Recent developments in evaluation

This document contains responses from twenty Members to the Secretariat’s request for information on recent developments in evaluation. It has been prepared by the Secretariat for discussion at the DAC Working Party on Aid Evaluation Meeting, 27 – 28 March 2003.
AUSTRIA

1. Recent developments in the evaluation function
   - Small but consolidated team capacity
   - Pilot Project within Ministry: Introduction of Controlling and Balanced Score Card

2. Recent major outputs
   - Workshop for Austrian NGOs: Presentation and discussion of Evaluation Guidelines and Handbook

3. Key forthcoming evaluations
   - Sector Policy Water and Sanitation
   - Country Programme Mozambique
   - NGO Programmes in Nicaragua
1. Recent developments in the evaluation function
   - No new developments to report since the last meeting

2. Recent major outputs
   - Reviews of Private Sector Development and Environment in Indonesia now on our Website.
   - Look for Country Evaluations of Haiti, South Africa and Hungary to appear soon

3. Key forthcoming evaluations
   - Country Evaluations of the Philippines (in progress) and Bangladesh confirmed for coming fiscal year.
   - Under discussion: choice of a country program in each of Africa and Latin America/Caribbean regions.
DENMARK

1. Recent developments in the evaluation

Following a public debate on the independence of the Evaluation Secretariat, a thorough review of the evaluation function has been carried out. The report was submitted to Parliament on 11 February 2003. Members of the WP-EV have received a copy of the Review. Specific follow-up has not been decided yet.

2. Recent major outputs

- All reports can be found on [www.evaluation.dk](http://www.evaluation.dk) (hard copies can be ordered on the WWW)

3. Key forthcoming evaluations

- Regional Programmes in Southern Africa; Humanitarian De-mining; Environment in Southeast Asia
EUROPEAN COMMISSION

1. Recent developments in the evaluation function

- Responsibility for country evaluations will to a considerable extent pass to the Delegations over a period of 2-3 years, following completion of the deconcentration process. Evaluation training is now being given more intensively to Delegation and national support staff as an extension of project cycle management training;

- In support of the above change the Unit has commissioned the preparation of a comprehensive range of methodological guidance on the conduct of evaluations of country programmes, sectoral approaches, budget support, policy mix etc. and of associated procedures such as dissemination and feedback;

- The Unit itself will henceforth focus increasingly on multi-country evaluations, thematic evaluations and evaluations of instruments;

- The staffing of the Evaluation Unit has recently been augmented by the addition of two detached national experts

2. Recent major outputs

- Country Strategy Evaluations on South Africa and Morocco

- Education Sector ACP

- Scholarships

- Asia and Latin America Regulation

- North-South Co-operation to fight against Drugs and Addiction

- Definition of Economic Co-operation

- Technical Assistance to ACP (National Authorising Officers)

- Relationships between Country Programmes and Fisheries Agreements

- Health Sector
3. Key forthcoming evaluations

a) Ongoing or recently launched: { *} indicates close to completion, { † } indicates recently started
   - Economic Co-operation MEDA*
   - Country Strategy Evaluations on Ukraine*, Bangladesh, Malawi; Egypt(†), Ethiopia(†)
   - Technical Assistance for Trade Development
   - Population, incl. Settlement and Migration
   - Transport Sector
   - Gender
   - Rehabilitation and Reconstruction
   - Balkans, including CARDS Regulation 2666/2000 (†)
   - Regional Evaluation of Mercosur (†)

b) Planned
   - Country Strategy Evaluations on Lesotho, Honduras and Armenia;
   - Regional Evaluations in the Caribbean and TACIS areas (the latter possibly the former Central Asian Republics)
   - Thematic/Sectoral Evaluations on Environment and Private Sector Development
   - Regulations 2493/2000 on Environment; 2494/2000 on Tropical Forests; and 1292/96 on Food Aid Policy and Food aid Management and Special Operations in Support of Food Security
   - (possibly) Water and Sanitation sector
   - (possibly) Macroeconomic Budget Support, preferably joint
FINLAND

1. Recent developments in the evaluation function

   No major changes in policies, administration or resources

2. Recent major outputs

   Last year ten evaluations were carried out, perhaps most important ones of which were the eight country programme evaluations and their synthesis study. Seminars or workshops were organized in connection of each evaluation.

3. Key forthcoming evaluations

   • Evaluation of Finnish Forest Sector Development Cooperation
   • Evaluation of Finnish Support to Education Sector Development
   • Evaluation of Finnish Health Sector Development Cooperation
   • Evaluation of the Local Cooperation Funds administered by Finnish Embassies in Developing Countries

   • Highlight recent developments in the evaluation function (e.g., changes in policies, structures, management resources)
FRANCE

1. Recent developments in the evaluation function
   - Développement du suivi après les évaluations – development of feedback after evaluations
   - Remise à jour du Guide de l’évaluation- new version of Evaluation Guidelines

2. List recent major outputs
   - Reports in 2002
     - Évaluations pays: Niger, Vanuatu, Bulgarie
     - Évaluations d’instruments et d’organismes
       - coopération décentralisée France-Mali
       - programmes lutte contre la pauvreté
       - programmes pour la jeunesse
   - Evaluations transversales
     - secteur forestier en Afrique tropicale humide
     - politique pharmaceutique en Afrique subsaharienne
     - aide à la production cinématographique
     - appui aux télévisions dans la ZSP
     - coopération administrative internationale (Maghreb, Afrique subsaharienne, Europe centrale)- évaluation réalisée dans le cadre du CICID
   - Plusieurs évaluations de projets
   - Workshop with NGOs in December 2002

3. Key forthcoming evaluations
   - Evaluations-pays: Guinée- Tchad
   - Coopération non gouvernementale au Cambodge
   - Actions dans le développement durable
   - Coopération universitaire et de recherche avec l’Afrique du Sud
GERMANY

1. Recent developments in the evaluation function

2. Recent major outputs

   Evaluation reports:
   - Assessment of Public-Private-Partnership (field-studies: China, Rumania, Albania, South Africa, Uganda)
   - German contribution to Poverty Reduction Strategies (field-studies: Sambia, Tanzania, Nicaragua, Honduras, Vietnam, Mauretanien)
   - Impacts of programmes/projects in countries of transition (field-studies: Bulgaria, Mongolia, Rumania, Georgia, Kazakhstan, Uzbekistan, Armenia)

3. Key forthcoming evaluations
   - Ex-Post Evaluation of integrated rural development programmes: assessing of outcome and long-term impact of the programmes
   - Promotion of good governance and democracy: analysis of perspectives and limits of promoting good governance and democracy
   - Bilateral AIDS/HIV-control programmes: analysis of the effectiveness and economic efficiency of various distribution strategies for condoms within the framework of bilateral HIV/AIDS control programmes
   - Strategies and programmes to combat youth poverty: analysis of the effectiveness and comparison of governmental and non-governmental approaches

4. Highlights of ongoing joint

   - UNFPA /IPPF: The design-study is completed and the main phase has started. Field studies (Tansania, Vietnam, Bangladesh, Nicaragua, Egypt, Burkina Faso) are envisaged from March to May 2003
   - World Food Programme: The primary objective is the independent, external assessment of the efficiency, effectiveness, impact, relevance, and sustainability of the development policies and activities of the WFP within the context of its Enabling Development Policy. The preparatory phase has just begun. Consultants worldwide have been invited to express interest to tender. So far 9 countries (Canada, Denmark, Finland, France, Germany, The Netherlands, Switzerland and the United States) have bee participating in this joint evaluation.
IRELAND

1. Recent developments in the evaluation function
   - Appointment of new Head of Evaluation and Audit
   - Risk Management now included in Evaluation and Audit function

2. Recent major outputs
   - Review of Programme in Rwanda (2002)
   - Evaluation of NGO Microprojects Scheme (2002)

3. Key forthcoming evaluations
   - South Africa Country Programme
   - Peer Education HIV/AIDS programme in Tanzania
ITALY

1. Recent developments in the evaluation function
   - Programme and budget of the Evaluation Unit for 2002 not approved
   - Chief of Unit left in Nov 2002 and decision on the new person in charge is still pending

   The recent appointment of a new Director General (February 2003) will probably speed up decisions on important issues

2. Recent major outputs
   - Translation into Italian of the DAC WP EV “Glossary of key terms In Evaluation and Results Based Management” completed and publication will take place before summer
   - Desk study on “Italian ODA in the training sector” was completed and internal Seminar was held in Feb.2003-
   - High Level Meeting on Harmonization hosted by Italy and held in Rome on Feb. 24-25, 2003

3. Key forthcoming evaluations
   - Formative evaluation of a Programme called “Human Development in Cuba” is under preparation

   New Programme and Budget for the Evaluation Unit to be prepared and submitted for approval in the coming months.
MINISTRY OF FOREIGN AFFAIRS OF JAPAN

1. Recent developments in the evaluation function
   a) To scale up from project evaluation to program and policy level evaluation.
   b) To decide introduction of ex-ante evaluation at project evaluation in accordance with the Government Policy Evaluation Act, 2001.

2. Recent major outputs
   b) Japanese edition of the ‘Glossary of Key Terms in Evaluation and Results Based Management’ originally published by DAC.

3. Key forthcoming evaluations
   a) Country Policy Evaluation
   b) Priority Issues Evaluation
JAPAN INTERNATIONAL COOPERATION AGENCY

1. Recent developments in the evaluation function

   Finalised evaluation policy for volunteer work, training and emergency assistance (to be introduced in April 2003).

2. Recent major outputs

   - Annual Evaluation Report 2002
   - Evaluation seminars on Country program evaluation, emergency assistance
   - ODA project evaluation seminar co-organized with JBIC (2 weeks) in Tokyo, October 2002

3. Key forthcoming evaluations

   - Synthesis study of evaluations in agricultural sector
   - Synthesis study of evaluations in education sector (math and science education)
JAPAN BANK FOR INTERNATIONAL COOPERATION (JBIC)

1. Recent developments in the evaluation function

   None

2. Recent major outputs

   - JBIC workshop for the World Water Forum at Osaka in March 2003
   - ODA project evaluation seminar co-organized with JICA (2 weeks) in Tokyo, October 2002
   - Feedback seminars in the Philippines, Bangladesh, Indonesia etc

3. Key forthcoming evaluations

   - Impact and sustainability evaluation on water supply project in Greater Colombo
   - Private public partnership on water supply project in Metro Manila
   - Impact Evaluation on transportation projects in the Northern Vietnam
   - Meta analysis by sector/ country (Indonesia, India, Bangladesh and Education sector)
   - Tentative ideas; Impact of infrastructure projects, Human resource development, Small and rural located projects
1. Recent developments in the evaluation function

In 2002, a project has started to improve the quality of planning, monitoring and evaluation (PME) of Dutch bilateral development co-operation with a view to improve Results Based Management. In terms of improving evaluation, the PME-project focuses on the so-called decentralized evaluation (evaluations commissioned by operational units of the Ministry of Foreign Affairs) and by the Netherlands embassies in developing countries. The Policy and Operations Evaluation Department, which is responsible for independent evaluations at the policy level, is involved in this project in an advisory capacity.

The Policy and Operations Evaluation Unit has established a helpdesk function providing advice to strengthen the evaluation function of the Ministry as well as methodological advice to operational units and embassies commissioning evaluations.

2. Recent major outputs

The following evaluation reports of Dutch development cooperation were published in 2002:


3. Key forthcoming evaluations

The Policy and Operations Evaluation Department will finalise the following major evaluations of Netherlands ODA in 2003:

- Evaluation of Dutch Debt Relief
- Evaluation of poverty and poverty reduction in Tanzania from the perspective of the rural population in Mbulu and Songea Districts
- Evaluation of Co-ordination aspects of Netherlands support to local governance in Uganda
- Evaluation of international co-operation of Dutch municipalities
- Joint Evaluation of External Support to Basic Education in Developing Countries

NB. The Policy and Operations Evaluation Department’s mandate also covers other areas of Netherlands’ foreign policy. Such evaluations are not reported here.
NEW ZEALAND

1. Recent developments in the evaluation function

The 2001 Ministerial review of New Zealand’s Official Development Assistance, *Towards excellence in aid delivery*, which led to the formation of the New Zealand Agency for International Development, recommended strengthening NZAID’s evaluation capacity through the establishment of monitoring and evaluation systems to more effectively measure the impact of New Zealand’s development assistance. A designated “evaluator” position is to appointed to an enlarged Strategy, Advisory and Evaluation group. The position will be responsible for planning evaluations, designing systems and ensuring that “lessons learned” are institutionalised in all aspects of the agency’s work.

Participation in evaluations will continue to be a key element of the work of the sectoral advisors.

2. Recent major outputs

- Managing development outcomes: a review of the Management Services Consultant system (2001) – the recommendations of the review are being systematically implemented.
- Reviews of NZAID’s country strategies including Indonesia, Tuvalu, Papua New Guinea, Kiribati and the Philippines
- NZAID has supported an education sector review in Tonga which is nearing completion and is also supporting education sectoral work in Kiribati, Tuvalu and the Solomon Islands.

A range of project reviews are contracted out to external reviewers.

3. Key forthcoming evaluations

- An ex-post evaluation of seaweed farming in Kiribati, which NZAID is expecting will provide relevant lessons for future programming approaches to sustainable livelihoods
- A review of NZAID’s regional programme, Pacific Initiatives for the Environment – a contestable fund
- A review of NZAID’s Development Assistance Facility in Asia (ADAF) – a contestable fund for development initiatives in Asia outside of bilateral programmes
- A thematic review of small project funds administered by New Zealand Posts
1. Recent developments in the evaluation function

No particular changes

2. Recent major outputs

- Evaluation Report 4.2002: Legal Aid Against the Odds, Evaluation of the Civil Rights Project of the Norwegian Refugee Council in former Yugoslavia

3. Key forthcoming evaluations

- Evaluation Report 1.2003: Evaluation of the Norwegian Investment Fund for Developing Countries
PORTUGAL

1. Recent developments in the evaluation function

   Our Agency has recently been merged with another one and the reorganisation is still going on. The Evaluation Unit has had some resources (staff) problems and now is also being reorganised. The Unit has now a different status and is directly dependent of the Agency’s chairman.

2. Recent major outputs

   Evaluation of the Portuguese support to the health sector in Mozambique in the 90s

3. Key forthcoming evaluations

   - Portuguese co-operation with Cabo Verde in high level education
   - Portuguese scholarships for students from African Portuguese speaking countries
UNITED KINGDOM

1. Recent developments in the evaluation function

Restructured in September 2002, Evaluation Department now has a direct reporting line to a Director General (currently the Director – General for DFID’s Knowledge Sharing and Special Initiatives). Responsibilities for performance monitoring transferred to another department, and Evaluation Department returned to a specific focus on evaluation.

Policy set out in an Evaluation Department Paper “An Evaluation Policy for DFID”

2. Recent major outputs

- Evaluation Studies
  - Supporting Agriculture: An Evaluation of DFID’s Support for Sustainable Agriculture since the early 1990s
  - Evaluation of DFID Support for Poverty Reduction
  - Evaluation of Revenue Projects
  - Evaluation of British Aid to Primary Schooling 1988-2001
  - General Budget Support Evaluability Study
  - Development Effectiveness Report: How Effective is DFID?

- Working Papers
  - Development Effectiveness Report: Country Performance Review
  - Development Effectiveness Report: A Synthesis of Project Performance
  - Country Performance Synthesis Study
  - Changes in Strategic Influence: DFID’s Contribution to Trade Policy
  - Building Consensus on Poverty Reduction: A Review of DFID’s Advocacy and Influencing Activities
  - DFID-UNDP: Enhancing Development Effectiveness: A New Focus on Managing Results
• Workshops
  – General Budget Support Evaluability

3. Key forthcoming evaluations

• Country Programme Evaluations (Brazil, Cambodia and Romania)
• Conflict Prevention
• Gender
• DFID’s partnership with WHO
WORLD BANK

1. Recent developments in the evaluation function

   Management emphasis on results based management has strengthened the demand for self evaluation at the country and sector level.

2. Recent major outputs

   - Country Assistance Evaluations (CAE): The following CAEs have been issued: Peru, Guatemala, Zambia, and Eritrea
     - Evaluations at an advanced stage: Brazil, Dominican Republic, Lithuania, and Zimbabwe
     - Joint-Evaluations ongoing: Rwanda (AfDB) and Jordan (IsDB)
     - Evaluation at an initial stage: Armenia, Bhutan, China, Colombia, Croatia, Moldova, Pacific Islands, Turkey, and a Country Assistance Evaluation Retrospective

   - Sector/Thematic Evaluations submitted to CODE include: HIPC, Indigenous Peoples, Urban Review Update.
     - Evaluations at an advanced stage: CGIAR, Private Sector Development in Electric Power, Anti Corruption, Extractive Industries, and Social Development.

   - Global Public Programs the Phase 1 Report has been issued, work on the second Phase is ongoing.


   - Process Evaluations ongoing: Knowledge Review; an evaluation of PRSPs has commenced and is being conducted jointly with the IEO office of the IMF. The Multi Donor CDF Evaluation is being finalized and will be presented to the Board this Spring.

   - Development Gateway More than 2,700 members of the Aid Effectiveness section and there are nearly 600 items on the site.
Countries assisted with ECD: Over the past year OED has assisted a number of countries to strengthen their national M&E systems, including Albania, Egypt, Ghana, Honduras, India (A.P.), Kyrgyz Republic, Malawi, Mozambique, Poland, Sri Lanka and Uganda.

IPDET: International Program for Development Evaluation Training (a Partnership between Carleton University, Ottawa, Canada and the World Bank): Completed its second summer offering with 150 participants from 49 countries. Plans for IPDET III are underway and will be offered June 16-July 11, 2003. The program received support from the OED Netherlands Partnership, the Norway-OED Partnership, CIDA, DFID, and several other bilateral organizations.

3. Key forthcoming evaluations

1. Structural or Policy Changes

- ADB Reorganization - operational departments have been reorganized to strengthen country focus, with projects and programs departments no longer separated but grouped under a single director general. The reorganization became effective on 1 January 2002.

- Five regional departments - East and Central Asia, Mekong, Pacific, South Asia, and Southeast Asia - replace the former broad division between East and West.

- A new Regional and Sustainable Development Department will serve as a center of sector and thematic expertise, supporting other departments. It will also monitor ADB’s compliance with its own policies and guidelines.

- The Operations Evaluation Department (OED) was largely unaffected by the reorganization. It is headed by a Director General, in line and at the same level as heads of other departments. Its Managers have been retitled Directors, again in line with other departments.

- The Director General continues to report directly to the President, ensuring independence of judgement and dissemination of findings. The Development Effectiveness Committee of the Board of Directors exercises an oversight function.

- Revised instructions on project completion reports (self evaluation reports by operational departments) are now consistent with independent performance audits reports prepared by OED.

- OED currently has 23 professional staff, supported by 7 Evaluation Analysts and 9 Administrative Assistants, a small increase.

Reports/Achievements

- OED has assumed responsibility for preparing an annual report on Loan and Technical Assistance Portfolio Performance, previously prepared by ADB’s Central Operations Services Office (COSO). The report will focus more on lessons learned, practical recommendations for improving portfolio performance, and analysis of progress on country-level and portfolio action plans. It relies on a project performance report system during implementation for loan operations.

- This shift is consistent with ADB’s medium-term strategy under which OED is expected to undertake evaluation and provide feedback earlier in the project cycle. COSO will continue to be responsible for monitoring and preparing data on portfolio performance, while monitoring and management of individual projects remains the responsibility of operational departments.
• Major reports completed since August 2001 include the following impact and special evaluation studies:
  – Annual Review of Evaluation Activities in 2001,
  – ADB’s Crisis Management Interventions in Indonesia,
  – Economic and Sector Work,
  – Gender and Development,
  – Program (policy-based) Lending,
  – Review of Asian Development Fund (ADF) I – V Operations,
  – Privatization of Public Sector Enterprises
  – Investment Fund Operations of the Asian Development Bank,
  – Impact of Poverty Reduction on Selected Projects: Perceptions of the Beneficiaries,
  – Impact of Rural Roads on Poverty Reduction.
• Ongoing major reports include the following thematic evaluation studies:
  – Water Supply and Sanitation Projects in Selected Developing Member Countries
  – ADB Assistance to Indonesian Power Sector,
  – Asian Development Fund VI and VII,
  – Public vs. Private Provision of Primary Education,
  – Cost Recovery Policies in the Power Sector,
  – Project Performance Management in Asian Development Bank and the Developing Member Countries,
  – Country Assistance Program Evaluations for Bangladesh, Mongolia, and the Philippines.

2. List recent major outputs (e.g. reports, workshops, Forums, etc.)

  • Country Assistance Program Evaluations for Bangladesh, Mongolia, and the Philippines.
  • Water Supply and Sanitation Projects in Selected Developing Member Countries
  • Public vs. Private Provision of Primary Education
  • Project Performance Management in Asian Development Bank and the Developing Member Countries
• Capacity Building Assistance for Managing Water Supply and Sanitation to Fiji, Kiribati, Marshall Islands, and Papua New Guinea

• Asian Development Fund VI and VII

3. Key forthcoming evaluations

• Country Assistance Program Evaluations for Papua New Guinea and Cambodia

• Participatory Forest and Water Resource Management

• Technology and Management Improvement in Small-scale Freshwater Rural Aquaculture: An Assessment of Channels of Effects for Poverty Reduction

• Capacity Building Assistance to Lao PDR
1. Recent developments in the evaluation function

Bank Management is in the process of hiring a Chief Development Effectiveness Officer for the self-evaluation function and has named a Development Effectiveness Advisor for each of the 3 Regional Operations Departments.

2. Recent major outputs

   a) Reports

   • Analysis of Project Evaluability Year 2001
   • Country Program Evaluation Haiti: 1990-2000
   • Protocol for the Conduct of Country Program Evaluations
   • Annual Report of the Office of Evaluation and Oversight for 2001
   • Implicit IDB Strategy for Regional Integration: Its Evaluation
   • Evaluation of the Emergency Reconstruction Facility (ERF)

   b) Workshops

   IDB – OECD/DAC WP-EV Informal Workshop on Lessons Learned from Country Program Evaluations of Bolivia, Haiti, Honduras and Nicaragua, 4 February 2003

3. Key forthcoming evaluations

   • Country Program Evaluation Colombia, 1990-2002
   • Country Program Evaluation Bahamas, 1990-2000
   • Country Program Evaluation Bolivia, 1990-2002
• Country Program Evaluation Jamaica, 1990-2002
• Country Program Evaluation Belize, 1994-2002
• Country Program Evaluation Brazil, 1995-2002
• Country Program Evaluation Argentina, 1990-2002
• Country Program Evaluation Ecuador, 1990-2002
• Agricultural Strategy Evaluation
• Evaluation of the Operational Policy on the Bank’s Response to Emergencies and Natural Disasters
• Evaluation of Social Services Delivery. Part I, Education
• Evaluation of the Delivery of Social Services: Health
• Large TCs Evaluation
• Reaching the Poor Through NGOs
• Evaluation of Investment Loans as Instruments
• Evaluation of Project Supervision Instruments
• Evaluation of Project Risk Assessment
• Evaluation of Public Utilities Policy for Energy
• Annual Report of the Office of Evaluation and Oversight for 2002
EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD)

1. Recent developments in the evaluation function

EBRD’s Project Evaluation Department (PED) has been strengthened by the 2002 recruitment of (a) a Senior Environment Evaluation Manager, and (b) a Senior Economist.

2. Recent major outputs

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Name</th>
<th>Country/Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Golden Telecom</td>
<td>&lt;REGIONAL&gt;</td>
</tr>
<tr>
<td>2</td>
<td>Sakhalin II (Phase 1) Oil Project</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>3</td>
<td>SEVERSTAL PEFF</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>4</td>
<td>Rijeka Sewerage Services Improvement Programme</td>
<td>CROATIA</td>
</tr>
<tr>
<td>5</td>
<td>Aktau Port Reconstruction Project (Phase I)</td>
<td>KAZAKHSTAN</td>
</tr>
<tr>
<td>6</td>
<td>Georgia SME Credit Line</td>
<td>GEORGIA</td>
</tr>
<tr>
<td>7</td>
<td>LUKOIL MEDIUM TERM WORKING CAPITAL FACILITY</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>8</td>
<td>Iveco Ukraine</td>
<td>UKRAINE</td>
</tr>
<tr>
<td>9</td>
<td>NTC</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>10</td>
<td>Caresbac Bulgaria AD</td>
<td>BULGARIA</td>
</tr>
<tr>
<td>11</td>
<td>Vena St Petersburg - Equity</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>12</td>
<td>Bash-Kelme</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>13</td>
<td>SME Export and Credit Bank</td>
<td>FYR MACEDONIA</td>
</tr>
<tr>
<td>14</td>
<td>Riga Environment Project</td>
<td>LATVIA</td>
</tr>
<tr>
<td>15</td>
<td>Erste &amp; Steiermaerkische Bank DD</td>
<td>CROATIA</td>
</tr>
<tr>
<td>16</td>
<td>SIS Funds</td>
<td>CZECH REPUBLIC</td>
</tr>
<tr>
<td>17</td>
<td>OTP Equity Investment</td>
<td>HUNGARY</td>
</tr>
<tr>
<td>18</td>
<td>Ukritichlot</td>
<td>UKRAINE</td>
</tr>
<tr>
<td>19</td>
<td>Lietuvos Telekomas IPO</td>
<td>LITHUANIA</td>
</tr>
<tr>
<td>20</td>
<td>Lukas Bank</td>
<td>POLAND</td>
</tr>
<tr>
<td>21</td>
<td>EU/EBRD SME Facility Phase I</td>
<td>Regional</td>
</tr>
<tr>
<td>22</td>
<td>Chelyabinsk Electrolytic Zinc Plant</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>23</td>
<td>Cargill Industrial Complex</td>
<td>UKRAINE</td>
</tr>
</tbody>
</table>

XMRAs

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Name</th>
<th>Country/Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Obolon Brewery</td>
<td>UKRAINE</td>
</tr>
<tr>
<td>2</td>
<td>Ljubljanska Bank</td>
<td>SLOVENIA</td>
</tr>
<tr>
<td>3</td>
<td>Investment Bank of Kuban</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>4</td>
<td>Bank of Georgia Equity and Convertible Loan</td>
<td>GEORGIA</td>
</tr>
<tr>
<td>5</td>
<td>Globe Trade Centre S.A.</td>
<td>POLAND</td>
</tr>
<tr>
<td>6</td>
<td>Ventspils Port Multi-Purpose/Intermodal Terminal</td>
<td>LATVIA</td>
</tr>
<tr>
<td>7</td>
<td>Eastbridge</td>
<td>POLAND</td>
</tr>
<tr>
<td>8</td>
<td>Absolute Bank Term Loan</td>
<td>GEORGIA</td>
</tr>
<tr>
<td>9</td>
<td>Czech Private Equity Fund</td>
<td>CZECH REPUBLIC</td>
</tr>
<tr>
<td>10</td>
<td>Bucinia Zvolen, a.s.</td>
<td>SLOVAK REPUBLIC</td>
</tr>
<tr>
<td>11</td>
<td>Fibrex</td>
<td>ROMANIA</td>
</tr>
<tr>
<td>12</td>
<td>LG Petro Bank S.A.</td>
<td>POLAND</td>
</tr>
<tr>
<td>13</td>
<td>Energo-Asekuracja S.A.</td>
<td>POLAND</td>
</tr>
<tr>
<td>14</td>
<td>Power Sector Operational Efficiency Improvement Project</td>
<td>ROMANIA</td>
</tr>
<tr>
<td>15</td>
<td>Ukraine Subordinated Credit Facility to Raiffeisenbank</td>
<td>UKRAINE</td>
</tr>
<tr>
<td>16</td>
<td>National Commercial Bank</td>
<td>ALBANIA</td>
</tr>
<tr>
<td>17</td>
<td>Croatia Wholesale Market</td>
<td>CROATIA</td>
</tr>
</tbody>
</table>
18. Daugava Hydro Schemes Upgrade Project, LATVIA
19. Chisinau Airport Priority Modernisation Programme, MOLDOVA
20. Bucharest-Pitesti Motorway Upgrading and Tolling Project, ROMANIA
21. UPI BANKA CREDIT LINE, BOSNIA AND HERZEGOVINA
22. Kazakhstan Small Business Programme, KAZAKHSTAN
23. Baltex 2000 / Qualitex, ESTONIA
24. Euromerchant Balkan Fund, <REGIONAL>
25. Permtex, RUSSIAN FEDERATION
26. JSC BALTICA BREWERY, RUSSIAN FEDERATION
27. Senior Loan to Bank Austria Creditanstalt Croatia, CROATIA
28. Emergency GSM extension and network modernisation project, FYR MACEDONIA

Reviews

1. Russian Enterprise Support Loan (ESP), RUSSIAN FEDERATION
2. Polus, SLOVAK REPUBLIC
3. Sical, ROMANIA
4. Emergency Power System Reconstruction Project, BOSNIA AND HERZEGOVINA
5. Bulgaria Grain Receipt Programme - Expressbank (2000/01), BULGARIA
6. Bulgaria/Grain Receipt Programme-Unionbank(2001/02), BULGARIA
7. Baltic Food Holding, ESTONIA
8. Ukraine Fuel Purchase Loan Facility, UKRAINE
9. Small Business Credit Bank (KMB Bank), RUSSIAN FEDERATION
10. Bulgaria Wholesale Markets (Revised Investment Plan), BULGARIA
11. Kaunas Water and Environment, LITHUANIA
12. Kaunas Water and Environment Project - Phase II, LITHUANIA
13. Emergency Transport Reconstruction Project, BOSNIA AND HERZEGOVINA
14. Suez-Lyonnaise MPF Timisoara Water Concession Project, ROMANIA
15. Landis & Gyr ESCO (prepayment), REGIONAL
16. PKP RESTRUCTURING & PRIVATISATION PROJECT, POLAND

3. Key forthcoming evaluations

OPERS

1. Mobifon - Romania GSM, ROMANIA
2. Sidex, ROMANIA
3. Azerbaijan/Georgia: Trans-Caucasian Rail Link Project, AZERBAIJAN/GEORGIA
4. Europejski Fundusz Leasingowy, EFL (debt), POLAND
5. Ralfeisen Bank Relationship, <REGIONAL>
6. Uzbekistan SME Credit Line II, UZBEKISTAN
7. Budapest Waste Water Services Privatisation, HUNGARY
8. Vseobecná Uverova Banka Pre-Privatisation (debt & equity), SLOVAK REPUBLIC
9. Eesti Uhispank Increase to Subordinated Debt, ESTONIA
10. Syrdariya Power Plant Rehabilitation, UZBEKISTAN
11. Hotel Kyrgyzstan, KYRGYZ REPUBLIC
12. ISTIL-UKRAINE, UKRAINE
13. Skoda Kovarny (Forge) a.s., CZECH REPUBLIC
14. Kazaktelecom Debt (KTC), KAZAKHSTAN
15. Kaba Rt., HUNGARY
16. Russian Agricultural Commodity Program, RUSSIAN FEDERATION
17. Thessaloniki-Skopje Crude oil Pipeline project, FYR MACEDONIA
18. Sofia Water System Concession Project, BULGARIA
19. Aquachemia, SLOVAK REPUBLIC
20. AES Teflasi, GEORGIA

XMR Assessments

1. Agrokor, CROATIA
2. Vetropack, CROATIA
3. Pivara Tuzla, BOSNIA AND HERZEGOVINA
4. Frontera Resources, <REGIONAL>
<table>
<thead>
<tr>
<th>No.</th>
<th>Project Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Louis Dreyfus Vostok</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>2</td>
<td>Chupa Chups Russia</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>3</td>
<td>Spearhead International</td>
<td>&lt;REGIONAL&gt;</td>
</tr>
<tr>
<td>4</td>
<td>Dalkia Usti Nad Labem</td>
<td>CZECH REPUBLIC</td>
</tr>
<tr>
<td>5</td>
<td>Alliance ScanEast Fund</td>
<td>&lt;REGIONAL&gt;</td>
</tr>
<tr>
<td>6</td>
<td>Export-oriented Credit Line (Turkmenistan)</td>
<td>TURKMENISTAN</td>
</tr>
<tr>
<td>7</td>
<td>Ion Tiriac Bank Capital Increase</td>
<td>ROMANIA</td>
</tr>
<tr>
<td>8</td>
<td>CSOB Privatisation (portage equity)</td>
<td>CZECH REPUBLIC</td>
</tr>
<tr>
<td>9</td>
<td>Regional Water and Environment Programme</td>
<td>ROMANIA</td>
</tr>
<tr>
<td>10</td>
<td>Maribor Waste Water Concession</td>
<td>SLOVENIA</td>
</tr>
<tr>
<td>11</td>
<td>Municipal Environmental Investment Programme</td>
<td>CROATIA</td>
</tr>
<tr>
<td>12</td>
<td>Zagreb Solid Waste Management Programme</td>
<td>CROATIA</td>
</tr>
<tr>
<td>13</td>
<td>Mutnovsky Independent Power Plant</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>14</td>
<td>Pioneer Polish Real Estate Fund</td>
<td>POLAND</td>
</tr>
<tr>
<td>15</td>
<td>Nevsky 49</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>16</td>
<td>Vimpelcom</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>17</td>
<td>Sonic Duo</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>18</td>
<td>Tashkent Airport Rehabilitation</td>
<td>UZBEKISTAN</td>
</tr>
<tr>
<td>19</td>
<td>Hungarian Capital Fund</td>
<td>HUNGARY</td>
</tr>
<tr>
<td>20</td>
<td>Merloti Russia (Stinol)</td>
<td>RUSSIAN FEDERATION</td>
</tr>
<tr>
<td>21</td>
<td>Danube Fund</td>
<td>ROMANIA</td>
</tr>
<tr>
<td>22</td>
<td>Power Sector Op. Efficiency Improvement - Transelectrica</td>
<td>ROMANIA</td>
</tr>
<tr>
<td>23</td>
<td>AD-Zarya</td>
<td>UKRAINE</td>
</tr>
<tr>
<td>24</td>
<td>Makstil</td>
<td>FYR MACEDONIA</td>
</tr>
<tr>
<td>25</td>
<td>SRP - Hungarian SRP - framework</td>
<td>HUNGARY</td>
</tr>
<tr>
<td>26</td>
<td>Polish Dairy Facility - Framework</td>
<td>POLAND</td>
</tr>
<tr>
<td>27</td>
<td>UNIQA Versicherungen AG - Framework</td>
<td>&lt;REGIONAL&gt;</td>
</tr>
<tr>
<td>28</td>
<td>Framework for SME Financing (BiH)</td>
<td>BOSNIA AND HERZEGOVINA</td>
</tr>
<tr>
<td>29</td>
<td>Tajikistan Financial Institutions Initiatives</td>
<td>TAJIKISTAN</td>
</tr>
</tbody>
</table>
1. Recent developments in the evaluation function

The Evaluation Office has recently developed the methodology to conduct a limited number of country evaluations, called Assessment of Development Results (ADRs) annually. These in-depth and independent results evaluations would provide a measure of development effectiveness of UNDP’s interventions in a country. The ADR aims to (a) Support the Administrator’s substantive accountability and quality assurance; (b) Generate lessons from experience to inform UNDP programming; and (c) Provide the stakeholders in the programme country an objective assessment of results achieved through UNDP support and partnerships for a given multi-year period.

2. Recent major outputs

a) Country Reports – India, Sudan, Fiji and Jordan
b) Evaluation Report on Romania
c) Essentials (EO publication) on Small Arms, Civic Engagement, Monitoring Poverty and Role of Women in Conflict Prevention and Recovery
d) Workshops for consultations on the Development Effectiveness Report, conducted in Beijing and Accra.
e) Evaluation of UNDP’s role in the PRSP
f) Establishment of an on-line evaluation network at UNDP (Community of Practice)
g) Report on Operational Flexibility in crises and post-conflict situations – Good practices from the field
h) Assessment of Micro-Macro linkages in South Asia (Regional)
i) Country Monographs: Assessment of Micro-Macro linkages

3. Key forthcoming evaluations

a) Governance-Poverty linkages
b) Country Evaluations: Assessment of Development Results (ADRs) for the following countries:
   – Bulgaria
   – Bangladesh
   – Egypt
   – Ethiopia
   – Haiti
– Mozambique
– Nigeria
– Turkey
– Vietnam
c) Evaluation of the Millennium Development Goal Reports
1. Recent developments in the evaluation function

Since it became operational in September 2001, the IEO built up its evaluation capacity and recently expanded its complement to 14 permanent staff members (Director included), thus bringing its potential to about 4 projects per year.

Procedures for access to internal IMF records and documents, relationship with the Executive Board and publications of IEO outputs have been formalized, and experience is being accumulated in establishing standard good practices for relations with civil society throughout the evaluation project cycle, with a view to maximizing participation opportunities and transparency of IEO work.

2. Recent major outputs

- The IEO published in September 2002 its first evaluation report, on Prolonged Use of IMF Resources, and organized an number of outreach events related to it, in Africa Asia, Europe, and the US.

- Workshops were also organized in Europe and in Washington DC in relation with the ongoing evaluation of Poverty Reduction Strategy Papers and the Poverty Reduction and Growth Facility.

3. Key forthcoming evaluations

The work program of the IEO is as follows (approximate completion dates in parentheses):

- Evaluation of the role of the IMF in three recent capital account crises: Brazil, Korea and Indonesia. (April/May 2003)

- Evaluation of the design of fiscal adjustment in IMF-supported programs (May / June 2003)

- Evaluation of the role of the IMF in Argentina (January 2004)

- Evaluation of Poverty Reduction Strategy Papers (PRSPs) and the Poverty Reduction and Growth Facility (PRGF) (Spring 2004) (jointly with the World Bank’s OED)

- Evaluation of IMF technical assistance (Spring 2004)