Annual Corporate Evaluation Report

Evaluation Unit

Corporate Services Branch

International Development Research Centre

October 1996

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Introduction

The 1996 Annual Corporate Evaluation Report highlights IDRC evaluation activities both outside and within the Centre, building on the two preceding Annual Corporate Evaluation Reports. The 1994 report described the emerging systems for generating and managing evaluation information; the 1995 report summarized findings from a number of strategic evaluations. This year's report shows how evaluation at IDRC is working through links with other organizations and through the application of strategic and institutional assessments tools as well as the management and use of evaluation information.

Contributions to the World of Evaluation Practice, the first section of this report, shows cases in which IDRC's evaluation activities are influencing work in other institutions and settings. The Evaluation Unit took a lead role in an international evaluation conference and arranged for developing country evaluators to participate. The Unit assisted partner institutions in their evaluation activities and undertook a study of evaluation utilization in international and national development and research organizations. IDRC's evaluation activities and systems were featured in an article in a European evaluation journal.

Evaluation at IDRC, the second part of this report, features various types of evaluation within the Centre. Two of the articles report on the strategic evaluation of networks and the institutional assessment of the Navrongo Health Research Centre, respectively. An example of how to use evaluation information databases to seek out information on a partner institution demonstrates another capability of the PCR and EVIS systems. An analysis of funding through Information Sciences was completed, and several important issues for further study are identified. Finally, a list of project and program evaluations collected over the past year shows the range of evaluation activities completed throughout the Centre.

External Evaluation Activities

During the past year, the Evaluation Unit involved the Centre in evaluation activities with other international organizations. Overall, it was IDRC's recognized expertise in monitoring and evaluation, its global network of offices, and its direct contact with developing country researchers that prompted organizations to seek out our partnership.

In early November 1995, the first **International Evaluation Conference** was held in Vancouver. The conference was jointly organized by the Canadian, American, and Australian national evaluation organizations and was attended by over 1600 evaluators from around the world. The Evaluation Unit helped organize or chaired 9 conference sessions and arranged for 16 evaluators from developing countries to participate in the conference. Unit staff members Terry Smutylo and Fred Carden will each act as guest editor of special editions of the journal *Knowledge and Policy: The International Journal of Knowledge Transfer and Utilization* publishing papers presented at the conference. The opportunity to publish in an internationally recognized journal will give the developing country evaluators valuable international exposure.

In compliance with recent audits by the Auditor General of Canada, CIDA designed a performance measurement model to assess the results of its bilateral projects. To test and refine its model, CIDA requested IDRC's assistance. Jointly, MERO and the Evaluation Unit sub-contracted local evaluation consultants to conduct field research, applying the model to selected projects, and report on CIDA's performance. Subsequently, a **Performance Monitoring System Workshop** hosted by IDRC in May 1996 brought together national, international, and multilateral evaluation experts from six countries to comment critically on the proposed CIDA model and on the strengths and weaknesses of different approaches to performance measurement.

The Evaluation Unit was contracted by the **International Service for National Agricultural Research (ISNAR)** to join a team of evaluators conducting field research for its external review. ISNAR chose the Institutional Assessment framework developed jointly by the Unit and Universalia, and hired IDRC to perform three tasks: first, using IDRC's Regional Offices, to survey ISNAR's beneficiaries; second, to conduct a telephone survey of ISNAR's stakeholders; and third, to prepare a critical review of ISNAR's past evaluation work.

IDRC Evaluation Featured in European Journal

As part of a regular feature to showcase centres that are helping shape contemporary evaluation practice, the July 1996 edition of *Evaluation: The International Journal of Theory, Research, and Practice* published an article on IDRC's Evaluation Unit. The editor's interest in evaluation at IDRC had been peaked by our contributions to the First International

Evaluation Conference held in Vancouver last November. Entitled 'Knowledge for Empowerment: A Visit with the Evaluation Unit of the International Development Research Centre, Ottawa, Canada', the article reports on the structure and role of evaluation at the Centre. Based on interviews with IDRC staff, including the President and Program Officers, the article provides a comprehensive impression of evaluation systems and thinking at IDRC. Copies of the article are available from the Evaluation Unit.

The following quotes from the article highlight significant aspects of IDRC's evaluation system:

'A major principle is that evaluations are user-driven and not routine.'

'What seems to be crucial is that senior executives must be specific about the evaluation information they want. This motivates managers and staff to protect time for evaluation and to invest in learning how to use the data.'

'...We make it a priority to keep in regular contact with the IDRC executive leadership as well as with program managers and staff. We believe that building and maintaining good interpersonal relationships and understanding the needs of managers and staff is an essential part of an effective Evaluation Unit.'

'Overall, the major challenge is to help build a results oriented culture in which evaluations are used by both management and program staff for planning and decision-making. More specifically, the two challenges we are currently working on are: (1) building evaluation into big projects and (2) developing better ways to monitor and evaluate development impact.'

'Knowledge for Empowerment: A Visit with the Evaluation Unit of the International Development Research Centre, Ottawa, Canada' by Arnold Love. In: *Evaluation: The International Journal of Theory, Research, and Practice*, 2 (3), July 1996: 349-361.

Evaluation Utilization: A Survey of Fellow Agencies

Similar to the conundrum, 'If a tree falls in the forest and nobody hears it, did it make a sound?, one may ask, 'If a product/program/process is evaluated but the information is not considered, did an evaluation actually occur?'.

Michael Kean, *Debates on Evaluation* (1990)

To better understand what factors influence the utilization of evaluation findings, the Evaluation Unit conducted a survey of evaluation groups in 22 international and national development and research organizations. Utilization implies both the direct application of evaluation findings to make changes or adaptations as well as the cumulative shaping of attitudes and viewpoints. The survey results suggest four key organizational arrangements

and processes that enhance the utilization of evaluation findings in an organization.

Active Management Support The active interest, support, and involvement of senior management was viewed as the single most important factor in determining whether evaluation recommendations are utilized. More than half of the interviewees commented on this issue (54.5%).

Relevance of the Evaluation Information Several aspects contribute greatly to the relevance of an evaluation. These aspects include: the methodology and approach employed (e.g. having both stakeholders and beneficiaries participate); ensuring that evaluations are timely; offering recommendations that are appropriate within the organization's operating context and tailored to its audience, especially decision makers; and contracting qualified evaluators who understand the purpose of the evaluation. Three out of four respondents identified at least one aspect of this factor as important to the utilization of evaluation findings.

Learning Culture within an Organization A learning culture is one that views information as a strategic management tool and evaluation findings are one source of corporate information available to staff at all levels. In this atmosphere, evaluation is not seen as a threat and criticisms are accepted as an opportunity for improvement. Over one third of the respondents referred to this factor (36.3%).

Promotion of the Evaluation Function The value placed on the evaluation function within an organization affects the utilization of findings.

Enhancing the Use of Evaluation Findings by Nada Elhusseiny and Sarah Earl (September 1996).

IDRC Research Networks: Success Factors and Risks

Networks have been an integral component of IDRC's work since its inception and new networking initiatives are being planned. To contribute to improving future action on research and development networks, the Evaluation Unit commissioned a review of IDRC's experiences with networks. Taking an ethnographic perspective, the review investigates the characteristics of networks and the reasons for their success and failure. Following are some of the major findings. The full report can be obtained from the Evaluation Unit or the IDRC library.

Network Characteristics

The review explores the social communication and exchange character of networks based on literature and project file reviews, interviews with network coordinators, IDRC programme staff and other donors. It concludes that network effectiveness is largely a matter of, "how

well they accommodate the different motivations, needs, and capacities of members, donors and participating organizations; and how well they respond to their environments in doing so."

Given the current climate of fiscal restraint and a new Corporate Program Framework at IDRC, the review questions "whether there is going to be room for the kinds of building-from-the-field through iterative, inclusive and member-owned approaches which ... have been most consistent with effective networks in the past." Of particular concern are African networks which are often designed exclusively by donors when there is a need for more extensive local commitment of time and resources, and to managing them as capacity-development activities.

Characteristics of Networks

Six primary factors characterize, to varying degrees, all networks. Successful networks are those which achieve a constructive balance among the six -- a balance suited to the purposes they seek and the environments in which they function.

Networks are Social Arrangements that require a personal commitment by members.

Networks are Forums for Social Exchange that add value to work members would normally do themselves.

Networks Provide Opportunities for cross-fertilization and extension of ideas, broader dissemination of research findings, and enhanced training and advocacy.

Networks Strengthen Capacities at the individual and institutional levels.

Networks Sustain Capacities through times where a less supportive environment for public policy research exists**.**

Networks Encourage Creativity and Risk-Taking by providing support and by not demanding too great a commitment.

Key Factors in Successful Networks	Risks Associated with Networks
Ownership Networks work well when there is internal ownership and a culture of informality prevails.	*Easy to Lose Control* because only loose control is possible, they are difficult to monitor, and they give few early warning signs about problems.
Learning through Diversity Networks need to allow and encourage effective use of the variety of different experience, knowledge, and interests of members. This offers the potential for new learning, new ideas and new skills. Networks also need to mitigate the conflicts these differences can	*High Time and Energy Commitment Required by Donors* therefore quick results and immediate and clear impacts are often not possible. It is estimated that a network can take 5-7 years to gain the

create. *Creating Shared Agreement* Although goals do not need to be set in stone, they should be clear enough to elicit informed membership and flexible enough to allow changes. *Ability to Manage Change* Evolution and adaptation are to be expected and can be well-managed if there is continuity of membership, coordination between network and donor, and development of networking tools (negotiation, communication, and management skills).	necessary legitimacy to influence policy. *Tendency of Donors to Overemphasize Certain Research Sectors* at the expense of those people and sectors deemed marginal. *Making Networks Too Broad in Focus* thereby creating too many networks chasing too few qualified members. *Trend Toward Conservatism* if networks gear their work too much to the more conservative agendas of donors or senior institutions.

What Constitutes an Effective Network?

- One that **balances**: a) individual action with group agreement; b) members with their environment; c) members' social relationships with delivering results.
- One where there is **member cooperation**
- One that provides members with personal and **professional satisfaction**
- One that increases the **capacity for learning** at all levels -- donor, institution, and individual
- One that makes provision for **member ownership** ("Direct and genuine involvement of members in planning and monitoring the agenda and work plan, in articulating and assessing goals.")
- One that operates at a **level appropriate to its context** (e.g. advocacy networks are best suited to the international and regional level whereas developing capacity is better suited to locally-based networks)
- One where donors consciously apply a light and facilitative hand and act as **responsive partners** and do not attempt to control the network.

IDRC Networks: An Ethnographic Perspective by Anne Bernard (September 1996).

Making a Difference at the Navrongo Health Research

Centre

In just eight years, a health research facility in remote Northern Ghana has emerged as a leader in African epidemiological research; a forerunner in applying new computer technologies; and a world-class institution involved in conducting two of Africa's largest health research projects. The Navrongo Health Research Centre's (NHRC) impact at the local, national, and international levels has enabled it to attract support from various international donor agencies and to become a demonstration centre for researchers in Africa and Asia.

Looking at cases of institutional strengthening, the Evaluation Unit conducted a rapid assessment of the evolution of the Navrongo Health Research Centre (NHRC) in late spring. Several factors emerged as contributing to the outstanding success of the NHRC. They offer valuable lessons for IDRC regarding the use of technological innovation in strengthening African research institutions and IDRC's role in the NHRC's development.

IDRC's Support was Catalytic NHRC drew on the strengths of its different donors to build its research capacity. With support from British ODA, a demographic surveillance system was created during the Vitamin A Supplement Trials (VAST). Building on the existing capacity, IDRC funded an 18-month case-control study of child mortality risk factors that otherwise would have been exorbitantly expensive to conduct. This synergy provided a platform for the successful adoption of epidemiological research technology developed in Bangladesh with Population Council support.

"ODA was not in the position to recognize or capitalize on the gem they had helped create, and it was in danger of being lost to Ghana and Africa."
Dr. Don de Savigny, Health Sciences Specialist, IDRC.

"IDRC support is disproportionately effective, going way beyond the small amounts of money it puts in."
Dr. David Ross, London School of Hygiene and Tropical Medicine.

Introduction of New Technologies IDRC's familiarity with NHRC's research capacity enabled it to identify and assist in the adoption of two new information technologies: Geographic Information Systems (GIS); and a satellite communications hook-up to HealthNet. While those innovations significantly raised the quality of research, they also taught all those involved the important lesson that intensive human support is essential to the successful introduction of technology. HealthNet experienced serious difficulties; there were times when service was intermittent and a long period when the connection did not operate. Solving the complex problems with the satellite link involved both technical and social understanding. Based on its understanding of the changing context in Navrongo and drawing on its experience with the evolution of technological applications elsewhere, IDRC was able to bridge the technical and social gaps that were hindering the operation of these tools in Navrongo. The new technologies also played a crucial role in recruiting and keeping skilled

staff. Via Internet, NHRC's director, Dr. Binka, successfully located expatriate Ghanaians working elsewhere and convinced them to join NHRC. Having access to the global research community and the opportunity to conduct world-class research holds them there.

"*When you have ideas, IDRC are the people who listen to you and try to help you out*."
Dr. Fred Binka referring to the GIS system funded by IDRC.

"Good scientists won't stay if they're isolated, it's a human problem not a technological one!"
Dr. Jim Phillips, Population Council, NHRC donor.

Strong Leadership The NHRC's outlook accords particularly well with IDRC's emphasis on applied research, the development of local leadership, indigenization of skills, and international scientific networking. The tireless efforts of Dr. Fred Binka, a Ghanaian doctor and NHRC Director, to strengthen the research capacities of the institution have been instrumental to its success.

"*I think the most influential factor in the development of NHRC is the caliber of leadership and commitment shown by various researchers in the Centre...*"
Bawah Ayaga, Researcher, NHRC.

Southern Empowerment IDRC's respect for, and devolution of control to, Southern researchers enhanced the commitment and participation of the primary stakeholders and the sustainability of the results. The success of the NHRC demonstrates that field research on major health problems can successfully be tackled by small, local institutions with the appropriate linkages and support.

"*IDRC has provided very unique ways of working with us, they never applied pressure. This is quite unique for a donor agency... We thought other donors should be more like IDRC*."
Dr. Fred Binka, Director NHRC.

Origins and Achievements of the Navrongo Health Research Centre Navrongo, Ghana by Terry Smutylo, Sarah Earl, and Beth Richardson (June 21, 1996).

Know Your Partner: PCR for Institutional Assessment

Program Staff use multiple ways to get to know potential or actual partner institutions. File review, network contacts, and field visits are commonly used to collect information. A new tool is now available to get a quick glimpse of a partner institution: the Project Completion Reports (PCR) database is a quick way to find out about previous experience.

The following analysis demonstrates what staff or management can learn about a specific recipient institution. The PCRs from a Latin American recipient institution, Fundación para

la Educación Superior, involved in four IDRC projects completed in the past decade, were analyzed (81-0198, 83-0019, 82-0090, 83-0042). This simple search took approximately thirty minutes and yielded the following information that could be used in decision making or project planning.

Quality of the Research Conducted This was ascertained by looking at the ability of the recipient institution to meet the objectives of the project. Of the 15 objectives stated in the four projects, all but three *met* or *exceeded* the anticipated results. Of the three that *fell below* the projected results, two were hindered by external factors (e.g. severe weather problems and deteriorating socio-economic conditions during the course of the project) and one required further research in order to be able to make concrete recommendations to local administrators.	Funding and Completion Date Each of the projects was completed under budget by between 4% and 18%, compared to 19% for the total budget allocations reflected in the database. None of the projects was completed within the scheduled time; they were extended by, on average, 14.7 months. Based on completed PCRs to date, the average amount of time for an IDRC project to go over the deadline is 6.06 months.
Relationship of Recipient Institution with Local Government In three of the four PCRs analyzed, it was noted that the researchers worked with health staff from various governmental levels in order to identify the study group, collect data, or promote the research findings.	Output Quality Each of the PCRs commented on the high quality of the final project report prepared by researchers from the recipient institution. Two of the reports were given a *satisfactory* rating while the other two received a *very good*.
Management of Project The technical and administrative management of each of the projects by the recipient institution was rated as *satisfactory* using a satisfactory / unsatisfactory choice.	Linkages Each of the PCRs remarked that the recipient institution has established links with northern research and funding organizations other than IDRC as well as having a number of Southern cooperative relationships.

Conclusion

In summary, the PCR data suggests that the recipient institution generally meets project objectives, completes projects under budget, produces quality final reports, and offers satisfactory project management. Furthermore, the recipient institution has established a working relationship with various levels of local government and with northern research and funding organizations other than IDRC.

Postscript on PCR Status

To date, close to 400 PCRs have been entered into the system. This database is one component of IDRC's corporate memory and a valuable source of information for all Centre staff. Generally, the PCR database can be used to generate information on past projects by type, region, country, responsibility center, Program Officer, or any combination thereof.

We grouped the PCRs into 5-year cohorts based on project start date. Not surprisingly, the bulk of the PCRs is concentrated in the late eighties, and a fair representation in the early eighties and nineties.

75/76-79/80	80/81-84/85	85/86-89/90	90/91-94/95	no date	total
2	67	237	69	4	379

French Translations of Two Evaluation Publications

Two recent publications of the Evaluation Unit have sparked interest in the readership and are therefore now available in French. They are held in the IDRC library. Copies can be requested from the Evaluation Unit.

The *Project Leader Tracer Study* (March 1996) by Stephen Salewicz and Archana Dwivedi is available as *Suivi auprès des chargés de projets*. It is a strategic evaluation looking back on 25 years of experience in supporting research and assessing IDRC's performance in strengthening development research capacity in the South.

Évaluation Institutionelle: Cadre pour le renforcement des organisations partenaires du CRDI by C. Lusthaus, G. Anderson, M.-H. Adrien, and E. Murphy was published in April 1996 in the Focus series. It is the translation of *Institutional Assessment: A Framework for Strengthening Organizational Capacity for IDRC's Research Partners* (May 1995). The book and short pull-out guideline offer tools for monitoring and assessing organizational capacity and are intended for both internal and external efforts to strengthen organizations. As part of the FOCUS series of the IDRC homepage, full French and English on-line versions are also available.

EVIS Update

The Evaluation Information System (EVIS) allows Centre staff ready access to the findings of evaluations carried out on projects and programs throughout the Centre. EVIS' series of standardized questions retrieves comparable information from 166 evaluations covering over 500 IDRC projects dating back to 1975.

Information on a Partner Institution from EVIS

Looking to EVIS for information on recipient institutions can be an important complement to PCR data because of the different perspectives of the respective authors; generally, evaluation reports are written by external evaluators while PCRs are completed by POs.

A five minute search on EVIS will reveal whether an evaluation has been completed on a project associated with the institution in question. From those evaluations one could find out:

- Did the host institution effectively administer and manage the initiative?
- Did the host institution provide the necessary technical support for the initiative?
- As a result of the initiative, did the host institution become more sustaining?

Please contact the Evaluation Unit if you would like a search completed.

Do-it-yourself

Quick Search on EVIS

To facilitate searches on EVIS (Evaluation Information System), a Quattro Pro table has been created. This renders EVIS more accessible until an updated windows-version of the software is available.

Using the edit/find feature in QPro, Centre staff can search for evaluations based on titles, project numbers, countries, or report dates. Sector searches can be done based on keyword searches in the title. It is available on the w:\ drive and full EVIS reports can then be obtained from the Evaluation Unit or the actual evaluation reports from the IDRC library.

Look for it under: w:\csbdgsi\eval\evis.wb2

What can it help you with?

Answers to questions such as:

- Has there been an evaluation on project "x"?
- What IDRC evaluations have been completed in a specific country/geographic area? Sector? And, with assistance from the Unit -- What do these evaluations tells us about IDRC's work in a sector or country, or with an institution "x", etc.

Demonstrations can be arranged through the Evaluation Unit.

Program Evaluation Highlights: Information Sciences

As a first step in reviewing 25 years of activities by the Information Sciences/Information Sciences and Systems Division (IS/ISS), a comprehensive compilation of data was prepared. To understand the variety of activities and level of investment, information was gathered from the Program of Work and Budgets, annual reports, IS/ISS project information in IDRIS, Project Completion Reports, and evaluations. The data collected documents IDRC's investments in the information field and raises some important questions for future analysis.

Changing Levels of Support IDRC's information sciences program grew slowly in the 1970s but expanded significantly throughout the 1980s. Program appropriation peaked in 1988. Over the first half of the 1990s, there was a decline in the number of new projects.

Information Management Methods and Tools By making methods and tools (like the thesaurus and MINISIS) common and compatible, IDRC has made information management easier and more systematic and promoted information exchange at all levels.

IDRC's Contributions

- Developing and strengthening information infrastructure and frameworks by establishing international, national, and regional cooperative information systems
- Promoting common and compatible information management tools and methods
- Human resource development

- Building awareness of new information technologies
- Promoting collaborative projects among international donors and agencies

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Regional Approaches Different approaches, mechanisms, and strategies were taken in different regions. For instance, the number of national-level information system activities is considerably higher than regional and subregional activities in the Middle East and Asia while there is no significant difference between the levels in Africa, the Caribbean, and Latin America. An in-depth investigation should examine why the different approaches were used, why certain approaches worked in some regions but not others, and what were the overall effects of the different approaches.

Effectiveness The main challenge is not a lack of information but a lack of 'appropriate and useful' information. Therefore, to be effective, mechanisms and methods of information delivery and dissemination must be appropriate for the target users. The report suggests that beneficiaries (from research communities and policy-makers to extension workers and the rural poor) should be included in further examinations of IS/ISS activities.

Impact Finally, further examination of IS/ISS activities must include a critical examination of the impact of IDRC's information initiatives on development, and make recommendations

regarding future areas of work and collaboration with other agencies and private sectors.

IDRC'S Program Investments in Information: Analysis of IS/ISS Division Activities by Yong-Ja Cho (June 1996).

Evaluations Received During the Past Year

The Evaluation Unit received 27 new reports this year. They can be obtained from the IDRC library. The following chart lists the evaluation reports and gives some details regarding the title, author, date, and scope of the evaluations received, as well as the project numbers and countries covered in the reports.

Title / (Author)	Date	Type / Scope	Projects	Country/Region
Information and Communication				
Rapport d'evaluation du project information pour la recherche et la planification en Guinée Bissau (Y. Assigbley)	October 1995	Project Evaluation: achievement of project objectives, sustainability of structures and networks	91-0171	Guinée
Voice and Visions: Report of the WETV Preview Broadcaster Survey in Beijing, China (WETV)	September 1995	Project Overview	93-0801	China
Training in Managing and Marketing of Information and Information Services [ESAMI] (P. Browne)	July 1994	Project Evaluation: impact of training on participants, performance of recipient institution and sustainability of courses	90-0069	Eastern and Southern Africa
The Governance of Networks: The Experience of IDRC's Social Sciences Division in Sub-Saharan Africa (P. English)	December 1995	Project Evaluation: measuring the impact of network objectives	90-0205 94-0403 94-0401 92-0418 93-8482 92-8161	Sub-Saharan Africa
IDRC's Program Investments in Information: Analysis of ISD/ISSD	June 1996	Compilation of Data on 25 Years of ISD/ISSD Projects and	All ISD/ISSD Projects	global

Activities (1970-1995) (Yong-Ja Cho)		Policy Objectives		

Biodiversity

IDRC's Programme in Integrated Pest Management: Conclusions of a Review and Recommendations for Future Directions (M.E. Loevinsohn)	April 1992	Concluding Report on programs in MERO, ASRO, and EARO	92-1301 89-1012 87-1027	Thailand
Evaluation Report of the International Network for Bamboo and Rattan [INBAR] (M.S. Swaminathan and D.M. Cuthbertson)	May 1996	Review and Proposal to Reorganize Existing Network	92-1400 (2-25) 90-0348 90-0199 86-0235 86-0236 92-8001 89-0228 93-8309 91-0065	Thailand China Indonesia Nepal Philippines India
Urban Water Management Research at the IDRC: Impacts, Lessons Learned and Recommendations for Future Research (M. Frojmovic)	December 1995	Assesses the impact of 9 urban water management projects, presents lessons learned, and recommendations	90-1020 88-1059 89-1017 90-0153 91-1007 88-1056 88-1054 89-1029 91-1009	Thailand Bolivia Senegal Bénin Indonesia Argentina Nicaragua Mexico Colombia
Project Review: Research Project on Natural Resource Management in Communal Lands (L.E. Munjanganja and R.H.V. Bell)	March 1991	Evaluation of IDRC/ Ford Foundation Project	88-0026	Zimbabwe
An Evaluation of Grant Funding to the Research Programs of the Makalu-Barun Conservation Project of Eastern Nepal and the Qomolangma Nature Preserve in the People's Autonomous Region of Tibet (S. Graham)	January 1996	End-of-term Evaluation	91-0076	Tibet Nepal

Food Systems Under Stress

Indigenous Fishery Development (S.S. de Silva)	February 1995	Project Evaluation: project objectives achieved, IDRC	94-5038 90-0140	Laos

		administration, impact, and recommendations.		
Farming Systems in Vietnam (B. Shinawatra)	August 1995	Project Appraisal Report: achievement of objectives, impact, and recommendations	91-0133	Vietnam
Evaluación del Proyecto Sistemas Agrosilvopastorial para el Trópico Húmedo de Costa Rica, 1985-1995 (International Service for Industrial Development [ISID])	April 1996	Project Evaluation	92-8767	Costa Rica
Evaluación del Proyecto Estudio de Sistemas de Producción Doble Propósito (leche y carne) en Pequeñas Fincas de Panamà (ISID)	April 1996	Project Evaluation	85-0133	Panama
Evaluación del Proyecto Mejoramiento de Sistemas de producción Bovina de Doble Propósito (leche y carne) en Guatemala, 1985-1995 (ISID)	April 1996	Project Evaluation	91-0114	Guatemala
Evaluación de los Proyectos de 'Investigación Pecuaria en México y Centroamérica' -- Reflexiones basadas en 10 años de experiencia del CIID y las instituciones nacionales (ISID)	April 1996	Project Evaluation	88-0209 91-0114 92-8767 85-0133	Mexico Guatemala Costa Rica Panama
Evaluación del Proyecto Sistemas de Producción de Caprinos en la Comarca Lagunera y Zacatecas, México: 1985-1994 (ISID)	April 1996	Project Evaluation	88-0209	Mexico

Technology, Environment, and Society

University Partnerships in Essential Health Research - Phase II (L. Gelmon)	December 1995	Project Evaluation: achievement of objectives, IDRC's role, and recommendations	91-1021	----
Project Impact Evaluation of the Central American Network on Urban	August 1995	Project evaluation:	92-0024	Central

Disaster Prevention and Mitigation (Luc Mougeot)		impact of the network	93-1001	America Latin America
Evaluation of Projects in Egypt and Jordan (Raúl Iricibar)	December 1994	Project evaluation: objectives achieved, impact, future work.	86-1044 88-1045 90-1031 90-0001 90-1005	Egypt Jordan
Science and Technology Policy Review in IDRC: A Review (Amitav Rath)	January 1988	Policy review	----	----

Corporate Services

Global Tracer Study of FAD Award Recipients (Ekos Research Associates Inc.)	March 1991	Survey Design Report	90-4125	----
Centre for Applied Social Science, University of Zimbabwe: External Evaluation of Ford Foundation/IDRC Phase II Grant, 1991-1994 (C.M. Breen, R. Blair, and L.T. Chitsike)	June 1995	Evaluation of Phase II (1991- 1994)	90-0040	Zimbabwe
Young Canadian Researchers Award Program: Program Design: Issues and their Implications (DADA International Incorporated)	June 1996	Evaluation of the design of the program since its launching in 1982	----	----
Enhancing the Use of Evaluation Findings (Nada Elhusseiny and Sarah Earl)	September 1996	Strategic cross-institutional study	----	----
IDRC Networks: An Ethnographic Perspective (Anne Bernard)	September 1996	Strategic study on delivery mechanism	set of over 40 projects	global
Origins and Achievements of the Navrongo Health Research Centre Navrongo, Ghana (Terry Smutylo, Sarah Earl, Beth Richardson)	June 1996	Institutional assessment	91-0018 91-1043 93-0225	Ghana