



IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
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PROGRESS REPORT ON EVALUATION

1. The present annual progress report and work programme is divided into four parts: Part I reviews the main evaluation activities undertaken during 1998; Part II provides an overview of lessons learned from evaluations and studies; Part III summarizes other related activities undertaken during the course of the year; and Part IV outlines the 1999 work programme of the Office of Evaluation and Studies (OE). Annex I presents a synthesis of project completion, ex post and country portfolio evaluations undertaken in 1998; details of evaluation activities undertaken in 1998 are shown in Annex II; and a list of those planned for 1999 is given in Annex III.

I. REVIEW OF THE MAIN EVALUATION ACTIVITIES UNDERTAKEN IN 1998

2. Twenty-one evaluations were undertaken in 1998, including 16 project evaluations, one technical assistance (TA) grant evaluation, one country portfolio evaluation (CPE) and three thematic studies. Of the 16 project evaluations, three were undertaken for projects at mid-term (including one financed by the Belgian Survival Fund): two in Africa and one in the Near East and North Africa (NENA) region. Six interim evaluations were undertaken: four in Africa (including one financed by the Belgian Survival Fund) and two in Latin American and the Caribbean. Two focused evaluations of projects were mounted, with emphasis on financial service associations in Africa. Five completion evaluations were undertaken: two in Asia and one each in Latin American and the Caribbean, NENA and Africa. One CPE was mounted in Asia and one TA grant was evaluated in Latin American and the Caribbean. Three thematic studies were initiated in 1998: (i) IFAD's approach to small islands development; (ii) IFAD's approach to the development of water users' associations; and (iii) rainfed agriculture in the NENA region.

3. In addition, the evaluation of the Special Programme for Sub-Saharan Countries affected by Drought and Desertification (SPA) was brought to completion and presented to the April 1998 Session of the Evaluation Committee. Meetings on the SPA evaluation were held with the Swiss Development Cooperation and a group of Belgian Parliamentarians in May and June 1998, respectively, and another, between IFAD staff and representatives of partner institutions, was held at IFAD Headquarters in October 1998.

4. Four national-level workshops were organized to discuss evaluation results with the various stakeholders in Bhutan, Mauritania, Tunisia and Zambia. Officers of OE mounted and participated in

several missions and workshops in support of monitoring and evaluation (M&E) systems and to build capacity in that particular field. Seven such activities were organized in 1998 in Armenia, Benin, Bolivia, Mali, Palestine, Swaziland and the United Republic of Tanzania.

Evaluation Activities in 1998

Type of Evaluation ⁽¹⁾	Africa	Asia and the Pacific	Latin America and the Caribbean	Near East and North Africa	Total
Mid-term	2			1	3
Interim	4		3 ⁽²⁾		7
Completion, ex post	1	2	1	1	5
Focused	2 ⁽³⁾				2
Country portfolio		1 ⁽⁴⁾			1
Subtotal	9	3	4	2	21 ⁽⁵⁾
Special support missions/workshops	6	1	1	3	11
Total	15	4	5	5	32

(1) See Annex IV for definition of the various types of evaluations

(2) Includes the evaluation of TA grant no. 310 (Network of IFAD-supported Projects in Latin America and the Caribbean - FIDAMERICA).

(3) Projects in Benin and Guinea.

(4) The Nepal CPE covered nine projects.

(5) This figure adds up to 21 as it includes three ongoing thematic evaluations: Development, Water Users' Associations and Rainfed Areas in the NENA region.

II. LESSONS LEARNED FROM EVALUATION AND STUDIES

A. Highlights of the Evaluation of the Special Programme of Sub-Saharan African Countries Affected by Drought and Desertification

IFAD's Operational Instruments: The Need for Diversification

5. In highly changeable and diversified areas of operations, which include many parts of sub-Saharan Africa, economic opportunities and population priorities evolve rapidly and unpredictably. In such cases, it is necessary that development support instruments be flexible and adaptable so as to meet changing needs and achieve development objectives. The design of poverty alleviation activities in the sub-Saharan African countries should place emphasis on the development of decentralized services and funds to support grass-roots organizations and investment initiatives identified during project implementation, rather than defining *a priori* at the design stage the investments that are to be made and the organizations to be supported.

6. The choice of implementing entities and the quality of the development partnerships to be established are critical to the success or failure of any venture. Partners should be identified early in the design process, institutional diagnosis must be improved and all key stakeholders involved in formulating the programmes and services to be supported. If project/programme design is to evolve during the course of implementation, it is essential that implementing agencies be endowed also with design capacity. Small, grant-financed pilot projects should be used more frequently in order to test and/or develop capacity and establish partnerships before the start-up of larger-scale programmes.



7. Longer-term commitment on the part of IFAD is needed to achieve sustainable results and successful phasing-out. It is often between the third and the fifth year of project implementation that the priority demands of target groups are established, solutions found to initial design/implementation problems and the most relevant activities emerge. Thus, in order to build on these activities, more time is needed than the three or four years that remain. Sustainable success generally occurs due to perseverance, gradual adaptation and a patient and continuous learning process.

8. Programmes must be more firmly anchored to local economies. Local farmers' organizations and communities should have greater freedom to choose their service providers, suppliers and construction enterprises and to strengthen their essential skills. This approach would offer four advantages: (i) it would strengthen, through learning, the capacities of the target groups to negotiate; (ii) it would increase the beneficiaries' sense of ownership of the investments; (iii) it would reduce costly administrative procedures and foster the sustainability of the development process; and (iv) it would strengthen the socio-economic potential of the region.

9. Periodic consultations between implementing agencies and representatives of the communities or groups involved should be organized on a more systematic basis in order to exchange experiences and to discuss and evaluate programme activities. Such consultations provide an opportunity to strengthen the communities' control of project implementation, bringing out common problems (and solutions) often concealed by the "vertical" and scattered relations that the projects have with the villages, and helping to enhance decision-making transparency. Adjustment of design and/or implementation modalities should, if required, follow.

10. The capacity of designers and implementing agencies for identifying new institutional, technological or organizational innovations must be strengthened. These innovations can be better identified through upstream participatory research and development activities. During implementation, effective partnerships with local operators, institutes and knowledge centres, possibly even involving them in designing and supervising projects and programmes activities, may be effective in identifying innovations.

11. The sub-Saharan African countries receive considerable external aid from donors with greater clout than IFAD. If the Fund is to strengthen its capacity to contribute to national policies aimed at combating rural poverty and desertification, and to replicate its own activities, it must broaden and strengthen its dialogue and strategic alliances with all parties in the civil society of countries where it operates and with donors that share its fundamental objectives.

Sustainable Food Security for Rainfed Agriculture in Semi-Arid Zones

12. Most SPA interventions in the semi-arid zones aim at promoting on-farm land development techniques (soil and water conservation (SWC) and agroforestry) and, to a lesser degree, at supporting input supply and research. Experience shows that the main concern of smallholder households, particularly the poorest, is to improve their food security and that environmental considerations have little priority. Interventions which began by strengthening local food security while having a long-term impact on maintaining natural resource productivity are those that have given the most promising results. It also appears that strategies for strengthening long-term food security cannot be based solely on enhancing food production, but that food stock management and, above all, income diversification are equally important for this purpose. Non-farm activities, small-scale commercial livestock and irrigated high-value crops are essential to guaranteeing food security in semi-arid zones.

13. Generally speaking, the farmers' research and innovation potential is not sufficiently recognized or exploited due to the top-down, technician approach adopted by public research and extension institutions. The great diversity of constraints on, and potential for, rainfed agriculture in the semi-arid zones make it essential that such experimentation, research and innovation be location-specific.

14. Promising results have been obtained with SWC measures on farmlands thanks to their contribution to curtailing water-stress risk. Small farmers' adoption and replication of such SWC techniques depends on their ease of implementation, capacity for incorporation into the agricultural working calendar and, above all, immediate impact on production. In this context, mechanical SWC technologies have given positive results. The SPA evaluation concluded, however, that these results alone were not sufficient for sustainable improvement. To restore, in a sustainable way, the balance between increasing farming pressure and the available resource base, the use of organic and mineral fertilization must underpin mechanical SWC measures. Without this combination, soil fertility will continue to decline. The SPA evaluation also confirmed the crucial importance of agroforestry in savannah-land farming systems and the close linkage between cropping, agroforestry and livestock systems for sustainable food security.

15. After water stress, damage to rainfed crops by sedentary or migratory pests is the second most important cause of low yields and high risk in semi-arid areas. The benefits of corrective action have been underestimated by most projects because it was limited to a few cautious interventions. In addition to the importance of basic services to forecast and thus avoid widespread infestation, a great deal still remains to be done in the field of research and the use of manual and biological techniques for plant health. The integrated pest management (IPM) approach to enhancing local know-how and innovation should be used more extensively in the semi-arid zones.

16. The SPA projects that were analysed showed that, in many cases, farms need to increase their transport capacity (carts in particular) if they are to develop their production systems, particularly with regard to soil fertility management (manure and fodder transport) and better access to markets. Carts also considerably reduce women's work. More resources should be allocated to support the local production of low-cost hauling equipment.

B. Selected Lessons From Evaluations in Southern and Western Africa

17. During 1998, a review was made of evaluations recently undertaken in southern and western Africa and the lessons learned therefrom were distilled and consolidated¹. The following are highlights of the results of this exercise.

18. **Transitory difficulties with decentralization.** The decentralization of government is usually welcomed as bringing the democratic process closer to local people and allowing them more opportunity to express their development priorities. However, decentralization led to short-term disruptions in some African countries when it took place during the course of project implementation. The lessons learned highlight the following:

¹ These refer to various evaluations undertaken for the following projects: (1) Ethiopia - Special Country Programme; (2) Gambia - Small-scale Water Control Project; (3) Ghana - Upper-East Region Land Conservation and Smallholder Rehabilitation Project; (4) Ghana - Country Portfolio Evaluation; (5) Ghana - Smallholder Rehabilitation and Development Programme; (6) Lesotho - Local Initiatives Support Project; (7) Uganda - Hoima District Integrated Community Development Project; and (8) Uganda - Southwest Region Agricultural Rehabilitation Project.



- Gains from the decentralization of local government are likely to bring benefits to IFAD target groups in the longer term, and care is needed to ensure that transitory disruption does not conceal potential benefits. However, when decentralization takes place during project implementation, it may stretch limited resources and call for the revision of established boundaries, both of which can cause disruption over the short and medium terms.
- Projects and programmes need to adjust and modify their working methods and targets to accommodate changes brought about by decentralization. Wherever possible, the effects of decentralization should be anticipated with a view to reducing disruption. The supervision process has a particular role to play in terms of working with management to identify modifications to design that might become necessary. By working through decentralized authorities, projects would avoid undermining the strategic intention of decentralization.
- Where design anticipates support to the decentralization process, sufficient flexibility in organization and additional funding must be allowed for to ensure that capacity can be created or increased in relevant local government support departments. Short-term costs are necessary to obtain long-term gains.

19. **Social interventions as precursors to strengthening production activities.** The typical IFAD project has specific targeting mechanisms built into its design to ensure that the main beneficiaries come from the poorest sectors of the community. However, investment programmes with major components for community development, under which facilities such as wells, health centres, schools, etc., are to be supplied, normally need to serve the entire community. Some may even need to be national in coverage. As a consequence, a project may contain both a non-targeted component for social development and specifically-targeted components for on and off-farm activities.

20. This arrangement may have a divisive effect on participating communities, either because the poorest groups expect to have preferential access to the social development activities or because the economic assets of the very poorest sectors are sometimes so marginal that they are unable to take part in even the most basic economic activities. However, recent evaluations in Africa suggest that:

- When involving the poorest in the community, group formation for community development activities may be a viable mechanism for establishing and strengthening local grass-roots institutions and a precursor to empowering such groups and involving them in economic activities.
- Programmes that include mixes of social and economic activities may call for different targeting mechanisms within the same project or programme. As a general rule, community development activities either need 100% coverage to be effective (drinking water, health, etc.) or are totally self-selecting (e.g. for pregnant women and nursing mothers).

21. **Staff training for participatory programmes.** In order for the participatory approach to be used in project design, the capability of implementing staff in this respect must be assessed. Where government staff have a major role to play, it may be difficult for them to change their attitudes formed that have been over many years. There may be a feeling that farmers are incapable of selecting the best course of action to take for their own benefit. Similar difficulties have been identified by evaluations of projects in Southern and West Africa.



- Participatory development activities should be undertaken by staff trained and experienced in participatory methods, for which technical competence cannot be a substitute. Project designers need to be aware of the reorientation and/or training requirements of implementation staff in this respect.
- It is difficult bring about a change in attitude and this needs to be both nurtured and monitored. It can take many years to change development approaches, especially at the institutional level.

22. **Holistic approaches to household food security.** A number of projects and programmes aim, *inter alia*, at improving household food security (HFS) by concentrating on raising the production of specific crops. In general, these interventions have been successful over the short term. Evaluations have concluded that the major reasons for this are limited appreciation of the complexity of the strategy adopted by households towards HFS and a lack of understanding of the highly differentiated gender roles within households or communities.

- Projects aiming at improving HFS should be based on a proper assessment of priorities given by rural households to activities that contribute to such security, in order to ensure that objectives are reinforcing rather than contradictory.
- In order to address HFS issues, designers should have a holistic appreciation of farmers' and households' strategies for achieving food security. This should include an analysis of gender roles and identification of on- and off-farm options for improving HFS that are available to both men and women. Ideally, households should be able to choose from a range of activities that contribute to HFS; and these activities should be supported by projects.
- Where a range of crops is to be promoted, the relative contribution of such crops to household food and nutrition and their use as sources of income should be assessed to arrive at a proper appreciation of the rationale for selecting priorities. The stability of this assessment, in terms of price changes during implementation, could affect priorities and thus need to be reviewed periodically.

C. Lessons Learned from the Evaluation of Project Credit Components in the United Republic of Tanzania

23. A focused evaluation of the rural credit components of IFAD-supported projects in the United Republic of Tanzania concluded that the strategy for achieving viable credit delivery mechanisms through the promotion and strengthening of grass-roots-based institutions has yielded very positive results. The involvement of savings and credit cooperatives (SACCOs) in rural financial services has done much to promote IFAD credit components. SACCOs are simple, innovative grass-roots institutions that secure the participation of communities at the local level thanks both to their approach to credit management and participation and to their loan administration costs that are substantially lower than those of formal financial institutions. These cooperatives are democratic institutions that concentrate on lending and savings mobilization and management at the local level. This makes them ideal mechanisms for providing financial services to the rural areas of the United Republic of Tanzania, particularly the remote, isolated areas where poverty is concentrated.

24. Experience shows that the viability of credit operations depends on a number of factors, including the demand for credit, how well credit operations are managed overall, and success in keeping the transaction costs of lending to a minimum. Related to this are the interest rate issue and the ability of credit intermediaries to adopt rates that are acceptable to their customers but provide an adequate spread to cover administrative costs. Finally, the long-term sustainability of credit

operations also depends on: (a) high recovery rates to preserve the integrity of the capital base; and (b) successful savings mobilization to increase the amount of funds available for lending.

25. During project design, a comprehensive institutional field-level appraisal should be undertaken on the financial intermediaries considered for involvement in future projects and related activities. This is fundamental for the success of financial services components. The appraisal should assess the institutions' track records in reaching the poor efficiently; scale of outreach and relative poverty of the clientele; quality of the financial services and loan portfolio; governance; accounting procedures and experience; management capacity; financial performance over time; and the existence or potential for sound reporting, monitoring and information systems.

26. The financial requirements of the rural poor are not homogeneous and often vary according to local conditions and circumstances. Customization of credit packages is essential, and should be based on the nature of activities the credit is to support. Varying socio-economic circumstances may also necessitate different financial products, including savings mobilization, short, medium and long-term loans, transfer services, and currency exchange. It is important to have an analysis of the needs and services required by the intended target group, failing which the efficacy and efficiency of the entire credit operations may be jeopardized.

27. When designing pilot schemes in response to changes in macroeconomic conditions or the regulatory and legal framework after commencement of project implementation, a review should be made of the major assumptions present in the original project design. The size of the pilot scheme must be tailored to the changed environment and, if necessary, the area covered should be reviewed. Staffing, resources and procedures need to be tailored appropriately. A clear-cut time-bound action plan should be drawn up to prevent the pilot scheme from becoming too costly and, more importantly, to avoid it expanding beyond of its intended proportion and scope. A pilot scheme is an experimental phase through which procedures, mechanisms and technologies are tested and understanding gained as to whether it can be replicated on a larger scale and in a cost-effective manner.

D. Lessons Learned from the Evaluation of Technical Assistance Grants

Technical Assistance Grant for Poverty Alleviation Training in the Asia and Pacific Region

28. **Training content.** The lessons learned from the above-mentioned evaluation included, *inter alia*, that belief in the relevance of generic pre-set modules for project management and in the effectiveness of such modules in driving change towards more effective implementation of poverty alleviation programmes, can be misleading. Sufficient attention should be given to the proper sequence in generating and delivering poverty alleviation training. Training needs assessments are crucial in this respect, and should precede and set the priorities for curriculum development. The production of content and training modules requires a competence that is quite different from that of trainers.

29. **High staff turnover.** Many poverty alleviation projects in South Asia experience an excessively high turnover of senior staff, which not only reduces continuity in project implementation but weakens the impact of project-specific training. Skills in managing poverty alleviation programmes and in the participatory development processes involved should be imparted to a much greater number of trainees so as to provide a large pool of potential project staff.

30. **Type of training.** It would be more cost-effective to introduce relevant content into the curriculum of in- and pre-service training institutions that upgrade the capability of rural development



officials. Cost-effective, sustainable efforts in this area would involve developing: a special curriculum for civil service in-service training programmes; a pre-service curriculum for probationers who may manage future poverty alleviation programmes; and skills in the management of poverty alleviation programmes and participatory processes by improving the curriculum of agricultural and rural development universities.

31. **National training.** The capability of national-level training institutions should be strengthened. These institutions mainly concentrate on classroom lectures, but trainees have expressed preference for more direct field exposure to the farmers' conditions. There is a need to improve the curriculum of some of the programmes run by these institutions and to review their training methods. A first step would be to improve the capability of national training institutions by disseminating knowledge about effective teaching/learning processes.

32. **Distance learning** through the Internet is recommended as it would directly complement teacher-guided instruction. Staff in poverty alleviation programmes could identify technical areas where support is required; and existing electronic networks on rural poverty could provide appropriate material and guidelines for interaction with farmers with whom the knowledge required could be generated.

Technical Assistance Grant for the Network of IFAD-supported Projects in Latin America and the Caribbean (FIDAMERICA)

33. This programme was developed and implemented during the period 1995-98 for the purpose of enhancing the efficiency and impact of IFAD-supported projects in Latin America and the Caribbean. Projects were linked to an electronic network through which technical and methodological information reached field staff and peasant leaders automatically and on a continuous, cost-effective basis. The FIDAMERICA programme has pursued these objectives through three main lines of activity: (i) training; (ii) technical assistance; and (iii) information management.

34. For initiatives like FIDAMERICA, the annual operating plans of associated programmes and projects should allow time for gathering information on experiences and lessons learned, exchange of knowledge, preparation of case studies, and participation in electronic conferences, etc. This would help solve the commonly-cited problem of insufficient time for reading and processing messages from unmoderated lists and conferences, and it would make for better use of the resources invested in such networks.

35. In order to build skills and boost motivation for seeking information through other channels and as a means of ensuring sustainability, FIDAMERICA could link its website both to international search engines (e.g. Yahoo, Altavista) and to regional search engines, as in the case of some private servers. These links may include a brief description of what the engines can do and how they are used.

36. Although the FIDAMERICA home page has links to potentially useful "sites of interest", other links might be added, e.g. universities, libraries, other institutions or projects not cofinanced by IFAD, non-governmental organizations (NGOs), IFAD projects outside the region, co-executing agencies, specialized journals, regional and international press, etc. FIDAMERICA users could be surveyed with a view to identifying the links that are most important or of interest. In this respect, the evaluation suggested that the existing links be re-examined by IFAD and that the implementing agencies take steps to ensure that they reflect the interests of potential users.



E. Sharing Evaluation Lessons at the International Level

37. **Evaluation Knowledge System (EKSYST).** This system was developed in 1995-96 as an electronic research tool for the systematic storage, search and retrieval of evaluation-related information, including lessons learned from evaluations, project evaluation summaries, findings and recommendations. By the end of 1998, 300 documents were available on EKSYST and all IFAD staff dealing with project development and follow-up were able to access the system. A version of the IFADEVAL system was also made available on Internet. EKSYST was presented to external audiences on a number of different occasions in 1998: (a) formal presentation of EKSYST, with its Internet counterpart, at IFAD's 20th Anniversary Exhibition held in Rome from 6 to 12 February 1998. The presentation addressed members of IFAD's Governing Council and the general public visiting the exhibition; (b) formal presentation at the University of Agriculture, Uppsala, Sweden, in conjunction with IFAD's 20th Anniversary celebrations. EKSYST was presented to members of the faculty, students and the general public; (c) an informal presentation at the Food and Agriculture Organization of the United Nations (FAO) in Rome in June. The audience included evaluation directors and staff of FAO, including the Investment Centre, and the World Food Programme (WFP); (d) formal presentation to the Annual Conference of the European Evaluation Society, held in Rome from 29 to 31 October 1998; and (v) formal presentation to participants at the International Workshop on Innovations in Microfinance for the Rural Poor, held in Accra, Ghana from 9 to 13 November 1998. Participants at these forums, such as the Organisation for Economic Co-operation and Development (OECD), the German Ministry of Economic Cooperation and FAO, requested and obtained access to the system.

38. **Evaluation Knowledge Web (IFADEVAL).** Since its inauguration by the President of IFAD at the Global Conference on Knowledge for Development in the Information Age, held in Toronto in June 1997, the number of IFADEVAL users has increased. During the period August-November 1998, an average of 10 000 visits per month was recorded on this web site. IFADEVAL was developed to support exchanges of evaluation-based knowledge on rural poverty alleviation between United Nations agencies, the World Bank, regional development banks, bilateral agencies, governmental organizations and NGOs, and operates within the framework of the Administrative Committee on Coordination (ACC) of the United Nations Network on Rural Development and Food Security. Through IFADEVAL, users can now access lessons learned from evaluations on various subjects, including rural and financial services, M&E system design, financial and institutional sustainability, participation and empowerment, and other subjects of interest to the development community. The website provides access to two interactive evaluation discussion forums: a general one open to all interested parties, and a specialized one reserved to members of the ACC Network on Rural Development and Food Security. Following IFADEVAL's presentation, a third forum devoted to follow-up of the International Workshop on Innovations in Microfinance for the Rural Poor, was established for the purpose of facilitating access to knowledge on microfinance and disseminating lessons learned in this area. IFADEVAL also contains information on upcoming international conferences and workshops on evaluation; a section on evaluation publications that can be ordered on-line; links to other United Nations agencies, bilateral and multilateral institutions, NGOs; and evaluation news.

III. OTHER EVALUATION-RELATED ACTIVITIES

39. **Round Table Conference on Mauritania Country Portfolio Evaluation.** Three members of the Evaluation Committee of IFAD's Executive Board participated in the Round Table Conference which took place in Nouakchott, Mauritania, on 15 and 16 June 1998. The conference was opened by the Minister of Planning in the presence of the Minister of Rural Development and Environment

and the Minister of the Civil Service and was attended by 54 national and regional officials, parliamentarians and mayors, and representatives of civil society, FAO, WFP, United Nations Development Programme and IFAD. Discussions at the conference centred on the main findings and recommendations of the CPE and provided an excellent forum for exchanges between agricultural policy makers, practitioners and donors. Other topics included changes required in agriculture policies to better focus on rural poverty alleviation, socio-economic and institutional constraints encountered in this respect and means to address them. IFAD's Africa I Division will be monitoring the impact of these discussions on subsequent agricultural policy formulation.

40. **Knowledge-Exchange Days on Rural Development in Tunisia.** As a follow-up to the completion evaluation of IFAD-financed projects in Sidi Bouzid Governorate and in collaboration with the Government of Tunisia, OE organized a seminar on "Knowledge Exchange Days on Rural Development" in Tunis on 4-5 May 1998. The purpose of the seminar was to discuss how approaches used in the Sidi Bouzid projects could be applied to other areas, and under what conditions. The seminar was inaugurated by the Secretary of State for Hydraulic Works and attended by 60 national and regional officials, scholars, researchers, development partners (donors) and concerned IFAD staff. Discussion centred on lessons learned from the evaluation, with particular reference to the role of rainfed agriculture in developing marginal areas, the creation of an enabling environment for the development of local initiatives, and operational strategies for inclusion in IFAD's country strategy for Tunisia. The conclusions and recommendations of the seminar will be used as an input for future project design and agricultural policy formulation efforts in Tunisia.

41. **Workshop on the Evaluation of the Special Programme for Sub-Saharan African Countries Affected by Drought and Desertification.** The workshop followed a number of meetings and discussions on the report of the evaluation of the SPA (see paragraph 3). Organized by OE with the participation of IFAD operational staff, consultants and representatives from partner institutions, the workshop focused on the main conclusions and recommendations of the SPA evaluation. The main subjects of discussions were: (a) strategic orientation and programme components: relevance of the logical frameworks of SPA I and II; (b) risk reduction in rainfed agriculture and natural resources management in semi-arid areas; (c) farmer-managed small-scale irrigation and water control development: ownership and sustainability; (d) instruments, methods and procedures for IFAD interventions in sub-Saharan African Countries; (e) incentives and funding procedures for land development (SWC, small-scale irrigation, etc.): issues and options for ownership and sustainability; and (f) partnership and participation through design and implementation.

42. A total of 42 participants attended the workshop, including three members of the Evaluation Committee and 23 IFAD staff members and consultants. Participating partner institutions included FAO, WFP, United Nations Office for Project Services, West African Development Bank, the Institute for Research and Implementation of Development Methods (IRAM) and the Permanent Interstate Committee for Drought Control in the Sahel. The debate focused on a number of practical issues, and further elaboration of technical/operational guidelines was called for by a number of participants.

43. **Training Programme on Monitoring and Evaluation of Rural Development Project, Santa Cruz, Bolivia, April 1998.** This one-week workshop was organized by the Programme for Strengthening the Regional Capacity for Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean (PREVAL) - TA grant no. 302 - within the framework of an integrated plan of training in M&E of rural development projects in the Latin American and the Caribbean region. The Santa Cruz training session was the first of three phases to be carried out over a period of nine months. The workshop brought together most of the IFAD project officers in charge of M&E in the region, and dealt with the general structure of M&E systems and specific tools such as the logical

framework approach. A number of successful case studies were presented for the purpose of providing an extensive exchange of experiences and problem-solving initiatives for IFAD's portfolio in the region.

44. The above-mentioned integrated plan included the implementation of M&E systems and tools for that purpose in each of the participating projects, and follow-up of project initiatives based on what had been learned at the workshop. Participants responded positively to the initiative, which had been made possible by the staff of PREVAL and the Regional Programme for Training in Rural Development, two IFAD-supported TA grants that promote training and evaluation capacities in Latin America and the Caribbean.

45. **Workshop on Evaluation and Knowledge Management throughout the Project Cycle.** This two-day workshop was hosted by IFAD in Rome in September 1998 and was jointly organized with FAO, WFP and the Department for International Development (DFID) of the United Kingdom. The objective was to facilitate exchanges of experience and lessons learned from evaluation and discuss methods of improving evaluation work and output. The sessions were practitioner-focused, with two thirds of the allocated time reserved for discussion. The workshop was attended by staff of the World Bank, DFID, the International Plant Genetic Resources Institute (IPGRI), OECD and evaluation staff of the three Rome-based United Nations agencies. The Permanent Representative of the United Kingdom to the United Nations agencies in Rome also attended.

IV. OUTLINE OF THE 1999 PROGRAMME OF WORK OF THE OFFICE OF EVALUATION FOR 1999

46. **Main priorities.** In 1999, priority will be given to reviewing the adequacy of IFAD's evaluation function and the contribution of its evaluation activities to achieving corporate objectives. A broad-based in-house review will be made for this purpose, in close consultation with the Evaluation Committee. The review process will provide an opportunity to revisit the role of the Evaluation Committee and to discuss the suggestion of some Executive Directors that the Executive Board should be increasingly involved in discussing key evaluation issues.

47. The above-mentioned review is expected to be concluded by the end of 1999. Two concrete results are expected:

- (a) identification of the objectives and strategic direction of OE over the next four-to-five years. On this basis, in 2000, OE will formulate its operational strategy and approach to evaluation in the medium term, within the framework of its corporate strategy, score cards and Vision; and
- (b) preparation and approval of an integrated OE annual work programme for the year 2000.

48. The management of knowledge has been rightly recognized as a cornerstone of OE's activities. While continuing to develop existing instruments such as EKSYST and Learning from Each Other's Success (LEOS), OE will participate in an IFAD-wide consultation for the development of a corporate strategy on knowledge management in the field of rural poverty. As a result, by the end of 1999, it is expected that OE will have determined how its evaluation function can most effectively contribute to IFAD's ultimate objective — to be a leader in the management of knowledge related to rural poverty.

49. **Evaluation activities.** In 1999, OE will continue to produce its traditional evaluation products. This will be guided by the following principles:

- (a) evaluations reports will be short, more user-friendly and produced within agreed deadlines;
- (b) the use of participatory methodologies will be maximized to involve both beneficiaries and implementing agencies in the process;
- (c) emphasis will be placed on projects, themes and areas where the need for evaluation has been jointly identified with the Project Management Department and cooperating institutions and where opportunities for knowledge generation on poverty alleviation are highest; and
- (d) evaluation exercises will culminate in a clear understanding with all parties concerned in terms of results achieved, lessons learned, required action and follow up.

50. Annex III contains a list of the mid-term, interim, completion and ex post evaluations, CPEs and thematic studies to be carried out in 1999.

51. Focused and thematic evaluations are likely to gain importance in the future. In 1999, the ongoing thematic evaluation on small island development and the first phase (desk review) of the thematic study on water users' associations for small-scale irrigation schemes will be completed. In the context of the thematic study on rainfed agriculture in the NENA region, four country case studies — Morocco, The Sudan, Syria and Tunisia — will be completed. Other thematic studies to be initiated in 1999 are outlined in Annex III.

52. During 1999, OE intends to initiate a review of various approaches to participatory evaluation with a view of establishing a common in-house understanding of the issues involved.

53. As in the past, OE will devote part of its annual resources to activities aimed at building capacity for evaluation in developing countries. In this context, the experience of PREVAL will be revisited with a view to identifying lessons learned and their relevance for other regions.

54. The importance of partnerships with the evaluation units of other development organizations has long been recognized as a means of enhancing the depth and coverage of evaluation analysis, the quality of results and recommendations, and the impact of evaluations in general. In 1999, OE intends to broaden the scope of its partnerships with other development agencies. Discussions will be initiated with the World Bank with a view to exchanging, on a systematic basis, the lessons learned from evaluations of rural poverty alleviation programmes and identifying areas of common concern. This should make it possible for the two institutions to join forces in evaluating and/or identifying appropriate approaches to rural poverty alleviation. OE will continue to collaborate with the other Rome-based United Nations agencies by exchanging experience with FAO and WFP through regular meetings and access to EKSYST. OE's contribution to the ACC Network on Rural Development and Food Security through IFADEVAL will be strengthened, and emphasis will be placed on increasing the coverage of the site. Consultations will be held with interested bilateral development organizations to identify areas/regions of common interest and to design a framework for joint evaluation ventures.

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SYNTHESIS OF PROJECT COMPLETION AND COUNTRY PORTFOLIO EVALUATIONS

The most salient features of the project completion evaluations and CPEs undertaken in 1998 appear below, by IFAD regional division and in alphabetical order.

ASIA

Bangladesh: Completion Evaluation of the Smallholder Livestock Development Project

1. The project was approved by IFAD in July 1991, but start-up was delayed by two years. Danish International Development Assistance (DANIDA) provided TA and the project was completed in June 1998. The total project cost amounted to USD 15.08 million, of which IFAD provided a loan of USD 10.83 million. The project was especially targeted to poor women with no access to formal credit or Grameen Bank loans, and aimed at increasing their incomes and status through improved homestead poultry rearing. The expected beneficiaries consisted of 261 000 households constituting (a) the primary target group, consisting of the hard-core-poverty functionally-landless households (owning and operating less than 0.5 acres of land and dependent on the sale of manual labour as their main source of income); the total number of households in this group amounted to 1.5 million; and (b) the secondary target group, consisting of absolutely poor marginal farmers (with 0.5-1.49 acres of owned or sharecropped land); almost one million beneficiaries fell into this group.
2. At project completion, there were 323 000 operational poultry enterprises, mainly headed by women, compared to the 261 000 enterprises anticipated at design. By the end of the project, the poultry population in the project area had increased by approximately 5 million chickens; egg production had increased by 360 million eggs and meat production by 2 400 t.
3. The project was based on what is known as the small livestock model conceptualized and developed by the Bangladesh Rural Advancement Committee during the 1980s with support from the Department of Livestock Services. The idea was to establish, at the village level, a set of interlinked specialized enterprises that would exchange their products in a self-sustaining way. Participating NGOs were expected to play a facilitating role in training, credit delivery, management and marketing. Their intervention was expected to be gradually phased out as the operation of the model became effective.
4. The project demonstrated that village poultry production is an appropriate entry point for poverty alleviation. It provided an environment in which funds, which might otherwise not have been committed, were allocated for the development and expansion of the supply mechanism for feed and day-old chicks. The implementation of the project generated a demand and established a distribution network for feed and day-old chicks that did not exist at the start of the project. The model, however, was not a prerequisite for this to be achieved, but was rather one of a number of possible strategies that could have been pursued to achieve the same end. The major technical investment in the project consisted of an attempt to secure a supply of improved breeds of birds, either as day-old chicks or as pullets, for introduction into the village poultry system from within a group of villages, but this was not achieved. The microenterprises established were, in fact, found to be independent of each other and linked up to the market either directly or more often through the NGOs. The latter were also increasingly engaged in the production and supply of inputs. The project strategy/model thus depended heavily on NGO services and required higher levels of management and supervision than

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what could be reasonably afforded. It is important for the future to develop new approaches which: (a) create the conditions for sustainability of NGO intermediation in a competitive environment; (b) ensure the cost-effectiveness of service delivery by NGOs; and (c) depend less for their operation on high levels of management and supervision. Unless thinking develops along these lines, the same errors which characterized old project strategies — in which the strengthening of government institutions became an end rather than a means — may very well be repeated with NGOs.

5. For wider application of the poultry model approach used in Bangladesh, the supply and distribution of quality, quantity and appropriate vaccines and balanced feed rations needs to be secured before investing in such a village poultry development strategy with major emphasis on the introduction of exotic breeds. Future project design to improve village poultry production should focus on the low-cost, low-risk and high-returns technologies of improved feeding, disease control, and management. Breeding programmes to increase the productive potential of village flocks should focus on selection within the population of local breeds of birds before considering the high-cost, high-risk strategies of introducing exotic breeds of poultry into the village production systems.

India - Completion Evaluation of the Orissa Tribal Development Project

6. In 1998, a completion evaluation was undertaken of the Orissa Tribal Development Project (OTDP). The total cost of the project was USD 24.4 million, including an IFAD loan of USD 12.2 million. The project, which became effective in May 1998 and closed in December 1997, was designed to achieve the sustainable economic uplifting of the tribal population, and the beneficiaries consisted of some 125 000 tribal families. Its objectives were expected to be achieved through an integrated programme of investment in agricultural production and natural resource development (42% of IFAD's loan), human resource development (6.5%), rural infrastructure (10%), land survey and settlement (5.5%), and implementation management support (8%).

7. While the project achieved good overall results, there was room for improvement in some areas. For instance, it created awareness about the useful role of IFAD-type interventions and Government support for tribal advancement in Kashipur. Noteworthy achievements were made in the infrastructure development component, and targets were even exceeded in some cases, e.g. 130 km of rural roads were upgraded/constructed (as against the 120 km envisaged) and now provide a vital lifeline for transport and communications in an area where access to remote villages and tribal areas was previously very difficult. However, there is concern about the difficulty of the post-project upkeep of infrastructure and its long-term sustainability. This is partly due to the lack of a true participatory spirit in infrastructure development activities and thus the absence of ownership by the tribals; and partly to limited resources and commitment on the part of the Government for the maintenance of the infrastructure.

8. The project was instrumental in surveying and distributing land to tribal land families. During the implementation period, a record of rights for *dongar* (hills) land was issued to 6 837 tribal beneficiaries (in the names of both husband and wife) over an area of 17 175 acres in 236 villages, thus adding significantly to the social and economic security of the tribals. However, an important issue that needs further attention is the conservation and management of common property resources which are a significant source of livelihood for the tribals.

9. The project made fair achievements through the agriculture and natural resources development component both by increasing the resource productivity of the area and transforming the eco-system and people's living conditions. It introduced high-yielding hybrid variety seeds and built 221 water harvesting structures for irrigation. Other achievements under this component include 3 111 ha of

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land brought under cultivation and 5 595 ha under green manuring, and the construction of 5 320 gully control structures. However, a matter of serious concern is that the various inputs (seeds, agricultural implements, etc.) provided free-of-charge or at highly subsidized prices during implementation are no longer available to the tribals. OTDP did not institute any kind of mechanism to ensure timely and regular supply of inputs once the project ended.

10. The human resources development component performed below expectations, mainly owing to project management and monitoring limitations. Activities envisaged under this component were crucial for community capacity-building, social mobilization and for providing the needed motivation for the successful implementation, impact and sustainability of the project.

Nepal — Country Portfolio Evaluation

11. **IFAD portfolio.** In total, IFAD has funded nine projects in Nepal for a total cost of USD 187 million. Its contribution in the form of loans amounts to USD 95 million, or 51%. The cofinanciers contributed 31% of total project costs and the Government and beneficiaries 17% and 1%, respectively. Six IFAD projects have been completed, two are ongoing and one recently became effective. IFAD has evaluated three of the projects: a completion evaluation of the Small Farmer Development Project (SFDP II) in December 1993; an interim evaluation of the Production Credit for Rural Women Project (PCRW) in February 1996; and a mid-term evaluation of the Groundwater Irrigation and Flood Rehabilitation Project (GWIFRP) in April 1998. In 1993, IFAD conducted an ex post evaluation of the Command Area Development Project (CADP) in collaboration with the Asian Development Bank (AsDB). Four of the six closed projects were national in scope or straddled several development regions, and the three ongoing projects are of a regional nature. Irrigation and rural credit are the two common thrusts. Six projects have been or are using credit as an entry point.

12. **Trends.** Several important trends emerged from the evaluations: (a) the disbursement rates have picked up over time; (b) the implementation period has increased from five to seven years; (c) the level of cofinancing has been reduced in the more recent projects; (d) large infrastructure projects for irrigation and aquaculture have been de-emphasized in favour of less costly interventions, where credit services figure prominently; (e) total costs per beneficiary household have fallen; and (f) the more recent batch of projects more effectively address issues such as deforestation, land degradation and the concerns of IFAD target groups.

13. **Productivity.** Overall, donor projects have not contributed to an equity-oriented economic growth in line with expectations. Several of the projects in IFAD's portfolio have also failed in terms of expected impact and sustainability, e.g. the first irrigation project, CADP (gravity irrigation). Moreover, after the 1998 mid-term evaluation (MTE) of its second irrigation project, GWIFRP (shallow tubewells), IFAD decided to close the project. Negative assessments also apply for a majority of projects in the portfolios of other donors, such as the World Bank and AsDB, at least until recently. Both bilateral and multilateral donors are concerned with the limited results achieved, problems of accountability and outreach to the target group, and perceived low productivity of investments.

14. **Institutional assessment.** Donors, including IFAD, do not sufficiently assess the strengths and weaknesses of the organizations proposed to execute the projects. Prolonged use of the Agricultural Development Bank of Nepal (ADBN) for credit delivery, despite the fact that it never enforced group credit and joint liability and was not a financially self-sustainable institution, is one case in point. Another is the continued reliance on the Department of Irrigation for irrigation development in spite of its engineers' documented neglect of the participatory dimension of water management. The

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harmful effects of engineer-driven development have been documented in Asia and elsewhere. In view of the foregoing, it is essential that the organizational culture of implementing institutions be better analysed.

15. **Relevant technology.** Design missions should investigate the availability of technologies that have been tested and proven under farmer conditions, and ascertain whether they can be diffused efficiently by the extension services. The technology for GWIFRP was excessively costly and inappropriate from the outset as adoption presupposed the use of subsidies that proved to be unsustainable. The design of the Hills Leasehold Forestry and Forage Development Project (HLFFDP) was over-optimistic in assuming that suitable tree and fodder species would be available from the community forestry projects, and the marginal importance of tree fodder for feeding additional livestock units was not understood.

16. **Incentives and sanctions.** Farmers' adoption of government-sponsored innovations that seek to promote intensification, sustainable land use and income growth should be based on a transparent set of incentives and enforced sanctions, failing which productivity suffers. For example, HLFFDP did not succeed in establishing transparent incentives for leaseholders that were reflected in a common regulatory framework integrating community forestry with the leasehold legislation. The absence of a legal code contributed to lack of community respect for established sites, uncertain user rights for the leaseholders, and cumbersome year-long procedures for registration of groups and sites. In the case of irrigation (CADP) the project authorities did not prevent farmers at the head of the command area from drawing excessive water, thus causing loss to tail-end farmers, and resource-poor farmers were put at a disadvantage. Credible sanctions against "trespassers" and "free riders" are necessary. Under ADBN credit schemes, the persistent low credit recovery rates can be explained by non-existent or infrequent sanctions against wilful defaulters. On the other hand, when farmers in irrigation microprojects were free to form intergroups, as was the case under the SFDP II, enforcement by the wider community of sanctions against free riders was facilitated.

17. **Budget constraints.** The dominant orientation of line agencies to be directly involved in implementation implies that there is considerable need for operating funds for transport and mobility. In addition, donors request more funds for additional projects. On the other hand, the Ministry of Finance tries to save by curtailing spending, even compared to budgets already agreed. Government services are underfunded across line agencies and outreach is restricted compared to expectations. Sustainable services reach even fewer communities once donor aid is terminated.

18. **Monitoring productivity.** With regard to programme design and implementation, many donors — including IFAD — continue to pay too little attention to collecting data for use in monitoring and evaluating progress in farm-level productivity. Moreover, within line agencies, the CPE found no evidence that even the most simple benefit cost analysis is used regularly to estimate farmers' returns and willingness to adopt promoted technology (based on the use of actual farm data). There is little evidence to show that project resources, funding or credit are ever reallocated or that technology is realigned so as to raise the productivity of public investment. When expected productivity, benefits and costs are not defined, and when capabilities are not put in place for monitoring, low productivity of public investment is a foregone conclusion. Another result is that lessons are not easily learned from previous projects in the same country. Donors typically operate in isolation from each other and do not share or build up local knowledge by conducting annual workshops on evaluation findings.

19. **Community-driven interventions.** Successful intervention modalities are those that build up trust among resource-poor women as a base for launching income-generating activities. Women

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extension agents are used at the village development committee level to directly address rural women's constraints. Communications that pass from male extension agents to male household members do not always reach women members. Trust is built up when trained cadres of women extension agents directly access, and interact with, rural women. In this way, women's needs can be properly internalized. A structured, stepwise process is needed for the purpose of mobilizing reasonably homogeneous groups of resource-poor women to articulate their own needs and minimize various risks.

20. The IFAD-supported PCRW programme has been successful in following this approach. The CPE estimated cumulative credit recovery across Nepal – despite the use of commercial bank branches – at an impressive rate of about 90%, compared to the far lower recovery rates achieved under the regular programmes commercial banks. This is a most significant achievement in view of all the impediments to such progress. The PCRW has also successfully launched an institutional innovation by demonstrating that groups and intergroup associations of resource-poor women can themselves manage - with little default - their credit needs without links to, or credit from, the formal banking sector. Clearly, the examples set under PCRW are worthy of emulation. The same community-based approach for the provision of sustainable financial services has been successfully followed by a large number of NGOs.

21. Use of NGOs as intermediaries to support community-based organizations such as mothers' groups is being gradually adopted. After an era of relying solely on ADBN to disburse credit under its projects, in 1997/98 IFAD shifted to the Grameen Bank model, exemplified by its Poverty Alleviation Project in Western Terai. The approach under this project follows the principles for developing cohesive groups of rural women whose participation follows a transparent protocol, with regular savings, and where peer review is used to screen loan applications. An important element of self-targeting is also at play here. This effort has been highly successful to date. Prospects are good as long as the Government ownership dimension is not allowed to stifle flexibility and willingness to innovate and improve.

LATIN AMERICA AND THE CARIBBEAN

Costa Rica — Completion Evaluation of the Northern Zone Agricultural Credit Development Project

22. A completion evaluation of the Northern Zone Agricultural Credit Development Project was undertaken in 1998. Total project costs amounted to USD 10.3 million, of which IFAD's share was USD 4.5 million or 43.7%. The project's core objective was to raise beneficiary incomes by improving agricultural production. The project was expected to help beneficiaries increase the area planted with basic grains and to diversify production by introducing non-traditional crops (especially pineapple, palmito, citrus fruit and plantain). The project also aimed at increasing yields of basic grains by introducing changes in the target population's production technology, i.e. progressive use of inputs (basically new seed varieties and fertilizers) while maintaining most existing practices.

23. The project was launched in October 1992 with the Central American Bank for Economic Integration (BCIE) as cooperating institution and was originally scheduled to close on 30 June 1994. Subsequently, BCIE approved a three-year extension through end-June 1997, and IFAD approved three extensions of the loan (as of June 1995). The project closed on 31 December 1997.

24. The project played a significant role in changes in agricultural production in the project area. Over 3 700 loans were granted, for a total of USD 7.5 million, to approximately 3 200 families with

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14% of the loans awarded to women. Benefits accrued to another estimated 1 130 small-scale farmers by way of loans granted to producer organizations.

25. The project's implementation period was characterized by a favourable economic environment. Foreign trade flows also posted excellent performances: in 1997, both exports and imports doubled their 1991 levels. Non-traditional products for the export sector fared the best, rising from 52.8% of the total in 1991 to 68.2% in 1997. However, the project implementation period also witnessed dramatic changes in Central America's geopolitical environment. In late 1990, elections in Nicaragua brought the Sandinista regime to a end, thus defusing tension along the border with that country (which is part of the project area). As result of harsh economic conditions in Nicaragua during the 1990s, citizens of that country were emigrating *en masse* to the project area. This exacerbated the already tense social situation caused by overloaded public services such as health and education, and pushed even more people below the poverty line.

26. Weather conditions, too, were especially poor during the implementation period, and this had a major impact on agricultural activity in the project area. During the 1996-97 bean harvest, heavy rains caused significant losses because farmers were unable to harvest roughly 75% of the planted area. In 1997 and 1998, the *El Niño* phenomenon produced an unusual drought in the project area, lengthening the dry season from its normal three months to a full seven months.

27. Nonetheless, the project's credit and extension activities allowed beneficiaries to increase the area planted to basic grains and root and tuber crops, and, to a lesser extent, non-traditional crops. Project credit also led to the use of more inputs, such as certified seed and fertilizers. Furthermore, the project helped to introduce non-traditional crops, especially palmito and chili peppers.

28. Project credit was also very important in the livestock sector, which accounted for 44% of the total volume lent and 64% of investment lending. Thanks to loans, farmers were able to purchase over 7 500 head of cattle, build on-farm infrastructure and plant pasture land. This led to greater capitalization of their farms and higher milk production, which translated into better nutrition for their families and additional income, especially during peak production periods. However, investment on pasture land was low, thus endangering the sustainability of benefits from the accrued volume of livestock.

29. The agroindustries financed under the marketing component yielded direct benefits to a large number of small-scale producers. Agroindustries also created jobs, directly and indirectly, in industrial plants, transportation and marketing. Small producers who were previously isolated or lacked feasible or economical marketing options were now able to sell their output at reasonable prices and raise their income levels. However, quality control of proposed agroindustrial projects was low, thus jeopardizing the sustainability of some of the agroindustries promoted through the project. In sum, the project's marketing component yielded positive results, although to a lesser degree than expected.

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EVALUATION ACTIVITIES JANUARY-DECEMBER 1998

Country/Project (Loan No.)/(Cooperating Institution/Dates of Effectiveness and Closing)	Project* Financing	Period of Mission Staff/Consultant
EVALUATION MISSIONS		
I. Mid-Term Evaluations		
Africa		
Swaziland Smallholder Agricultural Development Project (323-SZ) (AfDB 29.04.94 - 30.09.01) (MTR/E)	e	29.09.98 - 10.10.98 Staff/Consultants
Sao Tome and Principe National Smallholders Support Programme (340-ST) (UNOPS 20.03.95 - 30.06.01)	f	24.03.98 - 21.04.98 Staff/Consultants
Near East and North Africa		
Syria Southern Regional Agricultural Development Project - Phase II (311-SY) (AFESD 10.03.93 - 31.12.2001)	f	07.09.98 - 30.09.98 Staff/Consultants
II. Interim Evaluations		
Africa		
Côte d'Ivoire Rural Development Project in the North East (284-CT) (BOAD 28.07.92 - 31.12.98)		04.02.98 - 24.02.98 Consultants
Gabon Smallholder Support Project (246-GN) (UNOPS 04.10.93 - 30.06.99)	e	11.10.98 - 27.10.98 Staff/Consultants
Uganda Uganda Women's Effort Orphans Project (BG-09-UG) (UNOPS 28.03.96 - 31.12.99)	BSF	08.07.98 - 29.07.98 Staff/Consultants
Ghana Upper-East Region Land Conservation and Smallholder Rehabilitation Project (026-GH) (UNOPS 14.06.91 - 31.12.97)	e	19.02.98 - 10.03.98 Staff/Consultants

* e: projects initiated and exclusively financed by IFAD;
 f: projects initiated by IFAD and cofinanced by cooperating institutions;
 c: projects initiated by cooperating institutions and cofinanced by IFAD.

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Country/Project (Loan No.)/(Cooperating Institution/Dates of Effectiveness and Closing)	Project Financing	Period of Mission Staff/Consultant
Latin America and the Caribbean		
El Salvador Smallholders' Agricultural Development Project in the Paracentral Region (PRODAP) (267-ES) (BCIE 30.11.92 - 31.03.99)	f	03.02.98 - 05.03.98 Staff/Consultants
Mexico Development Project for Marginal Rural Communities in the Ixtlera Region (270-ME) (UNOPS 18.10.91 - 31.03.00)	e	05.10.98 - 31.10.98 Staff/Consultants
Technical Assistance Grant No. 310-RIMISP Network of IFAD-Supported Projects in Latin America and the Caribbean (FIDAMERICA)		18.02.98 - 17.03.98 Consultants
III. Completion and Ex Post Evaluation		
Africa		
Kenya Dry Areas Smallholder and Community Services Development Project (BG-06-KE) (UNOPS 15.12.93. - 31.12.96)	BSF	28.11.98 - 18.12.98 Staff/Consultants
Mali Village Development Fund Programme - Phase II (278-ML) (UNOPS 06.08.92 - 30.06.99)	e	30.11.98 - 20.12.98 Consultant (Preparatory Mission)
Asia		
India Orissa Tribal Development Project (214-IN) (UNDP/UNOPS 27.05.88 - 31.12.97)	f	08.11.98 - 23.11.98 Staff/Consultants
Bangladesh Smallholder Livestock Development Project (280-BA) (UNOPS 14.12.91 - 31.12.99)	f	09.11.98 - 04.12.98 Staff/Consultants
Latin America and the Caribbean		
Costa Rica Northern Zone Agricultural Credit Development Project (235-CR) (BCIE 29.11.91 - 30.06.96)	f	21.07.98 - 10.08.98 Staff/Consultants

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Country/Project (Loan No.)/(Cooperating Institution/Dates of Effectiveness and Closing)	Project Financing	Period of Mission Staff/Consultant
Near East and North Africa		
Morocco Abda Plain Rural Development Project (193-MO) (AFESD 15.06.87 - 30.06.96)	f	12.10.98 - 17.11.98 Consultants
IV. Focused Evaluations		
Africa		
Benin Income-Generating Activities Project (399-BJ) Financial services association development component (UNOPS 06.12.95 - 30.06.04)	f	10.06.98 - 23.06.98 Consultants
Guinea Smallholder Development Project in the Forest Region (313-GU) Financial services association development component (UNOPS - 23.02.94 - 31.03.00)	f	03.09.98 - 15.09.90 Consultants
V. Country Portfolio Evaluation		
Asia		
Nepal		May/June 1998 Staff/Consultants
Integrated Rural Development Project (Sagarmatha Zone) (010-NEP) (AsDB 11.01.79 - 31.12.98)	c	
Small Farmer Development Project (057-NE) (AsDB 10.07.81 - 31.12.87)	e	
Command Area Development Project (082-NE) (AsDB 01.10.82 - 30.09.89)	c	
Second Small Farmer Development Project (166-NE) (AsDB 03.03.86 - 30.06.91)	f	
Aquaculture Development Project (191-NE) (AsDB 15.10.87 - 31.12.92)	c	
Production Credit for Rural Women Project (208-NE) (UNOPS 30.11.88 - 31.12.97)	f	



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Country/Project (Loan No.)/(Cooperating Institution/Dates of Effectiveness and Closing)	Project Financing	Period of Mission Staff/Consultant
Hills Leasehold Forestry and Forage Development Project (250-NE) (UNOPS 18.02.91 - 14.09.00)	f	
Groundwater Irrigation and Flood Rehabilitation Project (352-NP) (UNOPS 01.11.94 - 31.12.01)	f	
Poverty Alleviation Project in Western Terai (452-NP) (UNOPS 12.03.98 - 31.12.04)	e	
VI. M&E Special Support Missions/Workshops		
Africa		
Tanzania, United Republic of Agricultural and Environmental Management Project (433-TZ) (World Bank 25.06.96 - 30.06.03) M&E Special Support Mission	f	22.06.98 - 03.08.98 Consultants
Zambia Northwestern Province Area Development Project - Phase II (S028/293-ZA) (World Bank 26.06.92 - 30.06.00) Follow-up to MTE mission	f	January 1998 Staff
Asia		
Bhutan First Eastern Zone Agricultural Project (299-BH) (UNDP/OPS 23.10.92 - 30.06.99) Follow-up to interim evaluation mission	f	June 1998 Staff
Latin America and the Caribbean		
Bolivia Training Programme on M&E of Rural Development Projects - Workshop		April 1998 Staff/Consultants
Country/Project (Loan No.)/(Cooperating Institution/Dates of Effectiveness and Closing)	Project Financing	Period of Mission Staff/Consultant
Near East and North Africa		
Armenia	e	06.04.98 - 16.04.98



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North-West Agricultural Services Project (455-AM) (Direct Supervision 14.04.98 - 31.12.02) Participatory Monitoring*		Staff/Consultants
Armenia (455-AM) North-West Agricultural Services Project (455-AM) (Direct Supervision 14.04.98 - 31.12.02) Participatory Monitoring*	e	20.07.98 - 04.08.98 Staff/Consultants
Gaza Strip and Jericho-Gaza and the West Bank Participatory Natural Resource Management Programme (Direct Supervision 07.05.98 - 30.06.04) Participatory Monitoring*		13.07.98 - 31.07.98 & 20.11.98 - 11.12.98 Consultant
VII. Thematic Studies		
Thematic Studies on Small Island Developing States		Ongoing (Completion date end 1999)
Thematic Studies on Water Users' Associations on Small- Scale Irrigation Schemes		Ongoing (Completion date Phase I end 1999)
Thematic Studies on Rainfed Agriculture in the NENA Region		Ongoing (Completion date Phase I end 1999)

* OE is collaborating with the Programme Management Department in designing participatory monitoring systems for projects directly supervised by IFAD

ANNEX III

TENTATIVE LIST OF EVALUATIONS FOR 1999

1. Completion Evaluations

Ghana: Smallholder Credit, Input Supply and Marketing Project
India: Tamil Nadu Women's Development Project
Kenya: Farmers' Groups and Community Support Project (cofinanced by Belgian Survival Fund)
Maldives: Atoll Credit and Development Banking Project
Mali: Village Development Fund Project
Peru: Promotion of Technology Transfer Project to Peasant Communities in the Highlands
Sri Lanka: Small Farmers and Landless Credit Project

2. Interim Evaluations

Ecuador: Upper Basin of the Cañar River Rural Development Project
Gaza and the West Bank: Gaza Strip and Jericho Relief and Development Programme
Mali: Kidal Food and Income Security Programme
Chad: Food Security Project in the Northern Guéra Region
Uruguay: National Smallholder Support Project
Mauritania: Maghama Improved Flood Recession Farming Project

3. Mid Term Evaluation

Brazil: Low-Income Family Support Project in the Semi-Arid Region of Sergipe State
Egypt: Newlands Agricultural Services Project
Tanzania, United Republic of: Water Supply and Health Project in Marginal Areas (Belgian Survival Fund)
Tunisia: Integrated Agricultural Development Project in the Governorate of Kairouan
Zambia: Southern Province Household Food Security Programme

4. Evaluation of Technical Assistance Grants (TA)

- TA grant for the Programme for Strengthening the Regional Capacity for Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean (PREVAL)
- TA grant for the Regional Programme for Training in Rural Development - PROCASUR (Latin America)

5. Focused Evaluations

China: Focused evaluations of credit components in three projects in China

6. Thematic Studies

- IFAD's approach to Small Island Developing States
- Smallholder marketing in Central America
- IFAD's approach to the development of water users' association on small-scale irrigation schemes
- IFAD's approach to rainfed marginal areas in the NENA region.
- Rural communities' monitoring of food security and nutrition (TA grant)
Monitoring of rural financial service associations in West Africa

ANNEX IV

TYPE OF EVALUATION CONDUCTED BY IFAD

MID-TERM EVALUATION (MTE)	MTEs are undertaken at around the mid-life of project implementation. The timing is generally related to the 50% disbursement mark, but other factors may justify earlier or later evaluation because disbursement rates are not often correlated to implementation progress in a linear manner.
INTERIM EVALUATION (IE)	IEs are a compulsory step before embarking on a second phase of a project or launching a similar project in the same region. In such cases, findings, recommendations and lessons learned from IEs become the basis for the design of subsequent interventions.
COMPLETION EVALUATION (CE)	CEs are typically conducted after the finalization of the project completion report prepared by the Borrower (often with the help of the cooperating institution) or by the cooperating institution itself (in the case of the World Bank). CEs are generally conducted six to 18 months after the project closing date.
EX POST EVALUATION	Ex post evaluations are usually conducted three-to-five years after project closure and aim mainly at assessing the sustainability of project interventions.
COUNTRY PORTFOLIO EVALUATION (CPE)	CPEs aim at drawing lessons from all IFAD-financed projects in a given country. They are not intended to evaluate each project, closed or ongoing, but rather to provide comparative information on the most essential aspects of project performance and to develop strategic and operational orientation for IFAD's future project pipeline in the country
THEMATIC STUDIES/ EVALUATIONS (TSES)	TSEs are intended to examine IFAD's experience related to a specific aspect or theme of IFAD's interventions, in that they are region/subregion-specific or cut across all IFAD's interventions. In such evaluations, the Fund's accumulated experience across countries and regions is synthesized and analysed and cross-cutting lessons are drawn.
FOCUSED EVALUATIONS (FES)	FES are meant to concentrate exclusively on one component or aspect of a specific project/programme or group of projects in a given country.