in to comment and contribute, but with limited influence. The document is on a general level, without details about programmes and projects. At programme level the Board take decisions on the headlines and the secretariat together with the partners work out the logistical framework of the programmes. The secretariat in cooperation with the partners works out the long-term plans and application to Norad, in line with the principles and goals set by the main strategy. At project level the partners are fully responsible for developing their projects and plans. The programme advisor is involved as a dialog partner and advisor.

A central question is to what extent partners are given real influence on their own work or if the involvement by SAIH exercises too much influence. SAIH claims that they put much emphasis on developing real partnership through dialogues and exchange of competence. The statements by the local partners through the interviews were mainly that they found SAIH to be a respectful, listening and interested partner, different from and also better than other donors they had experienced. This impression was also stated by an advisor in the USAID "Changes 2 Program" working with education and HIV/AIDS in Zambia who knew the work of SAIH well. The local partners also emphasized how much they learned from their cooperation with SAIH and the programme advisor especially, and that they appreciated this very much. Still, in some cases it was mentioned that they would have liked to do things differently, or include other activities or groups. One example of this was ZARAN who expressed that they would have liked to include more groups living with AIDS, not just the young people. For SAIH this would not be their core group. The question then is how loyal SAIH should be to their main principles against what the partners see as the most important issues. In the OPR team an impression was that SAIH had strong influence on the work and decisions. Since no direct criticism was expressed this can only stand as a point of reflection that SAIH should take notice of in their work.

Within the context of commitment to long-term cooperation SAIH has over time changed the content of their work as a result of internal discussions in SAIH. A main shift was from technical support in Nicaragua and Zimbabwe to identified local needs and partner's priorities. Other shifts are of partners and programmes in accordance with changes in the recipient society.

SAIH has a longstanding cooperation with Nicaragua. The team's contact with the Nicaraguan partners gave a picture of very confident people and work in close relation to the main strategy, with support to education for indigenous people and an additional focus on young women. The Wawashang project shows their involvement in the provision of vocational secondary education, a field that has been overlooked by many donors in many countries, but is now seen as highly necessary. SAIH should be rewarded for taking this challenge from 2004.

In Zambia the first program started in 2005, with all the projects related to HIV/AIDS in some way. The OPR team raised a question why HIV/AIDS was so much the focus, since we knew there are already many donors in the field. It can be difficult to get the total picture of all the activities and actors and the danger of duplication could be there. This was commented on by the Norwegian embassy in Lusaka. An answer from SAIH was that not many organisations were working for students at the universities. Another answer was that they combined this work with empowerment training and information about sexual and reproductive rights. All the local partners expressed the view that prevention from the damaging effects of HIV/AIDS was the most important issue to work on, also to assure improved sexual and reproductive rights, women's participation and gender equality.

One programme is directed to young women, between the ages of 15 and 24, focusing on leadership training for participation in society. Here the projects combine both the main themes and the cross-cutting themes from the SAIH strategy. One partner, the Zambia National Women's Lobby (CBYWL) is working in secondary schools, where training is highly needed. CBYWL has a long history and many donors. Their problem over the last few years has been to reach out to young women as their members now are mainly middle aged women.

The OPR team proposes that SAIH seeks more partners working with secondary education, to improve the possibilities for education in general and vocational training for their focus age group, 15 - 35. The enrolment rate in secondary school in Zambia is below 30 % with the lowest enrolment rate for girls. This was also suggested in the pilot investigation on Zambia. The OPR team suggests that this should be a concern both for SAIH and other development agencies, because young people are often in a fragile situation and secondary school can meet many of the needs for this age group.

The student unions are not direct partners with SAIH. SAIH informed the OPR team that the student organisations at UNZA and CBU were too fragile to build a project on, with responsible plans and budgets. Therefore they had chosen to work through the UNZA HIV and AIDS Response Program and CBU Public Health and HIV/AIDS Programmes Office. The team were also informed about the challenges the student unions were facing in their work as they were often harassed by the authorities. SAIH is conscious about the needs of the student unions and keeps continuous contact with them, discussing the possibilities to establish projects in the future. SAIH also has supported participation of student leaders in meetings and conferences in Southern Africa and in Norway. A question was raised by the

OPR team whether SAIH should already have taken the risk and established a project with the student union, to strengthen them and provide them with new competence.

From 2006 SAIH established a regional program with the Centre for the Study of AIDS, University of Pretoria, that is continuing for the period 2009-2012, with one university from each of seven different countries in Southern Africa represented in the network, and with both UNZA and CBU from Zambia included. The centre organizes a series of yearly conferences with the title “Imagined Futures”, with one specific theme each year. These regional partner meetings are highly valued as good forums for exchange of experiences and insights into plans and practices among peers. The network has in 2009 decided to have one more meeting during the year to strengthen the contact, capacity and knowledge results coming out of the network activity. This networking method seems to be very fruitful, with spreading effects in society and new South-South relations between the participants. In this work SAIH seems to have succeeded in being a partner among others, with mutual benefits. Networking has also been initiated by SAIH through gathering of all their partners in Zambia in meetings during the programme advisor’s visits. These contacts between the partners were highly appreciated. To the OPR team these networking activities seemed to have much potential for fruitful exchange of competence and experience also independent of SAIH support.

The cross-cutting themes are well represented in all the programmes and project plans. It is the partners’ obligation to execute the planned activities. SAIH follows up on how this is done in the dialogues between the programme advisor and the partners through their discussions on the activities and the reported results. SAIH has developed a set of forms and guidelines for their way of working which clearly reflects what Norad requests in their contract and instructions. SAIH’s way of working is described in a practical way in their internal project handbook. The programme advisor uses time during the three-times-a-year-country visits to explain and give instructions based on this handbook. A check list on how to secure women’s participation in the project cooperation and a “mini handbook” on the integration of environmental concerns into the projects is translated into English and Spanish and disseminated to the partners. SAIH also uses other tools, such as the Gender and Empowerment Assessment (GEA) manual. The programme in Zambia on Education for Young Women’s participation in society has two projects directly involved with training and capacity building of young women. The programme on Sexual and Reproductive Rights in higher education in Southern Africa is directed to both sexes. Some projects include academic staff in the activities. The content of most of the activities has elements of information about the pandemic and prevention against the consequences of HIV/AIDS as this is seen as the most damaging aspect both for the empowerment of young women, their participation in education and in society and for implementation of sexual reproductive rights.

Capacity development is a strong component in SAIH’s work, both with their partners and in the projects. The programme coordinator does not offer organised courses or training sessions in project management, LFA etc. The training is given more in dialogues connected to the concrete project issues. This way information has been transferred and the knowledge among the partners about the requirements for good project management seemed to be good. Also the Changes2 project advisor in USAID commented that direct training through dialogues could be more efficient than more generalized workshops. Sometimes also the local staff members have had the possibility to attend relevant courses locally. Nevertheless, many expressed that they would have liked to get more training.

All forms and reports are based on a conscious attitude to good and visible results. SAIH is actively raising attention to this work. This active attitude is documented in minutes from meetings and documented participation in competence-building in the field. SAIH also focus strongly on transparency in all their work. All plans, budgets and accounts are publicly exposed. They also recommend their partners to do the same, and many had followed up, or said they were working on this. As always, the local partner is a willing learning partner and the OPR team is impressed at how knowledge and competence regarding for instance LFA is reflected in the applications for funding and formulations of projects. The same documents register the dominance of results- based management and understanding of formulations of indicators.

A tricky side of development work is the relation between partners, when one is a donor and the other a recipient. It will always include an uneven power situation. The connection to control of money and funds creates an impression of power towards which it is important to develop a conscious attitude. This power asymmetry may reduce the local partner's and the target group's control over their own plans and programmes and in the end; control over their own development. From SAIH's point of view, the need to make sure that results are achieved in accordance with plans, activities and indicators, it is understandable that they need to follow the projects closely. It is further understandable that a recipient is eager to please a donor, to say and do the right things. This can mask what they really mean and want. To have an open dialogue and a good and trusting relationship is fundamental for real partnership, and a demanding task for the donor to establish. All the partners the OPR team met with expressed strong satisfaction with SAIH. They also said that they learned much from the frequent contact they had with them. At the same time they also seemed to be quite strong and confident themselves. But, it is a fact that the visits are frequent. It is also a fact that good competence and enthusiasm can make you a dominant contributor in a relationship. The team got the impression that to some extent this could be the situation in Zambia. On the other side it is understandable that SAIH is active here, because the partnerships are young. Some of the partners need the training and expertise that the contact with SAIH can provide them with. It is also necessary for SAIH to ensure that routines are followed as they are responsible to their members, Norad and other contributors to their work, to show that things are in order and no mismanagement takes place.

Norad's attitude to this dilemma will also be decisive for SAIH, because this dilemma is visible in both the guidelines from 2001 and the principles from 2009 for support to civil society. Norad demands control and ability to manage the programs properly, but at the same time to be flexible, adjust activities in accordance with the felt needs by the partner, not to interfere too much, but to ensure that ownership is strongly felt by the partner. The team suggests a dialogue between Norad and SAIH to clarify a balance they both can accept.

SAIH has no specific exit strategy. On the contrary, SAIH has a principle to be a long-standing partner, except in situations when risks have made it too difficult to continue the work in accordance with SAIH's main ideals and principles. They also claim to be active in the debate on development cooperation and are able to catch up with new ideas, as the changes in both Zimbabwe and Nicaragua demonstrate. From a long-term perspective the relation should ideally continue based less on funding and project support and based more on equity and mutual interests. Still, Norad has previously asked for, and the OPR team also believes, that SAIH would benefit from developing clearer attitudes to the issue of exit strategies.

Exit strategies are also a question of sustainability. The answers about sustainability varied among the partners. For example YVZ informed the OPR team that they had been able to earn their own money taking on tasks for others and would be able to fund their activities without support from SAIH. Also other organisations mentioned that they had partners and means of income that would make it possible for them to continue with their work. But, for most of them it would mean strong reductions in their activities. How to sustain their work without SAIH support was a concern that had been taken up in all the partner organisations.

2.5 SAIH's management and financial management capacity

SAIH has an impressive and well organized filing system, with all documents showing the history of programmes and activities, and also the current working documents. This makes it fairly easy to transfer information to new people in the secretariat and to achieve continuity in the work although replacement of personnel is quite frequent.

SAIH has developed good management routines and procedures. An organisational review a few years ago clarified roles and responsibilities between the Annual Meeting, the board and the secretariat. This has resulted in an efficient organisation with good routines in place for reports from local partners, both narrative and financial. Also the programme advisors must present reports from their visits and meetings with the local partners. The secretariat has meetings once a week for exchange of information, discussions and decisions related to the activities.

The local partners must work in accordance with their applications and contracts with SAIH. SAIH has developed a format that covers all the demands on SAIH in their contract with Norad. The format is easy to follow and all applications follow up on all important matters. The partners are obliged to report to SAIH three times a year; after four months a financial report, after seven months and for the full year both narrative and financial reports. The reports must be followed by revised accounts. In January 10 % of next year's funds can be transferred, based on the partner's expressed needs. When a contract and budget is signed by both parties 50 % of the funds can be transferred. After the report for the first four months is delivered, 90 % can be transferred and with the report after seven months the final 10 % of the funds can be transferred.

The finance system seems to be comprehensive and solid at all levels of the system. Activity based budgets and accounts make them easy to follow. All project costs are controlled by the programme advisor and all projects have worked out activity based detailed budgets and accounts that follow the activity plans and results chains. Regular follow-up and control is executed by the local partners and by the programme advisor through the regular reporting system and discussions. The universities use the university system for accounting and handling of money, with their security system as a guarantee against mismanagement. All the partners had established separate bank accounts for the SAIH funds.

SAIH focuses strongly on transparency in all their work. All plans, budgets and accounts are publicly exposed. Their own budgets and accounts are transparent and easily available for control, by Norad, their members and for the OPR team. They recommend the same policy to their partners, as they believe this is the most important way to prevent mismanagement and corruption. They don't have much experience with mismanagement, but express zero tolerance. This is also clearly stated in their programme documents. Some minor cases had

occurred, which were solved without police involvement. Norad also indicated that very few cases of mismanagement had been reported.

Risk assessment was a concern described in the local partners' applications and discussed during the interviews, both with SAIH and the local partners. Main areas of concern were connected to political instability and change of government, financial crises and inflation and natural disasters, all of which are difficult to foresee, but necessary to take precautions against when they occur. SAIH has transferred funds between countries and projects, due to political situations hindering the activities, or due to changes in currency rates that made budgets inadequate to execute the planned activities. Such changes had been done within the limits set by the strategy and board decisions. Fragility in the partner organisation is also a risk SAIH takes into consideration when they select partners.

2.6 Use of resources related to activities and results (cost effectiveness)

The system with reporting and release of funds early in the year ensures that planned activities can be started up and continued through the year. Some projects are in a starting phase, some have used less than budgeted while others have used more. Activity based detailed budgets seem to be well used and in accordance with the agreed plans and principles.

SAIH operates from Norway, with an effective secretariat in Oslo. They keep their administrative costs within the regulations set by Norad. Frequent visits to the partners and the projects are a central working method. The visits have been thoroughly discussed in the chapters above, both the content and the benefit from them. A question could still be the cost-effectiveness. Last year the total costs of field visits were less than 3 % of the total budget. The visits therefore seem to be cost-effective and less expensive than many other ways of working.

All the administrative costs in the 2008 budget seem to be reasonable. The administrative budget is kept at the level prescribed by Norad. The staff covers 10 full time positions in the secretariat. In addition three elected members from SAIH are working full time.

The policy states that 70 % of the contributed funds shall be used for project activities and not more than 30 % for administration and information. This has led to a situation where unused funding of NOK 8, 359 million has accumulated in SAIH bank accounts. This gives SAIH freedom to work independently of contributions from Norad or others. Funds can also be transferred to the local partners in line with expectations set by the contracts if, for any reason, funds from Norad or other contributors have been delayed. Still, this is a very high sum compared to SAIH's total portfolio. SAIH is advised to discuss how these resources can be used more actively. SAIH's own income has made SAIH able to contribute to the Norad funded activities with between 12 and 15 % from their own resources. SAIH has also established a global programme with focus on Latin America and Southern Africa to work for the strengthening of student unions' and academics' rights without any contributions from Norad.

2.7 Coordination with other actors

SAIH employs good practice in informing the embassies. The team's impression was that this is highly appreciated, both in Zambia and South Africa. Also SAIH's partners were invited to join in the visits to the embassy. The embassy encouraged this to continue, as they appreciated

the information about SAIH and their partners' activities. They could also forward this information to other interested parties. SAIH on their side was informed about other Norwegian donors, partners, projects and networks that could be of interest to them. This is obviously a good contribution to the harmonization efforts in international cooperation and support. Also in Pretoria SAIH's contact with the Norwegian embassy was appreciated.

On short notice it was difficult to get a meeting with other NGOs in Zambia. SAIH themselves state that they are in regular contact with other NGOs working in related fields in Zambia. This was also stated by NCA and the Changes 2 Program of USAID who both expressed positive views on how they experienced SAIH and how they perform their work.

Many donors/actors are working with HIV/AIDS in Africa, and it can easily happen that networks and actors are not aware of each other. As already mentioned SAIH could also be ignorant about activities in Zambia where Norwegian support is involved. HIV/AIDS is no doubt a field with enormous needs and many ways of working to combat the pandemic and its consequences. But too many activities can also be counterproductive and less efficient. Harmonizing the activities could therefore be advisable.

The Norwegian embassy mentioned that some of the SAIH partners also got funding from other Norwegian sources. One example is ZNWL. The question was raised whether this could create inefficiency. SAIH commented that they had discussed this with NCA to seek clarity and avoid unforeseen negative or duplicatory effects. ZNWL expressed that with the SAIH project they had been able to include groups of young women that they previously had difficulties getting in contact with. For them this was a valuable renewal of their work. This means that funding to one local partner from different Norwegian sources can be sensible.

2.8 SAIH's added value

Many elements have already been mentioned to characterize SAIH's added value. SAIH consists of academics and young people in a learning situation with solidarity deeply ingrained in their attitudes. This attitude seems to be an important reason for engaging in the work with SAIH. The academic background and studies are important assets for good knowledge about changes in the world, development issues, the current debates and the situation of their partners. Their policy of long-term cooperation also makes them knowledgeable about the country and culture they operate in. Further, this background seems to be valuable for applying and installing all concrete administrative routines, policy demands and guidelines from Norad in their development work. This is done in a well organized and informational way which makes it easy for the local partner to adapt.

SAIH is a member organisation with a solid anchor in all the student organisations in Norway. This makes them legitimate partners for students. Their engagement and idealism is very important to bring to their partners. How they can contribute to and share experiences with their partner student organisations is also important. The team saw a potential for this in Zambia that was not yet quite fulfilled.

SAIH has a horizontal structure for the management of their work with broad participation in the decision making process, with the local partners involved at all levels. Especially at project level the local partner organisations are in charge both of the planning and execution of the activities. The projects follow up on the main strategy, the main themes and the cross-

cutting themes. Openness and sensitivity towards their partners were expressed by many as an important value of SAIH. At the same time they are both professional and efficient.

It is important for SAIH not to overstretch their capacity. SAIH responded to the questions about selection of activities with good reflections on how and why they had chosen their areas and themes. They stated their long history in some areas and how they started through solidarity work for groups struggling for independence and how they now saw liberation from HIV/AIDS and sexual harassment as prerequisites for poverty reduction, social security and equal rights.

SAIH builds networks in many ways. They organize meetings between all their partners in one country where problems can be discussed and experiences exchanged. This was commented upon by all the partners as very useful and something other donors very seldom did. SAIH also organizes meetings between partners across borders, within and in addition to the programme of the Centre for the Study of AIDS at the University of Pretoria. This practice should be expanded and applied to the work among the local peers in Zambia and to other regions where SAIH is active.

SAIH also arranges for student representatives to take part in international meetings, introducing them to and informing them about the International Student Unions.

The strong solidarity perspective in SAIH makes an obligation for them to contribute to responsible attitudes among students and academics in Norway for the situation regarding equal rights around the world. In this the information about the projects to the members is crucial. Good contact and cooperation between the program advisor and people responsible for the information work is important for the sake of keeping the engagement high within SAIH. Also the possibility for people in the local member organisations to come in contact with the partner organisations is important. The more SAIH becomes professional and efficient in the secretariat and their working routines, the danger can be that the feeling of responsibility and solidarity attitudes among the members can fade away. This is not prevalent today, but is a concern that SAIH should always have in mind. This is also a concern that should be prevalent in the discussions about the information strategy.

As an added value of SAIH mention should also be made of the Norwegian embassies views upon SAIH's work and their contact with them. Both the embassies visited valued the regular contact with the SAIH coordinator and the information and the contact they got with civil society through the contact with SAIH's partners.

The ability in SAIH to transfer knowledge and create continuity seems to be good and new ideas are inspiring the work further. This idealistically engaged, knowledgeable and flexible atmosphere is making SAIH a learning organisation with an interesting role to play in development cooperation.

3. CONCLUSIONS

The main purpose of the SAIH OPR was to assess the capability of SAIH to deliver results in accordance with agreed goals and in line with the guidelines from Norad and general Norwegian policy and guiding principles for development cooperation. It was not to go into details about results and the functioning of the projects and partners.

The methods for gathering of information for the OPR were mainly document studies and interviews with key personnel in SAIH and Norad in Oslo and through a field visit to Zambia and South Africa. Although the field visit was short it resulted in valuable information and observations from key personnel. Also two representatives of the cooperating partners from Nicaragua were interviewed at SAIH's main office.

SAIH has a clear vision and strategy based on the same long standing core elements connected to solidarity and liberation through education, with a main focus on young people, aged between 15 – 35 years, and young women and indigenous people especially. SAIH has a broad base in the Norwegian society through their 130 000 contributors in all the Norwegian universities and university colleges. This also makes them valuable contributors to the debates in Norway about development issues.

SAIH has as their policy to stay for a long time in a few selected countries and to be a long-standing and reliable partner with good knowledge and competence of the country they work in, as they regard knowledge of country and context as important to be able to provide good contributions.

SAIH works in 5 countries in two regions, Bolivia and Nicaragua in Latin America, South Africa, Zimbabwe and Zambia in Southern Africa. The projects vary substantially between the regions and countries. The overall impression is still that all the programmes and projects conform to the main goals and themes in the main strategy. The impressions of the OPR team were naturally strongest about programmes and projects they came in direct contact with.

SAIH has a horizontal organisational structure with broad participation in the decision making process for the main strategy. This can mean little flexibility towards demands from the partners. However, the strategy deals with the overall principles. Themes and programme designs are worked out by the partner organisations in cooperation with the programme advisor and the secretariat. Only the long time plans and applications are decided on by the board. This means that the local partners are involved in all decisions at the operational levels.

SAIH stand as a professional organisation with very good administrative routines and procedures in their work. They have developed handbooks for project administration and good formats for project applications that cover well the directives and principles presented by Norad. They have a comprehensive reporting system that secure insight and control of the projects.

A learning culture is evident in SAIH. The key people in SAIH show an open attitude to new knowledge and ideas. Their evaluation programme is comprehensive with plans for regular evaluations of all the programmes as midterm and final evaluations. They seem to be conscious about the needs of their partners and the changes in their situations. They also transmit knowledge to their partners in many ways, through dissemination of planning

documents, formulas, guidelines, checklists etc., through dialogues, workshops and conferences etc. Still, it seems that training and capacity building needs to continue, and new ways of doing this could be searched for.

The relationship between SAIH and their local partners is characterized by an open and trusting atmosphere. The working procedures are clear and the continuous contact has established confidence between the partners. The visits by the programme advisor seem to be well used. Still, to include more systematic training could be reflected on.

Networking between the SAIH local partners is a way of working that seems to be very fruitful and welcomed by the local partners. This could be elaborated more and strengthened considerably in the programmes and also in the programme advisor's visits, as it has obvious qualities in establishing South-South relations and sustainability beyond SAIH's contributions.

HIV/AIDS is an important issue in the South and it is especially important to the students – being young and on the threshold to adult life. In Zambia and Southern Africa the content of many of the projects is directed towards the prevention of HIV/AIDS. This is understandable, as the pandemic affects all aspects of people's lives. Both the crosscutting themes of sexual and reproductive rights and women's participation and gender equality need to deal with these issues. Still, a question is raised whether also other issues should have been taken more into consideration.

The OPR team would have expected SAIH to be more in cooperation with the student organisations at the Universities in Zambia. We understand the reasons for not financing a project yet, but would recommend keeping close contact with the students in their work for eventually establishing a more concrete programme in the near future.

The overall conclusion is that SAIH is contributing valuably to development cooperation. They have provided added value connected both to their idealism and solidarity attitudes, their comprehensive and cost-effective management system and working practices, and also their knowledge about development issues. Their policy of long lasting cooperation also makes them knowledgeable about the country and culture they operate in. Their most significant advantage is their learning attitude, open to new ideas and a willingness to adapt new practices and to conduct good analysis.

The main recommendation is therefore that SAIH should be supported by Norad to continue their work. Some recommendations state that they should proceed the way they are working. Other recommendations point to issues that SAIH is advised to reflect and elaborate on, or consider changing.

4. RECOMMENDATIONS

The main recommendation to Norad

The main recommendation to Norad is that SAIH should be rewarded for their solid and professional work and that the cooperation and support should continue. The review has mainly resulted in positive experiences from the investigations demanded in the TOR.

Still there are elements that could be interesting to discuss and try out for Norad in cooperation with SAIH. There are also elements that could be suggested to improve in the development work of SAIH.

Norad is recommended to take up discussions with SAIH on the following:

- Discuss the role of SAIH in the relation to their local partners and the balance between legitimate levels of control and the danger of interference against more flexibility and independence for the local partners.

SAIH is a knowledgeable and enthusiastic partner with a strong system and good control of their activity, following up on all the directives and principles presented by Norad. At the same time they have an open and trusting relation to their local partners. This can easily give them a dominant position. Norad should also reflect on their position towards this question because this dilemma is visible in both the guidelines from 2001 and the principles from 2009 for support to civil society. Norad demands control and ability to manage the programs properly, but at the same time to be flexible, adjust activities in accordance with the felt needs by the partner, not interfere too much, but assure that ownership is strongly felt by the partner. Since SAIH's working performance is among the best of donors in this regard it could be very useful to elaborate on this with them.

- Discuss how SAIH could develop more concrete exit strategies.
This is recommended in "Beslutningsdokument Norad Beslutningsdokument for samarbeidsorganisasjoner med nye avtaler, inklusive kjernestøtteavtaler", 2008, and in "Tilskuddsbrev 2009".
- Comment on the substantial funds that have been accumulated over the last few years in SAIH bank accounts.

The discussion could include ways to expand SAIH's activities with support from Norad.

- Discuss SAIH's choices of partner organisations and possible expansions.
The OPR team has put a question mark on the dominant focus on HIV/AIDS in most of the projects in Zambia and the Southern Africa region. The OPR team also suggests two groups that could be more included; one is more support to secondary education through organisations working there; the other is more direct support to student organisations.
- Discuss the relation between the development work and the information work of SAIH and how they can mutually benefit each other.

The main recommendations to SAIH

The main recommendations to SAIH is to continue their work very much they way they do now. SAIH is further recommended to take into consideration the points suggested above for discussion with Norad and eventually to adjust their work in accordance with the outcome of the discussions.

Some further recommendations point to elements that SAIH is advised to reflect on and eventually consider changing. They are mainly concerned with three elements; the choice of themes; how to include more training and capacity building in their work; and how to expand their networking activities between the local partners.

- SAIH is recommended to look for partners in Zambia who represent the students more directly and projects that could strengthen the students' organisations and students' ability to have an influence in society through participation in politics and solidarity work.
- SAIH is recommended to consider additional partners that are working in secondary education, to improve the possibilities for education for the age group 15 – 35, with a special focus on young women.
- To follow up on the learning and training culture it is recommended that SAIH should provide their local partners with as much information as possible about developing indicators, copies of Logical Framework etc. SAIH should translate and disseminate all relevant documents they become aware of and find useful to their local partners.
- A recommendation for SAIH is to provide more systematic training as part of the programme advisor's visits and/or as organized courses set up by others.
- A recommendation for SAIH is to expand the networking activities, both the joint meetings with all the local partners during the programme advisors visit and the regional network in the regional programme in Southern Africa. SAIH could invest more in this and develop a model that SAIH could take further and make use of in other regions where SAIH is active. The model could also be introduced to other donors.
- The team would advise SAIH to be concerned about their role in the partnership and reflect on how to avoid too much interference without losing necessary control over the project activities. It is further recommended to discuss with Norad how SAIH could change some of their working procedures to open up for more flexibility and independence for their local partners.
- SAIH should consider developing clearer exit strategies.
- A recommendation for SAIH is to make better use of the substantial funds that have been gathered over the last few years in SAIH bank accounts.
- A recommendation for SAIH is to make sure they are informed about all the other donors and actors working in the same fields and with the same partners. They are also recommended to follow up on harmonization activities with other donors and continue their contact and information with the Norwegian embassies.
- SAIH is recommended to ensure that the commitment among their members for solidarity work and development is kept high. For this SAIH's information work can make a significant contribution.

ANNEXES

ANNEX 1: TERMS OF REFERENCE

Terms of Reference

Organisational Performance Review of Norwegian Students' and Academics' International Assistance Fund (SAIH)

April 2009

1. Background

The objective of the review is to perform an organisational performance review (OPR) of Norwegian Students' and Academics' International Assistance Fund (SAIH). OPR's are part of Norad's quality assurance system of its cooperation with and support to non-governmental organisations (NGOs). Recommendations from the review will be utilised in future dialogue with the organisation, and constitutes a basis for deciding on approach and prospects of future funding.

SAIH was founded in 1961 as a result of Norwegian students' and academics' involvement in international issues and the organisation is run by students and academics. SAIH has been a cooperating partner with Norad for approximately two decades and has recently entered into their fourth frame agreement for the period 2009-2012, with a tentative annual grant of NOK 18 150 000. The annual grant level in the previous frame agreements was 16 – 17, 5 millions Norwegian kroner. In addition, SAIH has since 2007 received funding from the Oil for Development budget scheme for a project in Bolivia, with a total amount of NOK 2 088 000. SAIH also has an information framework agreement with Norad for the period 2007-2010, with the amount of NOK 675 000 for 2009.

SAIH's Education for Development Strategy 2008-2012 defines target groups, geographical priorities as well as main thematic priorities. SAIH defines two areas of work within education for development: The educational sector in a country and projects that use education and training as means to obtain liberation. Within these areas all programmes and projects shall aim at either strengthening the academic level and democratisation of the educational system, or strengthen the social and political participation of the target group. There are two cross-cutting issues, which are Women's participation and gender equality and Sexual and reproductive rights. SAIH cooperates with local organisations and educational institutions in Bolivia and Nicaragua in Latin America and Zambia, Zimbabwe and South Africa in Southern Africa. The work is administered by a secretariat in Oslo.

2. Purpose of the review

The purpose of the review is to assess to what extent SAIH is capable of achieving results in accordance with the agreed goals, in line with the guidelines for the grant scheme and in conformity with general Norwegian policy and guiding principles for development cooperation.

The OPR shall assess SAIH's professional and technical, organisational, management, financial and administrative qualifications for achieving planned result in collaboration with its partners, in a cost-effective and efficient manner.

Particular consideration shall be given to SAIH's ability to implement its partnership strategy and cross cuttings issues such as gender equality and sexual and reproductive rights.

The review shall conclude and make recommendations concerning the organisation's overall capacity and propose concrete steps for improvements and further follow-up.

3. Scope of the work

Focus shall be on the following areas, but other aspects may be included:

3.1 SAIH's overall strategic approach to work including the organisation's professional competence and capacity:

- Thematic and geographic area of attention
- Rights based approach
- Gender equality
- SAIHs added value

3.2 Structure of SAIH's organisation:

- Decision making processes, leadership, internal communication and roles between the Board and the Secretariat
- Donors/sponsors and role of members
- Budget

3.3 Evaluation and result based management culture:

- Results management and evaluation approach as part of the organisational culture (leadership, organisational structure, accountability for outcome and learning focus)

3.4 SAIH's cooperation with local partners and strengthening of civil society

- Strategy for local partnerships (identifying partners, roles, relations, competence/expertise, agreements, capacity development, exit-strategies/ sustainability and south ownership)
- Transparency in the cooperation, including financial management
- Advocacy work and networking
- South-South cooperation

3.5 SAIH's management and financial management capacity:

- Organisational knowledge
- Systems for planning and reporting, including risk assessment/-management
- System to prevent and detect corruption and mismanagement of funds
- Financial reporting routines and monitoring of cash flow
- Human Resource Development (HRD) management and recruitment of staff

3.6 Use of resources related to activities and results (cost effectiveness):

- Relation between overhead costs versus operating costs
- Budget ratio for activities in Norway versus activities in the South
- Budget monitoring according to strategy

3.7 Coordination with other actors

- Ability to coordinate activities with other actors, including national and local authorities at country level, and to ensure effective division of work

4. Methodology

The following methodology shall be applied:

- document studies and interviews with relevant SAIH and Norad personnel
- field visits and interviews with partners, relevant authorities and other institutions/organisations
- report preparation

An inception report shall be prepared and presented upon completion of the preliminary interviews and document studies outlining i.a. appropriate methodology to ensure an objective, transparent and impartial assessment of the issues to be analysed including particular focal points for the field visit.

The one week field visit is suggested to Zambia and tentatively South Africa. The purpose of such a visit is to gather data from partners and local stakeholders and in particular analyse SAIH's ability to implement its partnership strategy and cross cuttings issues at local level. A representative from SAIH will assist in coordinating and logistic preparation of the field visit, and participate in activities during the field visit where the review team consider it appropriate.

The review team and qualifications

The OPR shall be carried out as a consortium of two professionals, one external team leader and one from Norad with special knowledge and qualification within the following areas:

- Good organisational/NGO knowledge, including financial and organisational management
- General knowledge of current Norwegian and international development policy
- Thematic knowledge of education and development
- Gender equality knowledge
- Documented experience with producing studies and reports of a similar form
- Good knowledge in English. Knowledge of Spanish is appreciated.

The external consultant shall be the team leader and will have editorial responsibility for the report. The final division of labour between the team members shall be presented in the inception report.

A local consultant and/or interpreter may be included during field visit, if deemed necessary.

5. Time frame and budget

The review is expected to take place ultimo April, May and finish by end of June 2009.

6. Reporting

Norad will call for an initial meeting with the OPR team to clarify any questions related to the ToR and other issues.

Inception report

The inception report shall be presented to Civil Society Department and SAIH within **25 May 2009**.

Draft report

A draft report shall be submitted to Norad and SAIH for comments within **25 June 2009**.

Final report

The final report shall be submitted to Norad and SAIH within **15 July 2009**.

The report shall be written in English (word format), contain a short summary with conclusions and recommendations presented in a logical way (3-4 pages) and not exceed 20 pages. Appendixes may be added. The report shall utilise Norad's template for review reports (attached to ToR).

The team shall give a presentation of the report tentatively August 2009 for all stakeholders and other interested parties.

ANNEX 2: REPORTS AND REFERENCE MATERIAL

The following documents have been taken in for study:

- Norad, program dokument ny avtale fra 2009: Program dokument flerårig søknad for SAIH 2009-2012
- GLO-0731 Studentene og Akademikernes Internasjonale Hjelpfond (SAIH) – GLO-08/379 Samarbeidsavtale 2009-2012 – Tilskuddsbrev 2009
- GLO-731 GLO-08/379 SAMARBEIDSAVTALE PÅ STRATEGI OG PROGRAMNIVÅ mellom Direktoratet for utviklingsarbeid (Norad) og SAIH - Studentene og Akademikernes Internasjonale Hjelpfond
- Norad Beslutningsdokument for samarbeidsorganisasjoner med nye avtaler, inklusive kjernestøtteavtaler. 2008
- Samarbeidsavtale på strategi og programnivå mellom Norad og SAIH. 2008
- Tilskuddsbrev 2009
- Programme documents from local partners for longtime agreement 2009-2012:
 - o Youth vision Zambia; The Young Women Leadership Academy”
 - o The Zambia National Women’s Lobby; Capacity building for young women in leadership
 - o Application: Centre for the Study of AIDS, University of Pretoria 2009-2012
 - o University of Zambia Health Services – HIV and AIDS response programme 2009 – 2012 Application
 - o The Copperbelt University – Public Health and HIV/AIDS Programmes Office Project Proposal 2009 - 2012
 - o ZARAN SAIH Application 2009 – 2012
- Norad Avslutningsrapport GLO-0731-GLO-05/272, Avtaleperiode 2006 – 2008
- Norad Prinsipper for Norads støtte til sivilt samfunn i Sør, mai 2009
- UD-Norad. Tilskuddsordninger for norske og internasjonale frivillige aktørs humanitære bistands- og utviklingssamarbeid. Retningslinjer. 2001.
- SAIHs Strategi for utdanningsbistand 2008 - 2012
- SAIHs prinsippprogramme
- SAIHs interne prosjekthåndbok
- SAIHs etiske retningslinjer og Code of Conduct
- SAIH’s økonomiske retningslinjer
- SAIH landstrategi for Bolivia 2009 - 2012
- SAIH landstrategi for Nicaragua 2009 - 2012
- SAIH landstrategi for Sør-Afrika 2009 - 2012
- SAIH landstrategi for Zambia 2009 - 2012
- SAIH landstrategi for Zimbabwe 2009 - 2012
- SAIH Resultatregnskap for 2008 2007
- SAIH Resultatregnskap for 2007 2006
- SAIH Regnskapsrapport for 2008
- SAIH Regnskap administrasjon 2008
- SAIH Regnskap til rammeavtalen pr. 31. Desember 2008
- GLO 08/379 – SAIH – Norad budsjett 2009 etter tilsagn
- Evaluation report: Evaluation of SAIH’s “FADCANIC’s Wawashang Environmental and Agroforestry Educational Center”, Nicaragua. Axel Borckgreving, NUPI 2009
- Evaluation report: Assessment of SAIH’s Programme “Education for liberation from HIV/AIDS, Southern Africa 2006-2008”. Moira Campbell 2008

- Evaluation report: "10 years of cooperation with SAIH Norway – Strengthening the teachers and academic qualities at the Caribbean Coast of Nicaragua". Victor Manuel de Cid Lucero 2005
- "Utdanningssektoren i Zambia – en forundersøkelse med fokus på høyere utdanning". Jan Ketil Simonsen. 2003

ANNEX 3: LIST OF PERSONS CONSULTED

- **SAIH main office:**
- Sigrun Espe – president
- Ragnhild Nordvik – director
- Kjersti Augland – programme advisor Southern Africa
- Ewa Sapiezynska – programme advisor Nicaragua
- Ingar Lorentzen –financial advisor
- Sverre Andreas Ruud – financial advisor

- Alta Hooker- Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense (URACCAN)
- Jose Saballos - Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense (URACCAN)

- **Norad:**
- Terje Vigtel director SIVSA
- Gunvor Schanke deputy director SISA
- Vivian Opsvik advisor
- Margot Skarpeteig advisor

- **Zambia :**
- Tore Gjøs, ambassador Norwegian Embassy
- Anne Glad Fredriksen, first secretary

- Amos Mwale, executive director Young Vision Zambia (YVZ):
- Edford Mutumba, director
- Crissy Mupuchi
- Suzy Nthazie
- Peter Mutanuka
- Nana Zulu
- Crissy Mupuchi
- Wala Nalingwe

- Millica Mwele, programme manager University of Zambia (UNZA) Health Service
- Clementina Lwatula, medical officer
- Anitha Menon, lecturer
- Duncan Nyirongo, student

- Malala Mwondela, executive director Zambia AIDS Law Research & Advocacy Network (ZARAN)

- Rollen Mukanda, executive director The Zambia National Women’s Lobby
- Aselly Mwanza, head of programme
- Lillian Chella Chikoti, head finance adm.

- Juvenalis M. Tembo, dep.vice chancellor The Cobberbelt University (CBU), Public Health and HIV/AIDS Programmes Office
- Nawa Sanjobo, programme director
- John Chisolo, treasurer

- Susan Mbola, HSG secretary
 - Louna Zulu, HSG member
 - Kapumpe Shikaputo, student
 - Kasonde Mwenda, student
 - Simon Zulu, student
 - Laston Sangwupo, student
 - Jabulani M. Mwalk, student

 - Joy du Plessis, Teacher Education Advisor, CHANGES2 Program, USAID Zambia

 - **South Africa:**
 - Ingrid Skjølås, first secretary
 - Inger Tvedt, first secretary

 - Johan Maritz, executive director
 - Pierre Brouard,
 - Moira Campbell, consultant
 - Lerato Lebond, student
 - Tsepiso PHEME, student
- Norwegian Embassy:
- Centre for the Study of Aids, University of Pretoria (CSA):

ANNEX 4: PROGRAMME FOR THE FIELD VISIT

Zambia and Southern Africa Organisational Performance Review

Itinerary, 26.05 - 02.06.2009

Day	Time	Partner	Place and contact person
Tuesd 26.May	16:30 - 18:30	YVZ	Meet with Amos Mwale and others involved in the project
Wednesd 27. May	09.00 - 12.00	UNZA	University of Zambia, Great East rd Campus HIV/AIDS Programmes office, next to the University Clinic Meet w/Millica Mwela, Anitha Mennon, Clementina Lwatula and some of the students involved in the programme The students are on recess until 14th June, therefore there is little activities going on at campus
	12:00 - 14:00		Lunch
	14.00 - 17.00	ZARAN	Plot no. LUS/37/96, Ngwerema Close Off Kwacha Rd. Olympia Park, Lusaka Meet with Malala Mwondela, a representative from the AIDSclinic (free legal aid) and finance officer
Thursd 28 May	09.00 - 12.00	ZNWL	Plot 3609, Ndjoka road, off Kwacha road, Olympia Lusaka Meet with Aselly Mwanza, Rollen Mukanda and Lillian Chella Chikoti (Head of Finance and Admin)
	12:00 - 13:00		Lunch
	14:30 16:00		Departure from Lusaka to Lusaka Airport Departure Kitwe, Zambezi airways CBU driver and taken to Sherbourne Farm Lodge/
	17:00		

Frid 29 May	09:00 - 15:30 12:00 - 13:00 15:30 17:00 18:30	CBU	Plot no 4662, Jambo Drive Riverside, Kitwe Meet with Mr Nawa Sanjobo and some representatives from the students and staff. Activity with students Lunch Departure to Sundown Airport Departure Lusaka Arrival Lusaka
Saturd 30. May	10:00 - 12:00	YVZ	Plot 2932 Zimba Rd off Obote Rd Madras area, Lusaka Meet with Amos Mwale and others involved in the project
Tuesd 2. June	09:00 - 12:00 12:00 - 14:00 14:00 - 15:00	CSA Norw. embassy	University of Pretoria, Hatfield Campus, Pretoria Meet with Johan Maritz, Mary Crew/Pierre Brouard, students Lunch Meet with Ingrid Skjølås