



IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
Evaluation Committee – Thirty-Third Session

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WORK PROGRAMME OF THE
OFFICE OF EVALUATION
FOR 2003



LIST OF ACRONYMS

ACP	Agreement at Completion Point
CLP	Core Learning Partnership
COSOP	Country Strategic Opportunities Paper
M&E	Monitoring and Evaluation
NGO	Non-governmental organization
OE	Office of Evaluation and Studies
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 and North Africa Division
SDC	Swiss Agency for Development and Cooperation
TAG	Technical Assistance Grant



INTRODUCTION

1. As in the past, the Work Programme of the Office of Evaluation and Studies (OE) consists of three main parts: the first reviews the achievements and lessons learned in 2002; the second summarizes priorities and objectives for 2003; and the third outlines evaluation work for 2003.

I. REVIEW OF ACHIEVEMENTS IN 2002¹

A. Assessing, Communicating and Learning from Impact

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 the main achievements in these fields.

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

Towards a New Methodology for Impact Assessment

4. The first major step towards the development of a new impact assessment methodology was implemented in 2000-2001. This entailed developing a new Methodological Framework for Evaluation composed of a set of common evaluation criteria, including impact on rural poverty. The latter criterion reflects a unified definition of rural poverty impact based on six livelihood domains of the rural poor 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*, the *Strategic Framework for IFAD 2002-2006* and experience acquired by OE 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. OE applied the methodology 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 impact and produce a consolidated picture of results and accumulated knowledge 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 an Annual Report on the Results and Impact of IFAD's Operations.

Improving Monitoring and Evaluation 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*. The objective of the guide 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 guide was published in English and translated into the three other official languages of IFAD and distributed to all divisions of the Programme Management Department (PMD), partners at the country level and other development actors. However, IFAD recognizes that the guide *per se* will not automatically lead to better M&E systems and that concerted efforts are needed to sensitize and train project partners in the approaches promoted by the guide. In

¹ A more detailed summary of the achievements in 2002 is contained in Annex II.



2002 OE initiated the customization/regionalization process of the guide in the Western and Central Africa Region (PA) and the Asia and the Pacific Region (PI) (see Section III, A).

B. Contributing to IFAD's Catalytic Role

7. In 2002, OE continued to devote greater emphasis to 'higher plane' evaluations, that is corporate-level, country programme and thematic evaluations.² This will allow OE to contribute to enhancing IFAD's catalytic role, as these higher-plane evaluations generate the knowledge and insights that enable IFAD to formulate new country, regional and sectoral strategies, or revise existing ones. In so doing, these evaluations produce the building blocks for – and can initiate – the future advocacy work and policy dialogue that IFAD is expected to carry out at the country, regional and corporate levels. In 2002, OE conducted the following higher-plane evaluations:

8. **Corporate-Level Evaluation of IFAD's Technical Assistance Grants Programme for Agricultural Research.** The evaluation of this programme was completed in 2002 and discussed during the Thirty-First Session of the Evaluation Committee in September 2002. The evaluation confirmed the continuing relevance of the programme to IFAD's mandate and strategic framework, and its key function in enabling IFAD to play a strong advocacy role in promoting poverty-focused international agricultural research. Overall, the agricultural research technical assistance grants (TAGs) have been reasonably effective in achieving stated objectives, particularly since 1998 as a result of programme development decentralization and improved management. The evaluation found that the programme had become somewhat diffuse in focus and that for many TAGs the impact on poverty cannot be determined. The evaluation also identified programme areas needing improvement. Aware of the importance of this evaluation, the Evaluation Committee requested its chairperson to present a summary of its findings to the Seventy-Sixth Session of the Executive Board in September 2002. The findings and recommendations of the evaluation will be used in the development of IFAD's policy for TAGs, to be presented to the Seventy-Eighth Session of the Executive Board in April 2003. For this purpose, OE is now participating in the work of the task force on the development of the TAG policy.

9. **Country Programme Evaluation of the United Republic of Tanzania.** OE completed its country programme evaluation of the United Republic of Tanzania and it was discussed at the Thirty-First Session of the Evaluation Committee in September 2002. The Committee provided its broad endorsement of the evaluation's analysis and key recommendations, underscoring: the importance of strengthening local capacity and 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 reduction and one that assists the poorest communities through more direct interventions; phasing out the use of subsidies and promoting more widespread cost-sharing arrangements on investments such as the development of small scale irrigation and drinking water supply schemes, and making broader use of government structures for project implementation purposes. A National Stakeholders' Roundtable Workshop was held in November 2002 to discuss the evaluation's conclusions and formulate an Agreement at Completion Point (ACP). The latter provides the basis for developing the new United Republic of Tanzania Country Strategic Opportunities Paper (COSOP) in 2003.

² The definitions of the various types of evaluations conducted by OE are provided in Annex IV.



10. **Thematic Evaluation of Agricultural Extension and Support for Farmer Innovation in Western and Central Africa.** This thematic evaluation was discussed in London in the context of the Neuchâtel Initiative Group³ at the beginning of 2002. It provided IFAD with an opportunity to share and discuss the main results of the evaluation with a wide range of organizations sharing a special interest in the topic. A regional workshop was planned in the central Africa region in 2002. However, OE decided in consultation with PA to enlarge the scope of the workshop to include an exhibition and exchange of farmers' innovations, a workshop on the agricultural innovations displayed and a discussion on approaches to support such innovations. The workshop will now take place in 2003.

11. **Thematic Evaluation of Organic Agriculture in Latin America.** This thematic evaluation studied small farmers who cultivate agricultural products organically in six Latin American countries. An international workshop was held in Rome in September 2002 to validate the conclusions of the study and suggest ideas for future development initiatives that include an organic agriculture component. The findings of the evaluation and the workshop point to the viability of organic agriculture for projects targeting small farmers, provided the heterogeneity of small farmers is considered. 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; developing capacity-building of farmers' associations, especially regarding access to local markets; and engaging in policy dialogue on issues of land tenure and in advocating the value of organic agriculture.

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

12. At IFAD, supervision missions are usually conducted by cooperating institutions. The present arrangement of indirect supervision does not always provide the implementation support necessary to promote impact-oriented project management. It also distances IFAD from the field and from much of the experience generated during implementation – experience that would be invaluable to IFAD. IFAD's very limited and impermanent presence in the field has also been cited as a major drawback in its capacity to participate in policy dialogue, coordination efforts and partnerships 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. The evaluation will review how IFAD's projects are supervised. This will include an analysis of the quality of supervision under various modalities and its contribution to achieving impact. An audit on supervision is currently being conducted by the Office of Internal Audit, in close coordination with this evaluation. The evaluation is expected to be finalized in 2003.

D. Other Activities

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

13. In 2002, OE had to devote a substantial part of its resources to the contributions it made to the Consultation on the Sixth Replenishment of IFAD's Resources.

External Review of the Results and Impact of IFAD Operations

14. At its First Session 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 Operations be conducted as input to the replenishment deliberations. OE contributed to defining the governance and identifying the members and consultants for the External Review exercise. OE also acted as

³ An international consortium of representatives of bilateral and international cooperation agencies active in the field of agricultural extension.

Secretariat for the External Review Team. The results of the review were presented and discussed at the Third Session of the Consultation in July 2002. This unforeseen activity required very intensive involvement of four OE staff members in the first six months of 2002. The substantial financial costs of the review were also absorbed entirely by OE's core budget, which affected the implementation of some planned evaluation activities in 2002.⁴

Independence of the Office of Evaluation and Studies

15. In its policy proposals for the Sixth Replenishment, the United States proposed that OE report directly to the Executive Board, independent of IFAD 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 of 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. It was then considered during the Fourth Session of the Consultation on the Sixth Replenishment of IFAD's Resources in October 2002. Further discussions on the topic were held during the Fifth Session of the Consultation in December 2002.

16. During the December consultation, Member States took specific decisions about the independence, future structure and overall operations of OE. For instance, it was decided that, inter alia: (i) the OE Director will have the authority to issue final evaluation reports directly and simultaneously to the Executive Board and the President without prior clearance outside OE; (ii) the OE Director shall formulate independently of management, the Annual OE Programme of Work and Budget and transmit it to the President, who shall submit it unchanged to the Executive Board and Governing Council for approval; (iii) the President shall delegate authority to make all personnel and operational decisions concerning OE staff to the OE Director, in accordance with IFAD policies and procedures; and (iv) the appointment and removal of the Director will require endorsement by the Executive Board.

17. Based on the decisions, comments and guidance of the replenishment consultation, OE has been requested to develop a comprehensive evaluation policy for IFAD that includes appropriate measures to enhance the independence and effectiveness of IFAD's evaluation function. This policy will be considered by the Seventy-Eighth Session of the Executive Board in April 2003.

Core Learning Partnerships: Cases from the Field

18. Arising from work in 1999 on evaluation strategy development, and in 2002 on impact evaluation methodology, a consistent format for the ACP was developed in 2002. In particular, this centred on the objective of crystallizing the recommendations emerging from the evaluation and making them more operational. A more streamlined ACP will also facilitate tracking and enforcing evaluation recommendations by IFAD management in the future. Last but not least, OE attempted to reflect on ways of enhancing partnerships and learning, and on how to produce more concrete and operational recommendations at the end of each evaluation. The examples below illustrate the increasing effectiveness of core learning partnerships (CLPs).

⁴ In particular, delays in the implementation of three major evaluation activities such as the corporate-level evaluation on Supervision Modalities and the country programme evaluations in Senegal and Indonesia.



Concrete Gains through CLP Processes

CLP in Chad. During the interim evaluation of the Ouadis of Kanem Agricultural Development Project in Chad, the deliberations of the CLP proved instrumental in reaching a consensus and instigating change. The project had intended encouraging the development of a microfinance institution in Chad, with the support of the Office Nationale de Développement Rural. The Government of Chad was initially not enthusiastic about the idea of involving an NGO in developing the microfinance institution. However, based on the evaluation findings, the CLP managed to convince the Ministry of Agriculture that: (i) credit delivery by the extension services of the Office should end; (ii) the development of a self-managed microfinance institution in the Kanem should be a priority; and (iii) a local NGO with microfinance experience and strong training skills could provide the technical support necessary for the development of this microfinance institution more successfully than the Office. It was agreed by all CLP members, and documented as a key recommendation in the ACP, that the Catholic Relief Development Association (SECADEV), one of the oldest and largest NGOs in Chad with considerable capacity-building and training experience, be given a contract to provide support to the new microfinance institution in the project area. The role of the CLP was clearly critical in this process of positive change, initially in encouraging a different perspective, based on the findings of the evaluation report, and subsequently in putting a new idea into practice.

CLP in Peru. In Peru, the Management of Natural Resources in the Southern Highlands Project (MARENASS) was particularly successful. The project developed strong partnerships, which helped in sharing the project's experience locally, regionally, and at the national level. The CLP held frank discussions, stemming from an analysis provided by the evaluation report and interaction with the project beneficiaries. These discussions led to strong 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 Government's intention to use the MARENASS experience as a model for replication in the highlands and throughout Peru. They 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 of Innovative Approaches in Peru, which started at the end of 2002 and will be completed in 2003.

Strengthening Communication

19. Concerted efforts were made to ensure that all evaluation reports completed during the year were posted on the evaluation section of the IFAD Website. Consequently, all evaluations are fully available to the public through the Internet, in accordance with IFAD's disclosure policy adopted in 2000 by the Executive Board. The practice of distributing hard copies of each final evaluation report to Executive Board Directors was also instituted in 2002. In addition, the two core products developed in 2001 – **Profiles** for all evaluations and **Insights**⁵ for thematic evaluations and country programme evaluations – have been generated and distributed on a systematic basis. In 2002, 15 profiles were published, and a folder was provided for easy storage. The first insight (dealing with social mobilization and based on the Sri Lanka country programme evaluation) was published in November 2002.

Partnerships with Evaluation Units of Other Development Agencies

20. OE continued its collaboration with the Swiss Agency for Development and Cooperation (SDC) in the overall framework of the Partnership Agreement on Development Effectiveness through

⁵ Descriptions of Profiles and Insights are provided in Annex III.

Evaluation. Two partnership meetings were held in February and December 2002, in Rome and Bern respectively. The initial meeting served to define the annual work programme in the framework of the partnership, which included collaboration by SDC in some of OE's key evaluations and other activities⁶ for which SDC had also provided supplementary funding. The second partnership meeting in December served to exchange experiences and lessons learned and defined the areas for collaboration in 2003.

E. Taking Stock of 2002

21. Each year due to resource constraints, OE is unable to undertake all the evaluations that could be of importance to IFAD from a performance assessment and learning perspective. These are evaluations that partners, both inside and outside IFAD, are keen to embark upon. Some of the requests that OE is compelled to turn down concern evaluations that are indeed mandatory (e.g. interim evaluations before embarking on the second phase of a project).⁷ OE's staff resources are stretched,⁸ and it is extremely difficult to reserve a modicum of unallocated space in the time budget for unforeseen events and urgent requests for evaluation work, which inevitably arise during the course of the year. For example, in the context of the Sixth Replenishment process, OE was requested to play a significant role in organizing the External Review, prepare a discussion paper on the independence of OE and make a presentation at the October session of the replenishment consultation on IFAD's efforts to enhance its capacities for measuring results. Furthermore, there were several requests for OE to participate in meetings and contribute to the work of the strategic change management, the budget process, the task force on the Twenty-Fifth Anniversary of IFAD, IFAD management team meetings, and the task forces on policy development and TAG policy. In sum, the quantity of other activities that the division is requested to perform on top of its regular evaluation work is increasing. This trend is affecting staff, as they are frequently drawn into activities that detract from their core evaluation work. The above-mentioned extraordinary and unscheduled requests were all of clear corporate importance. In the future, OE should therefore endeavour to reserve, at the beginning of each year, an unallocated portion of staff time for unscheduled or short-notice work of corporate priority, while being prepared to turn down other less relevant and compelling requests if necessary.

22. In June 2002, OE held a mid-year retreat to reflect on important issues of a strategic and methodological nature affecting the division's work. Staff unanimously expressed concern at the exceptionally heavy workload, which they felt could 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.

23. Other important points were agreed upon pertaining to the overall approach to evaluation and the associated evaluation processes. These include: (i) the usefulness for the lead evaluator to undertake preparatory missions to engage stakeholders from a very early stage in the evaluation exercise; (ii) the need to conduct a stakeholder analysis to identify members of CLPs, especially for thematic evaluations, country programme evaluations and corporate-level evaluations; (iii) the inclusion of a section on communication and evaluation budget in each approach paper; (iv) the need to ensure that 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 in the field of a

⁶ These included: the thematic evaluation of promotion of local knowledge systems and innovations in PI; the regionalization of the Project Guide on M&E; communication of evaluation results through Profiles and Insights; and the thematic evaluations on agricultural extension and research.

⁷ As in the case of an interim evaluation in Rwanda requested in the course of 2002.

⁸ In 2002, OE had to implement its annual work programme minus two evaluators, due to delays in the filling of the two vacant evaluation posts.



short paper (e.g., debriefing note or aide mémoire) to be discussed with the stakeholders concerned at a wrap-up meeting in the country before the departure of the mission; (vii) the development of a consistent format for ACPs, comprising two parts, one with insights that are learning hypotheses and one with concrete and actionable recommendations; and (viii) the engagement of evaluation assistants in more substantive tasks (such as participation in evaluation missions), when feasible.

Building on lessons for 2003

- **Prioritizing Priorities** It is of paramount importance to carry out a systematic analysis 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 into consideration 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 unforeseen requests that may emerge during the year. Furthermore, in order to ensure the effective implementation of all planned and unforeseen activities in 2003, the half-time additional professional staff member recruited in 2002 will continue to provide services on a temporary basis.
- **Finances.** Efforts will be made to continue mobilizing supplementary funds (from trust funds) and TAG resources to finance evaluation work that cannot be funded through the administrative budget; for example, undertaking national roundtable workshops at the end of each country programme evaluation and supporting the regionalization/customization of the Guide for Project M&E in various regions.
- **Evaluation Management.** The experiences of 2002 have highlighted the need for better management of evaluation processes, and to ensure that evaluations are undertaken in a time-bound manner to produce relevant quality results that contribute to enhancing performance and impact. This implies a more thorough definition of the roles and responsibilities of consultants and their expected outputs. Consultants should receive adequate guidance and their activities should be closely monitored. More effective management will also entail developing a roster of evaluation consultants. As a rule of thumb, OE will work towards ensuring that project evaluations are completed within six months, country programme evaluations and thematic evaluations within one year and corporate-level evaluations within one-and-a-half years.
- **Operational Recommendations.** Evaluation recommendations will be clarified to make them more understandable and implementable within specific operational contexts. To the extent possible, OE will define the roles and responsibilities of partners in implementing recommendations in the ACP, 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 adoption and use in the future.
- **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 range of information collected by evaluation teams and a detailed analysis of their work will be contained in an annex document, which will be made available upon request.



II. PRIORITIES AND OBJECTIVES FOR 2003

24. The *Strategic Framework for IFAD 2002-2006* is a key driving force for OE, particularly its emphasis on the need to increase IFAD's impact in the field and enhance its catalytic role. In 2003, the new impact methodology will be further developed and will provide the basis for the first Annual Report on the Results and Impact of IFAD's Operations. Impact will also be enhanced by promoting more effective M&E systems at the project level through the regionalization of the Guide for Project M&E. Thematic and country programme evaluations will continue to foster 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 its independent evaluation work, OE will promote accountability on the one hand, and learning and partnerships on the other. These dimensions are recognized as fundamental to the effectiveness of IFAD's evaluations. In 2003, OE will also follow up on the decision by the Consultation on the Sixth Replenishment of IFAD's Resources to formulate a new IFAD evaluation policy.

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

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

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

- the **ongoing activities** that need to be carried over into 2003;
- **interim evaluations** are mandatory before 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 Annual Report on the Results and Impact of IFAD's Operations;
- **country programme evaluations** 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 to IFAD as a whole, and two of the three corporate-level evaluations to be conducted in 2003 (IFAD's Supervision Modalities and the Flexible Lending Mechanism) are particularly timely.

27. In 2003, OE expects to participate in about 15 project development teams (PDTs). In addition to this, OE will contribute to the knowledge sharing and feedback process through its CLP (which can be considered a pre-phase of PDTs) and by participating in the Operational Strategy and Policy Guidance Committee, which meets to discuss new projects, policies and country strategies before their submission to the Executive Board. Taken together, these activities represent a considerable input to the learning process to be invested in the design and preparation of projects and strategies.

28. The 2003 OE Work Programme is built on OE's 2003 budget proposal, which was approved as part of IFAD's 2003 Programme of Work and Budget by the Seventy-Seventh Session of the Executive Board in December 2002 and the Twenty-Fifth Anniversary Session of the Governing Council in February 2003. A schedule of OE's work programme for 2003 is provided in Annex I and information on OE's budget breakdown and available human resources is contained in Annex V. The



following section describes how OE intends to implement the above-mentioned mutually reinforcing priorities.

III. MAIN FEATURES OF THE WORK PROGRAMME FOR 2003

A. Assessing, Communicating and Learning from Results and Impact

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

(i) **Methodological development.** In 2003, OE will pursue methodological development in the following two areas:

- **The new methodology for impact evaluation.** Following the pilot phase in 2002, OE will review the implementation of the methodology conducted in 2002, with the aim of fine-tuning it, and streamlining where necessary. The review process will include brainstorming among OE staff and the consultants involved in the initial phase of the methodology implementation. The aim is to develop the methodology further, 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 form the basis for the Annual Report on IFAD's Impact and Development Effectiveness, which will be presented to the Seventy-Ninth Session of the Executive Board in September 2003. This report will provide IFAD management and the Executive Board with a consolidated picture of impact achievement and effectiveness, thus serving as a strategic and operational decision-making tool. It will also complement the work by PMD in monitoring the results of the ongoing project portfolio.
- **Development of a methodology for country programme evaluations.** OE intends to begin the formulation of a methodology for country programme evaluations in 2003. The methodology will seek to harmonize the approach to country programme evaluations and enhance their quality, so that they can contribute more meaningfully to knowledge generation and impact assessment for the development of COSOPs. This initiative will begin by reviewing OE's experience with country programme evaluations to date in a number of countries, in addition to examining the evaluation methodologies of other development institutions.

(ii) **Supporting the establishment of impact-oriented M&E systems at the project level.** In 2002, OE began the customization/regionalization process in PA and PI of *Managing for Impact in Rural Development - A Guide for Project M&E*. The customization process includes regional workshops to launch the guide, fine-tune it according to regional specificities, and train project managers, consultants, government counterparts and others in its use. The customization 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 two regions in 2003 and will be initiated in the Eastern and Southern Africa (PF) and the Near East and North Africa regions (PN). In the Latin America and the Caribbean region (PL), the FIDAMERICA and PREVAL



networks have begun to distribute the guide and follow up on its customization.⁹ The objective of the regionalization process is to define the overall strategy concerning the dissemination, introduction and sustainable application of the guide among various projects and partners in the different IFAD regions. This will be achieved by undertaking a series of activities defined and initiated in 2002 in collaboration with key stakeholders. Above all, while supporting the regionalization of the guide in 2003/2004, OE will eventually transfer responsibility and ownership of this process completely to IFAD's regional divisions and ultimately to the projects they support.

(iii) **Contributing to IFAD's organizational development.** OE contributes to IFAD's organizational development primarily through its corporate-level evaluations. In this context, OE will:

- **Conclude the Evaluation of IFAD's Supervision Modalities.** The evaluation will review issues related to supervision and provide guidance for future work in this area. As the majority of projects directly supervised by IFAD are still in the initial stage of implementation, it will not be possible for the evaluation to include a fully 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 input to IFAD management for the preparation of the report on direct supervision to be presented to the Executive Board. The evaluation will end with a major workshop, attended by representatives of various cooperating institutions, project personnel, country portfolio managers and other IFAD staff, to be held in Rome in 2003.
- **Begin a new corporate-level evaluation in 2003 on IFAD's Experience with the Flexible Lending Mechanism.** This evaluation will review IFAD's overall experiences of using the Flexible Lending Mechanism instrument and assess its effectiveness. In this regard, OE will undertake preparatory work during the year, including the preparation of the Approach Paper, and participate in selected inter-cycle reviews organized by PMD of projects financed using the Flexible Lending Mechanism approach. This will enable OE to gain field-level experience and exposure to some of the opportunities and constraints faced by Flexible Lending Mechanism projects. The evaluation will provide inputs to management for its report to the Executive Board in 2003. At that stage however, the evaluation will have provided only initial findings as the majority of the projects funded through this mechanism are still at an early stage of implementation. In fact, in 2003 only three such programmes will reach the inter-cycle review stage, which is a crucial step in determining and approving the implementation and funding of the subsequent phases of projects funded by the Flexible Lending Mechanism.
- **Begin a new corporate-level evaluation in 2003 on IFAD's Approaches to and Policy on Gender Equity and Empowerment of Rural Women.** The evaluation will assess IFAD's past performance in this area in selected projects and regional and cross-regional interventions. Its outcome will serve as a building block in IFAD's future strategy for increasing gender equity and empowering rural women.

⁹ FIDAMERICA is an electronic network for knowledge sharing and communication among IFAD-supported projects in Latin America. The Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty-Alleviation Projects in Latin America and the Caribbean (PREVAL) is a network that promotes the development of M&E systems.



B. Contributing to IFAD's Catalytic Role

30. As in past years, OE will contribute to the two basic approaches through which IFAD can enhance its catalytic role: (i) replicating and upscaling innovative approaches; and (ii) promoting effective pro-poor advocacy and policy dialogue. In this regard, in 2003, OE will maintain its focus on thematic evaluations and country programme evaluations. It will also continue to organize national/regional roundtable workshops to discuss the results of thematic evaluations and country programme evaluations with a wide range of partners. These roundtables also promote policy dialogue and assist in the launching of the COSOP formulation process and the development of thematic/regional strategies. Activities here will include:

- (i) **Promoting innovative approaches.** The following thematic evaluations are planned for 2003:
 - **Local Knowledge Systems and Innovations in PI.** OE will complete this thematic evaluation, which was initiated in 2002. The objectives of this evaluation are to assess and document the use of local knowledge and innovations in IFAD-supported activities in the region. The evaluation also aims to formulate insights and concrete recommendations to improve local knowledge and innovation use in ongoing and future regional activities. The international contest and eight project case studies undertaken within the framework of this evaluation will be the subject of a panel discussion to be held in Rome. This will provide the opportunity for the winning farmer innovators and key resource persons to discuss the outcome of the contest and case studies. A regional workshop will be organized in Asia in June 2003 with project staff, government representatives and representatives from civil society organizations, international development organizations and research institutes to discuss the evaluation report and formulate the ACP.
 - **Innovative Approaches in Peru.** OE will also complete this thematic evaluation, which began at the end of 2002. This evaluation will analyse the successful innovative approaches followed and replicated in Peru over the past ten years, and determine the potential for upscaling and replication elsewhere. 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 PI.** A thematic evaluation on organic agriculture will be undertaken in PI, building on the experiences of a similar evaluation in PL in 2002. Eventually, the consolidation of the results of these evaluations on organic agriculture could provide the basis for the development of an IFAD-wide approach to organic agriculture.
- (ii) **Promoting policy dialogue and advocacy.** Country programme evaluations 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 country programme evaluations on Indonesia, Senegal and Tunisia. These evaluations will assist in generating the knowledge required to formulate new COSOPs in each of these countries. National roundtable workshops will be organized in the countries concerned to discuss the results of the respective country programme evaluations with a cross-section of stakeholders. These workshops provide the opportunity to raise policy issues with relevant governments and



other partners, and to launch the COSOP development process. In addition, OE will initiate new country programme evaluations in Benin, Bolivia and Egypt in 2003. Through these thematic evaluations, OE will also promote policy dialogue that contributes to the development of regional strategies. One example is the thematic evaluation of IFAD's Experiences in Decentralization in Ethiopia, the United Republic of Tanzania and Uganda. This thematic work will assess how IFAD-supported interventions have been designed and implemented in the context of decentralization efforts in these countries. It will also review how IFAD-supported projects have promoted partnerships with local level institutions, community-based organizations, the private sector and others. Finally, OE will conduct a thematic evaluation on Marketing and Competitiveness in Western and Central Africa, focusing on the effects of trade policies on small and marginal producers and providing the foundation for IFAD's policy dialogue on trade reforms in the region.

C. Strengthening Relationships with IFAD's Governing Bodies on Evaluation

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

32. **IFAD's evaluation policy.** In 2002, the Consultation on the Sixth Replenishment of IFAD's Resources discussed a paper prepared for IFAD by OE on strengthening the effectiveness of the evaluation function. Based on the paper and interactions among Member States, the Consultation took specific decisions about OE's independence, its future structure and its overall operations (see paragraph 17), and provided additional guidance to IFAD on the issue.

33. In this regard, OE has been requested to prepare a detailed proposal on strengthening the independence and effectiveness of IFAD's evaluation function, for consideration by the Executive Board in April 2003. Concretely, this will entail the development of an IFAD policy on evaluation that takes into close consideration the issue of the independence of IFAD's evaluation function. The revised evaluation policy will provide an explicit policy framework of evaluation principles, policies, strategies and instruments to be used by OE in this work. It will also specify the operational procedures, organizational measures and other arrangements required to ensure OE's independence from IFAD management and to enhance its effectiveness.

34. **External Evaluation of IFAD.** 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 the Fund is fulfilling its mandate to combat rural poverty. Although the governance of the External Evaluation will be determined by the Evaluation Committee and the Executive Board, OE may be requested to assist. In this case, additional staff resources will need to be granted to OE.

35. **Reports due to the Evaluation Committee and Executive Board in 2003.** IFAD's Evaluation Committee will hold three sessions in 2003 (along with any additional informal sessions that the Committee may deem necessary) and discuss a number of evaluation reports of its choice. As per the practice instituted in 1999, OE will prepare the minutes of each Evaluation Committee session and promptly distribute them to all participants for review and comments. As part of OE's Annual Report on Evaluation, a report on the Committee's activities in 2002 will be presented to the Seventy-Eighth Session of the Executive Board in April 2003. The Committee's report to the Board will provide highlights of their deliberations in 2002, with particular attention 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's Operations will be presented to the Seventy-Ninth Session of the Executive Board in September 2003.

D. Other Activities

36. **Developing and optimizing the use of human resources.** In an effort to assure quality outputs while promoting team work and individual motivation, OE will undertake the following activities: (i) assessing and streamlining weekly staff meetings; (ii) establishing more systematic links among individual work programmes, time budget, training and performance assessment; (iii) organizing an annual team-building workshop; (iv) developing an orientation programme for new OE staff; (v) involving general service staff in evaluation missions and reallocating general service staff responsibilities within the division in line with the evolving requirements of OE; (vi) enhancing the consultant roster within OE to ensure a streamlined approach to the selection of consultants, based on criteria that safeguard the independence of evaluation work; and (vii) providing more systematic opportunities for peer review, particularly on corporate-level evaluations, country programme evaluations and thematic evaluations.

37. **Partnerships with other development institutions.** OE will continue its partnerships in 2003 with SDC, defining activities to be undertaken in the framework of the Partnership Agreement on Development Effectiveness through Evaluation and exploring the possibility of developing a second phase of this partnership. OE 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 Partnership in Development Evaluations – Learning and Accountability, an international workshop co-organized by the Government of France and the Organisation for Economic Cooperation and Development/Development Assistance Committee, to be held in Paris, 25-26 March 2003.

38. **Communication.** OE aims to enhance the quality of its main evaluation reports by assuring that they are reader-friendly and adhere to the structure outlined in the recently established table of contents. It will also improve the production quality of these reports by including better quality photographs and maps. OE will continue to produce Profiles for every evaluation, which will be widely distributed both in-house and to outside audiences in print form and by electronic means. As of 2003, Profiles are expected to be published and distributed on a quarterly basis. 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 Website. An on-line help desk service will also be developed. *Ad hoc* in-house evaluation seminars will be held to promote an exchange of views on major evaluation activities.

OE WORK PROGRAMME FOR 2003-2004¹

Area of work	Evaluation Activities	Start Date	Expected Finish
1. Corporate-level evaluations	Evaluation of IFAD's Supervision Modalities	2002	Sep 2003
	Evaluation of IFAD's Approaches and Policy on Gender Equity and Empowerment of Women	Nov 2003	Dec 2004
	Evaluation of the Flexible Lending Mechanism	2003	2004
2. Country programme evaluations	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

¹ Evaluations planned for 2004 will be confirmed at the end of 2003 (shaded areas).



Area of work	Evaluation Activities	Start Date	Expected Finish
3. Thematic evaluations	Agricultural Extension and Support to Farmer Innovation, PA	2000	Oct 2003
	Marketing and Competitiveness in West and Central Africa, PA	Jun 2003	Jun 2004
	Promotion of Local Knowledge Systems and Innovations, PI	2002	Jun 2003
	Organic Agriculture in Asia, PI	Sep 2003	Sep 2004
	Decentralization Efforts in Ethiopia, the 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 and PF	2004	2004
	Effectiveness of Support to Smallholder Market Linkages, PF	2004	2004
	Organic Agriculture in PN	2004	2004
	Land Reclamation and Water Conservation, PN	2004	2004
4.1 Interim project evaluations	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 for Soil and Water Conservation and Agroforestry in the Central Plateau, PA	Jan 2003	Jun 2003
	Ecuador: Indigenous and Afro-Ecuadorian People's Development Project, PL	Feb 2003	Aug 2003
	Ghana: Root and Tuber Improvement Programme, 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
Tanzania, United Republic of: Agricultural and Environmental Management Project, PF	Nov 2002	Apr 2003	



Area of work	Evaluation Activities	Start Date	Expected Finish
4.1 Interim project evaluations (cont)	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
	Côte 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
4.2 Completion evaluation	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: North eastern Districts Rural Development Project, PN	2004	2005
5. Methodological work	Annual Report on Development Effectiveness and Impact	Oct 2002	Sep 2003
	Further development of the project impact evaluation methodology	2002	2003
	Development of a methodology for country programme evaluations	2003	2003
	Regionalization of the Project Guide for M&E in PA Region	Nov 2002	Dec 2003
	Regionalization of the Project Guide for M&E in PF Region	2003	2004
	Regionalization of the Project Guide for M&E in PI Region	Nov 2002	Dec 2003
	Regionalization of the Project Guide for M&E in PN Region	2003	2004
6. Evaluation Committee	Three regular sessions and additional <i>ad hoc</i> informal sessions as necessary	2003	2003
7. Executive Board	Development of IFAD's Evaluation Policy; Annual Report on Evaluation; Annual Report on the Results and Impact of IFAD's Operations	Jan 2003 Nov 2003	April 2003 Sept 2003
8. Working Group	Participation of OE staff in the formulation of IFAD TAG policy	2002	2003



Area of work	Evaluation Activities	Start Date	Expected Finish
8. Working Group (cont)	Participation of OE staff in policy development Participation of OE staff in operationalizing the strategic framework	2002	2003
9. External Evaluation	Possible support to the External Evaluation of IFAD	2002	2003
10. Communication activities	OE reports, Profiles, Insights, Website	2002	2004
11. Partnerships	OE reports, Profiles, Insights, Website	Jan 2003	Dec 2003
12. Project development teams	SDC-OE Partnership in Evaluation, UN Inter-Agency Working Group on Evaluation, Global Knowledge Partnership	2003	2003
	Namibia, PF		
	Tanzania, United Republic of, PF		
	India, PI		
	Indonesia, PI		
	Nepal, PI		
	Philippines, PI		
	Sri Lanka, PI		
	Vietnam, PI		
	Haiti, PL		
	Nicaragua, PL		
	Venezuela, PL		
	Armenia, PN		
	Jordan, PN		
	Turkey, PN		

SUMMARY OF ACHIEVEMENTS IN 2002

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

*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 higher priority.

**Final workshop planned for 2003 in consultation with PA.



Area of Work	Activities to be Undertaken	Planned Implementation Status	Present Status
4. Project evaluations			
4.1 Interim evaluations	Burundi: Ruyigi Rural Resources Management Project	To be initiated	Cancelled for security considerations
	Chad: Ouadis 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	Completed
	Tanzania, United Republic of: 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
4. 2 Completion evaluation	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
5. Methodological work	Regionalization of the Project Guide for M&E in the Western and Central Africa Region	To be initiated	Initiated
	Regionalization of the Project guide for M&E in the Asia and the Pacific Region	To be initiated	Initiated
	Publication of the Project Guide for M&E	To be initiated	Initiated
	Implementation of a new impact methodology and issuance of the first Annual Report on Impact and Effectiveness of IFAD's Operations in 2003	To be initiated	Initiated
6. Evaluation Committee	Three regular sessions	3 sessions	3 sessions + 1 informal sessions
7. Partnerships	IFAD – SDC: Implementation of the partnership on development effectiveness through evaluation	Partnership Programme to be implemented	Implemented
8. Project Development Teams**	Participation in PDTs	13 PDTs	19 PDTs
	PDTs attended in 2002:		
	(i) Morocco: Livestock and Pasture Development Project II; (ii) Djibouti: Microfinance and Microenterprise Development Project; (iii) Syria: Idleb Rural Development Project; and (iv) Egypt: Second Matruh Resource Management Project	PN	4
	(i) Vietnam: COSOP; (ii) China; (iii) India: Second Orissa Tribal Development Project; (iv) Laos: Oudomxai Community Initiatives Support Project; and (v) Sri Lanka: COSOP	PI	5
	(i) Peru: COSOP; and (ii) Dominican Republic: COSOP	PL	2
	(i) Burkina Faso: Community Investment Programme in Agricultural Fertility Improvement in the East; (ii) Guinea: Sustainable Agriculture Development Project in the Forest Region; (iii) Senegal: Agricultural Development Project in Matam - Phase II; (iv) Chad: Kanem Rural Development Project - Phase II; (v) FIDAFRIQUE II; and (vi) Mali: Sahelian Areas Development Fund Programme (FLM)	PA	6
	(i) Namibia: COSOP; (ii) Tanzania, United Republic of: Agriculture Technology, Extension and Research Programme	PF	2

**The number of PDTs attended (19) exceeds the number of PDTs requested in 2001 (13) as more requests were received during 2002.



ANNEX III

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** 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 country programme evaluation. 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 Core Learning Partnership. **Insights** will be a mandatory output of corporate-level evaluations, country programme evaluations and thematic evaluations.



ANNEX IV

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 the Fund's knowledge on selected issues and subjects. In this way, thematic evaluations are expected to provide concrete building blocks for revising 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

Country programme evaluations provide an assessment of the performance and impact of IFAD-supported activities in a given country. These evaluations are expected to provide direct and concrete inputs for revising existing or formulating new COSOPs, on the basis of the country assessments. In particular, country programme evaluations should contain information on essential aspects of project performance and contribute to developing strategic and operational orientation for IFAD's future activities in individual countries. They are also expected to provide input to IFAD's policy dialogue on rural poverty reduction.

Corporate-Level Evaluations

Corporate-level evaluations generate insights and recommendations on policies for strategic and operational issues that are relevant across regions and sectors of IFAD interventions. These results and recommendations are widely applicable to IFAD's portfolio and policy.

ANNEX V

A. Administrative Budget of the Office of Evaluation and Studies

Activities	2003 ¹	2002 ²
	(USD '000)	(USD '000)
Evaluation and Studies	1 800	1 916
Project evaluations	622	606
Country programme evaluations	413	403
Thematic and strategic evaluations	442	504
Workshop, training and other evaluation activities	323	403

	2003 ¹	2002 ²
	(USD '000)	(USD '000)
Staff Costs	1 543	1 242
Regular and fixed-term staff	1 325	1 193
Temporary staff	208	40
Overtime	10	9

	2003 ¹	2002 ²
	(USD '000)	(USD '000)
Duty Travel and Special Studies	291	289
Duty travel	219	220
Special studies	72	69

B. Further Breakdown according to categories in OE 2003 Work Programme Table

Activities ³	2003
	(USD '000)
Project evaluations (include interim and completion evaluations)	622
Country programme evaluations	413
Thematic and strategic evaluations	442
Workshop, training and other evaluation activities	323
Corporate-level evaluations	163
Methodological work and communication activities	160

C. Staff Levels for 2003, Office of Evaluation and Studies¹

AP	D-2	D-1	P-5	P-4	P/3	Total	Support Staff
0	0	1	1	4	1	7	7.5

¹ As contained in the Programme of Work and Administrative Budget of IFAD for 2003, approved by the Executive Board in December 2002.

² As contained in the Programme of Work and Administrative Budget of IFAD for 2002, approved by the Executive Board in December 2001.

³ In order to effectively undertake all the thematic and strategic evaluations and the workshop, training and other evaluation activities planned in 2003, as in the past, OE will need to mobilize additional TAG and Supplementary Fund resources.

