

a

IFAD

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

Evaluation Committee – Forty-First Session

Rome, 7 October 2005

**THE OFFICE OF EVALUATION'S
WORK PROGRAMME AND BUDGET FOR 2006**

ABBREVIATIONS AND ACRONYMS

ACP	Agreement at Completion Point
AfDB	African Development Bank
ARRI	Annual Report on Results and Impact of IFAD operations
CLE	Corporate-level Evaluation
CPE	Country Programme Evaluation
EC	Evaluation Committee of the Executive Board
ECG	Evaluation Co-operation Group
IEE	Independent External Evaluation
IMI	Initiative to Mainstream Innovations
OE	Office of Evaluation
PA	Western and Central Africa Division
PE	Project Evaluations
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
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 Evaluations
UNDP	United Nations Development Programme

THE OFFICE OF EVALUATION'S WORK PROGRAMME AND BUDGET FOR 2006

1. **Background.** This is the third work programme and budget prepared by the Office of Evaluation (OE) following the approval of the IFAD Evaluation Policy by the Executive Board in April 2003. This document will be discussed with the Evaluation Committee at its 41st session on 7 October. As per the usual practice, the chairman of the Evaluation Committee will provide a written report to the 86th session of the Executive Board, summarizing the Committee's deliberations and its recommendations on the document for consideration by the Board.
2. Following the comments of the Committee in October, OE will prepare the final work programme and budget proposal for 2006 for discussion with the Board in December 2005. 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) 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. Indeed, OE has achieved more than planned in some areas. Specific achievements are laid out against priority areas in Annex I.
5. In particular, the IEE 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 84th 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 independent consultant 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. The final IEE document considered by the Board in April has been made available to the public at large through the IFAD website. Moreover, the report will shortly be printed in all official languages as an IFAD publication and distributed accordingly.
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. This CLE was discussed by the Executive Board in its session in September 2005. On the same occasion, the Board considered and adopted the evaluation's Agreement at Completion Point¹. This evaluation generated far-reaching conclusions and recommendations, which, when implemented, will lead to a paradigm shift for the Fund in terms of supervision and implementation support activities. 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.
7. Moreover, OE 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 sub-regional workshops held in Islamabad and Bangkok. This evaluation will be completed by mid-2006. Moreover, preparatory work has started for two more corporate level evaluations, namely the evaluation of IFAD's regional strategy in the Near East and North Africa and the evaluation of IFAD's Rural Finance Policy. Both these evaluations will be finalised next year.

¹ See document EB 2005/85/R.9

8. As planned, OE undertook various country programme evaluations (CPEs) during 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 completed 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 will be shortly completed. 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. It is also worth noting that the new China Country Strategic and Opportunities Paper², expected to be presented to the December 2005 Executive Board, includes organic agriculture as one of its strategic thrusts. Finally, as planned, by the end of December 2005, OE will have completed 13 project evaluations.

9. The new terms of reference and rules of procedure of the Evaluation Committee³ 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)⁴ 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)⁵. OE found that the PRISMA had improved over the submission of last year in that it provided a higher level of analysis and identified a number of systemic issues on which Management needed to take decisions and actions. 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.

10. In 2005, OE prepared the third Annual Report on the Results and Impact of IFAD Operations (ARRI), which will be discussed by the Evaluation Committee and Executive Board during their respective sessions in December. The main findings contained in the ARRI were: (i) around half of the projects achieve substantial rural poverty reduction impacts; (ii) a significant number of projects do not succeed in benefiting the poorest; (iii) a minority of projects are likely to be sustainable; (iv) only a third of projects had a substantial positive impact on the environment; and (v) IFAD, in comparison with Cooperating Institutions and governments, has performed less well. Following these findings, the ARRI recommended that IFAD develop a clear focus on

² China was one of the countries included in the TE.

³ Approved by the Executive Board in December 2004.

⁴ Previously called the Progress Report on the Project Portfolio.

⁵ Previously called the President' Report on the Status of Implementation of Evaluation Recommendations.

⁶ This report and the PPR were both discussed with the Evaluation Committee and the Executive Board.

key target groups, enhance ownership through improved participation and partnerships, and identify differentiated approaches for countries of different income levels (middle-income versus low-income) and policy and institutional frameworks (within the group of low-income countries).

11. OE continued work on upgrading its country programme and project evaluation methodologies. In order to ensure highest quality standards and credibility of its revised methodology, the revised guidelines were exposed to the scrutiny of a panel composed of international experts in the field of development evaluation. 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, such as corporate level and country programme evaluations. The results of peer reviews are encouraging although they require time and absorb staff resources.

12. So far this year OE has organized three sessions of the Evaluation Committee. During these sessions a number of key evaluations were discussed, such as the Egypt and Mexico CPEs and the CLE on the direct supervision pilot programme. OE is currently organising the field visit that the Committee will undertake collectively to Mexico in October. The visit aims at giving members an opportunity to visit an IFAD-funded project on the ground and to take part in the CPE National Roundtable Workshop. The Workshop is being jointly organised by the Government of Mexico and IFAD. It will be held in Mexico City and provide an opportunity to discuss the results of the CPE. In this regard, the Committee's Chairperson will submit a written report to the Executive Board in December providing an overview of the Committee's experiences related to the field visit. In addition, earlier in the year, the Chairperson took part in the regional round-table 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.

13. 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. Together with the Food and Agriculture Organization and the World Food Programme, OE organized the annual meeting of the United Nations Evaluation Group in Rome in April, during which the norms and standards for evaluation in the United Nations system were adopted. Finally, as conveyed to the Governing Council in February 2005, OE started the implementation of phase II of its partnership in evaluation with the Swiss Agency for Development and Cooperation. The partnership contributed in particular to the development of methodological aspects of the ARRI and the EVEREST. The partnership will also be used to facilitate organise the IFAD/AfDB conference on the results of the Thematic Evaluation on Decentralization completed by OE in 2005.⁷

14. As an unforeseen activity, the Director of OE was invited to be part of a five member panel entrusted with the responsibility of conducting the evaluation of the evaluation function at the United Nations Development Programme (UNDP). This assessment is part of a wider approach, led by the Development Assistance Committee's Evaluation Network⁸, to enhance multilateral agencies' evaluation capacity and performance with a view to improve their development performance. It will entail the OE Director's close involvement in reviewing UNDP's overall evaluation system, approaches and organization, including participation in various meetings in New York and related discussions on the subject till the end of 2005.

15. **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 are being considered currently. 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 partnerships⁹ need to be clarified and enhanced so that they become even more useful platforms for

⁷ See Annex I, page 10.

⁸ Of the Organisation for Economic Co-operation and Development (OECD).

⁹ 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

learning and guidance for OE's evaluation work. Likewise, there is a need to define more precisely the process for formulating the agreements at completion point (see footnote 9) and the specific role of IFAD and its partners in the field.

16. Another key consideration is the need to take stock of and learn from the good practices used by the IEE. 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.

17. A more systematic management of OE consultants is required, as this is a crucial element 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, 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 in the first part of 2006.

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

19. Another important lesson is the need to devote more time in defining a detailed plan of activities with timeframes for each evaluation. This will allow better management of OE evaluations and serve also as a tool for informing partners of the different steps in the process, including the frequency, duration, as well as level of engagement expected from key partners in the evaluation process. For example, such a plan would include the list of evaluation deliverables that need to be commented by different evaluation partners together with an indication of the deadline for such contribution. Also, it would include indications of the periods when IFAD operations staff need to make time to take part in crucial meetings both at headquarters and in the country. Finally, it is understood that such plans may need fine-tuning as the evaluation process unfolds, which makes it crucial that all partners be fully informed as modifications may be introduced to the same.

20. 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 timeframes. This is a concern shared by OE staff. Consequently, in 2006, OE will conduct an overall systematic workload assessment for 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 is ongoing, with three OE staff piloting the filling in of time sheets on a daily basis until the end of the year. Moreover, in January 2006 time sheets will be introduced for all OE staff 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.

21. **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.

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

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]).

- (a) conduct of selected corporate-level, regional strategy, country programme, 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.

23. 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 required. Under this priority, OE will finalize three CLEs, namely the evaluation of IFAD's Rural Finance Policy and the evaluations of IFAD's regional strategies in Asia and Pacific and Near East and North Africa, which were initiated in 2005. In addition, OE will initiate two more CLEs 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 below). 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^a
1. Field Presence Pilot Programme	To be initiated in 2006, with Board discussion at its session in September 2007
2. Initiative for Mainstreaming Innovation	2007/2008 ^b
3. Sector-wide approaches	2008/2009 ^c
4. Private-Sector Development and Partnership Strategy	2009/2010 ^d

^a These time-frames have been decided by the Board while approving the proposals on the corresponding topic submitted by IFAD management.

^b 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.

^c The Board called for the evaluation to be conducted "in 2008".

^d The Board decided that this evaluation would be conducted "at the end of 2008".

24. As agreed by the Evaluation Committee and Executive Board in the past, it is recalled that given the complexity of CLEs and the human and financial resources they absorb, OE can only undertake a limited number of such evaluations 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.

25. On the basis of these considerations, OE will 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. It plans to start this evaluation at the beginning of 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 innovations¹⁰, 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).

26. In addition to the above, OE is also planning to work on five country programme evaluations in Brazil, Ethiopia, Mali, Morocco and Nigeria, and ten project evaluations. While no specific thematic evaluation is planned in 2006, it must be noted that the ongoing regional strategy evaluations 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 and the Field Presence Pilot Programme, OE will be devoting significant attention and resources to themes of major importance to the Fund.

27. In conclusion, OE will have an increased work load in the most demanding part of this priority area, namely in relation to higher plane evaluations, particularly in terms of CLEs.

28. Under priority area (b), OE will prepare the fourth 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 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 the Executive Board in December 2006.

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

30. 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 policy), including OE comments on the proposals, before they are considered by the Executive Board. OE will review and prepare its comments on the PPR and the PRISMA, as well as the IFAD Development Effectiveness report, which the Management will produce as part of the implementation of the IEE Action Plan. OE's comments will be presented together with the PPR, the PRISMA and the Development Effectiveness report, and discussed first in the Evaluation Committee and thereafter in the Executive Board in 2006. The Committee will, as in the past, discuss a number of key evaluations undertaken by OE. A field visit for the Evaluation Committee will be organized in the second part of the year in connection with a major evaluation workshop. This will be determined by the Committee at its December 2005 session, when it will also define its overall provisional agenda for 2006. Finally, the term of office of the Evaluation Committee will end in April 2006 and a new Committee will be composed thereafter. The above-mentioned visit and workshop will help the new members of the Committee, but also other Board members to become familiar with the functioning of the Committee and the IFAD Evaluation Policy as well as the relevant OE methodologies¹¹.

31. The discussion of new policy proposals and the above-mentioned Development Effectiveness report in the Evaluation Committee will also result in an increased work load for OE.

32. 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. In 2006, as mentioned in paragraph 17, OE will introduce a more systematic approach to the overall management of its consultants. 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-

¹⁰ Evaluation of IFAD's capacity as a promoter of replicable innovations, November 2002.

¹¹ This is in line with the terms of reference and rules of procedure of the Evaluation Committee (reference paragraph 38 (ii))

evaluation capabilities, for instance, in ensuring the appropriate implementation of the RIMS, as well as contribute to strengthening the PRISMA and PPR.

33. 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 evaluations¹² 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, and seek membership in the Evaluation Co-operation Group of the multi-lateral development banks. It will also take part in selected international and regional conferences on evaluation.

34. **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 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.

35. **Financial resource issues.** The 2006 budget proposal, as for the rest of IFAD, takes into consideration the restatement¹³ of the 2005 OE budget approved by the Governing Council in February. OE's next year's budget proposal also takes into account the inflation factor as applied by IFAD in developing its own 2006 administrative budget proposal, and adjustment to staff costs results from changes in staff entitlements or salary increases dictated by the United Nations Common System. In addition, the OE budget proposal has been shown both in terms of expenditure and activity (Tables 1 and 2, Annex II).

36. The 2006 OE Budget proposal contains an adjustment in temporary staff costs and makes provision for the increased evaluation work¹⁴ that OE will undertake next year. These adjustments are reflected in the corresponding budget lines.

37. As agreed by the Executive Board in September while discussing the preview of OE's work programme and resource issues for 2006, the average amount of contingency utilised by OE per year over the period 2004-5¹⁵ has been included in the OE budget for 2006. As a result, in line with the decision of the Executive Board in December 2004, OE has not included a contingency budget line next year.

38. In sum, the OE budget for 2006 is proposed at a level of USD 4.9 million.

¹² That is, CLEs, TEs, CPEs and regional strategy evaluations.

¹³ The restatement, which is done each year in October by the Strategic Planning and Budget Division, is a normal IFAD budgeting practice with the aim of recalculating the approved budget taking into account the average EURO/USD exchange rate during the year. This practice ensures the availability of the required funds in spite of fluctuations in the exchange rates.

¹⁴ As discussed in paragraphs 27 and 31.

¹⁵ This has been calculated as amounting to USD 17 000 which were used for staff costs and EC purposes.

OE ACHIEVEMENTS IN RELATION TO PLANNED PRIORITIES AND ACTIVITIES IN 2005

Priority Area	Type of Work	Evaluation Activities	Planned Implementation Status	Present Status (July 2005)
(a) Supervision of the Independent External Evaluation of IFAD	1. Independent External Evaluation	Supervision of the IEE	To be completed by July 2005	Completed as planned
(b) Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations	2. Corporate-level evaluations	Evaluation of IFAD's direct supervision pilot programme	To be completed by September 2005	Completed as planned
		Evaluation of IFAD's Rural Finance Policy	To start in September 2005	Started as planned
		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	To start as planned
	3. Country programme evaluations	Bangladesh, PI	To be completed by December 2005	Completed in September
		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 in January 2006
	4. Thematic evaluations	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
	5. Project evaluations 5.1 Interim evaluations	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 in November 2005
		Ghana: Upper West Agricultural Development Project, PA	To be completed by September 2005	Will be completed in November 2005
		Guinea: Fouta Djallon Local Development and Agricultural Rehabilitation Programme, PA	To be completed by April 2005	Will be completed in December 2005

		India: North Eastern Region Community	To be completed by April 2005	Will be completed in December 2005
		Mexico: Rural Development Project of the Mayan Communities in the Yucatan Peninsula, PL	To be completed by March 2005	Completed as planned
		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 as planned
		Venezuela: Economic Development of Poor Rural Communities Project, PL	To be completed by September 2005	Will be completed in November 2005
	5.2 Completion evaluations	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 by February 2006
		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
(c) Specific evaluation work called for by the Evaluation Policy for presentation to the Executive Board and Evaluation Committee	6. Evaluation Committee	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	So far, three 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 (PRISMA)	June-September 2005	Completed on schedule
		Third ARRI	January-September 2005	Will be presented to the Evaluation Committee & Executive Board in December 2005
		Support to the development of IFAD self-evaluations	Unscheduled	OE contribution to the further development of RIMS and PMD's self-evaluation indicators
		OE Comments on the PMD Progress Report on the Project Portfolio	January-April 2005	Completed as planned

(d) Methodological development, evaluation outreach and other activities	7. Methodological work	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	Contribution already ongoing
		Conference on Evaluation	December-April 2005	One organised with the World Bank in March and a second one will be organized in November 2005 with AfDB
		OE Peer Reviews	January-December 2005	Various CLEs and CPEs
	8. Communication activities	OE reports, evaluation profiles and insights, and web site	January-December 2005	Activities on schedule
	9. Management of consultants	Review of OE's approach to enhancing performance and quality	To be completed by December 2005	Activity on schedule
	10. Partnerships	United Nations Evaluation Group and the Swiss Development and Cooperation/OE Partnership ^a	January-December 2005	Activities on schedule
	11. UNDP Evaluation	Director OE member of international peer review panel to evaluate UNDP's evaluation function	Unscheduled	To be completed by December 2005
12. OPV/OE coordination	Quarterly activity review meetings	Four meetings in 2005	One meeting held in first semester	
13. Project development teams (PDTs) and operational strategy committee (OSC)	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

^a OE reached an agreement with the SDC on Phase II of its partnership in evaluation, which will be implemented over the period 2004-2007. As in Phase I, in this phase SDC will make available to OE supplementary funds equivalent to CHF 1.5 million to promote a dialogue aimed at strengthening the role of evaluation in both organisations, as well as other development agencies. Within the framework of OE approved Work Programme and Budget, this will be achieved through incremental activities, such as the development and piloting of new evaluation approaches and methods in line with international evaluation standards, as well as enhanced evaluation outreach and partnerships.

OE 2006 BUDGET PROPOSAL

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

	2005 Budget Restated at 0.775 (Eur/US\$)	Real Increase or Decrease as compared with 2005 budget	OE Budget After Real Increase/ Decrease	Price Increase	Proposed OE Budget for 2006
Staff costs					
Regular and fixed-term staff	1 892	12	1 904	80	1 984
Temporary staff	299	-24	275	17	292
Overtime	15	0	15	0	15
Subtotal 1	2 206	-12	2 194	97	2 291
Evaluation work					
Corporate-level evaluations	708	243	951	14	965
Country programme evaluations	602	-198	404	12	416
Thematic evaluations	37	-37	0	0	0
Project evaluations	797	-182	615	16	631
Other activities ^a	n.a.	295	295	0	295
Subtotal 2	2 144	121	2 265	42	2 307
Evaluation Committee	71	5	76	1	77
Staff travel	271	0	271	5	276
Subtotal 3	342	5	347	6	353
Contingency	114	-114	0	0	0
Grand Total	4 806	0	4 806	145	4 951

^a This sub-item was part of the corporate level evaluations sub-item in the 2005 budget.

ANNEX II

**Table 2: OE 2006 Budget by Activity^a
(USD '000)**

OE Priorities for 2005	2005	%	OE Priorities 2006 ^b	2006	%
(a) Supervision of the IEE	48	1	(a) Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations	3 809	77
(b) Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations	3 556	74	(b) Specific evaluation work required by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee	804	16
(c) Specific evaluation work called for by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee	817	17	(c) Methodological development	138	3
(d) Methodological development, evaluation outreach and other activities	384	8	(d) Evaluation outreach and partnerships	199	4
Total	4 806	100		4 951	100

^a Discrepancies in totals are due to rounding.

^b 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.

Table 3: OE Human Resource Requirements in 2006 (as compared with 2005)

	HUMAN RESOURCE CATEGORY	NUMBERS IN 2005	NUMBERS IN 2006
REGULAR	PROFESSIONAL STAFF		
	DIRECTOR	1	1
	DEPUTY DIRECTOR	1	1
	EVALUATION OFFICERS	5	5
	EVALUATION/INFORMATION OFFICER	1	1
	GENERAL STAFF		
	ADMINISTRATIVE ASSISTANT	1	1
	EVALUATION ASSISTANTS	6.5	6.5
	SUBTOTAL	15.5	15.5
TEMPORARY	PROFESSIONAL STAFF	0.5	0.5
	GENERAL STAFF	2	2
	GRAND TOTAL	18	18

OE WORK PROGRAMME FOR 2006

Priority Area	Type of Work	Evaluation Activities	Start Date	Expected Finish
Priority A: Conduct of selected corporate level, regional strategy, country programme, thematic and project evaluations	1. Corporate level Evaluations	Evaluation of the IFAD Rural Finance Policy	Oct-05	Oct-06
		Evaluation of the Field Presence Pilot Programme	Jan-06	Jun-07
		Evaluation of the IEE Action Plan	Dec-06	Dec-07
		Evaluation of the Regional Strategy in PI*	Apr-05	Jun-06
		Evaluation of the Regional Strategy in PN	Jan-06	Jun-07
	2. Country Programme Evaluations	Brazil, PL	Oct-06	Oct-07
		Ethiopia, PF	Oct-06	Oct-07
		Mali, PA	Jan-06	Dec-06
		Morocco, PN	Nov-05	Nov-06
		Nigeria, PA	Dec-06	Dec-07
	3. Project Evaluations 3.1 Interim Evaluations	Colombia, Rural Microenterprise Development Programme, PL	Jun-06	Dec-06
		Peru, Development of the Puno - Cusco Corridor Project, PL	Dec-05	Jun-06
	3.2 Completion Evaluations	Belize, Community-initiated Agriculture and Resource Management Project, PL	Dec-06	Jun-07
		Ethiopia, Southern Region Cooperatives Development and Credit Project, PF	Mar-06	Sep-06
		Georgia, Agricultural Development Project, PN	Apr-06	Sep-06
		Morocco, Rural Development Project in the Tafilalet and valley of Dadès, PN	Sep-05	Feb-06
		Niger, Special Country Programme, Phase II, PA	Apr-06	Sep-06
		Philippines, Cordillera Highland Agricultural Resources Management Project, PI	Jun-06	Dec-06
Romania, Apuseni Development Project, PN		Jan-06	Jul-06	
Tanzania, Participatory Irrigation Development Programme, PF	Mar-06	Sep-06		

* Proposed for an SDC contribution, as part of the OE/SDC partnership.

Priority B: Specific evaluation work required by the Evaluation Policy for presentation to the EB and EC	4. Evaluation Committee	Implementing of four regular sessions and additional ad hoc sessions, according to the revised TOR and rules of procedure of the Evaluation Committee	Jan-06	Dec-06
		Review of the implementation of the Work Programme and Budget 2006 and Preparation of the Work Programme and Budget 2007	Jan-06	Dec-06
		OE's comments on the President's Report on the Implementation Status and Management Action on Evaluations' Recommendations (PRISMA)	Jan-06	Apr-06
		Fourth Annual Report on the Results and Impact of IFAD Operations (ARRI)	Jan-06	Dec-06
		OE Comments on the PMD Portfolio Performance Report (PPR)	Jan-06	Apr-06
		OE Comments on selected IFAD operation policies prepared by IFAD Management for consideration by the Evaluation Committee	Apr-06	Dec-06
		Field visit of the Evaluation Committee	Nov-06	Nov-06
Priority C: Methodological Development	5. Methodological Work	Methodology Quality Assurance*	Jan-06	Dec-06
		OE's contribution to enhance IFAD self-evaluation activities	Jan-06	Dec-06
		Consultants management	Jan-06	Dec-06
		Conference on Evaluation*	Oct-06	Oct-06
		Peer Reviews of all higher plane evaluations	Jan-06	Dec-06
Priority D: Evaluation Outreach and Partnerships	6. Communication Activities	Reports, Profiles, Insights, OE Website, etc*	Jan-06	Dec-06
	7. Partnerships	SDC; UN Inter-Agency Working Group on Evaluation and ECG	Jan-06	Dec-06
	8. OPV / OE Coordination	Quarterly Activity Review Meetings	Jan 06	Dec-06
	9. Project Development Teams & OSCs as required	Two PDTs per Evaluation Officer per year	Jan-06	Dec-06

* Proposed for an SDC contribution, as part of the OE/SDC partnership.

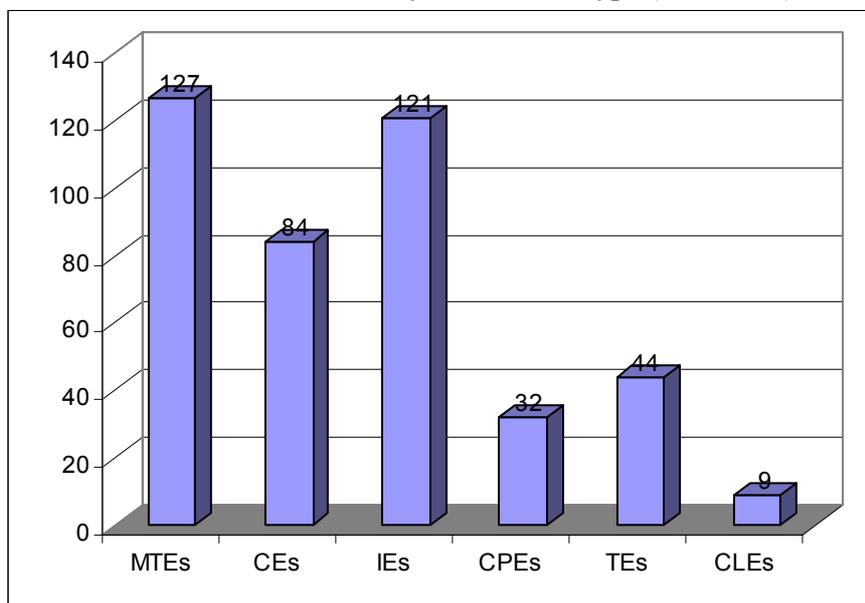
KEY FEATURES OF COUNTRY PROGRAMMES AND PROJECTS TO BE EVALUATED IN 2005

Country Programme Evaluations	Key Programme Features
Brazil, PF	5 Projects (2 ongoing), IFAD loan amount USD 100m; total portfolio cost USD 348m; latest COSOP approved in 1997
Ethiopia, PF	12 Projects (4 ongoing), IFAD loan amount USD 186m; total portfolio cost USD 530m; latest COSOP approved in 1999.
Mali, PA	9 Projects (2 ongoing), IFAD loan amount USD 115m; total portfolio cost USD 261m; latest COSOP approved in 1997.
Morocco, PN	8 Projects (3 ongoing), IFAD loan amount USD 126m; total portfolio costs USD 1,376m; latest COSOP approved in 1999.
Nigeria, PA	7 Projects (2 ongoing), IFAD loan amount USD 110m; total portfolio costs USD 535m; latest COSOP approved in 2000.
Country & Project Name: Interim Evaluations	Project Objectives and Components
Peru, Development of the Puno - Cusco Corridor Project, PL	The overall objective of the project is to increase the incomes of the rural poor, eradicating extreme poverty and allowing for a better access to markets of local goods and services. Specific objectives are to: (i) strengthen a demand-driven self-financing market of technical assistance services; (ii) facilitate community investments; (iii) increase value of products and services of farmers and small entrepreneurs in intermediate cities and towns; (iv) strengthen financial institutions and increase coverage of rural financial services. Total project costs USD 31m; IFAD loan USD 19m.
Colombia, Rural Microenterprise Development Programme, PL	The project aims at contributing to the global objective of reducing rural poverty in Colombia by means of increasing rural households' incomes. The project's general objective is supporting the development of rural-microenterprises as a means for increasing incomes of rural poor landless population with particular emphasis on households headed by women These are the following specific objectives: (i) providing training and technical assistance to rural micro-entrepreneurs; (ii) granting adequate credit facilities to rural micro-entrepreneurs; (iii) strengthening NGOs and financial intermediaries in order to enhance their capabilities to deal with rural microentrepreneurs; (iv) strengthening the second-tier national institutions responsible for the provision of technical assistance and training as well as for financial services directed to rural microentrepreneurs. Total project costs USD 26m; IFAD loan USD 24m.

Country & Project Name: Completion Evaluations	Project Objectives
Belize, Community-initiated Agriculture and Resource Management Project, PL	The overall objective of the project is to develop the productive potential of sustainable land use systems and ensure accessible support services to poor smallholders families in the southern region. The specific objectives of the project are to: (a) develop group management and leadership skills with a gender focus in communities and local organizations to generate, formulate and implement small-scale projects especially related with income-generating activities; (b) strengthen public and private institutions to deliver more effective non-financial services, respecting gender, ethnic diversities and incorporate indigenous knowledge; (c) ensure the provision of financial services and resources accessible for poor rural families for agricultural and micro-enterprises investments; and (d) improve agricultural production systems to make them economically viable and ecologically sustainable, and exploit the opportunities for production diversification, technology supply and market access. Total project costs USD 7m; IFAD loan USD 2m.
Ethiopia, Southern Region Cooperatives Development and Credit Project, PF	The general objective of the project is to improve the standard of living of rural households as members of service cooperatives. This is to be achieved through: (i) developing service cooperatives as independent and financially viable grassroots level institutions; (ii) strengthening the institutional capacity of the project implementation agencies; (iii) improving access by rural households to markets, credit and improved production technologies; (iv) reducing the burden of disease and thereby increase the productivity of household labour and family incomes. Total project costs USD 25m; IFAD loan USD 17m.
Georgia, Agricultural Development Project, PN	The objectives of the project is to increase agricultural productivity by supporting the development of private sector farming and agro-processing, by: (i) developing an agricultural credit system (ii) bringing about liquidity in land markets.
Morocco, Rural Development Project in the Tafilalet and valley of Dadès, PN	The overall objective is to raise incomes and living conditions while controlling environmental degradation. The modality is a more efficient use of available water and range resources to improve and sustain productivity. Total project costs USD 53m; IFAD loan USD 22m.
Niger, Special Country Programme, Phase II, PA	The project goal is to contribute to achieving food and income security by increasing agricultural and livestock production, through: (i) to helping restore and maintain the productive potential of agricultural and pastoral ecosystems through promotion of soil and water conservation and agroforestry activities; (ii) to helping establish conditions for self-managed socio-economic development by promoting farmers' and pastoralists' organizations, either in the form of solidarity groups or socio-geographic communities, depending on the scope and nature of activities (e.g., specific economic activities or natural resource management); (iii) encouraging partnership between community-based organizations and the private sector, and participation of women and youths in the decision-making process of their community; and (iv) assisting in laying the ground for self-sustained development through promotion of mutual savings and credit funds, in partnership with the formal banking system. Total project costs USD 20m; IFAD loan USD 15m.

Philippines, Cordillera Highland Agricultural Resources Management Project, PI	The primary objective would be to reduce poverty in the project region by increasing the disposable incomes of smallholder families in the target areas. Such an improvement should also lower the incidence of malnutrition among the target population. In addition, an integral part of achieving objective would be focused on promoting sustainable resource management practices, protecting the environment and mitigating adverse development impacts, strengthening existing institutions, involving beneficiaries in project planning and implementation activities, and improving beneficiary access to formal and informal credit. Total project cost US\$ 41 m, IFAD loan US\$ 9 m.
Romania Apuseni Development Project, PN	The project aims to improve and stabilize the economic environment of the rural communities of the Apusenis through the promotion and credit-funding of on and off-farm enterprises and the provision of rural development services. Total project costs USD 34m; IFAD loan USD 17m.
Tanzania, Participatory Irrigation Development Programme, PF	The strategic goal of the programme is sustainable improvement in smallholder incomes and household food-security. Its purpose is to enhance the institutional, organizational and technical capacities of farmers, the private sector, NGOs, civil-society organizations and government institutions, to construct, develop and sustain small-scale irrigation systems throughout the marginal areas of the United Republic of Tanzania. The objectives of the programme will be achieved by: (a) increasing the availability and reliability of water through improved low cost systems of water control; (b) raising agricultural productivity by improving agricultural extension services to respond better to farmers' needs; and (c) building institutional capacity to realize, over the long term, the vast potential for smallholder irrigation development throughout the programme area. The six-year programme will consolidate the irrigation development effort in the central plateau. Total project costs USD 25m; IFAD loan USD 17m.

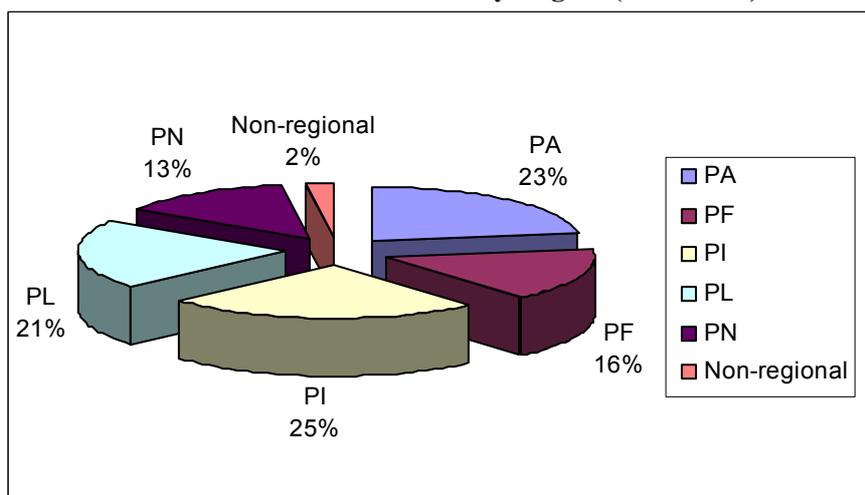
Number of Evaluations by Evaluation Type (1983-2005)



Legend

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

Distribution of Evaluations by Region (1983-2005)



Legend

- PA Western and Central Africa Division
- PF Eastern and Southern Africa Division
- PI Asia and the Pacific Division
- PL Latin American and the Caribbean Division
- PN Near East and North Africa Division