

Annual Report of Sida Evaluation Activities 2005



SWEDISH INTERNATIONAL DEVELOPMENT
COOPERATION AGENCY

Department for Evaluation and Internal Audit

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1 Introduction

The Department for Evaluation and Internal Audit (UTV) reports annually to Sida's Board of Directors on the progress of its own evaluation activities and the evaluations undertaken by other Sida departments and the Swedish embassies in the field of development co-operation. Sida's internal audit function that is part of UTV produces a separate annual report.

The present report is mainly a follow-up of progress made in relation to Sida Evaluation Plan for the year 2005. It contains information about evaluation projects, support to Sida departments, documentation and information, external networking/support and internal development projects. Details about these various activities are presented in appendices.

2 UTV Evaluation Activities

In 2005 UTV's evaluation activities were characterized by strong international involvement. UTV was an active member of and took the lead in several joint evaluation initiatives (for details see p.6). The director of UTV was reelected chair of the DAC Network on Development Evaluation. UTV was also chairing the joint EU evaluation programme with 6 evaluations dealing with the implementation of the 3C's: coordination, complementarity and coherence. UTV joined the core group of the Tsunami Evaluation Coalition with responsibility for a study on the linkage between relief, reconstruction and development.

Several evaluations that were finished during the year dealt with humanitarian and reconstruction issues. Also a study of Sida's response to the tsunami catastrophe was carried out.

How Sida implements the Swedish HIV/AIDS strategy was the object of an evaluation report thus joining a string of finished and ongoing evaluations dealing with Sida policies and the process of their implementation. Previous studies have dealt with gender mainstreaming and Sida's work with culture and media.

An exploratory study on support to institutional development progressed during the year resulting in a study of the experience of Swedish consultants.

Within the framework of the DAC Evaluation Network UTV has been leading agency in exploring the technical feasibility of evaluating the outcome and impact of total development assistance on a country basis. This was also the theme of a successful international seminar in Stockholm in November.

An evaluation of exit strategies within the Nordic+ group progressed during the year.

In connection with its evaluation projects UTV staff organized and participated in various local and international seminars.

In addition to the various evaluation projects UTV provided support to Sida in a variety of ways, through presence at meetings with Sida's management board, contributing to the central project committee and the advisory group on country strategies, as well as on several other permanent and ad hoc groupings.

During the year UTV started to explore the consequences of the creation of a new independent evaluation institute started on Jan 1, 2006.

A small study was carried out of views and expectations regarding UTV. As a basis for an enhanced role with respect to its advisory role a project was initiated regarding the quality of Sida's decentralized evaluations.

2.1 Evaluation

The evaluation plan for 2005 comprised 25 evaluation projects. Among these evaluations there are eight so called joint evaluations that are carried out in co-operation with other organisations. A complete list of the evaluations is attached as *Appendix A*.

Two evaluations and two studies in evaluation were finalised in 2005. In addition five working papers have been published with interim results in connection with ongoing evaluation projects. For a short presentation of their contents and major conclusions refer to *Appendix B*.

Both evaluations completed during 2005 were discussed at workshops and seminars at various stages of the evaluation process. Interested parties, both within and outside Sida, have been given an opportunity to discuss and comment on the design, the findings and the conclusions and recommendations of UTV evaluations. In 2005 UTV hosted a number of major seminars and workshops in connection with its evaluations. See also *Appendix D* for a list of the workshops and seminars.

2.2 Support to Sida Departments

Each evaluation officer at the Department is responsible for providing support to two or more Sida departments and is hence being requested from time to time to give his or her best advice in matters related to evaluations carried out by the other departments and embassies. During the 2005 MULTI, RELA, SAREC, DESO, SEKA, INFO, INEC, were some of the departments asking for UTV support.

The UTV support covers the entire evaluation project cycle, from the initial stages of planning, writing terms of reference and recruitment of external evaluators to the final assessment of the evaluation report and the formulation of a management response. As noted elsewhere in this annual report, UTV also takes responsibility for the publication of the completed evaluation reports and puts them into Sida's evaluation data base. Where Sida is a stakeholder in evaluations conducted by other organisations and agencies, UTV offers its support to those who are responsible for managing Sida's involvement in the evaluation. It also gives advice on broader issues of results and results based management.

UTV is integrated with Sida and its departments through a number of agency-wide working groups and networks. UTV is represented in the POM-Forum, an advisory network formed by the Department of Policy and Methods (POM), Sida's Internal World Bank Network, the Assessment Group for Country Strategies, and Sida's Learning Strategy Project among others. UTV is also an ex officio member of Sida's Project Committee. The Project Committee is a quality assurance mechanism that examines project assessments of Sida contributions exceeding SEK 50 million. It gives advice to the Director General prior to decisions on such contributions. In 2005, about 40 project assessments were reviewed by the Project Committee. In all these fora UTV's principal task is to provide Sida's management and staff with support in working out the practical implications of a results based perspective.

Sida's Evaluation Manual, "Looking Back, Moving Forward", was published in 2004. By the end of 2005 almost 7 000 copies had been distributed around the world – most probably this manual was Sida's most widely disseminated publication during the past year. However, a book is just a book, and

during the past year UTV has made preparations for improving other aspects of its advisory services. A renewed program for support to the departments will be launched in 2006.

2.3 Documentation

UTV publishes all Sida evaluations in a series of publications and makes sure that they are readily available in hard copies and conveniently available for interested partners to download from Sida's home page.

Apart from this publishing and distribution activity, UTV maintains a data base on Sida evaluations and a minor reference library of Sida evaluations and international literature on evaluation in general.

The number of publications in the past three years is detailed in the table below.

Table 1. Number of publications 2003–2005

	Sida Evaluations	Sida Studies in Evaluation	Sida Evaluation Newsletter	Working Papers
2005	32**	2***	3	4****
2004	38*	2	2	4
2003	41	5	2	0

* 40 published, of which two were translations

** 34 published, of which one was translation from Swedish to English (SE 05/11) and three are UTV evaluations (one of them SE 05/19 is a translation from English to Bosnian-Croatian-Serbian language)

*** 4 published, two are translations, from Swedish to English

**** 5 published, one is a translation from English to Bosnian-Croatian-Serbian language

2.4 External Tasks

During 2005 UTV has actively participated in the OECD/DAC Network on Development Evaluation, the group with EU Heads of Evaluation Services (EUHES), and the so-called NordicPlus initiative for co-ordination and joint planning of evaluations (Denmark, Finland, Ireland, the Netherlands, Norway, Sweden, and the United Kingdom). During the year the Director of UTV was reelected Chair of the DAC Evaluation Network. Along with Sida's Humanitarian Division, UTV is also a participant of ALNAP, the Active Learning Network for Accountability and Performance in Humanitarian Action.

In 2005 UTV was involved in a number of joint evaluations with other donors. The following required major investments of time and effort:

- Evaluating the impact of total development assistance (*Total ODA*). Sweden through Sida/UTV has taken on a lead role along with other donors in this initiative which is carried out within the framework of the DAC Network on Development Evaluation. The basic question addressed during the year is the feasibility of evaluating the development effectiveness of total ODA at country level. In order to advance the project UTV organized a fruitful international seminar in November in Stockholm which brought together academics, development practitioners from both donor and recipient countries. The result of this seminar will be used to inform a revised proposal to be brought back to the Network on Development Evaluation.
- *The Joint Evaluation of the Triple C*. Initiated by the EU Heads of Evaluation Services (EUHES), this is an evaluation programme of the implementation of the Maastricht Treaty principles of co-ordina-

tion, complementarity, and coherence in EU development co-operation activities. During the past year UTV chaired the task force for the evaluation and also provided secretarial support for the initiative. UTV is responsible for carrying out a field-based study of how the Maastricht principles work in support for local development. Several studies carried out by other participants in the task force will be completed during the year.

- *Joint Evaluation of General Budget Support.* Initiated by DFID, the Department for International Development of the United Kingdom, this is a major assessment of general budget support involving almost thirty countries and agencies. UTV has been a member of the Evaluation Management Group for part of the year and is also a member of the more inclusive Steering Group.
- *Tsunami Evaluation Coalition (TEC)* UTV has actively participated in a joint initiative to evaluate the response and results of the support to the tsunami catastrophe. UTV has assumed the responsibility for an evaluation of the link between relief, reconstruction and development (LRRD). Some very preliminary results of the total evaluation programme were presented at a Sida seminar on Dec 20.
- *Exit strategies.* Within the framework of evaluation cooperation with the Nordic+ group UTV is leading the joint work in this area.

2.5 Internal Projects

The *training program in facilitation* for the evaluation staff at UTV, spanning two years and comprising seven meetings, was ended in November 2005. It was lead by Liz Gould, a British consultant, and it has provided the evaluation staff with greater insight and skills in communication and group dynamics, thereby providing an effective base for a more consultative approach to evaluation and dissemination of findings.

The project *Enhancing UTV communication* has resulted in a tentative plan for training and more active consultation for Sida staff at headquarters and embassies, to be further developed and implemented during 2006. Inspired by these ideas various new forms of dissemination have been tried, e.g. stakeholder involvement during the course of the evaluation and 'role-playing' when presenting findings (both in the case of evaluating returning migrants to Bosnia, Sida Evaluation 05/18).

A number of seminars on evaluation theory and practice have been carried out for evaluators at UTV. Among the themes were the subject of randomised evaluation, so-called 'realist evaluations' and the feasibility of impact studies.

The review of Sida's evaluation policy was re-scheduled to the second half of 2006.

3 Available Resources and Utilisation of Funds

In 2005 UTV had 13 regular staff positions, a reduction of one compared to the previous year. UTV had a total of six positions as evaluation officers. One of the evaluation officers is also deputy director of UTV. In addition UTV had a librarian responsible for documentation and for most of the year a project assistant working mainly with evaluation activities.

UTV is allocated administrative funds and funds on the account for bilateral development (see table 2 below). To cover administrative costs, including salaries, UTV as a whole was allocated a budget for

2005 of SEK 8 885 000 (this was a 1,5% decrease in comparison with the previous year and included funds being carried over from the previous year).

On the account for Bilateral development co-operation UTV was allocated SEK 15 000 000 (one million more than the previous year). These funds are mainly used for consultancy services, contributions to joint evaluation projects and for costs related to the printing and dissemination of reports.

UTV had a utilisation rate of 99% of available administrative funds in 2005. When it comes to utilisation of available funds on the development account UTV used 78% of its allocation, amounting to a total of SEK 11 711 891, slightly higher than the previous year.

Table 2. Budget and expenditure 2003–2005 (thousand SEK)

	Development account		Administrative account	
	Budget	Expenditure	Budget	Expenditure
2005	15 000	11 712 (78%)	8 885	8 806 (99%)
2004	15 300	11 295 (74%)	9 025	8 962 (94%)
2003	15 000	7 472 (50%)	9 390	9 248 (98%)

4 Evaluation Activities by Sida Departments

Sida's sector and regional departments and Swedish embassies with responsibility for development co-operation carry out a significant number of evaluations. UTV is responsible for follow-up of the evaluation plan of the departments and the embassies and for the printing and documentation of the evaluation reports. In 2005, the departments' reporting to UTV has been satisfactory.

The following table presents the status of the evaluations which were reported in the Evaluation Plan for 2005.

Table 3. Departmental evaluations in plan 2003–2005 (number of evaluations)

Evaluation projects	2005	2004	2003
Planned	114	113	133
Completed	25	28	34
Active	41	37	36
Total	66	65	70
Will start later (in plan)	12	20	32
Cancelled (in plan)	36	28	31
Total	48	48	63

Only 58% of the evaluations included in the 2005 plan were completed or will continue in 2006, which may be compared with 58% and 53% in 2004 and 2003 respectively. In addition, 5 evaluations were completed which were not specified in the evaluation plan. This may be compared with 7 and 5 in 2004 and 2003 respectively. All evaluations that were reported to UTV as completed have been published in the series "*Sida Evaluations*".

**Table 4. Departmental Evaluations, both Planned and Unplanned, 2003–2005
(number of evaluations)**

Evaluation projects	2005	2004	2003
Total of completed and nactive projects	71	72	75
Completed	30	35	39
In plan	25	28	34
Not in plan	5	7	5
Active	41	37	36
In plan	41	37	36
Not in plan	0	0	0

Table 5. Completed and published evaluations by department in 2005

Responsible department	Evaluations
Africa	2
Asia	1
Europe	1
Latin America	4
Co-operation with NGOs and Humanitarian Assistance	3
Democracy and Social development	7
Information Department	1
Infrastructure and Economic Co-operation	6
Natural Resources and the Environment	2
Research Co-operation	3
Total	30

Sida Evaluation Data Worksheet is submitted to UTV in connection with the publication of the departments' evaluation reports, and contains basic information about the evaluations. During 2005 the departments submitted worksheets for 30 completed evaluations (100%), compared with 100% in 2004 and 97% in 2003. The presentation below is based on this information.

The total cost in 2005 for the evaluations where UTV has received information (not all the worksheets contain this information) is estimated at 15 296 570 SEK. In 2005 the average cost for an evaluation was 509 886 SEK.

Table 6. Departmental costs related to evaluations during 2003–2005

	Total cost (for Sida)	Average cost
2005	15 296 570	509 886
2004	26 494 023	779 236
2003	14 338 976	367 666

The annual cost of the departments' evaluations is approximately 0,1% of Sida's total cost of project support for the period 2005.

Table 7. Regional distribution of evaluations 2003–2005 in percent¹

	Africa	Asia	Latin America	Europe	Global	Middle East
2005	24% (7)	16% (5)	33% (10)	11% (3)	13% (4)	3% (1)
2004	29% (10)	20% (7)	9% (3)	22% (8)	9% (3)	11% (4)
2003	44% (17)	10% (4)	13% (5)	23% (9)	10% (4)	0%

A majority of evaluations dealt with bilateral co-operation 57% 2005. Next comes the non-governmental channel (26%).

Table 8. Channels for the evaluated development co-operation 2003–2005¹

	Bilateral	Multilateral	Non-governmental	Incomplete
2005	57% (20)	17% (6)	26% (9)	0%
2004	49% (17)	17% (6)	34% (12)	0%
2003	51% (20)	10% (4)	36% (14)	3% (1)

In 2005 most evaluations dealt with the social sector. This has been the case for all three years.

Table 9. Sector for the evaluated development co-operation 2003–2005²

	Social sector	Economic sector	Infrastructure sector	Public admin	Disaster relief	Incomplete
2005	52% (17)	15% (5)	18% (6)	15% (5)	0%	0%
2004	49% (21)	11% (5)	11% (5)	18% (8)	11% (5)	0%
2003	62% (24)	10% (4)	5% (2)	21% (8)	2% (1)	0%

¹ One evaluation is sometimes classified to more than one region, channel or sector.

² One evaluation is sometimes classified to more than one region, channel or sector.

Appendix A

UTV Evaluations and Studies According to Annual Plan 2005

Number Started Status 05-12-31 Name

Evaluations and studies

1	2004	Continues	Experiences from Country Evaluations
2	2004	Continues	Quality of DAC member evaluations
3	2003	Continues	Management Response
4	2003	Completed	Evaluation of Sida's HIV/AIDS strategy
5	2005	Continues	Evaluation of the implementation of Sida's policy for sustainable development
6	2005	Continues	Synthesis of Policies Evaluations
7	2004	Continues	Health Sector Evaluation
8	2005	Continues	Local Development Projects
9	2005	Discontinued	Sida views on Pro-Poor Growth
10	2004	Continues	Supporting institutional Development: Overview and Orientation Phase
11	2005	Continues	Evaluation of Support for Institutional Development: Topic to be decided
12	2005	Discontinued	The Rights Perspective In the Nyanza Roads Projects, Kenya
13	2005	Continues	Outcomes of Direct Support to Human Rights
14	2006	Reformulated	Dialogue on Human Rights
15	2005	Continues	Programme Theory in Democratic Support
16	2003	Completed	Evaluation of Sida's Integrated Area Programmes in Bosnia-Herzegovina
17	2004	Completed	Afghanistan Support 2001–2004
18	2005	Continues	Evaluation of Peace Building and Humanitarian Assistance
19	2005	Completed	Sida's Response to the tsunami Catastrophe
20	2004	Continues	ODA Effectiveness
21	2005	Discontinued	Co-ordination-Harmonisation in Zambia
22	2003	Continues	General Budget Support
23	2003	Continues	Exit Strategies
24	2003	Completed	IFAD
25	2005	Continues	Research Co-operation

Other projects and activities

Ongoing	Continues	DAC Network on Aid Evaluation
Ongoing	Continues	EU Heads of Evaluation Services (EUHES)
Ongoing	Continues	Sida's Project Committee (Projektkommittén)
Ongoing	Continues	Sida's Assessment Group for Country Strategies
Ongoing	Continues	Sida Evaluation Newsletter

Internal UTV projects

2003	Completed	Learning program in facilitation
2005	Continues	Review of Sida's evaluation policy
Ongoing	Continues	UTV seminars

Appendix B

Presentations of Evaluations Concluded in 2005

Returning Home: An Evaluation of Sida's Integrated Area Programmes in Bosnia and Herzegovina.

Sida Evaluation 05/18

Integrated Area Programmes in Bosnia received some 1.2 billion SEK in support from Sida between 1995 and 2005. That sum has transformed into the reconstruction of 14,806 private dwellings, which has allowed over 50,000 displaced persons to return to their homes.

In its evaluation of this support UTV brought together different techniques and data sources (e.g. an anthropological case-study and a statistical survey of the attitudes and opinions of returnees). The result has been a comprehensive study of the IAP's and their achievements. Chief among the latter is the conclusion that the assisted self-help approach used by the programmes has indeed achieved a high degree of sustainable return. But this overall success was mitigated by more negative findings. For instance, no effects were found that would indicate a contribution to reconciliation in terms of interaction across ethnic lines. Moreover, the evaluation made clear that many social and economic challenges remain for returnees even after the reconstruction of houses and infrastructure undertaken in these programmes.

Turning Policy into Practice: Sida's implementation of the Swedish HIV/AIDS strategy

Sida Evaluation 05/21

In April, a first version of an evaluation of Sida's implementation of the Swedish strategy vis-à-vis HIV/AIDS (Investing for Future Generations: IFFG) was presented. The evaluation was subsequently published as Sida Evaluation 05/21 under the title "Turning Policy into Practice".

As the title implies, the evaluation primarily focused on Sida's internal performance with regard to the policy. IFFG stipulates a strategy according to which HIV/AIDS shall be considered as an issue in all sectors and areas of Swedish development co-operation. To what extent, then, has Sida been able to fulfil such expectations?

Although generally appreciative of Sida's work with regard to HIV/AIDS, the evaluation noted a number of short-comings: Implementation of the policy had been slow, directives and goals unclear, responsibility dispersed, and staff resources insufficient. On a more general level, the evaluation found that the sheer number of policies poses an obstacle to their implementation, as administrators find themselves overwhelmed by the number and complexity of instructions.

Sida and the Tsunami of 2004

Sida Studies in Evaluation 05/02

This report describes and analyses Sida's actions in relation to the Tsunami disaster in December 2004. The study was carried out by Crismart, the centre for Crisis Management Research and Training at the Swedish National Defence College at the request of the Department for evaluation and internal audit at Sida. The focus of the study is Sida's headquarters in Stockholm and the Swedish sponsored activities in Sri Lanka. It is based on interviews with informants within and outside Sida and on printed reports.

The study shows that Sida is able to respond fast to major disasters – Sweden was one of the countries that reacted very early to international appeals for humanitarian support to those hit by the disaster. There are, however, reasons to use the experience from the Tsunami disaster to identify weak points in Sida's organisation. The report provides proposals for how to handle even larger and more complicated crises in the future.

Development of Institutions is Created from the Inside – Lessons Learned from Consultants' Experiences of Supporting Formal and Informal Rules

Sida Studies in Evaluation 05/04

Institutions are formal and informal behavioural rules. They structure human interaction in social, political and economic life. Rules influence the way actors behave and societies perform and are a key to sustainable development. However, changing formal and informal rules is difficult. The process of change is complex and embedded in a country's history and culture. What do we know about how to successfully support processes of institutional development in partner countries?

This study presents the experiences of some Swedish consultants involved in different initiatives geared to promoting institutional change. It suggests six critical points for successful support: 1) real local determination to achieve change – a vision to change; 2) institutional solutions based on existing local conditions and systems; 3) enough time to develop and maintain long-term processes; 4) broadly formulated assignments, made concrete together with local partners; 5) real enthusiasts – local persons with a strong active interest of their own driving the process; and 6) pressure created from below through a cadre of actively engaged persons.

Development of institutions is created from the inside. Rules are charged with values – and values form part of the core of individuals as well as organisations. It is from the inside of this core that the driving force for change comes – and this force can be mobilised. This is particularly important for change in rules, because changing rules requires changing values. Hence, the choice of co-operation partner is important – as well as to understand how the partner thinks. Relationships may even be more important than goals and dialogue is crucial for sustainable development of rules.

Humanitarian and Reconstruction Assistance to Afghanistan 2001–05

(A joint evaluation by Denmark, Ireland, the Netherlands, Sweden and United Kingdom)

Published by Danida, October 2005

The combined assistance in financial terms from the five countries represent 25–30% of the total support to Afghanistan during the period 2001–2005. The international assistance to Afghanistan is unusual in that it has combined immediate humanitarian and rehabilitation support with longer-term post-conflict reconstruction and development, and the support has from the beginning and to a high degree been aligned with government-led programmes.

The evaluation says that, overall, '...aid to Afghanistan has produced important results...' but also that this has been achieved 'at a high financial cost due to difficult security and logistical problems'. Among obvious shortcomings are mentioned the limited support to women's situation in spite of strong declarations by donors about good intentions and the relative neglect of the judicial sector, where donors seem to have been content with the existence of the comparatively under-utilised Afghan Independent Human Rights Commission.

On the issue of Provincial Reconstruction Teams (PRTs) the evaluation concludes that the PRTs have performed very well regarding security 'thus promoting an enabling environment for development' but 'less well in development tasks...' and 'the cost-effectiveness is low'.

In its conclusions and recommendations the evaluation emphasises commitments for at least ten years because of low government income potential and that areas that need considerably more attention are the judiciary and law enforcement and the fight against corruption.

About Sweden's support the report says that the 'greatest and most valuable input has been to the health sector to the Swedish Afghanistan Committee'. It also mentions the road construction project as a good example of collaboration between the European Commission and one member country.

Among lessons learned one interesting point is that donors should put more attention to having strong enough management and analytical capacity to deal with multi-dimensional crisis interventions like the one in Afghanistan. The evaluation found that most donors were slow to assign enough staff at headquarters at the outset and that local representations remained weak in relation to the formidable tasks they encountered.

Support to Internally Displaced Persons – Learning from Evaluations

Synthesis Report by John Borton, Margie Buchanan Smith and Ralf Otto.

A joint evaluation by Danida, Development Cooperation Ireland, DFID, The Dutch Ministry for Foreign Affairs, ECHO, OCHA, UNHCR, USAID and Sida.

Published by Sida and Danida, 2005

In this joint evaluation a group of bilateral and multilateral organisations look closely at support to internally displaced persons – IDPs. The synthesis report summarises findings from 17 studies covering operations in ten countries in Africa, Asia and South America. The main problem behind the evaluation programme was the uncertain status for IDPs, who are not formally included in the protection framework that governs support to refugees who cross national boundaries.

The report gives conclusions and recommendations for changes in policy and future operations regarding seven critical issues: the rights of the IDPs, the protection 'deficit', donor policy of IDPs, the categorisation of IDPs, needs assessments, coordination and the collaborative response, and the question of when the need for assistance ends.

An Independent External Evaluation of the International Fund for Agricultural Development.

In 2003 the so-called Independent External Evaluation (IEE) of the International Fund for Agricultural Development (IFAD) was initiated by IFAD's Governing Council. The evaluation process was managed by IFAD's Evaluation Office with the advice of a Steering Committee composed of representatives of IFAD's member states. Sweden was one of the countries represented on the Steering Committee. Like several other countries, Sweden also made a financial contribution to the evaluation. The Swedish input to the Steering Committee discussions was provided by Sida/UTV.

The IEE was a wide-ranging evaluation covering questions of IFAD's mandate and corporate effectiveness as well as its development impact through projects and policy influence. Its findings are based on studies in ten different countries as well as interviews with IFAD staff in Rome. The research work was done by a team of 26 consultants from 14 countries plus 10 so-called national evaluation teams. The evaluation report, completed in 2005, can be downloaded from IFAD homepage on the Internet (www.ifad.org). IFAD's management response is included as an annex to the report.

The following are a few of the main conclusion from the evaluation:

- With far-reaching changes in the architecture of development co-operation, IFAD's niche is less clear than it used to be. IFAD has to clarify its distinctive contribution as a champion of the rural poor.

- With regard to project and programme performance there is scope for considerable improvement. Project supervision is considered particularly weak. Implementation takes a long time and problems of project design are often not addressed until mid-term. Projects are rarely subjected to economic analysis and questions of cost-effectiveness are not given the attention that they deserve.
- With regard to impact on rural poverty the picture is bleak. While a couple of the reviewed projects were deemed very good or even excellent, the overall assessment is much less positive. Targeting mechanisms seemed ineffective in many cases and prospects for sustainability were usually not good. Furthermore, projects and programmes were not at all as forward-looking and innovative as one might have expected given IFAD's understanding of itself as a change agent and leader in innovations.
- At policy level, IFAD is also not the front-runner that it would like to be. According to the evaluation, many key development actors do not regard IFAD as an important contributor to policy dialogue.
- Identified weaknesses in development performance are to a large extent the result of organisational problems within IFAD itself. IFAD's 'business model' is said to be outmoded and ineffective, and there is a lot of discontent among IFAD staff at all levels. While many programs of organisational reform have been launched over the years, few have been properly implemented. Also, change efforts have usually been driven more by administrative concerns than by considerations of poverty reduction and rural development.

In its management response, IFAD acknowledges that the assessment provided by the evaluation is largely correct. While stressing that a process of change and reform had been initiated well before the evaluation was commissioned, it admits that much remains to be done. A new program for reform is outlined in the management response.

Appendix C

Documents Published in Sida Series in 2005

Sida Evaluations 2005

- 05/01 The News Agency “Agencia Informativa Púlsar”: Project 2001–2003**
Victor van Oeyen
Department for Democracy and Social Development
- 05/02 Sida’s Exchange Programme – Evaluation of its Pilot Phase 2002–2004**
Peter Winai
Department for Co-operation with Non-Governmental Organisations, Humanitarian Assistance and Conflict Management
- 05/03 El Apoyo Institucional a la Defensoría del Pueblo de Colombia 2003–2004**
Kimberly Inksater, Carmen Beatriz Ruiz
Department for Democracy and Social Development
- 05/04 Regional Training Programme in Environment Journalism and Communication in the Eastern African Region**
Gustav Böklin
Department for Democracy and Social Development
- 05/05 Sida Support to Teacher Education in Tanzania 1997–2002**
Valdy Lindhe, Kristina Malmberg, Elisei Basil Temu
Department for Democracy and Social Development
- 05/06 Phasing out Ozone Depleting Substances in the Solvent Sector in China**
Darrel Staley, Ann Jennervik
Department for Infrastructure and Economic Co-operation
- 05/07 Swedish Support to Urban Development and Housing in South Africa**
Steve Topham, Ingrid Obery, Hans Hede
Department for Africa
- 05/08 District Heating Projects in Latvia and Russia**
Anders Grettve, Tord Holmström, Christofer Hök, Karl-Erik Ramström
Department for Infrastructure and Economic Co-operation
- 05/09 Gender Projects in Estonia, Kazakhstan, Kyrgyz Republic, Russia and Ukraine:**
Projects Implemented by Språngbrädan
Thomas Bjørnkilde, Karin Attström, Alexandra Wynn
Department for Europe
- 05/10 The World Bank Programs “Emergency Services Support Project” (ESSP) and “Reform Trust Fund”: West Bank and Gaza**
Carl-Johan Belfrage
Department for Asia
- 05/11 Political Parties and Democracy Assistance: An overview of the support provided by Swedish party associated organisations for democracy development in developing countries in central and eastern Europe**
Magnus Öhman, Shirin Ahlbäck Öberg, Barry Holmström, Helena Wockelberg, Viktoria Åberg
Department for Democracy and Social Development
- 05/12 The Farmer Group Empowerment (FGE) Component of the Land Management and Conservation Farming Programme in Zambia**
Patrick M. Chibbamulilo
Department for Africa
-

- 05/13 Integrating Natural Resource Management Capacity in Southeast Asia: Indonesia, Laos, Philippines, Thailand, Vietnam**
Bo Tengnäs, Tara N. Bhattarai, Upik R. Wasrin
Department for Natural Resources and Environment
- 05/14 What difference has it made? Review of the Development Cooperation Programme between the South African Police Service and the Swedish National Police Board**
Finn Hedvall, Busisiwe Mazibuko
Department for Democracy and Social Development
- 05/15 Swedish EPA's Cooperation with Environmental Authorities in North West Russia and Transboundary Water Issues, 1999–2004**
Lars Rylander, Johan Willert
Department for Infrastructure and Economic Co-operation
- 05/16 Partnership Evaluation of Forum Syd 2001–2003**
Åsa Köningson, Lennart Köningson, Bo Andreasson, Jens Larsen, Charlotte Mathiassen, Eva Sennemark, Gertrude Hermanssen
Department for Co-operation with Non-Governmental Organisations, Humanitarian Assistance and Conflict Management
- 05/17 Sida Supported ICT Project at Makerere University in Uganda**
Alan Greenberg, Gerrit Versluis
Department for Research Co-operation
- 05/18 Returning Home: An Evaluation of Sida's Integrated Area Programmes in Bosnia and Herzegovina**
Melita Čukur, Kjell Magnusson, Joakim Molander, Hans Skotte
Department for Evaluation and Internal Audit
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Appendix D

Major Seminars and Workshops in 2005

Organised by UTV

- *Evaluating the effectiveness of total development aid at country level (Total ODA)*. A major international two-day seminar was organized by UTV in November. It brought together 44 participants from academic institutions, development banks, donor agencies and recipient countries.
- Seminars on the Evaluation Theme: Support for Institutional Development, with development co-operation staff at the Swedish Embassy, Vietnam and the Swedish Embassy, Laos, in February, 2005, in 2005
- Seminars on the Evaluation Theme: Support for Institutional Development, with the Division for Democratic Governance with the Department for Democracy and Social Development (DESO/Desa), the Country Groups for Kenya and Mozambique, the Country Groups for Laos and Vietnam, and the Division for Infrastructure and Finance at the Department for Infrastructure and Economic Cooperation (INEC/IF) respectively in April, 2005
- One-day seminar on Lessons Learned from Swedish Aid Consultants' Experience of Supporting the Development of Institutions, with consultants and staff from Sida and the Ministry of Foreign Affairs, 9 June, 2005
- Half-day seminar on Lessons Learned from Consultants' Experiences – What do They Mean for Sida? (follow-up of consultants seminar in June), with consultants and staff from Sida and the Ministry of Foreign Affairs, 22 September, 2005
- Seminar on Institutions Matter! – But Can Aid Reform Institutions?, with Mary Shirley, Ronald Coase Institute, co-arranged with INEC Academy, 27 September, 2005
- Seminar on the evaluation of Sida's work with HIV/AIDS. On April 15, an open seminar at Sida presented and discussed the main conclusions from the evaluation of Sida's work with HIV/AIDS.

Not organised by UTV, but with UTV presentations

Swedish Society for Evaluators	October
Forum HIV/AIDS (Stockholm)	March
Hälsö- och Sjukvårdens Östeuropakommitté	April
Forum Syd	October
The five donor evaluation on support to Afghanistan was presented by Stefan Dahlgren at a two day international seminar "Afghanistan – a emerging democracy?", arranged by the Swedish Committee for Afghanistan	18–19 November in Stockholm.
IDEAS Conference in New Delhi. Eva Lithman participated as chair of a session at IDEAS first Biannual Conference	April



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