

Norad evaluations – flow chart | 2009

| Document/task | Consultant | Eval dept | External Advisers | Stakeholders |
|--|-------------------------|--|-------------------|--|
| Problem memo | | | | If proposed by stakeholder (MFA or Norad dept) |
| Terms of Reference | | Prepared by EVAL | Advice | Comments |
| Tender Document | | Prepared by EVAL | | |
| Tenders | Submitting tenders | Reviewed and selected by EVAL | | |
| Contract | Contract meeting | Contract meeting | | |
| Inception report | Prepared by Consultant | Review and feedback | Advice | Comments |
| Revised inception report | (in some cases only) | Review and feedback | Advice | |
| 1 st draft final report | Prepared by consultant | Review and feedback. Either accepted for hearing or required 2 nd draft | Advice | Comments if 1 st draft accepted by EVAL for hearing |
| 2 nd draft final (if required before hearing) | If required by EVAL | Review and feedback | Advice | Comments on errors and substance |
| Final report | Prepared by Consultant | Final scrutiny for publication | | |
| Published report | | Published by EVAL | | Final comments on findings and recommendations |
| Presentation (seminar or other occasion) | Presented by Consultant | Organised by EVAL | Participation | Participation |
| Memo to MFA management for follow-up | | Written by EVAL | | Copied to stakeholders |