

Rating system to be applied on the basis of evidence contained, or not, in the report  
**A** none provided/no evidence, **B** poor, **C** satisfactory, **D** good; **E** very good, **F** excellent

Rated	Rated	Rated
<p><b>9. Coverage of factors potentially influencing performance</b></p>	<p><b>10. Conclusions and recommendations</b></p>	<p><b>11. Legibility and dissemination of the final report</b></p>
<p><input type="checkbox"/> i Consideration given to contextual factors that potentially influenced performance, directly or indirectly? <i>e.g., geopolitics, local authorities, infrastructure, social and cultural taboos, protection, security, physical access, diversion of aid</i></p> <p><input type="checkbox"/> ii Consideration given to organisational factors that potentially influenced performance, directly or indirectly? <i>e.g., existing presence in the field, head office/ field relations, management systems, recruitment practices, communications, assessment designing, monitoring and reporting practices</i></p>	<p><input type="checkbox"/> i Sharing of key findings with stakeholders? <i>e.g., agency personnel, donors, beneficiaries</i></p> <p><input type="checkbox"/> ii Logic of flow between conclusions outlined in the report and the evaluation's findings? <i>e.g., do the conclusions reflect the findings? Are they adequately supported by the evidence presented?</i></p> <p><input type="checkbox"/> iii Logic of flow between recommendation and conclusions? <i>e.g., do the recommendations reflect the principle conclusions?</i></p> <p><input type="checkbox"/> iv Apparent implementability of recommendations? <i>e.g., are options provided? Does the report indicate how they might be implemented?</i></p>	<p><input type="checkbox"/> i Quality of report in terms of clarity and accessibility to diverse readership? <i>e.g., content and format - use of different levels of text for different users, use of visual aids (maps, graphs, diagrams), use of annexes</i></p> <p><input type="checkbox"/> ii Quality of Executive Summary? <i>e.g., does it clearly outline the key lessons arising from the evaluation?</i></p>
<p><b>Assessor comments</b></p>		

## ANNEX 2

### ACRONYMS

<b>ACT</b>	Action by Churches Together
<b>ALNAP</b>	Active Learning Network for Accountability and Performance in Humanitarian Action
<b>AUSAID</b>	Australian Agency for International Development
<b>BADC</b>	Belgian Administration Development Cooperation
<b>BRCS</b>	British Red Cross Society
<b>CIDA</b>	Canadian International Development Agency
<b>CIMIC</b>	Civil Military Co-operation
<b>DAC</b>	Development Assistance Committee
<b>DANIDA</b>	Danish International Development Assistance
<b>DART</b>	Disaster Assistance Response Team
<b>DEC</b>	Disasters Emergency Committee
<b>DFID</b>	Department for International Development (UK)
<b>DMI</b>	Disaster Mitigation Institute
<b>DRC</b>	Danish Refugee Council
<b>EAPC</b>	Euro-Atlantic Partnership Council
<b>ECHO</b>	European Community Humanitarian Office
<b>EMG</b>	Emergency Management Group (Albania)
<b>EMOP</b>	Emergency Operation
<b>ERD</b>	ALNAP Evaluative Reports Database
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organisation (UN)
<b>GAA</b>	German Agro Action
<b>Groupe URD</b>	Groupe Urgence-Réhabilitation-Développement
<b>GTZ</b>	Gesellschaft für Technische Zusammenarbeit
<b>HAP</b>	Humanitarian Accountability Project
<b>HEP</b>	Humanitarian Evacuation Programme
<b>HPN</b>	Humanitarian Practice Network (ODI)
<b>HRM</b>	Human Resource Management
<b>HTP</b>	Humanitarian Transfer Programme
<b>IASC</b>	Inter-Agency Standing Committee
<b>ICG</b>	International Crisis Group

<b>ICRC</b>	International Committee of the Red Cross
<b>ICVA</b>	International Council of Voluntary Associations
<b>IDP</b>	Internally Displaced Person
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>INGO</b>	International Non-governmental Organisation
<b>JEEAR</b>	Joint Evaluation of Emergency Assistance to Rwanda
<b>JICA</b>	Japan International Cooperation Agency
<b>KLA</b>	Kosovo Liberation Army
<b>LRRD</b>	Linking Relief, Rehabilitation and Development
<b>M &amp; E</b>	Monitoring and Evaluation
<b>MSF</b>	Medecins sans Frontieres
<b>MSF-B</b>	Medecins sans Frontieres - Belgium
<b>MSF-H</b>	Medecins sans Frontieres - Holland
<b>NATO</b>	North Atlantic Treaty Organisation
<b>NGO</b>	Non-governmental Organisation
<b>ODI</b>	Overseas Development Institute
<b>O &amp; M</b>	Operations and Management
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OFDA</b>	Office of Foreign Disaster Assistance (USAID)
<b>OSCE</b>	Organisation for Security and Co-operation in Europe
<b>PIA</b>	People In Aid
<b>SCHR</b>	Steering Committee for Humanitarian Response
<b>SCF</b>	Save the Children Fund
<b>SDC</b>	Swiss Development Cooperation
<b>SIDA</b>	Swedish International Development Agency
<b>TOR</b>	Terms of Reference
<b>UNDP</b>	United Nations Development Programme
<b>UNHCHR</b>	United Nations High Commissioner for Human Rights
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Assistance

<b>UNTAET</b>	United Nations Transitional Administration in East Timor
<b>USAID</b>	United States Agency for International Development
<b>VOICE</b>	Voluntary Organisations in Cooperation in Emergencies
<b>WFP</b>	World Food Programme (UN)
<b>WHO</b>	World Health Organisation (UN)

## ANNEX 3

### GLOSSARY

**Accountability** 'Accountability is the means by which individuals and organisations report to a recognised authority, or authorities, and are held responsible for their actions' Edwards and Hulme (1995).

**Agency mandate** An agency's mandate is a formal statement approved by its governance mechanisms that articulates the *raison d'être* of its existence and the focus of its activity. In the case of inter-governmental and multilateral organisations their mandates derive from the international agreements that established them.

**Beneficiaries** The individuals, groups or organisations that benefit, directly or indirectly, from the assistance or services provided by others.

**Complex political emergency** A situation with complex social, political and economic origins which involves the breakdown of state structures, the disputed legitimacy of host authorities, the abuse of human rights and possibly armed conflict, that creates humanitarian needs. The term is generally used to differentiate humanitarian needs arising from conflict and instability from those which arise from natural disasters.

**Evaluation** 'The process of determining the merit, worth or value of something or the product of that process' (Scriven, 1991: p139).

**Evaluation of humanitarian action** A systematic and impartial examination of humanitarian action intended to draw lessons to improve policy and practice and enhance accountability. See Chapter 1 for characteristics of evaluation of humanitarian action.

**Evaluation synthesis** An analysis of a series of evaluations to form an overall picture and assessment of the projects, programmes, policies or organisations that have been evaluated. Very similar to the term meta-analysis which is a particular approach to synthesising the results of studies of a common topic.

**Evaluative report** A report which, in some way, assesses and comments upon the performance of a project, programme, policy or an organisation or organisations. An evaluation report is a specialised type of evaluative report which is distinguished by its

adherence to systematic evaluation procedures and recognised evaluation criteria.

**Humanitarian** 'Being concerned with the condition of man (sic) considered solely as a human being, regardless of his value as a military, political, professional or other unit' (Pictet, 1958: p96).

**Humanitarian action** 'Action undertaken for the advancement of the welfare of humanity without regard to race, religion or politics' (Gunn, 1990).

**Humanitarian principles** A framework of principles derived from International Humanitarian Law which is 'intended to guide and position humanitarian agencies ... in assisting and protecting those outside the limits of war in ways that are both ethical and practical' (Leader 2000) that also places obligations onto parties to the conflict and attempts to regulate the conduct of a conflict.

**Humanitarian system** The group of organisations involved in the provision of humanitarian assistance and protection.

**Impartiality** An approach to the provision of humanitarian assistance and services which is non-discriminatory, proportionate to needs and free of subjective distinction. A guiding principle of organisations claiming to be humanitarian.

**Lesson learning study** A study initiated by an organisation with the explicit objective of lesson learning within that organisation, but that falls outside the full evaluation definition. A process that may be facilitated by external consultants but is generally an internal process.

**Meta-evaluation** The systematic evaluation of evaluations in order to determine their quality and adherence to established good practice in evaluation.

**Military humanitarianism** The provision of assistance and protection by military forces in response to humanitarian needs. A much disputed term due to the difficulty, if not inability, of military forces being able to provide assistance on a genuinely non-discriminatory basis

**Neutrality** Refers to the principle that to enjoy the confidence of all, an organisation may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Participatory evaluation** An evaluation process in which

stakeholders play an active role in the design of the process, in its undertaking and in the development of the findings, conclusions and recommendations.

**Protection** 'Activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e., human rights, humanitarian and refugee law) .. [which are] conduct[ed] impartially and not on the basis of race, national or ethnic origin, language or gender' (Von Flue and De Maio, 1999).

**Security** 'The protection of aid personnel and aid agency assets from violence' (Van Brabant, 2000).

**Social learning** 'The processes and products of people working together to discover and understand actual and preferred practice, about, in the case of humanitarian programmes, the best ways of meeting immediate survival needs in times of severe stress' (Apthorpe and Atkinson, 1999).

**Stakeholders** All those – from agencies to individuals – who have a direct or indirect interest in the humanitarian intervention, or who affect or are affected by the implementation and outcome of it.

**Triangulation** The use of several sources of information, methods or analysis to verify information and substantiate an assessment (OECD-DAC, 2000: p16).

**Terms of Reference** Terms of Reference define the requirements and parameters for conducting an evaluation.

# ANNEX 4

## REFERENCES FOR SOURCE EVALUATIONS

### by Commissioning Agency

### with Key Descriptors

**Objective:** Purpose of the evaluation as stated in the Terms of Reference, or general descriptor of the evaluation.

**Focus:** Main sectors/issues covered in the evaluation.

**Criteria:** Evaluation criteria used to assess the humanitarian action being evaluated.

**Comments:** Any additional information not covered above.

## Non-Kosovo Evaluations from 1999/2000 (Chapters 2 & 4)

### DANIDA

**DANIDA (1999a) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 1, Synthesis Report (Copenhagen: DANIDA)*** ETC UK

**Objective:** Synthesise the results of 6 country case studies and 2 thematic studies to assess and document Danish humanitarian assistance between 1992 and 1998.

**Focus:** Policy, coordination, funding, strategy.

**Criteria** Relevance, effectiveness, efficiency, impact, coherence, connectedness.

**DANIDA (1999b) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 2, Afghanistan (Copenhagen: DANIDA)*** Overseas Development Institute (ODI)

**Objective:** Assess and document the performance of Danish humanitarian assistance to Afghanistan.

**Focus:** Health, mine action, advocacy, UN coordination, NGO coordination, management, protection, security, food aid, refugees, IDPs, rehabilitation.

**Criteria:** Appropriateness, relevance, effectiveness, cost-effectiveness, impact, coverage, efficiency, connectedness, coherence.

**DANIDA (1999c) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 3, Angola (Copenhagen: DANIDA)*** T&B Consult

**Objective:** Assess and document the performance of Danish humanitarian assistance to Angola



**Focus** Rehabilitation, reintegration, mine action, coordination, refugees, IDPs, health, policy, preparedness, protection.

**Criteria** Impact, coverage, effectiveness, relevance, efficiency, connectedness, coherence, cost-effectiveness.

**DANIDA (1999d) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 4, Caucasus* (Copenhagen: DANIDA) COWI**

**Objective:** Assess and document the performance of Danish humanitarian assistance to the Caucasus

**Focus:** Food aid, health, shelter, coordination, logistics, security, preparedness, advocacy, policy, refugees, IDPs.

**Criteria:** Relevance, effectiveness, efficiency, impact, coverage, coherence, sustainability

**DANIDA (1999e) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 5, Former Republic of Yugoslavia* (Copenhagen: DANIDA) Landell Mills Management Consultants**

**Objective:** Assess and document the performance of Danish humanitarian assistance to FRY.

**Focus:** Coordination, shelter, refugee camps, rehabilitation, education, psychosocial, policy.

**Criteria.** Relevance, efficiency, effectiveness, impact, coverage, coherence, connectedness,

**DANIDA (1999f) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 6, Great Lakes* (Copenhagen: DANIDA) CHANNEL Research Ltd.**

**Objective:** Assess and document the performance of Danish humanitarian assistance to the Great Lakes Region.

**Focus:** Refugees, IDPs, coordination, policy, protection, food aid, shelter.

**Criteria** Relevance, effectiveness, efficiency, impact, connectedness, coherence, coverage.

**DANIDA (1999g) *Evaluation of Danish Humanitarian Assistance 1992–98 : Volume 7, Sudan* (Copenhagen: DANIDA) Overseas Development Institute (ODI)**

**Objective** Assess and document the performance of Danish humanitarian assistance to the northern and southern sectors of Sudan.

**Focus:** Coordination, management, policy, famine, conflict, preparedness.

**Criteria** Appropriateness, relevance, coverage, connectedness, impact, efficiency, effectiveness.

**DANIDA (1999h) *Evaluation of Danish Humanitarian Assistance 1992–98 :Volume 8, UN and international organisations (Copenhagen: DANIDA)*** Chr. Michelsen Institute

**Objective:** Evaluate five central policy issues that have faced UN agencies and international humanitarian organisations funded by Danish aid during the 1990's

**Focus:** System-wide coordination, policy, early warning systems, preparedness, local capacity building, LRRD, protection.

**Criteria:** Relevance, coherence, efficiency, effectiveness, impact.

### **Department For International Development, UK (DFID)**

**DFID (1999) *An Evaluation of HMG's Response to the Montserrat Volcanic Emergency : Volumes I & II (London: DFID)*** Barrow, C., Benson, C., Clay, E., Dempster, J., Kokelaar, P., Pillai, N. and J. Seaman

**Objective:** Review HMG's preparations, organisation and delivery of emergency aid in response to Montserrat crisis.

**Focus** Shelter, food, education, management, preparedness.

**Criteria:** Impact, appropriateness, cost-effectiveness, coverage, coherence, connectedness, effectiveness.

### **Disasters Emergency Committee (DEC)**

**DEC (1999) *Evaluation of Expenditure of Sudan Appeal Funds (London: DEC)*** Corbett, M., Keiji, E., Kirkby, J., Jerome, M., O'Keefe, P. and F. Wekesa

**Objective:** Analyse expenditure of appeal funds and assess effectiveness, strengths and weaknesses of projects funded.

**Focus:** Nutrition, famine relief, health, watsan, logistics, coordination.

**Criteria** Impact, effectiveness, efficiency, relevance

**DEC (2000) *Independent Evaluation of Expenditure of DEC Central America Hurricane Appeal Funds (London: DEC)*** Espacios Consultores

**Objective:** Assess overall appropriateness, effectiveness and impact of a sample of projects supported by DEC funds.

**Focus:** Food aid, shelter, watsan, health, food security, beneficiaries.

**Criteria:** Impact, cost-effectiveness, coverage, appropriateness, effectiveness.

**DEC (2000a) *Bangladesh 1998 Flood Appeal : An Independent Evaluation* (London: DEC) Young, R.**

**Objective** Assess the appropriateness and effectiveness of the activities financed by the DEC appeal

**Focus** Food aid, health, shelter, watsan, coordination, preparedness, beneficiaries.

**Criteria.** Appropriateness, impact, effectiveness, efficiency, coherence, coverage.

**DEC (2000b) *Independent Evaluation of Expenditure of DEC India Cyclone Appeal Funds : Volumes 1 & 2* (London: DEC) Dash, D., Goyder, H., Hunt, M., Missal, L., Padhi, T. and D. Rayanna**

**Objective:** Evaluate the overall impact of the £5 million spent by the 11 DEC members on relief and rehabilitation.

**Focus:** Preparedness, coordination, shelter, agriculture, health, watsan, FFW, livelihoods, advocacy, gender.

**Criteria:** Appropriateness, efficiency, impact, coverage, connectedness, coherence.

## **European Community Humanitarian Office (ECHO)**

**ECHO (1999) *Evaluation of the Humanitarian Aid Funded by the European Commission between 01.01.91 and 30.06.96. Phase III – Final Version (Synthesis)* (Brussels: ECHO)**

**Objective:** Assess EC humanitarian aid from January 1991 to June 1996.

**Focus:** Policy, LRRD, coordination, human resources, preparedness, organisational structure.

**Criteria.** Impact, relevance, effectiveness, efficiency, sustainability, complementarity, coherence.

**ECHO (2000) *ECHO Humanitarian Aid. An Analysis of ECHO Evaluations 1996–1999. Synthesis Report. ECHO Evaluation Report No 280.* (Brussels: ECHO)**

**Objective:** Synthesise the analysis of the 93 ECHO evaluation reports written between 1996 and 1999.

**Focus:** ECHO aid, coordination, funding.

**Criteria:** Relevance, efficiency, effectiveness, cost-effectiveness, impact and sustainability.

**ECHO (2000a) *ECHO Humanitarian Aid : An Analysis of ECHO Evaluations 1996–1999 ECHO Evaluation Report No 279.* (Brussels: ECHO) Eijkenaar, J., Hummelink, M. and J. Telford**

**Objective** Analyse 93 ECHO evaluation reports carried out between 1996 and 1999.

**Focus.** Findings of 8 separate criteria based reports looking at all aspects of ECHO's operations.

**Criteria:** Relevance, efficiency, effectiveness, cost-effectiveness, impact, sustainability.

**Comments:** Covers recommendations on how to ensure follow-up on evaluation results.

**ECHO (2000b) *ECHO Evaluation Report Global Plans for the Great Lakes Region 1998–1999 : Rwanda Rehabilitation - UNHCR (Brussels: ECHO)*** Eijkenaar, J. and S. de Boer

**Objective** Assess ECHO funded UNHCR rehabilitation programme.

**Focus** Rehabilitation, resettlement, shelter, water, infrastructure, protection, coordination, LRRD, beneficiaries, security.

**Criteria:** Relevance, coherence, effectiveness, efficiency, impact, connectedness.

**ECHO (2000c) *ECHO Evaluation Report Global Plans for the Great Lakes Region 1998–1999 : Rwanda – Shelter – German Agro Action (Brussels: ECHO)*** Eijkenaar, J. and S. de Boer.

**Objective:** Assess ECHO funded GAA shelter programme.

**Focus:** Shelter, coordination, logistics, operational capacity, security, water, infrastructure, LRRD.

**Criteria:** Relevance, coherence, effectiveness, cost-effectiveness, efficiency, impact

**ECHO (2000d) *ECHO Evaluation Report Global Plans for the Great Lakes Region 1998–1999 : Tanzania Multisectoral Support to Refugees – UNHCR (Brussels: ECHO)*** Eijkenaar, J. and E. Brusset

**Objective:** Assess ECHO funded UNHCR refugee operations.

**Focus:** Refugee camps, preparedness, coordination, security, LRRD, partner capacity

**Criteria:** Relevance, effectiveness, cost-effectiveness, efficiency, impact, sustainability, coherence.

**ECHO (2000e) *North Mali and North Niger Water and Rural Development : ECHO Evaluation, Global Plans 1996–1999 (Brussels: ECHO)*** de Boer, S., Seydoux, L. and R. Sole

**Objective:** Analyse appropriateness and success of ECHO aid to reintegration, sustaining livelihoods and peacebuilding.

**Focus** Water, agriculture, food security, strategy, LRRD, coordination, security.

**Criteria:** Relevance, coherence, complementarity, effectiveness, efficiency, impact, sustainability.

**ECHO (2000f) *Evaluation of the Humanitarian Aid in Favour of the Cuban Population 1999–2000* (Brussels: ECHO) Artundo, C. and M. Coenegrachts**

**Objective:** Assess relevance and coherence of ECHO intervention and recommend an exit strategy

**Focus:** Health, social services, infrastructure, non-food aid, coordination, strategy, gender, LRRD.

**Criteria:** Relevance, coherence, complementarity, effectiveness, efficiency, impact

**ECHO (2000g) *ECHO Evaluation Report Global Plans for the Great Lakes Region 1998–1999 : Tanzania Food Sector – WFP* (Brussels: ECHO) Eijkenaar, J. and E. Brusset**

**Objective:** Assess ECHO funded WFP food sector operations.

**Focus:** Food aid, refugees, coordination, LRRD.

**Criteria:** Relevance, coherence, efficiency, cost-effectiveness, effectiveness, impact, sustainability

**ECHO (2000h) *ECHO Flight Evaluation. Transport in Support of ECHO and DG-DEV Operations. ECHO Evaluation Report 297.* (Brussels: ECHO) Kunze, M. and D. Tompkins**

**Objective:** Provide information to decide the most cost-effective way of providing safe and efficient transport to support ECHO and DG DEV operations in the Horn of Africa.

**Focus:** Transport, logistics, coordination.

**Criteria:** Relevance, effectiveness, cost-effectiveness, efficiency, complementarity, impact.

**ECHO (2000i) *Evaluation Food Sector 1998/1999 and 1999/2000 ECHO Tajikistan* (Brussels: ECHO) Hoogendoorn, A.**

**Objective:** Review execution and impact of ECHO funded food activities in Tajikistan since April 1998

**Focus:** Nutrition, public health, coordination, food aid, food-for-work.

**Criteria:** Efficiency, cost-effectiveness, effectiveness, coherence, impact, coverage

## **MSF Holland (MSF-H)**

**MSF (1999) *The MSF Cholera Intervention in Uganda : December 1997–September 1998* (Amsterdam: MSF-H) Sondorp, E.**

**Objective:** Document the intervention and lessons learned, input to policy, planning and the revision and expansion of MSF Cholera Guidelines.

**Focus:** Health, planning, implementation, epidemics, policy.

**Criteria:** Relevance, appropriateness, effectiveness, impact, cost-effectiveness, efficiency, coverage, coherence, connectedness.

**MSF (1999a) *The MSF Holland Programmes to Support Basic Health Services in Malange and Zaire Provinces, Angola* (Amsterdam: MSF-H) Chabot, J. and G. Kuperus**

**Objective:** Evaluate MSF's policy and performance in supporting district health services.

**Focus:** Health, maternal health, preparedness, human resources.

**Criteria:** Appropriateness, effectiveness, coverage, connectedness, coherence, efficiency.

**MSF (1999b) *The MSF Natural Disaster Preparedness Project in Bangladesh : February 1998–November 1998* (Amsterdam: MSF-H) Van de Putte, B.**

**Objective:** Evaluate MSF-H response to 1998 floods with view to further develop planning of Bangladesh natural disaster preparedness.

**Focus:** Preparedness, floods, policy, health, coordination

**Criteria:** Appropriateness, effectiveness, connectedness, coherence, coverage, efficiency.

## **Norwegian Ministry of Foreign Affairs**

**Norwegian MFA (1999) *Evaluation of Norwegian Support to Psycho-Social Projects in Bosnia-Herzegovina and the Caucasus : Evaluation Report 3.99* (Oslo: Norwegian Ministry of Foreign Affairs) Agger, I., Herzberg, A., Jareg, E., Mimica J. and C. Rebien**

**Objective:** Evaluate experience of psychosocial programmes run by NGOs to develop future policy for support to such programmes.

**Focus:** Psychosocial, policy, capacity building, management, coordination.

**Criteria:** Impact, connectedness, appropriateness, effectiveness, relevance, coherence.

## **OXFAM**

**Oxfam (2000) *Evaluation of the Integrated Humanitarian Programme in Uraba, Colombia* (London: Oxfam) Botero, A., Prieto, F., Rodriguez, O. and M. Turnball**

**Objective:** Identify, measure and evaluate the results and impact of the programme.

**Focus:** Food aid, health, psychosocial, advocacy, protection, coordination,

management, LRRD

**Criteria:** Impact, effectiveness, efficiency, relevance, flexibility, connectedness

### **Save the Children Fund, UK (SCF)**

**SCF (2000) *Final Evaluation: The Darfur Early Warning and Food Information System* (London: SCF) Bush, J. and J. Seaman**

**Objective.** Review whether project meets its objective of maintaining food security in Darfur area

**Focus:** EWS, food security, needs assessment, coordination.

**Criteria.** Efficiency, effectiveness, impact, appropriateness, sustainability, coverage.

### **United Nations Development Program (UNDP)**

**UNDP (2000) *Sharing New Ground in Post-Conflict Situations : The Role of UNDP in Support of Reintegration Programmes* (New York: UNDP) Barnes, S., Brucchaus, E., Kelly, J., Kulesa, M., Ormsby, G., Rahman, T. and L. Silva**

**Objective:** Analyse globally UNDP's involvement in reintegration operations regarding IDPs, refugees and ex-combatants.

**Focus:** Policy, coordination, programming, capacity building

**Criteria:** Effectiveness, coherence.

### **United Nations High Commission for Refugees (UNHCR)**

**UNHCR (2000) *External Evaluation of the UNHCR Shelter Program in Rwanda 1994–1999* (Geneva: UNHCR) Bugnion, C., Gacuruzi, B., Laurent, C. and F. Twagirayezu**

**Objective:** Assess the impact of the shelter programme on the stability and sustainability of the post-conflict return and reintegration process.

**Focus:** Shelter, reintegration, LRRD, coordination, security, protection.

**Criteria:** Impact, coverage, connectedness, effectiveness, relevance, efficiency, coherence

### **United Nations Transitional Administration in East Timor (UNTAET)**

**UNTAET (2000) *East Timor Consolidated Appeal Process (CAP) Review Phase 3 : External Review* (Dili: UNTAET) Bugnion, C., da Conceicao, C., de Costa, H., Donnelly, J., McDowell, C., Naganawa, S., Niwa, N. and J. Rock**

**Objective** Assess appropriateness and effectiveness of the humanitarian programme.

**Focus** Coordination, food aid, shelter, health, IDPs, refugees, livelihoods, beneficiary participation

**Criteria** Impact, effectiveness, appropriateness, coherence,

**Comments** The evaluation draws on the supporting beneficiary study and agency self assessment (UNTAET, 2000a, 2000b).

## **US Agency for International Development (USAID)**

**USAID (2000) *Hurricane Mitch: Management Assessment of Humanitarian Assistance Activities in Honduras and Nicaragua* (Washington: OFDA/USAID) Adelski, E., Nurick, K., Rowe, S., Painter, F. and M. Seirig**

**Objectives:** Assess quality and effectiveness of USAID's response to affected areas in aftermath of hurricane Mitch.

**Focus:** Preparedness, management, health, nutrition, shelter, watsan, coordination, communication.

**Criteria:** Impact, effectiveness, appropriateness.

**USAID (2000a) *Complex Humanitarian Emergencies and USAID's Humanitarian Response* (Washington: CDIE/USAID) Adelski, E., Hill, R., Mason, J., McClelland, D. and R. Muscat**

**Objective.** Assess effectiveness of U.S. emergency assistance in response to complex humanitarian emergencies

**Focus:** Policy, coordination, LRRD, food aid.

**Criteria:** Effectiveness, impact.

**Comments:** Based on case studies in Haiti, Mozambique, Rwanda and Bosnia-Herzegovina.

## **World Food Programme (WFP)**

**WFP (1999) *Emergency Food Assistance to Households Affected by Hurricane Mitch : Full Report of the Evaluation of Central America EMOP 6079* (Rome: WFP) Alvarez, E., Kirkby, J., Rubin, F. and A. Sandoval**

**Objective:** Assess impact of regional emergency operation (EMOP) and guide implementation of subsequent protracted relief operation.

**Focus:** Nutrition, health, communication, coordination, security.

**Criteria:** Effectiveness, efficiency, coverage, impact, cost-effectiveness.



**WFP (2000) *Emergency Food Aid to Flood Affected People in Anhui, Hubei, Hunan and Jiangxi Provinces of China : Full Report of the Evaluation of China EMOP 6045* (Rome: WFP) Carlioni, A. et al**

**Objective:** Assess project impact and draw lessons for future emergency operations.

**Focus:** Food aid, LRRD, management, coordination, beneficiaries, gender.

**Criteria:** Impact, appropriateness, effectiveness, relevance, coverage, cost-effectiveness.

**WFP (2000a) *Emergency Assistance for Vulnerable Groups : Full Report of the Evaluation of DPR Korea EMOPS 5959.00 and 5959.01* (Rome: WFP) Landart, G., Van der Veen, A. and A. Wilkinson**

**Objective:** Examine the achievements of the emergency operation against its stated relief and recovery objectives.

**Focus:** Food security, nutrition, health, agriculture, coordination, logistics, gender.

**Criteria:** Impact, effectiveness, efficiency, appropriateness, coverage, cost-effectiveness.

## **Kosovo Evaluations (Chapters 3 & 4)**

### **Action by Churches Together (ACT)**

**ACT (2000) *Report of an Evaluation of EUBK91* (Geneva: ACT) Kieffer, G., de Klerk, T. and T. Silkin**

**Objective:** Review the performance of ACT as a unified operational structure in its management and coordination of the response to the Kosovo crisis.

**Focus:** Shelter, food security, agricultural rehabilitation, social development, demining, watsan, coordination, management.

**Criteria:** Efficiency, impact, coherence, effectiveness, appropriateness.

**Comments:** Covers Montenegro, Serbia and Kosovo.

### **Danish Refugee Council (DRC)**

**DRC (1999) *Lessons Learnt from the Danish Refugee Council's Involvement in the Kosovo Crisis 1998–1999* (Copenhagen: DRC) Paludan, A.**

**Objective:** Evaluate internal organisation of DRC response to crisis, its

cooperation with partners and other actors, and the relevance of its intervention and approach.

**Focus:** Preparedness, organisational capacity, organisational structure, coordination, internal communication.

**Criteria** Relevance, coherence, effectiveness.

## **Department For International Development, UK (DFID)**

**DFID (2000) *Coordination in the 1999 Kosovo Refugee Emergency : The Emergency Management Group (EMG), Albania* (London: DFID) Telford, J.**

**Objective.** Examine the strengths, weaknesses, role and capacity of the EMG as a coordination mechanism; produce recommendations for its future and lessons for other emergency responses.

**Focus:** Coordination, refugees, monitoring, management, LRRD.

**Criteria:** Effectiveness, efficiency, coherence, cost-effectiveness, coverage, relevance, appropriateness, sustainability, impact, adaptability.

## **Disasters Emergency Committee (DEC)**

**DEC (2000c) *Independent Evaluation of Expenditure of DEC Kosovo Appeal Fund: Phases I and II, April 1999–January 2000, Volumes I, II & III* (London: DEC) Bradbury, M., Buchanan-Smith, M., Collins, S., Cosgrave, J., Hallam, A., Mece, M., Norman, N., Prodanovic, A., Shackman, J., Watson, F. and P. Wiles**

**Objective:** Assess accountability to fundraising partners and British public, promote learning among DEC agencies, and monitor agencies' compliance to DEC rules and guidelines.

**Focus:** Food and nutrition, health, shelter, watsan, education, mines, protection, psychosocial, coordination, war-affected populations and beneficiaries, LRRD, preparedness, performance standards.

**Criteria:** Appropriateness, coverage, effectiveness, impact, connectedness, coherence.

**Comments:** Volume III contains summaries of each member agency's DEC-funded activities.

## **European Community Humanitarian Office (ECHO)**

**ECHO (2000k) *Evaluation of the ECHO Actions in Kosovo Following the Kosovo Crisis: Final Report* (Brussels: ECHO) Agger, I., Alderson, M. J , de Boer, M. S. and S. Jadavji**

**Objective** Review ECHO and partner response to the 1999 crisis following the NATO air strikes, and its coordination role in relation to UNHCR and others

**Focus:** Rural and urban shelter, education, watsan, health, social and psychosocial protection, agriculture, de-mining, logistics, security, provision of non-food items, income generation, coordination, gender and strategy.

**Criteria:** Relevance, coherence, complementarity, effectiveness, efficiency, impact.

**Comments:** Contains summary covering Macedonia, Kosovo and Serbia of lessons learnt and recommendations, focusing on management issues and ECHO's relations with its partners and others.

**ECHO (2000l) *Evaluation of the ECHO Actions in Serbia Following the Kosovo Crisis: Final Report (Brussels: ECHO)*** Alderson, J., Picard, E., Roeh, S. and E. Rogier

**Objective:** Review ECHO and partner response following the NATO air strikes during March–June 1999.

**Focus:** Social vulnerability, social protection, health, watsan, organisational issues, conflict prevention, refugees, IDPs, coordination, policy, management, monitoring.

**Criteria:** Relevance, efficiency, effectiveness, impact.

**Comments:** Includes annex on refugee return to Bosnia and Herzegovina and Croatia and summary of lessons learnt and recommendations covering Macedonia, Kosovo and Serbia focusing on ECHO management issues and its relations with partners and other actors.

**ECHO (2000m) *Evaluation of the ECHO Actions in the Former Yugoslav Republic of Macedonia Following the Kosovo Crisis: Final Report (Brussels: ECHO)*** Alderson, J., Picard, E., Roeh, S. and E. Rogier

**Objective:** Review the response of ECHO and its partners to the humanitarian emergency in Macedonia arising from the influx of refugees fleeing the 1999 crisis.

**Focus:** Refugees and host families, social protection, health, conflict prevention, preparedness, coordination with partners and NATO military, rapid response, security, monitoring, LRRD, organisational activities.

**Criteria** Relevance, effectiveness, efficiency, cost-effectiveness, impact, sustainability, complementarity.

**Comments** Includes a cross-country summary, covering Macedonia, Kosovo and Serbia, of key lessons learnt and recommendations, focusing on ECHO management issues and its relations with partners and other actors.

**ECHO (2000n) *Evaluation of ECHO Action in the Republic of Montenegro Following the Kosovo Crisis: Final Report (Brussels: ECHO)*** Capouillez, C., Kieffer, G. and M. Van Bruaene

**Objective:** Determine the strengths and weaknesses of ECHO's action in Montenegro following the 1999 crisis.

**Focus:** Refugees, IDPs, shelter, food and non-food distribution, health, psychosocial, preparedness, security, visibility, self-reliance projects, LRRD, coordination, the Roma

**Criteria** Relevance, efficiency, effectiveness, impact, sustainability.

**Comments:** Part of a series of evaluations examining the response of ECHO and its partners to the Kosovo crisis across the Balkan region

**ECHO (2000o) *Synthesis of the Evaluations of ECHO Actions Following the Kosovo Crisis (Brussels: ECHO)*** De Haulleville, A.

**Objective:** Synthesise the findings of five country evaluations and one thematic evaluation on coordination.

**Focus:** Preparedness, coordination, refugees, IDPs. policy, LRRD.

**Criteria:** Relevance, efficiency, effectiveness, impact, sustainability.

**ECHO (2000p) *Evaluation of ECHO Action in the Republic of Albania Following the Kosovo Crisis: Final Report (Brussels: ECHO)*** Jadavji, S., Van Bruaene, M. J. and J. Welch

**Objective:** Assess the impact of action by ECHO and its partners since 1998 in Albania, and make recommendations for an exit strategy.

**Focus:** Public health, watsan, rehabilitation, social assistance, coordination, LRRD, exit strategy, response capacity, relations with military.

**Criteria.** Relevance, efficiency, effectiveness, impact, sustainability, cost-effectiveness

**Comments:** Part of a series of evaluations examining the response of ECHO and its partners to the Kosovo crisis across the Balkan region.

**ECHO (2000q) *Evaluation of the Coordination between ECHO, Political Authorities, Military Forces and other Donors during the Kosovo Crisis: Final Report (Brussels: ECHO)*** Kieffer, G., Paoli, C. and M. Van Bruaene

**Objective:** Analyse ECHO's coordination with key international actors at the level of emergency assistance and transition and long-term LRRD.

**Focus.** Coordination, security, policy, protection, human rights, minorities and enclaves, LRRD.

**Criteria:** Coherence, connectedness, effectiveness.

**Comments:** Part of a series of evaluations examining the response of ECHO and its partners to the Kosovo crisis across the Balkan region

## **International Committee of the Red Cross and Red Crescent (ICRC)**

**ICRC (2000) *The Balkans Evaluation: An Examination of the Role of the International Red Cross and Red Crescent Movement's Response to the Balkans Crisis* (Geneva: ICRC) Anema, F., Stone, M. and H. Wissink**

**Objective.** Review the performance of the Red Cross and Red Crescent movement's integrated response to the Balkans crisis and invest lessons learned into future crisis management situations

**Focus** Coordination, management, beneficiaries, preparedness, human resources, communication, logistics, monitoring, ICRC and Federation integration.

**Criteria:** Effectiveness, efficiency, appropriateness, relevance, coherence, impact.

## **MSF-Holland (MSF-H)**

**MSF (1999c) *MSF Response in Macedonia to the Kosovo Refugee Crisis: A New Humanitarian Order?* (Amsterdam: MSF-H) Schulte-Hillen, C.**

**Objective:** Assess the effects of MSF-H's policy and NATO military action on the efficiency of MSF-H's interventions during the first two months of the Kosovo refugee crisis.

**Focus:** Policy, preparedness, refugees, humanitarian principles, financing, coordination, health, management.

**Criteria** Effectiveness, efficiency, appropriateness, coverage.

## **Tearfund**

**Tearfund (2000) *Tearfund Balkans Emergency Response April 1999–July 2000 Evaluation* (London: Tearfund) Bakewell, O., Hume, W., Lavy, R. and C. Piper**

**Objective:** Evaluate the appropriateness and effectiveness of Tearfund International's response to the Balkans crisis, March 1999–May 2000.

**Focus.** Strategy, internal organisation, coordination.

**Criteria:** Appropriateness, efficiency, effectiveness, impact, complementarity, sustainability, coherence.

**Comments:** Covers Tearfund and partner's humanitarian action in Albania, Macedonia, Kosovo and FRY

## **United Nations Children's Fund (UNICEF) / UK Department For International Development (DFID)**

**UNICEF/DFID (2000) *UNICEF Preparedness and Response in the 1999 Kosovo Refugee Emergency: A Joint UNICEF/DFID Evaluation* (New York: DFID/UNICEF) Greene, M., Madi, K., Stevens, R. and J. Telford**

**Objective** Evaluate the strengths and weaknesses of UNICEF's preparedness and response activities in Kosovo, Albania and Macedonia.

**Focus:** Mine awareness, psychosocial, education, health, nutrition, operational support, capacity, child-friendly spaces.

**Criteria:** Appropriateness, impact, sustainability, cost-effectiveness, coordination, efficiency.

**Comments:** Includes lessons for DFID about evaluation in emergencies

## **United Nations High Commission for Refugees (UNHCR)**

**UNHCR (2000a) *The Kosovo Refugee Crisis: An independent evaluation of UNHCR's emergency preparedness and response* (Geneva: UNHCR). Garlock, R., Barutciski, M., Sandison, P. and A. Suhrke**

**Objective:** Review a range of policy, operational and management issues focusing on UNHCR's preparedness in the year leading up to the crisis and its response following the March 1999 exodus.

**Focus:** Preparedness, relief, coordination, protection, management, relations with military, security, policy, refugees.

**Criteria:** Appropriateness, relevance, effectiveness, efficiency, coverage, coherence.

## **World Food Programme (WFP)**

**WFP (2000b) *Full Report of the Evaluation of the Kosovo Regional Emergency Operation* (Rome: WFP)**

**Objective:** Assess WFP's preparedness in 1998/99, its response to the crisis, and the effectiveness of its intervention and coordination mechanisms

**Focus** Preparedness, coordination, food aid, refugees, IDPs, human resources, communication, military.

**Criteria** Effectiveness, efficiency, appropriateness.

## ANNEX 5

### REFERENCES FOR OTHER SOURCE MATERIAL

- Apthorpe, R. (1997) 'Some Relief from Development: Humanitarian Emergency Aid in the Horn of Africa (including Sudan), Rwanda and Liberia' in *European Journal of Development Research* vol. 9 no 2, 83–106
- Apthorpe, R. and P Atkinson (1999) *Towards Shared Social Learning for Humanitarian Programmes. A Synthesis Study* (London: ALNAP)
- Apthorpe, R. (2000) *Kosovo Humanitarian Programme Evaluations: Towards Synthesis, Meta-Analysis and Sixteen Propositions for Discussion*. Background Paper for the ALNAP Symposium 'Learning from Evaluation: Humanitarian Assistance and Protection in Kosovo' 17<sup>th</sup> & 18<sup>th</sup> October 2000, Geneva (London: ALNAP)
- Barutciski, M. (2000) *Solutions and Responses to the Humanitarian Crisis in Kosovo (1998-1999): Prevention and Preparedness Regarding the Refugee Emergency* (London. DFID/ESCOR)
- Borton, J. and J. Macrae (1997) *Evaluation Synthesis of Emergency Aid Evaluation Report 613* (London: DFID)
- Bouman, D. and T Silkin (1999) *One, Two, Many .. but not yet whole: Mid-term Evaluation Emergency Appeal EUKC91 of ACT in Macedonia and Albania* (Geneva: ACT)
- British Red Cross Society *Kosovo Crisis – IWD Response, Achievements, Challenges: What next?* (London: BRCS, Internal)
- CAFOD (1999) *Kosovo Emergency Programmes: Lessons Learning Workshop Report* (Tirana: CAFOD Albania)
- CAFOD (2000) *Albania Emergency Preparedness Workshop Report* (London: CAFOD)
- CARE International (2000) *The Kosovo Crisis – What can we learn?* (London: CARE International)
- CIDA (1997) *WID/Gender Equity Performance Review – Best Practices Study* (Hull: CIDA)
- Cliffe, L. and R. Luckham (2000) 'What Happens to the State in Conflict: political analysis as a tool for planning humanitarian assistance' in *Disasters*, Vol. 2 no 4, 291–313
- Corrin, C. (2000) *Gender Audit of Reconstruction Programmes in South Eastern Europe* (New York: Women's Commission for Refugee Women and Children, Urgent Action Fund)

- Daalder, I and M O'Hanlon (1999) 'Unlearning the Lessons of Kosovo' in *Foreign Policy* (Fall) (Washington, DC Brookings Institute)
- Daalder, I. (1999a) 'Lessons of Kosovo' in *Die Woche* (June 24) (Washington, DC: Brookings Institute)
- Davidson, S. and P Raynard (2001) *Ahead of the Field. Pilot Agencies and the People in Aid Code 1997–2000* (London: PIA)
- de Putte, B. (2001) *Follow-up to Evaluations of Humanitarian Programmes* (London. ALNAP)
- de Waal, A. (1997) *Famine Crimes. Politics and the Disaster Relief Industry in Africa* (Oxford: James Currey)
- Edwards , M. and D. Hulme (eds.) (1995) *Non-Governmental Organisations – Performance and Accountability* (London: Earthscan/Save the Children)
- ETC UK (1999) *Real-Time Evaluation of the Humanitarian Response to the Crisis in Kosova, March to May 1999* (Copenhagen: DANIDA)
- Forman, S. and S Patrick (eds ) (2000) *Good Intentions: Pledges of Aid for Post-Conflict Recovery* (Boulder: Lynne Rienner)
- Groupe URD (1999) *Civilian Humanitarian and Military Actors in Albania* (France: Groupe URD)
- Groupe URD (2000) *8 Mois Apres Mitch: Bilan des Actions et Premieres Lecons* (France, Groupe URD)
- Groupe URD (2000a) *La Mouvance Associative Albanaise, la Crise Kosovar et les Strategies des ONG Francaises: Document de Synthese* (France: Groupe URD)
- Gunn, S (1990) *Multilingual Dictionary of Disaster Medicine and International Relief* (Dordrecht: Kluwer Academic)
- Haas, R. (1999) 'The Lessons of Kosovo's Two Wars' in *IntellectualCapital.com* (June 10) (Washington, DC: Brookings Institute)
- Hallam, A. (1998) *Evaluating Humanitarian Assistance Programmes in Complex Emergencies. RRN Good Practice Review* (London: ODI)
- HPN (2000) *NGO Responses to Hurricane Mitch. Evaluations for Accountability and Learning. Humanitarian Network Paper 34* (London: ODI)
- IASC (2000) *Global Humanitarian Assistance 2000* (Geneva: UNOCHA)
- ICRC/IFRC (2000) *Technical Workshop on the Health & Relief Lessons Learned in the 1999 Balkans Crisis* Outcomes of a participatory workshop held 6–8 July 2000 at the Chateau de Penthes in Geneva for Member Societies of the Red Cross and Red Crescent Movement
- ICRC *International Humanitarian Law and the Kosovo Crisis: Lessons Learned or to be Learned* (Internal Review of the Red Cross No 837)



ICRC *Conflict in the Balkans Human Tragedies and the Challenge to Independent Humanitarian Action* (ICRC)

ICVA (2000) 'Special Issue: the Independent Evaluation of UNHCR's Emergency Preparedness and Response to the Kosovo Refugee Crisis' in *TALKBACK: The Newsletter of the International Council of Voluntary Agencies (ICVA)* Vol. 2, Issue 1 (February)

IFRC (2000) *World Disasters Report* (Geneva: IFRC)

International Crisis Group (1999a) *War in the Balkans: Consequences of the Kosovo Conflict and Future Options for Kosovo and the Region (ICG Balkans Report No 61)* (Sarajevo: ICG)

International Crisis Group (1999b) *Kosovo: Let's Learn from Bosnia: Models and Methods of International Administration (ICG Balkans Report No 66)* (Sarajevo: ICG)

International Crisis Group (2000) *Kosovo Report Card (ICG Balkans Report No 100)* (Pristina/Brussels: ICG)

JEEAR (1996) *The International Response to Conflict and Genocide. Lessons from the Rwanda Experience Vols. 1-4* (Copenhagen: The Steering Committee of the Joint Evaluation of Emergency Assistance to Rwanda)

Joint Committee (1994) *The Program Evaluation Standards* (Thousand Oaks: Sage, Joint Committee on Standards for Educational Evaluation)

Kirkpatrick, I. and M. Martinez Lucio (1995) *The Politics of Quality in the Public Sector* (Routledge: London)

Leader, N (2000) *The Politics of Principle: the Principles of Humanitarian Action in Practice. HPG Report 2* (London: ODI)

Le Billon, P. (2000) *The Political Economy of War. What Relief Agencies Need to Know. HPN Network Paper 33* (London: ODI)

Lister, S (2000) *Scaling-up After Hurricane Mitch A Lesson Learning Study for the Disasters Emergency Committee* (London: ODI)

Morris, N. (1999) 'UNHCR and Kosovo: a personal view from within UNHCR' in *Forced Migration Review* vol. 5 (August)

Minear, L., Sommers, M. and T van Baarda (2000) *NATO and Humanitarian Action in the Kosovo Crisis: Occasional Paper #36* (Providence, RI: Thomas J. Watson Jr. Institute for International Studies, Brown University)

NATO (2000) *Kosovo One Year On: Achievements and Challenges*

NATO/EAPC (1999) *Compendium of Views and Experiences on the Humanitarian Aspects of Peacekeeping* (Brussels: NATO)

NATO/EAPC (1999) *Seminar on the Kosovo Experience with Regard to the*

- Compendium of Views and Experiences on the Humanitarian Aspects of Peacekeeping* (Brussels: Euro-Atlantic Partnership Council)
- The Netherlands Government (2000) *Evaluation of the Kosovo Crisis* (The Netherlands)
- OECD-DAC (1999) *Guidance for Evaluating Humanitarian Assistance in Complex Emergencies* (Paris: OECD)
- OECD-DAC (2000) *Glossary of Evaluation and Results Based Management (RBM) Terms* (Paris: OECD Working Party on Aid Evaluation)
- Ostrom, E. (1990) *Governing the Commons: The Evolution of Institutions for Collective Action* (Cambridge: Cambridge University Press)
- Oxfam *Humanitarian Response to Kosovo Refugee Crisis* (OXFAM)
- Oxfam International *Winning the Peace? Some Lessons from the EU's Aid to South Eastern Europe* (OXFAM)
- Patton, M. (1997) *Utilization-Focused Evaluation: The New Century Text* (Thousand Oaks: Sage)
- Paul, D. (1999) *Protection in Practice: Field Level Strategies for Protecting Civilians from Deliberate Harm. RRN Network Paper 30* (London: ODI)
- Paul, D. (2001) *Protecting Rights through Humanitarian Action: Reference Group on Human Rights and Humanitarian Action* (New York, IASC)
- Perrin, R. (1999) *Presentation to the UK Evaluation Society's Annual Conference* (December)
- Pictet, J. (1958) *The Geneva Conventions of 12 August 1949 Commentary*. Published under the general editorship of Jean S Pictet, Director for General Affairs of the International Committee of the Red Cross (Geneva: ICRC)
- Porter, T. (1999) 'Coordination in the Midst of Chaos: the Refugee Crisis in Albania' in *Forced Migration Review* vol. 5 (August)
- Pottier, J. (1999) 'In Retrospect: Beneficiary Surveys in Rwandan Refugee Camps, 1995: Reflections 1999', in Frerks, G and T. Hilhorst (eds.) *Evaluating Humanitarian Aid: Politics, Perspectives and Practice* (Wageningen: Disasters Studies Unit, University of Wageningen) 115–126
- Raynard, P. (2000) *Mapping Accountability in Humanitarian Assistance* (London: ALNAP)
- RDI (1990) *Evaluation of ODA Support for NGO Post-Flood Rehabilitation Activities in Bangladesh 1988–89* (London: Relief and Development Institute)
- Refugee Studies Programme (1999) *Forced Migration Review* vol. 5 (August)
- Scriven, M. (1991) *Evaluation Thesaurus – Fourth Edition* (Newbury Park, CA: Sage)

- Sobhan, R. (1997) 'Rethinking Technical Assistance' in *Discourse, a Journal of Policy Studies* vol 1 no 1 1-16
- Spencer, T. (1998) *A Synthesis of Evaluations of Peacebuilding Activities Undertaken by Humanitarian Agencies and Conflict Resolution Organisations* (London: ALNAP)
- SPHERE (2000) *Humanitarian Charter and Minimum Standards in Disaster Response* (Geneva: The Sphere Project)
- Stufflebeam, D. (1999) *Foundational Models for 21st Century Program Evaluation* (Western Michigan University: The Evaluation Centre Occasional Papers Series)
- Suhrke, A. (2000) 'From One Crisis to Another: Organisational Learning in UNHCR' in *Learning in Development Cooperation*, Wohlgemuth, L. and J. Carlsson (eds.) (Stockholm: Expert Group on Development Issues, EGDI)
- Tiller, S. (2000) *Kosovo Schools Rehabilitation Programme Review* (London: British Red Cross Society)
- Valid International (1999) *Kosovo Crisis. Lesson Learning Study* (London: DEC)
- UK House of Commons Select Committee on International Development (1999) *Kosovo: The Humanitarian Crisis* (London: International Development Committee)
- UK National Audit Office (2000) *DFID Emergency Aid. The Kosovo Crisis* (London: The Stationery Office)
- UK Ministry of Defence (1999) *Kosovo. Lessons from the Crisis* (Internal Report)
- UNDP (2000c) *Sustainable Human Development Good Project Design: An Assessment of Project Formulation and Design in UNDP Agriculture Programming, 1994-1999* (New York: UNDP)
- United Nations (2000) *Consolidated Inter-Agency Appeal for Southeastern Europe Mid-Term Review* (Geneva: UNOCHA)
- UNTAET (2000a) *East Timor Consolidated Appeal Process (CAP) Review Phase 1. Self-Assessment by Humanitarian Community* (Dili: Consolidated Inter-Agency Appeal Process Steering Committee, UNTAET Humanitarian Assistance and Emergency Rehabilitation Pillar)
- UNTAET (2000b) *East Timor Consolidated Appeal Process (CAP) Review Phase 2 Humanitarian Programs in East Timor from the Beneficiaries' Perspective* (Dili: UNTAET)
- USAID Center for Development Information and Evaluation (1997) 'The Role of Evaluation in USAID' in *Performance Monitoring and Evaluation Tips No 11* ([http://www.doi.org/pdf\\_docs/pnaby239.pdf](http://www.doi.org/pdf_docs/pnaby239.pdf))
- USAID Center for Development Information and Evaluation (1999) *Impact Evaluation: Providing Emergency Aid to Haiti* (Washington DC: USAID)

- US Department of Defence (2000) *Report to Congress Kosovo/Operation Allied Force After Action Report* (Washington US Department of Defence)
- US Department of State (2000) *Interagency Review of U.S. Government Civilian Humanitarian and Transition Programs* (Washington: The National Security Archive)
- Valadez, J and M. Bamberger (1994) *Monitoring and Evaluating Social Programs in Developing Countries: A Handbook for Policymakers, Managers, and Researchers* (Washington DC: World Bank EDI Development Series)
- Valid International (1999) *Disasters Emergency Committee Kosovo Crisis. Lesson Learning Study* (London: DEC)
- Van Brabant, K. (1999) *Opening the Black Box: An Outline of a Framework to Understand, Promote and Evaluate Humanitarian Coordination* (London: ODI)
- Van Brabant, K. (2000) *Operational Security Management in Violent Environments. A Field Manual for Aid Agencies* Good Practice Review 8 (London: ODI)
- Von Flue, C and J. De Maio (1999) *Third Workshop on Protection for Human Rights and Humanitarian Organisations* Report on the Workshop, Geneva, 18–20 January 1999 (Geneva ICRC)
- WFP Executive Board (2000a) *Summary Evaluation Report on Kosovo Regional Emergency Operation 6040: Food Assistance to Kosovar Internally Displaced Persons and Refugees in the Federal Republic of Yugoslavia and the Former Yugoslav Republic of Macedonia* (Geneva: WFP)
- WFP Executive Board (2000b) *Information Notes: Summary of Evaluation Recommendations and Management Response – Kosovo Regional Emergency Operation 6040* (Geneva: WFP)
- Wholey, J. (1997) ‘Trends in Performance Measurement Challenges for Evaluators’ in Chelimsky, E and W. R. Shadish (eds.) *Evaluation for the 21<sup>st</sup> Century A Handbook* (Thousand Oaks: Sage)
- Wood, A., Borton, J. and R. Apthorpe (eds.) (2001) *Evaluating International Humanitarian Action. Perspectives from Practitioners* (London: Zed Press)
- Works, B. (1999) *Preliminary Report. Kosovo & Operation Allied Force – Lessons to be Learned* (Washington DC Strategic Issues Research Institute: SIRI-US)
- WHO *Inter-agency Medical/Health Taskforce. Humanitarian Crisis in the South Balkans* (WHO Guidance Document)