

ITAD Curriculum Vitae

Family Name **Batkin**
First Name: Andrew
Date of Birth: 25/01/1953
Nationality: British
Civil Status: Married
Education:
1972 - 1975 **Natural Sciences Tripos, BA (Honours 2.1),
Cambridge University UK, Corpus Christi**

1986 - 1988 **Economic & Social Change, MSc (Distinctive),
London University UK, Birkbeck College**

Languages:

Awards and Training:

Other Skills:

Current Position:

Key Qualifications: Experienced Team Leader of Governance/Economic/Institutional reform missions, including identification, formulation, appraisals and evaluations.
Extensive experience of public sector reform including economic policy, institutional appraisal and reform, administrative and fiscal decentralisation.
Team Leader & participant in planning teams for single-sector and large integrated projects, including preparation of full funding-agency documentation
Team-Leader/evaluator of large international organisations and projects. Experienced in small-sample quantitative evaluation methodologies
Proven record as successful senior manager of large, multi-sector development programmes in London, Bangladesh, & Viet Nam

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Extensive experience of project and organisational financing & economics, IRR, cost-effectiveness, and institutional assessment studies

Incorporation of social, gender & environmental assessments in project design & evaluation. Experienced with NGOs, participatory, RRA/PRA methodologies.

Designed & evaluated financial & activity planning, budgeting, monitoring and reporting systems for complex projects

Experienced designer/evaluator of micro-finance activities.
(Advocate of CGAP/Microstart sustainable-institution approach.)

Familiar with the full range of RD institutional arrangements (ministry, decentralised, NGO) and RD interventions : rural credit, agriculture, forestry & livestock, rural infrastructure, SME, health & Sectoral analysis, SME loan & equity financing, development planning, training, labour market development, housing & employment

Experienced trainer in project planning & management, including logframe, SWOT, M&E, participatory management and team-building. Qualified ZOPP facilitator.

Effective communicator in verbal and written English. Wide experience of representation, public speaking, press & media relations

Fluent in wordprocessing, spreadsheet, project management, flowcharting, presentation, & communications software

Professional Experience:

May

GoV/Danida Economic Reform Project

July

Danida/Cowi Consulting

Viet Nam

Economist

Following Danida support for the WB/SACII & IMF/ESAF loans & policy framework, pre-appraisal report & formulation of project document for Danida support to National Enterprise Reform Committee (NERC) of Prime Minister's Office, to accelerate SOE reform. Editing of Pre-Appraisal report and inputs to project formulation on Diagnostic Audits for 10 large SOEs and support to MPI's Central Institute for Economic Management. Preparation of full donor project documentation & budgets.

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Family Name	Batkin
May	Cambodia Poverty Review – Governance Chapter
July	ADB
Cambodia	Staff Consultant Preparation of the Chapter on Governance for the ADB Cambodia Poverty Review (informing the next CAS) including review of recent research on Governance-Poverty linkages; review of progress by RGC against January 2001 Governance Action Plan benchmarks; options for strengthening ADB governance and institutional impact and future support to governance reform.
June	Son La-Lai Chau RDP (ALA/97/18) Up-dating Missi
August	Viet Nam
Team	EU/Tebodin Con
Leader/Economist	Leader of 4-member Team, up-dating second RDP (first prepared in mid-1997) for two north-western mountain provinces, under EU/GoViet Nam Development Co-operation Strategy. Meetings with GoV, Provinces, EU Member States & field work to up-date proposal with special attention to gender aspects. Up-dating of project documentation, budgets and preparation of Financing Proposal.
August	Evaluation of UN Capital Development Fund – Desk
November	UNCDF Donor Consortium, ITAD/UK
USA	Deputy Team Le Deputy Team Leader of ITAD Team commissioned by UNCDF Donor consortium to evaluate UNCDF's performance in implementing the goals and policy directions of the 1995 policy document "Poverty Reduction, Participation and Local Governance - the Role of UNCDF", leading to Desk Study Report and presentation to donors.
November	Support to Water Resources Management in Dak L
December	Danida/Cowi Consulting
Viet Nam	Credit Specialist Development of a new methodology with project staff & Viet Nam Bank for Agriculture to extend VBA lending - beyond the current wealthier 15% of the population - to poorer farmers in 64 communes.

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Family Name	Batkin
January	Evaluation of UN Capital Development Fund – Coun
June	UNCDF Donor Consortium, ITAD/UK
Uganda, Cambodia, Viet Nam	Deputy Team Le Deputy Team Leader of the ITAD Team commissioned by the UNCDF Donor Consortium (led by The Netherlands) to evaluate UNCDF's implementation of projects arising from its 1995 policy paper addressing local governance, decentralised rural development, microfinance and eco-development. Three 3-week country studies of UNCDF projects in Uganda, Cambodia and Viet Nam. Drafting the global country visit report covering projects in 8 countries (6 Africa & 2 Asia). Drafting synthesis report from desk and country studies, conclusions, recommendations.
June	Danida/GoV Agriculture Sector Programme Support
July	Danida/Development Associates (Denr
Viet Nam	Institutional Spe Member of 5-member team formulating 5 year \$5m project to develop livestock sector policy & implementation in Ministry of Agriculture & Rural Development, including pilot and development work in 3 northern provinces.
August	Final Evaluation of the UNDP/WB/SIDA National Po
October	Evaluation & Phase II Identification
Mongolia	Team Leader Team Leader of 5-member international Team (World Bank, UNDP, GoM) to evaluate \$19m National Poverty Alleviation Programme (1994-2000), identify future options and recommend implementation & funding arrangements for poverty alleviation activities after June 2000.
November	Pre-appraisal of Danish Support to World Bank Stru
December	Danida/Cowi Consulting
Viet Nam	Senior Economis Assessment of the appropriateness and benefits of Danida support to the forthcoming WB Structural Adjustment Credit II and IMF ESAF, including : appraisal of macroeconomic developments since July 1997; progress to date in relation to equitisation, trade reform, banking reform and private sector development; development of loan conditionalities and the nature of the negotiation process; appraisal and recommendations on alternatives for Danida involvement including general budgetary support; diagnostic audits of SOEs and an extension of support to the National Economic Restructuring Committee.

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January January PDR Laos	District Upland Development and Conservation Proj World Bank/AHT (Germany) & FAS (Economist Preparation of Technical Proposal for consulting services for \$2m IDA Learning and Innovation Credit for the DUDCP, designed to promote conservation through low-intensity agricultural intensification in the upper watersheds of the Nakai-Nam Theun National Biodiversity Conservation Area; including site visit to Khammouane Province, Nakai District, and preparation of IDA-format documentation.
January February Mongolia	Poverty Reduction Project 2000 to 2002 UNDP/Sida/GoMongolia Team Leader Team Leader of three-person mission identifying and formulating a new \$3m project to follow on from the GoM/WB/UNDP/Sida National Poverty Alleviation Programme, ending in June 2000. Formulation of a five-component project including full documentation, logframes, budgets, technical analyses etc. (Project Components : Policy Research Group in the Prime Minister's Office; third Living Standards Measurement Survey; management of residual credit fund lying with local government; local government training and information; strengthening of credit union sector.)
January February Mongolia	Poverty Reduction Project 2000 to 2002 UNDP/Sida/GoMongolia Team Leader Team Leader of three-person mission identifying and formulating a new \$3m project to follow on from the GoM/WB/UNDP/Sida National Poverty Alleviation Programme, ending in June 2000. Formulation of a five-component project including full documentation, logframes, budgets, technical analyses etc. (Project Components : Policy Research Group in the Prime Minister's Office; third Living Standards Measurement Survey; management of residual credit fund lying with local government; local government training and information; strengthening of credit union sector.)

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Family Name	Batkin
December	GoE/UNDP Comprehensive Development for the Ci
January	UNDP/UNOPS
Egypt	Economist Appraisal of six Draft Investment Packages provided by the contracted TA consultant; assessment of institutional capacities and potential financing sources; examination of project cost over-runs to date and possible solutions.
April	Future Strategy of the Ministry of Rural Developme
May	World Bank/RGC Ministry of Rural D
Cambodia	Institutional Spe Institutional assessment of MRD, including mandate and relationship with other ministries; staffing and structure; provincial structure and functions; relationship with donors etc. Report and associated papers for MRD State Secretary & WB. Recommendations for future MRD strategy include : re-focusing on MRD's two areas of comparative advantage; establishing a distinctive niche and 'whole-country' perspective; becoming the pilot Ministry for comprehensive civil service reform (including single management line and authority; new structure, systems, financial control & audit; staff downsizing etc.)
October	GoI/EU Mid-Term Review of Sidhmukh & Nohar Irr
January	EU DG1/Tebodin Consortium
India	Team Leader/Ec Team Leader of three-member evaluation of MECU 45, 84,000 Ha, canal irrigation project, with agriculture, livestock & forestry components, including recommendations for stage II management and institutional restructuring.
August	GoV/EU Son La-Lai Chau Rural Development Proje
September	EU DG1/GFA
Viet Nam	Economist Preparation of Technical Proposal for GFA tender for EU SL-LC RDP, including methodology, approach, workplan and TA input schedule.
September	AsDB Strategies for Improved Social Protection in /
October	ADB/PLS-Consult Denmark
All Asia	Social Funds Spe Review of international experience of Social Funds. Detailed review of country experience in Asia. Drafting two papers : first covering social fund experiences to date and second setting out future policy options on social funds for AsDB & member countries.

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Family Name	Batkin
October October Bangladesh	TA for Capacity Building of the Impact Monitoring & Evaluation of the DFID/ULG/ODI Economist Preparation of Technical Proposal for 3-year institutional development input, including methodology & workplan
October October Cambodia	ADB Rural Development Project ADB/Agrisystems UK Economist Preparation of Technical Proposal for 6 month formulation phase for AsDB RDP in four north-western provinces within the context of the RGC demobilisation programme. Site visit to Phnom Penh & Siem Reap and preparation of AsDB-format methodology, workplan and personnel schedule.
October January Uganda	Fiscal Decentralisation in Uganda : The Way Forward Govt of Uganda/Joint Donor Group Team Leader Team Leader of 7-person Team studying impact of multiple local government financing channels, with a view to simplification and harmonisation, notably of the WB-LGDP and the HIPC/PAF conditional grant systems, including field studies in 7 districts. Purpose : “To assist in the streamlining and strengthening of the fiscal transfer modalities between national and sub national governments in order to increase the efficiency and effectiveness of sub national governments to pursue PEAP goals within a transparent and accountable framework and in accordance with the Local Government Act, 1997.”
February February Philippines	AsDB Forum on Poverty ADB/PLS-Consult Denmark Social Funds Spe Presentation of paper on Social Funds at AsDB Poverty & Social Protection Policy Conference
March April Mongolia	Implementation Completion Report on WB Poverty World Bank/FAO Financial Special Final evaluation of WB PAVGP loan, as member of 3-person Intensive Learning ICR Team, with special responsibility for Project credit activities. Analysis of outcomes, field visits, stakeholder workshops, interviews with key participants and preparation of WB-format documentation

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Family Name	Batkin
June September Cambodia	<p>Support to Decentralisation GTZ/Ministry of Interior Governance/Publ</p> <p>Preparation of first workplan for Ministry of Interior, and joint-Ministry National Committee to Support Communes, prior to first elections of commune councils in February 2002</p>
October November Cambodia	<p>Assisting National Committee for Support to Commu ADB/Ministry of Interior Staff Consultant</p> <p>Preparation of 5-year Decentralisation Roadmap, setting out key objectives, with timescale, resource and TA requirements for first term of newly created commune councils (2002-07). Initiation of donor co-ordination forum in support of Government Decentralisation programme. Associated TA and support to MoI Department of Local Administration.</p>
November December Uganda	<p>Local Government Expenditure & Capacity Analysi ADB/Ministry of Interior Institutions Spec</p> <p>Appraisal of LG financial, admin and staff capacity in relation to LGDP and PMA non-sectoral grants; review of LGDP performance conditions and capacity building; LGDP/NSCG management arrangements and capacity needs at central level.</p>
February March Vietnam	<p>PRSP Costing exercise World Bank/Oxford Policy Manageme Economist</p> <p>Formulating methodology for costing Vietnam's draft "Comprehensive Poverty Reduction & Growth Strategy" document (PRSP) and assisting the Education, Health, Transport, Agriculture and Construction Ministries to prepare priority proposals.</p>

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Family Name	Batkin
May January Cambodia	<p>Support to Decentralisation (PPTA TAR 35274) RGC Ministry of Interior and ADB Team Leader Team Leader of four-person PPTA Team, formulating \$17.4m Commune Council Development Project (financed by ADB, Sida & Netherlands) to support democratic local government and decentralization, following Cambodia's first commune council elections in February 2002, including: needs appraisal; donor liaison; support to Fact-Finding & Appraisal missions; co-financing arrangements; donor documentation, budgets, analyses etc prior to October Loan Negotiations and December ADB Board Meeting approval. Associated TA to Ministry of Interior, Department of Local Administration on Workplanning, Commune Boundary Review, and decentralisation issues..</p>
March April United Kingdom	<p>Financial Times "David Thomas Prize 2000" Essay (Financial Times) Competition Win Winner of the international "David Thomas" essay competition sponsored by the London Financial Times. Essay argued that globalisation is good for poverty reduction; facilitates the international dissemination of good ideas; and stimulates the growth of cross-national regulatory institutions.</p>
May June Viet Nam	<p>Nghe An Sugar Feasibility Study Tate & Lyle/ Booker Tate Ltd., UK Socio-Economist Research on socio-economic conditions, farming systems, crop budgets, land-ownership, credit, extension & marketing arrangements, including RRA & PRA, as part of Northern Nghe An Sugar Feasibility Study in 3 Districts of Nghe An Province.</p>
October November United Kingdom	<p>Grant-aided NGO Wandsworth Housing Project, London Scheme Consulta Identification & organisation of further & remedial education opportunities for project trainees.</p>

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Family Name	Batkin
November	Grant-aided NGO
December	Wandsworth Housing Project, London
United Kingdom	Co-ordinator & I Management of a team of five housing advice & community development staff; preparation of project proposals, monitoring & reporting as secretary to the Management Committee; Research & Analysis, press & information, on local & national housing policy.
March	SCPS full-time staff
April	Society of Civil & Public Servants (SCI)
United Kingdom	Research Officer - Economic research, briefing & report preparation on issues affecting c.100,000 middle-managers in the UK Civil Service, agency-status bodies and public corporations. - UK Civil & Public Service personnel management, salary, allowance etc. matters. - Employment & Trade Union law · Privatisation, Civil Service re-structuring, "Rayner" studies, efficiency & effectiveness issues, and the "Financial Management Initiative". - Press & media relations.· Major papers & reports : "Efficiency & Effectiveness in the Civil Service" (Evidence to Treasury & Civil Service Select Committee, reprinted in HMSO Cmnd. 8616, 09/82); "The Financial Management Initiative - A guide" (07/83); "The Civil Service" in "Privatisation" ed. Hastings & Levi, 1982.

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Family Name	Batkin
April	Greater London Council staff
May	Industry & Employment Branch, Greater London Council
United Kingdom	Assistant Director <ul style="list-style-type: none">- Management of 260 professional and administrative staff and a budget of £100 million p.a.- Annual Budget & Workplan preparation- Personnel management, industrial relations & negotiations- Preparing, negotiating & presenting reports to GLC Committees- Reporting to GLC Policy and Performance Review Committee- Press, publicity and external relations.- Largest construction programme for industrial start-up units in the UK.- Grant-aid support to 140 training, employment and enterprise development schemes.- Sponsorship & funding of the Greater London Enterprise Board, responsible for joint-venture equity and loan funding of London companies.- Research & policy development on the London economy.- Close-down procedures and identification & negotiation of future options for staff & funded-agencies prior to abolition of the GLC in May 1986.
June	Economic Policy Group full-time staff
December	Economic Policy Group, London Strategic Research Officer
United Kingdom	Economic research and report preparation on aspects of London's economy. Papers & Publications include : "A City Divided - London's Economy since 1979" (07/86); "The Employment Potential of Public Capital Investment in London" (10/86); "The Skills & Qualifications of London's Unemployed" (01/87); "Employment Census 1984 - Preliminary Results" (01/87); "Economic development in London - Towards a Corporate Approach" (03/87); "London's Economy over the Next Five Years" (12/87); "Beyond Social Ownership" (Union of Communication Workers, 07/87).

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Family Name	Batkin
June	Rangpur Dinajpur Rural Service (RDRS)
October	LWS Geneva (International NGO)
Bangladesh	Management Ad Study of the development policy, objectives, organisational structure, management culture, personnel, salary and financial systems, of RDRS/Bangladesh, prior to re-structuring as an IRD programme. Publication : "A Report on Management, Organisation & Methods" LWS/RDRS 10/87
January	Labour Party full-time staff
October	Labour Party Headquarters, London/U
United Kingdom	Trade & Industr Preparation of working papers and drafts on industrial, economic, & trade policy, as Joint Secretary to the Policy Review Group on Economic Policy, Economic briefings, research, and speech notes on industrial, economic, budgetary, urban and regional issues, as a member of the Front Bench Economic Secretariat; Drafting position papers and negotiations with European colleagues on Europe-wide economic issues.

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Family Name	Batkin
October	Rangpur Dinajpur Rural Service (RDRS)
July	LWS Geneva (International NGO)
Bangladesh/Rangpur	Programme Co-o <ul style="list-style-type: none">- General, personnel, activity and financial management of 1800 staff & budget of c.\$6m.p.a.- Co-ordination of 10 implementing & 8 specialist sectoral Advisory units.· Re-structuring six sectoral projects into two IRD Projects, including new policy papers, planning & monitoring systems, staff re-location and re-training. · Personnel & financial systems development.- Drafting policy papers & project proposals.- Establishing new Monitoring systems for 130,000 household multi-sectoral human development project and \$1m. infrastructure project, as Head of PMEU.- Income Generation : Group-based savings & investment; rural-technology development & extension (sericulture, paddy processing, mechanised tilling etc.)·- Credit : Using RDRS's own credit facility (WB resources though the Pallikarma Shayak Foundation); and through the "Marginal & Small Farming Systems Crop Intensification Project" in Kurigram District (GoB, IFAD, GTZ, RDRS).- Agriculture & Irrigation extension : cereals & pulses, homegardening, fruits & vegetables, small livestock, agro-forestry, aquaculture, extension of STWs & the RDRS-developed twin-treadle manual irrigation pump.- Community Motivation, Functional Literacy and Womens Development : small group & federation organisation, adult literacy using volunteer-teachers & RDRS-developed materials.- Primary Health Care & Family Planning : Motivation & extension of pit-latrines, safe-water, ORT, and family planning alternatives; ante-natal services; traditional mid-wife training; leprosy & TB identification, treatment & follow-up; EPI mobilisation; participation in UNICEF National Nutrition Survey.- Rural Infrastructure : new-build & renovation of embankments, roads, ring culverts, arch- & slab-bridges; rural market sheds, primary schools, pond-excavation, cash- & FFW-based.· Social Forestry : large-scale plantation and care-taking of trees on road-sides, embankments & public land (c.1m sapling plantation pa)- Disaster Management : rescue, distribution of food, shelter, water installation, ORT, post-disaster rehabilitation following flood, typhoon etc.- Publication : "NGO's : The Case of RDRS in

Family Name	Batkin
	Bangladesh" in "New Forms of Public Administration". IDS Bulletin, Vol.23 No.4, October 1992. Institute of Development Studies, University of Sussex.
July	Rangpur Dinajpur Rural Service (RDRS)
July	LWS Geneva (International NGO)
Bangladesh/Dhaka	Head of Researc <ul style="list-style-type: none">- Building a new Research, Evaluation & Documentation Unit from existing staff and new hires, to strengthen and expand monitoring, evaluation, reporting & fund-raising activities.- Preparing & negotiating project proposals with donor agencies, including WB, UNICEF, CEC, BMZ/GTZ, ODA, SDC, SIDA, CIDA, DANIDA.- Further development of the 130,000 household bi-monthly monitoring system for RDRS's multi-sectoral human development project and for the infrastructure project.- Policy development : drafting policy & concept papers; running SWOT & ZOPP planning seminars.- Evaluation : two small-sample impact evaluations, and one PPE of \$0.8m. Chittagong cyclone relief project.- Computerisation : establishment of all M&E data, personnel data, and key programme documents on computer, including hardware & software procurement & staff training.External relations : donor reporting, press & PR.

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Family Name	Batkin
August December Viet Nam	European Community International Programme for EU-DG1/Agrisystems Overseas Ltd., 1 Director, Northe <ul style="list-style-type: none">- Implementation of a \$33m. programme over 30 months in Haiphong, Quang Ninh, Hai Hung & Hanoi Provinces.- Management of 51 Vietnamese and 3 expatriate staff.- Procurement & Contracting (EC-procedure) of construction, services, tools and equipment.- Bank Credit : 21,000 Loans (\$23m) to private businesses, disbursed through the Agriculture and Industry Banks; bank-staff training and introduction of PC-based loan accounting system; two small-sample evaluation studies of employment impact.- SME Development : Training material preparation, ToT, training course organisation; establishment of two Provincial Business Schools.- Infrastructure Development : 85 Rural & Urban schemes completed (\$4.1m.), including : roads, bridges & culverts, schools, embankments, irrigation canals, water & electricity supply.- Agriculture Extension : \$35k Rice, pigs & fish technology transfer & extension project with Hanoi Agriculture University No.1.- Vocational Training : \$3.1m. of renovation, equipment procurement and fee-support to 35 vocational training centres; support to 70 company-based on-the-job training schemes :- Health : \$0.8m programme of renovation and equipment supply to 65 district & commune health centres; health-staff training; revolving drug-fund establishment.- Information & publicity : management of 17 local advice centres, press & TV coverage, video production.
February February Bangladesh	GoB/EU Rangpur Region Rural Development Project EU-DG1/DARUDEC, Denmark Economist <p>Drafting technical proposal for integrated RD project in northern Bangladesh, including approach, methodology and key issues</p>

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Family Name	Batkin
March	GoSL/EU Mahaweli Consolidation Project
May	EU/Symonds Travers Morgan (UK)
Sri Lanka	Credit Specialist Appraisal of rural credit facilities in two Mahaweli Irrigation System areas & formulation of Project Credit Component to improve the availability of agricultural & non-agricultural bank loans to small & marginal farming households.
April	IDA Agriculture Rehabilitation Project
April	World Bank/ Agrisystems Overseas L1
Viet Nam	Economist Site visits & proposal drafting for Rural Credit Component, Human Resources Development Advisor for Vietnam Bank for Agriculture
January	Soil Physics Department : alternative tilling techniques
September	Rothamsted Agricultural Experimental
United Kingdom	Assistant Scientist Installation & monitoring of recording equipment to measure impact of different ploughing methods on soil water content & retention and crop yield.
June	GoB/EU Health & Family Welfare Action Research
July	EU-DG1/PLS Consult, Denmark
Bangladesh	Financial & Mon Feasibility/re-appraisal study for EC with ICDDR (International Centre for Health & Population Research, Dhaka) : Budget preparation & financial arrangements; monitoring system design; cost-effectiveness analysis; institutional assessment; logframe preparation; EC Financing Proposal preparation.
September	PRC/EU Pa Nam Integrated Rural Development Project
October	EU-DG1/Landell Mills, UK
PR China/Tibet	Team Leader/EC Re-appraisal of first EC IRD Project in Tibet, including PRA/RRA of household needs & perceptions, investigation of key production, irrigation, social, farming system & environmental issues. Project re-design, including component objectives & activities, log-frame, budgets, financial, implementation, M&E arrangements & conditionalities.

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October March Malaysia (for Asia & Pacific)	<p>Regional Poverty Alleviation Programme for Asia & UNDP/UNOPS</p> <p>Co-ordinator</p> <p>Re-planning and contracting of UNDP Asia & the Pacific Inter-Country Poverty Alleviation Programme to end-1996, and planning for 1997-1999 Programme. 1996 Programme includes 10 macro-economic country-studies (ILO), all-Asia 'Bank-Poor' workshop (APDC), ESCAP 'seven sisters' district project in SAARC countries, poverty data training (SIAP, Tokyo) & village-based development in Sri Lanka & Indonesia (UNV)</p>
March April Lithuania	<p>Ministry of Agriculture Strengthening</p> <p>EU-Phare/Agrisystems Overseas Ltd.,</p> <p>Project Man't &</p> <p>Introductory training for Ministry of Agriculture & EC/PIU staff in project cycle, logframes, participatory methods, workplans, budgeting & monitoring system design.</p>
May June Estonia, Latvia, Lithuania	<p>EU-Phare Agriculture programme in Baltics</p> <p>EU- Phare/Agrisystems Overseas Ltd.</p> <p>M&E Specialist</p> <p>Study of present systems for reporting, monitoring & assessment of Phare agriculture projects in Baltic countries. Pre-testing draft formats for revised EC-Phare Monitoring & Assessment System</p>
June June Lithuania	<p>Ministry of Agriculture Strengthening</p> <p>EU-Phare/Agrisystems Overseas Ltd.,</p> <p>Project Man't &</p> <p>Intensive training in logframe planning, workplan and budget preparation & monitoring system design for Ministry of Agriculture & EC/PIU staff.</p>
July October Senegal & Philippines	<p>Joint Donor Evaluation of the International HIV/AIDS Alliance</p> <p>EU/USAID/ODA/ SIDA /CF/Rockefeller</p> <p>Team Leader/M:</p> <p>Team Leader of first external evaluation of the International HIV/AIDS Alliance, established by a group of donors in 1993 as a means of routing donor funds directly to developing country NGOs working on HIV/AIDS, including field work in Senegal & Philippines.</p>

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November	Evaluation of ‘The National Poverty Alleviation Program
December	UNDP/UNOPS
Mongolia	Team Leader Team Leader of 4-member Team, evaluating 1994-96, multi-sectoral NPAP planned at \$80m. Drafting revised Programme Document for GoMongolia for Poverty Alleviation Programme PAP II.
January	GoV/EU Cao Bang - Bac Can Rural Development Project
March	EU DG1/Euragri (Italy)
Viet Nam	Team Leader/ Ec Team Leader of 4-member formulation Team, preparing first RDP under EU/GoViet Nam Development Co-operation Strategy. Two weeks field work in two northern mountain Provinces; preparation of full project documentation and Financing Proposal for five component, 5 year, \$25m project.
April	GoV/EU Son La-Lai Chau Rural Development Project
July	EU DG1/Euragri (Italy)
Viet Nam	Team Leader/ Ec Team Leader of 4-member Team, formulating second RDP under EU/GoViet Nam Development Co-operation Strategy. Two weeks field work and village needs assessment in the two north-west Provinces; preparation of full documentation for \$25m 5-year project with agriculture, forestry, roads, water & education component. Drafting for Financing Proposal for EU Member State ALA Committee.
August	GoV/EU Strengthening of Veterinary Services
August	EU DG1/ Hunting Technical Services (
Viet Nam	Socio-Economist Preparation of draft Technical Proposal, including site-visit & meetings with Ministry of Agriculture & Rural Development & sub-departments, donors & NGOs; drafting of methodology, approach, institutional arrangements, budgetary & logistic aspects. Preparation of donor documentation
September	GoV/EU Cao Bang-Bac Can Rural Development Project
September	EU DG1/Tebodin Consortium
Viet Nam	Economist Support to DG1B with technical & management questions on the design for the \$25m CB-BC RDP, in preparation for EU Member State ALA Committee

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March **Rice Marketing Monitoring and Policy Options Stud**

March **AsDB/ Hunting Technical Services Ltd**

Viet Nam **Economist**
Site visits & proposal drafting – key issues,
methodology, approach, workplan, TA inputs

Key Works and Publications: