

*Environment and Development  
Division*

# **Chr. Michelsen Institute**

*An Evaluation*



**The Research Council  
of Norway**

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# Summary

## Background

Chr. Michelsen Institute (CMI), formerly known as Chr. Michelsen Institute for Science and Intellectual Freedom, was established in 1930. According to the statutes, Chr. Michelsen Institute should be a free and independent institute, open for particularly outstanding researchers. The activities should be both within humanities and natural sciences.

Research on development problems in the Third World was established at CMI in the early 1960s, at a time when few institutions in Norway and in Scandinavia were giving much attention to these problems. As such, the Institute has been a pioneer in its field. CMI is today, through its history, size and broad professional profile, still a national center within the field of development research in Norway.

## The evaluation

According to the terms of reference, the purpose of the evaluation is to "provide as accurate a picture as possible of CMI, based upon quality and relevance".

In order to achieve this, the evaluation should, according to the terms of reference, cover the following issues:

- The professional profile, including an assessment of the quality of work.
- Research abroad, including international cooperation with institutions abroad.
- The library function.
- The relationship and balance between commissioned research, improvement of competence and development research.
- The cooperative relations between CMI, the universities and colleges in Norway.

In addition to the issues listed above, the evaluation also covers some aspects of the Institute's economy and internal organization.

As part of the evaluation the committee made a two-day visit to CMI. A separate study of the library has been carried out. As part of the evaluation, a number of users in the Ministry of Foreign Affairs and NORAD have been interviewed.

The evaluation committee has visited three institutions in South Africa and Namibia which CMI has institutional agreements with. A search of the Social Science Citation Index has been carried out. In addition, the committee members have gone through most publications from the Institute in the period 1994-96

## **Main conclusions and recommendations**

The evaluation committee during its work, found an institution both able and willing to reflect over past events as well as future plans. In general, the committee has received a positive impression of the Institute: its staff, its activities, and future plans.

The committee believes that CMI should maintain its profile as an applied research institute focusing on development problems in the South. However, the committee also observes some need to develop a clearer, and, to some extent more specialized, professional profile.

The Institute needs to define a limited number of core areas of interests. New Strategic Institute Programs should focus on some central and promising parts of existing activities.

At present, some of the existing Institute programs are inadequately staffed and do not function properly. The committee has found that CMI should restructure its research organization, as soon as possible.

The Institute has a large output of publications. More of these works should be published in international journals. The committee finds that the publications from the Institute, both academic publications and commissioned reports, are of high standard.

In general, the users of CMI from the Ministry of Foreign Affairs, as well as NORAD, seem to be satisfied with CMI's competence and performance. However, there is some room for improvement, especially regarding dissemination of information and contacts.

CMI should maintain its system with assignments abroad. The shift towards more research-oriented assignments is commendable. In general CMI should be more restrictive as regards the duration of long term assignments.

The CMI Library is a national competence center within its field. The committee has, through its own work and from responses from users both in Bergen and abroad, a very favorable impression of the library.

The CMI Library should be maintained at its current level of operation with regards to personnel, collections, activities and CMI administrative support.

CMI wants to move to the city center and set up a more formalised agreement with the University of Bergen. The committee understands the arguments in favour of this, but does also think that it over time may lead to a gradual change of CMI's outward-looking profile and weaken its standing as a national resource center.

In recent years, CMI has established a number of cooperation agreements with institutions in the South. Although the Institute has mixed experiences with these

agreements, the committee feels that CMI should continue to develop collaboration agreements with institutions in the South.

CMI should ensure that agreements have clearly-defined objectives with a broad basis at CMI. The Institute should also develop a more long-term strategy for collaboration agreements.





# I Introduction

## Purpose of the evaluation

According to the terms of reference, the purpose of the evaluation is to "provide as accurate a picture as possible of CMI, based upon quality and relevance". The evaluation should be developed in such a way that it becomes a tool for strengthening the quality of research and the organization at the Institute. It should also make it easier for the Institute to adjust to future demands and maintain its position in society.

In order to achieve this, the evaluation should, according to the terms of reference, cover the following issues:

- The professional profile, including an assessment of the quality of work.
- Research abroad, including international cooperation with institutions abroad.
- The library function.
- The relationship and balance between commissioned research, improvement of competence and development research.
- The cooperative relations between CMI, the universities and colleges in Norway.

In addition to the issues listed above, the evaluation also covers some aspects of the Institute's economy and internal organization.

## Use of the evaluation

The evaluation is to be used by the Research Council of Norway as an advisory tool on matters concerning the Institute.

Other users of the evaluation include:

- The Ministry of Foreign Affairs/NORAD.
- The Institute itself.
- Cooperators in developing countries.
- Other ministries and users who wish to make decisions in connection with research assignments to CMI.

The evaluation committee consists of:

Consultant Ingrid Eide (sociologist), UNESCO  
Professor Mats Lundahl (economist), Stockholm School of Economics (Leader)  
Director Jon Naustdalslid (political scientist), NIBR  
Professor Aud Talle (social anthropologist), University of Oslo

Associate Professor Haakon Lein, NTNU, has acted as secretary for the committee. Contact persons in The Research Council of Norway have been Anette Haug and Helge Klemsdal.

## Methods

As part of the evaluation the committee made a two-day visit to CMI. During this visit, the committee had meetings and interviews with most staff members present at the Institute at the time. The committee also met with the CMI board. In addition to the information collected through this visit, a fairly large number of internal documents has been made available to the committee.

A separate study of the library has been carried out by Nancy Frank. Her report is presented in Chapter 8. She participated in the meeting at CMI, and met with both internal users and library staff. A questionnaire was sent to Bibelation users. These were returned by most of the libraries. There were also telephone conversations with representatives of some of the libraries.

The committee has not carried out any survey among CMI's users. Instead, a number of users in the Ministry of Foreign Affairs and NORAD have been interviewed. The committee met members with different types of contacts with CMI. The main purpose of the interviews was to get an impression of how the users view CMI's competence as well as how the quality of the work is assessed.

According to the terms of reference, the committee should visit some of the institutions which CMI has institutional agreements with. Mats Lundahl and Aud Talle visited the Social Science Division, University of Namibia and the Namibian Economic Policy Research Unit and Jon Naustdalslid and Haakon Lein visited the Centre for Southern African Studies, University of the Western Cape.

As part of the evaluation, a search of the Social Science Citation Index has been carried out. In addition, the committee members have gone through most publications from the Institute in the period 1994-96. This was done in order to assess the quality of publications from the Institute.

The evaluation has been carried out under considerable time pressure. The evaluation committee has had three meetings, the first on August 22, and the last on November 7, 1997.

## 2 Historical background

Chr. Michelsen Institute, formerly known as Chr. Michelsen Institute for Science and Intellectual Freedom, was named after Christian Michelsen (1857-1925), a shipping magnate and politician from Bergen, who was the first Prime Minister of Norway at the time of the country's independence in 1905.

In his testamentary disposition, Michelsen left most of his assets to the Chr. Michelsen Fund. The surplus from this fund was to be used to Finance Chr. Michelsen Institute, which was established in 1930. According to the statutes, Chr. Michelsen Institute should be a free and independent institute, open for particularly outstanding researchers. The activities should be both within humanities and natural sciences.

### Derap 1965-87

Research on development problems at CMI goes back to the 1950s when two of its researchers, Just Faaland and Stein Rokkan, were working on international economics and comparative politics respectively. The establishment of research focusing on the developing countries is commonly justified in a passage in Chr. Michelsen's will, which states that the Institute shall: "... work for the promotion of tolerance and forbearance between nations and races, in religious, social, economic and political life".

In 1961 Just Faaland established a small group of researchers working on development economics. Four years later this work was formalized with the establishment of the Development Economics Research and Advisory Project (DERAP), renamed in 1976 the Development Research and Action Programme. DERAP was established under the Department of Humanities and Social Sciences, which was one of the main departments at CMI up to 1992. The other was the Department of Science and Technology.

According to the statutes, DERAP should contribute to the understanding of development problems in less developed countries through:

- research activities
- preparation of reports and consultancy studies
- information activities
- professional training of DERAP staff
- technical assistance and field work in developing countries

A main element in DERAP's profile from the beginning was that research should be combined with practical assignments in developing countries. Staff members were hired on five-year contracts, with 50 % of the time to be used on assignments abroad. The core senior staff was recruited during the 1960s, and for more than 25 years no new senior staff members were recruited to the Institute. Nearly all staff members who joined the Institute in this period came from positions in government administration

and international organizations. Economics was the main academic background. In 1971, 11 out of 13 staff members were economists. This recruitment policy, however, gradually changed during the 1970s, when younger university graduates from other disciplines were recruited.

In the first years DERAP received substantial support from the Ford Foundation. However, from around 1970 and onwards, its core funding came from Norwegian aid authorities. This funding, which in some years covered more than 80 % of the total budget, was very favorable for CMI since the institution could use the core funding according to own priorities. However, during the 1980s, this changed as the Ministry of Development Cooperation (MDC) insisted that part of the core funding should be used for activities more directly linked to the needs of the ministry.

## **Main events 1987-1997**

1987 became an important year in CMI's history, firstly because a review of the program was carried out, and secondly, because the founder of DERAP, Just Faaland, resigned as Department Director.

That year a review of the agreement between CMI/DERAP and the Ministry of Development Cooperation was carried out by two consultant firms: Asplan Analyse and DIAGAMMA International Development Consultants. Although this review cannot be seen as a full evaluation of the activities of CMI, it covers important aspects of CMI/DERAP activities, including an assessment of the publication profile of the Institute.

The review was carried out as part of an agreement on financial support between the Ministry and CMI/DERAP beginning in 1985. Under the agreement, the MDC agreed to provide a basic allocation to the Institute as well as to finance a number of researchers per year, to be used for various types of assignments. A main purpose of the 1987 review was to analyze the economic and administrative management of this agreement. It is clear from the report that there was considerable disagreement between the MDC and CMI/DERAP on how the agreement should be interpreted and managed in practice. It is, however, hardly relevant to elaborate on this in any detail here. We will instead present some of the main conclusions and recommendations since these can be used as a basis for discussing changes which have taken place over the last 10 years.

The review concludes that CMI had to clarify its main profile: Should it be an academically-oriented research institution, an institution focusing mainly on commissioned research, or a combination of both with emphasis on research. Regardless of the choice of profile, the "DERAP model" with its emphasis on long-term non-academic assignments abroad had to be abandoned, since this tended to undermine research efforts.

With reference to the relationship between the Ministry and CMI, the review mission underlined that CMI had to accept changing and stricter requirements for project financing, while, on the other hand, it was necessary that MDC adopted a long-term

perspective for research and broadened its conceptions of relevance. As part of a more long-term strategy, CMI should work to become less dependent on the MDC as a source of funding.

The review further concluded that the Institute should review its level of costs, including the costs for basic infrastructure. It was necessary to improve the project monitoring system and clarify the role of the project leaders. The Institute should also develop a long-term strategy for commissioned research.

With respect to funding, the review concluded that CMI/DERAP should receive basic funding, preferably channeled through the existing research council system. Additional agreements between the Ministry and CMI/DERAP should be in the form of concrete assignments for individual projects and programs.

Although the review mainly focused on the relationship between the Ministry of Development Cooperation and CMI/DERAP, one of the reports contains an assessment of the research carried out at CMI. This was based on a rather brief review of the available literature for the period 1984-86, by one of the consultants. This consultant found that hardly any of the publications from CMI/DERAP were in the form of articles in international journals, with peer reviews. Instead, the main thrust of publications were reports and working papers in two in-house publication series. The quality of the work published in these two series varied. The consultant identified a number of interesting contributions, but found that many of these publications merely were a mere collection of ideas and preliminary notes rather than complete publications.

A second, and equally important and linked event in 1987, was Just Faaland's resignation as Department Director. His resignation came after a board meeting in which Faaland invited the board to confirm the basic principles of the DERAP model, including the importance of long-term assignments abroad. The Board did not find that such confirmation should be given. Shortly after he resigned.

Faaland was succeeded by Arne Tostensen, a sociologist. The funding agreement with the ministry was prolonged for two years. In 1989, a new agreement was negotiated and a basic grant covering research, core overhead costs, and the full costs of the library was agreed upon.

In 1992, the Department of Natural Science and Technology was separated from the Institute. A company was established, Chr. Michelsen Research, with the Institute and University of Bergen as equal shareholders. At this point the Department of Social Sciences and Development became the Chr. Michelsen Institute.

The activities were organized under five main headings in 1993. This meant that DERAP ceased to exist as a separate program, and the activities were carried on under the various program headings.

Gunnar Sørenbø, a social antropologist, became the new Research Director in 1994. After his appointment, the discussion on the future of the Institute, including the professional profile and internal organization, has continued. We will return to this discussion later in the report.

## Concluding remarks

Research on development problems in the Third World was established at CMI in the early 1960s, at a time when few institutions in Norway and in Scandinavia were giving much attention to these problems. The Institute has been a pioneer in this field.

From the start, development research at CMI was given a particular profile; research should be combined with the more practical aspects of development work. This was most prominently reflected in the requirement that researchers spend considerable time abroad working with more practical assignments. This is an element which has been much discussed over the years, and it is still an issue that influences the activities of the Institute.

As this short review indicates, there has been an active internal debate and a search for a definition of a "new" basis and profile for the Institute over the last ten years. Some of these discussions have undoubtedly been driven by the fact that there has been a gradual change of staff in this period. However, these internal processes should also be seen as a response to external challenges, including increased competition from other research institutions, as well as changing policies among various funding agencies.

The evaluation committee during its work, found an institution able and willing to reflect both over past events and future plans. We have found that the leadership and the staff members at all levels have been willing and prepared to discuss a wide range of issues, including the more difficult and controversial ones. In fact the openness and ability to be so self-reflective has been pointed to as a strength of the institution by people outside of the Institute.

The committee feels, however, that some important clarifications have to be made in the near future. This goes for issues such as:

- The identification of main research profile and main research programs.
- The choice of internal organization, including the role of program leaders.
- The future role of international cooperation agreements.

The director and the staff seem to be fully aware that a number of decisions have to be made. In fact, many of the problems and challenges that lie ahead, have been identified and presented for the evaluation committee by the Institute itself.

### 3 CMI's profile

CMI seeks to play a number of roles. Although primarily an applied research institute, it also has numbers of other responsibilities not directly related to research. These include general information activities to the public and running a fairly large public library.

The purpose of this chapter is to describe the activities related specifically to research and commissioned studies. Some of the other activities will be discussed more in detail in separate chapters. In chapter 5 the information activities will be discussed, whereas the library is dealt with in some length in chapter 8.

This chapter focuses on issues broadly related to CMI's professional profile. It includes a description of staff composition, and a presentation of the main fields of research.

#### Professional profile and organization

There were 23 researchers regularly employed at CMI in 1997. Seven of these were working outside of the institution. As some of the researchers were employed in part-time positions, CMI had about 14.2 work-years at its disposal from the regular researchers in 1997.

Table 3.1 CMI staff 1997

Category	No. of people	Work -years at CMI 1997
Management	3	2
Permanent researchers with PhD	23	14.2
Administrative staff	7	5.6
Library	3	3
PhD students	10	10
MPhil students	15	

The ratio between support staff (8.6 work-years) and research staff (24.2 work years, this including the 10 PhD students) is quite high. The committee thinks that the institute should aim at getting a better balance, thereby reducing overhead costs. One way of achieving a better balance is to employ more research staff without any corresponding increase in support staff.

In addition CMI has a relatively large number of PhD students. In 1997 the Institute had ten students financed by the Research Council of Norway (NFR), and three of the permanent staff were working on their PhDs. Two of the doctoral candidates also received core funding through NFR. The NFR financing for PhD students covers the



first three years, while CMI covers the cost of an additional year. This means that one-fourth of the student's time is at the disposal of the Institute.

The number of staff members with a PhD has increased over the last years. Since 1995, four staff members have completed their PhDs, one more is expected before the end of 1997, and one or two more are likely to finish in 1998.

Most of the research staff (30 out of 33) originate from the four core disciplines at the Institute; anthropology (7), economics (7), political science (5) and sociology (4). Other disciplines represented at the Institute are demography (1), history (2), and law (0.2).

Most of the permanent staff (21 out of 23) are between 40 and 54 years. The average age is 46 years. Currently, one-third (11) of the research staff are women; six permanent staff and five PhD students. The main regional competence among the staff is on East and Southern Africa and South Asia. When it comes to other regions in Asia and Africa, the competence is linked to a few people. The same applies for the Middle East and Latin America.

The number of research staff has increased somewhat over the last few years. Much of the recruitment has been "in-house" as PhD students have been offered permanent positions after completion of their dissertations. At present the Institute wants to increase the staff since the demand for their services seems to be increasing. As part of this effort to recruit new staff, a fairly open advertisement was put in the press earlier this summer. The response seems to have been very good. A total of 110 responses were registered, many from senior researchers.

The committee thinks that the strong emphasis on "upgrading" permanent staff should continue. The Institute should encourage senior staff to complete a PhD. The committee is fully aware that an applied research Institute has to consider qualifications other than the purely formal when appointing new staff. But the committee's view is that a firm academic background is a prerequisite for conducting good applied research. The Institute should also in the future aim at employing staff with a PhD.

The committee further believes that as a principle, all new positions should be publicly announced, and that PhD students at CMI should be offered permanent positions only through competition with other applicants.

## **Long-term assignments abroad**

As discussed above, long-term assignments abroad have always been an important aspect of CMI's work. All CMI researchers are still contractually obliged to spend a portion, in practice about one-quarter of their period of employment at CMI, on long-term assignments abroad. While these assignments were initially linked to more practical development work in various Third World institutions, the focus has changed somewhat over the last few years. Now most CMI staff abroad are either engaged in research and training institutions in the South.

From the CMI point of view, the system has a number of advantages as it:

- exposes the staff to empirical realities otherwise inaccessible to researchers
- gives ample opportunities for data collection for research purposes
- gives a depth of understanding not easily acquired during more short-term visits
- allows generation of new research problems.

Over the last few years a considerable number of researchers have had longer stays abroad (from 4 to 6 months). This amounts to 6 - 9.5 work-years per year in the period 1994-96.

Table 3.2 CMI staff abroad 1994-96

<b>Year</b>	<b>Total work months abroad</b>	<b>Of this PhD students</b>
1994	96	18
1995	114	17
1996	81	10

The committee thinks the system with assignments abroad is good and that CMI should maintain the system. The shift towards more research-oriented assignments is commendable.

The main arguments against the DERAP model put forward in the 1987 Review was that many of the assignments were of little relevance for research and that many stays abroad undermined the possibility to undertake serious long-term research at CMI. Some of this criticism is probably less applicable now, since more of the assignments are linked to research institutions in the South. However, it is obvious that the system still has some disadvantages for CMI. Over the last few years, many of the senior researchers have been working outside the Institute, while most staff at home have been fairly junior researchers working on their PhDs. This has among other things meant that the relatively few senior researchers, including the management, have been heavily burdened with commissioned work. Undoubtedly, this shortage of senior researchers has created some problems with respect to setting up viable research programs at CMI.

Some of the researchers at CMI have had very long assignments outside the institutions, two of the senior economists have over the last 10 years mainly worked outside the Institute.

The committee clearly thinks that CMI should be more restrictive with regards to the duration of long-term assignments outside the Institute. The main idea with assignments abroad is that this should give staff ideas and competence which could be brought back and utilized at CMI. This objective cannot be met when assignments take the form of more permanent leave. In general, the committee thinks that CMI should not permit leave for more than a maximum of 3 years at a time. The committee also recommends CMI to make more long-term plans for outside assignments, in order to ensure that the Institute has a minimum number of senior researchers stationed in Bergen at any given time.

## **Core areas of interests**

In the internal evaluation the core areas of competence and interest are listed as:

- North-South aid and trade
- Poverty and structural inequalities
- Political institutions, democracy and reform
- Natural resource management
- Economic planning and management
- Population issues
- Human rights in a North-South perspective.

The presentation of the activities in the 1996 Annual Report basically follows the same structure, but with slightly different headings (the only exception is "Economic Planning and Management" which is not presented under a separate heading in the annual report). Out of these core areas, three are defined as research programs. The remaining core areas are basically just projects presented under a certain label, but with a potential of further integration for research purposes.

### **Human Rights in a North-South Perspective.**

The Human Rights in a North-South Perspective research program was established in 1983. It focuses on the role of human rights in the development process, with particular emphasis on policy issues emerging in North - South relations. The main areas of research are:

- Human rights in foreign policy
- Human rights in conflict and conflict resolution
- Human rights in processes of democratization
- Development of international regimes for protection of rights and humanitarian assistance

One of the main activities of the program over the years has been on contributing to the Human Rights Yearbook, a joint effort by various European Human Rights Institutes. From 1996 to 1999, the editorship of the book lay with one of the program researchers.

The human rights program differs from the other programs at CMI as it has an earmarked allocation of 1 million NOK from the Ministry of Education and Research. The program is staffed with a senior program director. In addition, a varying number of staff members work on projects under the program; one on a permanent basis, and one or two more on a limited project basis. In addition, a number of students write their master theses under the program.

Of the three program areas, the human rights program seems to be the most clearly-defined one. This is probably related to the fact that it was established as a separate program with its own allocation. However, it may also have to do with the fact that it has a professional leader who has a wide international network, and is very active both in research and publishing, and the initiation of new projects.

## **Democratization, Institutional Change and Economic Reform**

The Democratization, Institutional Change and Economic Reform program focuses on the relations between changes in the economic conditions and economic policy on the one hand, and changes in political and administrative institutions on the other. The common theoretical denominator is that of new institutionalism in the border zone between economics and political science.

The main focus of the program is on:

- Political regimes, transition from authoritarian rule and democratic consolidations.
- Democracy, state-society relations and economic reform.
- Administrative institutions, the civil service and tax reforms.

The main projects at present are a study on taxation and tax evasion in Tanzania, and another on political liberalization and economic reform in Southern Africa.

Between 1995 and 1997 an in-house seminar was conducted where CMI members presented core publications in new institutional theory. A related series of workshops on development economics, financed by the NFR, was carried out in 1995 and 1996.

The program, which makes eminent sense in itself, has not quite got off the ground and has produced few synergy effects, for several reasons. The most important one is that the program leader has left the Institute to take up a position at the University of Bergen. In addition, a core publication has been delayed as a result of illness. Planned cooperation and another publication, with the IDS in Sussex, has met with unforeseen difficulties on the partner side (loss of the entire core financing).

This has left the four PhD candidates and a number of undergraduate students who need supervision. This personnel base is at present far too slim and vulnerable for a viable venture. The program, however, seems to be regarded as potentially very important in the Ministry of Foreign Affairs. The CMI leadership is aware of the situation, that the program is entering a make-or-break phase, and plans to re-launch it once two of the PhD dissertations are finished. According to the two PhD candidates, this will be some time in 1998. Hopefully cooperation can be established with the University of Bergen in some respect.

## **Institutions and Natural Resource Management**

The Institutions and Natural Resource Management program was established in 1996. Prior to its establishment, eight CMI researchers, both permanent staff and PhD students, participated actively in the elaboration of the program document. The theoretical orientation of the program is towards institutional analysis of common resource exploitation. The overall objective of the program is to improve the understanding of common resource exploitation by investigating the social institutions that regulate access to and control over common resources. Thematically, the program focuses on forestry, fishery and agro-pastoral resources in Africa and Asia.

Two of the participants have completed their PhDs, and one more is near completion. Four new projects, with a duration of 2-4 years, have secured funding. In addition, a number of articles and papers have been produced. At present, four of the researchers have long-term assignments outside of CMI.

Although the program has achieved considerable positive results in some aspects a few unresolved issues remain. So far, most of the work on the program has been in the form of individual projects. There have been limited achievements which are genuinely collective in nature, although some of the new projects seem more promising in this respect.

## **Possible new program areas: Strategic Institute Programs (SIPs)**

The three programs presented above are not formally recognized as Strategic Institute Programs (SIPs). A dialogue between the Institute, the Ministry of Foreign Affairs and NFR on this issue has been going on for some time, but so far no final decisions have been made. This is partly because the Ministry has been working on its own internal strategies, forming the basis for the dialogue with CMI. There have also been some disagreements between the Ministry and CMI on what an SIP should be. CMI initially wanted to define the programs outlined above as SIPs. The Ministry has, however, claimed that SIPs should be focused on new areas of research.

During our visit at CMI the committee was presented with a number of such areas:

*Gender and reproductive health.* Gender studies have a relatively long history at CMI. From 1989 to 1994 they were organized in a separate program, *Gender Relations in a Comparative Perspective* (GREL), with three permanent positions linked to the program. Due to a number of circumstances, most importantly, long periods of leave from the Institute, the program was more or less phased out around 1994/95. At present, a revitalization of gender studies, focusing more on reproductive health, is being discussed. A possibility is to try to set up a program in collaboration with the Centre for International Health at the University of Bergen.

*Urbanization in the South.* This is an issue which is likely to become more prominent on both the research and aid agenda in the coming year. A program focusing on urbanisation, possibly set up in collaboration with the Nordic Africa Institute is apparently being discussed internally.

*Aid and conflict.* In recent years, CMI has carried out a number of studies related to conflict and aid/humanitarian assistance (Mozambique, Rwanda). A new collaboration on humanitarian assistance and conflict in Africa has also been initiated recently. So far this work has been carried out under the Human Rights Program. However, one possibility being considered is to put more emphasis on this topic, by giving it status as a SIP.

The committee finds the three proposals interesting. These are feasible projects, which may potentially lead to new forms of institutional cooperation. In general, the committee thinks that Strategic Institute Programs should be located firmly in the core areas of interests and competence at CMI. CMI should, therefore, not look for "new" fields of interest, but rather, focus on some central and promising parts of existing activities which should be given additional attention and resources for a limited period. The committee thinks this would be in line with the guidelines of NFR for Strategic Institute programs.

## **Conclusions and recommendations**

- The committee thinks that a firm academic background is a prerequisite for conducting good applied research. Therefore, the Institute should aim at employing staff with a PhD. The committee thinks that in principle, all new positions should be publicly announced.
- The committee thinks the system with assignments abroad is good and that CMI should maintain the system. The shift towards more research oriented assignments is commendable. The committee, however, thinks that CMI should be more restrictive as regards the duration of long-term assignments.
- The three existing Institute programs are undoubtedly based upon core areas of interest and competence among the staff. It seems, however, that the concept of Institute programs was not fully developed before the existing programs were set up. The evaluation committee thinks that this has led to the establishment of a number of not very coherent, poorly-defined programs.
- There seems to have been relatively few joint activities within the programs. This may partially be explained by the fact that most staff have been working on individual PhD projects. But it is also clear that few mechanisms for ensuring cooperation within the programs have been identified and established. The role of program leader is unclear. Also, the personnel base of most programs seem to be too slim, especially with regards to senior researchers.
- The evaluation committee thinks that collaborative efforts must be actively promoted and that more resources must be invested into the programs. In addition, stronger professional coordination is needed. This can be achieved by hiring senior researchers on a part-time or temporary basis.
- In general, the committee thinks that Strategic Institute Programs should be located firmly within the core areas of interests and competence at CMI. CMI focuses on some central and promising parts of existing activities, which should be given additional attention and resources for a limited period.

## 4 Publications

In order to assess the quantity and quality of the publications from CMI the evaluation committee has carried out three types of analysis:

- A count and classification of publications from 1986 up to the present. This was done to obtain an overview of the output and the publication profile of the Institute. The counting is based on CMI's own bibliography.
- Search in the Social Science Citations Index. This was done to assess the visibility of the Institute in the international academic community.
- A qualitative assessment of publications from CMI from 1994 to the present. This review has been carried out by the committee members who have gone through most of the publications, both internal and external, from 1994 to mid-1997. In addition an external reviewer, Graham Pyatt from the Institute of Social Studies, in the Hague, has looked at some of the literature in economics.

### Quantity and type of publications

The publications from CMI, according to broad categories, are presented in table 4.1. The table shows a fairly steady production in the 1990s. The number of publications per year has varied between 50 and 80.

CMI researchers have during the 1990s been quite active in contributing to edited books. The high number of contributions can partly be explained by the fact that CMI, together with a Norwegian publisher during the 1990s edited a number of books. Moreover, there seems to have been a trend in recent years towards increased contributions to books published internationally.

The number of contributions to articles in journals has been relatively low, varying from one to four articles per year. It is difficult to see any clear increase in such contributions over time. Some of these articles have been published in high-ranked journals such as *World Development*, *Journal of Development Studies*, *Journal of Modern African Studies*, etc. It is clear that younger staff members, working on their PhDs, have been quite active in preparing articles for international journals over the last few years. In 1997, 3 of 4 articles have been produced by a single PhD student as part of his dissertation work. However, many staff members seem to have at least one publication in a high-ranking international journal. However, only a few staff members publish on a more "regular" basis.

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There is noticeable differentiation among the staff regarding the publication profile. Some write mainly for internal series, while others have a much more outward-looking publication profile. Some also obviously write more than others. There is no doubt that a few researchers, most notably Astri Suhrke, have given a strong boost to the international publication profile of the Institute over the last years.

It seems that CMI has at least two challenges ahead if it wants to maintain, or increase, the number of publications in international journals. First, more established staff members must publish, and they must publish on a somewhat regular basis. In addition, the Institute must make sure that the younger staff members, those who have started publishing as part of their PhD work, continue to do so also after they take up more regular assignments at the Institute.

## **Results from the Social Science Citations Index search**

As part of the evaluation, a Social Science Citations Index search has been carried out. The Social Science Citations Index is an author, title and citation index of approximately 1,400 core social science periodicals, including a few Norwegian journals. Citations are taken from footnotes, notes and bibliographies attached to articles, as well as notes and book reviews in these journals.

The search has covered the period from 1986 up to present. The period up to 1994 has been searched on CD-ROM, the later period on-line. The search basically covered all authors and publications listed in CMI bibliographies in the period 1986-1997. The publications cited are cited in SSCI journals from mid 1986 to 1997.

The SSCI search should be interpreted with precaution. The system has certain well-known shortcomings; the CD-ROM version only covers first authors, the search is vulnerable to misspellings, the base has a certain bias toward US journals, etc. Despite these and other problems, citations in the SSCI are often perceived as a measure of quality, in the sense that many citations should be seen as a proof of quality. A better approach may be to see SSCI results as a measure of visibility in the sense that it reflects how well publications have reached the international research community.

Covering the period from mid-1986 to present, we were able to find 282 citations (or about on average 28 citations per year) of publications included in the CMI Bibliography from 1986 onwards. A number of these citations refer back to publications by visiting researchers at CMI.

In general it seems that most staff members have 2-4 citations. However, it is also clear that some works, and some researchers, have been fairly well cited.

A short summary of the most cited researchers and their work is presented below. The table refers only to publications prepared by CMI researchers produced while working at CMI. Some researchers (e.g. Suhrke) presently working at CMI, are widely cited on publications produced before joining the institution. These citations are, however, not included in the table. The list clearly shows that some publications have reached a fairly wide international audience. It seems also that the most cited works are publications with strong empirical basis in specific countries (Bangladesh, Malaysia, Tanzania, Ethiopia, Zimbabwe). Judged from this, it may be tempting to suggest that CMI researchers have been able to reach a wider international audience when they have been drawing on their country-specific competence, rather than on their more general topical competence.

Table 4.2 Most cited CMI researchers and publications, 1986 to present.

<i>Name of researcher</i>	<i>No. of citations 1986-</i>	<i>Main publications cited</i>
Just Faaland	31 including 5 book reviews	-Bangladesh - The test case for Development -Aid and influence -Book on Malaysia
Kjell Havnevik*	29 including book reviews	Various publications on Tanzania
Tor Skålnes*	22 including 1 book review	Human Rights Yearbook 1988 Various publications on Zimbabwe
Sigfried Pausewang	22 including 1 book review	Various publications on Ethiopia
Eirik Jansen*	19 including 5 book reviews	Rural Bangladesh: Competition for Scarce Resources

\* Researchers not working at CMI at present

As discussed above, the rate of citations is at least partly a function of age in the sense that the young researchers, with fairly fresh lists of publications, tend to score low simply because there may be a considerable time lag before a new publication will be cited. However, there is no doubt that the score on the SSCI search for individual researchers is also a function of the individual publication profile, simply because a distributed publication is more likely to be cited.

It is difficult to assess to what extent CMI as an institution scores better on the SSCI search than other similar institutions, simply because we do not have much material to compare with.

## **Assessment of quality**

As a means to evaluate the quality of publications from CMI, the committee has gone through all publications from 1994 to 1997 which were included in the official list of publications from CMI. The more academic assessment has partly been made according to disciplines (anthropology, economics), and partly according to thematic focus (refugees and human rights). In addition, the quality of more applied, commissioned work was assessed.

### **Economics**

The academic quality of the CMI publications in economics is generally good. Even more encouraging is that in recent years the quality curve seems to be pointing upwards. Also, the publication profile tends to become more international over time, with refereed journal articles and books published by reputable international publishing houses also using a referee system. Most of the working papers produced in the past couple of years should stand a high probability of being published. The reports commissioned by external users, aimed at a wider audience, tend to be well written and most of the time not overly technical. Usually great care is taken to communicate in a pedagogical manner. In the main, the CMI economists demonstrate a high level of familiarity with sophisticated economic theory and display a stimulating vigor and energy in what they do. Possibly, they are more comfortable with stylized facts than with real data, but this on the other hand may be a reflection of current trends in university research. Since 1994, the formal qualification of the staff of economists at the CMI has increased. Three researchers have defended their doctoral dissertations, a fourth dissertation is presently under formal consideration for defense and at least one more (in the best case two) will be ready for defense during the next calendar year. All this is very encouraging and bodes well for the future.

One of the main themes is that of natural resource management, which has produced two PhD dissertations and a number of papers, some published, others presumably on their way out shortly. Some of these successfully summarize and extend existing theory, for example of crop rotation and the margin of agricultural activity, agricultural expansion and deforestation, intensity of agricultural exploitation and land degradation. The applied works deal with shifting cultivation and rubber production in Sumatra and, to a lesser extent, land reform in the setting of land degradation in Tanzania. In most of these works explicit use is made of microeconomic theory and game theory.

A second sub-theme within natural resource management (which has also resulted in a PhD dissertation), deals with the economics of exploitation of fisheries resources in the Barents Sea. Emphasis is on the issue of cooperation versus non-cooperation between

competing actors. A game-theoretic setting is employed to discuss such important issues as overexploitation of certain species and overcapacity in the industry. The works not only demonstrate a good technical capability but they also highly successfully integrate biological knowledge with economic principles to produce applicable results.

Another problem area within natural resource management deals with efficiency and distribution problems and their relation to resource management within the household. The project is mainly theoretical, although reference is made to agrarian societies and marine communities in West Africa. A gender perspective is translated into a game-theoretic setting analyzing the economic interaction between the sexes in a largely non-cooperative context, resulting, among other things, in efficiency losses within the household.

A second main theme among the CMI economists is that of trade, and, regional integration and growth. Within this area one researcher will shortly defend a PhD dissertation. Here models of economic growth in resource-rich countries are developed and applied to South Africa. One paper, dealing with the comparative advantage of the South African manufacturing sector, has already been published in one of the leading journals of development economics. Two other papers deal with a similar theme: how output can be diversified in economics which are dependent on extractive industries with important economies of scale but little prospective for technological change. Finally, the relation between terms-of-trade improvement and growth is explored.

A second sub-theme deals with issues of aid and regional integration in southern Africa. The publications include a retrospective piece on the reasons behind Botswana's success, and two reports on SADC issues. The former makes good use of past experiences to project some challenges of the future, while the latter two deal with an area where presumably few concrete results will be produced in the future.

Other and related subjects deal with Norwegian aid policy, historically, in relation to the policy of the EU, and business development. These are useful, but they would have benefited from publication in more visible fora. A report on project aid and sustainability is a nicely written and well-argued study on an important contemporary theme, but should have been published internationally instead of as a CMI report, since the quality of the work would have allowed this.

A new theme related to trade is that linked with social clauses on the issue of child labor. This is an important and promising area, likely to be extensively debated in the near future. The subject is tricky and frequently misunderstood, so it is important to provide easily-read and comprehensible arguments for the public debate.

A third main theme deals with economic reform, notably the political economy aspects of it. Here, a major study of the effects of lobbying on economic policy in Zimbabwe has been carried out, along the lines of Mancur Olson and Robert Bates. The book has deservedly been published by two well-reputed international publishers. The theme has been followed up in some working papers dealing with Zambia and South Africa, with interesting results. The eventual outcome will be a PhD dissertation on Zambia and a book on South Africa. Under this category of papers we also find a few dealing with tax evasion and corruption in Tanzania. So far, mainly general surveys have been produced and not so much directly related to Tanzania.

Finally, in the context of South Africa, the poverty theme has been explored. The output consists of an internal publication (an edited book) based on a workshop in Pretoria, and a shorter version, published by the African Development Bank. These are useful contributions related to the discussion of poverty, growth and redistribution in South Africa following the 1994 elections.

## **Anthropology**

The CMI publications in anthropology comprise revised masters thesis, PhD coursework papers, project reports, published chapters in books and conference papers. Chiefly dependent upon the targeted readership, the theoretical ambitions of the publications vary and not surprisingly appear to be highest in revised theses and in papers submitted to anthropological anthologies or as PhD course work. A varying level of scholarly ambition notwithstanding, the publications on the whole demonstrate a profound knowledge and high competence of anthropological reasoning. An added merit of the published texts, which are mostly written in English, is their general clarity of style.

The publications cover a wide range of topics: ethnic conflicts, modernization of cultural performances, population policies, resource management and environmental issues, agricultural production systems, postmodernism, gender, ethics and others. The studies furthermore are regionally spread out. Countries represented in the publications submitted to the committee are the Congo, the Gambia, Palestine, Pakistan and Tanzania. Although individual authors tend to have a thematic as well as a regional focus in their work, for instance natural resource management or gender in Pakistan, ethnicity and politics in the Middle East or modernization in Tanzania, the publications cannot be summarized neatly under a few overarching themes.

Whatever topic being discussed in the publications, however, the authors are generally well informed and updated on relevant anthropological theorising. This particularly appears to be the case for papers written by PhD students. Dealing with research issues such as morality, performance, embodiment and experience points to a familiarity with recent professional concerns.

It is praiseworthy that many of the anthropologists at CMI venture into new areas of anthropological investigation. For example, in one of the papers the traditional culture relativistic stance of the discipline is challenged by opening up for a discussion of the concept of morality, in a universal sense. The issue of ethics has recently been debated in a major journal within the discipline, but despite its timeliness, morality beyond the local context is still a relatively neglected anthropological topic. Furthermore, resource management and nature conservation is another timely issue, but as yet not extensively researched by mainstream anthropology. In an imaginative and sound way the various papers on these issues propose anthropological approaches to new empirical areas. The ambition and commitment to be relevant, as reflected in the publications, appear to have spurred the CMI anthropologists to take on new disciplinary challenges. This is done, however, without losing their firm grasp of the basis of the discipline.

The often thorough and wide regional competence of researchers within the anthropological discipline obviously is an important resource to CMI, evidenced among other things in the extensive use of anthropological expertise in applied research and evaluation work. The pronounced activity of the CMI anthropologists in evaluation activities has to some extent had adverse effects on the rate of publications in renowned anthropological fora such as peer review journals. The anthropological component within CMI is weighty and the committee finds that the quality of their work merits a stronger voice also within core milieus of anthropological research. This requires, however, a conscious policy of publication.

## **Refugees and human rights**

CMI runs a substantial program on migration, refugees and human rights (see chapter 3). A large number of publications has emanated from this program. The texts, all in English, which contain numerous aspects related to issues of migration and human rights, have been published as chapters in international books and seminar proceedings, reports for international institutions and CMI publications. The program also has for the last two years edited the widely distributed Human Rights in Developing Countries Yearbook. The Yearbook contains seminal chapters on human rights issues of great urgency and relevance as well as country-based status reviews. Some of the chapters are written by CMI researchers. The topics approached by the program researchers and type of publications issued bear witness of the program's international profile and extensive network. The publications within the program vary from brief overview articles on causes and routes of migration and refugees in the Muslim context to larger reports and articles on the interrelationship between refugees and the state; causes and regional processes of international migration with cases both from Africa and Asia; analyses of refugee-producing conflicts and aspects of displacement and resettlement. The papers reflect substantial knowledge of these issues across countries as well as across disciplines. In a clear prose the texts combine a profound, scholarly grasp on the subject matter with a practically oriented approach in terms of policy-formulation. This, besides being distributed through international agencies and publishing channels, would cater for a wide readership of the publications.

## **Commissioned reports**

A number of publications fall in a wide category including evaluations and appraisal studies prepared for donor agencies and authorities. Publications in this category include studies such as of the effect of aid on various countries (e.g. Botswana, Kenya, Mozambique), evaluation of specific development programs, evaluation of institutions, monitoring of elections, and specific country studies (e.g. Angola).

Most of these publications have a practical objective, aiming at providing the authorities commissioning them with decision-relevant advice and background information. However, one should expect that reports, coming from an applied research institution, to be based on professional and theoretical insight, thereby reflecting the disciplinary knowledge of the researcher(s). Frequently such studies require cross-disciplinary

expertise and they put demands on the researchers for solid background knowledge about countries and areas of study.

Generally, it is the committee's assessment that CMI publications/reports in this field are of high quality as judged against such standards. The reports are in most cases well-written, with clear formulations of problems and questions to be answered, and with concise conclusions and recommendations. Rather than research in the conventional sense, these are applied studies with a practical objective. Nevertheless, many of the studies within this category clearly build on professional knowledge and insights. One example is the "Evaluation of Norwegian Assistance to Peace, Reconciliation and Rehabilitation in Mozambique", which is an effective policy analysis combining knowledge and insight in the Norwegian policy-making process, with practical knowledge about the situation in Mozambique. Due to its policy of "outplacement" of staff, CMI has a number of well-experienced staff with solid knowledge about specific countries, particularly in Africa and Asia. This is reflected in most of the evaluations and appraisals. As far as the committee is able to judge, evaluations and appraisals are undertaken with the necessary professional distance, and with the required critical perspective.

The committee has had no possibility to assess the quality of this work against resource inputs. However, most studies of this kind are generally undertaken with very tight time schedules and under strict budgetary restrictions. One should therefore not expect an academic quality much beyond what is found in most of the reports. On the other hand, one could expect CMI to take advantage of its core funding (on its own initiative), to develop some of the insights gained in such studies into academic publications. In this aspect, the Institute has a clear potential for improvement.

## **Conclusions and recommendations**

- The publications from CMI cover a wide range of themes, approaches, contributors purposes and forms of publications. This heterogeneity reflects the situation of CMI itself; its multidisciplinary staff; its focus on development as theoretical issues as well as practical, including normative challenges.
- There has been a fairly steady production of publications in the 1990s. The number of publications per year has varied between 50 and 80. A considerable number of these are in internal series. More of these works should be published in international journals and books.
- In recent years there seems to be a trend towards increased contributions to books published internationally. The number of contributions to articles in journals has been relatively low, varying from one to four articles per year.
- The academic quality of the CMI publications is generally good. It is encouraging that the quality curve seems to be pointing upwards.

- Generally, the reports commissioned by external users are of high quality. The reports are in most cases well-written, with clear formulations of problems and questions to be answered, and with concise conclusions and recommendations
- The overall impression is that CMI's activities are relevant; that the published contributions are timely; that diversity controversy and dilemmas are exposed and analyzed; that CMI staff both contribute to initiatives organized elsewhere, and involves colleagues from other research institutes as well as national and international agencies in their own activities.



## 5 CMI and the outside world

In this chapter we will mainly deal with some aspects of CMI's links to the world outside the Institute. The discussion will be limited to links with Norwegian institutions and the Norwegian public. Collaboration with institutions in the South will be discussed more in detail in chapter 6.

We will here focus on three main issues:

- The users' views of CMI and its ability to fulfil the needs of various commissioning agencies.
- The links between CMI and other Norwegian research institutions, especially the University of Bergen
- The information activities and CMI's participation in the public debate on development issues

### Users' views of CMI

In order to get some information on how the main users perceive CMI's competence and quality of work in connection with commissioned studies, the evaluation committee has carried out a number of interviews, in the Ministry of Foreign Affairs and NORAD. The persons interviewed (10) were selected by the evaluation committee mainly from a list of contacts provided by CMI. These interviews mainly covered:

- Type of contacts with CMI
- Assessment of CMI's professional profile and competence
- Assessment of quality of work
- Use of CMI personnel and publications
- Major problems
- Possible measures to improve contact

Regarding types of contacts, we found that CMI staff have a multitude of contacts in the Ministry. CMI obviously has many, often personal, relations to persons holding various positions within several departments. Some of these used CMI mainly as a source of competent personnel able to read and comment on a wide range of reports, and utilized CMI staff as representatives in various international fora. Others had more direct contact, as administrators of various assignments to CMI. Although in connection with more regular activities such as evaluations etc., the initiative comes from the Ministry, it also seems fairly common that CMI initiates and suggests projects to the Ministry.

In general we found a clearly positive attitude towards CMI. Several of those interviewed emphasized the importance of having an Institute with broad competence on aid-relevant development research. However, one of the informants found the general competence of CMI to be of less relevance today, and claimed that CMI, with its general profile in development studies, has few advantages compared to more specialized institutions.

All informants were satisfied with the reports produced. The products were commonly described as "good" and "of high quality". The Institute's ability to take up issues of high policy relevance was also praised as a particular strength. With reference to the dialogue between the Ministry and CMI, a clear majority of those interviewed found this to be good and open.

Regarding the use of the of CMI and its reports, it seems clear that the Ministry has some capacity problems. Several of those interviewed complained that, due to lack of time, they were not able to read and utilize the reports as well as they would have preferred. CMI personnel, however, appear to be used quite actively as resource persons in various contexts. In fact, CMI as a supplier of highly-competent personnel to be used in various international fora, was emphasized by several of those interviewed.

The overall assessment of CMI was clearly positive, although a number of problems and shortcomings were highlighted. Several informants pointed at the lack of capacity and senior personnel as a major problem. Some also emphasized that CMI should try to develop a more clear and coherent professional profile. Others were also concerned that CMI, through a closer contact with the University of Bergen, would develop a more "academic" profile, thereby becoming less receptive to the particular needs of the aid bureaucracy.

The numerous contacts between CMI and the Ministry were seen by some as a problem, at least internally in the Ministry. This multitude of contacts sometimes leads to internal information and coordination problems. In some cases the contacts and agreements between CMI and senior personnel in the Ministry created some frustration among the more junior staff actually responsible for implementing the decisions. There were also some complaints that CMI was unable to meet deadlines on assignments, creating problems for the administrative management of the documents.

Regarding measures for improved contacts, there seems to be a need for some better coordination of CMI's contacts with the Ministry. One informant also wanted more formal yearly meetings between CMI, the Ministry, and NORAD. As NORAD now has signed a general framework agreement with CMI, the two institutions will now have annual planning meetings. Moreover, it was suggested that there was a need for more information about CMI activities and its major fields of competence. The information should be targeted towards certain groups or sections within the Ministry. The need to improve contacts between CMI and the more junior staff was also emphasized.

## **Contact with Norwegian universities and research Institutions**

### **The University of Bergen**

The most prominent contact between CMI and the University of Bergen at present is through the large number of MPhil and PhD students that are affiliated to the Institute. In 1997, 15 MPhil students were affiliated. These students are registered at the university and have their supervisor at their respective departments. The scholarship at CMI does not include any kind of direct economic compensation. At CMI, the students get good reading facilities, access to their own PC, and access to the library. All students are supposed to get a contact person among the staff. The scholarships are open for students from all departments and are announced at the university once a year.

In general all the students are very satisfied with the system. Besides having excellent facilities and library service, they also feel that they have been able to participate actively in the internal life of the Institute. The students also participate in internal meetings. However, the students felt that they could be more utilized as a resource, by being with various projects as student assistants, etc. They feel that this would provide them with valuable work experience.

Regarding the PhD students, the Institute has now 10 students from both the University and the Norwegian School of Economics and Business Administration (NHH). Most of the students come from the major disciplines at CMI: anthropology, economics and political science. However, the Institute also has students from other disciplines as sociology and history. Since the PhD students have supervisors at their respective departments, CMI staff has no formal role as supervisors, although most students use staff as advisors on various issues.

With reference to the time at the Institute's disposal (25 percent over four years), this should normally be used on various externally-funded projects. Among those we met with, this was perceived as a good opportunity to have some additional project/work experience which could be of value for future employment.

To find more concrete forms of cooperation in the field of development research between CMI and the University of Bergen (UiB), a working group involving representatives from the two institutions was established in 1996. The group's mandate was to single out forms of cooperation which would promote development research in Bergen and enable the two institutions to take further advantage of each others' competence, both related to thematic issues and regional and country-specific knowledge. The group submitted its proposal in October the same year, stating that some formal procedures for inter-institutional cooperation should be established. The group did not, however, agree on how this cooperation should be organized. At the

time of writing, a proposal for agreement has been presented to the University of Bergen, but has not yet been signed.

According to the working group, such cooperation would form the basis for strengthened long-term research in an area of growing importance and in which the two institutions are facing constantly changing international conditions. It would also improve the two institutions' ability to compete with similar multidisciplinary environments for contracts with the UN, the World Bank, the EU, etc.

There are several reasons for CMI to join a cooperative agreement:

- to secure recruitment to multidisciplinary and applied development research
- to expose its researchers to teaching and contribute to designing courses
- to enable CMI to offer relevant courses at UiB to its southern counterparts
- to take advantage of UiB's expertise in commissioned studies and other projects
- to strengthen CMI's capacity through involvement of competent UiB personnel as program leaders
- to take part in designing of PhD courses relevant to CMI's areas of research

The management believes that a cooperative agreement with UiB will be important when it comes to strengthening Bergen as a development research center, to secure a sustained recruitment of researchers to CMI, and to improve the Institute's competitive ability. However, it is clear that in order to reach such aims, more formal procedures for cooperation will have to be worked out in detail. For CMI, it is also important to avoid a situation where the Institute functions as a secretariat for commissioned studies without getting economic transfers from the University.

The agreements with UiB should be seen in connection with CMI's attempts to find a new location for the Institute. The management wants to move to a building in the city center, close to the university. It is assumed that this will both improve contact with the University, and possibly reduce some costs.

The committee understands the arguments in favor of a closer formal cooperation and a move to the city center. The committee does, however, foresee some problems with increased contact with the university. First of all, there is no doubt that a location closer to the university will lead to more use of the Institute's staff (advice, etc.) and facilities, notably the library. This of course, has a positive side, but the committee finds few reasons to believe that CMI will be adequately compensated by the university for this use.

A substantial part of the proposed agreement seems to be linked to teaching and supervision of students. This undoubtedly has a number of positive sides such as better contact with students and university staff. However, at present, the compensation given by universities for teaching and supervision is generally inadequate for covering the real costs at CMI. Unless CMI is able to negotiate a better agreement, it may end up subsidizing the university's teaching program. In general, the committee also thinks that CMI's role in teaching programs should be limited, and that CMI should rather stick to its profile as an applied research institute.

The committee also thinks that the strengthening of links to the university, may lead to a gradual change of CMI's outward-looking profile. There is a real danger that CMI

will use more of its resources and time on issues relating to more local and internal academic and administrative problems. It may also weaken its standing as a national resource center within the field of development studies. The present location, with a degree of isolation from the University, correspond to the autonomy prescribed to CMI while facilitating, we believe, productivity as well as an international orientation.

## **Collaboration with other institutions**

After a year of planning and negotiations, CMI in 1997 together with Norwegian Institute of Nature Research (NINA) in Trondheim and the Centre for International Environment and Development Studies (Noragric) established a limited company called the Norwegian Consortium for Development and Environment - NODE.

The three institutions cover a broad range of social and biological science disciplines, and represent a wide experience in policy-related research and planning. The purpose of NODE is to strengthen the partners' ability to compete for commissioned work and research grants.

According to the internal evaluation, CMI's first experiences are so far positive. NODE has been well received among potential clients, and a number of projects have already been carried out under the NODE umbrella.

## **Information services**

In several internal notes, as well as in the self-evaluation, it is stated that CMI should be an active and leading institution in the public debate on North-South issues and aid. According to its own assessment, the Institute has only partially fulfilled these ambitions.

Over the last couple of years researchers at CMI have been quite active in preparing articles in newspapers. In 1996 and 1997 about 22 articles were published in the main national newspapers. The Institute also has a press clipping archive. From this it seems clear that the researchers at the Institute have at times participated in the public debate in the press as well as on TV. Some of the studies carried out by CMI have also received considerable press coverage.

The Institute has two internal publication series: *CMI Reports* (6-7 per year) and *CMI Working Papers* (5-14 per year). These publications are mainly distributed through exchange relations with other institutions and libraries. Most are distributed free of charge. Income from sales of publications are low, a maximum 25,000-30,000 NOK per year. In addition to these two series the Institute publishes a quarterly newsletter, *CMI-Nytt*, distributing approximately 650 copies. The Institute has also a homepage on the World Wide Web where staff, activities and publications are presented. Unlike many other homepages, the CMI homepage is well designed and updated.

The committee thinks that the Institute should have reprint series, covering journal articles and other contributions previously published by CMI staff. Such series are common and constitute an efficient and inexpensive way to disseminate these types of research publications. CMI should also make sure that PhD dissertations are published, either in a separate series, or as revised versions published in the report series or elsewhere.

The committee has during its reading of various publications noticed a lack of consistency as regards CMI's publications. Cover design as well as format seem to have been changed several times only over the last few years. In addition some of the commissioned work is not clearly presented as CMI products. Here, the Institute should try to establish a more long-term and coherent design, and make sure that as much as possible of its production is presented under the Institute's own design. These issues are important elements in an effort to build a clear image of the institution and its related work.

## **Conclusions and recommendations**

- In general, the users of CMI from the Ministry of Foreign Affairs, as well as NORAD, seem to be satisfied with CMI's competence and performance. However, there is some room for improvement, especially regarding dissemination of information and contact.
- CMI has a system with scholarship for MPhil students. In general the students seems very satisfied with the facilities and library service.
- The management believes that a more formalised contact agreement with UiB will be an important means for securing a sustained recruitment of researchers to CMI, and to improve the Institute's competitive ability. The management wants to move the institute to a building in the city center. The committee understands these arguments, but does, however, also foresee some problems with increased contact with the university.
- Among other things, the committee also thinks that the strengthening of links to the university, may lead to a gradual change of CMI's outward-looking profile. There is a real danger that CMI will use more of its resources and time on issues relating to more local and internal academic and administrative problems. It may also weaken its standing as a national resource center within the field of development studies.
- The committee thinks that the Institute should have reprint series, covering journal articles and other contributions previously published by CMI staff. CMI should also make sure that PhD dissertations are published, either in a separate series, or as revised versions published in the report series or elsewhere.

# **6 International collaboration in the South**

## **Introduction**

CMI has over the last few years established a number of cooperation agreements with institutions in the South (table 6.1). The first agreement, with the Bangladesh Institute of Development Studies (BIDS), was set up in 1978. In 1988 another agreement was set up with the Addis Ababa University (AAU). Since 1994, the number of new agreements has grown, and at present the Institute has formal collaboration with six institutions, and two new cooperation agreements are in the process of being set up.

The evaluation committee has visited three of the collaborating institutions; Centre for Southern Africa Studies, University of the Western Cape in South Africa, and Namibian Economic Policy Research and Social Science Division at the University of Namibia in Namibia. These visits were made in order to get an impression of how this cooperation has worked out, and what the major achievements and problems have been. We will in this chapter summarize some of the impressions gained both through the visits, from the available reports, and from our discussions with CMI staff.

As regards the agreements with BIDS and AAU, we will briefly present some findings from other evaluations and internal assessments. The other agreements are so new that an assessment of performance is not possible at this stage of the collaboration. These agreements are only briefly described at the end of the chapter.

## **The collaboration agreements**

We will in this section give a short description of the various agreements. In the case of the institutions visited, we will give an assessment of performance and some concrete recommendations.

Table 7.1: Overview of CMI collaboration agreements

<b>Institution</b>	<b>Duration and funding</b>	<b>Main objectives</b>
Bangladesh Institute of Development Studies (BIDS)	Phase I: 1978-84 Phase II 1986-89 Phase III 1994-96  Funded by NORAD	* Exchange of scholars * Support to library * Training of BIDS scholars abroad * Installation of data processing equipment (phase I)
College of Social Sciences (CSS), Addis Ababa University	Phase I:1988-91 Phase II 1992-93 Phase III: 1994-96 Phase IV: 1997-2000  Funded by Ministry of Foreign Affairs (Phase I) and NUFU	* Establishment of 2-year MA course in social anthropology * Provision of infrastructure and library support * Promotion of field research project * Sponsorship of staff members for PhD studies abroad
Centre for Southern African Studies (CSAS), University of the Western Cape	1994-97 1998-2001 (proposed)  Funded by Ministry of Foreign Affairs	* Support to research programs and staff development * Educational activities * Presentation of research findings * Promotion of regional networks * Library support * Improvement of administrative capacity
Namibian Economic Policy Research Unit (NEPRU) and Social Science Division (SDD), University of Namibia	1996-1999  Funded by NORAD	* Development of professional competence * Improvement library services and skills * Generation and dissemination of research
Muwatin, the Palestinian Institute for the Study of Democracy	1995-98 1998-2000 (proposed)  Funded by Ministry of Foreign Affairs	* Institutional support * Exchange of researchers * Project collaboration
Botswana Institute of Development Policy Analysis (BIDPA)	1995-  Funded by Ministry of Foreign Affairs	* Long-term assignment of researchers to BIDPA * Project collaboration * Library support
Centre for Applied Social Sciences (CASS), Univ. of Zimbabwe	1997-2001  Funded by NORAD	* Research by CMI researchers and 3 PhD students from CASS * Some support to CASS education and research
Centre National de Recherche Scientifique et Technique (CNRST), Mali	Funded by NUFU and Ministry of Foreign Affairs	* Research by CMI and Malian researchers as well as 5 Malian master students



## **Bangladesh Institute of Development Studies (BIDS)**

The collaboration with the Bangladesh Institute of Development Studies (BIDS) goes back to the 1950s, when close contacts were made between Just Faaland and other CMI staff who later had assignments at the Pakistan Institute of Development Economics. A "Memorandum of Understanding on Collaboration" was signed in 1977, and in 1978 the institutions received financial support for a two-year program from NORAD. In 1986, a second three-year agreement was signed, and a third phase was approved in 1991. Due to delays in implementation, the collaboration has in practice functioned without longer breaks from 1978 to 1996.

The major components have been exchange of scholars, support to the library and support to install data processing equipment at BIDS in the first phase of the agreement. Some funds have also been used for scholarships (1 PhD and 3 MPhil) for junior BIDS staff abroad. For CMI the agreement has provided a basis for research in Bangladesh and a number of CMI researchers have carried out field work for their PhD's under the agreement. It has also allowed the library at CMI to build up one of Europe's best collections of literature on Bangladesh.

An internal assessment of the collaboration has been carried out at CMI. This concludes that from the point of view of what the authorities consider to be the most important objective – to contribute to institution and competence building at BIDS – the agreement has been reasonably successful. It has provided funds and technical assistance for the library, it has allowed a number of Bangladeshi researchers to work on their projects at CMI and to get training abroad. From the CMI point of view, the agreement seems to have been less beneficial for a number of reasons:

- CMI has had a heavy administrative burden designing and implementing the program. These activities have not been fully funded. CMI has obviously also felt that BIDS have taken a rather passive role as recipient of funds, rather than being a driving force in the partnership.
- There has been very little collaboration on concrete research projects. Most of the researchers involved have been carrying out individual projects under the program. The most important joint projects seem to have been the organization of two major seminars, in 1989 and 1996. The papers from the 1989 seminar were edited at CMI and published as a book. According to the plan, this will also be done with the papers from the 1996 seminar.
- CMI has not, especially in the third phase, been able to utilize the collaboration agreement by sending staff to BIDS. With two exceptions, most of the visits by CMI staff have been short visits by junior staff, which, judging from the output, have not always been visibly productive.

This lack of interest in long-term visits by CMI staff may have many causes. BIDS has gone through an internal management crisis, making the Institute at times not a very attractive academic environment to work in. However, CMI has also failed to direct its

researchers into the program. Part of this is due to the fact that some of the staff interested in Bangladesh issues have left, or have other assignments outside the Institute.

This development also reflects the more general problem of de-personalizing such institutional agreements. The agreement was set up at a time when a number of researchers at CMI had strong links with Bangladesh and BIDS. Due to a number of circumstances, this has, however, changed, necessitating a more institutionalized approach to the collaboration. The experience from this agreement indicates that this may be a difficult task. And in this particular case, it may be fair to conclude that the two collaborating institutions have failed to undertake such a transformation.

An extension of the collaboration has been discussed, but no concrete plans seem to exist. In the internal CMI review it is indicated that some of the activities should continue and that a complete abandonment of links would be regrettable. A new agreement, however, should be based on institutional involvement and control over the activities, including better sharing of information and better monitoring of the quantity and quality of output. As regards research efforts, the CMI view seems to be that this should be directed towards more concrete projects where the two institutes could collaborate.

### **College of Social Sciences (CSS), Addis Ababa University**

Since 1988, CMI has been involved in a cooperation with the College of Social Sciences at Addis Ababa University. Funding for the program was initially made available through the so-called SSE (Sahel, Sudan, Ethiopia) program funded by the Ministry of Development Cooperation.

One objective of CMI's collaboration with CSS has been the establishment of a program of teaching and research in social anthropology by Ethiopian social anthropologists. To achieve this, the project has included four main components:

- Establishment of a 2 year MA program in social anthropology.
- Provision of support facilities including teachers, library facilities etc.
- Funds to promote field research project for both staff and students.
- Sponsorship for staff members for PhD studies.

In 1996, the program was reviewed by an external review team commissioned by the School of Social Sciences. Although the report does not explicitly set out to evaluate the CMI collaboration program it is nevertheless of relevance here since the CMI collaboration program has been a main, but not the only, source of external funding for the program. In addition to the CMI collaboration program, the French and German governments, as well as the Fulbright Fellowship scheme, have supported expatriate teachers to the program.

One of the main conclusions of the report was that the MA program could not have been set up without the support received under CMI agreement. Apart from providing vital teaching support the project had greatly improved the infrastructure of the

sociology department and made the MA program in social anthropology “...the most up to date and best resourced (notably through its library) in East Africa”.

As regards the sustainability of the program, the team concluded that the long-term survival of the program is not dependent upon continuous CMI support.

### **Centre for Southern African Studies (CSAS), University of the Western Cape**

The Centre for Southern African Studies (CSAS) was established at the University of the Western Cape in 1990. It is an independent research institute attached to the University of the Western Cape in South Africa. It seeks to promote Southern African studies through applied research, policy studies and teaching with a focus on South Africa's foreign policy, regional cooperation and common security issues.

In 1994 CMI secured funding from the Norwegian ministry of Foreign Affairs for a 3-year program of institutional cooperation between CMI and CSAS. The CMI was contacted by CSAS for money and research cooperation. This was seen as positive by the Norwegian Ministry of Foreign Affairs, among other things because UWC was seen as a politically correct partner (UWC used to be a "colored " university).

The main purpose of the agreement is to assist CSAS in strengthening research capacity and to support a South African policy milieu focusing on the Southern African region. CMI came to South Africa exactly when the UWC was losing core people and in addition was having problems with long-term financing. CSAS has survived, but more people have left. Most of the researchers are junior staff who need to be supervised. In this situation project money is difficult to obtain.

Presently CSAS wants to prolong the agreement. CMI has, however, put up some conditions for this. Most importantly it wants to sign a new agreement with the School of Government (SoG), not with CSAS directly. SoG is an umbrella organization involving more departments and centers and this year CSAS will be organized as a center under the School. This will make it possible to draw strong researchers into the program.

CMI is not prepared to provide general budget support. Instead it wants to focus on individual projects and finance the most promising ones. Also some money should be earmarked for planning.

#### ***Assessment of the cooperation***

The agreement between CMI and CSAS has been implemented within a total economic frame of NOK 4,5 million over three years (3 million to CSAS and 1,5 million to CMI). In view of the considerable scope of the cooperation the evaluation committee is of the view that the results achieved are less than could be expected. The overall assessment is that the cooperation has not had the institution building effects for CSAS that were envisaged.

The cooperation has provided opportunities for CMI staff to carry out research in South Africa and for CSAS staff to develop contacts with CMI and to stay as guest researchers at CMI for shorter periods. In general terms the cooperation may therefore be seen as instrumental in building networks and providing a base for CMI research the region.

The main objective of the cooperation has been to strengthen research at CSAS. In this respect, the program has not been truly successful. The staff have published quite extensively during the period of support, but most of the publications are policy discussions and commentaries without much root in systematic, empirical research. The Center seems to be more geared towards policy discussions than towards systematic research, and it seems that the CMI presence at the Center has not succeeded in changing this general attitude.

A number of problems have been observed by the evaluation committee:

- Since 1995 key staff have left the Center. This has reduced its possibilities to carry out quality research. CSAS management point to lack of qualified staff as a major constraint.
- In 1996 the director was on sabbatical during a critical period for the Center. This may be seen as a sign that the management of the Center is weak.
- Alternatives to CMI's core funding have been reduced/discontinued during this period (Ford Foundation, University of Oslo).
- There has been some disagreement between the CSAS management and the CMI project manager posted at the Center, as to what should be his role at the Center. The agreement between the two institutions has not been sufficiently clear as to what extent CMI should have a say in managerial issues of the Center.

### ***Recommendations***

- The committee agrees with CMI that a renewal of the contract should be with the School of Government rather than with CSAS.
- The committee also agrees that a new agreement should be more specifically aiming at funding research projects. It is important that such projects are concrete and that they have clear and detailed project designs including a publication plan. The committee is of the opinion, given past experience, that it is better to have a number of small and manageable projects (if necessary, interlinked to make up a wider program), rather than to have big, comprehensive projects with two-three year perspectives.
- Projects should be explicitly designed as joint projects with designated roles for CMI and SoG/CSAS researchers. Personnel exchange between the two institutes should as far as possible be related to concrete research cooperation.
- A new agreement should be much more specific concerning the short-term targets to be achieved. Detailed plans of operation should be worked out for each year and mechanisms for monitoring the implementation of the plans should be included in the agreement.

## **Namibian Economic Policy Research Unit (NEPRU)**

CMI's collaboration with the Namibian Economic Policy Research Unit (NEPRU) goes all the way back to the foundation of the unit in 1990. The foundation was effected by cooperation between the economic secretariat of SWAPO and CMI before independence. NEPRU is a think tank whose main objectives are to assist the Namibian government by applied research for policy formulation and decision-making in strategic economic and social areas, to create an information base on Namibia and to increase Namibian research competence. The Institute carried out more than 220 projects from its inception to August 1996 across a wide range of, mainly macroeconomic, issues. Since 1994 NEPRU also has a formal agreement with the National Planning Commission.

The vast majority of NEPRU undertakings consist of demand-led applied development research, i.e. NEPRU works close to the consultancy end of the consultancy-research spectrum. This, however, does not mean that supply-led research projects of longer duration fall outside the scope of the Institute. NEPRU maintains links with the Social Science Division (SSD) at the University of Namibia and has seconded some personnel to SSD, including participation in joint projects and research programs.

The Norwegian presence at NEPRU has been strong. The Institute was established by a grant from the Norwegian government and this support in the beginning was channeled as project support through the CMI. Thereafter direct core support has been provided. Relations between NEPRU and CMI have, however, continued. Since the beginning of NEPRU's activities, two senior researchers have been seconded by CMI. In 1991 a formal agreement on cooperation was signed and this agreement was renewed in 1992 and 1995. The agreement covers secondment of staff, capacity building, library exchange, research collaboration and institutional support. In July 1996 CMI and NEPRU together with the SSD signed a contract with the Norwegian Embassy regarding institutional co-operation between the three research institutions, and in May 1997 the three institutions requested funding of a joint research program from the Norwegian Ministry of Foreign Affairs.

Since 1995 the Chief Librarian of CMI has visited NEPRU and advised on the reorganization of the library, the NEPRU librarian has visited Bergen for a two and a half week training course, a junior NEPRU researcher has been in Norway for a month and a CMI researcher has been in Windhoek. The exchange of researchers involved the writing of papers for a conference organized jointly by NEPRU, the CMI and the SSD. This conference, collecting people from the collaborating institutions and relevant Namibian ministries, was held in Windhoek, in February 1997. Five papers were presented: on regional integration in the tourist sector in Southern Africa, urbanization in Namibia, poverty, inequality and policy in Namibia, natural resource management, notably land issues, and the effectiveness of aid. The proceedings of the seminar are in the process of being edited for publication in a conference volume. The paper on tourism was jointly authored by CMI and NEPRU researchers.

### ***Assessment of the cooperation***

It is clear that the support from CMI has been crucial for NEPRU. The director of NEPRU refers to the collaboration as the most relevant external link in the history of the institution so far; and this view was shared by the other researchers interviewed by the evaluation committee. CMI's support was absolutely critical during the first year, following the foundation of NEPRU in 1990, when CMI researchers contributed actively to establishing NEPRU as a Namibian think tank.

From 1993/94, when the initial phase was over, the role of the CMI decreased. However, exchange of publications has continued and NEPRU has also had access to publications otherwise not obtainable through the services rendered by the CMI library. NEPRU, in turn, has provided CMI with Namibian publications on a regular basis.

In recent years, the collaboration has assumed other forms. Above all, steps have been taken towards increased research cooperation, notably through the 1997 conference, which involved direct cooperation between NEPRU and CMI researchers.

The NEPRU staff are quite satisfied with these developments and view them as a promising starting point for future collaboration. The quality of the papers presented at the conference is satisfactory and some of them have been developed into joint research projects included in the joint application for funding forwarded to the Norwegian Ministry of Foreign Affairs. CMI will primarily be responsible for a study of poverty and rural-urban relations, while NEPRU assumes responsibility for a study on the impact of macroeconomic policies on poverty, and the SSD for a study on national migration.

No doubt, CMI has played a major role in the development of NEPRU and the co-operation presently appears to enter a new phase with explicit emphasis on joint efforts rather than a "donor-recipient" relation.

### ***Recommendations***

Some of the wishes for the future appear to be:

- Longer stays of NEPRU personnel at the CMI and vice versa. In particular, capacity building takes time. It is essential that researchers from the two institutions are given an opportunity to cooperate over longer periods, especially if the relationships are senior-junior in nature.
- Participation of CMI researchers in the applied, demand-led research of NEPRU. NEPRU has a problem of turnover of personnel primarily due to the more attractive employment conditions offered by the public sector. This creates discontinuities that CMI personnel could help to bridge.
- Continued and extended library support. This is completely vital for a research institution in a developing country that would otherwise be cut off from important international research findings of relevance for work in Namibia.

## **Social Science Division, University of Namibia**

The history of the Social Science Division goes back to 1989, when the unit was set up as the Namibian Institute for Social and Economic Research. The purpose with the Institute was to provide a back-up for planning and legislation in Namibia. Four years later NISA was integrated into the newly-founded University of Namibia as part of the multi-disciplinary research center. The cooperation between the SSD and the CMI began in 1993, prior to the integration.

A CMI researcher arrived the same year on a long-term assignment, seconded on a fifty-fifty basis to the university and the Namibian government. The researcher was assigned a Namibian counterpart (the present director). This was the first time a foreign institution attempted to cooperate with the university. At that time, SSD was completely dependent on short-term projects, mainly from various donor agencies.

The purpose of the CMI-SSD collaboration was capacity-building, training, exchange of information, and publications. In 1995, the tripartite cooperation agreement between SSD, NEPRU and CMI was signed (cf. above). The CMI presence at SSD has had notable impact. A number of research reports have been produced in collaboration between Namibian and Norwegian researchers. In the process, capacity-building has taken place, with more advanced CMI personnel training junior SSD staff in specific project situations. The junior Namibian researchers involved are very satisfied with the cooperation and want the collaboration with the CMI to continue, a wish also shared by the expatriate staff at the SSD.

The SSD participated in the tripartite seminar effort referred to in the discussion of NEPRU above. Two papers involved SSD researchers, one of which was a joint SSD/CMI paper on urbanization. Subsequently, this has been developed into one of the three projects in the proposed tripartite research cooperation presented to the Norwegian Ministry of Foreign Affairs. The theme is national migration and the main responsibility for the project rests with SSD. The purpose is to determine causes, effects, and trends of rural-urban integration in Namibia.

One of the most promising junior researchers at the SSD has been in Norway for a month, and a CMI researcher visited SSD for two weeks to work on the drafting of the joint research proposal. The CMI library has also rendered good assistance, both when it comes to providing books and articles not available in Namibia and as far as training and solving acute problems are concerned. The SSD librarian spent time in Bergen, undergoing training at the CMI library.

### ***Assessment of the cooperation***

In the main, SSD researchers express great satisfaction with the cooperation with CMI. It is felt that the relation is not a lopsided one where CMI gets all the benefits, but one where SSD has benefited greatly from the presence of CMI researchers in the Department. As one of the senior researchers expressed it, "We do not act just as translators and guides." The SSD is looking forward to continued cooperation in the future as well and has targeted a CMI fisheries researcher for a two-year stay in the country, provided that the necessary funds can be obtained.

There remains no doubt that the cooperation between the CMI and the SSD has so far been a successful one. It has centered around concrete, feasible tasks and has been fortunate in depending on the personal dedication and research interests of the resident CMI researcher. The only area where collaboration so far has been lacking is that of applied consultancy work. As far as the future is concerned, two logical steps have been taken: developing a joint research proposal and approaching CMI for a long-term secondment of a senior researcher.

The view expressed by both NEPRU and the SSD, that the cooperation with CMI has been vital for the development of the two institutions, is shared by the CMI. After the initial phase of institution-building, it seemed as if the collaboration would come to an end, but the preparation of the 1997 conference served to increase its vitality. This phase has worked well in spite of the potential danger of involving two Namibian institutions that hitherto had had difficulties cooperating with one another. Under the circumstances, the tripartite approach was the only feasible one, and as it seems CMI acted as an arbiter, bringing the Namibian institutions closer together. This may have put too many practical matters in Norwegian hands, and the Namibians at one point complained that too much was being monitored from the North. However, these problems have been straightened out, and now, that finance has been secured for the next two years, CMI researchers are optimistic with respect to the future.

### ***Recommendations***

The cooperation between CMI and the SSD seems to have entered a new phase, where emphasis is on joint research. This is a line which should be further pursued. SSD researchers are in general enthusiastic about the opportunity. The stationing of an experienced CMI researcher at the SSD over a longer period appears to be crucial for the future. This would make joint research much easier, and it would also strengthen some of the junior SSD staff through the possibility of involving CMI researchers in commissioned research with a built-in training component.

## **Other agreements**

### ***Botswana Institute for Development Policy Analysis (BIDPA)***

Botswana Institute for Development Policy Analysis (BIDPA) is an autonomous, non-governmental research institute, established in 1995. The institute receives funding from the Government of Botswana and the African Capacity-Building Foundation. BIDPA's key areas of interest are development policy analysis and capacity building, with a focus on Botswana. The Institute may also engage in work in the Southern African region.

BIDPA will seek to conduct and promote research within its areas of interest, as well as to monitor the performance of Botswana's economy and management of public policy implementation, provide consultancy services to government agencies and other clients, and offer technical and/or financial assistance for the facilitation of policy analysis. As far as possible, it will present or publish results of research and consultancy work, and assist professional training and public education in matters relating to policy analysis. BIDPA also strives to build a library with comprehensive collections in the social sciences, particularly economics, statistics, public administration and social welfare, with emphasis on Southern Africa.



1995 saw the start of cooperation between CMI and the Botswana Institute for Development Policy Analysis. Under the agreement signed in June 1995, the two institutions have selected the following areas for initial collaboration: (a) staff resources and exchanges; (b) library and documentation support; (c) research cooperation and institutional support; (d) selection and installation of computer hardware and software.

The research collaboration with BIDPA has had two components: long term assignments of CMI researchers to BIDPA and project coordination. Two senior economists from CMI have been assigned to BIDPA since its start, one of them working as BIDPA's director.

Project cooperation has had a slow start. CMI has participated in commenting upon BIDPA's research program and there have been discussions about future collaborative studies within the areas of poverty and macroeconomics. Currently, BIDPA and CMI are carrying out a project commissioned by the Ministry of Foreign Affairs called "Managing Good Fortunes", a historical review of Botswana's policies and organizational approaches to macroeconomic management of diamond revenues.

### ***Muwatin, the Palestinian Institute for the Study of Democracy***

Muwatin is a research institute in Palestine working specifically on democracy studies, both applied and fundamental. It aims at becoming a national Palestinian resource center on democracy and human rights issues. Central areas of concern include the operationalization of democracy theory in the context of Palestine, human rights and gender issues.

Located in Ramallah, on the West Bank, Muwatin is led by Dr. George Giacaman, former Dean of the Faculty of Arts at Bir Zeit University. Muwatin publishes books and educational material designed for Palestinian schools, addressing issues related to democracy and human rights.

A three-year cooperative program between Muwatin and CMI started in 1995, with funding from the Norwegian Ministry of Foreign Affairs. The program aims at the institutional development of Muwatin, and is expected to enable Muwatin to intensify its publishing activities, expand its staff, install new technology and set up a resource library. The program will further involve direct research cooperation between the two institutes, including exchange of researchers. The program will also allow CMI to considerably expand its Middle East and Palestine/Israel focus, offering an important gateway for the growing number of researchers and students working on issues related to the region. An expansion of the Middle East section at CMI's library is also included in the program.

### ***Centre for Applied Social Sciences (CASS) University of Zimbabwe***

In 1997 Centre for Applied Social Sciences (CASS) at the University of Zimbabwe and CMI signed an agreement for three years of collaboration to start in 1988 in the fields of fisheries and natural resource management. The agreement is closely connected to a three-year CMI/University of Bergen research project on inland fisheries in the SADC

region. The program will allow 3 PhD students from CASS to participate in the research, as well as to get supervision from CMI researchers. The implementation depends on funding from NORAD.

### ***Centre National de Recherche Scientifique et Technique (CNRST), Mali***

This collaboration agreement is under planning a four-year research and education project focusing on the interconnection between international migration, peoples access to resources, and the policies of the Malian state. The project will include two CMI researchers, three Malian researchers and five Malian Masters students. Financing of the project is sought from the Ministry of Foreign Affairs. Appended to this project is a four-year agreement funded by NUFU focusing on the role of international migration on access to land and distribution of fishery resources in Mali.

## **Main conclusions and recommendations**

- CMI has over the last few years entered into a fairly large number of collaboration agreements in the South. In general, this is commendable and CMI should continue this activity.
- However, the experience shows that such cooperation is not without problems. Some of these problems seems to relate to the lack of clarity in the objectives. In the future, CMI should make sure the agreements have clearly defined objectives. Concrete and detailed annual working plans should accompany the general agreements.
- CMI should also ensure that new collaboration agreements have a broad basis at the institution. Although this type of joint effort must be based on personal interests and contacts, agreements should not be based solely on one, or a few researchers' personal interests, but instead reflect more long-term institutional commitments.
- It is important that CMI have a more long-term strategy regarding collaboration agreements. This should include choice of collaboration forms (research cooperation, institutional building, etc.), types of collaboration institutions, and regional focus.
- In general, CMI should be cautious with any engagement in regular teaching programs. CMI should not enter into collaboration programs where development of regular a teaching program is the main objective.

# 7 Economy and internal organisation

In this chapter we will discuss some aspects of the CMI economy and internal organisation. We will briefly present the major sources of income, and use of the basic grant. In the last sections some aspects of internal research organisation is presented and briefly commented upon

## Main sources of income

CMI's income according to main sources is presented in table 7.1

Table 7.1 CMI gross income in million NOK 1994-1996, according to sources

Source	1994		1995		1996	
	NOK	%	NOK	%	NOK	%
Basic grant	8.000	36	8.000	27	8.500	29
Human Rights Program	785	4	600	2	1.000	3
Research Council	1.297	6	4.028	14	4.832	17
Ministry of Foreign Affairs	6.625	30	9.792	33	8.788	30
NORAD	3.499	16	2.411	8	1.536	5
Other public	363	2	3.365	12	1.859	7
Private	33		417	2	1.554	6
Own funds/income	1.367	6	600	2	890	3
Total income	21.969	100	29.413	100	28.959	100

CMI received a basic grant from the Ministry of Foreign affairs for 8.5 million NOK in 1997. Since 1997, the allocation was channelled through NFR. In addition, the Institute received one million NOK from the Ministry of Education, Research and Church Affairs, earmarked for the Human Rights Program.

As Table 7.1 shows, CMI received its main funding from two main sources: The Ministry of Foreign Affairs and the Research Council of Norway. The ministry is undoubtedly the most important source of income for CMI. In 1996, the Ministry channeled approximately 8.8 million NOK to various projects. A substantial part of this (about 3.7 million) was for various cooperation agreements where a considerable portion of the funds were forwarded to an institution in the South. In recent years, increasing shares of funding has come as project support from NFR. Together they provided more than three-fourths of the total income in 1996. Simultaneously, funding through NORAD seems to have declined quite substantially over the last few years. Income from private sources seems to have increased somewhat over the last years, but is still fairly low.

## **Commissioned research**

A main concern for the management over the last few years have been to try to change the funding structure of the Institute. The ambition has been to reduce the dependency on more short-term consultancies by securing more long-term funding for projects initiated by the researchers themselves. As part of these efforts, a position as Director of Advisory Services was established in 1995. The main purpose was to increase income from commissioned research, as well as to shift to new funding sources. The Director should also work to establish long-term projects, preferably with strong links to the research activities at the Institute. In addition, the Director should be responsible for quality control on commissioned work.

According to the management, these ambitions have partly been met. Based upon the internal evaluation, the Institute in 1997 has initiated and secured external funding for 11 projects with a gross value of 6.239 million NOK. Several of these are cooperation projects with institutions in South. In 1997, the Institute also signed four substantial contracts with a gross value of 3.963 million NOK commissioned from various donors through bids.

However, the first years of experiences have also revealed some problems. Project acquisition is time-consuming and needs a professional presentation of the Institute. There has also been high demand for personnel with long and country-specific experience. At the same time more junior personnel have been occupied with their PhD projects. This has created some capacity problems.

## **Research Council Funding**

Research council funding has increased substantially, both for support of individual PhD projects and for other types of projects. As discussed in chapter 5, the Institute currently has 10 PhD students, in addition to three staff members also working on their PhDs. At least two students will finish their degrees in 1998. At present, the board has given signals that it wants to reduce the number of PhD students. The first reason is that although the students represent an academic resource, they are fairly costly for the Institute. The students come with a low overhead (14%) from NFR. In addition, the Institute has chosen to follow the common practice of financing an additional year. Although this year can be used for various tasks at the Institutet, it represents, at least in theory, a fairly heavy commitment. As regards project financing, the Institute has secured funding for a number of projects under different programs. However, at least two of these are in fact projects for financing staff development in the form of PhDs.

## Use of the Grant

CMI has, of yet, not identified any strategic institute programs. The Institute has, however, dispensed the grant in 1997, basically according to the normal guideline form NFR (table 7.2). In addition to this, the grant from the Ministry of Education and Research to human rights research (1 million), can be regarded as an earmarked allocation to one of the three Institute programs. As funds for “national responsibilities” is not directly related to research, it is reasonable to argue that the Institute received a grant of 8 million NOK for research purposes in 1997.

Table 7.2 Internal allocation of basic grant 1997 (million NOK)

National responsibilities	1.500
Institute programs	1.866
Core funding	5.134
Total	8.500

According to the information available, CMI will in 1997 have about 35 work-years at disposal. This includes researchers, PhD students, administrative staff, and its librarians, but not guest researchers or staff on leave. This means that the basic grant per work-year amounts to 228,571 NOK. If calculated only on basis of research staff (24.5 man-years), the figure will be 326,306 NOK.

National responsibilities include the library. In 1996, the total costs of the library were estimated at 2.6 million NOK. Of this, 1.6 million was estimated to be costs of external loans, costs for national deposit functions, and costs for training and information activities linked to institutional agreements. For 1997, CMI applied for extra funding to cover this, as well as 380.000 NOK for national information tasks. The Institute did not receive any clear response to this two requests, but the total allocation to CMI was raised by 0.5 million NOK, presumably to cover some of the costs for the external activities in the library.

The core grant for 1997, totalling 5,134 million NOK, was used for two main activities: *Institute functions* (3,020 million) and *Project support* (2,114 million). The first category covers a number of different research-related activities. Among the most interesting is an allocation for preparation of manuscripts for publication. Under this system, researchers can ask for extra time (hours) for converting working papers into publishable articles. The system is fairly new, but there are indications that it is starting to give results. The evaluation committee has pointed out in chapter 4 that a number of internal papers and consultancies are of such high quality that they deserve a wider audience. At the same time, the Institute staff publish relatively little in international journals. A system with support for the preparation of manuscripts is therefore well-suited to meet the current needs of the Institute. If needed, more funds should be set aside for this particular purpose.

In addition to this, the locally negotiated wage agreements contains elements of payment according to performance. Researchers get extra bonus for publications, varying from 1,000 NOK for an internal report, to 18,000 NOK for an internationally

published book. In addition researchers get a bonus if they are able to generate project income above a certain level.

The second category, "Project support", is used for internal financing of research projects as well as additional funds for externally funded projects. A considerable share of the basic grant is used to finance PhD students. In general CMI estimates the total cost of a student, including overheads to 615.000 NOK per year. Of this CMI gets 315,000 NOK from NFR, which means that CMI's share of costs amounts to about 300,000 NOK. In addition CMI has to cover costs of the fourth year. In theory this should be covered through project activities. As a group the students manage to cover this, but there are clearly large internal differences in among the students as regards project income.

In 1997 CMI got 2.2 million from NFR for the present group of students. CMI estimated that in addition the institute contributed about 3 million NOK from internal funds. In addition the group as a whole has generated income, through projects, amounting to about 3 million NOK.

It seems that a considerable part of the grant at present is used to finance PhD projects. The committee thinks that CMI's support for this is commendable. However, it also thinks that this contribution should be reduced. This will, among other things, give better opportunities for the regular research staff to work on non-commissioned research projects. That will, in the long run, be vital for maintaining a high academic competence among the senior staff.

## **Organization**

As regards internal organizational aspects, the committee will limit its discussions to only some aspects of internal research organization. This is partly due to time constraints. In addition, we have been aware that CMI has for some time been working on a number of organizational issues. In 1998, the Institute will carry out a comprehensive assessment of its administration and organization. The plan is to have a completely revised administrative set-up in place during 1999. This assessment will be made with the use of external consultants.

As regards the internal work environment, a survey among the employees was carried out two years ago. According to the administration, this survey did not reveal any major internal personnel problems or conflicts.

### **Organization of research**

As discussed in chapter 3, three core areas of research have at present been given status as Institute programs, a more formal internal status than other core areas of activities at CMI. The programs have a program leader, who has some, yet not very clearly-defined, responsibilities. The programs also have a budget, which in practice is the sum of allocations to the individual projects in the program. In addition, the project leaders are

given extra time to work on the program. The project leaders have no written job description. Concerning the more principal aspects of these programs, we have not located any written description. This internal organizational model at present can best be described as rather "loose" and does obviously not represent any permanent solution. At present, future organization of research activities is one of the main topics being discussed at CMI.

The internal organization of activities has been discussed for some time. Already in 1992, an internal working group assessing various aspects of CMI's activities discussed two possible models for research organization. In more recent years, two models, M1 and M2, have been presented in the internal debates. In the papers available for the evaluation committee, the two models are only roughly described. The first model, M1, is an organizational model with a limited number of broadly defined, more permanent programs, covering a fairly large number of different projects. The programs have program leaders with both administrative and professional responsibilities. The second model, M2, consists of a number of programs of different size and duration. The program leaders are mainly professional leaders with limited administrative and budgetary responsibilities.

According to the self-evaluation, the internal discussions have ended up with M2 as the preferred organizational model for the future. The main reasons for choosing this model is that it gives higher flexibility and gives more individual freedom to the research staff. As discussed in chapter 3, the evaluation committee has a number of critical remarks related to the current program structure. The issues raised are, of course, also relevant in the discussion over future research organization. There has also been some discussions in the committee over the viability of the M2 model, as it has been presented. However, the committee finds that it will not come with any clear conclusions as regarding the choice of model.

## **Conclusions and Recommendations**

- CMI received in 1997 in total, 9.5 million NOK in grants from the Ministry of Foreign Affairs and the Ministry of Education, Research and Church Affairs. In addition the Institute receives most of its project income from various projects financed by the ministry and NFR.
- A main concern for the management over the last few years has been to try to change the funding structure of the Institute. The ambition has been to reduce the dependency on short-term consultancies, by securing more long-term funding for projects initiated by the researchers themselves. The Institute seems to have been fairly successful in this respect.
- The committee clearly finds that CMI has to find a solution to a number of organizational issues within reasonable time. The management seems to be fully aware of this and is actively working on this issue at present. There have been some discussions in the committee over viability of the M2 model, as it has been

presented. However, the committee finds that it will not come with any clear conclusions as regarding the choice of model.

- Independently of an organizational model, however, the committee will suggest that the any new internal organization must come to grips with of a number of key issues.
- The Institute needs to define a limited number of core areas of interests. This is not only linked to questions of internal organization, but also to the issue of presenting a coherent professional profile towards external users.
- The Institute needs a number of program leaders with clearly-defined responsibilities. The committee thinks that an Institute the size of CMI will need some kind of organizational structure between the central management and the individual researcher. This will relieve the management as well as the individual researcher from a number of tasks, linked for instance, to project acquisition, management and control.
- All researchers should have a main link to a specific program, at least for a certain period. This should, however, not prevent researchers from participating in projects under other programs.
- Although the various programs undoubtedly will have a certain disciplinary bias, the committee thinks that maintaining a certain degree of multidisciplinary is important, and in fact a key characteristic of CMI, well worth maintaining.



## 8 The Library

The committee was requested to evaluate the library function at CMI, and to analyze its practical experience in relation to different users at home and abroad and its function as a national task. Data base system/connection to NSD should, if possible, be included in the evaluation.

### Description of the CMI Library

The CMI Library was established with the Institute in 1930. Librarians have been employed since the late 1940s and have built library collections supporting CMI staff activities and providing materials on developing countries. Since 1965 the library has concentrated on social sciences literature relevant to developing countries and to development processes and activities. It is the oldest and largest Norwegian research library in its subject field.

#### Collections

The library collection has grown steadily through the years, from 277 items in 1968, to an average annual growth of 4,000 items. The library currently has ca. 56,000 volumes and subscribes to ca. 800 periodicals. It has depository library status for World Bank, and Asian Development.

Literature concerning the main Norwegian target areas and areas involved in CMI's cooperation agreements is particularly emphasized. The library provides some coverage in areas of potential interest to CMI, since appropriate literature must be rapidly available when new research projects are considered. Emphasis is on areas changes according to CMI's interests, but attempts are made to maintain larger collections at a basic level; an example is the Bangladesh collection, the most comprehensive in Norway.

Efforts are made to collect literature produced in developing countries through purchase by CMI's researchers, exchanges of CMI publications, and CMI's cooperative agreements with institutes. Librarians also visit various countries and can purchase books locally. Publications by CMI staff are collected; most are donated by staff, but the library also subscribes to Argus Klipp and maintains files of newspaper items about CMI.

Most of the literature is in English and is indexed according to the OECD Macrothesaurus, also used by members of the Nordic Group on Developing Country Documentation. The collection is organized geographically or thematically.

The library budget for books and periodicals, while reflecting general cuts in CMI's expenses, has remained relatively constant in the past few years, while the budget for data use has increased. This is normal, for more full-text data bases are available and bibliographies previously received as periodicals are now available as electronic databases. The number of items registered annually and the number of periodicals received have remained constant; World Bank and Asian Development Bank depository items may compensate in number for items not purchased. The emphasis on buying locally in partner countries and on collecting grey materials (often hard to find but not in themselves expensive), means a greater number of items registered than one might expect from the budget size.

### **Physical location**

The CMI Library is fortunate in having a large (400 sq. m.), light and inviting location near the Institute's main entrance. The shelves are well-marked; users can easily find their way among the collections, and the library staff is visible and easily available when help is required. Newspapers and periodicals are in a separate section which has adequate seating capacities for browsers. There are a limited number of quiet work places for casual visitors, but these are usually adequate. CMI staff usually work in their offices, and students attached to CMI have assigned places in group offices.

The negative aspects of the physical location affect staff more than users. Staff offices are completely open to the public areas, and all conversations, both business and private, are audible to other staff and to users. Around the circulation desk and the office area noise levels can be quite high. There is no private, quiet work area where staff members can discuss library affairs with visitors or help users with data searches.

### **Technical facilities**

The library's system, Bibelation, is available through CMI's network, in all offices and work areas in the building. It supports about 50 user terminals without problem. Since Bibelation does not have a periodicals module, the library has a separate periodical control system which is now quite old, and steps are being taken to replace it.

The library offers an assortment of data bases on diskettes, CD-ROM and on-line. These are selected on the basis of usefulness, e.g. encyclopedias and dictionaries, and subject content of interest to librarians and CMI staff. At this time the CD-ROM data bases are available only in the library. As soon as it is technically possible, these will be placed in CMI's data network and will be accessible throughout the building. Librarians perform searches in DIALOG and other data bases, as necessary, and assist users in finding and searching appropriate Internet sources.

The library's home page is well designed to give easy access to information about the library and its collections and to provide links to other similar institutions and to other bibliographic services on-line. The library has placed a number of lists of its holdings on Internet. These are freely available for printing or downloading by anyone and are valuable both as subject bibliographies and in locating materials for inter-library loan. It is hoped that the CMI library catalog will be made freely available to all searchers by 1998.

# **Assessment of library performance**

## **Library staff**

The three librarians have appropriate education and long experience in their jobs. Each is responsible for specific duties, but all participate in services to the public and searching the data bases.

Most non-professional library services are carried out by CMI administrative staff. These include copying, faxing, simple binding, packing and mailing. The clippings received from Argus Arkiv are put in order by CMI administrative staff. Only shelving of books is done by library staff, and this is combined with keeping order in the collection.

The current level of staffing is adequate, but strained when librarians are traveling on assignment abroad, buying books, or at conferences. The move to a central location in Bergen, with an increase in number of visitors, will probably require changes in its composition, with more non-professional help.

## **Relationship to CMI activities and goals**

Library activities are closely coordinated with those of CMI. The Head Librarian reports directly to the Research Director and represents the library at all relevant meetings, particularly those concerning new projects and cooperative agreements. An item for Documentation and Library Cooperation is included in most project budgets.

The importance of libraries and the role of librarians are often undervalued in developing countries. Yet the existence of viable libraries is important in building research institutes and training researchers in these countries. For these reasons, library cooperation and assistance is seen as a natural element in CMI's cooperative agreements with other research institutes, e.g. in Botswana and Bangladesh. Activities such as collection development, library organization and training have been carried out. Also, librarians from developing countries come to Bergen to gain practical experience in data programs appropriate for their libraries.

The library has arranged international seminars to help stimulate interest in libraries and books in developing countries. A seminar in Bangladesh is credited with creating new respect for library collections and the importance of librarians. The seminar on Academic Book Production and Distribution in Africa, April 1997, gathered both African publishers and scholars and Scandinavian libraries and literary interests.

## **Support to CMI staff**

The library regards its activities and services as integral to the activities of CMI, and staff members have access to the library at all times, through an internal staircase which connects all floors of the building. CMI staff seem to be very satisfied with the library; formal and informal discussions with staff, research fellows and students produced only positive responses concerning the library's collections and the helpfulness of the library staff. Among other points mentioned were that:

- Librarians are sensitive to user needs - purchase and loan requests are handled promptly
- Librarians give good assistance in searching CD-ROM and DIALOG data bases and in searching Bibelation (the library's catalog) which is available in CMI's network
- CMI staff are encouraged to establish research profiles which librarians check weekly against new articles listed on CURRENT CONTENTS diskettes

## **Support to the general public**

The CMI Library participates in Norwegian, Scandinavian and foreign library agreements which concern interlibrary loans and provision of copies; book and periodical holdings are reported to the national union catalog. Copy and loan requests are processed promptly. Bibliographical lists of library holdings, by subject or geographical area, are sent upon request without charge, a service especially appreciated by schools.

## **Relationships with other libraries**

The University of Bergen libraries and that of the Norwegian School of Economics and Business Administration are the large libraries closest to CMI, and inter-library loans are frequent between the libraries. There are no special agreements concerning data base or collection cooperation with these libraries, but this situation could change as a result of cooperative agreements between CMI and UiB/NHH or as a result of a relocation to central Bergen.

There has been close cooperation between librarians/libraries in the Nordic Group on Developing Country Documentation, especially in classification of literature and use of the OECD Macrothesaurus. A current project concerns the possibility of indexing articles in periodicals held by member libraries, thus providing a database of articles on developing countries. There have been no particular efforts at collection coordination between these libraries, the CMI Library is to be the largest among these libraries.

The library has established European contacts through its activities in the European Association of Development Research and Training Institute, Working Group on Information and Documentation. For 10 years the head librarian was the convenor of this group and in charge of arranging the annual seminars. The library also maintains contacts with libraries in developing countries through agreements in the field of documentation or agreements between the parent institutes.

# **BIBELATION - Relationship to Norwegian Social Science Data Services (NSD)**

## **Background**

The CMI Library planned its automation in the early 1980s. CMI requested membership in Bibsys but was refused since Bibsys was in the process of reorganization: to include the other Norwegian university libraries and to update its system. Bibsys has now expanded to include many of the Norwegian college and research institute libraries.

Bibelation was developed in 1986 by CMI's computer consultant in cooperation with the CMI Library staff; it was partially financed by the Ministry of Development Cooperation and has been used by libraries in the Nordic Group on Developing Country Documentation and other research institutions, about 20 in all. Most recently, it was installed at BIDPA as part of the cooperative agreement with CMI.

When CMI's computer consultant moved to NSD, NSD signed a contract for development and maintenance of Bibelation, but not all desired development has been done and the maintenance contract was canceled as of July 1997. NSD can recommend no other source of system support or development but a corrected version of Bibelation is now being distributed to the participating libraries.

## **User support and development**

Although the Bibelation user libraries have cooperated on system use and development from its inception, Bibelation is not networked; each user library has an independent data base with modules for cataloging, bibliographical searching and generating lists and circulation/borrower registration. The modules for periodical control and acquisitions were never developed, and a user survey indicates that lack of these modules has caused much frustration among those who need them. There is no program for transferring Bibelation's database to the Internet. Bibelation is based on the MARC format and it is therefore possible to transfer to other systems based on this format.

## **Reported problems and solutions**

Many of the user libraries have reported problems with specific functions in Bibelation and long delays in the correction of reported errors. Because of CMI Library's close connection with the system, others have looked to its staff for support. This is especially true since January 1 1996 when CMI assumed administrative responsibility for Bibelation. From then on it has been responsible for requests for developing, marketing and distribution of information to Bibelation users, while NSD has been responsible for technical problems with the system. User libraries have clearly felt the lack of

information about what has been happening, especially since cancellation of the service contract .

Now that system support is cancelled, a number of libraries have problems. Some do not have funds for purchase of a new system; some have not needed more than Bibelation has provided and have not found any system which provides equivalent possibilities for indexing and producing subject lists. Some libraries have chosen - or are in the process of selecting - new systems. Two Norwegian libraries have manually converted their collections to Bibsys. The BIDPA library was promised services which NSD did not deliver and was receiving user support by telephone from the CMI Library. It has now chosen a new system with user support in South Africa.

### **Bibelation's future**

As of this time Bibelation is no longer a viable library system. Viability requires:

- Reliable maintenance of the system
- Continued development and modernisation
- User support, provision of current information about the system and help with problems

This does not mean that Bibelation may not function for some time at its current level.

### **Bibelation at the CMI Library**

Bibelation has been in use at the CMI Library since 1986, and generally, has functioned quite well. This may be because Bibelation was designed at CMI, on its computer network and equipment. Also, CMI and NSD have worked together on Bibelation since the start of the cooperative agreement in 1988.

The CMI Library now gives priority to having Bibelation accessible on Internet. This project will probably be contracted to NSD if the cost is not too great, and it is hoped to be completed by the beginning of 1998. If this project is not successful, the CMI Library may consider membership in Bibsys (which has its catalog on the Internet).

### **Bibsys as an alternative**

There are major problems with joining Bibsys:

- automated conversion of data is not possible at this time
- the thesaurus used for indexing CMI holdings is not on-line in Bibsys
- Bibsys is expensive for a small library which does not use or need all of its modules

Of the three previous Bibelation users which have negotiated with Bibsys for membership, all have found that automated export of COMPLETE DATA (f. ex. subject indexing, shelf number) from Bibelation to Bibsys is impossible. Current possibilities for conversion are either manual conversion (by staff members or by contract, e.g. from Mo i Rana), or complete revision of data stored in the National

Union Catalog (Samkatalog for b̄ker) which can be exported to Bibsys (these posts lack many necessary data).

A third possibility would be for Norwegian Bibelation users as a group to contract for implementation of an export function (in NORMARC format) from Bibelation to Bibsys. According to NSD, data from Bibelations Main Catalogue are exported automatically, and only minor revisions in the program will make it possible to export the whole catalogue. Since Bibsys is a logical choice for the larger Norwegian research libraries, and since the Ministry of Development Cooperation helped finance development of Bibelation, it seems reasonable that central funds should be available for this conversion.

The CMI Library has based its use of library materials on extensive, controlled subject indexing which gives access to both major and minor subjects. Loss of this indexing would reduce the usefulness of the library collection and the amount of information currently provided through extensive subject lists and bibliographies. If a sufficient number of Bibelation users joined Bibsys, they might be able to convince Bibsys to make the thesaurus searchable on-line. However, the Bibsys group is generally not positive to addition of such subject lists.

According to a Bibsys representative, fees for CMI membership could be up to NOK 100,000 per year. By contrast, Bibelation has been essentially cost-free for some years.

## **Future plans**

The CMI Library has a free-standing automated periodicals system (not integrated with Bibelation, although periodical titles are also cataloged in Bibelation). This system is now old, and alternatives are being investigated, among them a system available from their periodical agent NIC (together with Swets).

Although the CMI Library has no automated acquisitions/budget system, staff feel that their manual library routines function satisfactorily. They receive much support through the central CMI administration.

CMI has plans to relocate the Institute to a more central location in Bergen. This move, closer to University of Bergen, will bring many advantages, but it will mean changes for the library:

- there will be greatly increased user traffic from University students and staff and the general public
- there will be an increase in registered users and in direct book circulation
- there will be a need for security control of the collection, e.g. bar codes with alarms

This physical move would make membership in Bibsys more attractive, and perhaps necessary.

## **Conclusion**

The CMI Library, if centrally located in Bergen, would benefit from closer cooperation with University of Bergen libraries; use of Bibsys would facilitate circulation of books and give a common database with other research libraries in Norway.

Although CMI statutes state that the Institute must remain autonomous, there would be great advantage in cooperative agreements which could help the CMI Library network with the University of Bergen Library system and network. Agreements could involve:

- cooperation on practical levels, f.ex. registration of borrowers, collection policies
- use of Bibsys (could CMI enter Bibsys as a part of UiB's library system?)
- cooperation in purchase/sharing of subscriptions to various CD-ROM and on-line databases

If Bibelation can be made accessible through Internet, and as long as it continues to function properly, there is no reason for immediate change to a new system. However, since Bibelation cannot function forever, efforts should be made to write a program for export of Bibelation posts in the NORMARC format. This should be done in cooperation with other Bibelation libraries, and the conversion should receive external support. Membership in Bibsys or transfer to any other system is contingent upon satisfactory conversion of the CMI Library catalog.



# ***The role of the CMI library as a national resource center***

## **Discussions concerning national resource centers in Norway**

Various Norwegian administrative departments and services have discussed ways of recognizing and designating institutions (and/or their libraries) as having special responsibilities within Norway, in developing and maintaining collections of special materials and making these available to other Norwegian institutions and the Norwegian public.

Riksbibliotekjenesten has designated 7 large libraries as Responsible Libraries (ansvarsbiblioteker) which are to function as resource centers, responsible for collecting, storing, preserving and circulating library materials to Norwegian borrowers. KUF budgets NOK 500,000 pr. year to be divided among these libraries, but actual expenses involved are much greater. Primarily, the designation gives prestige to the library, and each parent institution is expected to increase library budget allowances accordingly. Since external loans are necessary to facilitate decentralized education, both Responsible Libraries and individual special libraries bear responsibility for an unequally large part of the total loan.

Another discussion has revolved around a Norwegian Network (Norges nettet) to connect specialized educational and research institutions, so-called Connecting Institutions (knutepunktinstitusjoner) (see e.g. NOU; 1995:12, chapter 10). The general idea is to strengthen specific regional resource centers which can help local institutions, such as schools, and museums. At this stage, the idea of Connecting Institutions involves assistance to county and community institutions through transfer of funds from the Norwegian state to designated institutions within individual communities. The goal seems to be the strengthening, and more even distribution of community educational resources throughout Norway.

## **National services performed by the CMI Library**

In 1995 NFR formed an internal group which discussed NFR politics in connection with national services and tasks. In this connection, the CMI Library answered a questionnaire, specifying the various responsibilities and activities in its role as a "National Resource Center". NFR did not go further with its discussions, but it did increase the basic contribution to CMI by NOK 500,000. These funds were not earmarked for the library, but it was stated verbally at a meeting with CMI that the funds were based on the library's activities and significance in terms of both collections and concrete support to libraries in other countries.

In the 1997 CMI budget proposal, Post D Nasjonale oppgaver, there is a request for NOK 1,6 million for the CMI Library. Total library costs are estimated at NOK 2,6 million, and justification for the requested amount is based, among other things, on the library's:

- responsibility for building and maintaining a unique, specialized collection of books and periodicals on developing countries and development for Norwegian researchers
- function as a national depository for all World Bank and Asian Development Bank publications
- special cooperative agreements with foreign institutions and their libraries, e.g. with the Bangladesh Institute of Development Studies, the Botswana Institute for Development Policy Analysis, and Muwatin. CMI Library staff travel as consultants to other libraries and receive visiting librarians for training in Bergen
- network-building with, and active participation in, groups interested in documentation on developing countries, e.g. the Nordic Group on Developing Country Documentation
- responsibility for providing information, bibliographical lists and educational materials to Norwegian schools, universities and researchers
- extra costs related to external loans, in Norway, Scandinavia, etc.

Most of these services can legitimately be regarded as additional to normal services given to CMI. Due to the specialized nature of the collections of the CMI Library and its depository functions, the number of requests for external loans, for bibliographical lists and information, is abnormally large.

Because CMI Library staff have not only collected material connected to CMI's research and projects but have attempted to build collections to support future research, no other Norwegian library has such well-indexed and comprehensive collections in similar fields. The libraries of NORAD and Utenriksdepartement have reduced their collections recently, so the CMI Library is alone in giving public service based on research collections.

CMI regards itself, and is regarded by others, as a national competence center, and clearly, the CMI Library functions as a National Resource Center on several levels. This was recognized in both the previous evaluation and in Stortingsmelding 1987-88 ; 42. However, this library does not fit into any of the patterns - as Responsible Libraries or as Connecting Institutions - which so far have been discussed nationally. NFR has recognized the library's significant functions, but this is an informal recognition.

CMI librarians are amongst the few in Norway who have knowledge of conditions under which librarians in developing countries must work and how best to collect documents on development research. They are in a unique position to assist these other librarians - e.g.. through cooperative agreements and exchanges of librarians or documents.

Maintaining an excellent special library is expensive, but the time of experts and research personnel is even more expensive. A source library, with relevant collections and an experienced staff, can save - in the time of others - as much or more than it costs.

CMI researchers are fortunate in having this resource locally. Norway also benefits, both nationally and internationally, from this special library.

## Recommendations

- The CMI Library should be maintained at its current level of operation in regard to personnel, collections, activities and CMI administrative support.
- The CMI Library should continue to function as an integral part of CMI, participating in CMI's cooperative agreements with partner institute libraries. Library cooperation with libraries in developing countries can be of great value in raising local standards for research and education and can help create appreciation for the importance of library collections and trained library personnel.
- Bibelation should be used as a CMI library system as long as it functions properly or as long as CMI remains in its current location.
- A program for export of Bibelation posts in NORMARC format should be considered, if possible in cooperation with other users of Bibelation. Since Bibelation was partially financed centrally, it is natural that such a program should also receive external support.
- After a move to central Bergen, closer to University of Bergen, membership in Bibsys should be considered. This would facilitate cooperation between University of Bergen's libraries and CMI Library and would facilitate CMI Library's cooperation with other Norwegian university and research libraries.
- When closer cooperation between CMI and University of Bergen is discussed, various forms of library coordination should also be discussed. Cooperation in matters concerning periodical and book collections and data networking with shared databases should be considered.
- CMI Library's function as a National Resource Center should be given close consideration and formally recognized. The costs of these various functions should be identified and realistically budgeted for, apart from the CMI budget.
- Student Scholarships for library use, like those available through the Nordic Africa Institute, should be reinstated. Extended use of the CMI Library and its collections would greatly benefit many students who cannot afford a long stay in Bergen.

## 9 General conclusions and recommendations

Research on development problems in the Third World was established at CMI in the early 1960s, at a time when few institutions in Norway and in Scandinavia were giving much attention to these problems. As such, the Institute has been a pioneer in its field. CMI is today, through its history, size and broad professional profile, still a national center within the field of development research in Norway.

The evaluation committee during its work, found an institution both able and willing to reflect over past events as well as future plans. In general, the committee has received a positive impression of the Institute: its staff, its activities, and future plans.

The committee believes that CMI should maintain its profile as an applied research institute focusing on development problems in the South. However, the committee also observes some need to develop a more clear, and, to some extent specialized, professional profile.

The Institute needs to define a limited number of core areas of interests. New Strategic Institute Programs should focus on some central and promising parts of existing activities.

At present, some of the existing Institute programs are inadequately staffed and do not function properly. The committee has found that CMI should restructure its research organization, as soon as possible.

The Institute has a considerable output of various publications. More of these works should be published in international journals. The committee finds that the publications from the Institute, both academic publications and commissioned reports, are of high standard.

In general, the users of CMI from the Ministry of Foreign Affairs, as well as NORAD, seem to be satisfied with CMI's competence and performance. However, there is some room for improvement, especially regarding dissemination of information and contacts.

CMI should maintain its system with assignments abroad. The shift towards more research-oriented assignments is commendable. In general CMI should be more restrictive as regards the duration of long-term assignments.

The CMI Library is a national competence center within its field. The committee has, through its own work and from responses from users both in Bergen and abroad, a very favorable impression of the library. The CMI Library should be maintained at its current level of operation with regards to personnel, collections, activities, and CMI administrative support.

In recent years, CMI has established a number of cooperation agreements with institutions in the South. Although the Institute has mixed experiences with these agreements, the committee feels that CMI should continue to develop collaboration agreements with institutions in the South. CMI should ensure that agreements have clearly-defined objectives with a broad basis at CMI. The Institute should also develop a more long-term strategy for collaboration agreements.

## **Annex I: Terms of reference**

8/15/97

### **TERMS OF REFERENCE FOR THE EVALUATION OF CHR. MICHELSEN'S INSTITUTE (CMI)**

**(Draft)**

#### **General**

The divisions of Environment and Development and Culture and Society have developed an evaluation model for research institutes. The model will base itself upon evaluation panels which will survey groups of institutes. CMI was initially to be evaluated together with other foreign political, environmental and resource institutes, by a panel attached to the Division of Culture and Society. This panel, however, has not yet started its work. The Ministry of Foreign Affairs wants the evaluation to be carried out during the autumn of 1997. CMI will therefore be evaluated by a separate committee at a time agreed with the Division of Culture and Society.

The evaluations are warranted in the document "Lines of direction for governmental financing of research institutes", as stipulated by the Government in September 1994.

The purpose of the evaluation is to provide as accurate a picture as possible of the institute, based upon quality and relevance. The evaluation is to be future oriented and should be developed in such a way that it becomes a tool to strengthen the quality of research and the organization at the institute. It should make it easier for the institute to adjust to the future demands and to maintain its position in society.

The evaluation is also to be used by the Research Council of Norway as an advisory tool on matters concerning the institute. In particular the strategic organization of professional activity with reference to lines of direction from the Ministry of Church, Education and Research. The CMI evaluation is to be included in a planned system with an evaluation panel, and a common set of criteria, which will contribute to forming a basis to compare institutes, and ensure an appropriate division of labour and cooperation within the institute sector.

## **1. The evaluation object**

The terms of reference are for the evaluation of Chr. Michelsen`s Institute.

CMI was founded in 1930 and is an independant research institute that works with development and human rights studies. It has 35 scientists and a turnover of 32,5 mill. Norwegian kroner (1996). CMI is the only institute to receive a basic budget allocation of 8,5 mill. Norwegian kroner from the Ministry of Foreign Affairs. CMI emphasises the value of establishing long-term residence in developing countries for each scientist at the institute, either for commissioned research or for practical aid and developing work. The central point of the research has for the last years been:

- Macroeconomic planning and steering in developing countries.
- Political institutions and economic reform.
- Human rights studies.
- Refugee studies.
- Comparative studies of relations between the sexes.
- Local organization and development.
- Management of nature resources.

For further information of CMI`s objectives see: Statutes for Chr. Michelsen`s Institute for Science and Intellectual Freedom.

## **2. The purpose of the evaluation**

The evaluation has to be future oriented and contribute to:

- Securing quality and relevance of the institute`s research, both for the research and for the users of the institute.
- Developing the institute`s competence in relation to superior national strategies.
- Providing the institute with a better basis for its own development.
- Forming the basis for assessment of the basic budget allocation, the number of prescribed scientist man-years, development and use of strategic institute programmes and the like.
- Strengthening the knowledge base by possible changes within CMI`s organization.
- Improving knowledge base for the development of institute political means.

### **3. The users of the evaluation**

The evaluations will primarily be used by:

- The Research Council of Norway, in particular the Division of Environment and Development, but also the Division of Culture and Society, for assessment of activities concerning the institute, and for evaluation of the basic budget allocation and strategic institute programmes.
- The Ministry of Foreign Affairs/NORAD.  
The institute itself for maintenance and improvement of its own organization, quality and relevance within research, and for making it more attractive to sponsors and other users.
- Collaborating institutions in developing countries.

The evaluation will also be of interest to other ministries, sponsors and users, who wish to make decisions in connection with the issuing of assignments.

### **4. Extent of the evaluation**

In accordance with lines of direction for evaluations from the Research Council of Norway, the following aspects concerning the institute have to be illustrated and evaluated:

- The institute's aim, general conditions and tasks. The institute's role in society.
- Previous evaluations and the follow-up of these. Ability of change.
- Research quality
- Professional profile and productivity.
- Relevance, user contact and mediation.
- Cooperation with other institutions.
- Management, organization, financing, work environment and quality control.
- Recommendations

The final report must cover these aspects and give a clear presentation of the committee's recommendations. The evaluation has to cover the period from the last evaluation of the institute, that means about the last 10 years. This is a fair period of time for evaluation of tendencies in the institute's development and its ability to change. Assessments of professional profile, relevance, quality and productivity will have the last few years (1994, 1995, 1996) as a basis.

The committee might have to go even further by evaluating some research subjects or other limited tasks at the institute. This might also be necessary for the user survey



mentioned in chapter 5, "Method". The committee is authorized to start such part-evaluations within the given budget.

In order to secure an appropriate assessment of special aspects of CMI's activities, the evaluation must include consideration of the following aspects:

a) Professional profile

The committee is requested to evaluate CMI's professional profile based upon the institute's objective nationally, and if possible in relation to international activity on the field. Both professional quality, to include CMI's contribution to new knowledge, and relevance of development should be included in the evaluation. An assessment of the institute's research mediation, dialogue with the users, CMI's seminar work and role in the general development debate is also of interest.

b) International cooperation

The committee is requested to evaluate CMI's cooperative relations with research and educational institutions in developing countries, if possible in a historical perspective as well. Experience of scientists' time and service in different aid and research institutions in developing countries should be included in the evaluation. Also experience from long term and institutional research cooperation, or other cooperation arrangements with institutions in developing countries, should be taken into consideration.

c) Library function

The committee is requested to evaluate the library function at CMI, and to analyse its practical experience in relation to different users at home and abroad. Perhaps also evaluate this function as a national task. Data base system/connection to NSD is if possible to be included in the evaluation.

d) The relationship and balance between commissioned research, improvement of competence and development research

The committee is requested to evaluate the relationship and balance between commissioned research, improvement of competence and more long term development research at the institute, included in this the institute's recruiting policy and its own strategic priorities. This evaluation must be seen in the light of the differing policies and financial frames that the authorities set for the institute sector, what different financial possibilities exist, and finally in the light of characteristics of CMI, e.g. research abroad.

e) The cooperative relations between CMI (institute sector), the universities and colleges

The committee is requested to evaluate the relations between CMI, the universities and colleges, and if possible make recommendations and conditions based upon previous experience, so that the cooperative relations will give the best professional advantages possible. Conditions within research, education of researchers, studies and teaching are of interest.

## **5. Method**

The institute will be evaluated on the best documented basis possible. A self evaluation and a customer/user survey is included in this basis.

### 5.1 Data collection

The data will primarily be collected and screened by the institute itself. Some of the material is already on hand in CMI's annual report. A secretariat function will be established, compare with point 6, which will assist in the collation of this material. The committee will interview a selected and representative number of CMI's staff, and also representatives for CMI's users and cooperators.

In addition the following material will be used as a base for the evaluation:

- Conventions and statutes.
- Budgets, long term plans, organizational and other strategy documents.
- The institute's annual reports from the previous three years.
- Accounts and results from the previous three years.
- Key figures based upon report number 2, "Evaluation and financing" from the institute political project.
- Previous evaluations.
- Selected professional works.
- A customer/user survey.
- Self evaluation

The lists do not exclude other relevant material. The institute will carry out a self evaluation using the evaluations of the environmental institutes as a model. In addition the evaluation committee might obtain expert comments within the budget.

Furthermore at least one institute visit will have to be made after completion of the self evaluation.

To ensure attention to the perspectives of developing countries, visits to relevant cooperating institutes in these countries must be made.

## 5.2 Criteria

It is referred to previous points in the terms of reference. The evaluation committee itself will specify the criteria used in the evaluation.

## 6. Evaluators

### 6.1 Composition

The evaluation committee consists of the following people:

- Professor Mats Lundahl (economist), Stockholm School of Economics, *leader*
- Professor Aud Talle (social anthropologist), Department of Social Anthropology, University of Oslo
- Consultant Ingrid Eide (sociologist), Norwegian National Commission for UNESCO/University of Oslo
- Director Jon Naustdalslid (political scientist), Norwegian Institute of Urban and Regional Research (NIBR)

Associate Professor Haakon Lein, Head of Department, Department of Geography, NTNU is to act as a committee secretary.

The Committee will have access to international competence through the participation of the International Development Research Centre, Ottawa, by Director Terry Smutylo, and Professor Graham Pyatt, Institute of Social Studies, Haag.

### 6.2 Sharing of responsibility

The committee is responsible for carrying out the evaluation and will report to the Division of Environment and Development.

### 6.3. Organization and budget

A secretariat function will be established to assist the evaluation committee with planning and execution of the evaluation, e.g. organization of meetings, data collation and a formulation of a draft report. Work methods will be arranged in consultation with

the evaluation committee. The secretariat function will be the responsibility of Associate Professor Haakon Lein, Department of Geography, NTNU.

The committee is entitled to obtain material and to contact involved persons who may be of importance to the evaluation. Additionally the committee may engage additional expertise within the framework of the budget.

In connection with the evaluation the committee, or nominated committee members will, among other things make a study visit to one or more relevant cooperation institutions in developing countries.

As much as 300.000 Norwegian kroner will be set aside for the committee. Budget adjustments, based among other things on study visits in developing countries, will be confirmed by the chairman of the division board.

## **7. Reporting**

An evaluation report will be prepared, compare with point 4. The report will be written in English.

The evaluation committee is to present a draft report to CMI one month before the deadline for the final report. The institute must then comment the draft within two weeks. The final report, including all comments and suggestions from the institutes, whether acted upon or not, will be submitted to the Division Board.

## **8. Time schedule**

The evaluation consists of three phases: 1) Preparation, about 1 month. 2) Data collation, about 2 months. 3) Reporting, about 1 month, giving the following time schedule:

- Preparation: July/August (the secretariat starting its work during the summer, the committee after the summer holidays).
- Data collation: September - October.  
Visit to CMI around 20.09.  
Interviews of others in Norway.  
Visit to institutions in developing countries.

- Reporting:

Draft Report will be sent to CMI, 15.11

Draft Final Report will be sent to the /Ministry of Foreign Affairs, 15.12

## **9. Contacts**

CMI: Alf Morten Jerve

The Research Council of Norway: Helge Klemsdal og Anette Haug

## **10. Follow-up**

The Division of Environment and Development will follow up the evaluation report immediately. A new follow-up will be made after one or two years, in order to assess the results and the follow-up of the evaluation.

## Annex 2: List of people interviewed/consulted

Alstad	Håkon	BIBSYS
Ask	Karin	Chr. Michelsen Institute
Berg	Erik	Norwegian Ministry of Foreign Affairs
Berve	Nina	BIBSYS
Bjørn	Kirsten	NORAD
Bleie	Tone	Chr. Michelsen Institute
Fjeldstad	Odd Helge	Chr. Michelsen Institute
Frayne	Allison	Social Science Divison, Namibia
Fuller	Ben	Social Science Divison, Namibia
Gornitzka	Nina	The Research Council of Norway
Halvorsen	Kjell	Norwegian Ministry of Foreign Affairs
Hangula	Lazarus	Social Science Divison, Namibia
Hansohm	Dirk	NEPRU, Namibia
Hara	Mafaniso	University of the Western Cape
Haug	Anette	The Research Council of Norway
Hegre	Steinar	Chr. Michelsen Institute
Henrichsen	Bjørn	Norwegian Social Science Data Services
Hernes	Helga	Norwegian Ministry of Foreign Affairs
Hjelde	Håkon	Norwegian Ministry of Foreign Affairs
Isaksen	Jan	BIDPA, Botswana
Jackobsen	Elisabeth	Norwegian Ministry of Foreign Affairs
Jerve	Alf Morten	Chr. Michelsen Institute
Jul-Larsen	Eyolf	Chr. Michelsen Institute
Kahengua	Kavevangua	NEPRU, Namibia
Klemsdal	Helge	The Research Council of Norway
Kollberg	Aud	Norwegian Ministry of Foreign Affairs
Liseth	Henrik	Chr. Michelsen Institute
Lønning	Dag Jørund	Chr. Michelsen Institute
Melber	Henning	NEPRU, Namibia
Miranda	Armino	Chr. Michelsen Institute
Molvig	Tone	Riksbibliotektjenesten
Nordås	Hildegunn K.	Chr. Michelsen Institute/University of the Western Cape
Norheim	Aud Lise	Norwegian Ministry of Foreign Affairs
Ofstad	Ingrid	NORAD
Pendleton	Wade	Social Science Divison, Namibia
Pomuti	Akiser	Social Science Divison, Namibia
Presland	Cathy	NEPRU, Namibia
Pretorius	Leon	University of the Western Cape
Rakner	Lise	Chr. Michelsen Institute
Redse	Torill	Riksbibliotektjenesten
Sande	Terje	Norwegian Social Science Data Services
Selbervik	Hilde	Chr. Michelsen Institute

Sinclair	Marion Ryan	University of the Western Cape
Stokke	Hugo	Chr. Michelsen Institute
Suhrke	Astrid	Chr. Michelsen Institute
Sørbø	Gunnar	Chr. Michelsen Institute
Tapscott	Chris	University of the Western Cape
Tinnes	Tone	NORAD
Tjomsland	Marit	Chr. Michelsen Institute
Tjønneland	Elling Njål	Chr. Michelsen Institute
Tvedten	Inge	Chr. Michelsen Institute
Vale	Peter	University of the Western Cape
Wiig	Arne	Chr. Michelsen Institute

In addition to the people listed above, the evaluation committee met with the CMI board as well as with MPhil students and administrative staff during its visit to CMI