

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: China - Evaluation Capability Development Program - Volume 2

Folder ID: 30291369

Series: Completion Reports and Audit Reports

Dates: 01/08/1986 - 12/28/1988

Fonds: Records of the Office of Operations Evaluation

ISAD Reference Code: WB IBRD/IDA OPE-06

Digitized: 07/21/2023

To cite materials from this archival folder, please follow the following format:
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

EVALUATION CAPABILITY DEV. PROGRAM
China - Vol. 2



 **Archives**
R1999-230 Other #: 27 30291369 149904B
China - Evaluation Capability Development Program - Volume 2

DECLASSIFIED
WBG Archives

CLOSE-OUT SHEET

This File Covers The Period From 1986 To 1988
For Further Correspondence, See Vol. 3

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

Lowy

*File
China*

DATE: December 28, 1988

TO: Files

SS

FROM: Selina Shum, Senior Financial Analyst, AS3TE

EXTENSION: 72192

SUBJECT: CHINA: Auditing

Audit Seminar

1. A TCC-financed audit seminar was held from October 10 to 29, 1988 at the State Audit Administration's (SAA) training center near Yantai, Shandong Province. The forty-seven participants at the seminar comprised representatives from SAA (in Beijing) and some twenty-two provincial audit bureaus which are responsible for auditing Bank-financed projects in China. The above seminar was conducted by the consultants, Peat, Marwick, Mitchell and Co.

2. In response to SAA's request, Mr. Christian Polti (OEDD1) and I joined the last three days of the seminar to present the Bank's procedures and requirements for financial reporting, auditing and ex-post evaluation. A brief outline of our presentation is attached. For reference, Chinese translations of various background papers on the Bank's procedures and requirements were furnished to SAA for distribution to the participants prior to the seminar.

3. The above seminar was generally well received by the participants. At the end of the seminar, most of the participants took, and passed, the examination conducted by the consultants. In addition, feedback was solicited from the participants and their comments are briefly summarized below:

- (i) The seminar duration was too short--the same lecturers from Peat Marwick conducted a 6-month seminar for MOF (financed under UNDP) just before this 3-week seminar. For reference, the participants of the two seminars received the same training materials. However, due to time constraint, only a few selected topics (e.g. audit working papers, statistical sampling) could be covered under this seminar. Strong interests were shown by the participants to attend follow-up seminars;
- (ii) With a few exceptions, Chinese auditors generally do not have adequate knowledge of generally accepted accounting principles (GAAP)--strong interests were shown by the participants to attend training seminars on GAAP;

DEC 28 REC'D

- (iii) Lack of consistency between certain Chinese (MOF) regulations and GAAP--Chinese auditors cannot change MOF's regulations (specific examples discussed include bad debt provisions for CIB, presentation of foreign exchange loans and consolidation of capital construction accounts and production accounts for certain sectors);
- (iv) Inadequate cooperation from certain project entities--in some cases, the auditors could not get access to basic documents (e.g. Bank's loan/project agreements);
- (v) SAA would like to have increased contact with the Bank's appraisal/supervision missions;
- (vi) SAA's impression of the Bank's financial reporting requirements--tremendous diversities for different sectors/projects; sector specifics aside, certain differences could be attributable to different mission members' judgement regarding specific requirements. Query from SAA--any possibility of coordination within the Bank's China Department to reduce the magnitude of diversities in financial reporting requirements?; and
- (vii) Further query from SAA--will the Bank's financial reporting requirements follow changes in U.S. accounting practices? Specifically, the lecturer from Peat Marwick noted that statements on changes in financial position are no longer used in the U.S.; instead, cash flow statements are now required as part of the basic financial statements. In response to SAA's query, I noted that the Bank does not require U.S. accounting standards but internationally accepted accounting standards. Thus, the Bank is flexible enough to accommodate certain differences from the U.S. practices. In any event, I noted that financial reporting requirements for existing projects will continue to follow what were agreed upon in legal documents. However, financial reporting requirements for future projects may change in order to be consistent with changes in international accounting practices.

Technical Assistance and Training

A. Discussion with SAA/MOF

4. On November 29, 1988 I met with Messrs. Yu Hua (Chief, Foreign Investment Audit Department, SAA), Yuan Jun (Deputy Chief, Foreign Investment Audit Department, SAA), Long Yungan (Accounting Division, MOF) and Tai Chen (External Finance Department, MOF) to follow up on SAA's discussion with China Department managers in early November (the salient points of this earlier meeting were summarized in Mr. Goldberg's 11/29/88 memorandum). My discussion with SAA/MOF focused on:

- (i) Improvements in audit reports to be furnished to the Bank--particularly with respect to increases in disclosure of supplementary financial information in order to bridge the gap between Chinese and internationally accepted accounting practices. It was agreed that as a first step, starting from the 1988 audit

reports, SAA and the relevant project entities will take into account the Bank's specific requirements and suggestions for five of the Bank-financed projects in China; and

- (ii) Possible technical assistance and training to be financed by UNDP or Special Credit--the following activities were suggested by Mr. Yu:
 - (a) Training seminar--comparison between Chinese accounting and internationally accepted accounting principles. Estimated costs: \$30,000-40,000; timing: July/August 1989; and
 - (b) Joint audit--Foreign consultants to be part of SAA's audit team so that SAA staff can receive on-the-job training with respect to preparation of audit working papers, etc. Possible project entity: a fertilizer plant in Hebei. Estimated costs: \$40,000; timing: March/April 1989.

5. It should be noted that the above scope for joint audit is very narrow--the aforementioned fertilizer plant is only one of several fertilizer plants under an on-going fertilizer project. The undertaking of joint audit is an excellent vehicle for building up SAA's capabilities. SAA should be encouraged to increase the scope of the proposed joint audit. In this connection, the projects to be selected for joint audit should preferably be in sectors which have a number of Bank-financed projects in order to maximize demonstrative effects.

(B) Comments on SAA's draft proposal

6. The Bank received from SPC a draft proposal for technical assistance and training for SAA to be considered for financing under Planning Support and Special Studies Credit. My comments on SAA's draft proposal are as follows:

- (i) Auditing legislation--In principle, there are merits in SAA's proposed exposure to auditing legislation in selected countries. However, the proposed modality of training through overseas study tours to America and France does not appear to be cost effective. Instead, the Bank could consider support for foreign consultancy services in: (a) training seminars in China--covering auditing legislation in selected countries, including, inter alia, U.S., U.K. and France; and (b) technical assistance in the preparation of auditing legislation for China;
- (ii) Ex-post evaluation--Possible training activities on this aspect will be addressed by OED. It should be noted that SAA has not been formally designated as the agency responsible for ex-post evaluation of projects. For at least over the medium term, as SAA still needs to build up its staff in terms of both quantity and quality for financial audit, the proposed efforts to develop its capabilities in ex-post evaluation would have to be a long term objective;

- (iii) Electronic data processing (EDP) auditing--The Bank could consider support for training in this aspect, including but not limited to the proposed overseas training. It is recommended that, as a first step, training seminars in computer applications and EDP auditing be held in China. In addition, the candidates for overseas training should preferably be selected on the basis of their performance in the examinations to be conducted at the end of the training seminars;
- (iv) Foreign language interpreters--SAA's proposed overseas training for interpreters is beyond the scope and objective of the Special Credit;
- (v) Development of social auditing organization--In part due to translation problem, it is unclear as to the exact nature and objective of this component proposed by SAA. In any event, the proposed overseas study tour to Hong Kong and Australia does not appear to be cost effective; and
- (vi) Equipment purchase--SAA's proposed purchase of "an automatic control system of switchboard with 600-800 extensions ... in order to alleviate telephone problem" is beyond the scope and objective of the proposed Special Credit. On the other hand, the Bank could consider financing of training equipment, including limited quantities of computers in connection with EDP auditing training.

7. In sum, under the Special Credit, the Bank could consider financing the following components: (i) training seminars in China--on GAAP, EDP auditing, auditing legislation etc.; (ii) overseas training for EDP auditing; (iii) technical assistance for joint audit and audit legislation; and (iv) training equipment.

Attachment

cc: Messrs. Rovani, Polti (OED); Vorkink, Salman (LEG); Rashid (CODOP);
Burki, Ahmad, Tidrick, Cadario, Montfort, Goldberg, Ecevit,
Stern, Lim (AS3); Su (Cons.)

Ms. Hwang (LOA)

SShum:dps

CHINA: AUDIT SEMINAR

PRESENTATION OUTLINE

- I. IBRD/IDA Brief Introduction
(Including Objectives, Lending Policies/Instruments)
- II. Project Cycle Process
- III. Financial Appraisal and Covenants covering Financial Reporting
and Financial Management/Performance
- IV. Disbursement
(Focusing on Statement of Expenditures and Revolving Fund)
- V. Audit Reports
- VI. Ex-Post Evaluation, Covering PCR and Project Performance Audit
Report

RVL

ZCZC DIST2947 JWS0109
OEDD1
REF : TCP FCA

* OEDD1 *

file down

JWS0109 JCD862 IN 08/23:38 OUT 08/23:42
FOR DONALDSON, OEDDI

AAA. M AND E SEMINAR CONCLUDED TODAY AND EYE LEAVE FOR ADEN TOMORROW PER SCHEDULE.

BBB. RE BANGLADESH MANGROVE AFFORESTATION PPAR, EYE UNDERSTAND RESPONSE FROM GOB UNLIKELY AND RECOMMEND REPORT BE FINALIZED IF NO REPLY RECEIVED BY DUE DATE.

CCC. RE PHILIPPINES TREE FARMING AND FORESTRY PPAR, ROLANDO TUNGPALAN, WHO IS ATTENDING SEMINAR, SAYS NEDA WILL BE FORWARDING RESPONSE TO BANK AFTER HE RETURNS MANILA. SUGGEST FINALIZATION OF REPORT BE DEFERRED A FEW DAYS TO GIVE CHANCE NEDA RESPONSE TO REACH WASHINGTON, WHICH EYE HAVE RECOMMENDED HE DO VIA MANILA MISSION FAX FACILITY.

(A) DDD. PLEASE ADVISE ROBERT VDL THAT PRC DELEGATES TO SEMINAR TELL ME FUTURE PCR'S WILL BE PREPARED BY IMPLEMENTING AGENCIES AND REVIEWED BY COMMITTEE HEADED BY MINFIN WHICH WILL INCLUDE REPRESENTATION FROM AUDIT ADMINISTRATION, STATE PLANNING COMMISSION AND OTHERS. ALSO, TUNGPALAN TELLS ME GOB HAS APPROVED THREE NEW POSTS FOR NEDA EX-POST EVALUATION WORK. HE WOULD LIKE OED TO ADVISE HIM OF PHILIPPINES PROJECTS FOR WHICH PCR'S ARE OVERDUE OR UPCOMING SO THAT NEDA CAN TAKE ACTION TO FACILITATE THEIR PROCESSING.

REGARDS
PANTON
SHNGKL MA30021

SHNGKL MA30021

VVVVV
ABOVE SENT VIA WORLDCOM DEC 08 1988 2343
FROM SHNGKL MA30021 D

=12090522

ALT RTD FROM:OERP

NNNN

OFFICE MEMORANDUM

*China
Malaysia
Philippines*

DATE: December 5, 1988

TO: Mr. William Panton, OEDD1

FROM: Robert van der Lugt, DGO

Robert van der Lugt

EXTENSION: 32888

SUBJECT: M & E Seminar

Mrs. Chelimsky has kindly enough carried my paper to Kuala Lumpur, and that document should therefore be available. Please tell Mike Bamberger to regard it as a draft. I do not want it published without having a change to upgrade the paper. Any comments in this context would be useful.

We have also discovered that the front page, table of contents and annex listing were missing. In case they would still be useful these have been faxed to you earlier today.

In the meantime Mr. Rovani is very much interested in the further development of evaluation capabilities in China. We would appreciate if you could discuss this with the Chinese participants so that we can get the flavor of their thinking. However, this is a sensitive issue, specially given the involvement of many agencies. For example, in Kuala Lumpur there are representatives of the Ministry of Finance, (MOF), State Planning Commission and Foreign Investment Audit Department. However, while MOF deals with the World Bank, the Ministry of Foreign Affairs deals with UNDP and some bilateral aid donors. Hence at the seminar Mr. Chopra attended in Berlin on dissemination and feedback China was represented by the Ministry of Foreign Affairs.

It seems likely that the principle of PCRs by executing agencies might be relatively easily accepted. However, the ideas on a possible central evaluation unit, the role of the auditor general, etc. might be more controversial. At this stage we are not wanting any formal position, simply some ideas. See what information you and Mike can obtain that can throw further light on these issues.

As to the Philippines, we sent official letters to Secretary for Planning Monsod and to Harry Pasimio, in June after a mission by Messrs. Rovani, Davar and Cleave. Basically, the NEDA M&E team was expected to do further work on (i) the PCR pipeline and (ii) PPARs and other post-evaluation work to be done by NEDA. Todate we have not heard anything. The questions here are (i) what is the status of this work, (ii) what is the M&E staff presently engaged in, and (iii) what is their current thinking about ex-post evaluation.

Call me if you need any further details 473-2888 or at home if needed (301) 657-9242. However, most days this week I will be in the office early and leave late.

The World Bank
Washington, D.C. 20433
U.S.A.

file China

YVES ROVANI
Director-General
Operations Evaluation

November 30, 1988

Mr. Yu Shan Fa
Deputy Head
Research Institute for Standards and Norms
Ministry of Construction
Beijing, People's Republic of China

Dear Mr. Yu:

It was a great pleasure to meet you during your visit to Washington in February 1988 and I was pleased to receive your letter of September 25, 1988. Since then Mr. Graham Donaldson, Division Chief, and Mr. Christian Polti, Principal Evaluation Officer, have met with some of your colleagues in Beijing. They enjoyed their discussions and have conveyed a favorable impression of your Institute.

I would like to reconfirm our willingness to help you in your research into how to establish a system of post-evaluation in China. As in other countries our first contact in China has been with the Foreign Investment Auditing Bureau. They are also interested in sending some of their staff to OED to gather experience in evaluation.

With the Audit Bureau we have agreed on the following mechanism. First, it was agreed that arrangements would be made for the training of several of their staff through attendance at courses sponsored in China by the Economic Development Institute (EDI), which is the Bank's training institute. Second, it was agreed that Bureau staff would interact with OED staff when they were visiting China for evaluation purposes. This could involve seminar discussions in Beijing and your staff participation in field missions as observers. This has been done for Audit Bureau staff during the visit of Messrs. Donaldson and Polti. Third, it has also been agreed that subsequently two English speaking Bureau staff would be selected to come to Washington for further research and training at OED.

May I suggest that we follow a similar three-stage program in our collaboration. This would enable members of your Institute to become familiar with some of our evaluation concepts, procedures and language prior to sending a team to Washington. This would, in turn, enhance the usefulness of their visit.

If you agree, we could arrange for the participation of your staff in EDI sponsored monitoring and evaluation courses by asking Mr. Bob Li, EDI China Program Coordinator, to be in touch with you when he is next in China. Some of these courses may be in China, others will be in nearby countries.

To facilitate the interaction of your staff with OED staff I can arrange for you to be advised whenever OED staff are proposing visits to China so that you can arrange seminars or staff participation in field work. In this regard my Special Advisor and Personal Assistant, Mr. Robert van der Lugt, is expected to become Deputy Resident Representative in the World Bank office in Beijing early in 1989, and I believe he would be most willing to provide background information and to present seminars if you were interested.

To support the visit of some of your staff to OED I understand that an application can be made to the Ministry of Finance for funds to cover travel and other expenses, for these staff, under an existing UNDP program.

We expect to conduct a growing number of performance audits in China over the next few years as lending operations are completed in major sectors such as infrastructure, agriculture and energy. It would seem efficient, if you wish to have our continuing support in developing performance evaluation in your Institute and other agencies, to build our cooperation around sets of operations, including audits, impact evaluations and studies which we might undertake in China. In this way we might gradually expand the scope of our collaboration in support of establishing evaluation systems in all Provinces and sectors in China.

Yours Sincerely,

A handwritten signature in cursive script, appearing to read "E. King".

1

file checked

中华人民共和国审计署

Audit Administration of the People's Republic of China

November 22, 1988

Dear Mr. Yves Rovani,

Thank you and your colleagues for the help and support in strengthening our evaluation function.

We are ready to send a staff to Kuala Lumpur for the EDI course on monitoring and evaluation. We believe that our office would benefit from the course. We will be very pleased if you ask EDI to keep us informed of other similar courses.

We have talked with the officials of Ministry of Finance regarding the training of several of our staffs through EDI sponsored courses in China, subsequently two English speaking members of our staffs would be selected from among those trained, who would spend two or more months with OED for further training in ex-post evaluation.

We warmly welcome you to visit our country and wish to expand the scope of our cooperation.

I am looking forward to seeing you in China.

Sincerely yours,

陆希安

Lu Xian

DEC 05 REC'D

WORLD BANK RESIDENT MISSION IN CHINA

Beijing

FACSIMILE TRANSMITTAL FORM

DATE: November 16, 1988

MSG. NUMBER:

594/1

NUMBER OF

PAGES: 2 (Including this page)

DURATION OF CALL

FROM: Mr. Robert van der Lugt

TO: COMPANY/ORGANIZATION:
CITY AND COUNTRY:
FOR ATTENTION OF:

World Bank
Washington D.C. USA
Yves Rovani, DGO
Ram Chopra, OEDDR
Michael Bamberger, EDI

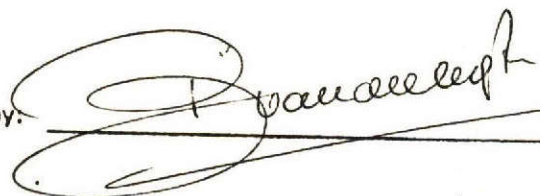
FAX NUMBER/
MACHINE TYPE:

SUBJECT: please see attached

*file
China*
*Chelmsky
resch*

cc:

Transmission Authorized by:



World Bank Resident Mission in China
Bldg. No.3.
Xiyuan Hotel Compound
Beijing, China

PANAFAX No. 831-5902

Telex No. 22934 IBRD CN

Telephone: 331-2227

(X)

594/2

To: Yves Rovani, DGO
Ram Chopra, OEDDR
Michael Bamberger, EDI

From: Robert van der Lugt

Re: Visit Eleanor Chelimsky

We are in a chicken and egg situation regarding this visit as the Foreign Investment Audit Department (FIAD) was waiting for a detailed itinerary, which they claim they requested in a telexed reply to the September 22 Chopra telex while we were waiting for an invitation from China. Have talked (11/15/88) to Mr. Yu Hua Division Chief in FIAD and agreed to the following approach. One, Mrs. Chelimsky to telex to Mr. Yu directly (Telex 222206 AAPRC CN) her suggested itinerary. Two, as soon as received audit administration will telex an invitation which can be used at Chinese Embassy to obtain visa. Third, FIAD will take care of program Mrs. Chelimsky.

Mr. Yu suggested that Mrs Chelimsky and himself might take same flight connection to Beijing at end Kuala Lumpur Seminar. In any case what is most important in itinerary is planned arrival and departure details as well as suggestions as to what trips if any in China and any other meetings that are as must, for example any contact with US Embassy.

I suggest detailed telex asap so the loop can be closed before end this week. We could also plan meeting at HQ for Monday November 21 where we could discuss any loose ends.

I also suggested to Mr. Yu that program should include two major lectures one internal for audit administration and one to include other agencies as well, mainly Ministry of Finance, State Planning Commission but may be some other executing agencies as well.

P.S. Have communicated essence of above in telephone call to Mike Bamberger 11/15/88.

cc: Messrs Lim/Harold

(X)

GA
@23248423+
RCA NOV 16 @150
248423 WORLDBANK#
11/16 14:52-@405#
22934 IBRD CN
22934 IBRD CN
881116 12.49

ZCZC BEI1143
EDICD

.IBRDBEI

INTBAFRAD. BEIJING. CHINA. NOVEMBER 16. 1988
ATTN: BAMBERER

FOREIGN INVESTMENT AUDIT DEPARTMENT. AUDIT ADMINISTRATION OF PEOPLES
REPUBLIC OF CHINA. MR YU HUA DIVISION CHIEF TELEX 222206 AAPRC CN
REGARDS. ROBERT VAN DER LUGT

=881116 11.59
NNNN#
248423 WORLDBANK
22934 IBRD CN

MESSAGE: 1143
TO: @23248423+
TRANSMISSION SUCCESSFUL

21
file china
(Chelinsky
visit)

881116 09.14

Van der Lugt

11/16 11:16
22934 IBRD CN
82987A WORLDBK

ZCZC FTC14675 ECDS2103

WDIAL

REF : EDICD

716 22934 =

-MR. EDWARD R. LIM
-WORLD BANK FIELD OFFICE
-BEIJING. CHINA

BT

WASHINGTON, D.C., NOVEMBER 15, 1988

FOLLOWING MY PHONE CONVERSATION WITH ROBERT VAN DER LUGT THIS MORNING COULD YOU KINDLY COMMUNICATE THE FOLLOWING MESSAGE TO MR YU HUA AT THE STATE AUDIT BUREAU. QUOTE DR ELEANOR CHELIMSKY ASKED TO ME TO CONTACT YOU AS SHE WILL BE OUT OF THE COUNTRY UNTIL NOVEMBER 18. SHE IS VERY PLEASED THAT YOU WOULD LIKE HER TO VISIT CHINA FOLLOWING THE MONITORING AND EVALUATION SEMINAR IN KUALA LUMPUR. COULD YOU KINDLY TELEX A FORMAL INVITATION TO HER AT THE UNITED STATES GENERAL ACCOUNTING OFFICE AND ARRANGE FOR THE CHINESE EMBASSY IN WASHINGTON TO ISSUE HER VISA. THE TELEX NUMBER OF THE GENERAL ACCOUNTING OFFICE IS 7108229273. SHE TRAVELS ON AMERICAN PASSPORT NUMBER 012264485 WHICH WAS ISSUED ON APRIL 10 1985 AND IS VALID UNTIL APRIL 9 1995. HER DATE OF BIRTH IS JULY 9 1926.

DR CHELIMSKY PLANS TO TRAVEL TO BEIJING FROM KUALA LUMPUR ON SATURDAY DECEMBER 10 AND TO TRAVEL FROM BEIJING TO SHANGHAI ON SATURDAY DECEMBER 17. SHE WILL LEAVE SHANGHAI ON DECEMBER 23 TO RETURN TO WASHINGTON. WHILE IN BEIJING SHE WOULD LIKE TO MEET WITH OFFICIALS FROM THE STATE AUDIT BUREAU AND THE STATE PLANNING COMMISSION TO LEARN ABOUT THE METHODS WHICH ARE USED IN CHINA FOR PROJECT MONITORING, EVALUATION AND AUDITING. SHE WOULD ALSO LIKE TO LEARN ABOUT THE SOCIAL SURVEY METHODS WHICH ARE USED IN CHINA AND WOULD LIKE TO MEET WITH REPRESENTATIVES OF THE ACADEMY OF SOCIAL SCIENCES AND POSSIBLY OTHER ORGANIZATIONS INVOLVED IN SOCIAL RESEARCH. SHE WOULD ALSO LIKE TO VISIT THE AMERICAN EMBASSY. DR CHELIMSKY WOULD BE WILLING TO GIVE ONE OR TWO LECTURES. PERHAPS ONE LECTURE COULD BE FOR OFFICIALS OF THE STATE AUDIT BUREAU TO DISCUSS DIFFERENCES BETWEEN AUDITING PROCEDURES IN CHINA, THE UNITED STATES AND WESTERN EUROPE. A SECOND LECTURE MIGHT BE GIVEN FOR REPRESENTATIVES OF OTHER ORGANIZATIONS INVOLVED IN AUDITING, MONITORING AND EVALUATION AND SOCIAL RESEARCH. THE TOPIC OF THIS SECOND LECTURE MIGHT BE THE USES OF PROGRAM EVALUATION IN EUROPE AND THE UNITED STATES.

WHILE IN SHANGHAI DR CHELIMSKY WOULD LIKE TO MEET WITH OFFICIALS RESPONSIBLE FOR AUDITING AS WELL AS FOR MONITORING AND EVALUATION.

AS THIS WILL BE HER FIRST VISIT TO CHINA SHE WOULD ALSO LIKE TO HAVE SOME TIME FOR SIGHTSEEING.

DR CHELIMSKY APPRECIATES YOUR KIND OFFER TO BE RESPONSIBLE FOR ORGANIZING HER VISIT AND ASKS IF YOU COULD KINDLY BOOK A HOTEL FOR HER IN BEIJING AND SHANGHAI.

COULD YOU KINDLY SEND A COPY OF YOUR TELEX TO DR CHELIMSKY TO THE WORLD BANK OFFICE IN BEIJING SO THAT THEY CAN FORWARD IT TO ME IN WASHINGTON.

I LOOK FORWARD TO MEETING YOU AT THE SEMINAR IN KUALA LUMPUR AND WE HOPE THAT DR CHELMIMSKY'S VISIT TO CHINA WILL BE HELPFUL TO THE AUDIT BUREAU. MY BEST REGARDS. MICHAEL BAMBERGER. SEMINAR CODIRECTOR AND COORDINATOR FOR ASIA. ECONOMIC DEVELOPMENT INSTITUTE. THE WORLD BANK UNQUOTE. I APPRECIATE THE ASSISTANCE OF THE WORLD BANK OFFICE IN ARRANGING THIS VISIT. PLEASE ADVISE ME WHEN CHELIMSKY'S INVITATION IS SENT. BAMBERGER.

CC: ROVANI, VAN DER LUGT (OED), LACEY (EDI) CHELIMSKY

=11152221

NNNN

22934 IBRD CN
82987A WORLDBK

*lie like volume
(see notes)*

(see notes)



The World Bank
Resident Mission In China

世界銀行 駐中国代表处

November 15, 1988

file china

Mr. Yu Hua
Division Chief
Foreign Investment Audit Department
Audit Administration of the People's
Republic of China
12 Cai-shi Road
Beijing, China

Dear Mr. Yu:

After our meeting in Washington in April, it was nice to meet you again here in Beijing. As promised I am leaving for you two papers on monitoring and evaluation that you might find useful:

- The Monitoring and Evaluation of Development Projects - The South Asian Experience
- Evaluation and Public Policy: The Use of Evaluation Products in the Executive and Legislative Branches of the United States Government

Both papers are attached, but I would appreciate if you could respect the fact that both papers are meant to be discussion papers not for citation or wider distribution.

As discussed I have sent a message to Washington and talked to them over the telephone regarding the visit of Mrs. Chelimsky. As agreed they would send directly to you a detailed itinerary of Mrs. Chelimsky's visit. As soon as received you agreed to telex an invitation to Mrs. Chelimsky, which she would also use to obtain her visa at the Chinese Embassy in Washington.

You were kind enough to offer that you would make all the necessary arrangements for Mrs. Chelimsky's visit to China. We leave her visit in your capable hands. Thanks.

Sincerely Yours,

Robert Jan E.M. van der Lugt
Special Advisor and Assistant
to the Director General
Operations Evaluation

cc: Messrs Rovani/Chopra, Lim/Harrold, Bamberger

Bldg. 3, Xiyuan Hotel Compound, Beijing 100046, China

中国北京(100046)西苑饭店大院三号楼

Tel. 电话: 831-2227

P.O.Box 邮政信箱: 9509

Cable 电报挂号: INTBAFRAD

Telex 电传: 22934 IBRD CN

Fax 传真: 831-5902

GA
@23248423+
RCA NOV 10 2049
248423 WORLDBANK#
11/11 09:50-0303#
22934 IBRD CN
22934 IBRD CN
881111 07.48

ZCZC BEI1128
EDICD

.IBRD BEI
INTBAFRAD. BEIJING, CHINA, NOVEMBER 11, 1988
ATTN: MICHAEL BAMBERGER

SORRY EYE COULD NOT REACH YOU WILL TRY AGAIN TONIGHT MY TIME. IN ANY CASE TO FINALIZE FORMALITIES WE WOULD NEED TYP PASSPORT AND NUMBER AND FULL NAME OF MRS. CHELIMSKY AS IT APPEARS IN HER PASSPORT. REGARDS. ROBERT VAN DER LUGT

=881111 07.47
NNNN#
248423 WORLDBANK
22934 IBRD CN

MESSAGE: 1128
TO: @23248423+
TRANSMISSION SUCCESSFUL

File China

Mr. Van Der Lugt:

11/14

A meeting with Mr. Yu Hama of State Audit Bureau is scheduled on tomorrow afternoon at 2:00 pm at RMC, for Mr. Yu had a meeting tomorrow morning. If you can not make it pls let me know and I'll call him back and suggest another time.

Harrie

OFFICE MEMORANDUM

DATE: November 4, 1988

TO: Mr. Yves Rovani, DGO

FROM: Graham Donaldson, Chief, OEDD1

EXTENSION: 32893

SUBJECT: CHINA - Proposed Training for Staff of Research Institute
for Standards and Norms

Robert Vol L
Attached with letter if fine
check me please
if agreeable to you
have it reached to signature
YR on
Ma Chopra
I agree with the suggested approach but
thought it better to
hear it so under
your signature
because of your
direct involvement
Rc

1. As agreed before our departure, Mr. Polti and I made enquiries in Beijing and visited the abovenamed Institute, in order to assess the merits of their proposal to send three people to OED for one month next February-March. Our findings are as follows.

2. The Institute is relatively unknown--enquiries at the Resident Mission, Audit Bureau and Ministry of Agriculture yielded no information, not even a glimmer of recognition. It has recently been moved from the State Planning Commission to the Ministry of Construction, which implies a less central role than they had in the past, though Institute staff indicated that there had been no change in their role.

3. At the Institute we spoke with Shao Hua-Qiao, Deputy Head; Huang Chi Ming, Economist; and Ma Qi, Economist. Through the interpreter they revealed that the function of the Institute was "to develop methods and parameters to help establish a basis for project evaluation". This was implicitly, ex ante evaluation.

4. The Institute has 50 staff of which 20 percent are "senior engineers and economists". There are eight Divisions as follows:

- (i) Feasibility Studies Division - procedures and methods;
- (ii) National Parameters Division - national parameters and criteria for use in economic evaluation;
- (iii) Economic Quotas Division - production/consumption projections;
- (iv) Construction Standards Division;
- (v) Production Standards Division;
- (vi) Comprehensive Planning Division;
- (vii) General Policy Division; and
- (viii) General Affairs Office.

file China

5. The stated purpose of the Institute is to create a "macro-control and adjustment system". It is apparently an operation something like our old OPS--developing operational procedures and tools, as well as criteria and coefficients for their use. In this context they do understand that the business of OED is ex post evaluation, as emphasized in Page 2 of their September 25 letter (attached). They were adamant that Mr. Rovani had invited them last February and they were wanting to hear about the details.

6. The staff we met, other than the Deputy Head, were from the Feasibility Studies Division. They did not speak more than a few words of English. On the other hand our limited contact with them left us with the feeling that they might be of higher calibre and at least broader in perspective than staff of the Audit Bureau. They did not seem to have any specific ideas about what they would do for 4 weeks in OED.

7. Separate enquiries from Messrs. Bamberger, Sun and Li in EDI provide little more insight except that the Institute has produced a manual of "Economic Parameter Estimation and Projections" which is believed to be substantial but none in EDI have reviewed it.

8. My judgement is that this group might usefully learn something of ex post evaluation as part of their procedures. However, it is not at all clear to me that it would be worthwhile to bring three staff to OED for a month at this stage. To do so would, apart from all else, apply different standards to them than to the Audit Bureau, with which we have progressed further in our relationship.

9. I recommend that we write to them (in response to their September 25 letter) suggesting a three-part program of (i) participation in EDI courses, (ii) interaction with OED staff in China, including seminars and participation in field missions, and (iii) subsequently, a visit to OED in Washington (which I would think should be shorter than four weeks, perhaps two). This requires them to (a) make full use of materials and opportunities available to them within China, and (b) undertake substantial preparations before making an expensive overseas trip to visit OED. Since Robert van der Lugt is going to be in Beijing he might be willing and able to assist them in this, at least to the extent of some seminars.

cc: Messrs. Chopra (OEDDR), Nowicki (OEDD2), Polti (OEDD1),
van der Lugt (DGO) o/r

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: INTBAFRAD
Cable Address: INDEVAS

November 4, 1988

Mr. Yu Shan Fa
Deputy Head
Research Institute for Standards and Norms
Ministry of Construction
Beijing, China

Dear Mr. Yu:

It was a great pleasure to meet you during your visit to Washington in February 1988 and I was pleased to receive your letter of September 25, 1988. Since then Mr. Graham Donaldson, Division Chief, and Mr. Christian Polti, Principal Evaluation Officer, have met with some of your colleagues in Beijing. They enjoyed their discussions and have conveyed a favorable impression of your Institute.

I would like to reconfirm our willingness to help you in your research into how to establish a system of post-evaluation in China. As in other countries our first contact in China has been with the Foreign Investment Auditing Bureau. They are also interested in sending some of their staff to OED to gather experience in evaluation.

With the Audit Bureau we have agreed on the following mechanism. First, it was agreed that arrangements would be made for the training of several of their staff through attendance at courses sponsored in China by the Economic Development Institute (EDI), which is the Bank's training institute. Second, it was agreed that Bureau staff would interact with OED

staff when they were visiting ^{China} for evaluation purposes. This could involve seminar discussions in Beijing and your staff participation in field missions as observers. This has been done for Audit Bureau staff during the visit of Messrs. Donaldson and Polti. Third, it has also been agreed that subsequently two English speaking Bureau staff would be selected to come to Washington for further research and training at OED.

May I suggest that we follow a similar three-stage program in our collaboration. This would enable members of your Institute to become familiar with some of our evaluation concepts, procedures and language prior to sending a team to Washington. This would, in turn, enhance the usefulness of their visit.

If you agree, we could arrange for the participation of your staff in EDI sponsored monitoring and evaluation courses by asking Mr. Bob Li, EDI China Program Coordinator, to be in touch with you when he is next in China. Some of these courses may be in China, others will be in nearby countries.

To facilitate the interaction of your staff with OED staff I can arrange for you to be advised whenever OED staff are proposing visits to China so that you can arrange seminars or staff participation in field work. In this regard my Special Advisor and Personal Assistant, Mr. Robert van der Lugt, is expected to become Deputy Resident Representative in the World Bank office in Beijing early in 1989, and I believe he would be most willing to provide background information and to present seminars if you were interested.

To support the visit of some of your staff to OED I understand that an application can be made to the Ministry of Finance for funds to cover travel and other expenses, for these staff, under an existing UNDP program.

We expect to conduct a growing number of performance audits in China over the next few years as lending operations are completed in major sectors such as infrastructure, agriculture and energy. It would seem efficient, if you wish to have our continuing support in developing performance evaluation in your Institute and other agencies, to build our cooperation around sets of operations, including audits, impact evaluations and studies which we might undertake in China. In this way we might gradually expand the scope of our collaboration in support of establishing evaluation systems in all Provinces and sectors in China.

Yours Sincerely,

Yves Rovani
Director General
Operations Evaluation Department

881109 23.30

11/09 23:40
22934 IBRD CN
82987C WORLDBK

Bamberger
~~4494663~~
~~4975~~
334
8319

EZ/PH/VDL
faxed to Pieter Harold
He was another
file about

file China

ZCZC FTC42292 ECDS2062
WDIAL
REF : EDICD
716 22934 =
BT

WASHINGTON, D.C.. NOVEMBER 9, 1988

EDWARD LIM
RESIDENT REPRESENTATIVE
WORLD BANK
BEIJING, CHINA

(AAA)? WOULD APPRECIATE YOUR ASSISTANCE IN FOLLOWING UP ON OUR QUERY TO LU XIAN FOREIGN INVESTMENT AUDITING BUREAU REGARDING THEIR WILLINGNESS TO INVITE DR ELEANOR CHELIMSKY, US GENERAL ACCOUNTING OFFICE, TO VISIT CHINA FOLLOWING HER PARTICIPATION IN THE KUALA LUMPUR SEMINAR IN DECEMBER. FOR YOUR INFORMATION DR CHELIMSKY RECENTLY MET WITH LU PEIJAN THE AUDITOR GENERAL WHO INDICATED THAT HE WOULD BE VERY INTERESTED IN HAVING HER VISIT CHINA. ALL OF DR CHELIMSKY'S EXPENSES ARE COVERED SO SHE ONLY REQUIRES THE INVITATION AND THE AUTHORIZATION FOR HER VISA. WHILE IN BEIJING SHE WOULD PLAN TO MEET WITH THE AUDIT BUREAU AND WITH OTHER ORGANIZATIONS INVOLVED IN MONITORING AND EVALUATION TO LEARN ABOUT THEIR SYSTEMS AND TO EXPLAIN PROCEDURES USED IN THE UNITED STATES AND OTHER INDUSTRIAL NATIONS. SHE WOULD BE PREPARED TO GIVE ONE OR TWO LECTURES. SHE IS AN EXCELLENT LECTURER.

(BBB)? IF ROBERT VAN DER LUGT IS IN BEIJING HE MAY BE ABLE TO HELP WITH THIS. SORRY ARRANGING THIS VISIT HAS BEEN SO COMPLICATED BUT AS DR CHELIMSKY IS THE TOP US AUTHORITY IN THIS FIELD IT IS AN EXCELLENT OPPORTUNITY TO EXPOSE CHINESE AUTHORITIES TO HOW PROGRAM EVALUATION IS USED IN OTHER COUNTRIES.

(CCC)? WE ARE PLEASED THAT MR HUA YU FROM THE AUDIT BUREAU WILL ATTEND SEMINAR AND WE ARE SENDING HIM THE NECESSARY INFORMATION.

REGARDS MICHAEL BAMBERGER

CC: ANGELA GAMEZ

=11091041

NNNN

z

22934 IBRD CN
82987C WORLDBK

The World Bank/International Finance Corporation
OFFICE MEMORANDUM

File Eleanor

9

DATE: 26-Oct-1988 10:06am

TO: Robert van der Lugt (ROBERT VAN DER LUGT)

FROM: Michael Bamberger, EDICD (MICHAEL BAMBERGER)

EXT.: 48319

SUBJECT: Follow-up on invitation for Eleanor Chelimsky China visit

During your upcoming visit to China could you kindly follow-up with the Foreign Investment Auditing Bureau on whether they are willing to sponsor Dr Chelimsky's visit to China following the Kuala Lumpur Seminar. As you know Mr Ram Chopra sent a telex to Mr Lu Xian asking whether they would be willing to sponsor her visit. If she goes she would probably arrive in Beijing on Saturday December 10 and would remain in China for about one week. All of her expenses will be paid by GAO. The Audit Bureau would only be asked to arrange for her visa, make the hotel booking and coordinate her visit. She would like to meet with officials from the Audit Bureau, State Planning Commission and other agencies involved in program evaluation.

As time is getting short could you kindly send me a telex from China when you have some information. Please also advise on the procedures for arranging the visa (will the Audit Bureau send a telex to the Chinese Embassy in Washington or how will they will handle it?) Please ask them to copy telexes or correspondance to me via the Bank Office in Beijing.

Thankyou for your help and have a good trip. Sorry not to be seeing you in New Orleans.

CC: Robert Lacey

(ROBERT LACEY)

ZCZC DERC0301 OERS0641

WDIAL

REF : OEDDR

OINFO

-SUBJECT: EVALUATION

-FILENAME: CHINA

-DRAFTED BY: GRAHAM DONALDSON:JW

EXT: 37281

-AUTHORIZED BY: GRAHAM DONALDSON, CHIEF, OEDD1

-CC:

IBRD/BEI

-INTBAFRAD, BEIJING, CHINA

-ATTN: MR. GOERING

-FOLLOWING SENT TO MR. YU, RESEARCH INST. FOR STANDARDS AND NORMS
CABLE1

-RESEARCH INSTITUTE FOR STANDARDS AND NORMS

-MINISTRY OF CONSTRUCTION

-BEIJING, CHINA

BT

WASHINGTON, DC - 6-OCT-88

FOR MR. YU SHOU FA, DEPUTY HEAD OF THE INSTITUTE. THANK YOU FOR YOUR LETTER OF SEPTEMBER 25 REGARDING YOUR PLAN TO SEND THREE PEOPLE TO WASHINGTON FOR ONE MONTH EARLY NEXT YEAR. AS TWO SENIOR MEMBERS OF MY STAFF WILL BE IN BEIJING THE NEXT TWO WEEKS, I SUGGEST IT MIGHT BE MOST EFFICIENT IF THEY MEET WITH YOU TO DISCUSS FURTHER YOUR PROPOSAL AND POSSIBLE ARRANGEMENTS. THEY ARE MR. GRAHAM DONALDSON, DIVISION CHIEF, AND MR. CHRISTIAN POLTI, PRINCIPAL EVALUATION OFFICER WHOM YOU MET. THEY WILL ARRIVE OCTOBER 12, DEPART OCTOBER 26, AND CAN BE CONTACTED VIA THE WORLD BANK RESIDENT MISSION IN BEIJING (MR. GOERING). WITH VERY BEST WISHES, YVES ROVANI, DIRECTOR-GENERAL, OPERATIONS EVALUATION, INTBAFRAD

=10061635

IN DROPCOPY OF:OERR

NNNN

ROUTING SLIP		DATE:
FROM THE OFFICE OF THE DIRECTOR-GENERAL, OPERATIONS EVALUATION		
NAME		ROOM NO.
<i>Mr Chopra</i>		
	APPROPRIATE DISPOSITION	NOTE AND RETURN
	APPROVAL	NOTE AND SEND ON
	COMMENT	PER OUR CONVERSATION
	FOR ACTION	PER YOUR REQUEST
	INFORMATION	PREPARE REPLY
	INITIAL	RECOMMENDATION
	NOTE AND FILE	SIGNATURE
REMARKS:		
<p><i>Pls. suggest a course of action and a reply - what do China dept., ED, Keith Thomas know about this outfit that we don't? - Gonatalow Nowicki</i></p>		
FROM: <i>MR</i>		

中华人民共和国建设部

Research Institute for Standards and
Norms, Ministry of Construction
P.R. China

Sep. 25, 1988

Mr. Y. ROVANI
Director of the Department
the World Bank
Operations Evaluation Department
1818 H STREET, N.W
WASHINGTON D. C. 20133 U. S. A

Dear Director Y. ROVANI, Mr. R. K. CHOPRA, Mr. C. POLTI and Mr. R. V. IUGT

On Feb. 25, 1988, it was pleasure to meet you in Washington. Thank you for your introduction of experiences on investment project post-evaluation and for your willing to support us to establish the investment project post-evaluation system of China.

After returning from Washington, I have reported your intention to my employer, and won praises. As you know, China is engaged in reforming the investment system and establishing a new system of indirectly macro-controlling, including a system of testing and evaluation of investment effect. We would like to draw lessons from your experiences in the field of investment project post-evaluation, and complete the tasks of researching, designing and applying of investment project post-evaluation system under the guidance of specialists from your department.

Therefore, we plan to send a group of three people(including a

OCT 04 REC'D

中华人民共和国建设部

deputy director with advanced title and two research fellows) to your department in Feb. or Mar., 1989 for one month. They will learn experiences of post-evaluation of World Bank, and research how to establish a system of post-evaluation in China. We will cover the flight tickets of the group. But we are not able to avoid asking you to fund the expenses during their stay in U.S.A., including meal, accommodation and transportation. I appreciate your effort if this can be settled successfully.

With my best wishes.

Your sincerely

尹守法

Yin Shou Fa

Deputy head of the Institute

[N.B. In government organization reform of our country, the Research Institute for Capital Construction Standard and Norms of China State Planning Commission and its function were put under the Ministry of Construction.]

WORLD BANK TMSS

*cc - Burki
Politi*

Free - Cleared

ZCZC OERC0270 OERS0596

WDIAL

REF : OEDDR

OINFO

-SUBJECT: EDI SEMINAR ON M&E

-FILENAME: CHINA

-DRAFTED BY: M. BAMBERGER

EXT: 48319

-AUTHORIZED BY: RAM K. CHOPRA

-CC: MESSRS. BURKI, ROVANI, O/R, BAMBERGER, LIM (RESREP)

716 222206 =

-AUDIT ADMINISTRATION OF THE PEOPLE'S REPUBLIC OF CHINA

-BEIJING, CHINA

-ATTN: MR. LU XIAN, DIRECTOR, FOREIGN INVESTMENT AUDIT BUREAU
IBRD BEI

-INTBAFRAD, BEIJING, CHINA, ATTN: MR. LIM, RESREP

-FOLLOWING SENT TO MR. LU XIAN, DIRECTOR, FOREIGN INVESTMENT AUDIT

-BUREAU, AUDIT ADMINISTRATION OF THE PEOPLE'S REPUBLIC OF CHINA

BT

WASHINGTON, DC - 22-SEP-88

(AAA) THE ECONOMIC DEVELOPMENT INSTITUTE OF THE WORLD BANK IS ORGANIZING A SEMINAR ON MONITORING AND EVALUATION OF DEVELOPMENT PROJECTS WHICH WILL TAKE PLACE IN KUALA LUMPUR FROM DECEMBER 5 TO 10. THE OPERATIONS EVALUATION DEPARTMENT IS COOPERATING WITH THIS SEMINAR AND THE AUDIT ADMINISTRATION OF THE PEOPLES REPUBLIC OF CHINA WILL BE INVITED TO PARTICIPATE AS WE BELIEVE SUBJECT WILL BE OF CONSIDERABLE INTEREST TO YOUR AGENCY. YOUR AGENCY WILL SHORTLY RECEIVE A FORMAL INVITATION FROM THE ECONOMIC DEVELOPMENT INSTITUTE.

(BBB) ONE OF THE RESOURCE PERSONS PARTICIPATING IN THE SEMINAR IS DR. ELEANOR CHELIMSKY WHO IS DIRECTOR OF THE EVALUATION AND METHODOLOGY DIVISION OF THE UNITED STATES GENERAL ACCOUNTING OFFICE. WE IN OED HAVE BEEN DISCUSSING ISSUES OF MUTUAL INTEREST WITH HER REGARDING EVALUATION PROCEDURES AND METHODOLOGY. SHE HAS INDICATED THAT SHE WOULD BE WILLING TO VISIT CHINA AFTER THE SEMINAR TO MEET WITH AGENCIES INVOLVED IN PROJECT AUDITING AND EX POST EVALUATION AND TO DESCRIBE HOW THESE ACTIVITIES ARE ORGANIZED IN THE UNITED STATES. COULD YOU PLEASE ADVISE US WHETHER IT WOULD BE CONVENIENT FOR DR. CHELIMSKY TO VISIT BEIJING FROM DECEMBER 12 TO 16 AND WHETHER YOUR AGENCY WOULD BE WILLING TO COORDINATE HER VISIT. ALL OF HER EXPENSES ARE COVERED AND NO COST WOULD BE INVOLVED TO YOUR GOVERNMENT.

(CCC) COULD YOU PLEASE ADVISE US AS SOON AS POSSIBLE IN ORDER FOR HER TO MAKE THE NECESSARY TRAVEL ARRANGEMENTS. REGARDS, RAM K. CHOPRA, ACTING DIRECTOR-GENERAL, OPERATIONS EVALUATION, INTBAFRAD.

=09221425

IN DROPCOPY OF:OERR

NNNN

WORLD BANK TMSS

DISCONNECTED

Mr. Jander Light

File China

*cc - Burki Str
Polk*

004

WORLD BANK TMSS

ZCZC OERC0270 OERS0596

WDIAL

REF : OEDDR

OINFO

-SUBJECT: EDI SEMINAR ON M&E
 -FILENAME: CHINA
 -DRAFTED BY: M. BAMBERGER EXT: 48319
 -AUTHORIZED BY: RAM K. CHOPRA
 -CC: MESSRS. BURKI, ROVANI, O/R, BAMBERGER, LIM (RESREP)

716 222206 =

-AUDIT ADMINISTRATION OF THE PEOPLE'S REPUBLIC OF CHINA
 -BEIJING, CHINA
 -ATTN: MR. LU XIAN, DIRECTOR, FOREIGN INVESTMENT AUDIT BUREAU
 IBRD BEI
 -INTBAFRAD, BEIJING, CHINA, ATTN: MR. LIM, RESREP
 -FOLLOWING SENT TO MR. LU XIAN, DIRECTOR, FOREIGN INVESTMENT AUDIT
 -BUREAU, AUDIT ADMINISTRATION OF THE PEOPLE'S REPUBLIC OF CHINA
 BT

WASHINGTON, DC - 22-SEP-88

(AAA) THE ECONOMIC DEVELOPMENT INSTITUTE OF THE WORLD BANK IS ORGANIZING A SEMINAR ON MONITORING AND EVALUATION OF DEVELOPMENT PROJECTS WHICH WILL TAKE PLACE IN KUALA LUMPUR FROM DECEMBER 5 TO 10. THE OPERATIONS EVALUATION DEPARTMENT IS COOPERATING WITH THIS SEMINAR AND THE AUDIT ADMINISTRATION OF THE PEOPLES REPUBLIC OF CHINA WILL BE INVITED TO PARTICIPATE AS WE BELIEVE SUBJECT WILL BE OF CONSIDERABLE INTEREST TO YOUR AGENCY. YOUR AGENCY WILL SHORTLY RECEIVE A FORMAL INVITATION FROM THE ECONOMIC DEVELOPMENT INSTITUTE.

(BBB) ONE OF THE RESOURCE PERSONS PARTICIPATING IN THE SEMINAR IS DR. ELEANOR CHELIMSKY WHO IS DIRECTOR OF THE EVALUATION AND METHODOLOGY DIVISION OF THE UNITED STATES GENERAL ACCOUNTING OFFICE. WE IN OED HAVE BEEN DISCUSSING ISSUES OF MUTUAL INTEREST WITH HER REGARDING EVALUATION PROCEDURES AND METHODOLOGY. SHE HAS INDICATED THAT SHE WOULD BE WILLING TO VISIT CHINA AFTER THE SEMINAR TO MEET WITH AGENCIES INVOLVED IN PROJECT AUDITING AND EX POST EVALUATION AND TO DESCRIBE HOW THESE ACTIVITIES ARE ORGANIZED IN THE UNITED STATES. COULD YOU PLEASE ADVISE US WHETHER IT WOULD BE CONVENIENT FOR DR. CHELIMSKY TO VISIT BEIJING FROM DECEMBER 12 TO 16 AND WHETHER YOUR AGENCY WOULD BE WILLING TO COORDINATE HER VISIT. ALL OF HER EXPENSES ARE COVERED AND NO COST WOULD BE INVOLVED TO YOUR GOVERNMENT.

(CCC) COULD YOU PLEASE ADVISE US AS SOON AS POSSIBLE IN ORDER FOR HER TO MAKE THE NECESSARY TRAVEL ARRANGEMENTS. REGARDS, RAM K. CHOPRA, ACTING DIRECTOR-GENERAL, OPERATIONS EVALUATION, INTBAFRAD.

=09221425

IN DROPCOPY OF:OERR

NNNN

WORLD BANK TMSS

OFFICIAL FILE COPY

September 16, 1988

Mr. Lu Xian
Director
Foreign Investment Auditing Bureau
Audit Administration of the People's
Republic of China
10 Taiping Road
Beijing, People's Republic of China

Dear Mr. Lu:

It was a great pleasure to meet you and Mr. Yu Hua during your short visit to Washington April 15-18. I enjoyed our discussions regarding the Bank's experience with ex-post evaluation, and would like to reconfirm our willingness to help you in strengthening your evaluation function.

We also discussed mechanisms for sharing evaluation experience between our respective organizations. First, it was agreed arrangements would be made for the training of several of your staff through EDI sponsored courses in China (undoubtedly Bob Li, EDI, China Program Coordinator, has followed up with you when he visited China recently). Second, we agreed that subsequently two English speaking members of your staff would be selected from among those trained, who would spend one or two months with OED for further training in ex-post evaluation. To support this activity an application could be made to the Ministry of Finance for financing travel and other expenses for these staff under an existing UNDP program. Your staff would also benefit from EDI courses on monitoring and evaluation (including ex-post), such as the course to be held in Kuala Lumpur next December. We will ask them to keep you informed of this and other similar courses.

In addition, I have given instructions that all OED evaluators traveling to China should visit you and your staff and, where relevant, hold workshops on evaluation experience in particular sectors. Mr. Hans Thias, Senior Evaluation Officer, was the first to do this, during his April 1988 audit mission for the University Development Project. I trust that you found your meetings with Mr. Thias useful.

I would now like to advise that a further OED mission is proposed for October 1988 to audit the North China Plain Irrigation Project. Those involved will be Mr. Graham Donaldson, Division Chief, OED, and Mr. Christian Polti, Principal Evaluation Officer. They expect to be in China from about October 10 to October 22, 1988, and would be pleased to visit you for discussions and an exchange of views.

If you wish, I would be glad if you selected one or two of your staff preferably with agriculture sector experience to join Messrs. Donaldson and Polti on their visit to the field to review the project works.

We expect over the next few years to conduct a growing number of performance audits in China as operations are completed in major sectors such as energy, agriculture, and industry. It would seem efficient, if you wish to have our continuing support in developing performance evaluation in your Audit Administration and other agencies, to build our cooperation around sets of operations under audits as well as impact evaluations and studies which we might undertake to draw lessons across subsectors. I would appreciate if you would discuss this also in a preliminary way with Messrs. Donaldson and Polti and see whether this approach could begin to be tested in connection with the North China Plain Irrigation Project. I shall be glad to come myself to China at a later time should you wish to expand the scope of our cooperation as I certainly am prepared to do.

On a more personal note, you may be interested to know that Mr. Keith Thomas, who was kind enough to put us in touch several months ago, has joined our evaluation staff in the International Finance Corporation (IFC).

Sincerely yours,

(sgd.)

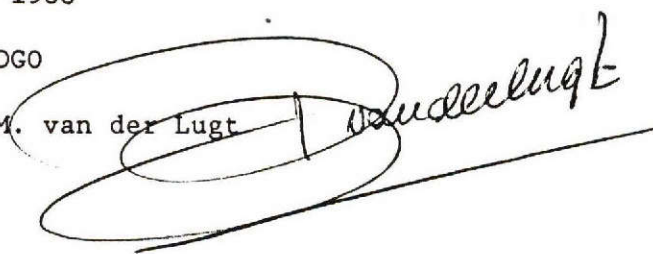
Yves Rovani
Director-General
Operations Evaluation

cc: Mr. Xu, Executive Director
cc: Mr. Karaosmanoglu, AS1VP, Mr. Burki, AS3DR, Mr. Lim, Beijing
Mr. Donaldson, OEDD1
Mr. Polti, OEDD1

OFFICE MEMORANDUM

DATE: September 16, 1988

TO: Yves Rovani, DGO

FROM: Robert-Jan E.M. van der Lugt 

EXTENSION: 32888

SUBJECT: China

To date we have undertaken ECDP activities in China as follows: in December 1985 (Beijing OED/EDI course with State Planning Commission) and in April 1988 (visit to Washington of State Audit Administration). One audit mission has been completed (University Development) and a report is expected later in the year (in effect the draft audit could be discussed by the Donaldson mission); another audit mission will take place in October 1988 (Northern China Plain Agricultural Development), but regrettably audit completion is not scheduled for this FY (it would be nice if we could report two China audits in your FY89 Annual Report).

Six PCRs are scheduled for FY89 but all for the 4th quarter. That implies rather diverse audit work in early FY90. On the basis of presently estimated closing dates, I have estimated the flow of PCRs. For planning purposes we should count on six audits in FY90 increasing to an average of ten in the five years thereafter. An interesting cluster of evaluations appear possible in Petroleum/Energy (FY91) and Infrastructure - Ports/Railways (FY90).

In terms of sectoral focus for ECDP purposes, the attached table shows as initial priorities Power/Energy, DFC/Industry, Agriculture followed by Infrastructure and Human Resources.

cc: Messrs. Chopra, Donaldson, Nowicki

CHINA

AUDIT/PCR PROGRAM

Earlier OED Activities

- OED/EDI M&E course December 2-13, 1985 in Beijing with the State Planning Commission
- Evaluation Discussions in Washington, April 15-18, 1988 with the State Audit Administration, Foreign Investment Auditing Seminar

Audits in Progress

- University Development
(Hans Thias mission in May; final audit scheduled for December 1988 - draft to Borrower September 1988)

Audits Scheduled

- Northern China Plain Agriculture
(Polti, Donaldson mission in October 1988 with final audit scheduled for September 1989 - draft to Borrower in July 1989)

PCRs Received

- University Development (Ln. 2021/Cr. 1167)
- Northern China Plain Agriculture (Cr. 1261)

PCRs Scheduled FY89 (4th Quarter)

- Technical Cooperation (Cr. 1412)
- Heilongjiang Grain (Ln. 2261/Cr. 1347)
- Industrial Credit I (Ln. 2226/Cr. 1313)
- Port I - Three Ports (Ln. 2207)
- Railway I (Ln. 2394)
- Agriculture Education and Research I (Cr. 1297)

CHINA

TENTATIVE PCR LISTING

PCR /a Year	Total	Agriculture	Human Resources	Infrastructure	Power/ Energy	DFC/ IND	TA
FY89 /b	4	1	2	1	-	-	-
FY90	12	2	-	1	5	3	1
FY91	8	4	1	-	1	1	1
FY92	7	3 /c	2	2	-	-	-
FY93	10	3	2	1	1	2	1
FY94	13	3	-	4	3	2	1
FY95	6	1	1	2	-	2	-
FY96	2	-	-	2	-	-	-
FY97	2	1	-	1	-	-	-

Average FY90-FY94 10/Year

/a Assumed to be fiscal year after fiscal year of estimated closing. Thus a project expected to be closed in FY89 is listed under FY90. For details see attached list.

/b And earlier years.

/c Includes the rural sector adjustment loan.

CHINA LENDING PROGRAM
(by FY of closing - as of 6/30/88)

	<u>Project</u>	<u>Loan/Credit No.</u>	<u>Amount</u>
<u>FY86</u>			
(6/86)	University Development	Ln. 2021/Cr. 1167	\$200.
<u>FY87</u>			
<u>FY88</u>			
(12/87)	Northern Plain Agriculture	Cr. 1261	\$60.
(06/88)	Agricultural Education/Research	Cr. 1297	\$75.4
(06/88)	Three Ports	Ln. 2207	\$124.
<u>FY89</u>			
(12/88)	Industrial Credit	Ln. 2226/Cr. 1313	\$70.6
(12/88)	Heilongjiang Land Reclamation	Ln. 2261/Cr. 1347	\$80.1
(12/88)	Zhongyan Petroleum	Ln. 2252	\$100.8
(12/88)	Railway	Ln. 2394	\$220.
(12/88)	Technical Cooperation	Cr. 1412	\$10.
(06/89)	Petroleum Development	Ln. 2231	\$162.40
(03/89)	Karamay Petroleum	Ln. 2426	\$100.3
(06/89)	Industrial Credit II	Ln. 2434/Cr. 1491	\$175.
(06/89)	Rural Credit	Cr. 1462	\$50.
(06/89)	Power II	Ln. 2493	\$117.
(06/89)	Fertilizer Rehabilitation	Ln. 2541	\$97.
(06/89)	Weiyuan Gas TA	Ln. 2580	\$28.

	<u>Project</u>	<u>Loan/Credit No.</u>	<u>Amount</u>
<u>FY90</u>			
(12/89)	Rubber Development	Cr. 1417/F005	\$100.
(12/89)	Rural Health	Cr. 1472	\$85.
(12/89)	Seeds	Cr. 1577	\$40.
(12/89)	Forestry	Cr. 1605	\$47.3
(12/89)	Liaodong Bay TA	Ln. 2708	\$30.
(06/90)	Lubuge Hydroelectric	Ln. 2382	\$145.40
(06/90)	Agricultural Research II	Cr. 1516	\$25.
(06/90)	Industrial Credit III	Ln. 2659/Cr. 1663	\$165.
<u>FY 91</u>			
(07/90)	Rural Sector Adjustment	Ln. 2967/Cr. 1932	\$300.
(12/90)	University Development II	Cr. 1551	\$145.
(12/90)	Rural Water Supply	Cr. 1578	\$80.
(06/91)	Agricultural Education II	Ln. 2444/Cr. 1500	\$68.80
(06/91)	Highway	Ln. 2539/Cr. 1594	\$42.60
(06/91)	Pishihang Area Development	Ln. 2579/Cr. 1606	\$92.
(06/91)	Freshwater Fisheries	Cr. 1689	\$60.
<u>FY92</u>			
(12/91)	Provincial Universities	Cr. 1671	\$120.
(12/91)	Rural Credit II	Cr. 1642	\$90.
(03/92)	Ling Forest Fire Rehabilitation	Cr. 1918	\$56.90
(06/92)	Coal Mining	Ln. 2501	\$126.
(06/92)	Railway II	Ln. 2540	\$235.
(06/92)	Technical Cooperation II	Cr. 1664	\$20.
(06/92)	Rural Health and Medicine	Cr. 1713/Ln. 2723	\$80.
(06/92)	Industrial Credit IV	Ln. 2783/Cr. 1763	\$300.
(06/92)	Red Soil Area Development	Cr. 1733	\$40.
(06/92)	Beilungang Thermal Power	Ln. 2706	\$220.

	<u>Project</u>	<u>Loan/Credit No.</u>	<u>Amount</u>
<u>FY93</u>			
(12/92)	Tianjin Port	Ln. 2689	\$130.
(12/92)	Shanghai Machine Tool	Ln. 2784	\$100.
(12/92)	Beijing Tian Tang Expressway	Ln. 2811/Cr. 1792	\$150.
(12/92)	Kinjiang Agricultural Development	Cr. 1764	\$70.
(12/92)	Planning Support	Cr. 1835	\$20.7
(06/93)	Yantan Hydroelectric	Ln. 2707	\$52.
(06/93)	Railway III	Ln. 2678/Cr. 1680	\$230.
(06/93)	Shanghai Sewerage	Ln. 2794/Cr. 1779	\$145.
(06/93)	Fertilizer Rationalization	Ln. 2838	\$97.40
(06/93)	Wujing Thermal Power	Ln. 2852	\$190.
(06/93)	Rural Credit III	Cr. 1871	\$170.
(06/93)	Coastal Lands Development	Ln. 2924/Cr. 1807	\$100.
(06/93)	Beilungang Thermal Power	Ln. 2955	\$165.
<u>FY94</u>			
12/93	Huangpu Port	Ln. 2877/Cr. 1845	\$88.
12/93	Dalian Port	Ln. 2907/Cr. 1875	\$96.
12/93	Pharmaceuticals	Ln. 2924	\$40.
12/93	Teacher Training	Cr. 1908	\$50.
12/93	Phosphate Development	Ln. 2958	\$62.70
06/94	Gansi Provincial Development	Ln. 2812/Cr. 1793	\$170.5
<u>FY95</u>			
12/94	Sichuan Provincial Highway	Ln. 2951/Cr. 1917	\$125.
12/94	Shaanxi Provincial Highway	Ln. 2952	\$50.
<u>FY96</u>			
12/95	Northern Irrigation	Cr. 1885	\$103.
06/96	Railway IV	Ln. 2968	\$200.

OFFICE MEMORANDUM

DATE: September 7, 1988

TO: ECDP Files

FROM: Yves Rovani 

EXTENSION: 33035

SUBJECT: Lunch with Mr. J. S. Baijal,
Secretary Planning, GOI

At a large official lunch today, I had a brief chat about evaluation with Mr. Baijal, whom I have known for many years in my previous Energy incarnation.

He mentioned that Planning had an ex post evaluation unit which, a number of years ago, was the only one of its kind, was staffed with distinguished personalities, and was very highly regarded and useful.

In recent years, evaluation activities had developed in many quarters and Planning's evaluation cell had become less prominent.


He did not seem to be quite sure of the value of this activity since it no longer had its previous external focus. He did not conclude or ask for anything so that this is for the record only.

cc: Messrs. Chopra
van der Lugt

OFFICE MEMORANDUM

DATE: September 7, 1988

TO: Mr. Shahid Javed Burki, AS3DR

FROM: Yves Rovani, DGO 

EXTENSION: 33035

SUBJECT: Proposed visit of Mrs. Chelimsky to China

Thank you for agreeing to make arrangements with the Chinese authorities to have Dr. Eleanor Chelimsky invited to visit China next December to discuss and lecture on evaluation. The attached memorandum from Mr. Bamberger contains all the relevant background.

I agree with Mr. Bamberger that Mrs. Chelimsky is a leading authority in the field of evaluation as well as an excellent lecturer, and that the Chinese government will be delighted with her contribution. I am sure also that Ed Lim would enjoy meeting her as I will suggest to him next week.

Please keep Mr. Bamberger and myself informed of progress particularly if you have preliminary news by Friday, September 16 when she will be coming to address the staff of OED.

Attachment

cc: Messrs. Bamberger
van der Lugt

OFFICE MEMORANDUM

TO: Bob Li - Coordinator for China, EDI
FROM: Mike Bamberger *MB*
SUBJECT: Possible visit of Monitoring and Evaluation expert to China
EXTENSION: 74663
DATE: 8/24/88

When we meet next Tuesday I would like your advice on how we can arrange an invitation for Dr Eleanor Chelimsky to visit China in December.

I am organizing a S.E Asia seminar on Monitoring and Evaluation of Development Projects which will take place in Kuala Lumpur from December 5-10 (and to which 2 Senior Chinese observers will be invited - probably from SPC and the State Audit Bureau). One of the resource persons we plan to use is Dr Eleanor Chelimsky who is Director of the Evaluation and Methodology Division of the US General Accounting Office. She is one of the leading authorities on M/E in the US and she will be talking in the seminar about the US experience in the organization and use of program evaluation. All of the costs of her participation will be covered by the US Government. She would like to take advantage of her visit to Malaysia to visit China to become familiar with how M/E is organized at the national level and asked me if EDI could arrange for her to receive an invitation from the Chinese government. Her trip would be paid for by the US government and would not involve any costs for EDI or the Chinese. While there she would be willing to give one or two lectures on the US experience with program evaluation. She would probably only stay for about 3-4 days.

She is an excellent speaker and I am sure that SPC would be extremely interested in meeting her and in organizing the lectures. She is one of the leading authorities on the use of evaluation by the US government and has published very widely in this field. She has also been a past President of the Evaluation Research Society and a number of other professional organizations. As you know the Chinese government is very interested in establishing a national M/E strategy and I am sure they would be delighted to have the opportunity to meet with her.

All she would need is an invitation from the Chinese government, probably through SPC, so that she can get GAO approval to include China on her visit. Can you suggest how we could arrange for this invitation to be sent to her?

cc: Van der Lugt (OED) ✓

OFFICE MEMORANDUM

DATE: August 29, 1988

TO: Mr. Attila Karaosmanoglu, ASIVP

FROM: Yves Rovani, DGO



EXTENSION: 33035

SUBJECT: Annual Meetings

1. As arrangements are being made for the schedule of meetings with visiting delegations, I would greatly appreciate help from your Region in setting up meetings for me with a few delegations. I would wish to focus selectively on countries where there is interest in strengthening evaluation, or where we have important work in progress.

2. Based on previous contacts in Washington and/or in the countries concerned, I would suggest Bangladesh, China, Indonesia and the Philippines as priorities from my own perspective if their delegations are agreeable. I will also gladly meet any other delegation expressing interest in discussing evaluation matters or that your Region would recommend. I do not see any need for material to be prepared for my own briefing but would welcome any advice or facts that the relevant country officers would wish to offer informally before September 16 or at the Meetings either to me (Ext. 33035) or to Mr. van der Lugt (Ext. 32888) who will accompany me to Berlin. We will also be pleased to give country staff any advance briefing they might wish to have on the current state of our knowledge and plans in the countries in question.

File China
CEDP

~~Robert!
It seems to be
that I should
make the
arrangement.
Eleanor Li is
back at
university staff?~~

OFFICE MEMORANDUM

TO: Bob Li - Coordinator for China, EDI
FROM: Mike Bamberger ^{MB}
SUBJECT: Possible visit of Monitoring and Evaluation expert to China
EXTENSION: 74663
DATE: 8/24/88

When we meet next Tuesday I would like your advice on how we can arrange an invitation for Dr Eleanor Chelimsky to visit China in December.

I am organizing a S.E Asia seminar on Monitoring and Evaluation of Development Projects which will take place in Kuala Lumpur from December 5-10 (and to which 2 Senior Chinese observers will be invited - probably from SPC and the State Audit Bureau). One of the resource persons we plan to use is Dr Eleanor Chelimsky who is Director of the Evaluation and Methodology Division of the US General Accounting Office. She is one of the leading authorities on M/E in the US and she will be talking in the seminar about the US experience in the organization and use of program evaluation. All of the costs of her participation will be covered by the US Government. She would like to take advantage of her visit to Malaysia to visit China to become familiar with how M/E is organized at the national level and asked me if EDI could arrange for her to receive an invitation from the Chinese government. Her trip would be paid for by the US government and would not involve any costs for EDI or the Chinese. While there she would be willing to give one or two lectures on the US experience with program evaluation. She would probably only stay for about 3-4 days.

She is an excellent speaker and I am sure that SPC would be extremely interested in meeting her and in organizing the lectures. She is one of the leading authorities on the use of evaluation by the US government and has published very widely in this field. She has also been a past President of the Evaluation Research Society and a number of other professional organizations. As you know the Chinese government is very interested in establishing a national M/E strategy and I am sure they would be delighted to have the opportunity to meet with her.

All she would need is an invitation from the Chinese government, probably through SPC, so that she can get GAO approval to include China on her visit. Can you suggest how we could arrange for this invitation to be sent to her?

cc: Van der Lugt (OED) ✓

OFFICE MEMORANDUM

DATE: July 19, 1988

TO: Mr. Robert van der Lugt

FROM: Yves Rovani *YR*

EXTENSION: 33035

SUBJECT: China

file: China

I believe that we need to formulate a strategy for evaluation work in China and would appreciate it if you would begin to pull together everything relevant that we have on the subject. We could have a preliminary discussion on the subject at a forthcoming managers' meeting and aim for a fuller one after Ram's return. |

The underlying rationale for this initiative is simply that the magnitude of the subject in terms of both the impending flow of PCRs and the Chinese appetite for learning from experience requires that we manage our work in China rather than react to demand as it comes.

The first step is to gather information on: project audits and PCRs completed, as well as operations completed and PCRs expected now and year by year for the next three years; past OED missions to China and all past activities connected with evaluation capability in China, such as the 1985 seminar, requests received such as the two visits we had this year, and generally what we know about who is doing what evaluation work in China connected with Bank operations. I understand, for example, that there is an education project that contains specific provisions for ex post evaluation. ~

done

Later on we might define more precisely what we need to know about EDI's involvement, the Bank's country strategy, etc.

cc: Messrs. Chopra, o/r; Donaldson; Nowicki

file: china

WDIAL
.AS3TE
OINFO

-SUBJECT: AUDIT SEMINAR
-DRAFTED BY: SSHUM EXT: 72192
-FILENAME: AUDIT
-AUTHORIZED BY: CLELL HARRAL *[Signature]*
-CC: MESSRS. CADARIO, HOWLETT, AHMAD(O/R), K. THOMAS (O/R),
VAN DER LUGT (OED)

851 8811541 -
-MR. JAMES W. CONWAY
-PEAT MARWICK MCLINTOCK
-LONDON, U.K.

BT

WASHINGTON, DC - 30-JUN-88

MR. JAMES W. CONWAY, PEAT MARWICK MCLINTOCK, LONDON, U.K.

RE: AUDIT SEMINAR IN CHINA. AS DISCUSSED, WE HAVE TWO MAJOR COMMENTS REGARDING THE LATEST SCHEDULE FOR THE ABOVE SEMINAR . (AAA) THE VARIOUS CASE STUDIES INCLUDED UNDER THE PREVIOUS SCHEDULE (DATED DECEMBER 1987) HAVE APPARENTLY BEEN REPLACED BY EXERCISES IN THE TEXTBOOK. HOWEVER, WE CONSIDER CASE STUDIES TO BE A MORE EFFECTIVE MODE OF INSTRUCTION AND SIX CASE STUDIES HAVE ALREADY BEEN PREPARED IN RESPONSE TO THE CHINESE REQUEST. WE WOULD APPRECIATE YOUR CLARIFICATION AS TO THE LATEST CHANGES TO THE SEMINAR SCHEDULE AND, IF WARRANTED, THE SCHEDULE SHOULD BE MODIFIED. (BBB) INsofar AS MY PRESENTATION IS CONCERNED, IT WILL BE CONFINED TO THE LAST THREE DAYS OF THE SEMINAR . THE FOCUS OF THE PRESENTATION WILL BE ALONG THE LINES OF THE GUIDELINES FOR FINANCIAL REPORTING AND AUDITING OF PROJECTS FINANCED BY THE WORLD BANK. ACCORDINGLY, MY PRESENTATION SHOULD BE BROADLY ENTITLED AS NOTED ABOVE . THE TOPICS I PLAN TO COVER WOULD INCLUDE, INTER ALIA, BRIEF INTRODUCTION TO IBRD/IDA, BANK LENDING POLICIES AND INSTRUMENTS, THE PROJECT CYCLE, FINANCIAL APPRAISAL AND COVENANTS, STAFF APPRAISAL REPORTS, LOAN AND PROJECT AGREEMENTS, DISBURSEMENTS INCLUDING SPECIAL ACCOUNTS AND STATEMENT OF EXPENDITURES, FINANCIAL REPORTING FOR BOTH PROJECTS AND PROJECT ENTITIES, AUDITING REQUIREMENTS AND AUDITORS' REPORTS, PROJECT COMPLETION REPORTS AND PROJECT PERFORMANCE AUDIT. (CCC) I HAVE NOT HAD THE OPPORTUNITY TO DISCUSS WITH MR. LU XIAN (AAPRC) THE TOPICS OF MY PRESENTATION. I WOULD APPRECIATE IT IF YOU COULD PASS ON TO ME COMMENTS, IF ANY, YOU MAY RECEIVE FROM MR. LU. (DDD) I WILL MAIL TO YOU SHORTLY BACKGROUND PAPERS (IN CHINESE) FOR FORWARDING TO AAPRC. (EEE) PLEASE CONFIRM IF MY PRESENTATION IS SCHEDULED FOR OCTOBER 19 - 21, 1988 . IF TIME PERMITS; I WILL TRY TO JOIN THE SEMINAR TWO DAYS PRIOR TO MY OWN PRESENTATION. REGARDS, SELINA SHUM

OFFICE MEMORANDUM

TO: Robert Van der Lugt, D60
FROM: Mike Bamberger, EDI *MB*
SUBJECT: Meeting with Eleanor Chelimsky
EXTENSION: 74663
DATE: 6/23/88

*To discuss
week ~~for~~ ^{for} Taiwan '83*
fee: China

I met yesterday with Eleanor Chelimsky to confirm her participation in the Kuala Lumpur seminar in December. She will prepare a paper similar to the one last year but with particular emphasis on the issues outlined in the attached note.

She would like to take advantage of the seminar to visit China and asked if we could suggest people she should meet with in the evaluation field and if we could help her to get an invitation. The GAO will cover all of her expenses if she has an invitation. I thought that her visit might complement the work OED is doing on helping develop an ex-post evaluation capacity in China. She would be happy to give some lectures on the experience of the GOA while she is there. When I return from mission I will contact you to ask your suggestions on who she might meet in China and whether we can help her to obtain an invitation from the Chinese authorities.

Robert van L
file: china
(never send)

DRAFT

April 25, 1988

Mr. Lu Xian
Director
Foreign Investment Auditing Bureau
Audit Administration of the People's
Republic of China
10 Taiping Road
Beijing, China

Dear Mr. Lu Xian:

It was a great pleasure to meet you and Mr. Yu Hua during your all too short visit to Washington April 15-18. I enjoyed our discussions regarding the Bank's experience with ex-post evaluation, and would like to reconfirm our willingness to help you in strengthening your evaluation function.

We also had the opportunity to discuss your request for the secondment of two of your staff to be seconded to OED for a period of six months. We agreed that this would be -----at this time given the relative inexperience of your staff at this time -----project analysis or sector experience. Instead we proposed the following approach:

- You would make arrangements for training several of your staff through EDI sponsored courses in China (Bob Li, China Program Coordinator will follow up with you when he will visit China shortly);

- Two English speaking staff be selected among the above to spend subsequently one or two months with OED for indepth submission in ex-post evaluation;
- You would apply to the Ministry of Finance for financing travel and other expenses under an existing UNDP program;
- Your staff would also benefit from EDI courses on monitoring and evaluation (including ex-post) such as for example, the proposed course in Kuala Lumpur next December.

In addition, I would like to confirm that we have given instructions to all OED evaluators traveling to China to visit with you and your staff and where relevant to hold workshops on evaluation experience in particular sectors.

I trust that you found your meetings with Mr. Thias instructive in this respect. I would appreciate if you would confirm that the above reflects the understandings we reached at the end of your stay with us.

Sincerely yours,

Yves Rovani

cc: Mr. Karaosmanoglu

WORLDBANK MSS

ZCZC OERC0066 OERS0253
WDIAL
REF : OEDDR
OINFO

-SUBJECT: CHINESE VISIT
-FILENAME: CHINA
-DRAFTED BY: VAN DER LUGT EXT: 32888
-AUTHORIZED BY: ROVANI
-CC: ROVANI, POLTI, VAN DER LUGT

790 121227 =
-SHERATON WENTWORTH
-SYDNEY, AUSTRALIA

BT
WASHINGTON, DC - 20-APR-88
FOR CLIENTS DONALDSON AND THIAS OF WORLD BANK EXPECTED AROUND APRIL 21, 1988. WE HAVE CONCLUDED SUCCESSFULLY DISCUSSIONS WITH DELEGATION OF AUDIT ADMINISTRATION OF PEOPLE'S REPUBLIC OF CHINA CONSISTING OF MR. LU XIAN, DIRECTOR FOREIGN INVESTMENT AUDITING BUREAU (FIAD) AND MR. YU HUA, DEPUTY DIVISION CHIEF IN SAME BUREAU LOCATED 10 TAIPING ROAD, BEIJING, TELEPHONE 811036. WE HAVE AGREED WITH FIAD FOLLOWING PROGRAM OF COOPERATION FIRST, FIAD STAFF WILL PARTICIPATE IN PROJECT PREPARATION AND APPRAISAL COURSES ORGANIZED BY EDI FOR VARIOUS SECTORS IN CHINA. SECOND, TWO FIAD STAFF HAVING PASSED SUCH COURSES AND ENGLISH SPEAKING WOULD COME TO OED FOR A MONTH OR SO TO OBTAIN INDEPTH UNDERSTANDING ABOUT THE WAY OED WORKS, THIRD, ALL OED MISSIONS WOULD KEEP IN CLOSE TOUCH WITH FIAD STAFF DURING THEIR STAY IN CHINA WITH POSSIBLE FIAD STAFF PARTICIPATION DURING MISSION OR OED PRESENTING WORKSHOP IN EX POST EVALUATION METHODOLOGY OR FINDINGS. EVEN IF YOU HAVE TO EXTEND MISSION BY ONE DAY I WOULD LIKE YOU TO ORGANIZE A WORKSHOP FOR FIAD AND MAYBE OTHERS ON EDUCATION EVALUATION METHODOLOGY AND FINDINGS. PLEASE CONTACT MR. LU XIAN AT BEGINNING OF MISSION TO ARRANGE DETAILS. REGARDS, RAM K. CHOPRA, DIRECTOR, OED.

=04201205

IN DROPCOPY OF:OERR

--POSSIBLE DUPLICATE--

NNNN

WORLDBANK MSS

ZCZC OERC0067 OERS0253
WDIAL
REF : OEDDR
OINFO

-SUBJECT: CHINESE VISIT
-FILENAME: CHINA
-DRAFTED BY: VAN DER LUGT EXT: 32888
-AUTHORIZED BY: ROVANI
-CC: ROVANI, POLTI, VAN DER LUGT

790 121227 =
-SHERATON WENTWORTH
-SYDNEY, AUSTRALIA

BT
WASHINGTON, DC - 20-APR-88
FOR CLIENTS DONALDSON AND THIAS OF WORLD BANK EXPECTED AROUND APRIL 21, 1988. WE HAVE CONCLUDED SUCCESSFULLY DISCUSSIONS WITH DELEGATION OF AUDIT ADMINISTRATION OF PEOPLE'S REPUBLIC OF CHINA CONSISTING OF MR. LU XIAN, DIRECTOR FOREIGN INVESTMENT AUDITING BUREAU (FIAD) AND MR. YU HUA, DEPUTY DIVISION CHIEF IN SAME BUREAU LOCATED 10 TAIPING ROAD, BEIJING, TELEPHONE 811036. WE HAVE AGREED WITH FIAD FOLLOWING PROGRAM OF COOPERATION FIRST, FIAD STAFF WILL PARTICIPATE IN PROJECT PREPARATION AND APPRAISAL COURSES ORGANIZED BY EDI FOR VARIOUS SECTORS IN CHINA. SECOND, TWO FIAD STAFF HAVING PASSED SUCH COURSES AND ENGLISH SPEAKING WOULD COME TO OED FOR A MONTH OR SO TO OBTAIN INDEPTH UNDERSTANDING ABOUT THE WAY OED WORKS, THIRD, ALL OED MISSIONS WOULD KEEP IN CLOSE TOUCH WITH FIAD STAFF DURING THEIR STAY IN CHINA WITH POSSIBLE FIAD STAFF PARTICIPATION DURING MISSION OR OED PRESENTING WORKSHOP IN EX POST EVALUATION METHODOLOGY OR FINDINGS. EVEN IF YOU HAVE TO EXTEND MISSION BY ONE DAY I WOULD LIKE YOU TO ORGANIZE A WORKSHOP FOR FIAD AND MAYBE OTHERS ON EDUCATION EVALUATION METHODOLOGY AND FINDINGS. PLEASE CONTACT MR. LU XIAN AT BEGINNING OF MISSION TO ARRANGE DETAILS. REGARDS, RAM K. CHOPRA, DIRECTOR, OED.

=04201206

IN DROPCOPY OF:OERR

--POSSIBLE DUPLICATE--

NNNN

WORLDBANK MSS

>ywc_w^."/yIv84yzszvyr>\+Wtsx?rho!2Nyz!o>lo\$Ks<x00;{JZ/"wv/s^r

DISCONNECTED

WDIAL
.OEDDR
OINFO

-SUBJECT: CHINESE VISIT
-FILENAME: CHINA
-DRAFTED BY: VAN DER LUGT
-AUTHORIZED BY: CHOPRA *Chopra*
-CC: ROVANI, POLTI, VAN DER LUGT

EXT: 32888

790 121227
-SHERATON WENTWORTH
-SYDNEY, AUSTRALIA

BT

WASHINGTON, DC - 20-APR-88

FOR CLIENTS DONALDSON AND THIAS OF WORLD BANK EXPECTED AROUND APRIL 21, 1988. WE HAVE CONCLUDED SUCCESSFULLY DISCUSSIONS WITH DELEGATION OF AUDIT ADMINISTRATION OF PEOPLE'S REPUBLIC OF CHINA CONSISTING OF MR. LU XIAN, DIRECTOR FOREIGN INVESTMENT AUDITING BUREAU (FIAD) AND MR. YU HUA, DEPUTY DIVISION CHIEF IN SAME BUREAU LOCATED 10 TAIPING ROAD, BEIJING, TELEPHONE 811036. WE HAVE AGREED WITH FIAD FOLLOWING PROGRAM OF COOPERATION FIRST, FIAD STAFF WILL PARTICIPATE IN PROJECT PREPARATION AND APPRAISAL COURSES ORGANIZED BY EDI FOR VARIOUS SECTORS IN CHINA. SECOND, TWO FIAD STAFF HAVING PASSED SUCH COURSES AND ENGLISH SPEAKING WOULD COME TO OED FOR A MONTH OR SO TO OBTAIN INDEPTH UNDERSTANDING ABOUT THE WAY OED WORKS, THIRD, ALL OED MISSIONS WOULD KEEP IN CLOSE TOUCH WITH FIAD STAFF DURING THEIR STAY IN CHINA WITH POSSIBLE FIAD STAFF PARTICIPATION DURING MISSION OR OED PRESENTING WORKSHOP IN EX POST EVALUATION METHODOLOGY OR FINDINGS. EVEN IF YOU HAVE TO EXTEND MISSION BY ONE DAY I WOULD LIKE YOU TO ORGANIZE A WORKSHOP FOR FIAD AND MAYBE OTHERS ON EDUCATION EVALUATION METHODOLOGY AND FINDINGS. PLEASE CONTACT MR. LU XIAN AT BEGINNING OF MISSION TO ARRANGE DETAILS. REGARDS, RAM K. CHOPRA, DIRECTOR, OED.

① EDI
② ECDP
✓③ China

Mr van der Ruyt

DATE: April 18, 1988
TO: Files
FROM: Yves Rovani
SUBJECT: Visit of Mr. Lu Xian (and Mr. Yu Hua)

Yves Rovani

file: China

This records the conclusions of the visit to OED of Messrs. Lu Xian, Director, and Yu Hua, Deputy Division Chief, Foreign Investment Bureau Audit Administration, People's Republic of China (AAPRC).

They had asked for a presentation of OED evaluation activities which was arranged over 1-1/2 days (April 15 and 18), and for OED to take two AAPRC staff on secondment to OED for six months. We explained that the secondment approach would be inefficient given that staff of AAPRC had at this point no project analysis or sector experience. We proposed instead that:

- AAPRC make arrangements for training several of their staff through EDI sponsored courses in China; Bob Li, China Program Coordinator in EDI, was present and will follow up;
- two English speaking staff be selected among the above to spend subsequently one or two months with OED for indoctrination in ex-post evaluation;
- AAPRC apply to the Ministry of Finance for financing travel and other expenses under an existing UNDP program;

- AAPRC staff also benefit from EDI courses on monitoring and evaluation (including ex-post) such as the proposed course in Kuala Lumpur next December.

We also offered to have OED evaluators traveling to China visit with AAPRC and hold a workshop on experience in their sector, beginning with Mr. Thias soon.

All of the above was accepted. Mr. Lu Xian summed up the visit by stating that as an evaluator he would give high marks to both the presentations made to him and the arrangements above.

OPERATIONS EVALUATION DEPARTMENT

Ex-Post Evaluation in China

Visit in Washington
April 15-18, 1988

Audit Administration of the
People's Republic of China

Visit by: Mr. Lu Xian
Director
Foreign Investment Auditing Bureau

Mr. Yu Hua
Deputy Division Chief
Foreign Investment Audit Bureau

UPDATE
04/16/88

Friday, April 15, 1988

9:30	Mr. Yves Rovani, Director-General, Operations Evaluation	H-6001
10:00 - 10:30	Introductory Meeting with OED Staff Messrs. Rovani, Chopra, van der Lugt, Nowicki, Polti, Duane, Jayarajah, Landau, Bonnick, Vandendries Maniatis, Mesdames Johnston, McPhail	H-6158 - OED Conference Room
10:30 - 12:30	Operations Evaluation in the World Bank - Introduction Messrs. van der Lugt and Polti	H-6158 - OED Conference Room (or H-6013)
13:00	Official Luncheon Messrs. Lu Xian, Yu Hua, Messrs. Rovani, Chopra, Nowicki, van der Lugt, Mrs. Johnston, Mrs. McPhail	H Building Dining Room "B" (2nd Floor)
14:30 - 16:30	Project Evaluation, Pass-Through, Sustainability (with emphasis on education sector) Mr. Chai and Mrs. Johnston	H-6158 - OED Conference Room
16:30 - 17:30	Annual Review Mr. Duane	H-6158 - OED Conference Room

Monday, April 18, 1988

9:00 - 11:00	Impact Evaluations Mr. Polti, Mrs. McPhail	H-6158 - OED Conference Room
11:00 - 12:00	Policy Based Lending, Country Reviews, DFI and Industry Messrs. Nowicki, Jayarajah, Landau, Bonnick, Vandendries, Maniatis	H-6158 - OED Conference Room
12:00 - 13:00	Concluding Discussion Messrs. Rovani, Chopra, van der Lugt	H-6158 - OED Conference Room

List of Persons to be Met During Visit

Yves Rovani	Director-General Operations Evaluation	H-6001 x. 33035
Ram K. Chopra	Director Operations Evaluation Department (OED)	H-6083 x. 32924
Robert van der Lugt	Special Adviser and Assistant to the Director-General	H-6013 x. 32888
Alexander Nowicki	Chief Division II	H-6015 x. 32911
Christian Polti	Principal Evaluation Officer Agriculture	H-6071 x. 32891
Paul Duane	Senior Evaluation Officer Agriculture	H-6061 x. 32890
Carl Jayarajah	Senior Evaluation Officer Macro-Economics	H-6025 x. 32904
Luis Landau	Senior Evaluation Officer Macro-Economics	H-6105 x. 32179
Gladstone Bonnick	Senior Evaluation Officer Macro-Economics	H-6019 x. 32907
Rene Vandendries	Senior Evaluation Officer Macro-Economics	H-6021 x. 32906
George Maniatis	Senior Evaluation Officer Industry	H-6093 x. 32174
Kathryn Johnston	Evaluation Officer Human Resources	H-6039 x. 32897
Kathryn McPhail	Evaluation Officer Agriculture	H-6079 x. 32885
Hon-Chan Chai	Senior Evaluation Officer Human Resources	H-6037 x. 32899

LITERATURE LIST

- Economic Development Institute - Program 1988-89
- Project Monitoring and Evaluation in Agriculture
- The World Bank - Operations Evaluation System
- Directory of OED Reports - October 1987
- World Bank - General Guidelines for Preparing Project Completion Reports (Including Sector Guidelines) - September 1983
- Cotton Development Programs in Burkina Faso, Cote d'Ivoire and Togo
- The Twelfth Annual Review of Project Performance Results
- The Jengka Triangle Projects in Malaysia - Impact Evaluation Report
- Sri Lanka and the World Bank - A Review of a Relationship

In Chinese

- PCR Preparation Guidelines
- Indian Evaluation System
- Overview of Industrial Operations
- Thailand Northeast Irrigation Audit
- Morocco Phosphate Audit
- A Manager's Guide to Monitoring and Evaluating Urban Development Programs



Lunch with Delegation of Audit Administration of
The People's Republic of China

Friday, April 15, 1988 at 13:00
(H Building Dining Room "B" - 2nd Floor)

Mr. Lu Xian	Director, Foreign Investment Auditing Bureau SSA
Mr. Yu Hua	Deputy Division Chief, Foreign Investment Audit Bureau
Mr. Yves Rovani	Director General Operations Evaluation (DGO)
Mr. Ram K. Chopra	Director Operations Evaluation Dept. (OED)
Mr. Alexander Nowicki	Division Chief OED (Policy Based Lending, Industry, Public Utilities and Urban Sectors)
Mrs. Kathryn Johnston	Evaluation Officer Education and Human Resources
Mr. Robert van der Lugt	Special Assistant and Advisor, DGO
Ms. Kathryn McPhail	Evaluation Officer Agriculture and Natural Resources

The World Bank/International Finance Corporation
OFFICE MEMORANDUM

File China

**CHANGED
SCHEDULE**

DATE: April 15, 1988
TO: Distribution Below
FROM: Robert-Jan E.M. van der Lugt *[Signature]*
SUBJECT: Visit Chinese Delegation

Attached is the proposed program for the two-day visit of a delegation of the Audit Administration of the People's Republic of China.

Following a brief initial meeting with Mr. Rovani, and before embarking on separate sessions, we propose a meeting in the conference room to discuss the general outline of the two days and would like those involved in the program--at least the principals--to attend if possible. Coffee will be served at 10:00 am.

Attachment

Distribution:

Messrs. Rovani, Chopra, Nowicki, Polti, Duane, Jayarajah, Landau,
Bonnick, Vandendries, Maniatis, Chai
Mmes. Johnston, McPhail

Note changes in schedule, please!

OPERATIONS EVALUATION DEPARTMENT

Ex-Post Evaluation in China

Visit in Washington
April 15-18, 1988

Audit Administration of the
People's Republic of China

Visit by: Mr. Lu Xian
Director
Foreign Investment Auditing Bureau

Mr. Yu Hua
Deputy Division Chief
Foreign Investment Audit Bureau

UPDATE
04/15/88

A G E N D A

Page 2 of 4

Friday, April 15, 1988

9:30	Mr. Yves Rovani, Director-General, Operations Evaluation	H-6001
10:00 - 10:30	Introductory Meeting with OED Staff Messrs. Rovani, Chopra, van der Lugt, Nowicki, Polti, Duane, Jayarajah, Landau, Bonnick, Vandendries Maniatis, Mesdames Johnston, McPhail	H-6158 - OED Conference Room
10:30 - 12:30	Operations Evaluation in the World Bank - Introduction Messrs. van der Lugt and Polti	H-6158 - OED Conference Room (or H-6013)
13:00	Official Luncheon Messrs. Lu Xian, Yu Hua, Ms. Cheng , Messrs. Rovani, Chopra, Nowicki, van der Lugt, Mrs. Johnston, <i>Mrs McPhail</i>	H Building Dining Room "B" (2nd Floor)
14:30 - 16:30	Project Evaluation, Pass-Through, Sustainability (with emphasis on education sector) Mr. Chai and Mrs. Johnston	H-6158 - OED Conference Room
16:30 - 17:30	Annual Review Mr. Duane	H-6158 - OED Conference Room
17:30 - 18:00	Review Discussions Messrs. Rovani, Chopra, van der Lugt	H-6001

Monday, April 18, 1988

9:00 - 11:00	Impact Evaluations Mr. Polti, Mrs. McPhail	H-6158 - OED Conference Room
11:00 - 12:00	Policy Based Lending, Country Reviews, DFI and Industry Messrs. Nowicki, Jayarajah, Landau, Bonnick, Vandendries, Maniatis	H-6158 - OED Conference Room
12:00 - 13:00	Concluding Discussion Messrs. Rovani, Chopra, van der Lugt	H-6001

List of Persons to be Met During Visit

Yves Rovani	Director-General Operations Evaluation	H-6001 x. 33035
Ram K. Chopra	Director Operations Evaluation Department (OED)	H-6083 x. 32924
Robert van der Lugt	Special Adviser and Assistant to the Director-General	H-6013 x. 32888
Alexander Nowicki	Chief Division II	H-6015 x. 32911
Christian Polti	Principal Evaluation Officer Agriculture	H-6071 x. 32891
Paul Duane	Senior Evaluation Officer Agriculture	H-6061 x. 32890
Carl Jayarajah	Senior Evaluation Officer Macro-Economics	H-6025 x. 32904
Luis Landau	Senior Evaluation Officer Macro-Economics	H-6105 x. 32179
Gladstone Bonnick	Senior Evaluation Officer Macro-Economics	H-6019 x. 32907
Rene Vandendries	Senior Evaluation Officer Macro-Economics	H-6021 x. 32906
George Maniatis	Senior Evaluation Officer Industry	H-6093 x. 32174
Kathryn Johnston	Evaluation Officer Human Resources	H-6039 x. 32897
Kathryn McPhail	Evaluation Officer Agriculture	H-6079 32885
Hon-Chan Chai	Senior Evaluation Officer Human Resources	H-6037 x. 32899

LITERATURE LIST

- Economic Development Institute - Program 1988-89
- Project Monitoring and Evaluation in Agriculture
- The World Bank - Operations Evaluation System
- Directory of OED Reports - October 1987
- World Bank - General Guidelines for Preparing Project Completion Reports (Including Sector Guidelines) - September 1983
- Cotton Development Programs in Burkina Faso, Cote d'Ivoire and Togo
- The Twelfth Annual Review of Project Performance Results
- The Jengka Triangle Projects in Malaysia - Impact Evaluation Report
- Sri Lanka and the World Bank - A Review of a Relationship

The World Bank/International Finance Corporation
OFFICE MEMORANDUM

DATE: April 14, 1988
TO: Distribution Below
FROM: Robert-Jan E.M. van der Lugt
SUBJECT: Visit Chinese Delegation

Attached is the proposed program for the two-day visit of a delegation of the Audit Administration of the People's Republic of China.

Following a brief initial meeting with Mr. Rovani, and before embarking on separate sessions, we propose a meeting in the conference room to discuss the general outline of the two days and would like those involved in the program--at least the principals--to attend if possible. Coffee will be served at 10:00 am.

Attachment

Distribution:

Messrs. Rovani, Chopra, Nowicki, Polti, Duane, Jayarajah, Landau,
Bonnick, Vandendries, Maniatis, Chai
Mmes. Johnston, McPhail

OPERATIONS EVALUATION DEPARTMENT

Ex-Post Evaluation in China

Visit in Washington
April 15-18, 1988

Audit Administration of the
People's Republic of China

Visit by:

Mr. Lu Xian
Director
Foreign Investment Auditing Bureau

Mr. Yu Hua
Deputy Division Chief
Foreign Investment Audit Bureau

A G E N D A

Page 2 of 5

Friday, April 15, 1988

9:00	Mr. Yves Rovani, Director-General, Operations Evaluation	H-6001
9:30 - 10:30	Introductory Meeting with OED Staff Messrs. Rovani, Chopra, van der Lugt, Nowicki, Polti, Duane, Jayarajah, Landau, Bonnick, Vandendries Maniatis, Mesdames Johnston, McPhail	H-6158 - OED Conference Room
10:30 - 12:30	Operations Evaluation in the World Bank - Introduction Mr. van der Lugt	H-6158 - OED Conference Room (or H-6013)
13:00	Official Luncheon Messrs. Lu Xian, Yu Hua, Ms. Cheng, Messrs. Rovani, Chopra, Nowicki, van der Lugt, Mrs. Johnston	H Building Dining Room "B" (2nd Floor)
15:00 - 17:00	Project Evaluation, Pass-Through, Sustainability (with emphasis on education sector) Mr. Chai and Mrs. Johnston	H-6158 - OED Conference Room
17:00 - 18:00	Annual Review Mr. Duane	H-6158 - OED Conference Room

Monday, April 18, 1988

10:00 - 12:30	Impact Evaluations Mr. Polti, Mrs. McPhail	H-6158 - OED Conference Room
14:30 - 16:00	Policy Based Lending, Country Reviews, DFI and Industry Messrs. Nowicki, Jayarajah, Landau, Bonnick, Vandendries, Maniatis	H-6158 - OED Conference Room

List of Persons to be Met During Visit

Yves Rovani	Director-General Operations Evaluation	H-6001 x. 33035
Ram K. Chopra	Director Operations Evaluation Department (OED)	H-6083 x. 32924
Robert van der Lugt	Special Adviser and Assistant to the Director-General	H-6013 x. 32888
Alexander Nowicki	Chief Division II	H-6015 x. 32911
Christian Polti	Principal Evaluation Officer Agriculture	H-6071 x. 32891
Paul Duane	Senior Evaluation Officer Agriculture	H-6061 x. 32890
Carl Jayarajah	Senior Evaluation Officer Macro-Economics	H-6025 x. 32904
Luis Landau	Senior Evaluation Officer Macro-Economics	H 6105 x. 32179
Gladstone Bonnick	Senior Evaluation Officer Macro-Economics	H-6019 x. 32907
Rene Vandendries	Senior Evaluation Officer Macro-Economics	H-6021 x. 32906
George Maniatis	Senior Evaluation Officer Industry	H-6093 x. 32174
Kathryn Johnston	Evaluation Officer Human Resources	H-6039 x. 32897

AGENDA
Page 4 of 5

Kathryn McPhail	Evaluation Officer Agriculture	H-6079 32885
Hon-Chan Chai	Senior Evaluation Officer Human Resources	H-6037 x. 32899

LITERATURE LIST

- Economic Development Institute - Program 1988-89
- Project Monitoring and Evaluation in Agriculture
- The World Bank - Operations Evaluation System
- Directory of OED Reports - October 1987
- World Bank - General Guidelines for Preparing Project Completion Reports (Including Sector Guidelines) - September 1983
- Cotton Development Programs in Burkina Faso, Cote d'Ivoire and Togo
- The Twelfth Annual Review of Project Performance Results
- The Jengka Triangle Projects in Malaysia - Impact Evaluation Report
- Sri Lanka and the World Bank - A Review of a Relationship

OFFICE MEMORANDUM

file: Cheng

DATE: April 5, 1988

TO: Distribution

D

FROM: Daud Ahmad, Project Advisor, AS3DR

EXTENSION: 72515

SUBJECT: Visit of Mr. Lu Xian, Audit Administration of P.R.C.

Attached is the program of meeting so far arranged for Mr. Lu's visit. We understand that Mr. Lu will be accompanied by Mr. Yu Hua, also of AAPRC. Arrangements have been made for them to use Room C-8057 (Ext. 74770) during their stay.

Attachment

Distribution:

Messrs. S. Burki, D. Ahmad, AS3DR; A. Golan, AS3DR; Y. Rovani, DGO;
P. Rashid, CODOP; A. Howlett, ASTTA; B. Montfort, AS3TE;
R. Stern, AS3IF; S. Carlsson, VPCTR; B. Chatterjee, IADDR;
J. Jennings, LOADR

cc: Ms. I. Cheng, AS3PW

BT
BKThomas:zsk

Visit of Messrs. Lu Xian and Yu Hua, AAPRC

<u>Date</u>	<u>Time</u>	<u>With</u>	<u>Agenda</u>
Monday April 11	10:00	Messrs. Burki/Ahmad	Introduction
	11:00	Mr. B. Merghoub	Operational matters-- China
	3:00	Mr. Y. Rovani	Introduction
Tuesday April 12	9:30	China Financial Analysts (C8036)	AAPRC project audit experience and issues
	2:00	Mr. P. Rashid (in C8036-- meeting ongoing if neces- sary)	Audit compliance moni- toring in the Bank
Wednesday April 13	9:30	Mr. A. Howlett	1988 audit seminar (TCC II)
	10:30	Mr. B. Montford	Operational matters-- infrastructure
	4:00	Mr. R. Stern	Operational matters-- industry and finance
Thursday April 14	9:30	Messrs. S. Carlsson/ B. Chatterjee	Audit concerns of Con- troller; role of internal audit
	3:00	Mr. A. Golan	Role of TD
Friday April 15	9:30	Mr. J. Jennings	Disbursement operations and audit concerns
Monday April 18- Wednesday April 20))))	OED	Introduction to OED function, operations and techniques

Audit Administration of the
People's Republic of China

Lu Xian

Director
Foreign Investment Auditing Bureau

10 Taiping Road
Beijing, China

Tel: 811036

Telex
222206
←

Audit Administration of the
People's Republic of China

Lu Xian

Director
Foreign Investment Auditing Bureau

10 Taiping Road
Beijing, China

Tel: 811036

Audit Administration of the
People's Republic of China

YU HUA

Deputy Division Chief
Foreign Investment Audit Bureau

10 Taiping Road
Beijing, China

Tel: 815631

Audit Administration of the
People's Republic of China

YU HUA

Deputy Division Chief
Foreign Investment Audit Bureau

10 Taiping Road
Beijing, China

Tel: 815631

WDIAL
.AS3CO
OINFO

Mj

*cc: Messrs Chopra
Donaldson
Nowicki
van der Lugt
file china*

-SUBJECT: CHINA GENERAL
-DRAFTEE: J. MARCELINO:CDW EXT: 7-2630
-AUTHORIZED BY: *sq* SHAHID JAVED BURKI, DIRECTOR, AS3
-CW AND CC: R.N.ANDERSON
-CC: AHMAD(O/R), MERGHOUB(O/R), CADARIO, ODY(O/R), GOLAN, S.SHUM
- K.THOMAS, HOWLETT, ROVANI, SOD CHIEFS, TD CHIEFS,

716 222206 -
-STATE AUDIT ADMINISTRATION
-BEIJING, CHINA
-ATTN: MR. LU XIAN, DIRECTOR, FOREIGN INVESTMENT DEPT.
716 222308 =
-MINISTRY OF FINANCE
-BEIJING, CHINA
-COPY TO MR. WANG LIANSHENG, DIRECTOR, EXTERNAL FINANCE DEPT.
IBRDBEI
-INTBAFRAD
-BEIJING, CHINA
-COPIES TO MESSRS. LIM, AHMAD AND SU

BT
WASHINGTON, DC - 15-MAR-88
FOR MR. LU XIAN, STATE AUDIT ADMINISTRATION, DIRECTOR, FOREIGN
INVESTMENT DEPT. COPIED MR. WANG LIANSHENG, MOF, DIRECTOR,
EXTERNAL FINANCE DEPT., MESSRS. LIM, AHMAD, SU, RESIDENT MISSION.
THANK YOU FOR YOUR TELEX OF FEBRUARY 26, 1988.
THIS IS TO CONFIRM OUR INVITATION TO YOU AND YOUR COLLEAGUE
MR. YU HUA (ALSO OF AUDIT ADMINISTRATION OF PRC) TO VISIT WORLD
BANK, WASHINGTON, APRIL 8 THROUGH APRIL 20 TO DISCUSS MATTERS OF
MUTUAL INTEREST AND TO GAIN EXPOSURE TO THE BANK'S WORK ON
PROJECT COMPLETION REPORTS AND PROJECT AUDITS.
MR. DAUD AHMAD, CHINA DEPARTMENT PROJECT ADVISOR, WILL PREPARE
AND COORDINATE THE PROGRAM OF YOUR VISIT IN CONSULTATION WITH
BANK DEPARTMENTS INVOLVED.
TO FACILITATE VISA ISSUANCE YOU MAY PRESENT A COPY OF THIS TELEX
TO THE U.S. EMBASSY IN BEIJING.
REGARDS, SHAHID JAVED BURKI, DIRECTOR, CHINA COUNTRY DEPARTMENT,
ASIA REGION

X

WORLDBANK MSS

WORLDBANK MSS

ZCZC S3RC0018 S3RS0042
WDIAL
REF : AS3DR
OINFO

Talk to Keith Thomas
File China
→ cc Prod done

-SUBJECT: CHINA - GENERAL
-DRAFTED BY: ECHSU/AODY:EH EXT: 72575/72515
-AUTHORIZED BY: SHAHID JAVED BURKI, DIRECTOR, AS3DR
-CC: MESSRS. MERGHOUB (AS3CO); STERN (AS3IF); HOWLETT (ASTTA);
- ROVANI (DGO); THOMAS (ASTIN)

716 222206 =
-STATE AUDIT ADMINISTRATION
-BEIJING, CHINA
-ATTN: MR. LU XIAN, DIRECTOR, FOREIGN INVESTMENT DEPARTMENT
716 222308 =
-MINISTRY OF FINANCE
-BEIJING, CHINA
-COPY TO MR. WANG LIANSHENG, DIRECTOR
IBRD/BEI
-INTBAFRAD, BEIJING, CHINA
-COPIES TO MR. EDWIN R. LIM, CHIEF, RMC, AND MESSRS. DAUD AHMAD
- AND EDGAR SU
BT

WASHINGTON, DC - 26-FEB-88

FOR MR. LU XIAN, DIRECTOR, STATE AUDIT ADMINISTRATION, COPY TO MR. WANG LIANSHENG, DIRECTOR, MOF, AND MESSRS. LIM, AHMAD AND SU, RMC.

UPON RETURN TO WASHINGTON, MR. EDGAR SU HAS REPORTED TO THE BANK DETAILS OF HIS DISCUSSIONS WITH YOU AND YOUR STAFF AT THE MEETING ON DECEMBER 17 IN BEIJING. WE WOULD OF COURSE WELCOME A VISIT BY YOU TO WASHINGTON TO DISCUSS MATTERS OF MUTUAL INTEREST AND WILL LOOK FORWARD TO HEARING FROM YOU THE PROPOSED TIMING OF SUCH A VISIT IN DUE COURSE.

MR. SU ALSO EXPLAINED YOUR INTEREST IN POSSIBLY SENDING TWO MEMBERS OF YOUR STAFF TO WASHINGTON TO GAIN EXPOSURE TO THE BANK'S WORK ON PROJECT COMPLETION REPORTS AND PROJECT AUDITS. BASED ON PRELIMINARY CONTACTS WITH OUR OPERATIONS EVALUATION DEPARTMENT, I BELIEVE THERE IS WILLINGNESS IN PRINCIPLE TO COOPERATE WITH YOU ON SUCH A PROPOSAL. AS MR. DAUD AHMAD, THE PROJECT ADVISOR OF THIS DEPARTMENT, WILL BE VISITING BEIJING IN EARLY MARCH, I WOULD SUGGEST THAT HE DISCUSS THE ABOVE MATTERS WITH YOU FURTHER. HE WILL CONTACT YOU FOR AN APPOINTMENT, PREFERABLY ON MARCH 2.

BEST REGARDS, SHAHID JAVED BURKI, DIRECTOR, CHINA COUNTRY DEPARTMENT, ASIA REGION

=02260934

IN DROPCOPY OF: S3RR

NNNN

PRC Economic Delegation

file: China

1. Mr. Yu Shoufa
Deputy Director
Bureau of Capital Construction Standards and Norms
The State Planning Commission
2. Mr. Huang Yuxiang
Professor of Economic Management
Tongji University
Shanghai
3. Mr. Yu Hexi
Professor of Economics
Tienjing University
Tienjing
4. Mr. Guo Lihong
Researcher
Research Center for Social and Economic Development
The State Council
5. Mr. Wang Chaogang
Engineer
Research Center for Capital Construction Standards and
Norms
The State Planning Commission

*Research Institute for Capital Construction
Standards and Norms State Planning Commission*

YU SHOU-FA
*Deputy Head of the Institute
Senior Economist*

*P.O. Box 803
Beijing, P.R.China*

*Tel: 8992037
Cable: 3390*

file China

*Research Institute for Capital Construction
Standards and Norms State Planning Commission*

WANG CHAO-GANG
Assistant Engineer

*No. 38 Zi District
Baiwanzhuang
Beijing, P.R.China*

*Tel: 8317744-320
Cable: 3390*

*meeting
9/25/88*

*YR, RC, CP &
Rval*

MINISTRY OF FINANCE
PEOPLE'S REPUBLIC OF CHINA

CHEN WEIMIN
Department of Education

*Sanlihe, Xichengqu
Beijing, China*

*Tel: 868731-380, 863470
Telex: 22486 MFPRC CN*

TONG JI UNIVERSITY

HUANG YUXIANG
PROFESSOR

**CHAIRMAN OF
DEPARTMENT OF ECONOMICS & INFORMATION**
1239 SIPING ROAD, SHANGHAI, CHINA
TEL. 462121-943

RESEARCH CENTER FOR ECONOMIC, TECHNOLOGICAL &
SOCIAL DEVELOPMENT, THE STATE COUNCIL

GUO LIHONG
Research Fellow

BEIJING, CHINA

TEL. 65.2220

MINISTRY OF FINANCE
PEOPLE'S REPUBLIC OF CHINA

CHEN WEIMIN
Department of Education

Sanlihe, Xichengqu
Beijing, China

Tel: 868731-380, 863470
Telex: 22486 MFPRC CN

RESEARCH CENTER FOR ECONOMIC, TECHNOLOGICAL &
SOCIAL DEVELOPMENT, THE STATE COUNCIL

GUO LIHONG
Research Fellow

BEIJING, CHINA

TEL. 65.2220

*Research Institute for Capital Construction
Standards and Norms State Planning Commission*

YU SHOU-FA
*Deputy Head of the Institute
Senior Economist*

P.O. Box 803
Beijing, P.R. China

Tel: 8992037
Cable: 3390

TONG JI UNIVERSITY

HUANG YUXIANG
PROFESSOR

CHAIRMAN OF
DEPARTMENT OF ECONOMICS & INFORMATION
1239 SIPING ROAD, SHANGHAI, CHINA
TEL. 462121-943

*Research Institute for Capital Construction
Standards and Norms State Planning Commission*

WANG CHAO-GANG
Assistant Engineer

No. 38 Zi District
Baiwanzhuang
Beijing, P.R. China

Tel: 8317744-320
Cable: 3390

*Visited
DGO on
Feb. 25, 1988*

OFFICE MEMORANDUM

TO: [Faint text]

FROM: [Faint text]

SUBJECT: [Faint text]

TO: [Faint text]

FROM: [Faint text]

SUBJECT: [Faint text]

Visiter

Dec 20

Jan - 22, 1988

free class

China


1. Government has assigned State Audit Administration (SSA) to be the sole agency to prepare the completion reports required for all Bank projects in future.
 2. SSA, Foreign Investment Audit department Director Mr. Lu Xian
 3. Earlier OED Activities
 - o China EDI program review (OED participated)
 - o Seminar on monitoring and evaluation
 4. The OED contribution in the EDI China program review was provided by Bob Sadove and John Burrows.
 5. Seminar on Monitoring and Evaluation (see attached BTO). This was a two week seminar attended by about 72 Chinese officials. It was co-directed by OED and EDI. Messrs. Polti and Maniatis participated. The seminar focussed on two topics:
 - o monitoring and evaluation of ongoing projects
 - o ex-post evaluation of completed projects
- For EDI Mr. Bamberger participated and Mr. Sing-Zak Sunk (of the former education division of East Asia and the Pacific Region) spoke about evaluation of education projects. The seminar was organized at the request of the State Planning Commission. Mr. Kapur participated in final sessions.
6. Two specific follow-ups were discussed (see attached letter)
 - o training of Chinese officials in OED
 - o The State Planning Commission should be informed about OED visits
 7. **Please note** that instructions were issued by Mr. Kapur to OED staff to inform Mr. Wang Yiping in the State Planning Commission whenever such OED staff visit China in order to conduct ex post evaluation of completed Bank financed projects. It will then be for Mr. Wang Yiping to nominate one or two Chinese counterparts from SPC or the ministry concerned to work with OED staff on the evaluations being made. The question is whether these instructions need to be adjusted!
 8. **PCR Pipeline.** None scheduled! Three projects almost fully disbursed.
 9. **University Development Education Project.** This was the first project the Bank funded in China and has even completed. A PCR (see attached highlights) has been received. The PCR was prepared by the Bank. A separate evaluation study was undertaken by consultants. We do not know the extent of the China involvement in PCR preparation.
 10. An audit mission is scheduled for April/May (Thias/Donaldson) in conjunction with a mission to Indonesia to start work on the country/education study.

11. M&E seminar December 5-9, 1988. Country teams from Malaysia, Thailand, Indonesia and the Philippines plus individual participants from China, Burma, Papua New Guinea. Representatives from NGO and observers from donor agencies.
12. November 1984 mission by Mr. Kapur to China (Mr. Weiner had planned but never visited China). This visit (see BTO) set the stage for the OED/EDI M&E seminar. It also led to the development of a wider program, which, however, was only partly implemented.

2/25/88

Rval

OFFICE MEMORANDUM

DATE December 31, 1987
TO Mr. Keith Thomas, ASTIN
FROM Yves Rovani, DGO
EXTENSION 33035 
SUBJECT State Audit Administration of China
- Proposed Visit of Mr. Lu Xian


1. Thank you for sending me a copy of Mr. Su's memo to Mr. Merghoub which refers to a proposed visit by Mr. Lu Xian, Director, Foreign Investment Audit, SAA, next March to discuss inter alia the assignment of two staff to OED for in-house evaluation training of three to six months.
2. We will be glad to receive Mr. Lu Xian and consider his request which falls within the priorities of our Evaluation Capability Development Program.
3. Please keep me informed about the plans for Mr. Lu Xian's visit.

cc: (w/copy incoming) OED Management Team

OFFICE MEMORANDUM

DATE: December 28, 1987

TO: Mr. Baelhadj Merghoub, Chief, AS3CO

FROM: Mr. Edgar C.H. Su, Consultant 

EXTENSION: 72575, Rm. No. B-9031

SUBJECT: State Audit Administration (SAA)-Seminar in China
and Staff Training in Washington

1. I met with Mr. Lu Xian, Director of the Foreign Investment Audit Department, SAA, on December 17, 1987 in his office. He was interested in being updated about the new organizational structure of the Bank, particularly the senior staff dealing with China. He discussed with me about SAA's plan in mounting a seminar in August 1988 with the participation of the experts of Peat, Marwick and Company. He also informed me that the Government has assigned SSA to be the sole agency to prepare the completion reports required for all Bank projects in the future.

2. On these two subjects, he requested me to convey the following to the Bank:

a. For the SAA seminar he would like to request for the participation of a Bank staff to lecture on Bank policies and procedures. He mentioned that arrangements had been made with Messrs. David Turnham and Keith Thomas about this. He would like to receive the Bank's confirmation that a staff member, preferably Chinese speaking, be made available to deliver such lectures in the seminar to be held in August 1988 in Yantai, Shandong Province.

b. On the assignment of preparing completion reports on Bank projects, Mr. Lu indicated that SAA would need Bank's assistance in training his staff in this respect. He proposed to send two of his staff members in the Foreign Investment Audit Department to the Bank for in-house training in the Operations Evaluation Department for a period of three to six months during 1988.

3. Mr. Lu felt that there is a great need for him to get acquainted with the new organizational structure of the Bank and the new staff members dealing with China. He also felt that he would be in a better position to discuss personally with the relevant Bank staff about his proposals as mentioned in Para 2. Therefore, he proposed to visit Bank headquarters in Washington and, in view of his current workload, the best timing would be in March. Mr. Lu indicated that he would be grateful if the Bank could respond to his proposal of Washington visit at an early date so that he can have sufficient time to make necessary preparations for his planned visit.

cc: Messrs. Burki, ✓ Thomas, Howlett, Li, Stern

ECHSu:je

ROUTING SLIP		DATE: 12/29/87
NAME		ROOM NO.
MR. Y. ROY BY		H6001
by van der Kuyt		
APPROPRIATE DISPOSITION		NOTE AND RETURN
APPROVAL		NOTE AND SEND ON
CLEARANCE	<input checked="" type="checkbox"/>	PER OUR CONVERSATION
COMMENT		PER YOUR REQUEST
FOR ACTION		PREPARE REPLY
INFORMATION		RECOMMENDATION
INITIAL		SIGNATURE
NOTE AND FILE		URGENT
REMARKS: to file with my memo of 12.21.87 to Keith Thomas		
FROM: Keith Thomas	ROOM NO.: F8039	EXTENSION: 76722

OFFICE MEMORANDUM

DATE: December 28, 1987

TO: Mr. Baelhadj Merghoub, Chief, AS3CO

FROM: Mr. Edgar C.H. Su, Consultant *E. C. H. Su*

EXTENSION: 72575, Rm. No. B-9031

SUBJECT: State Audit Administration (SAA)-Seminar in China
and Staff Training in Washington

1. I met with Mr. Lu Xian, Director of the Foreign Investment Audit Department, SAA, on December 17, 1987 in his office. He was interested in being updated about the new organizational structure of the Bank, particularly the senior staff dealing with China. He discussed with me about SAA's plan in mounting a seminar in August 1988 with the participation of the experts of Peat, Marwick and Company. He also informed me that the Government has assigned SSA to be the sole agency to prepare the completion reports required for all Bank projects in the future.

2. On these two subjects, he requested me to convey the following to the Bank:

a. For the SAA seminar he would like to request for the participation of a Bank staff to lecture on Bank policies and procedures. He mentioned that arrangements had been made with Messrs. David Turnham and Keith Thomas about this. He would like to receive the Bank's confirmation that a staff member, preferably Chinese speaking, be made available to deliver such lectures in the seminar to be held in August 1988 in Yantai, Shandong Province.

b. On the assignment of preparing completion reports on Bank projects, Mr. Lu indicated that SAA would need Bank's assistance in training his staff in this respect. He proposed to send two of his staff members in the Foreign Investment Audit Department to the Bank for in-house training in the Operations Evaluation Department for a period of three to six months during 1988.

3. Mr. Lu felt that there is a great need for him to get acquainted with the new organizational structure of the Bank and the new staff members dealing with China. He also felt that he would be in a better position to discuss personally with the relevant Bank staff about his proposals as mentioned in Para 2. Therefore, he proposed to visit Bank headquarters in Washington and, in view of his current workload, the best timing would be in March. Mr. Lu indicated that he would be grateful if the Bank could respond to his proposal of Washington visit at an early date so that he can have sufficient time to make necessary preparations for his planned visit.

cc: Messrs. Burki, ✓ Thomas, Howlett, Li, Stern

ECHSu:je

(a) proposed OES position
on role we should
play (including how
you visualize the
OES output): certify
that COI's self evaluation,
methodology / approach is
sound? sample?

(b) how, and how much?

I am a bit confused by the
concept of "joint" audits
inasmuch as some responsibilities
cannot be divided.

^{type}
PS Kein Literaturdenkmal bitte!
Just clear views, orally is
good enough —

Unrelated P.S.

Do remember please
Foster's concern re:
a pending OES paper
connected with
Blutbadler's security
planing (...)

OFFICE MEMORANDUM

DATE March 17, 1986

TO Mr. Yves Rovani, Director-General, OED

FROM Guy de Lusignan, Acting Director, EDI GL

EXTENSION 74664

SUBJECT Mid-Term Evaluation of EDI's Five-Year Plan

I would like to refer to the discussions we had at lunch on February 27, you, Mr. Watanabe, Christopher Willoughby, and myself.

As you recall, we mentioned first the Board request to obtain from us, with OED collaboration, in the first half of calendar year 1987, a mid-term evaluation of EDI Five Year Plan 1985-89.

This is to confirm that we are taking steps to carry out this evaluation. You will find attached a very tentative outline of the main chapters of the report we propose to submit to the Board which will cover EDI activities in FY85 and FY86. We intend to have completed a first draft by late December. We would expect and welcome advice, guidance and substantial input from OED and we would appreciate OED designating as soon as possible a staff member who could work closely with us on the report.

In order to produce a meaningful evaluation, we need before next October to complete four specific tasks:

- (1) a mission to evaluate EDI impact on two or three training institutions;
- (2) two to three country impact evaluation missions, especially to ascertain the impact of Senior Policy Seminars and longer seminars/courses in economic and sector management in particular through interviewing former participants and their immediate supervisors, including decision makers. Christopher Willoughby is undertaking such a mission in Zambia this month;
- (3) at least one, if not two, follow-ups on the application of the Participant Action Plan Approach (PAPA), with emphasis on Training of Trainers;
- (4) finally, a review by an outside consultant (preferably a university professor) of our training materials;

We would very much like, if at all possible, OED views on, and contribution to tasks (1) and (2) above. Findings of these four tasks will be used during our preparation of the evaluation report. A more detailed work program is being prepared which we shall be glad to share with the staff member from OED who will be working with us.]

You will also recall from our lunch the follow-up survey that we intend to carry out, for the second time, in China, given the magnitude of our work program in this country. We had discussed with you predecessor

MAR 19 1986

and staff of OED this second survey on a few occasions, last year, and we had agreed that we would do it jointly. I discussed the outline and preparation of this survey with the Chinese authorities during my last visit to Beijing, in December. A memo of December 26 highlights the main conclusions of my discussions. It is attached for easy reference. We are actively preparing this survey which is scheduled to take place in China in mid June-July. As indicated to you, it would be extremely valuable to have a member of OED to benefit from his/her skills as well as his/her ability to draw on OED advice and experience. I would estimate a total assignment of approximately six to seven weeks (four in the field; two to three for preparation and report writing), on the assumption OED participates full time in this exercise.

I hope this memorandum will be helpful to you and OED. We would be ready to discuss it at your earliest convenience.

cc: Mr. Willoughby (EDIDR) o/r, Mr. Watanabe (OEDOD)
Mr. Sirken (EDIDR) o/r
Messrs. Nkodo (EDICD) S.C. Yang/B. Li (UNDP China prog.) o/r
Gittinger (EDIDR)
Ms. M. Tovo

cc: EDI Division/Unit Chiefs

ISirken/GdeLusignan/rv

Attachments

MID-TERM EVALUATION
EDI Five Year Plan
FY85 and 86

OUTLINE

Chapter I

Overview of Plan Execution

- Activities
- Numbers
- Main links

Chapter II

The New Emphases and their Impact

(In context of the eight Five Year Plan objectives)

- Senior Policy Seminars
- Economic and Sector Management Seminars
- Institution building
- Training-of-Trainers programs and efforts
- Training methods
- Closer relations with Bank Operational Departments
- Collaboration with outside partners and co-financing agencies
(impact on quality and objectives, whether co-financing or
partnership agreements have impinged on the quality of EDI work with
respect to its objectives)

Chapter III

EDI Evaluation Procedures and Standards

- Techniques; results; progress of the Evaluation Policy Committee

Chapter IV

Conclusions for the second half of the Five Year Plan FY87-89

OFFICE MEMORANDUM

DATE December 26, 1985

TO Distribution

FROM Guy de Lusignan, Acting Director, EDIDR *pl*

EXTENSION 74664

SUBJECT China: Second Follow-up Survey

1. As you may be aware, we have to carry out a follow-up survey on EDI training activities in China. The outcome of this survey will form part of the report on the EDI mid-five year plan review to be submitted to the Board, at their request, early calendar 1987.

2. During my recent visit to China (see memorandum of December 23), I discussed with Mr. Yang Chunyi, Director of the Education Department of the Ministry of Finance, the arrangements for the Second Follow-up Survey to be carried out next year with the collaboration of the Operations Evaluation Department. As a kind of preview to such a survey and in order to sensitize them to the importance of the impact of training activities in China, Mr. Yang Chunyi had organized a special meeting on December 12 with representatives of ten agencies. These representatives reported, one after the other, their present feelings about the achievements of the training activities carried out to date for their respective institutions, and all expressed their keenness in multiplying the effects of EDI-type courses in their agencies.

3. That meeting was very encouraging and convinced Mr. Yang Chunyi that the second follow-up survey would be most welcome by the respective agencies and should be a very useful and needed exercise. Based on an exchange of views between us, we agreed to the following arrangements, which would require adequate preparation and action in the very short term.

4. First of all, we agreed on the basic objectives of the Second Follow-up Survey. The objectives would be a little bit more ambitious than those of the First Follow-up Survey. You may recall that this first survey aimed at drawing out the lessons of some courses over a limited period of time with a view to improve the quality of training and future activities. The first Follow-up Survey proved to be a very successful and useful exercise and resulted in improving course contents and structures, as well as selection of participants. While it is still very important to draw out such lessons during the Second Follow-up Survey, it is as important to be much more specific on:

(a) the multiplier effects of training; and in particular the development of training of trainers programs and how to improve in the future such training.

(b) the capability of training institutions to carry out progressively on their own EDI-type of courses with little or no EDI assistance.

(c) the impact of such types of training programs on the divisions/departments having sent participants. We appreciated that this is an ambitious and difficult objective to achieve. But there would be no harm in trying to find out whether in-service training programs in China with the support of training institutions such as SUFE/SIEM, CIFAB, and the specialized institutions with which EDI has collaborated, have had a broader impact on the agencies and not only on the participants which have attended the courses. (Whether for instance such in-service training programs help the agencies towards improving their procedures, process, and possibly policies).

5. We felt, with Mr. Yang Chunyi, that these objectives have to be broader than those of the first survey because over many months we had been discussing about impact training, institution-building, multiplier effects, realizing that EDI training activities would have a limited scope if they were not building up a critical mass and reaching the agencies in order to enable them to improving their staffing and management capabilities. At the same time, of course, the objectives of the Second Follow-up Survey will also be, as under the First Follow-up Survey, to stress the quality of training, its substance, organization, its selection criteria, training materials development, and their dissemination through improved translation and wider compilation and publication of course notes and case studies.

6. Secondly, we discussed the scope of the survey. I referred to some data gathered by our Administrative Unit for FY83, FY84, and FY85. Calendar years 1983-84-85 would be the years covered by the Second Follow-up Survey. The areas of activity which attracted the largest numbers of participants were the following: National Economic Management; Industry, including Development Banking and Technology; General Projects Planning; Transportation; Education; Agriculture. This implied that the agencies on which we would zero-in in the course of the Second Follow-up Survey would be essentially the Ministry of Finance, State Planning Commission, State Economic Commission, State Education Commission, Ministry of Communications, Railways, China Investment Bank, and the Agricultural Bank of China.

7. Thirdly, with respect to the organization of the Second Follow-up Survey, we proposed and agreed to the following:

- (a) questionnaires would be sent by MOF to participants having attended courses in the areas that we would finally choose, and these questionnaires would be reviewed by their respective agencies and by the institutes which had organized the training;

- (b) a consolidated response to those questionnaires would be sent by MOF to EDI, most likely agency by agency, in order to find out how each agency has benefited from the training activities and what impact such activities have had on the agency. This means, however, that the questionnaires to be sent to the participants should be slightly improved from the format used on the occasion of the First Follow-up Survey. For instance, questions related to training of trainers, multiplier effects, effect on process, on procedures, on agencies would have to be added.
- (c) MOF would organize for the EDI/OED mission a series of interviews of (i) a sample of former participants, (ii) faculty of the institutes which have participated in the courses and members of their Management, (iii) immediate supervisors of the participants which would have been interviewed; and finally (iv) representatives of the heads of the agencies which would have benefited from these courses. Mr. Yang Chunyi would also like the mission to find out what impact EDI programs have had on some provinces. For instance, he wishes that the mission visits some of the provinces, which have sent participants to Shanghai, Beijing or Washington. Mr. Yang Chunyi suggested, and I thought that this was a good proposal, that the Ministry of Finance, as well as CIFAB and SIIEM would have representatives attached to the EDI/OED mission, who would participate in the interviews and assist us in the course of the survey. MOF wishes to assist our mission as efficiently as possible.

8. Regarding the timing, Ministry of Finance would prefer that the mission would be carried out in June/July 1986, latest. As soon as we have given them our views on a revised questionnaire to participants, they are ready to organize on their side the whole process and arrangements for the survey, and for the forthcoming mission, of which they would like to know the composition as soon as possible.

9. Actions Required

- (1) I would like to get some views from any of you listed below on the proposed Second Follow-up Survey, particularly from some of the members of the Evaluation Committee. A point which I did not raise in China and which might be part of the mission TOR is the cost-effectiveness of our training program in China.
- (2) A revised questionnaire should be prepared immediately and sent to MOF. That requires taking the questionnaire that was used on the occasion of the First Follow-up Survey and making the necessary improvements and revisions to take into account the objectives of the Second Follow-up Survey. (Views in particular from Messrs. Sirken; Wallis; Malone/Levy; Renger/Bhatt/Bruck; Bery/Wen; Gittinger; S.C. Yang would be needed. A different questionnaire for key agency and activity should be perhaps required).

- (3) The composition of the mission should be also finalized from OED as well as from EDI. As far as I am concerned, as agreed, I am ready to play a role in this exercise, but in the latter part of it. It would not be reasonable for me to take part in the whole mission, this would be too long since I foresee a three and a half to four weeks' mission.
- (4) Finally, on their side, the Chinese have promised to send us their own data on those provinces which have benefited most from EDI-type courses.

Distribution:

Mr. Willoughby o/r

EDI Evaluation Committee
EDI Division/Unit Chiefs and Advisers

Messrs. Kapur (DGO), Watanabe (OEDOD), Polti (OEDD1), Maniatis (OEDD2),
Bamberger(EDICD), Koch-Weser (AEACH), Turnham (AEPDR), S.C. Yang

GdeLusignan:rv

OFFICE MEMORANDUM

DATE January 27, 1986

TO Mr. Theodore Nkodo, Chief, EDICD

FROM Michael Bamberger (EDICD) ^{MB}

EXTENSION 78804

SUBJECT Final Report : EDI/OED Seminar on Project Monitoring and Ex-Post Evaluation in Beijing, China

Mr. Lualaba

For your follow-up file

2/6

A. Content and Organization

1. From December 2 to December 13, I co-directed and lectured in the above seminar which was organized in Beijing at the request of the State Planning Commission. Lecturing was shared with two colleagues from the Operations Evaluation Department (Christian Polti, Chief, Agriculture Division and George Maniatis, Chief, Industry Division). Mr. Sing-Zak Sung (AEPED) spoke about evaluation of education projects in China.
2. The seminar was attended by 72 participants from 28 agencies of whom the largest contingents came from: State Planning Commission (20 participants); China Investment Bank (4), and Ministry of Finance (4). All agencies responsible for Bank projects were represented (see Annex 1 for list of participants). Participants received a diploma (see Annex 4) signed by Messrs. Gan Ziyu (SPC) Kapur (OED), and de Lusignan (EDI).
3. The seminar focussed on two main topics: monitoring and evaluation of ongoing projects, and ex-post evaluation of completed projects (see Annex 2 for Activity Brief and program). These were broken down into the following modules: the project cycle (half day); monitoring and evaluation of ongoing projects (4 days); methodology of ex-post evaluation (one-and-a-half days); ex-post evaluation of industrial projects (one-and-a-half days); and ex-post evaluation of agricultural projects (one day). The final day was devoted to a review of the main topics and a course evaluation.
4. The following teaching methods were used:
 - (a) Lectures
 - (b) Presentation and discussion of six case studies on monitoring and evaluation and ex-post evaluation of industrial, agricultural, educational, and urban projects.
 - (c) Discussions and exercises in small groups.
5. Although most participants liked the case study approach, it proved difficult to use due to the highly heterogenous nature of the audience and to the fact that all of the cases related to project outside of China. Most participants wished to learn skills of direct and immediate utility to them in their present jobs, and they had very limited interest in case studies relating to other sectors. (See Tables 12, and 13 in the summary of the course evaluation in Annex 3).

6. All three lecturers attempted to use as many group discussions and group exercises as possible so as to make the seminar more dynamic and to receive feedback from participants. This was considered particularly important as it is very difficult to elicit questions or comments during the lectures. While the lecturers felt the group exercises were successful, many participants preferred the lecture approach (25% said that too much time was devoted to group work). There is a widespread belief in China that as foreign lecturers only come for short time the most effective way to learn from them is to take notes in lectures. Many still feel that group discussions or even asking questions is taking away time from the lecturers. SPC staff also shared this belief to some extent. Despite these reservations we believe the group exercises were an important didactic tool and a valuable way for the lecturers to assess how well the lecture material had been understood. An example of the difficulty of using group discussions was the advice we received from all four groups that in a future course we should not ask the groups to appoint a coordinator to present the findings of the group. The reason given was that many participants, knowing in advance that they would not have to speak, would not pay attention during the group exercises. Instead they suggested we should randomly select a speaker at the last moment so that everyone would have to pay attention throughout.

B. Course Evaluation

7. Annex 3 presents the analysis of responses to the evaluation questionnaire completed by all participants. Some of the main points were:

- (a) 86% said that the seminar fulfilled their expectations, although only 48% felt it had completely fulfilled its objectives. The reason for this low latter score is that participants believed the objective was to provide detailed guidance on setting up an M/E system for each of their projects.
- (b) Although 33% found the material easy and 65% found it only moderately difficult; 33% felt that much of the material would have been more appropriate for people at a higher level in their organization. This is because most participants will not be involved in ex-post project evaluations (the subject of the second week of the seminar).
- (c) 31% felt the seminar was too short as opposed to only 14% who felt it was too long.
- (d) With respect to teaching methods: 86% felt the time devoted to lectures was about right or too short, as compared to 75% for case studies and 74% for group exercises. Group exercises were the most controversial with 26% feeling too much time was spent and 26% feeling too little time was spent.

- (e) Over 90% of participants felt that the time allocated was either right or too short for the first three modules: the project cycle, monitoring and evaluation and the methodology of ex-post evaluation. However, 42% and 18% felt that too much time was spent on the ex-post evaluation case studies on agriculture and industry respectively. These latter responses reflect again the heterogenous nature of participants and the fact that they all wished the course to focus on their particular projects. The same factor probably explains the relatively low proportions of participants who found the case studies to be useful. The percentages saying case studies were useful were: 59% (El Salvador Housing), 57% (Philippine Education), 82% (North China Plains), 69% (Thailand Irrigation), 92% (Morocco Phosphate).
- (f) The quality of written translations was considered to be poor or only adequate by 54%. This is a recurrent problem found in most courses in China.

8. In the opinion of the lecturers, Bank observers, SPC and the participants, the seminar was very successful in explaining the concepts and methods of monitoring and evaluation of ongoing projects and of ex-post project evaluation. The main criticisms by the participants were:

- (a) The seminar did not provide enough specific guidance on each type of project. This was, of course, an inevitable consequence of having representatives from 28 different organizations.
- (b) Only one of the case studies was from China. The instructors agree this was a weakness but had no choice as case study material was not available from China. We tried to partially resolve this (and reasonably successfully) by having participants conduct group exercises on their own projects. In this way we were able to discuss in some detail monitoring and evaluation and ex-post evaluation strategies for the Lubuge Hidro-Electric Project; the Second University Project; the Red Soils Agricultural Project and the Three Ports Project.

9. Various sessions were devoted to discussing which monitoring and evaluation methods could usefully be applied in China and what would be some of the likely difficulties:

- (a) All participants agreed that the monitoring of project inputs and outputs (performance monitoring) should be done, and that the proposed methods were practical.
- (b) There was much more discussion about the necessity for "process monitoring" studies to analyze the causes of implementation problems and to ensure that benefits were in fact reaching the target population. Many participants argued that in China all project managers receive constant reports from their staff and consequently would be aware of any problems and there would be no need for independent monitoring and evaluation. After long discussion and review of case studies from other countries

(particularly the cases given in the "Handbook for monitoring and Evaluation of Development Projects") most of the participants working with social sector projects (agriculture, urban, education and health) agreed that in many cases a project manager may receive a partial or even a distorted view from his own staff, and that independent studies could be useful. For most of the capital construction projects (roads, ports, energy, etc.) it was felt that process monitoring would have only a limited utility. For industrial credit projects (China Investment Bank, for example) it was felt that the studies might also be useful.

- (c) Many participants felt that impact evaluation studies would be technically too complex for their agencies to conduct. They had no experience with sub-contracting studies of this kind to specialized research agencies and felt unable to comment on whether this would be feasible.
- ✓ (d) All participants were extremely interested in the methodology for the Project Completion Report as this is something most of them will be required to prepare.
- ✓ (e) The procedures for ex-post evaluation were of most interest to the participants from the State Planning Commission as they will be required to work on the preparation of these reports.
- (f) Participants identified four factors which are likely to limit the implementation and scope of monitoring and evaluation systems in China:
 - (i) Lack of research specialists.
 - (ii) Project managers have much more limited authority than in many other countries. Many decisions have to be discussed or even made at higher levels so it is usually not possible for a manager to act quickly to correct problems identified by monitoring or evaluation studies. Monitoring and evaluation is much less a management tool at the project level than in many other countries.
 - (iii) Project managers usually have quite limited financial and budgetary control over their projects so that many of the concepts of financial monitoring do not apply. Often the manager has no incentive to reduce costs and also little scope for doing so.
 - ✓ (iv) Many of the causes of delays and problems in project implementation are a consequence of the centrally planned economy (for example, interagency coordination or rivalries; access to raw materials and labor; controls on expansion of markets; excessive bureaucracy). It would be extremely difficult for a project implementing agency to address issues of this kind in an evaluation report.

C. Follow-Up

10. Several meetings were held with the State Planning Commission (SPC) to discuss possible follow-up to the seminar, and although no final agreement had been received by the time I left, the following possibilities had been mentioned:

- (a) The "Handbook for Monitoring and Evaluation of Development Projects" should be revised, in cooperation with one or more Chinese co-authors to include Chinese case materials and to take into account the organizational structure for project management in China. This would then be published, probably through the Ministry of Finance.
- (b) OED may offer direct assistance for SPC in the design of a national central monitoring and evaluation system.
- (c) EDI may develop monitoring and evaluation modules to include in its sectoral and general project implementation courses in China.
- (d) Shanghai Institute for International Economic Management (SIIEM) indicated their interest in cooperating on the publication of the "Handbook for Monitoring and Evaluation of Development Projects". Two co-authors were proposed. One would work on financial monitoring and the other would revise the handbook to make it more appropriate to the Chinese context. SIIEM would be willing to contact some of the agencies responsible for M/E of World Bank projects (all of whom participated in the SPC M/E seminar) to obtain material on M/E systems currently being used in China.

MBamberger:rm

attachments

cc: Messrs. Willoughby, de Lusignan, Kang (EDI)
 . Kapur, Maiss, Maniatis, Polti (OED)
 Tidrick (AEACH), Karcher, Turnham (AEPEDR)
 Fisher, Howlett (AEPTA), Linn (AEADR)
 Farner, Sung, Searle (AEPED), Rees, Trask (ASPED)
 Casley, Ng (AGRME), Cernea (AGRPT), Keare (LCPED)
 EDI Division Chiefs/Advisers, EDICD Staff

Ministries.	Name.	Title.
Ministry of Communication	Cai Linin	Deputy Chief
	Liu Shaoyao	Deputy Chief
Ministry of Railway	Zhang Ximing	Engineer
	Wang Zhexing	accountant
	Ding Jinkun	Engineer
Ministry of Coal Industry	Chen Foughui	Engineer
	Zhen Hengsong	Engineer
Ministry of Oil Industry	Zhou Binguan	Deputy Chief
	Lu Shouchun	General Accountant
Ministry of Water Conservancy & Electricity	Wang Keming	Engineer
	Zhou Cheguan	General Engineer
	Qiu Shouben	Engineer
MURCEP	Shen Wanbao	Deputy Chief
Ministry of Chemical Industry	Fu Peiyong	Director
	Zhu Jinghua	Deputy Chief
Ministry of Health	Huang Zhimin	
	Liu Peilong	Chief
Ministry of Forest Industry	Su Ning	
Ministry of Agriculture Husbandry & Forest	Ding Wei	Deputy Chief
	Yu Shihe	
	Huang Zhaoxian	
	Hou Jun	
ABC	Zhen Jianguo	
	Other Four	
State Education Commission	Qi Tianyi	Chief
	Yu Xiuyi	Deputy Chief
	Fan Longxiang	Engineer
State Construction Material Bureau	Gu Caizhen	

2

9

<i>Ministries.</i>	<i>Name.</i>	<i>Title.</i>
<i>Bureau of Machinery and Electronics</i>	<i>Zhou Lianke</i>	<i>Chief</i>
<i>Bureau of Raw Materials</i>	<i>Zhang Xiyu</i>	
	<i>Gao Jianhua</i>	
	<i>Xu Yingkui</i>	<i>Deputy Chief</i>
<i>Bureau of Energy</i>	<i>Wang Zhikun</i>	
	<i>Yu Ping</i>	
<i>The First Bureau of the Key Construction</i>	<i>Ren Shuben</i>	
	<i>Zhang Dingming</i>	
<i>The Second Bureau of the Key Construction</i>	<i>Zhu Huiyu</i>	
	<i>Lang Saiqiang</i>	
<i>The Third Bureau of the Key Construction</i>	<i>Zhang Hao</i>	
	<i>Ling Anren</i>	
<i>Bureau of Investment</i>	<i>Cai Peishun</i>	

ACTIVITY BRIEF

SUMMARY SHEET

Title: Seminar on Monitoring and Ex-Post Evaluation

Language: English/Chinese

Location: Beijing, China

Sponsoring Departments: OED and EDI

Partner Institution: State Planning Commission

Participants: National and Provincial Officials, mainly from the State Planning Commission who are concerned with project monitoring or ex-post evaluation.

Duration: December 2-13, 1985

EDI Involvement: 2 weeks

Division: Coordination and Development Administration

Staffing: SPC Co-Director: Mrs. Zhang Xian
EDI Co-Director: Michael Bamberger
OED Lecturers: Christian Polti
George Maniatis
In addition Messrs. Shiv Kapur (OED) and Guy de Lusignan (EDI) will participate in the final sessions.
Mr. Sing-Zak Sung (AEPED) will also speak on the evaluation of education projects in China.

Budget: EDI/OED

I. Background and Introduction

In November 1984 following a 2 day seminar given by Mr. Kapur (OED) on ex-post evaluation in Beijing, the State Planning Commission (SPC) requested OED to arrange a longer seminar during calendar 1985. OED requested EDI to cooperate with them in the planning and to assume responsibility for the direction of the seminar. Following meetings with the Ministry of Finance and with SPC it was agreed that the scope of the seminar should be widened to cover project monitoring, impact evaluation and ex-post evaluation. SPC also indicated their interest in a brief discussion of experience with central monitoring and evaluation units in other countries. It was agreed that the most important issue should be the discussion of how to use monitoring and evaluation to improve the performance of ongoing and future projects.

SPC proposed that the seminar should take place in December following the completion of the Project Implementation Review meetings between the Bank and the Chinese executing agencies which were to take place in November. This proves to be fortuitous as one of the central themes to be discussed in the PIR meetings is the importance of improving of project reporting procedures. As the PIR meetings end 3 days before the end of the seminar it may be possible for one or more members of the Bank PPR to team participate in the final sessions of the seminar.

II. Seminar Objectives

The main objective of the seminar is to present and review alternative approaches to project monitoring and evaluation and to explain the Bank's ex-post evaluation procedures. The purpose is to help Chinese planners understand the importance of monitoring and evaluation systems as a way to improve the performance of ongoing projects and the selection and design of future projects. The purpose of the seminar is not to recommend one particular approach but to create awareness of the importance of developing satisfactory and consistent ways of collecting and processing the data on project performance at all stages. It is hoped that the seminar will create awareness of the importance of monitoring and evaluation and will lead the government to request further assistance from the Bank and other agencies in building monitoring and evaluation into all project implementation and program planning activities.

III. Content

The course will have the following modules (see attached calendar):

1. The project cycle with emphasis on monitoring and ex-post evaluation.

The functions of operational monitoring and evaluation and ex-post evaluation during the different phases of the project cycle.

Lecturers: Polti (OED) and Maniatis (OED)

2. Operational monitoring and evaluation:

The functions and methodology of monitoring and operational evaluation are explained and case studies are presented from urban development, agriculture and education projects.

Lecturers: Bamberger (EDI) and Polti (OED)

3. Concept and methodology of ex-post evaluation

The World Bank approach is explained and the procedures for preparing Project Completion Reports and Project Performance Audit Memoranda are described.

Lecturers: Polti (OED) and Maniatis (OED)

4. Ex-post evaluation experience in agriculture

Sector specific guidelines and issues are explained. Two case studies are presented and a summary is given of lessons from agricultural projects.

Lecturer: Polti (OED)

5. Ex-post evaluation experience in Industry

Sector specific guidelines and issues are explained. A case study is presented and a summary given of lessons from fertilizer and steel projects.

Lecturer: Maniatis (OED)

6. Discussion and review of the seminar

The final day will be devoted to a discussion of the seminar and the application of the approaches in China. The discussion will also consider alternative approaches to centralized monitoring and evaluation.

Lecturers/discussants: Polti (OED), Maniatis (OED) and Bamberger (EDI). Messrs Kapur (OED), De Lusignan (EDI) and one of the Bank representatives in the China Implementation Review meetings (held the previous week) may also participate.

IV. Participants

Most of the participants will be from the State Planning Commission and will be involved in the planning, monitoring and review of World Bank projects.

V. Staffing

The course will be given by Messrs Polti and Maniatis from OED and Bamberger (EDI). During the final review sessions it is hoped that Messrs Kapur (OED) and De Lusignan (EDI) will be able to participate. The final sessions may also be attended by one of the World Bank participants in the China Project Implementation Review meetings which will have been held in Beijing during the first week of December.

READING MATERIALS TO BE USED IN THE SEMINAR

All of the following material is being translated into Chinese and will be used during the seminar. Additional reference material will be made available in English.

Module : Operational Monitoring and Evaluation

Readings

Michael Bamberger "A Handbook for Monitoring and Evaluation of Development Projects".

EDI "Case Study on the operational monitoring and evaluation of a social sector project: Summary of findings of a 5 year monitoring and evaluation of a low-cost housing project in El Salvador".

EDI "Case Study on the operational monitoring and evaluation of a social sector project: Methodology used in a 5 year monitoring and evaluation of a low cost housing project in El Salvador".

OED Two case studies on operational monitoring and evaluation in agricultural projects.

OED "Monitoring and evaluation of agricultural projects".

EDI Case Study: Two approaches to operational monitoring and evaluation of an education project.

World Bank: The Project Cycle

Module: Concept and Methodology of Ex-Post Evaluation

Readings

OED "Project completion report guidelines general and sectoral".

OED "Guidelines for preparing Performance Project Audit Memoranda".

Module: Review of Ex-Post Evaluation Experience in Agriculture Readings

Readings

OED Two case studies on ex-post evaluation in agriculture project performance audit reports Thailand irrigation and Mexico rural development .

- 2 -

OED Guidelines for ex-post evaluation of agricultural projects.

OED Lessons of experience from ex-post evaluation in the agricultural sector.

Module: Review of Ex-Post Evaluation Experience in Industry

Readings

OED Considerations for ex-post evaluation of process industries.

OED Case study on ex-post evaluation in industry PPAR, Morocco Phosphore I and expansion projects .

OED Lessons of experience from ex-post evaluation in the industrial sector.

Module: Alternative Approaches to Centralized Monitoring and Evaluation

Readings

OED "Central monitoring and evaluation".

OED "The Indian evaluation system".

OED "Post-evaluation in the Philippines".

OED "The evaluation of AID projects and programs.

MONITORING AND EX-POST EVALUATION SEMINAR
OED-OED-STATE PLANNING COMMISSION
BELJING, PEOPLE'S REPUBLIC OF CHINA
DECEMBER 2-13, 1985

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Week 1	December 2	December 3	December 4	December 5	December 6
AM 1	INAUGURATION ----- Presentation of Participants Objectives of the course	II.1 <u>Operational Monitoring and Evaluation</u> The monitoring and evaluation framework	II.4 Case Study: Operational monitor- ing and evaluation in an urban sector project.	II.7 Case Study: Operational monitor- ing and evaluation of an education project	II.10 Group Exercise
AM 2	I.1 <u>The Project Cycle with Emphasis on Monitoring and Ex- Post Evaluation</u>	II.2 Monitoring the process of project implementation	II.5 Case Study: Operational monitor- ing and evaluation in an agricultural project.	II.8 Discussion applications of operational monitor- ing and evaluation in China	II.11 Group Exercise
PM	I.2 The project cycle (continued)	II.3 Ongoing evaluation of project impact	II.6 Agricultural case study (continued)	II.9 Group Exercise to Design Monitoring and Evaluation System	II.12 Group Exercise

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Week 2	December 9	December 10	December 11	December 12	December 13
AM 1	III.1 <u>Concept and Methodology of Ex-Post Evaluation</u> The World Bank approach	IV.1 <u>Ex-Post Evaluation in Agriculture</u> Sector Specific guidelines	V.1 <u>Ex-Post Evaluation Experience in Industry</u> Sector specific guidelines	V.4 Lessons from World Bank support of fertilizer and steel projects (continued)	VI.1 <u>Discussion and Review of the Course</u> Alternative approaches to centralized monitoring and evaluation
AM 2	III.2 Guidelines and format of project completion reports and project performance audit memorandum	IV.2 Particular issues related to agriculture	V.2 Particular issues related to the industrial sector	V.5 Lessons from World Bank support of fertilizer and steel projects (continued)	VI.2 Discussion and Review
PM	III.3 Guidelines and format of project completion reports and project performance audit memorandum (cont'd)	IV.3 Agriculture Case Study	V.3 Lessons from World Bank support of fertilizer and steel projects	V.6 Group Exercise of preparation on project completion report	VI.3 Discussion and Review ----- CLOSING CEREMONY

MONITORING AND EX-POST EVALUATION SEMINAR
BEIJING, CHINA
DECEMBER 2-13, 1985

SEMINAR EVALUATION

The purpose of this evaluation is to provide fruitful feedback to the State Planning Commission (SPC) and the World Bank on the usefulness of the seminar. Your constructive suggestions and criticisms will assist in the design of future training activities.

Please complete the questionnaire and return it by 2.00 p.m. on Thursday, December 12, so that your comments can be discussed during the final days of the seminar.

Thank you very much.

Course Directors

NOTE: Only the analysis of the multiple choice questions is available at this time.
Not all participants replied to all questions.

A. GENERAL

1. The main objectives of the seminar were to familiarize participants with the issues and techniques of operational monitoring and evaluation and ex-post evaluation. Please indicate whether these objectives were:

Select One

a. Not achieved	<u>0</u>
b. Partially achieved	<u>30</u>
c. Fully achieved	<u>27</u>
2. Did the seminar:	
a. Fall short of your expectations	<u>6</u>
b. Fulfill your expectations	<u>46</u>
c. Exceed your expectations	<u>1</u>
3. Do you consider the seminar more important to:	
a. People in more junior positions	<u>2</u>
b. People at your level	<u>32</u>
c. People at a more senior level	<u>17</u>
4. Did you find the seminar as a whole:	
a. Very easy	<u>1</u>
b. Easy	<u>18</u>
c. Moderate	<u>38</u>
d. Difficult	<u>1</u>
e. Very difficult	<u>0</u>
5. Was the length of the seminar:	
a. Too long	<u>8</u>
b. About right	<u>32</u>
c. Too short	<u>18</u>

B. CONTENTS

6. The seminar was divided into five modules and a discussion and review session. Please give your judgement with respect to the time allocated to each module and its relevance to your job.

MODULE	TIME ALLOCATION			RELEVANCE		
	Too Much	About Right	Too Little	Very Relevant	Relevant	Not very Relevant
I. The Project Cycle	4	41	2	33	23	--
II. Operational Monitoring and Evaluation	1	39	12	47	10	--
III. Concept and Methodology of Ex-Post Evaluation	1	36	14	41	11	2
IV. Review of Ex-Post Evaluation Experience in Agriculture	21	26	3	10	14	27
V. Review of Ex-Post Evaluation Experience in Industry	9	20	20	29	17	6

7. Which were the most useful and interesting topics which you learned from the seminar?

- a. _____
- b. _____
- c. _____

8. Did you learn any new techniques which you will be able to directly apply in your work? Please explain.

9. If you had to eliminate two topics from the seminar which would they be? Why?

10. If you could add two new topics which would they be? Why?

11. Which topics did you find most difficult to understand?

12. During the seminar a number of case studies were presented. How useful did you find these case studies?

	Very Useful	Quite Useful	Not very Useful
1. Summary of findings of a 5-year evaluation of a low-cost housing project	5	19	17
2. Methodology used in a 5-year monitoring and evaluation of a low-cost housing project	4	27	14
3. North China Plains agricultural project	12	26	8
4. Two approaches to operational monitoring and evaluation of an education project	9	22	15
5. Ex-post evaluation of the Thailand North East Irrigation Improvement Project	7	27	12
6. Ex-post evaluation of the Morocco Phosphorus	20	26	5

C. TRAINING METHODS

13. What do you think of the time allocated to the different training methods?

	Too Much	About Right	Too Little
a. Lecturers	8	33	14
b. Case Studies	14	32	14
c. Group Discussions	14	26	14

14. What is your general opinion of the quality of the teaching materials:

- a. Very Good
 b. Good
 c. Some good/some bad
 d. Poor

15. What is your opinion of the quality of the translations:

- a. Good
 b. Adequate
 c. Poor

D. COURSE ADMINISTRATION

16. How would you describe the general administrative arrangements for the seminar:

	<u>Poor</u>	<u>Good</u>	<u>Excellent</u>
a. Distribution of documents	14	35	7
b. Lecture room*	32	20	4

E. FINAL COMMENTS

17. Please feel free to raise any additional comments, suggestions or criticisms that were not adequately covered in the questionnaire.

*Most complaints related to the lack of heating.

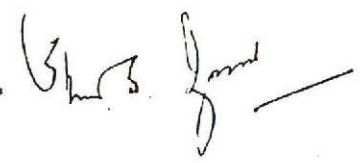
SEMINAR ON MONITORING AND EX-POST EVALUATION
BEIJING DECEMBER 2 - 13 1985

THIS IS TO CERTIFY THAT _____ ATTENDED THE SEMINAR ON MONITORING AND EX-POST EVALUATION WHICH WAS SPONSORED BY THE STATE PLANNING COMMISSION IN COORDINATION WITH THE OPERATIONS EVALUATION DEPARTMENT AND THE ECONOMIC DEVELOPMENT INSTITUTE OF THE WORLD BANK. THE SEMINAR COVERED THE PRINCIPLES OF OPERATIONAL MONITORING AND EVALUATION OF ONGOING PROJECT AND METHODS OF EX-POST PROJECT EVALUATION OF PROJECTS WHICH HAVE BEEN COMPLETED.

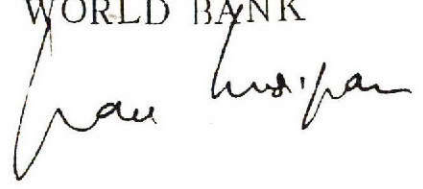
GAN ZIYU
VICE CHAIRMAN
STATE PLANNING
COMMISSION



SHIV KAPUR
DIRECTOR GENERAL
OPERATIONS EVALUATION
DEPARTMENT
WORLD BANK



GUY DE LUSIGNAN
DEPUTY DIRECTOR
ECONOMIC DEVELOPMENT
INSTITUTE
WORLD BANK



监督与后评价讲习班

SEMINAR ON MONITORING AND EX-POST EVALUATION

国家计划委员会
STATE PLANNING COMMISSION

世界银行
WORLD BANK

1985.12.2~13 北京

The World Bank

Washington, D.C. 20433
U.S.A.

SHIV S. KAPUR
Director-General,
Operations Evaluation

January 27, 1986

Mr. Li Peng
Vice Minister
Ministry of Finance
Government of the People's
Republic of China
Beijing
People's Republic of China

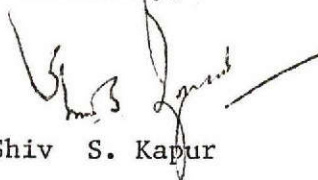
Dear Mr. Minister:

It was most gracious of you to have remembered me over the New Year. I am sorry I have not been well and could not acknowledge your greetings earlier. I hasten to do so now and wish you every happiness in the current year.

I plan to retire from the Bank at the end of February and will then be returning to India. I hope our paths will cross some day. In the meantime, I wish you every success in your endeavors on behalf of your great country.

With my kind regards,

Sincerely,



Shiv S. Kapur

OFFICE MEMORANDUM

DATE: January 8, 1986

TO: Mr. Ernest Stern, SVPOP

FROM: Shiv S. Kapur, DGO

EXTENSION: 33035

SUBJECT: Mission to China

1. During my recent visit to China, I met with Mr. Sung Ping, Chairman of the State Planning Commission, on December 14. He made the following comments in connection with the Bank's lending program in China, which I promised to pass on to you.

2. He emphasized the need to closely coordinate the medium-term lending program of the Bank with the Government's Five-Year Plan. This is all the more important in a centrally planned economy where the Government would find it difficult to provide for its share of financing for the projects and for support infrastructure unless such projects were incorporated in China's own Five-Year Plan.

3. I was informed that guidelines for the new Five-Year Plan are scheduled to go to the Congress for approval in March, 1986. Mr. Sung Ping suggested that now would be the appropriate time to discuss with the Government the Bank's own lending program for the Plan period so that appropriate counterpart provision can be made in the Plan.

cc: Mr. Xu Naijiong, EDS
Mr. Karaosmanoglu, AENVP

The World Bank

Washington, D.C. 20433
U.S.A.

SHIV S. KAPUR
Director-General,
Operations Evaluation

January 8, 1986

Mr. Gan Ziyu
Vice Chairman
State Planning Commission
Government of the People's
Republic of China
Beijing
People's Republic of China

Dear Mr. Gan Ziyu:

After my visit to Beijing in December, I had to visit India and then took some leave. I am now writing to say how greatly I enjoyed meeting you again on December 13 and 16.

I was very impressed by the arrangements made for the two-week seminar on monitoring and evaluation. Considering the large number of participants from so many different agencies, I would hope that the message of the seminar would spread widely among different agencies of the Government of China and that this will help position Chinese staff to contribute to the preparation of project completion reports and, subsequently, join in performance evaluations to be made by staff of the Operations Evaluation Department. In terms of the monitoring of ongoing projects supported by the World Bank, I understand from Mr. Karaosmanoglu that an implementation review is planned during this month; such reviews have been very beneficial in other countries and should help to strengthen the monitoring and ongoing review function in regard to investment projects in China.

I would like to take this opportunity to confirm the following two arrangements which we agreed would be useful for the further development of ex post evaluation in China:

- (i) The Operations Evaluation Department will be happy to receive Chinese officials for periods of associate training lasting about 3-4 weeks at a time. As we agreed, two officials would visit OED at a time and we could probably take in a total of six officials over a period of one year. The officials to be nominated by the Government will be those likely to be involved with the monitoring and evaluation function, whether in the State Planning Commission or in the executing ministries. They should have had the benefit of attending some project implementation courses given by the Economic Development Institute and also, preferably, have participated in the joint EDI/OED seminar in December. They should naturally have working knowledge of the English language so as to be able to work closely with OED staff on actual evaluations of selected projects. As I mentioned to you, the arrangement works on a cost sharing basis, the Government bearing the cost of transportation of such associate trainees to and from Washington while OED would defray the costs of subsistence in Washington. While the nominated Chinese officials are in Washington, we would also arrange to expose them to meetings and discussions with selected Projects staff here in the Bank and with officials of the United States Agency for International Development involved with evaluation;
- (ii) Also, as we agreed, instructions are being issued to OED staff to inform Mr. Wang Yiping in the State Planning Commission whenever such OED staff visit China in order to conduct ex post evaluation of completed Bank financed projects. It will then be for Mr. Wang Yiping to nominate one or two Chinese counterparts from SPC or the ministry concerned to work with OED staff on the evaluations being made. This will provide practical field training to Chinese officials and further assist in establishing the evaluation function in Chinese agencies.

I shall look forward to hearing from you in respect of item (i) above. In order for the proposed associate

training in OED to be useful and to plan visits and discussions with USAID officials, it would be very helpful if the names of the first two Chinese officials to visit OED are communicated to us well in advance.

I would like to thank you personally for all the interest that you have taken in this venture and for your gracious hospitality during my visit. I plan to retire from the World Bank shortly and will therefore take this opportunity to say good-bye and to wish you and your great country every success in your endeavors.

Sincerely,

Shiv S. Kapur

cc: Mr. Xu Naijiong, EDS
Messrs. De Lusignan, EDIDR
Watanabe, OEDOD

The World Bank
Washington, D.C. 20433
U.S.A.

SHIV S. KAPUR
Director-General,
Operations Evaluation

January 8, 1986

Mr. Sung Ping
State Councilor and Chairman
State Planning Commission
Government of the People's
Republic of China
Beijing
People's Republic of China

Dear Mr. Sung:

After my return from China and India, I am writing to thank you for your most gracious reception of me and my colleagues in Beijing on December 14. I believe the two-week seminar on monitoring and evaluation jointly given by staff of the Bank's Economic Development Institute and the Operations Evaluation Department served its purpose. I and my colleagues were very impressed by the large number of officials from so many different agencies who attended the seminar, thus laying the basis for the further evolution of the monitoring and evaluation function in respect of investment projects in China. I greatly hope that you and Mr. Gan Ziyu were equally well satisfied with the results.

I have separately written to Mr. Gan Ziyu, suggesting some further steps that can be usefully taken. Although I shall be retiring from the Bank in the next few months, my successor and Mr. Watanabe, Director of the Operations Evaluation Department, will be ready to cooperate with the Government of China in the necessary follow-up actions.

As I had promised, I have passed on to Mr. Ernest Stern, Senior Vice President, Operations, and to Mr. Karaosmanoglu, Vice President, East Asia and Pacific Regional Office, your comments that World Bank lending be

so programmed as to facilitate the incorporation of such projects and their costs in your own Five-Year Plans. I understood from you that guidelines for the new Five-Year Plan are scheduled to go to Congress for approval in March 1986; this would then be the appropriate time to coordinate the Bank lending program with your medium-term plan.

It is unlikely that I will have the pleasure of meeting you again before my retirement. Permit me therefore to tell you how very much I have enjoyed knowing you and how much I have appreciated your gracious reception of me in October 1984 and again in December last year.

With my warm personal regards and all good wishes for the future.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Shiv S. Kapur', with a long horizontal stroke extending to the right.

Shiv S. Kapur