This is the fifth report responding to Governing Council decision 83/12 which requested information on the arrangements for the evaluation of the programme. The report covers the steps taken by the Administrator to apply the improvements in evaluation policy and procedures introduced by UNDP. It also summarizes the results of the programme analysis undertaken by the Central Evaluation Office, as well as the steps being taken to strengthen government evaluation capacity. It also lays out the proposed work plan for that Office for 1988-1989.

The results of two major evaluations, government execution and the United Nations Volunteers (UNV) programme, as well as the Administrator's comments on each are being submitted to the Council at its thirty-fifth session.

As in the first report (DP/1984/18), the attention of Council members is drawn to reports of programme achievements by the Regional Directors for their respective regions with regard to specific evaluation activities conducted by them.
INTRODUCTION

1. This report on evaluation responds to Governing Council decision 83/12, which requested information on the arrangements for the evaluation of the programme. The report reviews, in sections II to VII, evaluation activities undertaken in 1987; and addresses in section VIII the issues to be considered in 1988-1989.

2. Previous reports have noted in detail the evaluation-strengthening measures that UNDP has taken. This report reflects the emergence of some of the benefits emerging from these measures; a burgeoning supply of lessons from the thematic evaluation programme; an improvement in the quality of individual project evaluations; greater attention to the mechanics of project design and monitoring. Now that these trends are evident, the Central Evaluation Office (CEO) will devote more of its attention to substance and programme-level concerns than to procedures. Its main thrust in 1988-1989 should be to address issues of effective feedback of lessons learned.

I. SHIFT IN FOCUS

3. Much of UNDP's evaluation work in the period 1983-1987 responded to the consensus expressed in document DP/1983/ICW/6 (Arrangements for the evaluation of the results and effectiveness of the programme). It concentrated on the redesign and reinforcement of UNDP's monitoring and evaluation system; a review and consolidation of UNDP's policies and practices on evaluation; implementation of a programme of thematic and ex-post evaluation; collaboration with other United Nations agencies; and the strengthening of the evaluation capacity of Governments.

4. The principal changes in the work programme during 1987 were a progressive shift in focus from issues of procedure and system development to lesson learning, analysis of programme issues and strengthening of feedback systems, while assistance continued to be rendered to Governments to develop their capacity for monitoring and evaluation. This evolution will continue in 1988-1989.

5. This evolution has been made possible by the effective collaboration received from the Regional Bureaux and from the United Nations specialized and other agencies. A common monitoring and evaluation system was formally introduced in July 1987. It applies to all UNDP-assisted projects and also, to a large extent, to other United Nations agency field technical co-operation projects irrespective of funding sources. The foundations have been laid for a system-wide harmonized set of monitoring and evaluation requirements.
II. PROGRAMME ANALYSIS

Introduction

6. An extensive programme of evaluations was implemented by CEO in 1987. The subjects include rural small industrial enterprises, aquaculture, the environmental impact of projects, development planning projects in the Middle East, co-ordination at the project level, and documentation and information systems. Two cycles of thematic evaluations dealing with income-generating activities in rural areas (aquaculture and rural industry) and with the external sector (Generalized System of Preferences and trade information) were completed in 1983. Preliminary groundwork is being undertaken for new studies. UNDP welcomes suggestions from the Council.

7. In addition, at the Governing Council's request, CEO has evaluated two technical assistance modalities: government-execution and the UNV programme. Senior management also called upon CEO to undertake a review of the National Technical Co-operation Assessment Programme (NaTCAP) in Africa. A list of the relevant reports is contained in annex I.

A. Evaluation of modalities of technical assistance

8. **UN Volunteers programme.** The evaluation noted the successful evolution of the programme, paying due heed to management and operational questions attendant upon continued growth. The technical dimension of the Volunteers programme has also been reviewed. A summary of the evaluation and the Administrator's response to it are contained in document DP/1988/46/Add.1.

9. **Government execution of projects.** This evaluation found that the modality has been properly and sensitively employed in a number of countries. It has promoted self-reliance, has been cost-effective and the results of the modality appear sustainable. However, many operational issues arise from the rapid growth of this form of execution. A summary of the evaluation and the Administrator's response to it are contained in document DP/1988/19/Add.2.

B. Review of technical assistance identification and planning

10. **NaTCAP review.** UNDP has undertaken a number of initiatives to improve the identification of technical assistance and to link it with capital and financial assistance. An independent review by CEO of NaTCAPs in three African countries endorsed the concept and the directions being pursued. The review noted the importance of "empowerment" of Governments as a key objective, "internalization" by national authorities as a specific indicator of success and the potential of NaTCAP as a tool for the co-ordination of technical assistance. It recommended a systematic and carefully monitored approach to the development of NaTCAPs.

11. A follow-up to this preliminary review is planned for 1988. Reviews of similar initiatives in other regions are also envisaged as and when they come to fruition.
C. Substantive evaluations

12. Review of co-ordination at the project level. Vocational training has been an important component of technical assistance for many donors for many years. It is also a significant activity in the industrial sector of developing countries in both private and public enterprises. The extent of co-ordination among donors in this well-tried area of technical assistance was studied in four Asian countries to see whether practical improvements could be identified. The study, carried out in consultation with 16 donors, bilateral and multilateral, as well as with the United Nations agencies concerned, affirmed the well-known, but rarely practised, premise that, given the size and scope of individual projects, their impact would be enhanced by closer co-ordination.

13. The study suggested that the following measures should be taken: improved information systems, more resources to support the exposure of government staff to the conceptually and technically different approaches of various donors, assistance to new sector-level co-ordination bodies in technical matters and in techniques of co-ordination and briefing donor technical staff about the need to make co-ordinated approaches. This pilot study will be followed up in 1988 after consultations with Governments and donor agencies.

14. Environmental impact of UNDP projects. In order to contribute to enhancing UNDP's long-standing involvement in environmental issues, a series of evaluation activities have been launched. The first phase involved a desk study of the special system set up to monitor environmental projects and consultations with field offices, to identify issues for policy development and procedural actions. Follow-up field evaluations at a country level will test both the findings of the study and the reactions of the field offices.

15. The operational issues raised include the differentiated approach to environmental concerns for urban versus rural and agricultural versus industrial areas. The co-ordination (beyond the planning stage) needed to deal with problems that cut across sectoral or ministerial responsibilities is largely deficient. These concerns have been shared with UNDP field offices. Terms of reference for evaluations of environmentally sensitive projects now have to reflect the concerns identified in the study, and this will provide a low-cost means of verifying their validity. Field work for the first of two follow-up evaluations took place in Malawi in March 1988; the second is planned for the second half of 1988.

16. Development planning projects in the Arab States. A comprehensive desk review found that the impact of such projects in establishing independent planning capacity in these countries is not evident. Projects designated as institution-building frequently succeed in satisfying the requirements of aid donors and central planning institutions by direct implementation; however they also perpetuate dependence on expatriate staff. Pre-project analysis appears to ignore the painstaking preparation needed.

17. The recommendations of the study repeat points covered comprehensively in the 1979 thematic evaluation of development planning. It is curious that they are well known but neglected. A comprehensive grasp of the projects' institutional...
framework is a pre-condition for success, and should be embodied in project
design. The meticulous gathering of information needed to monitor programmes was
stressed. The long-term human resource problems in this area and the current
limited supply of nationals should not automatically imply a return to classical
forms of technical assistance.

18. The study, now with the resident representatives of the region for comments,
will be finalized in 1988. Further follow-up action will also be instituted to
incorporate the findings of the study into future projects.

19. **Rural small industrial enterprises.** A major thematic evaluation recently
completed in collaboration with the International Labour Organisation (ILO), the
United Nations Industrial Development Organization (UNIDO) and the Government
of the Netherlands concluded that early industrialization policies in most developing
countries tended to ignore rural industry. Efforts to redress this imbalance had
been by and large of a supply-side nature. Macro-policy favouring the growth of
rural income should be given priority and should preferably precede supply-side
measures of support. The development of an agricultural surplus is a pre-condition
for the stimulation of non-farming activities such as rural small industrial
enterprises. If no such surplus exists, efforts should primarily be directed
towards achieving such a surplus.

20. In its review of steps to be taken to assist the development of such
enterprises, care was taken to look at a wide area of practices beyond those of the
United Nations system. The following are the findings of general application:

(a) Because rural small industrial enterprises provide a supplementary source
of income for, on average, 50 per cent of rural women engaged in agriculture,
emphasis might be placed on expanding and adding value to this activity;

(b) Policies for the support of rural small industrial enterprises should
concentrate on maximizing their linkages with other sectors;

(c) Every effort should be made to use existing institutions rather than
bypassing them (direct assistance) or setting up new ones.

D. **General conclusions**

21. Apart from the specific points noted above, several observations emerged from
the analysis of the programme that transcend individual evaluations. They are also
reflected in the analysis in section III below.

22. **Substantively,** there is little difference in approaches to
institution-building for such disparate areas as the environment, isolated
entrepreneurs in rural areas and sector co-ordination entities. Hence,
differentiation in terms of product and approach seems to be needed.

23. The contribution of technical assistance to solving the problems of the rural
sector is far from affirmed. The internal transfer of technology (centre to
periphery) is important, underdeveloped and needs examination.

/...
24. In general information at the project completion stage is weak. The documentation is not available that would permit firm judgments to be made about the sustainability of UNDP assistance. UNDP's contribution to policy reform on issues affecting the rural sector requires concentrated attention.

25. Operationally, the comments are very much in line with past CEO reports to the Governing Council. A review of past thematic evaluations is worthwhile both because their lessons and the questions left unanswered are often forgotten. Evaluations must address results and not only deal with the "long march" to obtain them. Monitoring should not only assist project management, but should also signal potential underachievement and diagnose problems. Investment in pre-evaluation preparation clarifies issues worth pursuing. Country programme monitoring is valuable and needs to be developed.

26. Many of the studies discussed need follow-up work in 1988, either through field level studies or integration and feedback of results already achieved. The utility of the results of these evaluations to the work of the various approval committees and their integration into the design and implementation of the programme will be monitored throughout 1988 and 1989.

III. A REVIEW OF 1986 AND 1987 PROJECT EVALUATIONS

27. As in previous years, UNDP has examined the methodologies and findings of individual project evaluations carried out in current and previous years. The evaluations dealing with environmental issues, development planning projects and government-executed projects have been reported on elsewhere in this document. Reviews were also conducted of evaluations of agricultural and crop research and rural development.

28. Agricultural and crop research. The evaluations of a sample of agricultural and crop research projects were reviewed as to their evaluation methodology and also to identify the key issues they raised. The projects on average were of nine years' duration at the time of the evaluations (1984-1986). Twenty-four projects in the sample of 36 involved institution-building, while 12 focused on income-generating or support to commercial activities. The institution-building projects also included elements dealing with the transfer and development of technology.

29. Project design was studied to a varying extent in 33 out of the 36 evaluations. The finding was that two thirds of these projects were inadequately designed, a finding that is consistent with the observations of other multilateral financial organizations. However as the table below indicates, such a diagnosis needs to be elaborated considerably if it is to be of practical assistance to those responsible for improving project design.

...
Major elements of project design addressed specifically by evaluation missions

<table>
<thead>
<tr>
<th>Elements</th>
<th>Discussed by missions</th>
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<tbody>
<tr>
<td></td>
<td>No. of projects</td>
</tr>
<tr>
<td>1. Relevance of project objectives/outputs</td>
<td>26</td>
</tr>
<tr>
<td>2. Clarity of objectives/outputs</td>
<td>16</td>
</tr>
<tr>
<td>3. Achievability/realistic time-frame</td>
<td>19</td>
</tr>
<tr>
<td>4. Project assumptions</td>
<td>12</td>
</tr>
<tr>
<td>5. Objectives not commensurate with resources</td>
<td>9</td>
</tr>
<tr>
<td>6. Success criteria</td>
<td>8</td>
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<tr>
<td>7. Poor scheduling of activities</td>
<td>8</td>
</tr>
<tr>
<td>8. Activities and inputs commensurate with expected results</td>
<td>5</td>
</tr>
<tr>
<td>9. Poor institutional framework</td>
<td>5</td>
</tr>
<tr>
<td>10. Need for greater prioritization of activities</td>
<td>4</td>
</tr>
<tr>
<td>11. Inappropriate location</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36</strong></td>
</tr>
</tbody>
</table>

30. The table shows that, while evaluations examined basic issues with greater diligence than heretofore, there is room for further improvement. Questions regarding the adequacy of success criteria and analysis of project assumptions and their internal logic were raised with increasing frequency. While this represents an improvement, institution-building and implementation issues specifically related to institutional development were inadequately examined. The review also found that evaluations now follow their terms of reference more systematically than in the past, which in turn reflects operational concerns for decision-making. Further improvement in the quality and specificity of terms of reference could be instrumental in focusing not only on the project-level issues but also on the factors crucial to the development of institutions.

31. Many of the design problems identified have been addressed in the recently issued guidelines on project document formulation. Similarly the quality of terms of reference and the preparation and implementation of evaluations were addressed in the revision of evaluation procedures in mid-1987. UNDP will continue to monitor vigilantly the operational application of both instruments of project and programme improvement.
32. **Rural development.** A 1979 thematic evaluation had recommended that:

(a) Rural development be recognized as an ongoing socio-economic process within which technical assistance could contribute to planned development;

(b) Technical assistance should shift its attention away from production increases to integrating increases in production with advances in social welfare and equity;

(c) The capability of national Governments to intervene in and plan the process of rural development must be strengthened;

(d) Beneficiaries need to be clearly identified and innovatively involved in the programme.

33. Seventy-five evaluation reports of rural development projects produced 1984-1987 were reviewed. While they drew attention to clear achievements of some projects, the review suggests that UNDP's technical assistance to rural development has had only partial success. This may be due to the fact that the methods and programmes pursued are still experimental and exploratory. The evaluations reveal that there is as yet no standard approach.

34. As regards the recommendations of the thematic study, the review indicates that:

(a) **Rural development as a socio-economic process.** There are clear indications that the awareness of rural development as a socio-economic process and of the complexity and inter-linkages in rural society have been lacking in project formulation and implementation;

(b) **Equity.** The need to integrate production increases with advances in social welfare and equity has been formally incorporated into project documents. Evaluations, however, reveal that this effort has been diverted during project implementation by the repeated failure to account for differences in rural income and the status of women in rural society;

(c) **Role of national Governments.** The increasing involvement of national Governments in the identification and planning of rural development projects, attested to by the evaluations, is in keeping with the recommendations of the thematic evaluation;

(d) **Beneficiaries.** By and large, beneficiaries were targeted during project formulation, but rarely involved sufficiently during implementation, monitoring and evaluation. The impact of rural development programmes often affects other, non-targeted sections of the rural population. However, neither the intended nor unintended consequences of projects are carefully monitored or evaluated. It is difficult to make any conclusive statements about the overall impact of such efforts because very few evaluation exercises approached rural beneficiaries directly to assess the impact of a project. UNDP's concerns and their implications have been shared with other donors at a seminar organized in February 1987 by the World Bank. These findings will be borne in mind by the Project Approval Committee.

...
IV. INTEGRATION OF EVALUATION RESULTS INTO UNDP ACTIVITIES

35. The Administrator has previously drawn the attention of the Governing Council to the issues involved in ensuring fullest use of evaluation results (DP/1987/21, paras. 20-24). Four major actions were identified, and work has proceeded on all of the four fronts. The actions completed are:

(a) Each monitoring and evaluation instrument is now provided with specific feedback instructions;

(b) Programme advisory notes and technical advisory notes have been completed and circulated following various thematic evaluations.

36. In terms of ongoing work, updated instructions concerning the capture and application of the findings of varieties of evaluation were issued in September 1987 with particular reference to the project and programme appraisal process. Further project advisory notes will be produced. Also, key results of thematic and other contemporary evaluations have been summarized in a series of short abstracts called "findings". They convey as many essential points as possible, and also encourage users to read the original studies. The response to these "findings" has been very positive.

37. Under the revised procedures, evaluation missions are required to produce summaries structured so that they can be used in hard copy, but can also be readily recorded in a computer. Work continues on establishing a computerized data base derived from such summaries. Much of the work ahead will be to ensure utilization of the information generated, either directly in programme management or indirectly via training.

38. UNDP has explored with other United Nations agencies, via the Inter-Agency Working Group on Evaluation, the best ways in which to ensure the contribution of evaluations to the process of learning and applying lessons. The present report has endeavoured to reflect the evolving nature of UNDP's concerns as regards evaluation. It looks forward to the critical support of the specialized agencies in improving project and programme quality via the efficient application of the lessons collectively learned. As for all other initiatives launched, present efforts will be scrutinized to determine the actual results that they achieve.

V. SYSTEM STRENGTHENING

39. System strengthening has concentrated on follow-up to, and sustainability of, technical assistance, country programme monitoring and continued training of UNDP and government staff as well as agency personnel. It will continue to do so. All of UNDP's plans outlined below for further strengthening of the system and for monitoring its performance, have been discussed with the executing agencies at a February meeting of the Inter-Agency Working Group on Evaluation.

40. Project terminal reports. These are important for determining what kind of follow-up is needed and for any consideration of sustainability. They are expected
to record the substantive achievements of the project and to provide a preliminary baseline for *ex-post* evaluations. Preliminary reviews have revealed considerable variety in their content, potential utility and completeness, as well as considerable lags between project completion and report production. An ongoing study will review the quality, coverage and objectivity of the reports, the extent and nature of their use and identify the procedural and operational issues involved in encouraging proper follow-up to completed projects. The results will be shared with the United Nations agencies who are principally responsible for producing the reports.

41. **Country programme monitoring.** The years 1988-1989 will see the mid-term review of performance of many fourth cycle country programmes. A simple but comprehensive outline of such a programme monitoring system has been discussed with Regional Bureaux and sent to field offices. It will be progressively refined over the year. CEO will also continue to be associated with the analysis of mid-term reviews performed by UNDP field offices.

42. **Training.** A recently completed UNDP study of agency training in project design and evaluation found that, while many agencies had ongoing training programmes, there was scope for further harmonization of training efforts and materials especially in training for government officials. The study also noted that UNDP would have to address the training needs of the smaller technical agencies and the Department of Technical Co-operation for Development of the United Nations Secretariat. This matter, along with a study of the costs involved, is under review. Training of all partners connected with the implementation of the system will be continued throughout 1988 and 1989.

43. **System performance.** The new monitoring and evaluation system and its workings will be scrutinized in 1988 in the field and at headquarters.

VI. STRENGTHENING GOVERNMENT EVALUATION CAPACITY

44. UNDP continues to pursue measures to promote Governments' capacity in evaluation. Specific technical assistance projects are being designed in several countries. Their evolution is to be closely monitored. An annotated roster of qualified expertise in this field is being established. In 1988-1989, CEO will actively pursue a programme of assisting Governments in the identification and formulation of projects targeted to strengthen central evaluation authorities. It will focus on the strengthening of national capability to generate, within a systematic monitoring framework, relevant economic and social data. The programme will initially cover a two-year period. Considerable collaboration is anticipated with other bilateral and multilateral donors, including the World Bank.

45. UNDP has recently circulated a paper designed to provoke a debate about practical steps that can be taken to reinforce African Governments' capacities to monitor their development plans. Although advice is available from CEO on an appropriate technical assistance package, further work is needed to refine it and to increase its efficiency in promoting self-reliance.
VII. EXTERNAL RELATIONS

46. Collaboration with Governments and agencies has, within and outside the United Nations system, proved to be a valuable means of sharing UNDP's evaluation concerns and results, as well as learning those of others. It is also a means to make the quality and effectiveness of the programme transparent.

47. UNDP contributed to an expert group meeting of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development in March 1987, with evaluators from developing countries, which considered practical ways of strengthening government evaluation capacity and has also prepared the paper on the evaluation of technical co-operation for the DAC discussions of the topic. UNDP is also conducting a seminar with the Federal Republic of Germany in the fourth quarter of 1988 on learning from past experience in evaluation. This will focus on identifying remedies to well-known problems constantly identified in evaluations. UNDP will also be collaborating with the Government of Japan in evaluating selected Japanese development co-operation projects. Collaboration in other areas has been planned with other Governments.

VIII. PROPOSED WORK PROGRAMME FOR 1988-1989

48. Much of what UNDP does is changing. Twenty per-cent of the programme is executed by Government, another 20 per cent is managed by national project managers and an increasing proportion of the programme will be devoted to grass-roots-level participation. These initiatives represent evaluation challenges that need to be responded to. The logical shift in focus from procedural to substantive issues has already been indicated at the outset of the present report. These emerging concerns render it even more necessary for the CEO work plan to evolve as well as to expand. It is, however, increasingly apparent that the CEO cannot respond adequately to these challenges without increases in staff.

49. Four goals on which work had already begun in 1987 need to be pursued through 1988-1989. They are:

(a) Programme analysis: a growing emphasis on evaluations and studies addressing important technical assistance issues;

(b) Feedback and evaluation institutional memory: an effective feedback system based on the development of both the demand for, and usage of, evaluation lessons and on an improved supply of analysed data;

(c) System strengthening: the progressive transfer of responsibility for routine assessment of the effectiveness and appropriateness of the monitoring and reporting system to the operational units concerned. CEO will retain its concern with the overall performance and the products of the system;

(d) Strengthening government evaluation capacities: support for the continuing enhancement of the evaluation capacity of Governments.
Practical implementation of these basic goals will be a labour- and management-intensive process. Recognizing this, the 1988-1989 work programme for evaluation in UNDP presented below contains elements that can be undertaken only with extra resources.

1. **Programme analysis**
   
   (a) **Environment studies**: two country level studies, sharing of responses to the 1987 desk study and assisting policy formulation.

   (b) **Institution-building**: many of UNDP's projects address the capability of institutions to deal with a wide range of technical and administrative issues. There is a need to draw general lessons for programme and project designers. This study will examine UNDP's considerable efforts in institution-building beginning in areas of resource management such as forestry;

   (c) **Technical assistance identification**: evaluation of NaTCAPs in Africa; review as appropriate of parallel initiatives as they develop in other regions;

   (d) **Support to new initiatives**: both women in development and assistance to grass-roots organizations require new approaches in evaluation and monitoring which are as yet under developed. Collaboration with these newly established Divisions for Women in Development and Non-governmental Organizations is already under way. Evaluation methodologies appropriate to these undertakings will be developed through participation in evaluation and monitoring visits;

   (e) **Modalities**: selected studies will be conducted with a view to understanding the workings of other modalities of technical assistance, in regional rather than global settings.

2. **Feedback and evaluation institutional memory**

   The essential purpose here is to facilitate access to usable evaluation products and to optimize their distribution.

   (a) The qualitative data base which captures lessons generated by the evaluations and provides a basis for the assessment of evaluations for quality control purposes requires continuing development. This will involve elaboration of the comprehensive data base which has already been established containing evaluations performed since 1983. It is available in hard copy or diskette. Work in this areas will continue throughout 1988 and 1989;

   (b) Programme advisory notes on rural industry and government execution will be completed. Old ones will be updated. New issues of "findings" will continue to be published. CEO will collaborate with other United Nations
agencies on collecting, storing and retrieving lessons of experience drawn from a wide variety of sector issues. It will also be working with the OECD/DAC Evaluation Institutional Memory.

3. System strengthening

(a) **Monitoring and evaluation system performance**: as part of the larger scrutiny of the performance of the recently introduced monitoring and evaluation system, this study will examine the effectiveness of project-level mechanisms for feedback to the project. It will be undertaken in collaboration with ongoing efforts to develop an information system to track production of the various reports expected of the system;

(b) **Project follow-up**: an assessment of the implementation and implementability of existing procedures. The quality, timeliness and utility of terminal reports as a basis for project follow-up, will be examined. The implications of modalities such as government execution, national project management, etc. and the way reports are produced will also be considered.

(c) **Backstopping**: training and trouble-shooting visits to field offices throughout 1988-1989;

(d) **Evaluation handbook**: production of an operational tool;

(e) **Project design**: Support to project improvement, applying the data and analysis stored on the Project Institutional Memory;

(f) **Programme monitoring and evaluation**: follow-up of completed evaluations of country programmes, implementation of selected new evaluations, development of programme monitoring tools.

4. Strengthening government evaluation capacities

At an OECD/DAC conference several countries expressed interest in technical co-operation to strengthen evaluation capabilities. This may involve a wide variety of appropriate interventions depending on the stage of development of macro-economic management institutions. UNDP is ready to assist identification and project development actions to help to launch this process. This initiative complements the Evaluation Compatibility Development Programme (ECDP) of the World Bank and other efforts by a variety of donors.
Annex I

LIST OF REPORTS REFERRED TO IN MAIN REPORT

1. Rural small industrial enterprises (RSIE)  UNDP/ILIO/UNIDO/
   Government of The Netherlands, 1988

2. Government execution of projects  UNDP/CEO, 1988


4. Development planning projects in the Arab States  Working paper,
   UNDP/RBASEP/CEO, 1987

5. Environmental impact of UNDP projects  UNDP/CEO, 1987

6. Review of co-ordination at the project level  Working paper,
   UNDP/CEO, 1987


8. NaTCP review  UNDP/CEO, 1986

   (for DAC expert group on aid evaluation)