

a

**IFAD**

**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**

**Evaluation Committee – Fortieth Session**

Rome, 2 September 2005

**PREVIEW OF THE OFFICE OF EVALUATION'S**

**WORK PROGRAMME AND RESOURCE ISSUES FOR 2006**



**ABBREVIATIONS AND ACRONYMS**

CLE	corporate-level evaluation
CPE	country programme evaluation
OE	Office of Evaluation
PPR	Portfolio Performance Report
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIMS	results and impact management system
SWAps	sector-wide approaches
TE	thematic evaluation



## PREVIEW OF THE OFFICE OF EVALUATION'S WORK PROGRAMME AND RESOURCE ISSUES FOR 2006

1. **Background.** This is the third work programme and resource issues preview to be prepared by the Office of Evaluation (OE) following the approval of the IFAD Evaluation Policy by the Executive Board in April 2003. This preview document will be discussed with the Executive Board at its next session in September in the framework of the discussions on the Strategic Priorities and Programme of Work and Budget of IFAD and its Office of Evaluation. As per the usual practice, the chairman of the Evaluation Committee will provide a report to the Board, summarizing the Committee's deliberations and its recommendations on the preview document for consideration by the Executive Board.
2. Following the comments of the Committee and based on the guidance and comments provided by the Executive Board, OE will prepare its full work programme and budget proposal for 2006 for discussion with the Evaluation Committee during its next session on 7 October 2005. Thereafter, based on the further guidance of the Committee, OE will prepare its final work programme and budget proposal for 2006. As per the decision of the Executive Board in April 2004, the OE work programme and budget will also be considered by the Audit Committee in November 2005, together with the IFAD programme of work and budget.
3. **Achievements in 2005.** OE had four main priorities for 2005: (i) supervision of the Independent External Evaluation (IEE) of IFAD; (ii) conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations; (iii) specific evaluation work called for by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee; and (iv) methodological development, evaluation outreach and other activities.
4. Overall, OE has been able to respect the main priorities and implement almost all the planned activities for the year. OE has, indeed, achieved more than planned in some areas. Specific achievements are laid out against priority areas in Annex I.
5. In particular, the IEE<sup>1</sup> was completed on time and within the overall budget allocation authorized by the Executive Board. The draft final report was discussed by the Board during its Eighty-Fourth Session in April 2005. The report consisted of four parts: (i) the report of the Director, OE (as the supervisor of the IEE); (ii) the draft final report submitted by the IEE team; (iii) comments of the IEE senior independent advisers; and (iv) IFAD management's response to the IEE. The IEE raised numerous issues of importance for the Fund's future.
6. In 2005, OE completed a corporate-level evaluation (CLE) of the direct supervision pilot programme, which generated far-reaching recommendations, inter alia, for IFAD to undertake implementation support activities in all its operations. During the year, OE introduced an early feedback note on the direct supervision CLE on an experimental basis. The objective of this note was to share the findings emerging from the CLE before the draft evaluation report was available for discussion. The note served to make IFAD management aware of the evaluation's results early on in the process. OE also began the evaluation of IFAD's regional strategy for Asia and the Pacific, which entailed developing a specific methodology, as the division had not conducted an evaluation of this type previously. In this regard, an evaluation approach paper was prepared and discussed with key partners in two subregional workshops held in Islamabad, Pakistan, and Bangkok, Thailand, respectively.

---

<sup>1</sup> In April 2003, the Executive Board entrusted the Director of OE with the responsibility of supervising the IEE.

7. As planned, OE undertook various country programme evaluations (CPEs) over the year. It concluded a CPE for Egypt, which underscored the need for a strategic shift in IFAD operations from lower to upper Egypt, where the prevalence of poverty is far greater. It is about to complete the CPE in Bangladesh, which highlighted among other issues, the need for IFAD to strengthen its partnership with the private sector to achieve greater results in its rural poverty reduction efforts. The CPEs in Mexico and Rwanda are currently ongoing. The Rwanda CPE highlighted, among other issues, that IFAD can play a useful developmental role in situations of conflict and post-conflict. The evaluation also underscored that sustainability is a significant challenge that needs to be addressed urgently. The Mexico CPE found that IFAD-funded projects have contributed to the Government's rural poverty reduction efforts, for example in terms of improving food security. In addition to the CPEs, OE finalized two thematic evaluations (TEs). The TE on decentralization in Eastern and Southern Africa recommended that IFAD look at decentralization in a more holistic manner as all types of institutions, including decentralized government administrative structures, local political bodies, grass-roots organizations and the private sector, have a role to play in rural development efforts. The TE on organic agriculture in Asia and the Pacific was also completed. This highlighted the potential that organic agriculture holds for sustainable rural poverty reduction. It also stressed the importance of strengthening the capacity of farmers' organizations to help small farmers in their efforts to engage in organic agriculture, for instance, in ensuring quality standards for organic produce and in identifying market opportunities. Finally as planned, OE completed four project evaluations, a further nine have been started and will be concluded by the end of 2005, while two more are to be started.

8. The new terms of reference and rules of procedure of the Evaluation Committee<sup>2</sup> led to the expansion of the Committee's mandate, which now entails additional responsibilities for OE. In this regard, for the first time in 2005, OE reviewed the Portfolio Performance Report (PPR)<sup>3</sup> prepared by management, and made specific suggestions to improve reporting format and content to render the report a more useful management tool in the future. It also reviewed and provided comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA).<sup>4,5</sup> Moreover, OE supported the Programme Management Department (PMD) in enhancing its self-evaluation capabilities. This represents an area of "overachievement" in 2005, given that during the year OE was merely required to develop a "proposal for OE's contribution to enhancing IFAD self-evaluation activities" to be implemented in 2006. In this regard, in 2005 OE: (i) made suggestions for improving the PPR and the PRISMA in terms of structure and content to ensure that these reports become more useful management tools; (ii) provided feedback on the PPR guidelines for 2006; (iii) furnished ongoing inputs to the results and impact management system (RIMS); and (iv) started working with PMD on the alignment of the ratings scale used in IFAD's self-evaluation and independent evaluation systems, to capture the 'net disconnect' between the results and outcomes derived from the two systems. The harmonization of the evaluation systems will, inter alia, facilitate the comparison of assessments and results, as well as facilitate the use by independent evaluations of the data generated by IFAD's self-evaluation activities. In 2006, OE will continue to provide inputs to PMD along similar lines.

9. OE continued work on upgrading its country programme and project evaluation methodologies. This upgrading was undertaken as a consultative process within the division, and the objective is to issue revised methodological guidelines by the end of 2005. Furthermore, OE introduced internal peer reviews as a quality assurance mechanism and knowledge-sharing device within the division for key evaluations.

10. So far, OE has organized, as planned, two Evaluation Committee sessions. During these sessions a number of key evaluations were discussed, such as the Egypt CPE and the CLE on the direct supervision pilot programme. The Committee chairman took part in the regional round table

---

<sup>2</sup> Approved by the Executive Board in December 2004.

<sup>3</sup> Previously called the Progress Report on the Project Portfolio

<sup>4</sup> Previously called the President' Report on the Status of Implementation of Evaluation Recommendations.

<sup>5</sup> This report and the PPR were both discussed with the Evaluation Committee and the Executive Board.

workshop on the thematic evaluation on decentralization in Eastern and Southern Africa held in Uganda, and in this regard, provided a report to the Executive Board during its session in April 2005. Lastly, arrangements are well advanced for the Evaluation Committee's field visit to Mexico in October in relation to the corresponding CPE.

11. In collaboration with the World Bank, the division organized a conference in Washington, D.C. early in the year to discuss and disseminate the results of the thematic evaluation on organic agriculture in Asia and the Pacific. Another conference with similar objectives is planned in cooperation with the African Development Bank for later in the year to discuss the thematic evaluation on decentralization. Finally, it is to be noted that the Mali CPE planned to start in November 2005 will be slightly delayed and start in January 2006.

12. This delay will allow OE to invest the limited resources originally allocated to the Mali CPE in 2005 in ensuring timely completion of the other CPEs in 2005 (Bangladesh, Mexico and Rwanda) and in launching the Morocco CPE as planned.

13. **Taking stock of 2005.** Before defining its priority areas, work programme and human and financial resource requirements for 2006, OE reviewed the experience of implementing its 2005 work programme and budget. For this purpose, OE conducted a mid-term review in June, which raised a number of important issues and challenges. Some of these are already being addressed while others will be considered in the second part of the year. First, in light of the experience gained in the implementation of the evaluation policy, OE recognizes the need to fine-tune some of its key evaluation processes. For example, the role and functioning of the evaluation core learning partnerships<sup>6</sup> need to be clarified and enhanced so that they become even more useful platforms for learning and guidance to inform OE's evaluation work. Likewise, there is a need to define more precisely the process for formulating the agreements at completion point (see footnote 6) and the specific role of IFAD and its partners in the field.

14. Another key consideration is the need to take stock of and learn from the good practices used by IEE. That is, the IEE has been a major undertaking for IFAD; it included various interesting concepts, methodological approaches and activities that are worth considering as they could provide, with the appropriate adjustments, useful guidance for strengthening OE's work.

15. A more systematic management of OE consultants is required as this is a crucial area of OE's work. The quality of consultants is a key factor in determining the overall quality of evaluations conducted by the division. There is a need to develop a more methodical approach and clearer criteria for the selection of consultants, find ways to accurately measure their level of effort and determine which tasks should be outsourced to consultants, develop effective ways of managing consultants to ensure that they provide the required services and deliverables in a timely manner, and systematically conduct performance evaluations after each assignment. Work in this area has been progressing steadily and an overall management framework for OE consultants, incorporating these and related matters, will be introduced by the beginning of 2006.

16. While OE has already introduced over the past couple of years methodologies for project and country programme evaluations, the division recognizes that these are not static instruments and need adjustment to incorporate experiences gained during their implementation and state-of-the-art-thinking on the subject. Hence, methodological development is an ongoing process that the division

---

<sup>6</sup> The core learning partnership helps flag issues and information sources for the evaluation. It also discusses the evaluation findings, deepens the understanding of the findings and recommendations, and eventually works out the operational implications of evaluation recommendations and the division of labour and responsibilities for their implementation among the various stakeholders involved. The core learning partnership's output is recorded in an understanding or agreement at completion point (ACP) among relevant stakeholders (see paragraph 33 of the IFAD Evaluation Policy [document EB 2003/78/R.17/Rev.1]).

must continue to emphasize. In fact, OE is currently investing time and effort in further developing its project and country programme evaluation methodologies.

17. In the past, the Evaluation Committee and the Executive Board have expressed concern about OE's workload, noting the need for the division's work programme to be manageable within the planned time frames. This is a concern shared by OE staff. Consequently in 2006, OE will conduct an overall systematic workload assessment that will inform the preparation of its work programme in 2007. The workload assessment will provide the basis for streamlining resources and for enhancing the quality of OE's evaluation work. Preparatory work will be conducted in the second part of the year to facilitate a comprehensive workload analysis, which will be concluded in June 2006 prior to the preparation of the OE work programme and budget for 2007.

18. **OE priorities for 2006.** In addition to the lessons learned in 2004 and 2005 in identifying the priorities for 2006, OE has taken into consideration IFAD's strategic guidelines for the preparation of the 2006 unit work programmes. As a result, OE has developed priorities for 2006 that on the one hand satisfy the requirements of the Evaluation Policy, and on the other, are aligned with the key institutional priorities for 2006.

19. For 2006, OE has therefore identified **four main priority areas**. These are:

- (a) conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations;
- (b) specific evaluation work required by the Evaluation Policy for presentation to the Executive Board and Evaluation Committee;
- (c) methodological development; and
- (d) evaluation outreach and partnerships.

20. Priority area (a) represents the core of OE's work programme, both in terms of the level of activities and in terms of the proportion of human and financial resources allocated. Under this priority, OE will finalize the CLE of the IFAD Rural Finance Policy, due to start in September 2005. In addition, OE will commence another CLE in the second half of 2006. In this regard, it is important to note that the Executive Board has already decided that OE will undertake evaluations of various corporate initiatives within specific time frames (see the table presented on next page). These will need to be taken into account in developing OE's work programme in the coming years.



### Corporate-Level Evaluations and Their Scheduling as Decided by the Executive Board

Evaluation Topic	Time Frame <sup>a</sup>
1. Field Presence Pilot Programme	To be initiated in 2006, with Board discussion at its session in September 2007
2. Flexible Lending Mechanism (FLM)	2006/2007
3. Initiative for Mainstreaming Innovation (IMI)	2007/2008 <sup>b</sup>
4. Sector-wide approaches (SWAps)	2008/2009 <sup>c</sup>
5. Private-Sector Development and Partnership Strategy	2009/2010 <sup>d</sup>

<sup>a</sup> These time frames have been decided by the Board while approving the proposals on the corresponding topic submitted by IFAD management.

<sup>b</sup> In this case, the Board did not determine a specific time. It decided that following the completion of the IMI implementation phase, OE would conduct its evaluation. It is hence deduced that OE would be called upon to evaluate the IMI in 2007/2008, given that the time frame for IMI implementation is from 2005-2007.

<sup>c</sup> The Board called for the evaluation to be conducted "in 2008".

<sup>d</sup> The Board decided that this evaluation would be conducted "at the end of 2008".

21. As agreed by the Evaluation Committee and Executive Board, it is recalled that given the complexity of CLEs and the human and financial resources they absorb, OE can only undertake one such evaluation per year. In addition, CLEs require thorough engagement by IFAD management and other staff, and this needs serious consideration to ensure timely internalization and follow-up on the results and recommendations of such evaluations. Moreover, in scheduling such evaluations, the availability of an adequate data and information base is fundamental to ensuring a sound and credible analysis.

22. On the basis of these considerations, OE proposes to undertake the CLE on the Field Presence Pilot Programme in 2006/2007, given its overall importance and particularly in the context of the new operating model being developed by IFAD in response to the IEE. The proposal would be to start this evaluation in mid-2006 in time for it to be ready for discussion with the Board in September 2007, as per the Board decision. OE also proposes to undertake some preparatory work towards the end of 2006 for the CLE of the Action Plan: IFAD Management's Response to the IEE, which will be undertaken fully in 2007. In this way, its results can be made available before the start of the Consultation on the Eighth Replenishment of IFAD's Resources. Thereafter, as reflected in the table above and as a follow-up to the previous evaluation on innovations<sup>7</sup>, OE proposes to commence in the last quarter of 2007 the CLE of the Initiative for Mainstreaming Innovation (IMI), for completion in 2008. This will be followed by the evaluation of sector-wide approaches (SWAps) in 2008/2009 and of the Private-Sector Development and Partnership Strategy (2009/2010). Finally, OE proposes to drop the undertaking of a CLE on the Flexible Lending Mechanism (FLM). The investments in and learning from such an evaluation by OE may not yield due value, given the current low institutional priority of the FLM as a funding instrument.

23. In addition to the above, the division will complete the IFAD regional strategy evaluations of the Asia and the Pacific Division (PI) and the Near East and North Africa Division (PN). OE is also planning five country programme evaluations and around nine project evaluations. While no specific thematic evaluation is planned in 2006, it must be noted that the ongoing regional strategy evaluations

<sup>7</sup> Evaluation of IFAD's capacity as a promoter of replicable innovations, November 2002.

in PI and PN will by nature of their overall objectives and scope also cover a range of thematic areas in the two concerned regions. Moreover, by undertaking the CLE of the Rural Finance Policy, OE will be devoting significant attention and resources to a theme of major importance to the Fund. In sum, the exact number and types of evaluations to be conducted will be determined by a review of actual progress in implementation of the 2005 OE work programme that will be undertaken in September 2005 and other considerations that may arise at that time.

24. Under priority area (b), OE will prepare the fourth Annual Report on the Results and Impact of IFAD Operations (ARRI) evaluated in 2005, which is a requirement of the Evaluation Policy. As in the past, the ARRI aims at consolidating and synthesizing the results and impact of IFAD operations based on evaluations undertaken in the previous year, and identifying cross-cutting issues and lessons learned of wider interest related to IFAD operations. The ARRI will be discussed both with the Evaluation Committee and with the Executive Board in December 2006.

25. OE will formulate its work programme and budget for 2007 and present same for discussion with the Evaluation Committee and consideration by the Executive Board, according to established procedures and requirements.

26. In line with the new terms of reference and rules of procedure of the Evaluation Committee, OE will organize four sessions of the Committee in 2006 and any other special sessions that the Committee Chairperson deems necessary. The Committee will review any operation policy proposals in 2006 arising from evaluation lessons and recommendations (such as IFAD's targeting and supervision policies), including OE comments on the proposals, before they are considered by the Executive Board. As in 2005, OE will review and prepare its comments on the PPR and the PRISMA. OE's comments will be presented together with the PPR and the PRISMA, and discussed first in the Evaluation Committee and thereafter in the Executive Board in April and September 2006 respectively. The Committee will, as in the past, discuss key evaluations undertaken by OE. Finally, a field visit for the Evaluation Committee will be organized during the year in connection with a major evaluation event. This will be determined by the Committee at its December 2005 session, when it will also define its overall provisional agenda for 2006.

27. Under priority area (c), OE will implement its improved methodological framework for project evaluation and CPE methodology in all project evaluations and CPEs in 2006. The division will ensure thorough oversight in the application of the methodologies, which is important to ensure evaluation results and outputs of comparable quality. Skills of OE staff and consultants will be enhanced to ensure proper understanding and application of the methodologies. Finally, based on the specific areas identified in 2005, OE will continue to lend support to the efforts of PMD in improving IFAD's self-evaluation capabilities, for instance, in ensuring the appropriate implementation of the RIMS, as well as contribute to enhancing the PRISMA and PPR.

28. Under priority area (d), OE will continue its efforts to ensure a wider dissemination of evaluation results using a variety of products and instruments, recognizing that added attention needs to be devoted to providing feedback in an appropriate manner to partners at the country level. The peer reviews of higher-plane evaluations<sup>8</sup> undertaken by OE will contribute to knowledge-sharing efforts within the division. Furthermore, OE will organize a conference on evaluation that will serve as an opportunity to exchange views on issues of broader interest to a range of stakeholders. OE will continue to participate in the deliberations of the United Nations Evaluation Group and the International Development Evaluation Association. It will also take part in selected international and regional conferences on evaluation.

29. **Human resource requirements.** In 2006, OE expects to have the same staff level requirement as 2005. Annex II provides a summary of the OE human resource requirements for 2006. To

---

<sup>8</sup> That is, CLEs, TEs, CPEs and regional strategy evaluations.

contribute to skill and competency development within the division, relevant OE staff will participate in appropriate training programmes to improve their expertise in state-of-the-art evaluation methodologies and techniques, as well as upgrade their knowledge of the relevant new systems and procedures introduced within IFAD.

30. **Financial resource issues.** It is foreseen that the above priorities and work programme will require a similar level of resources to that of 2005.

31. The final budget for 2006, will be presented to the Executive Board in December 2005. As for the rest of IFAD, it will include the same inflation factor that the Fund will apply in the preparation of its own administrative budget for next year. Similarly, OE's administrative budget will have to take into account any adjustments to staff costs resulting from changes in staff entitlements or salary increases dictated by the United Nations Common System as well as the restatement<sup>9</sup> of the 2005 budget approved by the Governing Council. The OE budget proposal for 2006 is presented in Annex III, laid out by expenditure and by activity.

32. In OE's 2004 and 2005 budget submissions, a contingency budget was included to finance unforeseen expenditure in relation to the work of the Evaluation Committee and costs arising from changes in staff entitlements or salary increases dictated by the United Nations Common System. The contingency was also introduced to cover any possible unforeseen expenditures resulting from the full implementation of the Evaluation Policy, in its first two years. So far, USD 33 000 (representing around 11% of the overall contingency allocation over the two years) has been used by the division.<sup>10</sup> In this regard, OE will have a more complete picture of the overall use of the contingency allocation by the end of December 2005. Finally, in line with the decision of the Executive Board in December 2004, OE will not include a contingency budget line next year, but will incorporate the total contingency amount that will be eventually utilized by December 2005, into its 2006 administrative budget proposal.

33. In sum, the level of the OE budget for 2006 will be close to USD 4.7 million. The exact figure will be determined at the time of submission of the OE work programme and budget to the Executive Board in December 2005 based on the considerations in paragraphs 20-28.

---

<sup>9</sup> As a result of any fluctuations in the United States dollar/euro exchange rate.

<sup>10</sup> In December 2004, the Director of OE provided the Executive Board with a specific account of how the contingency allocation was used in 2004 (see document EB 2004/83/INF.7).



**OE ACHIEVEMENTS IN RELATION TO PLANNED PRIORITIES AND ACTIVITIES IN 2005**

<b>Priority Area</b>	<b>Type of Work</b>	<b>Evaluation Activities</b>	<b>Planned Implementation Status</b>	<b>Present Status (July 2005)</b>
<b>(a) Supervision of the Independent External Evaluation of IFAD</b>	<b>1. Independent External Evaluation</b>	Supervision of the IEE	To be completed by July 2005	Completed as planned
<b>(b) Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations</b>	<b>2. Corporate-level evaluations</b>	Evaluation of IFAD's direct supervision pilot programme	To be completed by September 2005	Will be completed as planned
		Evaluation of IFAD's Rural Finance Policy	To start in September 2005	Will start as planned
	<b>3. Regional strategy evaluations</b>	Evaluation of the regional strategy in PI	To be completed by December 2005	Start up delayed, will be completed by July 2006
		Evaluation of the regional strategy in PN	To start in November 2005	Will start as planned
	<b>4. Country programme evaluations</b>	Bangladesh, PI	To be completed by December 2005	Will be completed as planned
		Egypt, PN	To be completed by March 2005	Completed as planned
		Mali, PA	To start in November 2005	To start in January 2006
		Mexico, PL	To be completed by December 2005	Will be completed as planned
		Morocco, PN	To start in November 2005	Will start as planned
		Rwanda, PF	To be completed by December 2005	Will be completed as planned
	<b>5. Thematic evaluations</b>	Decentralization efforts in eastern and southern Africa, PF	To be completed by March 2005	Completed as planned
		Organic agriculture in Asia, PI	To be completed by March 2005	Completed as planned
	<b>6. Project evaluations 6.1 Interim evaluations</b>	Ethiopia: Special Country Programme II, PF	To be completed by March 2005	Completed as planned
		Gambia: Rural Finance and Community Initiatives Project, PA	To be completed by January 2005	Completed as planned
		Ghana: Upper East Region Land Conservation and Smallholder Rehabilitation Project, PA	To be completed by September 2005	Will be completed on schedule
		Ghana: Upper West Agricultural Development Project, PA	To be completed by September 2005	Will be completed on schedule
Guinea: Fouta Djallon Local Development and Agricultural Rehabilitation Programme, PA		To be completed by April 2005	Completed on schedule	

Priority Area	Type of Work	Evaluation Activities	Planned Implementation Status	Present Status (July 2005)
		India: North Eastern Region Community	To be completed by April 2005	Will be completed in September 2005
		Mexico: Rural Development Project of the Mayan Communities in the Yucatan Peninsula, PL	To be completed by March 2005	Will be completed in September 2005
		Peru: Development of the Puno-Cusco Corridor Project, PL	To start in December 2005	Will start on schedule
		Uganda: District Development Support Programme, PF	To be completed by April 2005	Completed on schedule
		Venezuela: Economic Development of Poor Rural Communities Project, PL	To be completed by September 2005	Will be completed as planned
	<b>6.2 Completion evaluations</b>	China: Southwest Anhui Integrated Agricultural Development Project, PI	To be completed in March 2006	Will be completed in December 2005
		Mongolia: Arhangai Rural Poverty Alleviation Project, PI	To be completed in March 2006	Will be completed in December 2005
		Morocco: Tafilalet and Dades Rural Development Project, PN	To be completed by September 2005	Will be completed in December 2005
		Mozambique: Family Sector Livestock Development Programme, PF	To be completed by November 2005	Will be completed in December 2005
		Romania: Apuseni Development Project, PN	To start in September 2005	To start in January 2006
<b>(c) Specific evaluation work called for by the Evaluation Policy for presentation to the Executive Board and Evaluation Committee</b>	<b>7. Evaluation Committee</b>	Implementation of four regular sessions and any additional ad hoc sessions according to the proposed revised terms of reference and rules of procedure of the Evaluation Committee	Four regular sessions in 2005	Two regular sessions conducted as per schedule
		Preparation of the work programme and budget for 2006	January-December 2005	Preparation on schedule
		OE's comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Action	June-September 2005	Preparation on schedule

Priority Area	Type of Work	Evaluation Activities	Planned Implementation Status	Present Status (July 2005)
		Third ARRI	January-September 2005	Will be presented to the Executive Board in December 2005
		OE Comments on the PMD Progress Report on the Project Portfolio	January-April 2005	Completed as planned
<b>(d) Methodological development, evaluation outreach and other activities</b>	<b>8. Methodological work</b>	Revisiting of CPE methodology and the methodological framework for project evaluation	To be completed by December 2005	Activity on schedule
		Proposal for OE's contribution to enhancing IFAD's self-evaluation activities	To be completed by December 2005	Activity on schedule
		Conference on Evaluation	December-April 2005	Activity on schedule
	<b>9. Communication activities</b>	OE reports, evaluation profiles and insights, and web site	January-December 2005	Activities on schedule
	<b>10. Management of consultants</b>	Review of OE's approach to enhancing performance and quality	To be completed by December 2005	Activity on schedule
	<b>11. Partnerships</b>	United Nations Evaluation Group and the Swiss Development and Cooperation/OE Partnership in Development Effectiveness through Evaluation	January-December 2005	Activities on schedule
	<b>12. OPV/OE coordination</b>	Quarterly activity review meetings	Four meetings in 2005	One meeting held in first semester
<b>13. Project development teams (PDTs) and operational strategy committee (OSC)</b>	Two PDTs per Evaluation Officer and OSCs are required	January-December 2005	Activities on schedule	

Note: OPV = Office of the President and the Vice-President  
 PA = Western and Central Africa Division  
 PF = Eastern and Southern Africa Division  
 PI = Asia and the Pacific Division  
 PL = Latin America and the Caribbean Division  
 PN = Near East and North Africa Division

**OE STAFF LEVELS FOR 2006  
(Number)**

	<b>Regular Posts</b>	<b>Temporary Staff</b>	<b>Total</b>
Administrative budget	15.5	2.5	18

Notes:

- In 2006, OE will have the services of three associate professional officers from Belgium, Germany and Italy.
- Temporary staff have contracts under the Chapter X provisions of the IFAD Human Resources Handbook.



**OE 2006 BUDGET PROPOSAL**

**Table 1: OE 2006 Budget by Expenditure  
(USD '000)**

	2005 <sup>a</sup>	2006 <sup>b</sup>
<b>Staff costs</b>	<b>2 139</b>	<b>2 144</b>
Regular and fixed-term staff	1 837	1 896
Temporary staff	288	233
Overtime	14	15
<b>Evaluation work</b>	<b>2 108</b>	<b>2 233</b>
Corporate-level evaluations	115	585
Regional strategy evaluations	230	370
Country programme evaluations	591	410
Thematic evaluations	36	-
Project evaluations	784	558
Other activities <sup>c</sup>	<b>351</b>	<b>310</b>
<b>Evaluation Committee</b>	<b>67</b>	<b>69</b>
<b>Staff travel</b>	<b>262</b>	<b>268</b>
<b>Contingency</b>	<b>114</b>	<b>-</b>
<b>Total</b>	<b>4 692</b>	<b>4 714</b>

<sup>a</sup> As approved by the Governing Council in February 2005.

<sup>b</sup> As for the rest of IFAD, OE has applied an inflation rate of 2% in relation to the 2005 approved budget.

<sup>c</sup> This includes the preparation of the OE work programme and budget for 2007, the organization of OE's mid-year review workshop, management of consultants and communication activities.

Note: This is a preliminary budget, the final proposal will be submitted to the Executive Board in December 2005.

ANNEX III

**Table 2: OE 2006 Budget by Activity<sup>a</sup>  
(USD '000)**

<b>OE Priorities for 2005</b>	<b>2005</b>	<b>%</b>	<b>OE Priorities 2006<sup>b</sup></b>	<b>2006</b>	<b>%</b>
(a) Supervision of the IEE	46	1	(a) Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations	3 613	77
(b) Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations	3 472	74	(b) Specific evaluation work required by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee	736	16
(c) Specific evaluation work called for by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee	797	17	(c) Methodological development	162	3
(d) Methodological development, evaluation outreach and other activities	375	8	(d) Evaluation outreach and partnerships	202	4
<b>Total</b>	<b>4 692</b>	<b>100</b>		<b>4 714</b>	<b>100</b>

<sup>a</sup> Discrepancies in totals are due to rounding.

<sup>b</sup> The 2006 priorities are not the same as those of 2005 (for example, priority (a) in 2005 does not match priority (a) for 2006 and so on). This should be taken into consideration when comparing priorities for the two years.

