

Document: EC 2007/48/W.P.3  
Agenda: 4  
Date: 14 August 2007  
Distribution: Public  
Original: English

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Enabling the rural poor  
to overcome poverty

## **Preview of the Work Programme and Resources Issues for 2008**

**Office of Evaluation**

Evaluation Committee — Forty-eighth Session  
Rome, 7 September 2007

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For: **Review**

## **Note to Evaluation Committee Members**

This document is submitted for review by the Evaluation Committee.

To make the best use of time available at Evaluation Committee sessions, Members are invited to contact the following focal point with any technical questions about this document before the session:

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## Abbreviations and acronyms

AfDB	African Development Bank
ARRI	Annual Report on the Results and Impact of IFAD Operations
CPE	Country Programme Evaluation
ECG	Evaluation Co-operation Group
OE	Office of Evaluation
PRISMA	President's report on the implementation status of evaluation recommendations and management actions
SWAp	sector-wide approach
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group

# Preview of the work programme and resource issues for 2008 of the Office of Evaluation

## I. Background

1. This document is presented to the Evaluation Committee for consideration at its forty-eighth session in September 2007.
2. Following the comments of the Committee and based on the guidance and comments provided by the Executive Board during its ninety-first session, the Office of Evaluation (OE) will prepare its work programme and budget proposal for 2008 for discussion with the Evaluation Committee during its forty-ninth session on 10 October 2007. Thereafter, based on the further guidance of the Committee, OE will prepare its final work programme and budget proposal for 2008 for discussion at the ninety-second session of the Board (in December 2007). Prior to this, as per the Board's decision, the final proposal will be considered by the Audit Committee in November 2007, together with the Administrative Budget of IFAD for 2008.

## II. Summary of the 2008 preview

3. The 2007 OE work programme and budget were unusually large, as compared with previous years, because of a surge in the number of evaluations, in particular (i) corporate-level evaluations and (ii) country programme evaluations, including the joint evaluation with the African Development Bank (AfDB). However, as instructed by the Board in December 2006, the proposed OE work programme and resource requirements for 2008 will return to a more sustainable level, which will result in an estimated 8 per cent decrease in real terms, as compared with 2007. In sum, the proposal for OE's budget in 2008 is around US\$5.7 million.

## III. Achievements in 2007

4. OE had four main priorities for 2007: (i) conducting of selected corporate-level, country programme, and project evaluations; (ii) specific evaluation work required under the IFAD Evaluation Policy and the Terms of Reference of the Evaluation Committee; (iii) evaluation outreach and partnerships; and (iv) evaluation methodology development. Overall, OE has been able to implement all but one of the activities planned under the four established priorities, but it has also undertaken a number of activities that were not planned.<sup>1</sup> The specific achievements against the priority areas are listed in Annex I.
5. More specifically, the six planned corporate-level evaluations<sup>2</sup> for 2007 are on track. An inception report for the joint evaluation with AfDB's Operations Evaluation Department on agriculture and rural development in Africa was prepared in July. Desk work is in full swing and country visits in relation to this evaluation will be undertaken in the last quarter of 2007 and the first part of 2008. A memorandum of understanding between AfDB and IFAD, signed on 16 July in Tunis, captures the broad scope and the administrative and financial arrangements related to the joint evaluation. Among other issues, the memorandum entrusts OE with the day-to-day management of the joint evaluation.

<sup>1</sup> The commencement date of the Sudan country programme evaluation (CPE) was postponed due to unforeseen delays in the entry-on-duty date of the senior evaluation officer assigned to the CPE. In terms of unplanned activities, OE is undertaking the evaluations of the Paris Declaration on Aid Effectiveness and the evaluation of the One UN pilot initiative.

<sup>2</sup> These include the joint evaluation with AfDB, the evaluations of the Field Presence Pilot Programme, the Rural Finance Policy, and the Regional Strategy of IFAD for Near East and North Africa. Moreover, as per plan, towards the end of the year, OE will commence the evaluations of IFAD's capacity to promote replicable innovations and IFAD's approaches and operations in Meso America.

6. As requested by the Board in December 2004<sup>3</sup>, at the end of 2007, OE will begin the corporate-level evaluation of IFAD's capacity to promote replicable innovations for rural poverty reduction. This evaluation will include the assessment of the IFAD Initiative for Mainstreaming Innovation, which the Board had requested when approving the initiative in December 2004. In this regard, OE is cooperating with the evaluation offices of the Global Environment Facility and the International Development Research Centre. This will include an assessment of their own experiences in promoting innovations and their overall catalytic role. This collaboration will provide an opportunity for IFAD, the Global Environment Facility and the International Development Research Centre to exchange ideas on their evaluation approaches and methodology, and share the results and lessons generated.
7. OE has completed the evaluation of IFAD's Field Presence Pilot Programme. In this regard, a stakeholder workshop was held in June with the participation of all field presence officers and others to discuss the final draft report and to lay the basis for the evaluation's agreement at completion point. Among other issues, the evaluation found that the performance of IFAD is better - in terms of providing implementation support, undertaking policy dialogue, strengthening partnerships and managing knowledge - in countries that have some form of field presence than in those without such a presence. Moreover, although the sample is limited, the out-posted country programme manager model appears to be the most effective form of country presence for IFAD. In sum, the evaluation concluded that the question for future consideration is not whether field presence is needed, but rather what form of country presence is most appropriate for an organization such as IFAD to pursue, in order to maximize its development effectiveness.
8. The evaluation of the IFAD Rural Finance Policy was also completed by OE in 2007. The evaluation recognized that IFAD is a leader in rural finance globally, in terms of volume of investment, although it was noted that the performance of IFAD's rural finance operations could be further improved. It concluded that, compared with other organizations, IFAD does not have sufficient technical staff dealing with rural finance and that greater attention needs to be devoted to quality assurance of IFAD-funded rural finance operations during the project design phase. With regard to the latter, the evaluation concluded that some of its findings coincided with those already stressed during IFAD's internal project design review phases. However, such concerns had not been adequately addressed at the time of design, thus contributing to reduced project effectiveness in some cases. Among other issues, the evaluation recommended that IFAD update its corporate rural finance policy, which was prepared in 2000.
9. The Evaluation of the Regional Strategy for the Near East and North Africa has been completed. It found that the regional strategy was generally in line with IFAD's corporate strategies and priorities, but the resources allocated were too limited for adequate implementation of the strategy through IFAD country programmes and operations. In addition, as planned, OE will initiate in the last quarter of 2007, the evaluation of IFAD's approaches and operations in Meso-America.
10. OE worked on a number of country programme evaluations (CPEs) in 2007. First, it completed the Mali CPE by organizing a national round-table workshop in Bamako to discuss the key conclusions of the evaluation and to lay the basis for the agreement at completion point. This evaluation, inter alia, highlighted the importance of paying due attention to enhancing livelihoods through viable value-chain approaches, taking full account, however, of the limitations (e.g. in terms of infrastructure, access to markets and other services) of the marginal areas where the rural poor targeted by IFAD reside.

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<sup>3</sup> IFAD Initiative for Mainstreaming Innovation, document EB 2004/83/R.2.

11. The Morocco CPE was concluded in June 2007 following the organization of a national round-table workshop in Marrakech. The IFAD programme in Morocco was found to have a satisfactory performance and impact on rural poverty reduction, particularly in terms of increased food security, diversification of income and improved productive resources. The CPE found, however, that activities related to rural finance and, in particular, marketing of agricultural produce needed strengthening, for example, by widening opportunities for agro-processing. It was also noted that the lack of a permanent IFAD presence in the country was hampering the ability to engage effectively in policy dialogue activities.
12. The Brazil and Pakistan CPEs were launched in 2007. The fieldwork for these evaluations has been completed. The preliminary findings of the Brazil CPE highlighted that the performance of the projects funded by IFAD in the country has been good, whereas non-project activities such as policy dialogue, knowledge management and partnership-building – especially with donor organizations – have been weak. Likewise, even though the evaluation found some examples of innovation, IFAD's overall capacity to promote innovations systematically needs to be enhanced. Preparatory activities related to the CPEs for Ethiopia, Nigeria and Sudan have been undertaken, and missions in Ethiopia and Nigeria will be launched before the end of the year. Finally, OE undertook four project evaluations in Belize, Burkina Faso, Pakistan and the Philippines, in addition to completing a project evaluation in Romania that had been started in 2006.
13. Work towards the preparation of this year's Annual Report on the Results and Impact of IFAD Operations (ARRI) is in the final stage. As in the past, the document will be discussed by the Evaluation Committee in October and Executive Board in December. As anticipated last year, in addition to providing the customary account of the results and impact of IFAD operations, this year's ARRI report has a much greater focus on learning than in the past. This increased focus will widen the report's contribution by drawing attention to the key issues in need of attention by Management in order to enhance the Fund's overall development effectiveness. Moreover, this will also eliminate the risk of placing disproportionate emphasis on statistical aspects, such as the trends regarding IFAD's performance, contained in the ARRI report. Trends need to be interpreted with caution, especially given that projects chosen for evaluation are not selected randomly and the sample of projects evaluated in a given year is relatively small.
14. Therefore, two learning themes - sustainability and innovation - have been selected this year. Both themes have repeatedly emerged in past ARRI reports and OE evaluations as critical areas for IFAD's development effectiveness that require further attention by the Fund. In order to initiate a debate, specific research papers were produced by OE on each of these two topics. These papers formed the basis for discussion at two workshops organized by OE with IFAD staff, to exchange views and experiences, and to identify and agree on measures to strengthen IFAD's performance in the two areas. Among other issues, the workshops revealed the need for IFAD to pay much more attention to sustainability right from project design and the importance of policy dialogue and partnerships in successfully replicating innovative approaches promoted by IFAD. Finally, this year's ARRI report will provide a list of additional key themes emerging repeatedly in OE evaluations that IFAD needs to address in the future. The report will also include a proposal, based on this list, for the two themes that should form the key learning topics for the ARRI report of the following year.
15. As per the Terms of Reference of the Evaluation Committee, OE has so far this year organized two sessions of the Committee: in April and in September. During these sessions, the Committee discussed project evaluations undertaken in Colombia, the Philippines, and the United Republic of Tanzania, in addition to a number of other key documents such as the corporate-level evaluation of the Field Presence Pilot Programme, the OE work programme and resource issues for 2008, the President's

Report on the implementation status of evaluation recommendations and management actions (PRISMA) and the IFAD Innovation Strategy, together with OE comments. In addition, OE organized the annual field visit of the Committee to Mali, which allowed the Committee to visit IFAD-funded projects on the ground and take part in the Mali CPE national round-table workshop. Eight Committee members and five Executive Board members took part, and the Chairman of the Committee submitted a written report on the visit.

16. OE has been working on completing its evaluation manual. The manual is at an advanced stage, and a final version will be issued by the end of the year, following discussions with an international expert panel that has been formed for this purpose. The manual will serve as the key reference document for undertaking project and country programme evaluations. On a related aspect, significant attention has been devoted to evaluation quality assurance consisting, for example, of internal peer reviews for all evaluations. For corporate-level evaluations and selected CPEs, OE also hires external senior advisers to provide inputs in the undertaking of such evaluations. Finally, OE was an active member of a corporate task force responsible for developing the results measurement framework, a tool that will allow Management and the Executive Board to monitor the progress being achieved by the organization against the hierarchy of development objectives that lies at the heart of the IFAD Strategic Framework 2007-2010.
17. The division has strengthened its engagement in various international evaluation platforms and processes. The Director of OE took part in the annual meeting of the United Nations Evaluation Group (UNEG)<sup>4</sup> and also of the Evaluation Cooperation Group (ECG)<sup>5</sup>, in which OE has been invited to participate as an observer, pending the final decision on whether to admit additional organizations as full members. One OE evaluation officer is an active member of the Network of Networks on Impact Evaluations working group of the Organization for Economic Co-operation and Development/Development Assistance Committee, which is a platform for exchanging good practices and other issues related to impact evaluations. Finally, OE continued to implement its partnership agreement with the Swiss Agency for Development and Cooperation, which has provided supplementary funds for the undertaking of selected evaluation activities.
18. OE has engaged in discussions with the United Nations Development Group (UNDG) in defining its participation in the evaluation of the Paris Declaration on Aid Effectiveness. The UNDG has requested the evaluation office of the United Nations Development Programme (UNDP) to coordinate the involvement of United Nations agencies in the evaluation. In this context, OE will assess the efforts made by IFAD at headquarters and in a number of selected countries towards implementing the core provisions contained in the Paris Declaration. Likewise, OE is contributing, within the UNEG, to the evaluation of the One UN pilot initiative. This entails assisting in the undertaking of an evaluability assessment of the pilot, which would ultimately allow for a results-based evaluation of the pilot in the coming years. In addition, within the framework of the Secretary General's High-Level Panel on System-wide Coherence, OE prepared – together with the Food and Agriculture Organization of the United Nations and UNDP – the overall conceptual framework for the establishment of a United Nations-wide independent evaluation office, which was approved by the United Nations high-level committees on management/programmes, and by the United Nations System Chief Executives Board for Coordination. OE's involvement in these areas and the areas described in

<sup>4</sup> UNEG is composed of representatives of the evaluation offices of United Nations organizations. It serves, inter alia, as a platform for exchanging experiences on evaluation methodology and good practices, planning joint evaluations across United Nations-funded projects and programmes, establishing standards and norms for evaluation in the United Nations system and so on.

<sup>5</sup> With a broadly similar mandate to the UNEG, the ECG is composed of representatives of multilateral development banks.



paragraph 17 are new activities, which were not part of the original OE work programme for 2007.

19. Following the workload assessment carried out in 2006 for Professional staff, a workload assessment of the OE General Service staff was completed earlier in 2007. Similar to the workload assessments undertaken in other departments at IFAD in the recent past, the undertaking of the OE workload assessment is a key step towards enhancing the overall management and performance of the division's human resources. The assessment concluded that the workload was generally very heavy, but rather than proposing an increase in General Service staff, OE opted for introducing measures aimed at increasing the efficiency of the entire OE team. This assessment brought up a number of issues that the division is addressing with due attention. For this purpose, OE has set up a number of "improvement working groups" within the division to address each issue arising from the assessment. The annual mid-year divisional retreat provided the opportunity to discuss the topic further. OE benefited from the participation of the Director of Evaluation of UNDP at the retreat, who shared UNDP's approaches and experiences in tackling situations similar to those faced by OE.

#### IV. Taking stock of 2007

20. Before defining its priority areas, work programme and resource requirements for 2008, OE reviewed the experience in implementing its 2007 work programme and budget. Some key issues are summarized below.
21. Experience over the past years has illustrated the value of using ratings in evaluations as a means of assessing project performance and impact. However, at the same time, OE increasingly recognizes the need to enhance consistency in applying the rating system across all evaluations in order to minimize inter-evaluator variability. In addition to this consideration, the importance of understanding and providing **comprehensive** explanations for the causes of good or poor performance in all evaluations is an area that requires more attention. Some steps to be taken in this respect would be to devote greater efforts at the outset of each evaluation to systematically briefing consultants in the use of various data collection instruments and reporting formats, consistently undertake internal peer reviews of evaluation reports, and compile (in the context of the evaluation manual) good practice examples<sup>6</sup> for staff and consultants to follow in implementing evaluations under their responsibility.
22. The challenging area of consultant management has been highlighted in previous years, and addressed on an issue-by-issue basis. However, given the centrality of the role of consultants for the work of OE, the topic needs to be tackled energetically and in a more integrated fashion. In fact, one of the OE improvement working groups is devoted exclusively to this theme, and a concrete proposal has been devised, which consists of developing a database of consultants for evaluation, formulating guidelines for determining the level of effort for different types of consultants, establishing approaches for identifying new consultants and criteria for evaluating consultants' performance, and so on. Most of these activities will be undertaken in 2007, in particular, the establishment of the database, although some may have to be implemented next year.
23. As per the terms of reference of the Evaluation Committee, OE periodically organizes field visits for the Evaluation Committee (see paragraph 15). These events have proved to be very useful, as they allow Committee members to interact directly with project beneficiaries and other stakeholders in partner countries, and to participate in the final stages of higher-plane evaluations. A number of field visits have been undertaken in the past years.<sup>7</sup> Given the

<sup>6</sup> For approach papers, terms of reference, aide memoires, evaluation reports, etc.

<sup>7</sup> Field visits have been undertaken in the following countries since 2000: the Syrian Arab Republic, Indonesia, Mexico and Mali.

importance and periodicity of these events, efforts will be made to further improve the design of such field visits to maximize the opportunity for Committee members to interact with the rural poor and their communities, and also to assess the results of activities funded by IFAD on the ground.

## V. OE priorities for 2008

24. OE has four priorities for 2008, which take into consideration the need to satisfy the requirements of the Evaluation Policy and the terms of reference of the Evaluation Committee.
25. These **four main priority areas** are:
  - (a) conducting of selected corporate-level, country programme, and project evaluations;
  - (b) specific evaluation work required by the Evaluation Policy and the Terms of Reference of the Evaluation Committee;
  - (c) evaluation outreach and partnerships; and
  - (d) evaluation methodology.
26. Priority area (a) represents the core of OE's work programme, in terms of both the number of activities and the human and financial resources required. Under this priority, OE will complete a number of evaluations that were initiated in 2007. These include first and foremost the joint evaluation with the AfDB on agriculture and rural development in Africa and the evaluation of IFAD's capacity to promote replicable innovations for rural poverty reduction, in addition to the evaluation of IFAD's approaches and operations in Central America.
27. In April 2005, IFAD's Private-Sector Development and Partnership Strategy and the IFAD Policy on Sector-Wide Approaches (SWAp) for Agriculture and Rural Development were approved by the Executive Board. In so approving, the Board requested that OE undertake, in 2008, an evaluation of each initiative.<sup>8</sup> However, in order to give more time to the implementation of the private-sector strategy, OE proposes that this evaluation now be initiated in 2009 (the Board originally requested OE to initiate this towards the end of 2008). The evaluation of the SWAp policy will commence as planned in 2008. The proposed sequencing of these evaluations will be consistent with the previous agreement of the Board for OE to limit the number of corporate-level evaluations in any one year, given the complexity of such evaluations and the level of engagement required by Management to effectively participate in such evaluation processes.
28. As mentioned above, in coordination with the UNEG and UNDG respectively, OE is involved in the evaluations of the One UN pilot initiative and the Paris Declaration on Aid Effectiveness. With regard to the evaluation of the Paris Declaration, in 2008, OE's contribution will include participating in the development of the evaluation framework and in the evaluation of the results achieved. With regard to the evaluation of the One UN pilot, OE will contribute to the development of the methodology for the independent evaluation of the pilot initiative, which will take place in 2009/2010, and will assist in the preparation of guidelines for country self-assessments in 2008/2009.
29. OE will finalize the CPEs of Brazil, Ethiopia, Pakistan, Sudan and Nigeria that commenced in 2007, and initiate CPEs in three new countries. Additionally, OE will work on five or six new project evaluations involving all regions. In fact, the exact number and types of evaluations to be conducted in 2008 will be determined by a review of actual progress in the implementation of the 2007 work programme to be undertaken in September 2007 and other considerations that may arise at that time. The final proposal for the evaluations to be included in the 2008 work

<sup>8</sup> See documents EB 2005/84/R.4/Rev.1 and document EB 2005/84/R.5/Rev.1.

programme will be contained in the OE work programme and budget document to be submitted for the consideration of the Evaluation Committee in October 2007.

30. Under priority area (b), OE will prepare the sixth ARRI report, and present it to the Evaluation Committee in October and Executive Board in December 2008. OE will review and prepare its comments on the PRISMA report, Portfolio Performance Report and Development Effectiveness Report (to be prepared by Management), which will each be discussed by both the Evaluation Committee and the Executive Board. In addition, next year OE will prepare its 2009 work programme and budget, and present same to the Evaluation Committee and Executive Board for consideration, as per established practice and within the agreed time frames.
31. As per the terms of reference of the Evaluation Committee, OE will organize four sessions of the Committee in 2008, and any special sessions considered necessary by the Chairperson. In addition, OE will organize a field visit for the Committee in connection with a country programme evaluation. As in past years, the Committee will define the provisional agenda for 2008 at its last session in December 2007, including the country of destination for the annual field visit.
32. With regard to priority area (c), OE will continue its efforts to ensure that the aspects of communication and dissemination are incorporated into each evaluation from the outset. The present practice of disseminating printed copies of evaluation reports and of profiles and insights to Executive Board members and others, and the continuous updating of the Evaluation Knowledge System<sup>9</sup> will be maintained. OE will continue to hold multistakeholder workshops in partner countries, with the aim of exchanging views and experiences on the main results and lessons learned from evaluations.
33. In terms of partnerships, OE will continue to participate actively in the discussions of the UNEG and ECG. It will also take part in selected international and regional conferences and workshops on evaluation and related themes.
34. In priority area (d), OE will continue to exercise thorough oversight to ensure that its evaluation methodologies are applied consistently across all evaluations. Towards this end, among other measures, evaluation mission leaders will be required to come to IFAD headquarters at the outset of each evaluation for briefing and for part of the report-writing phase. Similarly, the participation of mission leaders as well as the designated OE lead evaluator in preparatory missions will be made standing practice. Finally, OE will organize a training workshop for staff and consultants on the new evaluation manual. The manual will also be presented to IFAD Management and the Evaluation Committee during the year. Peer reviews will continue to be an integral aspect of the division's quality assurance system.

## **VI. Human and financial resource requirements**

35. The 2007 work programme and budget of OE was larger than in previous years both in terms of the number of evaluations planned and in terms of the resources required. However, as promised last year, the 2008 OE work programme and budget will be smaller in real terms than that of 2007. In particular, this has been achieved by a reduction in the number of corporate-level evaluation and CPEs planned for 2008.
36. Next year, OE expects to have the same staff requirement as 2007. It is important to note that in 2008 OE will continue to require the services of the additional temporary professional allocated in 2007 for work related to the joint evaluation with AfDB.
37. It is foreseen that the above priorities and work programme will require a budget that is expected to entail an 8 per cent reduction in real terms as compared with the OE budget for 2007.

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<sup>9</sup> This may be accessed through the IFAD website.

38. The specific budget for 2008 will be presented to the Executive Board in December 2007. The preliminary OE budget proposal for 2008, including the 2 per cent inflation factor used by the rest of IFAD, is presented in Annex III.
39. Finally, as requested by the Audit Committee in 2006, OE will investigate the options for establishing an appropriate benchmarking ratio of its annual budget, and present the results of this analysis to the Evaluation Committee during its forty-ninth session planned for October 2007.

## OE achievements in relation to planned priorities and activities in 2007

<i>Priority Area</i>	<i>Type of Work</i>	<i>Evaluation Activities</i>	<i>Planned Implementation Status</i>	<i>Present Status</i>
<b>Priority A: Conducting of selected corporate-level, country programme, and project evaluations</b>	<b>1. Corporate-level evaluations</b>	IFAD Rural Finance Policy	To be completed in March 2007	Completed
		Field Presence Pilot Programme	To be completed in July 2007	Completed
		Regional Strategy in Near East and North Africa	To be completed in March 2007	Completed
		IFAD's Capacity to Promote Replicable Innovations for Rural Poverty Reduction	To start in December 2007	Will be undertaken as scheduled
		Joint evaluation with AfDB on Agricultural and Rural Development in Africa	To start in January 2007	Started as scheduled
		IFAD's approaches and operations in Meso-America	To start in November 2007	Will be undertaken as scheduled
		Paris Declaration for Aid Effectiveness	Activity initially not planned. To start in June 2007	To be completed in 2009
		One UN pilot initiative	Activity initially not planned. To start in September 2007.	To be completed in 2010
	<b>2. Country Programme Evaluations</b>	Brazil	To be completed in December 2007	Undertaken as scheduled
		Ethiopia	To start in May 2007	Undertaken as scheduled
		Morocco	To be completed in July 2007	Completed
		Nigeria	To start in March 2007	Undertaken as scheduled
		Pakistan	To start in January 2007	Undertaken as scheduled
		Sudan	To be completed by December 2007	To be completed in 2008 due to delay in the recruitment of lead OE evaluator
	<b>3. Project Evaluation</b> <b>3.1 Interim Evaluation</b> <b>3.2 Completion Evaluations</b>	Burkina Faso, Rural Development Project in the Eastern ORD	To be completed in October 2007	Undertaken as scheduled
		Philippines, Western Mindanao Community Initiatives Project	To be completed in November 2007	To be completed in December 2007
		Albania, Mountain Areas Development Programme	To be completed in November 2007	To be completed in December 2007, due to unforeseen departure of lead OE evaluator
		Belize, Community-initiated Agriculture and Resource Management Project	To be completed in July 2007	Will be completed in October 2007

<i>Priority Area</i>	<i>Type of Work</i>	<i>Evaluation Activities</i>	<i>Planned Implementation Status</i>	<i>Present Status</i>
		Pakistan, Dir Area Support Project	To be completed in October 2007	Will be completed in December 2007
		Romania, Apuseni Development Project	To be completed in January 2007	Completed
<b>Priority B:</b> Specific evaluation work required by the Evaluation Policy and the Terms of Reference of the Evaluation Committee	<b>4. Evaluation Committee and Executive Board</b>	Hold four regular Committee sessions and additional ad hoc sessions, according to the revised terms of reference and rules of procedure of the Evaluation Committee. Undertake annual field visit to Mali.	Four regular sessions in 2007	Two sessions organized and field visit undertaken to Mali in March 2007
		Review of the implementation of the Work Programme and Budget 2007 and Preparation of the Work Programme and Budget 2008	To be completed by December 2007	Will be undertaken as scheduled
		OE's comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	To be completed by July 2007	Completed
		Fifth Annual Report on the Results and Impact of IFAD Operations (ARRI)	To be completed by December 2007	Will be completed as scheduled and presented to the Committee in October and the Executive Board in December
		OE's comments on the Portfolio Performance Review and Development Effectiveness Report	To be completed by December 2007	Will be undertaken as scheduled
		OE's comments on selected IFAD operation policies (i.e. innovation strategy) prepared by IFAD Management for consideration by the Evaluation Committee	To be completed by July 2007	Completed
<b>Priority C:</b> Evaluation outreach and partnerships	<b>5. Communication Activities</b>	Reports, Profiles, Insights, OE Website, etc.	January-December 2007	Undertaken as scheduled
	<b>6. Partnerships</b>	ECG, the Swiss Agency for Development and Cooperation and UNEG	January-December 2007	Undertaken as scheduled

<i>Priority Area</i>	<i>Type of Work</i>	<i>Evaluation Activities</i>	<i>Planned Implementation Status</i>	<i>Present Status</i>
	<b>7. Project development teams and operational strategy and policy guidance committee as required</b>	Two project development teams per evaluation officer per year	January-December 2007	Undertaken as scheduled
<b>Priority D: Evaluation methodology development</b>	<b>8. Methodological Work</b>	Methodology Quality Assurance	January-December 2007	Undertaken as scheduled
		Evaluation Manual	To be completed in April 2007	Will be completed in December 2007
		OE's contribution to enhance IFAD self-evaluation activities	January-December 2007	Undertaken as scheduled
		Management of consultants	January-December 2007	Undertaken as scheduled
		Peer reviews of all higher-plane evaluations and selected project evaluations	January-December 2007	Undertaken as scheduled

**OE staff levels for 2008**  
**(the proposed regular and temporary staffing levels are the same as in 2007)**

	<i>Regular posts</i>	<i>Fixed-term staff<sup>a</sup></i>	<i>Total</i>
Administrative budget	16.5	3.5	20

<sup>a</sup> These are staff members recruited through a competitive process with contract duration of a maximum of one year, renewable subject to the availability of resources.



**Proposed 2008 OE budget**  
(United States dollars)

	<i>2007 budget restated at 0.737 euro/US\$</i>	<i>Decrease in real terms</i>	<i>Mandatory increases</i>		<i>2008 budget</i>
			<i>2 per cent inflation<sup>a</sup></i>	<i>ICSC staff cost<sup>b</sup></i>	
Evaluation work	2 990 565	-466 955	59 811	-	2 583 422
Staff costs	2 835 130	0	-	359 989	3 195 119
Sum	5 825 696	-466 955	59 811	359 989	5 778 541
Decrease in percentage	-	-8.0%	-	-	-

<sup>a</sup> As for the rest of IFAD.

<sup>b</sup> As conveyed by the Strategic Planning and Budget Division based on International Civil Service Commission data.