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**ANNUAL REPORT ON EVALUATION**





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## ABBREVIATIONS AND ACRONYMS

ACP	Agreement at Completion Point
ARRI	Annual Report on the Results and Impact of IFAD Operations
CBO	Community-Based Organization
CLP	Core Learning Partnership
COSOP	Country Strategic Opportunities Paper
CPE	Country Programme Evaluation
DAC	Development Assistance Committee
FLM	Flexible Lending Mechanism
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NGO	Non-Governmental Organization
OE	Office of Evaluation
OECD	Organisation for Economic Co-operation and Development
PA	Western and Central Africa Division
PDT	Project Development Team
PF	Eastern and Southern Africa Division
PI	Asia and the Pacific Division
PL	Latin America and the Caribbean Division
PMD	Programme Management Department
PN	Near East North Africa Division
SDC	Swiss Agency for Development and Cooperation
TAG	Technical Assistance Grant





## **PART ONE: IFAD'S EVALUATION ACTIVITIES**

### **I. INTRODUCTION**

1. The 2003 Annual Report on Evaluation of the Office of Evaluation (OE) consists of three main parts: the first contains a review of achievements in 2002 and a summary of the priorities and objectives of evaluation work in 2003; the second presents an outline of the Annual Report on the Results and Impact of IFAD Operations (ARRI), to be presented to the Executive Board in September 2003; and the third part provides both a summary of the Evaluation Committee's main activities and highlights of its discussions in 2002.

### **II. REVIEW OF ACHIEVEMENTS IN 2002<sup>1</sup>**

2. In 2002, OE's priorities were to: (i) assess, communicate and learn from impact; (ii) contribute to IFAD's catalytic role; and (iii) contribute to the ongoing debate on IFAD's field presence through its evaluation work. The following is a summary of main achievements in these fields.

#### **A. Assessing, Communicating and Learning from Impact**

3. The need to assess the impact and performance of IFAD's operations was articulated in IFAD V: Plan of Action (2000-2002), which emphasized two interrelated areas in need of improvement: IFAD's methodology for impact assessment; and the ability of IFAD-supported projects and programmes to undertake systematic monitoring and evaluation (M&E).

#### **Towards a New Methodology for Impact Assessment**

4. The first major step in developing a new impact assessment methodology was implemented in 2000-2001 and consisted of developing a new methodological framework for evaluation composed of a set of common evaluation criteria, including impact on rural poverty, and the overarching factors of sustainability, innovation and scaling up. The choice of these domains and their definition are based on the *Rural Poverty Report 2001*, IFAD's Strategic Framework 2002-2006 and OE's experience acquired from evaluating a large number of IFAD-supported projects over a period of several years. The domains encompass agreed categories of impact indicators for rural poverty reduction.

5. The methodology was applied by OE on a pilot basis in ten project evaluations conducted in 2002. The use of a consistent methodological framework in all project evaluations will enable OE to better assess and evaluate impact and produce a consolidated picture of results and learning across a set of IFAD-supported activities each year. The consolidated results of these evaluations will provide the basis for the production by OE of the Annual Report on the Results and Impact of IFAD Operations.

#### **Improving M&E Systems at the Project Level**

6. In 2002, OE finalized the development and publication of a practical guide entitled *Managing for Impact in Rural Development – A Guide for Project M&E* (hereafter M&E Guide), the objective of which is to facilitate the development, installation and use of effective M&E systems at the project level as a tool for impact-oriented management. The M&E Guide was published in English, translated into the three other official languages of IFAD and distributed to all divisions of the Programme

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<sup>1</sup> A more detailed summary of achievements in 2002 is contained in Annex I.



Management Department (PMD), partners at the country level and other development actors. However, IFAD recognizes that *per se* the M&E Guide will not automatically lead to better M&E systems and that a concerted effort is needed to sensitize and train project partners in the approaches it promotes. For this purpose, in 2002, OE initiated the customization/regionalization process of the M&E Guide in the Western and Central Africa and Asia and the Pacific regions (see Section 3).

### **B. Contributing to IFAD's Catalytic Role**

7. In 2002, OE continued to place greater emphasis on 'higher-plane' evaluations<sup>2</sup>, that is, corporate-level evaluations, country programme evaluations (CPEs) and thematic evaluations. Higher-plane evaluations aim to generate the knowledge and insights required for IFAD to formulate new or revise its country, regional and sectoral strategies and, in so doing, produce the building blocks for, and in several cases actually initiate, the advocacy work and policy dialogue that it is expected to perform at the country and regional levels.

#### **Corporate-Level Evaluation of IFAD's Technical Assistance Grants Programme for Agricultural Research**

8. The evaluation of IFAD's technical assistance grant (TAG) programme was completed in 2002 and discussed during the September 2002 session of the Evaluation Committee. The evaluation confirmed the continuing relevance of the programme to IFAD's mandate and strategic framework and that, through the programme, IFAD has played a strong advocacy role in promoting poverty-focused international agricultural research. Overall, the agricultural research TAGs have been reasonably effective in achieving their stated objectives, particularly since 1998 following the decentralization of programme development and improved management. The evaluation also found that the programme has become somewhat diffuse in focus and that, for many TAGs, the poverty impact cannot be determined. The evaluation identified programme areas in need of improvement, such as the need to: (i) develop a policy and strategy for IFAD support to agricultural research; (ii) enhance the poverty and institutional impact of the TAG programme; (iii) strengthen the links between grant-financed research and the IFAD investment programme; and (iv) improve internal processes and procedures. Owing to the importance of this evaluation, the Evaluation Committee requested its Chairman to present a summary of the findings to the September 2002 session of IFAD's Executive Board. The findings and recommendations of the evaluation will be used in the development of IFAD's policy for TAGs, scheduled to be presented to the Executive Board in September 2003. For this purpose, OE is now participating in the work of the task force charged with developing the TAG policy.

#### **Country Programme Evaluation of the United Republic of Tanzania**

9. In 2002, OE completed its CPE of the United Republic of Tanzania, which was discussed during the September 2002 session of the Evaluation Committee. The Committee broadly endorsed the evaluation's analysis and key recommendations, and underscored the importance of strengthening local capacity and of greater participation of civil-society and non-governmental organizations (NGOs) in project preparation and implementation; the need to achieve a better balance between a growth-oriented approach to rural poverty alleviation and one that assists the poorest communities through more direct interventions; phasing out the use of subsidies for recurrent agricultural inputs such as cassava seed and for the operation and maintenance of water-harvesting structures; and promoting, on a wider basis, cost-sharing arrangements for investments such as the development of small irrigation and drinking water supply schemes. A National Stakeholders' Roundtable Workshop was held in November 2002 to discuss the evaluation's conclusions and formulate an agreement at

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<sup>2</sup> Definitions of the various types of evaluations conducted by OE are provided in Annex IV.





completion point (ACP).<sup>3</sup> The latter will provide the basis for developing, in 2003, the new country strategic opportunities paper (COSOP) for the United Republic of Tanzania.

### **Thematic Evaluation of Agricultural Extension and Support for Farmer Innovation in Western and Central Africa**

10. This thematic evaluation, which was conducted in 2001, highlighted the lessons learned in a number of IFAD-supported agricultural/rural development projects in the region that had an extension component. The evaluation was discussed by the Evaluation Committee in 2001 and in the United Kingdom during a meeting of the Neuchâtel Initiative Group<sup>4</sup> at the beginning of 2002. The evaluation gave IFAD an opportunity to share and discuss the main results of the evaluation with a wide range of organizations that have a special interest in the topic. A regional workshop was planned in the Central and Eastern Africa region in 2002. However, in consultation with the Western and Central Africa Division (PA) of PMD, it was decided to enlarge the scope of the workshop to include an exhibition and exchange of farmers' innovations, along with a workshop on the agricultural innovations displayed and the approaches to support such innovations. The workshop will now take place in 2003.

### **Thematic Evaluation of Organic Agriculture in Latin America**

11. The above-mentioned thematic evaluation studied small farmers engaged in producing agricultural products organically (i.e. without chemical inputs) in six Latin American countries. An international workshop was held in Rome in September 2002 to validate the conclusions of the study and put forward ideas for future development initiatives that would include an organic agriculture component. A wide range of public and private institutions attended the workshop. The findings of both the evaluation and the workshop point to the viability of organic agriculture for projects targeting small farmers, provided their heterogeneity is adequately taken into account. In particular, organic agriculture calls for relatively fertile soils, security of land tenure, availability of family labour and farmer motivation. IFAD support could be directed in the following areas: financing for certification and extra labour requirements during the transition period; providing training and instruments for disseminating information to small farmers; capacity-building of farmers' associations, especially regarding access to local markets and management skills; and engaging in policy dialogue on issues of land tenure and in advocating the value of organic agriculture.

### **Thematic Evaluation of Local Knowledge Systems in the Asia and the Pacific Region**

12. The objectives of this thematic evaluation are to assess and document the use of local knowledge and innovations in IFAD-supported activities in Asia and the Pacific, and formulate insights and concrete recommendations that can contribute to better use of local knowledge and innovations in ongoing and future activities in the region. Among other components, the evaluation includes detailed case studies on eight IFAD-financed projects and a contest to scout for knowledge of, and innovations by, the rural poor in the region.

## **C. Contributing to the Ongoing Debate on IFAD's Field Presence**

13. IFAD's supervision missions are usually conducted by its cooperating institutions. The present arrangement of indirect supervision does not always provide the implementation support necessary to promote impact-oriented project management. It also separates the Fund from the field and from much of the experience generated during implementation – experience that would be invaluable to it. IFAD's very limited and impermanent presence in the field has also been cited as a major drawback to its capacity to 'participate' in project and policy dialogue or in coordination efforts and partnerships

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<sup>3</sup> Annex V contains a definition of the ACP.

<sup>4</sup> An international consortium of representatives of bilateral and international cooperation agencies active in the field of agricultural extension.



with others at the country level. IFAD is currently seeking ways of increasing its 'field presence' in order to have a more active role in country-level partnerships and acquire the requisite knowledge for achieving impact. As part of IFAD's efforts in this regard, OE has initiated a corporate-level evaluation of IFAD's supervision modalities, which will assess how its projects are supervised. This will include an analysis of the quality of supervision under various modalities and its contribution to achieving impact. An audit of supervision is currently being conducted by the Office of Internal Audit, in close coordination with the evaluation. The evaluation is expected to be finalized during the course of 2003.

#### **D. Other Activities**

##### **Contribution to the Consultation on the Sixth Replenishment of IFAD's Resources**

14. In 2002, OE devoted a substantial portion of its resources to contributing to the Consultation on the Sixth Replenishment of IFAD's Resources, in particular to the external review of the results and impact of IFAD operations and the discussion on the independence of OE.

##### **External Review of the Results and Impact of IFAD Operations**

15. At its First Session held in February 2002, the Consultation on the Sixth Replenishment of IFAD's Resources requested that an external review on the results and impact of IFAD's operations be conducted as input to the Replenishment deliberations. OE contributed to defining the governance of, and identifying the members and consultants for, the external review exercise. It also acted as secretariat for the external review team. The results of the review were discussed at the Third Session of the Consultation in July 2002. This unforeseen activity required very intensive involvement on the part of four OE staff members during the first six months in 2002. The substantial financial costs of the review were also absorbed entirely by OE's core budget, which affected the implementation of a number of evaluations planned for 2002.<sup>5</sup>

##### **Independence of OE**

16. In its policy proposals for the Sixth Replenishment, a Member State proposed that OE should report directly to the Executive Board, independent of management, in order to improve the overall effectiveness of IFAD's evaluation function. In this regard, OE was requested to prepare a discussion paper to provide participants in the replenishment process with further information and insights into the issue. The discussion paper was presented at an informal session of the Evaluation Committee in September 2002, and reviewed during a meeting of the Consultation in October 2002. Further discussions on the topic were held during the December 2002 meeting of the Consultation.

17. During the December meeting of the Consultation, Member States took specific decisions with regard to the independence, future set-up and overall operations of OE. For instance, it was decided that: (i) the Director of OE would have the authority to issue final evaluation reports directly and simultaneously to the Executive Board and the President, without prior clearance from outside OE; (ii) the Director of OE would formulate, independent of management, the Annual OE Programme of Work and Budget and transmit it to the President, who would submit it unchanged to the Executive Board and Governing Council for approval; (iii) the President would delegate authority to the Director of OE to make all personnel and operational decisions concerning OE staff, in accordance with IFAD policies and procedures; and (iv) the appointment and removal of the Director of OE would require Executive Board endorsement.

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<sup>5</sup> In particular, delays in the implementation of three major evaluation activities: the corporate-level evaluation on supervision modalities, and the CPEs in Indonesia and Senegal.



18. Based on the decisions, comments and guidance of the aforementioned Consultation meeting, OE has been requested to develop a comprehensive evaluation policy that will include appropriate measures to enhance the independence and effectiveness of IFAD's evaluation function. This policy will be considered by the Executive Board at its April 2003 session.

### **Core Learning Partnerships (CLPs)<sup>6</sup>: Cases from the Field**

19. Further to work undertaken in 1999 in the area of evaluation strategy development and in 2002 in the field of impact evaluation methodology, a consistent format and structure for the ACP was developed in 2002 with the specific objective of crystallizing and making more operationable the recommendations that emerge from evaluations. This would also facilitate the future tracking and enforcing of evaluation recommendations by IFAD management. Last but not least, OE attempted to reflect on ways in which partnerships and learning could be enhanced through the work of the CLP and on how the latter could contribute effectively to arriving at more concrete and operational recommendations at the end of each evaluation. The examples below describe the increasing effectiveness of CLPs.

#### **Concrete Gains through CLP Processes**

**The CLP in Chad.** During the interim evaluation of the Ouadis of Kanem Agriculture Development Project in Chad, the deliberations and discussions of the CLP proved instrumental both in reaching a consensus and in instigating change. The project had intended to encourage the development of a microfinance institution in Chad with the support of the National Rural Development Board (NRDB). However, the Government of Chad was at first reluctant to involve an NGO in developing the microfinance institution. Based on the evaluation findings, the CLP convinced the Ministry of Agriculture that (i) credit delivery by the extension services of the NRDB should come to an end; (ii) the development of a self-managed microfinance institution in Kanem should be a priority; and (iii) a local NGO with experience in microfinance and strong training skills would be better able than NRDB to provide the technical support necessary for the development of the microfinance institution. It was agreed by all CLP members, and documented as a key recommendation in the ACP, to charge *Secours Catholique du Développement* (SECADEV), one of the oldest and largest NGOs in Chad with considerable experience of capacity- building and training, with providing support to the new microfinance institution in the project area. The role of the CLP was clearly critical, initially in encouraging a different perspective based on the findings of the evaluation report and subsequently in putting a new idea into practice.

**The CLP in Peru.** In Peru, the Management of Natural Resources in the Southern Highlands Project (MARENASS) was particularly successful. The project developed a strong partnership, which helped in sharing the project's experience at the local, regional and national levels. The CLP held frank discussions stemming from analyses provided by the evaluation report and interaction with the 'project beneficiaries', which led to great appreciation of the innovative aspects and value of the project. A regional television station broadcast the work of the CLP. Subsequently, the Ministry of Agriculture's representatives at the CLP announced the Peruvian Government's intention to use the MARENASS experience as a model for replication both in the highlands and throughout Peru. The Ministry also requested IFAD's support in developing policy proposals for rural development at the local level in the Andes. As a first step, this will be addressed through the thematic evaluation on innovative approaches in Peru, which commenced at the end of 2002 and will be completed in 2003.

<sup>6</sup> Annex V contains a definition of the CLPs.



## **Strengthening Communication**

20. Every effort was made to ensure that the reports of all evaluations completed in 2002 were posted on the evaluation section of IFAD's web site, in accordance with IFAD's disclosure policy adopted by the Executive Board in 2000. In addition, the practice of distributing hard copies of each final evaluation report to Executive Board Directors was instituted in 2002. The two core products developed in 2001 — **Profiles** for all evaluations and **Insights**<sup>7</sup> for thematic evaluations and CPEs — were produced and distributed on a systematic basis. Some 15 Profiles were published in 2002 and a folder was provided for easy storage. The first Insight, on social mobilization in Sri Lanka (based on the CPE for Sri Lanka), was published in November 2002.

## **Partnerships with Evaluation Units of Other Development Agencies**

21. OE has continued to collaborate with the Swiss Agency for Development and Cooperation (SDC) within the framework of the 'Partnership Agreement on Development Effectiveness Through Evaluation'. Two partnership meetings were held in February and December 2002 in Rome and Bern, respectively, the first of which served to define the annual work programme within the framework of the partnership. The second meeting served to exchange experiences and lessons learned and define areas for collaboration in 2003.

## **E. Taking Stock of 2002**

22. Owing to resource constraints, OE is unable to undertake all the evaluations that might be of importance to IFAD from a performance-assessment and learning perspective, and which partners both within and outside IFAD would be keen to embark upon. OE's staff resources are stretched,<sup>8</sup> and it is extremely difficult to reserve a modicum of unallocated time in the time budget for unforeseen events and urgent requests for evaluation work that inevitably arise during the course of the year. For example, in the context of the Sixth Replenishment process, OE was requested to help organize the external review, prepare a discussion paper on the independence of OE and make a presentation to the October 2002 session of the Consultation on IFAD's efforts to enhance its capacity for measuring results. There were also several requests for OE to participate in meetings of, and to contribute to the work of, the Strategic Change Programme, the budget process, task forces on policy development and the TAG policy, etc. In sum, the quantity of other activities that the division is requested to perform over and above its regular evaluation work is increasing. In the future, therefore, OE will endeavour to reserve, at the beginning of each year, an unallocated amount in its staff time for unscheduled or short-notice work that has corporate priority, while being prepared to turn down other less relevant and compelling requests.

23. In June 2002, OE held a mid-year retreat to reflect on important issues and concerns of a strategic and methodological nature affecting the division's work. Staff unanimously expressed concern about OE's extraordinarily heavy workload, which may affect the quality of evaluations. Staff members also expressed their commitment to working more closely as teams, meeting regularly and prioritizing, planning and sharing their work.

24. Other important points were raised, and decision made, with regard to the overall approach to evaluation and the associated evaluation processes. These include: (i) the usefulness for the lead evaluator to undertake preparatory missions that would involve stakeholders from a very early stage in the evaluation exercise; (ii) the need to conduct stakeholder analyses to identify members of CLPs, especially for thematic evaluations, CPEs and corporate-level evaluations; (iii) the inclusion in each approach paper, of a section on the communication and evaluation budget; (iv) the need to ensure that

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<sup>7</sup> Descriptions of Profiles and Insights are provided in Annex VI.

<sup>8</sup> In 2002, OE had to implement much of its annual work programme with two less evaluators due to delays in filling the two vacant Evaluation Officer positions.



consultants understand the requirements of the new impact methodology developed by OE, and that the evaluation report follows the standard table of contents; (v) the need for arrangements that ensure the involvement of the rural poor and project authorities in making self-assessments as an input for the independent evaluation analysis; (vi) for each mission, the preparation of a short debriefing note or aide mémoire that is shared and discussed with concerned stakeholders at a wrap-up meeting in the country before the departure of the mission; (vii) the development of a consistent format and outline for ACPs, which should consist of two parts: one with insights that are learning hypotheses and do not have yet a normative character; and one with concrete and actionable recommendations; and (viii) the engagement of evaluation assistants in more substantive tasks (such as participating in evaluation missions), when feasible.

### **Building on Lessons for 2003**

- **Prioritizing priorities.** It is of paramount importance that a systematic analysis be made of the preliminary evaluation proposals, in accordance with OE's priorities for 2003. Prioritization must include an analysis of activities and an estimate of the staff time and financial resources involved. It is also important to take account of the amount of time and other resources required to complete activities carried over from the previous year.
- **Staff resources.** As in 2002, OE will continue to formulate individual time budgets for each evaluator at the beginning of each year, reserving 10% of unallocated time to respond to additional and unforeseen requests for activities that may emerge during the course of the year. In addition, and in order to ensure the effective implementation of all planned and unforeseen activities in 2003, the part-time additional professional staff member recruited in 2002 will continue to provide services on a temporary basis.
- **Finances.** Every effort will be made to continue mobilizing supplementary funds (from trust funds) and TAG resources in order to finance evaluation work that cannot be funded through the administrative budget: for example, holding national round table workshops at the end of each CPE and supporting the regionalization/customization of the M&E Guide in various regions.
- **Evaluation management.** Experience in 2002 has pointed up the need for better management of evaluation processes, and for ensuring that evaluations are undertaken in a time-bound manner to produce quality results that are both relevant and contribute to enhancing performance and impact. This requires more effective management, in particular a more thorough definition of the roles and responsibilities of consultants and their expected outputs, and the provision of needed guidance and close monitoring of their activities. This will also entail developing a roster of evaluation consultants. As a rule of thumb, OE will work to ensure that project evaluations are completed within six months; CPEs and thematic evaluations within one year; and corporate-level evaluations within 18 months.
- **Operational recommendations.** The articulation of evaluation recommendations will be refined and made more concrete, so that they are more easily understandable and implementable within specific operational contexts. To the extent possible, OE will endeavour to define the roles and responsibilities of partners with regard to implementing ACP recommendations, and provide the necessary time frames for action and follow-up. The bottom line is for evaluation recommendations to be as concrete as possible, thus enabling management to monitor their future adoption and use.
- **Reader-friendly reports.** Concerted efforts will be made to ensure that the main evaluation reports are short (maximum 30 pages), with an executive summary of three-to-five pages. The wide variety of information collected by evaluation teams and the detailed analysis of their work will be contained in an annex document, to be made available upon request.



### III. PRIORITIES AND OBJECTIVES FOR 2003

25. The Strategic Framework 2002-2006 is one of OE's key driving forces, particularly in terms of its emphasis on the need to increase IFAD's field impact and enhance its catalytic role. In 2003, the new impact methodology will be further developed and provide the basis for the first ARRI. Impact will also be enhanced by promoting more effective M&E systems at the project level through regionalization of the M&E Guide. Thematic evaluations and CPEs will continue to contribute to the development of IFAD's country, regional and sectoral strategies and generate the knowledge required for impact-oriented policy dialogue, advocacy work and partnership-building. In all of its independent evaluation work, OE will promote accountability on the one hand, and learning and partnerships on the other hand. These dimensions are recognized as being fundamental to the effectiveness of IFAD's evaluations. In 2003, OE will also follow up on the decision taken by the Consultation on the Sixth Replenishment of IFAD's Resources to formulate, and subsequently implement, a new IFAD evaluation policy.

26. Based on these considerations and on criteria and lessons learned in 2002, OE has identified the following priority areas for 2003:

- **assessing, communicating and learning from results and impact;**
- **contributing to strengthening IFAD's catalytic role; and**
- **strengthening relationships with IFAD's governing bodies with regard to evaluation.**

27. In setting priorities for the number and types of evaluations to be undertaken, the following points will need to be considered by OE:

- **ongoing activities** that need to be carried over into 2003;
- **interim evaluations** are mandatory before any work can start on the design of a project's second phase;
- a critical mass of at least ten **project evaluations** (representing at least one third of all projects closed in any particular year) will be needed to produce the ARRI;
- **CPEs** are needed for the formulation of new or revised COSOPs in countries with a large programme;
- **thematic evaluations** are required to support regional divisions in further defining their regional strategies; and
- **corporate-level evaluations** are important for IFAD as a whole, and two of the three corporate-level evaluations to be conducted in 2003 (on IFAD's mode of supervision and on the flexible lending mechanism (FLM)) are particularly timely.

28. In 2003, OE expects to participate in 14 project development teams (PDTs). It will also contribute to the knowledge-sharing and feedback process through its CLP (which can be considered a pre-phase of PDTs). Taken together, these activities represent a considerable input to the learning process to be invested in the design and preparation of projects and strategies.

29. The work programme for 2003 is built on OE's 2003 budget proposal, which was approved as part of IFAD's Programme of Work and Budget for 2003 by the December 2002 Session of the Executive Board and the Governing Council in February 2003. The OE work programme for 2003 was also discussed at the April 2003 session of the Evaluation Committee. A schedule of OE's work programme for 2003 is provided in Annex II.



## IV. MAIN FEATURES OF THE OE WORK PROGRAMME FOR 2003

### A. Assessing, Communicating and Learning from Results and Impact

30. Under this priority heading, OE intends to continue its efforts to develop and use the new impact methodology and to customize the M&E Guide to all regions. OE will also conduct three corporate-level evaluations that are expected to produce recommendations for improving the performance and impact of IFAD-supported operations in the future.

- **Methodological development.** In 2003, OE will pursue methodological development in the two following areas:
  - **The new methodology for impact evaluation.** Following the pilot phase in 2002, OE will review how the methodology was implemented in 2002. The review process will include a brainstorming session among OE staff and the consultants who were involved in the initial phase of implementing the methodology. The aim is to further develop the methodology, particularly by defining concrete options for data collection and the overall field-level application of the framework. OE intends to use the new methodology consistently across all project evaluations conducted in 2003. The results of the evaluations conducted with the new methodology will provide the basis for the production of the Annual Report on the Results and Impact of IFAD Operations, the first of which will be presented to the Executive Board in September 2003. This report will provide IFAD management and the Executive Board with a consolidated picture of results and impact achievement, thus serving as a strategic and operational decision-making tool, and will complement the work conducted by PMD in monitoring the results of the ongoing project portfolio.
  - **Development of a methodology for CPEs.** OE intends to start work in 2003 on formulating a methodology for CPEs. The methodology will seek both to harmonize the approach to CPEs and to enhance their quality so as to ensure that they contribute more meaningfully to impact assessment and knowledge generation for the development of COSOPs. This initiative will begin with a review of OE's experience with CPEs in a number of countries and of the evaluation methodologies of other development institutions.
- **Supporting the establishment of impact-oriented M&E systems at the project level.** In 2002, OE began work on the customization/regionalization of the M&E Guide in the Western and Central Africa and the Asia and the Pacific regions. The customization process includes holding regional workshops to launch the guide, fine-tuning it in accordance with regional specificities, and training project managers, consultants, government counterparts and others in its use. The process will also include a survey to identify institutions and resource persons in each region who can provide M&E assistance to IFAD-supported projects. The process will continue in the above-mentioned regions in 2003 and be initiated in the Eastern and Southern Africa and the Near East North Africa regions. In the Latin America and the Caribbean region, the networks for the internet-based System of Information Exchange for IFAD Programmes Throughout Latin America and the Programme for Strengthening the Regional Capacity for Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean have begun to distribute the M&E Guide and follow up on its customization. The objective of the regionalization process is to define the overall strategy for the dissemination, introduction and sustainable application of the M&E Guide among various projects and partners in the different IFAD regions. Above all, while supporting the regionalization of the guide in 2003/2004, OE will subsequently transfer full responsibility and ownership of this process to IFAD's regional divisions and ultimately to the projects they support.
- **Contributing to IFAD's organizational development.** OE contributes to IFAD's organizational development mainly through its corporate-level evaluations. In this context, OE will:



- Complete the **evaluation on IFAD's supervision modalities**. The evaluation will review various aspects related to supervision and provide guidance for future work in this area. As the majority of projects directly supervised by IFAD are still at the initial stages of implementation, it will not be possible for the evaluation to include a full-fledged comparative analysis of direct supervision processes and the supervision undertaken by cooperating institutions. However, it will provide some initial findings on the issue of direct supervision for consideration by IFAD and its partners. It will also provide inputs to IFAD's management for the preparation of the report on direct supervision that is to be presented to the Executive Board. The evaluation will conclude in 2003 with a major workshop in Rome attended by representatives of various cooperating institutions, project staff, country portfolio managers and other IFAD staff.
- Begin a new, corporate-level evaluation in 2003 on **IFAD's experience with the FLM**. This evaluation will contribute to reviewing IFAD's overall experience with the FLM and the effectiveness and efficiency of the mechanism. OE will begin preparatory work for the evaluation during the course of the year, including the preparation of the approach paper, and participate in selected inter-cycle reviews, organized by PMD, of projects financed using the FLM approach. This will enable OE to gain field-level experience and exposure to some of the opportunities and constraints faced by FLM projects. The evaluation will provide inputs for management's report on the subject to the Executive Board in 2003. However, at that stage, the evaluation will have provided only initial findings because the majority of the projects funded through FLM are still in the early stages of implementation. Indeed, in 2003, only three such interventions will reach the inter-cycle review stage, which is a crucial step for deciding whether or not to proceed to subsequent phases.
- Initiate a new, corporate-level evaluation in 2003 on **IFAD's approaches to and policy on gender equity and empowerment**. The evaluation will assess IFAD's past performance in a number of selected projects and other regional and cross-regional interventions. The outcome of the evaluation will serve as a building block in support of IFAD's future strategy for increasing gender equity and empowering rural women.

## **B. Contributing to IFAD's Catalytic Role**

31. As in past years, OE will contribute to the two basic approaches that would enable IFAD to enhance its catalytic role: (i) replicating and scaling up innovative approaches; and (ii) promoting effective pro-poor advocacy and policy dialogue. In this regard, in 2003, OE will continue to focus on thematic evaluations and CPEs and, as in the past, organize national/regional workshops to discuss the evaluation results with a wide range of partners. Such workshops also contribute to facilitating policy dialogue, to launching the COSOP formulation process and to the further development of thematic/regional strategies. Activities here will include:

- **Promoting innovative approaches.** The following thematic evaluations are planned for 2003:
  - **Local knowledge systems and innovations in the Asia and the Pacific region.** OE intends to complete this thematic evaluation initiated in 2002, the objectives of which are to assess and document the use and impact of local knowledge and innovations in IFAD-supported activities in region, and to formulate insights and concrete recommendations that contribute to better use of local knowledge and innovations in ongoing and future activities in the region. A regional workshop will be held in Asia in July 2003 with the participation of project staff, representatives of CSOs, international development organizations, research institutes and governments. The aim of the workshop will be to discuss the outcome of the contest on farmer innovations, results of the eight project case studies undertaken within the





framework of the evaluation, and the overall evaluation report; and, finally, to formulate the ACP.

- **Innovative approaches in Peru.** OE also intends to complete this thematic evaluation, initiated in late 2002, the objective of which is to analyse the innovative and successful approaches followed and replicated in Peru over the past ten years, and determine the potential for scaling up and replication. Innovations include supporting the development of private extension services for smallholders; promoting sustainable community development based on traditional know-how and technologies; and creating service centres and hubs for poor farmers living in the surrounding areas.
- **Review of organic agriculture experiences in the Asia and the Pacific region.** It is intended to undertake a thematic evaluation of organic agriculture in the Asia and the Pacific region, building on the experience of a similar evaluation undertaken in Latin America and the Caribbean in 2002. The results of these evaluations will provide the basis for developing an IFAD-wide approach to organic agriculture.
- **Promoting policy dialogue and advocacy.** CPEs have proved effective in promoting pro-poor policy dialogue with recipient governments, civil society, donor institutions and other development partners, and have thus contributed to strengthening IFAD's catalytic role. In 2003, OE will complete its CPEs on Indonesia, Senegal and Tunisia, which will contribute to generating the knowledge needed to formulate new COSOPs in these countries. National workshops will be organized in the countries concerned to discuss the results of the respective CPEs with a cross-section of stakeholders. These workshops are useful platforms for raising policy issues with concerned governments and other partners and to launch the COSOP development process. In addition, OE will initiate new CPEs in Benin, Bolivia and Egypt in 2003, and will promote policy dialogue through thematic evaluations that contribute to the development of regional strategies. One example is the thematic evaluation of IFAD's experience of decentralization in Ethiopia, the United Republic of Tanzania and Uganda, which will assess the way IFAD-supported interventions have been designed and implemented in the context of decentralization efforts in those countries. It will also review and assess how IFAD-supported projects have promoted partnerships with local-level institutions, community-based organizations (CBOs), the private sector and others. Finally, OE will conduct a thematic evaluation on marketing and competitiveness in Western and Central Africa, which will focus on the effects of trade policies on small and marginal producers and provide the basis for IFAD's contribution to policy dialogue on trade reforms in the region.

### **C. Strengthening Relationships with IFAD's Governing Bodies with Regard to Evaluation**

32. OE recognizes that its interaction with IFAD's governing bodies, in particular with the Evaluation Committee, are an important part of its work, as is following up on decisions taken during the replenishment process. In order to strengthen its collaboration with the organization's governing bodies and enhance its overall contribution to, and participation in, different evaluation activities and processes, OE will continue to engage in a number of relevant initiatives during 2003.

#### **OE's Evaluation Policy**

33. In 2002, the Consultation on IFAD's Sixth Replenishment discussed an IFAD paper on strengthening the effectiveness of the evaluation function. Based on the paper and interaction among Member States, the Consultation took a number of decisions on the independence, future set-up and operations of OE (see paragraph 17) and requested IFAD to prepare a detailed proposal on increasing



the independence and effectiveness of its evaluation function for the consideration of the April 2003 Session of the Executive Board. As far as OE is concerned, this will entail the development of an IFAD policy on evaluation, which will take into consideration the possible independence of the Fund's evaluation function. Such a policy will provide a framework that consists of evaluation principles, strategies and operational policies, and the instruments to be used by OE in this work. It will also specify the operational procedures, organizational measures and other arrangements both for ensuring OE's independence from management and for enhancing its effectiveness.

### **External Evaluation of IFAD**

34. In 2002, several Member States requested that an external evaluation of IFAD be conducted in 2003-2004 (prior to the Seventh Replenishment) in order to assess to what extent and by which means IFAD is fulfilling its mandate to combat rural poverty. Although the Executive Board will determine the governance of the external evaluation, OE may be requested to assist in this regard. Should that be the case, additional resources will be required.

### **Reports Due to the Evaluation Committee and Executive Board in 2003**

35. The Evaluation Committee will hold three sessions in 2003, as well as any additional informal sessions that the Committee may deem necessary, and discuss a number of evaluation reports of its choice<sup>9</sup>. Following the practice instituted in 1999, OE will prepare the minutes of each session of the Committee for distribution to all participants for review and comment. As part of OE's Annual Report on Evaluation, a report on the Committee's activities in 2002 will be presented to the Executive Board in April 2003. The report will provide highlights of the Committee's deliberations in 2002, drawing attention particularly to insights, recommendations and policy issues of importance to IFAD and its Member States. Finally, the Annual Report on the Results and Impact of IFAD Operations will be presented to the Executive Board in September 2003 (see Part Two).

## **D. Other Activities**

### **Partnerships with Other Development Institutions**

36. In 2003, OE will continue to explore with SDC the possibility of developing a second phase of the partnership. It will also contribute to the work of the United Nations Inter-Agency Working Group on Evaluation and take part in its annual meeting. In addition, OE will participate in the International Workshop on Partnership in Development Evaluation – Learning and Accountability, co-organized by the Government of France and the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), to be held in Paris, France, on 25-26 March 2003.

### **Communication**

37. OE will endeavour to enhance the quality of its main evaluation reports by ensuring that they are reader-friendly and adhere to the structure recently established. It will also strive to improve the production quality of these reports by including better photographs and maps. OE will continue to produce Profiles for every evaluation, which will be distributed both in-house and to external audiences both in print form and by electronic means. In addition, OE will increase the production of Insights and ensure that all evaluation-related outputs are regularly posted under the evaluation section of IFAD's web site.

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<sup>9</sup> The Evaluation Committee agenda for 2003 is given in paragraph 84.



## **PART TWO: REPORTING ON THE RESULTS AND IMPACT OF COMPLETED IFAD OPERATIONS - A PREVIEW OF THE MAIN COMPONENTS OF THE ANNUAL REPORT ON THE RESULTS AND IMPACT OF IFAD OPERATIONS**

### **I. BACKGROUND**

38. In response to the IFAD V: Plan of Action (2000-2002), OE has initiated work on production of a systematic and rigorous overview of the results and impact of IFAD's operations, based on the evaluations it undertakes each year. One of the obstacles to such an overview was the lack of a consistent and comparable evaluation framework, but this obstacle has now been removed. With the introduction in 2002 of the new methodological framework for project evaluation<sup>10</sup>, for the first time, a common framework is now available for use systematically across all IFAD project evaluations.

39. The objectives of the new methodological framework for evaluation are to: (i) promote a more systematic assessment of impact at project completion; (ii) produce a consolidated picture of the results, impact and performance of about ten completed projects evaluated during any given year; and (iii) synthesize learning from project evaluations in a more systematic manner. The methodology consists of a set of common evaluation criteria, including eight domains of impact for rural poverty reduction and three overarching factors: sustainability, innovation and replicability/scaling up. The criteria proposed are broadly consistent with the emerging consensus among international financial institutions and OECD/DAC on evaluation criteria. The specified domains of impact are based on IFAD's *Rural Poverty Report 2001*, and reflect both its Strategic Framework 2002-2006 and the need to provide measures of the Fund's contribution to the achievement of the Millennium Development Goals (MDGs).

40. The use of harmonized criteria across evaluations will reduce variations in approaches and reporting formats, both between evaluators and between evaluations. Consistent application of the new methodological framework for evaluation should ensure that project impact is systematically assessed, results and performance are comparable across projects and projects types, generic insights are more easily identified, and a consolidation of performance is more feasibly provided. The consolidated overview of performance will be presented in the ARRI to IFAD management and the Executive Board. This new type of report – to be issued for the first time in 2003 – will complement the Annual Progress Report on the Project Portfolio produced on a yearly basis by PMD. It will also provide management and the Executive Board with an independent, consolidated picture of results, impact achievement and effectiveness, as well as a summary of insights and lessons learned from evaluations.

41. The new methodological framework was applied to 13 evaluations in 2002, of which ten had been completed as of end-December 2002. The results of the ten evaluations will be consolidated and used in the production of ARRI 2003, and presented to the Executive Board in September 2003. The purpose of this section is to provide a preview of the purpose, scope, approach, challenges and lessons that emerged in the production of ARRI 2003.

### **II. PURPOSE AND SCOPE**

42. The purpose of the ARRI 2003 is to present a concise consolidation of the evaluation findings and insights on rural poverty reduction contained in the ten recent OE project evaluations and other selected evaluation reports. These evaluations include two CPEs and two corporate-level evaluations that were completed during 2002. The report will also draw on other evaluation reports from the

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<sup>10</sup> *A Methodological Framework for Evaluation: A Guiding Framework and Key Questions for Project Evaluation*. Office of Evaluation. February 2002.



period 1999-2001, to confirm/verify, to the extent possible, the validity of specific insights and findings over a larger cohort of evaluated projects.

### III. APPROACH TO CONSOLIDATION OF IMPACT AND PERFORMANCE

43. The box below contains an outline of IFAD's new methodological framework for evaluation, to be used as a basis for the consolidation exercise. The framework consists of three broad evaluation criteria: impact on rural poverty; performance of the project; and performance of partners.

#### Impact on Rural Poverty (1.1-1.8)

44. The impact on rural poverty criterion assesses the changes that have occurred by the time of project completion. The main focus of this criterion is on changes in the lives of the rural poor - as they and their partners perceive it at the time of the evaluation - to which IFAD's interventions have contributed, as well as the likely sustainability of such changes. Impact has been divided into six domains that are addressed by IFAD projects to varying degrees and the overarching factor of Sustainability, and Replicability/Scaling up. Below is a brief description of each domain:

- **Physical and financial assets.** For sustainable poverty alleviation, the rural poor must have legally secure entitlement to physical and financial assets – e.g. land, water, savings and credit, livestock, tools, equipment, infrastructure, technology and knowledge.
- **Human assets.** These relate to capital 'embodied' in people, classified as nutritional status, health, education and training. Building up these human assets has intrinsic value in raising capabilities and instrumental value in raising incomes and improving livelihoods.
- **Social capital and people's empowerment.** Building up the collective capacity of the poor (their social capital) is essential for poverty alleviation. Strengthening local-level self-help organizations and institutions will increase the capacity of the poor to exploit potential economic opportunities and develop stronger links with markets and external partners. A strong social capital base will empower the poor and enable them to interact, on a more equitable and informed basis, with those who wield social power and to negotiate more effectively with other organizations (including those of the private sector) to improve their livelihoods.
- **Food security** (production, income and consumption). This domain is of specific importance to IFAD's mandate. A food-secure household (or community) is one that has enough food available at all times to ensure a minimum necessary intake by all members. Key elements of food security are availability of food (production and trade), access to food (income, markets and prices) and stability of access (storage and marketing arrangements).
- **Environment and communal resource base.** Environmental degradation is very often a manifestation of poverty and of the rural poor's struggle for survival. The extent to which a project

#### METHODOLOGICAL FRAMEWORK FOR PROJECT EVALUATION

##### 1. IMPACT ON RURAL POVERTY

- 1.1 Impact on Physical and Financial Assets.
- 1.2 Impact on Human Assets
- 1.3 Impact on Social Capital and Empowerment
- 1.4 Impact on Food Security
- 1.5 Environmental Impact
- 1.6 Impact on Institutions, Policies and the Regulatory Framework
- 1.7 Sustainability
- 1.8 Innovation and Replicability/Scaling up

##### 2. PERFORMANCE OF THE PROJECT

- 2.1 Relevance of Objectives
- 2.2 Effectiveness
- 2.3 Efficiency

##### 3. PERFORMANCE OF THE PARTNERS

- 3.1 IFAD
- 3.2 Cooperating Institution
- 3.3 Government and its Agencies
- 3.4 NGOs/CBOs
- 3.5 Cofinanciers



contributes to rehabilitating the environment (particularly the agricultural resource base) in areas affected by natural resource degradation is closely associated with the expected poverty impact of IFAD projects.

- **Institutions, policies and the regulatory framework.** Existing institutions, policies and the regulatory framework have a significant influence on the lives of the rural poor. Strengthening the capacity of local public institutions to service the rural poor and reorient existing policies and institutions in favour of them are the increasingly expected results of IFAD's operations. This encompasses the change brought about in sectoral and national policies affecting the rural poor, namely: laws, by-laws, statutes and regulations, as well as the degree of decentralization that allows for decision-making at the local level.
- **Sustainability.** Sustainability is an overarching criterion that should be applied to the changes occurring in the six preceding domains. It is the probability that the net positive impact generated by the project will be maintained beyond the project's intended life.
- **Innovation and Replicability/Scaling Up.** Innovation and replicability/scaling up are two other overarching criteria for IFAD. For the Fund, innovation is the development (through the projects and programmes it supports) of improved and cost-effective ways to address problems/opportunities faced by the rural poor. These encompass institutional and technological approaches, as well as pro-poor policies and partnership. The replicability of such innovative approaches and their scaling up are stressed by the strategic framework as an important dimension of IFAD's catalytic role inasmuch as it allows the impact of IFAD projects to expand beyond the changes attributed to one single project.

45. For each of the six impact domains, the evaluators are provided with a menu of evaluation questions to be addressed in terms of their relevance to the project under evaluation, and to give guidance in assessing its underlying impact both quantitatively and/or qualitatively. For example, in the social capital and people's empowerment domain, some of the questions asked are: "Did rural people's organizations and institutions change?" "Did social cohesion and the local self-help capacity of rural communities change?" "Did gender equity and/or women's' conditions change?" In evaluating projects, these and other questions provide the basis for a consistent assessment of changes in social capital and empowerment. Gender aspects are carefully mainstreamed across all domains to ensure adequate analysis and reporting on these aspects.

### **Performance of the Project (2.1 – 2.3)**

46. Project performance is assessed on the basis of three criteria: relevance of objectives; effectiveness (the extent to which the objectives have been achieved); and efficiency (how economically resources are converted into results). Taken together, these three criteria capture how well IFAD selected the means of meeting the needs of the rural poor and how well the project performed in delivering against objectives, as seen at the end of the implementation period. The criterion of relevance focuses on the quality of project objectives: "Have we done the right things?"; the effectiveness and efficiency criteria focus on the extent the right objectives were achieved at reasonable cost: "Have we done things right?" The performance of the project, therefore, answers the question: "Were the right things done right?"

### **Performance of the Partners (3.1 – 3.5)**

47. A number of criteria are presented to assess the performance of the main partners in the project: IFAD, the cooperating institution, government agencies responsible for implementing the project, NGOs/CBOs involved in project implementation, and cofinanciers. These criteria assess how well IFAD and its partners identified, prepared and supervised the project, and the contribution each made



to the success of the project during implementation. As in the case of the impact criterion, the framework provides a menu of questions to be addressed by the evaluators in assessing the performance of both IFAD and its partners.

48. In addition to systematically applying the three broad evaluation criteria described above, the 2002 evaluations have for the first time applied a four-point rating scale to each criterion<sup>11</sup>, based on the combined judgement of partners, the rural poor and the evaluators. These ratings are based, to the extent possible, on a rigorous assessment founded on empirical data.

49. The combination of common criteria and ratings will allow for two types of consolidation: within projects and across projects. Within individual projects, aggregations of ratings for a particular criterion (e.g. impact on rural poverty, performance of the project) provide a summarized picture of achievement for that project. Aggregations across projects (weighted by loan size) will be presented showing the impact and performance of all the projects evaluated by impact domain and criteria (e.g. impact on access to assets, food security, social capital, general project relevance, performance of cooperating institutions, NGOs). The consolidation will also show the areas of impact and effectiveness where IFAD-supported projects are performing relatively well, as well as areas of less efficient performance. Since the sample of evaluated projects is small and diverse an attempt will be made, to the extent feasible, to assign similar ratings retrospectively to project evaluations undertaken in the few years prior to 2002 and for which adequate data have been provided. This will allow conclusions to be based upon and drawn from a larger number of projects.

### **Learning and Insights from Evaluations**

50. In addition to assessing impact and performance, evaluations also generate learning insights. In the past, OE's annual reports presented summaries of findings from the most recent evaluations and it was left to the reader to synthesize an overall view of the learning generated by these evaluations. Since 2000, however, these reports have taken the learning and insights from evaluations one step further and raised generic issues that are believed to be important for IFAD as a whole and would need to be carefully addressed. Notwithstanding the difficulties inherent in providing a consolidated view of the learning generated by evaluations, it was decided to continue this practice. The generalized use of the new methodological evaluation framework will greatly facilitate the process of distilling cross-cutting insights and learning and help to focus them on strategic areas of IFAD's priorities. The ARRI 2003 will provide insights from recent project evaluations, a preview of which is provided in paragraphs 56 to 60.

## **IV. CHALLENGES TO BE ADDRESSED**

51. The compilation of OE's first consolidated impact and results report has given rise to a number of concerns. Foremost among these is the need to match the scale of ambition with what is possible and practical. There is, for example, an important distinction to be made between the **immediate effectiveness of IFAD's operations** and the Fund's **development effectiveness in general**. All development agencies would like to be able to assess and report upon their development effectiveness in terms of contributing to improvements in longer-term development outcomes, as expressed in the MDGs. However, the challenge of assessing such achievements is very considerable; no agency has yet been able to do so, and for good reason. Identifying and attributing the contribution of a particular agency or intervention to long-term changes in development outcomes is fraught with difficulty. An element of realism about what can or cannot be said about the development impact of IFAD-supported operations is therefore required.

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<sup>11</sup> These are High, Substantial, Modest and Negligible, or Highly Likely, Likely, Unlikely, and Highly Unlikely, depending on the criterion.



52. A related issue is that IFAD uses the concept of ‘impact’ to mean the outcome of its operations in terms of changes in the life of the rural poor, as judged at the end of the intervention and taking account of their likely sustainability. Other development assistance agencies reserve ‘impact’ for ‘actual/realized’ long-term changes in development outcome.

53. The inevitable time-lag between project design and implementation, and its eventual evaluation, limits the extent to which evaluation reports alone can provide a picture of current agency performance. All evaluation reports refer to projects designed and approved in the early 1990s, although in many cases the project design has evolved over the years. The synthesis report will, as a consequence, mainly provide a picture drawn from that cohort of projects. It is inevitable that the extent to which the findings are representative of more recent or current projects will be open to questions.

54. The projects evaluated by OE represent a significant, but not necessarily representative, sample of the 30 or so projects that are completed each year. The extent to which the findings of the evaluations can be judged to be representative of the portfolio as a whole is therefore crucially dependent on the representativeness or otherwise of the projects evaluated. The ARRI will analyse the sample of projects evaluated in 2002 and examine whether it is broadly representative of the portfolio as a whole in terms of geography, types of projects and implementation performance.

## V. EMERGING INSIGHTS

55. The proposed structure of the first ARRI will closely follow the content of the new methodological framework for evaluation structure, with an added section on Insights and Issues. This is summarized in the box below. Section 3, Rural Poverty Impact, will present the evaluation findings both in terms of IFAD’s strategic framework and the MDGs.

### Annual Report on the Impact and Effectiveness of IFAD Operations

1. Introduction
2. Projects evaluated – description and context
3. Rural poverty impact
4. Project performance
5. Partner performance
6. Overall assessment
7. Insights and issues

56. While the synthesis of the findings of the evaluation reports is still in progress, a number of common insights are already emerging. For example, an analysis of the evaluation ratings for rural poverty impact suggests that greater progress has been made in increasing physical and financial assets, food security and human assets than in improving the environment, social capital and empowerment, and institutions, policies and regulatory frameworks. This may be simply a function of the longer-term and more fundamental nature of the latter impacts but, if confirmed by other analyses, may have implications for the focus and duration of effort and areas needing more emphasis in IFAD’s operations.

57. Many of the emerging insights are not new. For example, a significant proportion of the evaluations stresses the fundamental importance of **beneficiary participation** in project design and implementation<sup>12</sup>. Likewise, the importance of local **capacity-building** – and the fact that this takes time – is highlighted by a number of project evaluations<sup>13</sup>. The importance of using NGOs and CSOs as partners for service delivery and capacity-building is prominent, but the challenges in doing so systematically and successfully are frequent and familiar occurrences. The persistence of such findings raises fundamental questions for IFAD: is there evidence that these lessons have been learned; and to what extent does the current generation of projects really build on the positive lessons of earlier projects, and avoid their problems? These questions will be addressed in the ARRI.

<sup>12</sup> Project evaluations in Morocco, Namibia, Peru and Yemen, as well as the CPE for the United Republic of Tanzania.

<sup>13</sup> Project evaluations in Chad, Morocco, Namibia and Yemen and the CPE for Syria.



58. Two other issues figure prominently in a number of project and country-level evaluations. The first is the issue of **targeting** as a way of focusing impact on the rural poor. For example, the two most recent CPEs - Sri Lanka and the United Republic of Tanzania - both highlight the need for IFAD to strengthen the pro-poor orientation of its projects if the poorest were to benefit more than they have done so far. This will not only require selecting the poorest areas, but also designing interventions that are particularly relevant to the poorest members of the community. IFAD has been faced with targeting issues since its inception, and it still is. Why is this process proving difficult? What are the trade offs and the costs involved? And what are the factors that account for success in this respect?

59. The second common issue is the potential benefit of an **IFAD presence in-country**. The CPEs for Sri Lanka and the United Republic of Tanzania both mention this as a major issue. The lack of a permanent field presence was seen as having limited IFAD's catalytic role, hindered its participation in policy dialogue and reduced its ability to provide implementation support. Evidence from project evaluations supports this conclusion. The recent evaluation of the MARENASS project in Peru, for example, highlighted the real benefits of an in-country presence, and concluded that the conceptual, methodological and practical support and supervision provided by the IFAD office in Lima was a key element in the success of the project. This is another set of issues that the ARRI will analyse.

## VI. CONCLUSIONS

60. All multilateral and bilateral agencies are, to a greater or lesser extent, having to face up to a similar challenge: how to analyse and report upon their overall effectiveness on the basis of improving, but still limited, evaluation and performance information. The ARRI will be IFAD's first, inevitably exploratory, attempt to present an overall picture of effectiveness, performance and insights based on current evaluation material.





## **PART THREE: EVALUATION COMMITTEE**

### **I. MAIN ACTIVITIES**

61. This section contains a summary of the main activities of the Evaluation Committee from February 2002 to December 2002<sup>14</sup>, as well as highlights of some of the main issues emerging from its discussions. During the period in question, three regular sessions of the Committee were held – February, September and December 2002 – and an informal session was held on 23 September 2002.

62. At the Committee's February 2002 session, the evaluation reports on IFAD's capacity as a promoter of replicable innovation and the Andhra Pradesh Tribal Development Project were discussed. The Committee also reviewed OE's work programme for 2002.

63. The first evaluation discussed was a corporate-level evaluation conducted in response to the IFAD V: Plan of Action (2000-2002), that stipulated that the Fund should "develop a methodology and evaluate IFAD's capacity as a promoter of replicable innovations in rural poverty reduction in cooperation with other partners." OE gave a presentation on the evaluation process and its findings and recommendations. The Committee commended the evaluation for its frankness, reiterating that promoting replicable innovation should be considered as one of IFAD's main objectives and that appropriate effort and resources should be devoted to create a favourable framework for this purpose. It also emphasized the importance of selecting the right partners for innovation and the key role played by local partners and consultants, particularly in view of IFAD's limited field presence and lack of research and development capacity. The Committee urged that the results of the evaluation be given serious consideration by IFAD management in order to enhance the overall effectiveness and impact of the Fund's operations.

64. The Committee requested IFAD to discuss the evaluation and management's response at the Executive Board in the near future. Members also suggested that IFAD should consider including the 'capability to innovate' as a criterion when selecting and promoting staff. The Committee highlighted the need to distinguish between actual innovations in field-level operations that others may replicate and the processes or approaches taken by IFAD to promote innovation. There is no doubt a link between the two since the right approaches or processes will lead to innovations in the field. Some Committee members stated that they did not expect IFAD to be a laboratory for innovations, as that would involve a certain amount of risk.

65. The evaluation of the Andhra Pradesh Tribal Development Project in India, which was cofinanced by the Government of The Netherlands, was undertaken in cooperation with the Netherlands Embassy in New Delhi. The main objective of the evaluation was to assess the impact and sustainability of the project, and generate a series of insights and recommendations for the design and implementation of future projects focusing on tribal peoples. OE presented the Committee with an overview of the results and impact of the project. The project coordinator, who was invited to attend the session, stressed that the key lessons learned from the project were being internalized by the relevant government authorities and the NGOs that were involved in capacity-building and social mobilization. He also described how lessons from the evaluation were having a broader application in

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<sup>14</sup> The Thirty-Third Session of the Evaluation Committee, originally scheduled for February 2003, was postponed, due to exceptional circumstances, until 7 April 2003. Therefore, as no discussion on the session could be included in this report, it was considered appropriate to include highlights from the February 2002 session, which was already included in last year's Annual Report on Evaluation presented to the Executive Board in April 2002.



programmes sponsored by the State Government of Andhra Pradesh, particularly the use of self-help groups as engines for microfinance delivery and income-generating activities.

66. The Committee commended the evaluation, especially its focus on results and impact and insights that can be carried over into other initiatives. Members also reiterated the importance of IFAD's supporting the establishment of rural financial institutions that can promote sustainable microfinance operations, particularly in remote areas where there are limited financial institutions to serve the poor. The Committee also supported the recommendation that IFAD projects should develop a clear exit strategy, one in which the roles and responsibilities of individuals and institutions, including those of IFAD, are clearly defined and agreed well before project closure.

67. Two evaluation reports were discussed at the September 2002 session of the Committee: (i) the corporate-level evaluation of IFAD's TAG programme for agricultural research; and (ii) the CPE of the United Republic of Tanzania.

68. In the more than two decades of its operation, the TAG programme for agricultural research had never before been comprehensively evaluated. Therefore, the main objectives of the evaluation were to: (i) assess the achievements of the programme in relation to its objectives; (ii) analyse the main funding trends and the relevance of the programme to IFAD's strategy and priorities; (iii) identify and analyse factors affecting the programme's operations and impact; and (iv) provide both recommendations for the future orientation of the programme and building blocks for articulating IFAD's policy for allocating grant resources. OE made an overall presentation on the evaluation, highlighting some of its key results and recommendations. The Committee expressed its appreciation of and general agreement with the evaluation while stressing the need for greater integration between research agendas and farmers' needs. Members also emphasized that TAGs should focus on innovation and participatory research, and that IFAD should fund research that supports its projects and provides a medium-term response to farmers' needs. The Committee recommended that the main findings of the evaluation should be shared with the Executive Board at its September 2002 session.

69. The CPE of the United Republic of Tanzania was conducted in response to the Fund's intention to prepare a new COSOP for the country in 2003. In particular, the evaluation sought to: (i) analyse the impact and sustainability of IFAD's evolving strategy and operations in the United Republic of Tanzania; (ii) assess both national strategies for inclusive development and the strategic role of IFAD in influencing policies and development strategies for sustainably improving the welfare of the country's rural poor; and (iii) generate insights and recommendations for the design and implementation of new interventions, and identify areas that might be explored in future strategy and partnership development. The Deputy Director of the Planning and Programming Division in the Ministry of Agriculture and Food Security (Government of the United Republic of Tanzania), who attended the September 2002 session of the Committee, emphasized that the sustainability of interventions was a major concern of his Government. In addition, he spoke of the need to build up the capacity of the rural poor and their associations to ensure greater beneficiary participation in the design, operations and maintenance of project investments.

70. The Committee supported the evaluation's overall analysis and recommendations inasmuch as it provided a comprehensive picture of the evolution in the country strategy and portfolio, and a clear overview of the opportunities and challenges faced by IFAD and its partners. However, it stressed the need to ensure that the main benefits of IFAD-supported interventions reach the country's poorest people. In this regard, the Committee highlighted the importance of promoting technologies and methodologies that are relevant to the poorest and of strengthening local capacity, and supported the evaluation's recommendations for greater participation of NGOs/CSOs in project preparation and design. The Committee requested that, once finalized, copies of the report and its ACP be made available to all members.



71. On 23 September 2002, an informal session of the Evaluation Committee was held to exchange views and deepen understanding on two important evaluation-related issues that were to be discussed at the Replenishment meeting of October 2002: (i) the independence of IFAD's evaluation unit; and (ii) the external evaluation of IFAD.

72. During the Consultation on the Sixth Replenishment, one Member State proposed the establishment of an independent evaluation unit that would report directly to the Executive Board rather than to IFAD management. As a result, OE prepared a discussion paper, *Strengthening the Effectiveness of the Evaluation Function at IFAD*, which contained an overview of OE's present reporting arrangements and other issues related to its independence, and an analysis of current international practices in ten multilateral organizations. The paper also proposed measures, for consideration by Member States, which could be introduced to ensure greater independence and effectiveness of IFAD's evaluation. During the informal session of the Committee on 23 September 2002, OE presented a synopsis of its survey of ten organizations. This survey showed that OE already enjoyed a considerable degree of independence and that it aimed to promote independence and accountability on the one hand, and learning and partnership on the other. OE also highlighted the need for IFAD to develop a comprehensive evaluation policy, introduce measures to ensure the adoption of evaluation recommendations, strengthen the role of senior management and the Executive Board in evaluation activities, and drawing procedures for the submission of evaluation-related documents to IFAD's governing bodies.

73. The Committee appreciated the opportunity to have an initial discussion and exchange of views on the paper, which enabled many committee members to understand that the reporting procedure of an evaluation unit is only one dimension of independence. Many members emphasized the importance of promoting independence and accountability, as well as of feedback and lessons learned. Members agreed on the importance of ensuring effective feedback of evaluation-based lessons into project, programme and policy design and implementation processes, and of partnerships in evaluation. The Committee agreed that the paper provided an excellent starting point for further debate and reflection with Member States, and endorsed the paper's proposed next steps, requesting that an evaluation policy be developed for decision at the April 2003 session of the Executive Board.

74. The proposal to conduct an external evaluation of IFAD was put forward several months before the informal session of the Committee, and the purpose of the initial discussion was to exchange preliminary views on the subject. The President of IFAD, who attended the informal session of the Committee, emphasized that an independent external evaluation might contribute to improving the performance of IFAD and bolster the confidence of its Member States. At the same time, such an evaluation would need to have a greater scope than the external review (undertaken in the first semester of 2002). The exercise would be particularly useful if the results of it could be fed directly into the Seventh Replenishment process, which meant that the evaluation should be undertaken in 2003-2004.

75. Committee members highlighted the need for an external evaluation to provide 'value added' over and above the accomplishments of the external review, by providing a deeper understanding (both qualitatively and quantitatively) of the results and impact of IFAD-supported operations. To that end, members agreed that more extensive field work would be required, as well as application of a consistent methodology that would enable results to be measured in less tangible areas, such as participation, ownership and empowerment.

76. Two evaluation reports were discussed at the December 2002 session of the Committee: (i) the Interim Evaluation of the *Quadis* of Kanem Agricultural Development Project in Chad; and (ii) the Thematic Evaluation of Organic Agriculture in Latin America and the Caribbean. The Committee also set its agenda for 2003. At the end of the session, the Committee selected the consultant to be recruited to draft the terms of reference for the external evaluation of IFAD.



77. The overall objective of the interim evaluation in Chad, one of the first evaluations to use the new impact evaluation methodology developed by OE, was to assess the project's results and impact, and provide guidance on the formulation of a follow-up phase of the project. OE informed the Committee that an anthropometric study had been undertaken to assess the nutritional status of beneficiaries, and that the role played by the evaluation's CLP had been particularly strong and contributed to initiating important changes in the project's approach, particularly in helping to convince the Ministry of Agriculture to use a local NGO for the delivery of microfinance. OE described some of the project's key constraints (e.g. civil strife, institutional weakness) and its specific results and impact, particularly in the areas of people's empowerment, the formation of social capital, access to drinking water, health services and sanitation, and nutritional and general education.

78. The Committee commended the application of the new impact evaluation methodology in the Chad evaluation, and recommended that an additional effort be made to provide both quantitative and qualitative information. Members stressed how the multiplicity of institutions involved in implementation, and complex institutional arrangements and coordination mechanisms, can create difficulties for operations. Members felt that the project provided a useful example for flexible application of the performance-based allocation system, i.e. when a project may not have demonstrated tangible positive results but it is clear that the Government is creating a favourable environment to ensure better development results in the future.

79. The purpose of the Thematic Evaluation on Organic Agriculture in Latin America and the Caribbean was to assess the feasibility of promoting organic agriculture in IFAD-supported projects in the region and elsewhere, as well as to determine points of entry. OE described the results of the evaluation in terms of impact on farmers, particularly as it relates to yields, income generation, health and the environment. The evaluation emphasized the importance of the type of technology adopted by different farmers, as this had a major impact on both production costs and yields. In addition, the 'transition' phase – when farmers start to adopt organic techniques but the products are not yet certified as organic – represented a major challenge, which should be given particular attention in future IFAD-assisted projects. OE mentioned that a similar study would be undertaken in the Asia region in 2003.

80. The Committee supported the evaluation's analysis and conclusions, recommending that future evaluations on this theme should give greater consideration to issues related to environmental impact and use of traditional knowledge, and clearly determine whether and to what extent IFAD should devote its attention to organic agriculture. The Committee also encouraged IFAD to continue collaborating with the Food and Agriculture Organization of the United Nations in evaluations of this nature, in view of that organization's technical expertise and experience. It was also suggested that OE should conduct a similar study in the Africa region.

81. The Committee agreed upon a tentative agenda for its three sessions in 2003. At its first session (to be held on 7 April rather than in February), two items will be discussed: (i) IFAD's evaluation policy; and (ii) OE's work programme for 2003. At its second session in September, the following items will be discussed: (i) the ARRI, together with the impact assessment methodological framework; and (b) the evaluation of the Rural Micro-enterprise Finance Project in The Philippines. At its third session, in December, the Committee will consider the evaluations on IFAD's mode of supervision and the Support Project for Small Producers in the Semi-Arid Zones of Falcon and Lara States in Venezuela. In December, the Committee will also develop its tentative agenda for 2004. In addition, members of the Committee will make a field visit to Indonesia, tentatively scheduled for the end of 2003/beginning of 2004, in connection with the CPE.

82. In addition to the above activities, in the first six months of 2002, four members of the Committee took an active part in the external review team assembled for conducting the external



review of the results and impact of IFAD operations. The four Committee members contributed to the work of the team, *inter alia*, by participating in various meetings and two retreats organized to discuss the external review's approach paper, the selection of consultants, and the teams's report and other related outputs. They also participated in field work in Armenia, India and Peru.

## **II. SELECTED HIGHLIGHTS OF EVALUATION COMMITTEE DISCUSSIONS**

83. This section contains highlights of some of the cross-cutting issues emerging from discussions during session of the Evaluation Committee in 2002.

### **TAG Programme for Agricultural Research**

84. The Committee stressed the need for greater integration of research agendas and farmers' needs, and suggested that grant funds be placed at the disposal of farmers to enable them to influence the direction of research. It also emphasized that while the TAG programme should focus on innovation and participatory research, it should balance these issues with the generation of immediate outputs required by the IFAD-supported loan programmes. It was suggested that national agriculture research centres should also be considered as agricultural research partners, since these centres conduct research on farming systems and can contribute to the impact of research. In addition, committee members felt there was a need to devote additional resources to funding research in artisanal fisheries, which is an important source of livelihood in many partner countries. The Committee considered IFAD's lack of field presence as a constraint on the efficiency of the TAG programme, as the monitoring, supervision and follow-up of TAG activities becomes more difficult from IFAD headquarters.

### **Pro-Poor Development Strategy and Targeting**

85. In the context of the CPE of the United Republic of Tanzania, the Committee emphasized that the Fund should focus its work on the poorest areas and communities and ensure that the main benefits of IFAD-supported interventions reach them, and that technologies and methodologies should be tailored to the needs of the rural poor. It also mentioned that, in large countries, it may be desirable for IFAD to concentrate its interventions — from the geographic and sectoral points of view — in order to obtain both better results and impact and greater opportunities for knowledge generation and engagement in country-level policy dialogue.

### **Participation and Partnership**

86. Discussion on the CPE of the United Republic of Tanzania brought out the need for the rural poor to be considered as partners rather than as mere participants in the development process. For example, with regard to the development of new small-scale irrigation schemes, the rural poor should not only be involved in providing labour for construction purposes but also in selecting private contractors and supervising their activities. The challenge that lies ahead is to promote participatory development as an equal partnership among different actors, in which the rural poor and their communities become active agents of change. Sufficient time should be made available at the beginning of projects to analyse the factors that could influence the participation process. In the context of the interim evaluation in Chad, the Committee was pleased to note that a capable NGO had been identified for the task of mobilizing the rural poor and training them in financial management, book-keeping and related activities that would provide the basis for better microfinance operations. However, it was also stressed that the Government would need to be associated with such efforts and that its role should be clearly defined, for example, in creating a pro-poor policy and legal framework for microfinance. Furthermore, the Committee suggested that IFAD should seek to ensure better synergies with important development initiatives and strategic efforts at the country level, including processes such as the Debt Initiative for Heavily Indebted Poor Countries and Poverty Reduction



Strategy Papers. The objective would be to ensure that the development concerns and requirements of the poorest rural people were adequately emphasized in the key development strategies of partner governments.

### **Impact Analysis**

87. The Committee commended IFAD on the development and pilot application of the new impact evaluation methodology framework in 2002. With respect to the interim evaluation of the *Quadis* of Kanem Agricultural Development Project in Chad, the application of the new framework led to a clearer understanding of impact based on key issues such as food security, social capital and empowerment, and physical and financial assets. There was, however, a need to provide more quantitative data. In discussions on the evaluation of the Andhra Pradesh Tribal Development Project in India, which was undertaken before the development of the new impact evaluation methodology, the Committee expressed satisfaction with the evaluators' special attention to documenting results and impact. The Committee also expressed support for OE's efforts in initiating the regionalization of the M&E Guide at the project level, which would contribute to IFAD's overall impact analysis efforts.

### **Policy Dialogue**

88. Committee members reiterated the need for IFAD to step up its efforts in empowering the rural poor, particularly in helping to carry their voice to policy dialogue processes such as during the development of Poverty Reduction Strategy Papers and COSOPs, so that they can be heard by key policy and decision-makers. In addition to helping the rural poor to become engaged in policy dialogue, the Committee suggested that IFAD should devote more time and attention to policy dialogue with high-level officials in government and donor partners at the country level. During the discussions on the Chad evaluation and the United Republic of Tanzania CPE, the need was expressed for a more permanent and intensive IFAD field presence to facilitate policy dialogue.

### **Independence of the Evaluation Unit**

89. Many Committee members spoke of the importance of resolving conflicts between independence and accountability on the one hand and feedback from lessons learned on the other. Any such conflict would need to be considered thoroughly, as it could affect the learning loop and overall effectiveness of evaluation. The Committee also underscored the importance of ensuring effective feedback of evaluation-based lessons into both project, programme and policy design and implementation processes. In the overall context of OE's independence, various members considered it important to revisit the Committee's terms of reference and operational modalities – for example, the number of sessions to be held per year, the duration of each meeting, etc.

## SUMMARY OF ACHIEVEMENTS IN 2002

Area of Work	Activities to be Undertaken	Planned Implementation Status	Present Status
<b>1. Corporate-level evaluations</b>	Evaluation of IFAD's Capacity as a Promoter of Replicable Innovation	To be completed	Completed
	Evaluation of the TA Grant Programme for Agricultural Research	To be completed	Completed
	Evaluation of IFAD's Mode of Project Supervision	To be initiated	Initiated
<b>2. CPEs</b>	Indonesia	To be initiated	Initiated
	Senegal	To be initiated	Initiated
	The United Republic of Tanzania	To be completed	Completed
	Tunisia	To be initiated	Initiated
<b>3. Thematic evaluations</b>	Partnership with the World Bank in Western and Central Africa	To be initiated	<sup>1</sup>
	Agricultural Extension and Support for Farmer Innovation in Western and Central Africa: Assessment and Outlook for IFAD (PA)	To be completed	<sup>2</sup>
	Promotion of Local Knowledge Systems for the Asia and the Pacific Region	To be initiated	Initiated
	Review of Innovative Approaches in Peru	To be initiated	Initiated
	Organic Agriculture in Latin America and the Caribbean	To be completed	Completed
	Evaluation of IFAD Operations in Rural Finance and Microenterprise Development in the Balkans, Central Europe and Caucasus (PN)	To be initiated	Initiated

<sup>1</sup> After initial exploratory work, a decision was taken to substitute this evaluation in 2003 with a thematic evaluation on marketing and competitiveness in the same region (considered as having higher priority).

<sup>2</sup> Final workshop planned for 2003 in consultation with the Western and Central Africa Division of PMD.



Area of Work	Activities to be Undertaken	Planned Implementation Status	Present Status
<b>4. Project evaluations</b>			
<b>4.1 Interim evaluations</b>	Burundi: Ruyigi Rural Resources Management Project	To be initiated	Cancelled for security reasons
	Chad: <i>Ouadis</i> of Kanem Agricultural Development Project	To be completed	Completed
	FIDAMERICA	To be completed	Completed
	Haiti: Small-Scale Irrigation Schemes Rehabilitation Project	To be completed	Completed
	Mauritania: Oasis Development Project - Phase II	To be initiated	Initiated
	Morocco: Livestock and Pasture Development Project in the Eastern Region	To be completed	Completed
	Namibia: Northern Regions Livestock Development Project	To be completed	Completed
	Peru: Management of Natural Resources in the Southern Highlands Project	To be completed	Completed
	Philippines: Rural Micro-enterprise Finance Project	To be initiated	Initiated
	Senegal: Agricultural Development Project in Matam	To be Completed	Will be completed in April 2003
	United Republic of Tanzania: Agricultural and Environmental Management Project	To be initiated	Initiated
	Venezuela: Support Project for Small Producers in the Semi-Arid Zones of Falcon and Lara States	To be initiated	Initiated
	Yemen: Tihama Environment Protection Project	To be completed	Completed
<b>4. 2 Completion evaluation</b>	Bangladesh: Netrakona Integrated Agricultural Production and Water Management Project	To be initiated	Initiated





Area of Work	Activities to be Undertaken	Planned Implementation Status	Present Status
<b>5. Methodological work</b>	Regionalization of the M&E Guide for M&E in the Western and Central Africa Region	To be initiated	Initiated
	Regionalization of the M&E Guide for M&E in the Asia and the Pacific Region	To be initiated	Initiated
	Publication of the M&E Guide for M&E	To be initiated	Initiated
	Implementation of a new impact methodology and issuance of the first IFAD Annual Report on Results and Impact of IFAD Operations	To be initiated	Initiated
<b>6. Evaluation Committee</b>	Three regular sessions	3 sessions	3 sessions + 1 informal session
<b>7. Partnerships</b>	IFAD/SDC: Implementation of the partnership on development effectiveness through evaluation	Partnership programme to be implemented	Implemented
<b>8. Project Development Teams<sup>3</sup></b>	Participation in PDTs	13 PDTs	19 PDTs
	PDTs attended in 2002:		
	(i) Morocco: Livestock and Pasture Development Project in the Eastern Region; (ii) Djibouti: Microfinance and Microenterprise Project; (iii) Syria: Idleb Rural Development Project; (iv) Egypt: Matruh Resources Management Project	PN	4
	(i) Vietnam COSOP; (ii) China: Rural Finance Project; (iii) India: Second Orissa Tribal Development Project; (iv) Lao PDR: Community Initiatives Support Project; (v) Sri Lanka COSOP	PI	5
	(i) Peru: COSOP; (ii) Dominican Republic: COSOP	PL	2
	(i) Burkina Faso: Community-Based Rural Development Project; (ii) Guinea: Sustainable Agriculture Development Project in the Forest Region; (iii) Senegal: Matam Agricultural Development Project in Matam – Phase II; (iv) Chad: Kanem Rural Development Project; (v) FIDAFRIQUE II; (vi) Mali: Sahelian Areas Development Fund Programme (FLM)	PA	6
	(i) Namibia: COSOP; (ii) United Republic of Tanzania: Agricultural Marketing Systems Development Programme	PF	2

<sup>3</sup> The number of PDTs attended (19) exceeds the number of PDTs requested in 2001 (13), as more requests were received during 2002.

## OE WORK PROGRAMME FOR 2003-2004<sup>4</sup>

Area of Work	Evaluation Activities	Start Date	Expected Finish
<b>1. Corporate-level evaluations</b>	Evaluation of IFAD's Supervision Modalities	2002	Sep 2003
	Evaluation of IFAD's Approaches and Policy on Gender Equity and Empowerment	Nov 2003	Dec 2004
	Evaluation of the Flexible Lending Mechanism	2003	2004
<b>2. CPEs</b>	Benin	Jun 2003	Jun 2004
	Bolivia	Sep 2003	Sep 2004
	Egypt	Dec 2003	Dec 2004
	Indonesia	Dec 2002	Dec 2003
	Senegal	Sep 2002	Jun 2003
	Tunisia	Sep 2002	Jun 2003
	China	2004	2004
	Ghana	2004	2004
	Guinea	2004	2004
	Honduras	2004	2004
	Mexico	2004	2004
	Uganda/Madagascar/Ethiopia (only one will be undertaken)	2004	2004

<sup>4</sup> Evaluations planned for 2004 will be confirmed at the end of 2003 (shaded areas).



Area of work	Evaluation Activities	Start Date	Expected Finish
<b>3. Thematic evaluations</b>	Agricultural Extension and Support to Farmer Innovation (PA)	2001	Oct 2003
	Marketing and Competitiveness in Western and Central Africa (PA)	Jun 2003	Jun 2004
	Promotion of Local Knowledge Systems and Innovations (PI)	2002	July 2003
	Organic Agriculture in Asia (PI)	Sep 2003	Sep 2004
	Decentralization Efforts in Ethiopia, United Republic of Tanzania and Uganda (PF)	Jun 2003	Jun 2004
	Innovative Approaches in Peru (PL)	Nov 2002	Nov 2003
	Rural Financial Services in Central Asia, Eastern Europe and the Newly Independent States (PN)	Sep 2002	Sep 2003
	Support to Artisanal Fisheries (PA&PF)	2004	2004
	Effectiveness of Support to Smallholder Market Linkages (PF)	2004	2004
	Organic Agriculture (PN)	2004	2004
	Land Reclamation and Water Conservation (PN)	2004	2004
<b>4.1 Interim project evaluations</b>	Benin: Income-Generating Activities Project (PA)	Jun 2003	Dec 2003
	Brazil: Community Development Project for the Rio Gavião Region (PL)	Mar 2003	Sep 2003
	Burkina Faso: Special Programme on Soil and Water Conservation and Agroforestry in the Central Plateau (PA)	Jan 2003	Jun 2003
	Ecuador: Indigenous Afro-Ecuadorian Peoples' Development Project (PL)	Feb 2003	Aug 2003
	Ghana: Root and Tuber Improvement Project (PA)	Jun 2003	Dec 2003
	Guinea: Smallholder Development Project in North Lower Guinea (PA)	Jan 2003	Jun 2003
	Mauritania: Oasis Development Project - Phase II (PA)	Oct 2002	Apr 2003
	Nepal: Hills Leasehold Forestry and Forage Development Project (PI)	Feb 2003	Aug 2003
	Philippines: Rural Micro-enterprise Finance Project (PI)	Jul 2002	Feb 2003
	United Republic of Tanzania: Agricultural and Environmental Management Project (PF)	Nov 2002	Apr 2003



Area of work	Evaluation Activities	Start Date	Expected Finish
<b>4.1 Interim project evaluations (cont.)</b>	Venezuela: Support Project for Small Producers in the Semi-arid Zones of Falcon and Lara States (PL)	Nov 2002	May 2003
	Georgia: Agricultural Development Project (PN)	2004	2004
	Cote d'Ivoire: Marketing and Local Initiatives Support Project (PA)	2004	2004
	Kenya: Central Kenya Dry Area Smallholder and Community Services Development Project (PF)	2004	2004
	Senegal: Rural Micro-Enterprises Project (PA)	2004	2004
<b>4.2 Completion evaluation</b>	Bangladesh: Netrakona Integrated Agricultural Production and Water Management Project (PI)	Sep 2002	Mar 2003
	Eritrea: Eastern Lowlands Wadi Development Project (PF)	Oct 2003	Mar 2004
	Lebanon: Smallholder Livestock Rehabilitation Project (PN)	Sep 2003	Mar 2004
	Albania: Northeastern Districts Rural Development Project (PN)	2004	2004
<b>5. Methodological work</b>	Development of the First Annual Report on the Results and Impact of IFAD Operations	Oct 2002	Sep 2003
	Further development of the project impact evaluation methodology	2002	2003
	Development of a methodology for CPEs	2003	2003
	Regionalization of the M&E Guide in the Western and Central Africa Region	Nov 2002	Dec 2003
	Regionalization of the M&E Guide in the Eastern and Southern Africa Region	2003	2004
	Regionalization of the M&E Guide in the Asia and the Pacific Region	Nov 2002	Dec 2003
	Regionalization of the M&E Guide in the Near East North Africa Region	2003	2004
<b>6. Evaluation Committee</b>	Three regular sessions and additional ad hoc informal sessions, as necessary	2003	2003
<b>7. Executive Board</b>	IFAD's Evaluation Policy; Annual Report on Evaluation Annual Report on the Results and Impact of IFAD Operations	Jan 2003 Nov 2002	April 2003 Sept 2003
<b>8. External evaluation</b>	Possible support to the external evaluation of IFAD	2003	2004
<b>9. Working Group</b>	Participation of OE staff in the formulation of IFAD's TAG policy	2002	2003



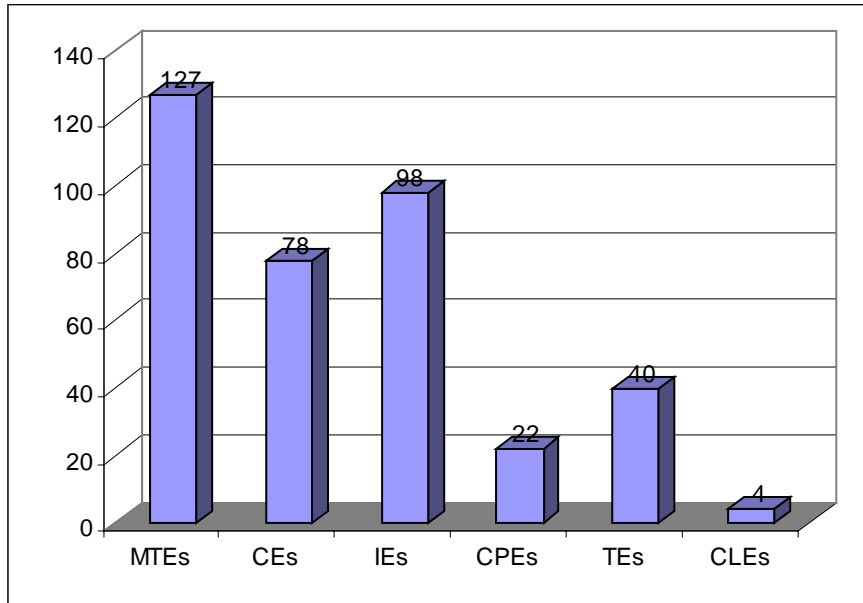
Area of work	Evaluation Activities	Start Date	Expected Finish
<b>9. Working Group (cont.)</b>	Participation of OE staff in policy development	2002	2003
	Participation of OE staff in operationalizing the strategic framework	2002	2003
<b>10. Communication activities</b>	OE reports, profiles, insights, website	Jan 2003	Dec 2003
<b>11. Partnerships</b>	SDC – OE partnership in evaluation, United Nations Inter-Agency Working Group on Evaluation	2003	2003
<b>12. Project Development Teams</b>	Namibia (PF)		
	Tanzania (PF)		
	India (PI)		
	Indonesia (PI)		
	Nepal (PI)		
	Philippines (PI)		
	Sri Lanka (PI)		
	Viet Nam (PI)		
	Haiti (PL)		
	Nicaragua (PL)		
	Venezuela (PL)		
	Armenia (PN)		
	Jordan (PN)		
Turkey (PN)			



ANNEX III

**INVENTORY OF EVALUATIONS UNDERTAKEN BY OE (1983-2002)**

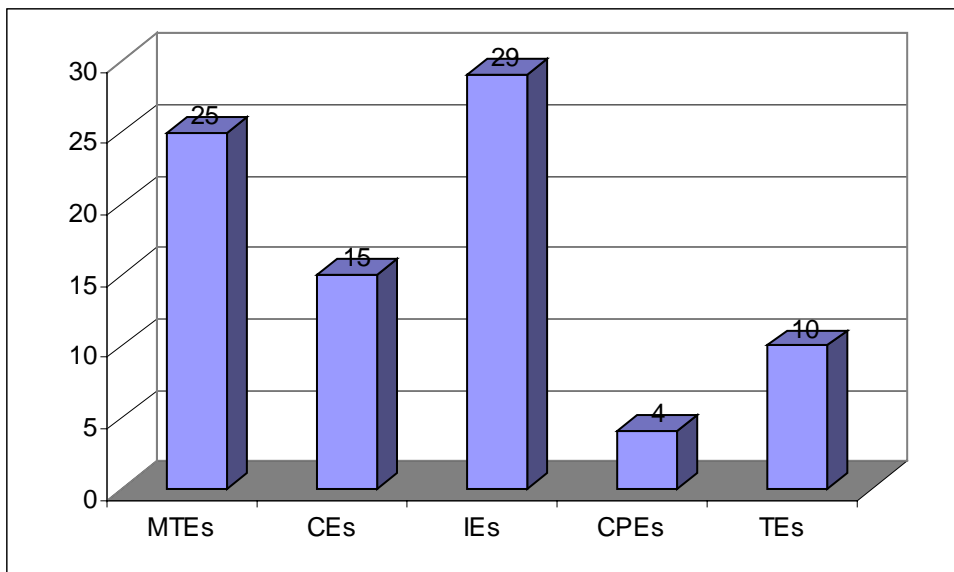
**Summary of Evaluations Conducted by OE (1983-2002)**



**Legend**

- MTEs Mid-term Evaluations
- CEs Completion Evaluations
- IEs Interim Evaluations
- CPEs Country Programme Evaluations
- TEs Thematic Evaluations
- CLEs Corporate-level Evaluations

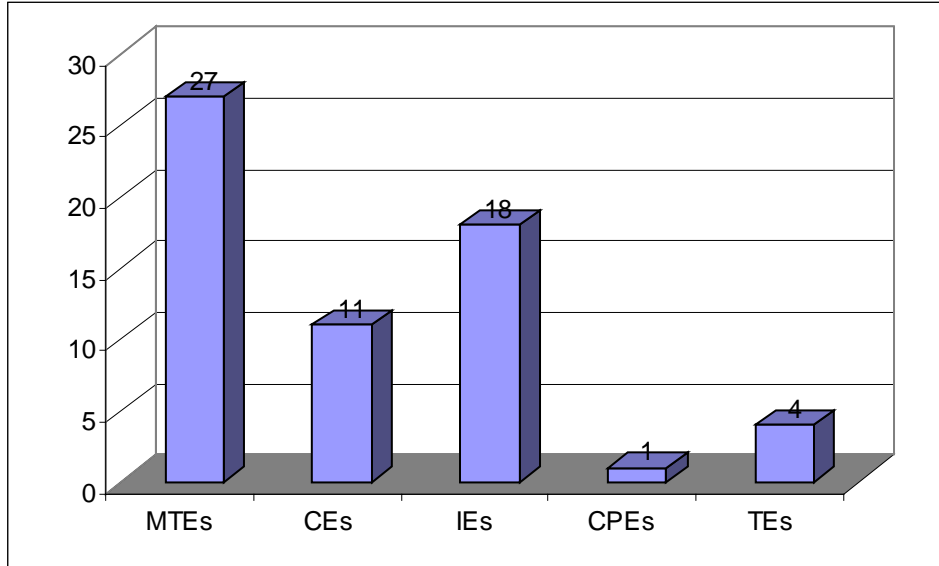
**Evaluations Conducted in the Western and Central Africa Region (Africa I) (1983-2002)**



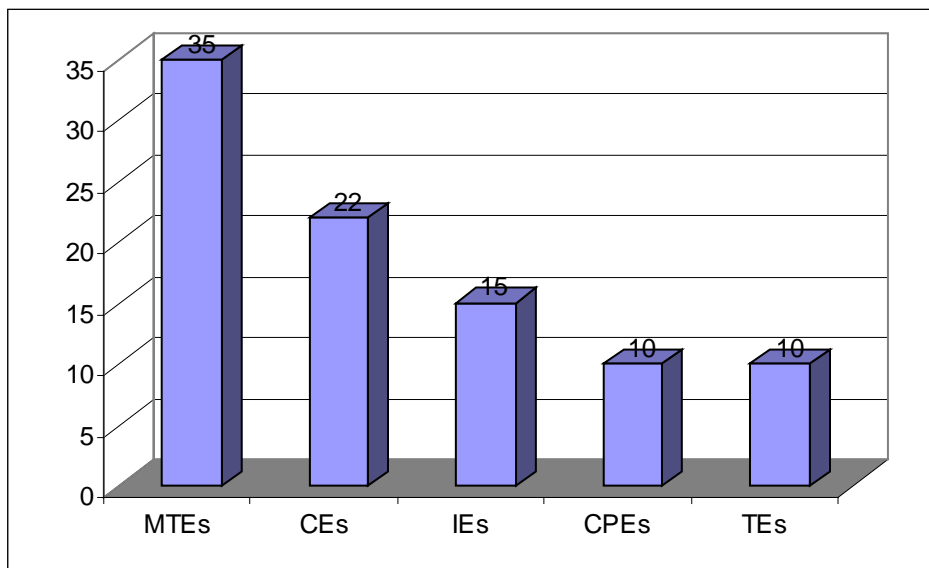


ANNEX III

**Evaluations Conducted in the Eastern and Southern Africa Region (Africa II)  
(1983-2002)**



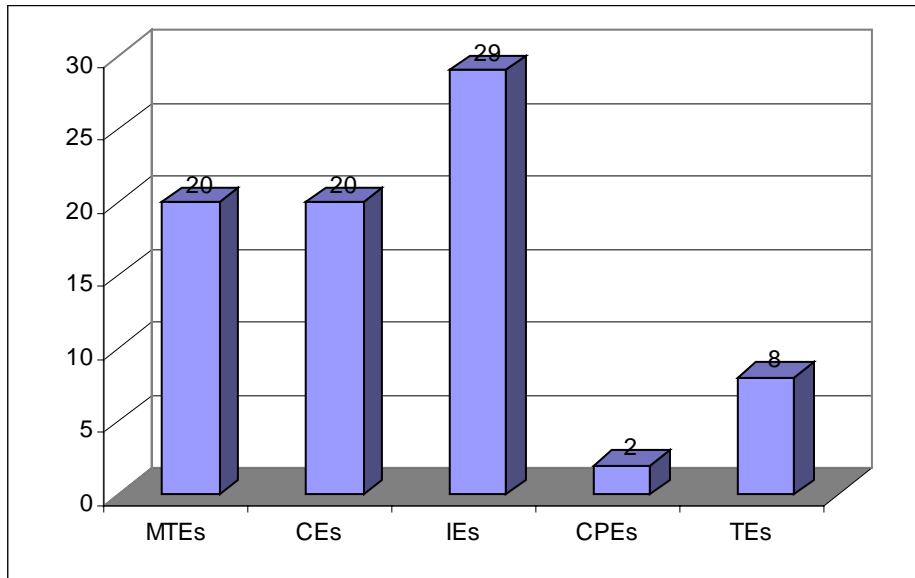
**Evaluations Conducted in the Asia and the Pacific Region  
(1983-2002)**



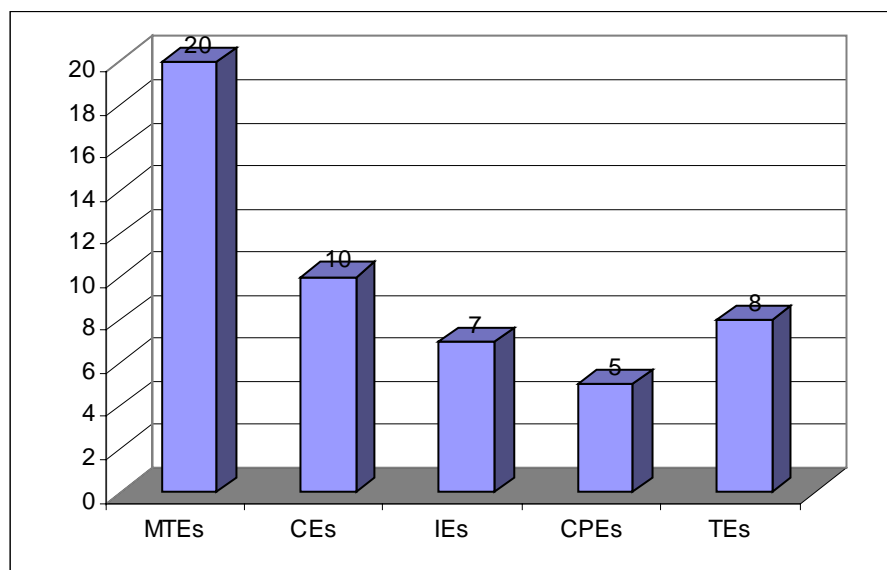


ANNEX III

**Evaluations Conducted in the Latin America and the Caribbean Region  
(1983-2002)**



**Evaluations Conducted in the Near East and North Africa Region  
(1983-2002)**

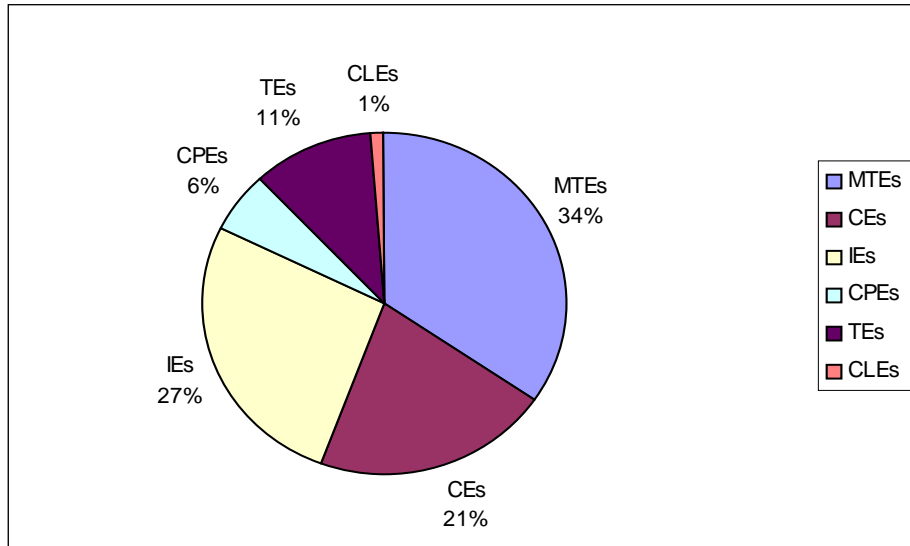




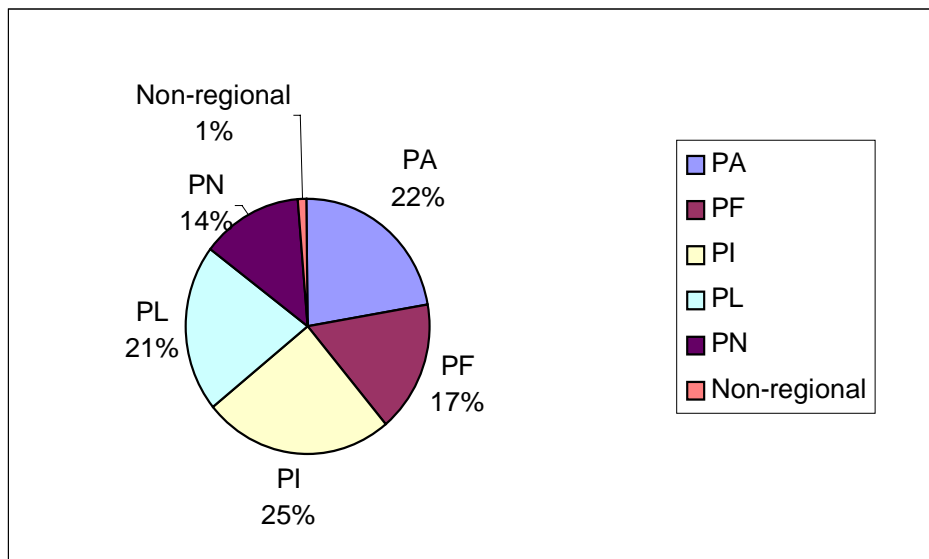


ANNEX III

**Distribution of Evaluations by Type (1983–2002)**



**Distribution of Evaluations by Region (1983–2002)**





## TYPES OF EVALUATIONS CONDUCTED BY OE

### Project Evaluations

Project-level evaluations are undertaken throughout the implementation cycle. The different types of project-level evaluations share the purpose of assessing implementation achievement, impact and sustainability, thus contributing to learning and ultimately to the improvement of project impact and performance.

- **Interim evaluations** are mandatory before embarking on a second phase of a project or launching a similar project in the same region. The findings, conclusions and recommendations of such evaluations are used as the basis for improving the design and implementation of subsequent interventions. Over the years, the number of interim evaluations has increased dramatically. In 2002, this type of evaluation accounted for more than 90% of all project evaluations undertaken by OE.
- **Completion evaluations** are normally conducted after the finalization of the project completion report prepared by the borrower or the cooperating institution, generally 3-18 months after the project closing date.
- **Mid-term evaluations** are undertaken at around the mid-life of project implementation, when approximately 50% of the funds have been disbursed.

### Thematic Evaluations

Thematic evaluations and studies are designed to assess the effectiveness of IFAD's processes and approaches and to contribute to increasing its knowledge on selected issues and subjects. In this way, thematic evaluations are expected to provide concrete building blocks for revisiting existing, or formulating new and more effective, operational strategies and policies. Such evaluations not only build on the findings of project evaluations but also draw on a variety of external sources, including evaluation work done by other organizations and institutions on the same theme or issue.

### Country Programme Evaluations

CPEs provide an assessment of the performance and impact of IFAD-supported activities in a given country. Based on such assessments, these evaluations are expected to provide direct and concrete inputs for revisiting existing or formulating new COSOPs. In particular, CPEs are expected to provide information on the most essential aspects of project performance and to contribute to developing strategic and operational orientation for IFAD's future activities in individual countries. They are also expected to contribute elements to IFAD's policy dialogue on rural poverty alleviation.

### Corporate-level Evaluations

Corporate-level evaluations are conducted to assess the effectiveness and impact of IFAD-wide policies, strategies, instruments and approaches. They are expected to generate insights and recommendations that can be used for the formulation of new and more effective policies and strategies.



## AGREEMENT AT COMPLETION POINT AND CORE LEARNING PARTNERSHIP

### **Agreement at Completion Point**

Upon completion of the independent evaluation report, OE and relevant IFAD officials and other evaluation stakeholders produce an action-oriented document (called Agreement or Understanding at Completion Point, ACP). The ACP is an instrument of particular importance for the learning loop and the promotion of accountability. An innovation among evaluation offices of developing agencies, the ACP illustrates the stakeholders' consensus and commitment to act on and implement evaluation recommendations. This instrument is expected to improve future project operations as well as future programmes and policies. The ACP is the outcome of the work of the Core Learning Partnership (see below) and has two objectives, namely, to clarify and deepen the understanding of evaluation recommendations, and render them more operational and actionable within the framework of an action plan that assigns responsibilities and deadlines. As such, the ACP is an instrument that helps promote the accountability of the various stakeholders. The other objective of the ACP is to flag the insights and learning hypotheses from evaluations that have not yet a prescriptive character and need further discussion and debate among the stakeholders.

### **Core Learning Partnership**

For each evaluation, OE forms a Core Learning Partnership (CLP) made up of representatives of those stakeholders who are the main users of the evaluation outcomes. The CLP is intended to be a 'real-time' platform for dialogue and reflection during the evaluation process. After the completion of the independent evaluation report by OE, the main role of the CLP is to organize a process to discuss the evaluation findings and deepen the partners' understanding of the findings and recommendations, as well as formulate a division of labour and responsibilities for their implementation. This will be recorded in the Agreement at Completion Point (see above). The CLP is assigned this role because, by their very nature, evaluations are very often not in a position to come up with recommendations that are clear cut and that can lead immediately to adoption and action.



ANNEX VI

## PROFILES AND INSIGHTS

### **Profiles**

These two-page documents summarize the key conclusions from each evaluation in a reader-friendly format. The objective is to provide a ‘taste’ of the evaluation and thereby encourage readers to read the executive summary or the main report. **Profiles**, which may also provide early warning signals on major issues that require immediate attention, **Profiles** are produced both in the original language of the evaluation and in English.

### **Insights**

This two-page document focuses on one key learning issue emerging from a thematic evaluation or CPE. It serves to direct attention to critical learning hypotheses and forms the basis for further discussion among professionals and policy-makers, both within and outside IFAD. **Insights** are prepared by OE and other members of the CLP, and will be a mandatory output of corporate-level evaluations, country programme evaluations, CPEs and thematic evaluations.

