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Enabling poor rural people  
to overcome poverty

## **Preview of the Office of Evaluation's three year (2009-2011) rolling work programme and 2009 resource issues**

Evaluation Committee — Fifty-second Session  
Rome, 5 September 2008

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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
CHARM	Cordillera Highland Agricultural Resource Management project
CLE	corporate level evaluation
COSOP	country strategic opportunities paper
CPE	country programme evaluation
ECG	Evaluation Cooperation Group
IEP	international experts panel
OE	Office of Evaluation
OPEV	Operations Evaluation Department
NONIE	Network of Networks on Impact Evaluation
PMD	Programme Management Department
PRISMA	President's Report on the implementation status of evaluation recommendations and management actions
SWAps	Policy on Sector-wide Approaches
UNEG	United Nations Evaluation Group

# Preview of the Office of Evaluation's three-year rolling work programme (2009-2011) and resource issues for 2009

## I. Introduction

1. As decided by the Executive Board,<sup>1</sup> starting from 2009, the Office of Evaluation (OE) will prepare a three-year rolling evaluation work programme, in line with good practice of other evaluation outfits<sup>2</sup> that follow a similar approach. This document contains a rolling evaluation work programme for three years (2009-2011) and a budget proposal for 2009.
2. Following the comments of the Evaluation Committee and the guidance and comments provided by the Executive Board during their respective sessions in September 2008, OE will prepare its 2009-2011 work programme and 2009 budget for discussion with the Evaluation Committee during its fifty-third session on 3 October 2008. Thereafter, based on the further guidance of the Committee, OE will prepare the final work programme and budget for discussion at the ninety-fifth session of the Board (in December 2008). Prior to this, as per the Board's decision, the final proposal will be considered by the Audit Committee in November 2008, together with the administrative budget of IFAD for 2009.
3. This document has five sections. Section II presents a summary of OE's main achievements thus far in 2008 (an overview is also contained in annex III). Section III provides selected lessons gained from the implementation of the current year's work programme and budget. Section IV presents the proposed priorities for 2009-2011, including an account of the main evaluation activities that the division plans to undertake. It also contains an initial proposal for introducing a system for monitoring OE's effectiveness and quality of work. Section V outlines the resources for 2009 that will allow OE to implement its work programme in a timely manner. Annexes II and III provide a synthesis of the human and financial resource requirements of OE in 2009.

## II. Achievements in 2008

4. OE had four priorities in 2008, which took into consideration the need to satisfy the requirements of the IFAD Evaluation Policy and the Terms of Reference of the Evaluation Committee. These priorities were: (i) selected corporate-level, country programme and project evaluations; (ii) specific evaluation work required under the Evaluation Policy and the Terms of Reference of the Evaluation Committee; (iii) evaluation outreach and partnerships; and (iv) evaluation methodology. Overall, we expect to implement all the activities planned<sup>3</sup> under the four established priorities by the end of 2008. However, the joint evaluation with the African Development Bank (AfDB) on agriculture and rural development policies and operations in Africa required more OE involvement and time than expected and will therefore be completed in the first part of 2009, rather than at the end of 2008. This demanding joint evaluation and the workload it generated for OE have also delayed completion of the Sudan country programme evaluation (CPE) and the Evaluation of IFAD's capacity to promote pro-poor replicable innovations for rural poverty reduction, both of which will be completed in 2009 (see annex III for further information). In the review year, OE also undertook a number of unforeseen

<sup>1</sup> See paragraph 8 in the Report of the Chairperson on the forty-ninth session of the Evaluation Committee presented to the ninety-second session of the Executive Board in December 2007.

<sup>2</sup> See, for example, the proposed 2008-2010 Three-year rolling work programme and 2008 Budget of the Operations Evaluation Department of the African Development Bank; and the World Bank's Independent Evaluation Group's Work Programme and Budget (FY08) and Indicative Plan (FY09-10).

<sup>3</sup> In all, OE worked on two corporate level evaluations, eight country programme evaluations and six project evaluations in 2008, in addition to undertaking numerous other evaluation-related tasks.

activities, such as the preparatory work for an eventual project interim evaluation to be conducted in early 2009 in Uganda.

5. With regard to priority (i), OE worked with the Operations Evaluation Department of AfDB to undertake a major joint evaluation of the two organization's agriculture and rural development policies and operations in Africa. This evaluation will be completed in the first semester of 2009, as explained in paragraph 4. Thus far, IFAD and AfDB have signed a memorandum of understanding that provides the broad framework for undertaking the joint evaluation. They also prepared an inception report, which outlines the objectives, processes, evaluation framework and key questions to be covered by the evaluation. Moreover, the interim report on the joint evaluation has been completed, which draws on four specific working papers, namely: (i) the challenging context and prospects for agriculture and rural development in Africa; (ii) a meta-evaluation of past performance of both organizations, based on existing evaluative evidence; (iii) a partnership assessment to evaluate the partnership between AfDB and IFAD, and also the partnership of the two organizations with other major actors in agriculture and rural development in Africa. A benchmarking study was also undertaken to learn from good practices related to partnership that may be found in other development organizations; and (iv) a review of key business processes, with the aim of examining the extent to which such processes affect the performance of the two institutions in achieving the desired results. Currently, the evaluation is in its country work phase, which includes visits to selected countries and interaction with a range of partners and stakeholders at the country level. The draft final report will be produced thereafter. Finally, it is useful to underline that the preliminary results emerging from the evaluation – based on the two working papers available at the time (see items (i) and (ii) above) – were discussed in a side event during the thirty-first session of the Governing Council of IFAD. These preliminary results were also discussed with the respective management teams of the AfDB and IFAD, and during the first ever retreat for AfDB and IFAD operations staff, which was held in Tunis in May.
6. OE started the corporate-level evaluation (CLE) of IFAD's capacity to promote pro-poor replicable innovations for rural poverty reduction. The evaluation approach paper has been produced and discussed with IFAD Management. As agreed with the Board, this evaluation will also include an assessment of the Initiative for Mainstreaming Innovation. The evaluation is currently in its inception phase, and is expected to be completed in 2009 and discussed at both the Evaluation Committee and the Executive Board. Ultimately, the evaluation is expected to contribute to improving IFAD's overall efforts in promoting innovation.
7. OE worked on a number of country programme evaluations (CPEs) in 2008. It completed the Ethiopia CPE<sup>4</sup> with the organization of a national round-table workshop in Addis Ababa in June. The Director of the World Bank's Independent Evaluation Group joined OE for a field visit (which preceded the workshop) to an IFAD-funded project and at the evaluation workshop, in order to gain an insight into OE's approach to CPEs. The evaluation revealed that the performance of IFAD operations in terms of key evaluation criteria, such as sustainability and innovation, was better than the overall average for IFAD operations in all regions, as reported in last year's Annual Report on Results and Impact of IFAD Operations (ARRI). Among other issues, the CPE found that there was a need to ensure wider synergies within and across projects in the country and highlighted the importance for IFAD to strengthen linkages between research and extension to ensure better adoption of technologies by small farmers. It also noted the need to encourage further the development of the private sector as a way of promoting access to markets. Finally, while recognizing the independent nature of the CPE, the Government expressed satisfaction with the participatory approach of the evaluation.

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<sup>4</sup> The Ethiopia CPE will be discussed at the Evaluation Committee session of December 2008.

8. Likewise, OE completed the Pakistan CPE with the organization of a national round-table workshop in Islamabad in July. During the event, a meeting specifically dealing with the CPE was held with the President of Pakistan. Among other issues, he underlined the need for greater assistance to livestock development, including wider investments in the dairy sector to accelerate rural poverty reduction in the country. The evaluation found that the Fund has made an important contribution to agriculture and rural development in Pakistan, despite its relatively limited volume of investments in the country as compared with public investments and the total overseas development assistance to this sector. At the same time, the CPE highlighted the need for IFAD to ensure a better balance between agricultural and non-farm investments for rural poverty reduction in its future country strategy for Pakistan.<sup>5</sup> Consistent with the views of the Government, the CPE also underlined the need for IFAD to consider continuing its engagement in disadvantaged and remote areas in the country, some of which are affected by conflicts.
9. The Nigeria CPE is under way and will be completed by the end of the year. The draft CPE report has been produced, and shared with IFAD Management and the Government of Nigeria. The Government conveyed their appreciation of what they consider to be a very useful evaluation. The Western and Central Africa Division is also in broad agreement with the main findings and recommendation of the CPE. The findings reveal that the Fund has made a significant contribution to promoting community-driven development as a key feature of agricultural and rural development projects in the country. The evaluation also stresses the need to study carefully the roles and responsibilities of federal, state and local government institutions in future projects and programmes. The evaluation underlined the importance of focusing on the development of smallholder farmers, which is essential for improving the livelihoods of the poor in rural areas and for food security in general. OE is also working on the Sudan CPE, which will be completed in 2009. The draft Sudan evaluation report is under production, and will shortly be shared with partners outside OE for review and comments.
10. With regard to project evaluations, as agreed with the Board, OE is working on six project evaluations, in Argentina, China, the Democratic People's Republic of Korea, Guatemala, Madagascar and Mauritania.
11. With regard to priority (ii), the preparation of this year's ARRI report is well under way. As planned, the document will be discussed in October with the Evaluation Committee and, thereafter, with the Executive Board in December 2008. Following the practice introduced last year, this year's report also devotes greater space to learning, in addition to providing the usual account of performance and impact of IFAD operations. With regard to learning, the ARRI this year focuses on two themes, namely the importance of considering context in country strategy formulation, and project design and implementation; and the need to improve weak monitoring and evaluation systems at the project level. In this regard, OE prepared issues papers, and organized two in-house learning workshops to discuss the two themes and exchange views with IFAD staff. Staff inputs will be used in preparing the two corresponding sections in the ARRI. Moreover, as part of the learning and reflection process related to country context, OE organized two IFAD-wide seminars with speakers from the World Bank's Independent Evaluation Group responsible for World Bank evaluations of fragile states and middle-income countries. These seminars provided an opportunity to learn about the challenges and opportunities the Bank is facing in such countries.

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<sup>5</sup> The Pakistan CPE will be discussed at the Evaluation Committee session of September 2008.

12. 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 September. During these sessions, the Committee discussed a project evaluation in Burkina Faso, the Brazil CPE, the preview of the three-year rolling work programme and 2009 resource issues, and the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA). In addition, OE organized the annual field visit of the Evaluation Committee, this year to the Philippines, which allowed the Committee to visit the IFAD-funded Cordillera Highland Agricultural Resource Management Project and participate in a learning workshop on the evaluation of the project. During their field visit, the Committee had discussions with the President of the Philippines. She underlined the role of IFAD in improving agriculture productivity, which is especially important in the context of rising food and commodity prices. Eight members of the Committee took part in the field visit, and the Chairperson of the Committee provided a written report on the visit to the Executive Board in April.
13. With regard to priority (iii), OE continued to strengthen its engagement in various international evaluation platforms and processes related to evaluation. OE took part in the annual meeting of the United Nations Evaluation Group (UNEG). OE is a member of the UNEG task forces on: (i) the establishment of a United Nations system-wide independent evaluation mechanism, (ii) the evaluation of the One United Nations Initiative, (iii) country-level evaluations, (iv) evaluation quality enhancement, and (v) impact evaluation. The Director of OE also took part in the annual meeting of the Evaluation Cooperation Group (ECG) of the multilateral development banks, in which OE has been admitted as an observer, pending a final decision by the ECG on full membership next year. This decision will be taken following an assessment by the ECG of OE's independence and methodologies. With regard to the Network of Networks on Impact Evaluation (NONIE), an OE representative who is a NONIE member took part in the discussions about the network, which is a platform for development agencies concerned with developing methodologies and approaches for rigorous evaluation of impact. OE continued its partnership with the Swiss Agency for Development and Cooperation. Some areas of focus are: strengthening the evaluation partnership with AfDB's Operations Evaluation Department; and assessing, through CPEs, IFAD's engagement in donor harmonization, policy dialogue and aid coordination mechanisms at the country level. Finally, having ensured that there were no implications for OE's independence, OE staff participated in the evolving quality assurance and quality enhancement activities, in addition to several operational policy and strategy committee meetings, and project development teams. OE will follow the development of these in-house platforms, and will then define its own participation for next year accordingly.
14. One important task under priority (iv) is the preparation of OE's new evaluation manual, which will provide the division's enhanced evaluation processes and methodologies for project and country programme evaluations. This major task is well under way and, as agreed with the Evaluation Committee last year, the document will be discussed at a dedicated informal session of the Committee before the end of the year, prior to finalization. Thus far, OE has held numerous discussions within the division, in addition to organizing a workshop on the subject with evaluation consultants and directors of selected IFAD-funded projects, which generated useful comments. A discussion was also held on the draft manual with PMD. In the coming weeks, a workshop will be organized on the draft manual with the international experts panel (IEP) set up by OE. The IEP is composed of seven members from different backgrounds in development evaluation, and its main role is to carry out a peer review of the document, provide methodological inputs and ultimately ensure that the manual reflects cutting-edge know-how and is consistent with international evaluation norms and standards.



15. Following the establishment in 2007 of a number of OE "improvement working groups" with the objective of improving communication, knowledge-sharing and teamwork, significant results have been achieved towards a better work environment in OE. These results include: the introduction of an orientation programme for all new OE staff; the development of new tools to enhance OE's ability to recruit and manage high-quality consultants; improvements in supervisor/supervisee relationships and identification of best practices to promote such improvements; a systematic approach to dealing with any grievances; and the definition of specific activities for better knowledge-sharing. In order to mainstream the work to date and ensure that the benefits realized are sustained, OE has also introduced divisional focal points whose roles encompass PeopleSoft Support, specialized assistance with consultant management, staff training and new staff orientation.

### **III. Taking stock of 2008**

16. As in past years, before defining its priority areas, work programme for the three year period 2009-2011 and resource issues for 2009, OE reviewed the experience in implementing its 2008 work programme and budget. Some key issues are summarized below.
17. OE is devoting greater attention to internal peer reviews as a means of improving the quality of evaluation deliverables. The reviews have been found to be extremely useful: not only do they serve as a platform for sharing knowledge and experiences among evaluators, but they will also help reduce inter-evaluator variability in the future. The reviews require thorough preparation by the staff concerned, therefore adequate time and space needs to be factored into individual annual work programmes.
18. Similarly, OE has continued to devote resources to knowledge management, especially to finding ways and means to share evaluation-based lessons with partners in developing countries and within IFAD. For example, OE organizes a learning workshop at the end of each evaluation to exchange views on the main results and lessons that have emerged from the evaluation. Furthermore, as part of its participation in the corporate-wide working group devoted to the implementation of the IFAD Strategy for Knowledge Management, OE has established an internal working group to tackle this theme in a more systematic and comprehensive manner.
19. The ongoing joint evaluation with the AfDB has demonstrated the potential for OE to undertake joint evaluations with other development organizations. While joint evaluations are challenging to conduct for a variety of reasons – including the level of time and resources that they consume – they support the Fund's commitments under the Paris Declaration on Aid Effectiveness. For example, such joint endeavours contribute to reducing transaction costs for developing country evaluations, provide opportunities for widening the scope of a given evaluation and offer greater possibilities for learning. In sum, more efforts will be made by OE in the future to undertake joint evaluations on a selective basis. Options are currently being explored to conduct a joint CPE in Mozambique with the AfDB and a joint evaluation of agricultural and rural development policies and operations in the Latin America and Caribbean region with the Inter-American Development Bank.

#### **IV. OE Priorities for 2009-2011**

20. OE proposes four priorities for the period 2009-2011, which take into consideration the eight current IFAD corporate priorities<sup>6</sup> as well as the requirements of the Evaluation Policy and the Terms of Reference of the Evaluation Committee.
21. The four main priority areas for 2009-2011 are:
  - (a) Selected corporate-level, country programme and project evaluations;
  - (b) Specific evaluation work required by the Evaluation Policy and under the Terms of Reference of the Evaluation Committee;
  - (c) Evaluation outreach and partnership; and
  - (d) Evaluation methodology and effectiveness of OE.
22. Priority area (a) represents the core of OE's work programme. Under this priority, OE will complete a number of evaluations that were initiated in 2008. These include the joint evaluation on agriculture and rural development in Africa, the CLE on IFAD's capacity to promote pro-poor replicable innovations for rural poverty reduction, and the CPEs for Argentina, India, Mozambique, Niger and Sudan.
23. As agreed with the Executive Board in December 2007, OE will initiate the CLE on IFAD's Private Sector Development and Partnership Strategy in 2009, which will be completed towards the end of 2010. Two further CLEs are included in the three-year rolling evaluation programme, these will deal with: (i) the IFAD Policy on Sector-wide Approaches (SWAs) for Agriculture and Rural Development;<sup>7</sup> and (ii) IFAD's efforts and approaches in promoting gender equity and women's empowerment in its operations. The undertaking of such an evaluation by OE was called for in the document Mainstreaming a Gender Perspective in IFAD's Operations, approved by the Executive Board in April 2003. This is an important evaluation, as it is expected to generate building blocks for the preparation by Management of an IFAD policy on gender.
24. A number of CPEs are provisionally planned for the period 2009-2011. A major factor when deciding to include a CPE in the rolling programme is that there is a clear intention on the part of Management to develop a new country strategy opportunities programme (COSOP) in that country, once the evaluation is complete. Hence, following consultations with PMD, CPEs for the following countries are planned during 2009-2011: China, Ghana, Haiti, Kenya, Madagascar, Viet Nam and Yemen.
25. Various project evaluations have also been planned for the same period. In particular, six new project evaluations are proposed for 2009: in China, the Dominican Republic, Ethiopia, Mali, Uganda and Yemen. The evaluations in Ethiopia and Uganda are interim project evaluations, which are mandatory under the Evaluation Policy, before Management embarks on the design of the subsequent phase of the projects concerned. Completion and interim project evaluations for 2010 and 2011 will also be provisionally included in the three-year rolling work programme, for discussion with the Evaluation Committee in October 2008.
26. Under priority (b), OE will prepare the ARRI report each year from 2009 to 2011 and present it as per usual practice to both the Evaluation Committee and the Executive Board. Similarly, it will review, and prepare comments on, the PRISMA

<sup>6</sup> The Fund has eight corporate management results: better country programme management, better project design, better project implementation support, improved resource mobilization and management, improved human resource management, improved risk management, improved administrative efficiency and more strategic international engagement and partnership.

<sup>7</sup> At the time of approving the policy in 2005, the Executive Board decided that OE would undertake the SWAp policy evaluation.

report, the RIDE Report and the Portfolio Performance Report (PPR).<sup>8</sup> Moreover, as per the Terms of Reference of the Evaluation Committee, OE will prepare its comments on any corporate policy proposal developed by Management following the undertaking of an evaluation by OE on the same topic, for example, IFAD's engagement with indigenous people planned for Board presentation in April 2009. Finally, each year from 2009-2011, OE will prepare a three-year rolling work programme.<sup>9</sup> This document will also contain a specific budget proposal for the first year of the three-year rolling work programme.

27. As per the Terms of Reference of the Evaluation Committee, OE will organize four sessions of the Committee each year, and any special sessions considered necessary by the Chairperson. The Board will determine the composition of a new Evaluation Committee in April 2009, which will have a mandate of three years (until the April 2012 Board session). An orientation session will be organized by OE for any new members joining the Committee during the three-year period. The Committee will define its provisional agenda for the subsequent year at its December session, including the country of destination and time frame for the annual field visit.
28. With regard to priority (c), OE will continue its efforts to ensure that communication and evaluation knowledge dissemination are factored in as important aspects of each evaluation from the outset. The present practice of sending printed copies of evaluation reports and Profiles and Insights to Executive Board members and others, and the updating of the Evaluation Knowledge System will be made more timely and systematic. In line with the Evaluation Policy, OE will participate selectively in internal platforms (e.g. the Operational Strategy and Policy Committee (OSC) and quality enhancement processes) with a view to enhancing in-house understanding of evaluation lessons and recommendations. More specifically, OE will participate in OSCs or quality enhancement processes dealing with new policies, strategies or projects that have been developed following an OE evaluation of that topic. Among other activities, in-country learning workshops will be organized at the end of each evaluation undertaken, as a means of discussing evaluation results with multiple stakeholders.
29. In terms of partnerships, OE will continue to participate actively in the discussions of the ECG, NONIE and UNEG. It will also take part in selected international and regional conferences and workshops on evaluation and related themes. And, as mentioned in paragraph 62, it will explore opportunities for joint evaluations, for example, with organizations that have cofinanced operations with IFAD or that may be undertaking evaluations on a similar theme or country programme.
30. Priority (d) responds to the Committee's request to prepare a proposal for a system that would help both the Evaluation Committee, on behalf of the Board, and OE management in monitoring the division's effectiveness and the quality of its work. This will entail various mutually reinforcing activities as follows: (i) non-recurrent measures; and (ii) continuous measures (see annex VI).
31. Non-recurrent measures include the undertaking of an external peer review/assessment, and the development and deployment of a new evaluation manual. In 2009, OE plans to open itself up to an external peer review of its effectiveness and usefulness. One option is for OE to undergo the quality assessment that the ECG plans to conduct of its members, in particular those newly admitted as full members to the group. Further details on the overall approach and modalities for the external peer review will be included in the comprehensive work programme and budget document, for discussion with the Committee in October.

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<sup>8</sup> OE is aware that there is a Management proposal to merge the RIDE and the PPR. If the Board approves the proposal, then OE's comments will be limited to the consolidated (RIDE/PPR) report in the future.

<sup>9</sup> These will cover the period 2009-2011 (presented to the Board in 2008), 2010-2012 (for presentation in 2009), and 2011-2013 (for presentation in 2010).

32. The other non-recurrent measure is the rolling out next year of the new evaluation manual that will be finalized by the end of 2008. A robust methodology is critical for OE's quality and effectiveness. A coherent plan is in place for the manual's implementation and dissemination, including comprehensive briefing of OE staff and consultants involved in evaluation work (see paragraph 57 for details of the manual's production process).
33. Continuous measures include the systematic undertaking of internal (within OE) peer reviews for all evaluations conducted by the division, the use of senior independent advisors for higher-plane evaluations, and the development of an effectiveness framework for monitoring the quality of OE's work. As in the past, the internal peer reviews will be used as a key instrument for quality assurance of OE evaluations and knowledge-sharing, while the mobilization of the services of senior independent advisors for the higher-plane evaluations will reassure the Committee and Board that OE evaluations are of the required quality and in line with international good practice.
34. As a key component of the system to monitor the division's effectiveness and quality of work, OE proposes to introduce a results framework with a number of indicators to assess OE's effectiveness. As there is no internationally agreed system for monitoring the quality of the evaluation outfits of development agencies, OE has conducted an initial scanning of the results/effectiveness frameworks available in selected development organizations (AfDB, the Asian Development Bank, the Food and Agriculture Organization of the United Nations [FAO], the World Bank and the United Nations Development Programme).
35. Some of the main indicators used by these organizations for monitoring the effectiveness and quality of their evaluation work are: (i) the rate of adoption of recommendations from evaluations undertaken in a given year in new strategies and operations; (ii) the issuance of evaluation reports in a timely manner (within a defined time period after the completion of a particular evaluation), to promote learning among key stakeholders; (iii) the number of hits received on the evaluation section of the organization's website over a month; (iv) requests by audiences for specific evaluation reports; (v) percentage of evaluations completed by year-end as compared with targets defined in the work programme at the beginning of the year; (vi) number of Board members providing positive feedback on an evaluation discussed by the Board; and (vii) number of evaluations conducted in full compliance with the organization's evaluation policy.
36. OE will review these options and propose a results framework to be used in the future to assess the division's effectiveness. The proposal will be included as part of the comprehensive three-year rolling work programme (2009-2011) and 2009 budget document. This will be discussed with the Evaluation Committee at its fifty-third session in October 2008.

## **V. 2009 Resource Issues**

37. With respect to previous years, OE reduced its staffing levels by 1.5 units to 18.5 regular and fixed-term positions in 2008. In 2009, the division plans to work with the same level of human resources as in 2008 (see annex II for more information). It is worth mentioning that in 2009 OE will no longer benefit from the services of the three Associate Professional Officers who have worked in the division for the past three years or so, as their contracts will expire before the end of 2008.
38. The OE 2008 budget included a 13 per cent decrease in real terms over the 2007 restated budget. The decrease was 6 per cent after the mandatory increases were included in the 2008 budget. The proposed 2009 budget is the same as the restated 2008 budget, hence the real growth increase is zero. However, after adding mandatory increases over which OE has no control – such as the same inflation factor used by IFAD (3 per cent over the restated 2008 budget) and the

2009 standard costs for staff positions as defined by the International Civil Service Commission – OE's budget proposal for 2009 is US\$6.05 million (see annex V). The specific details of the 2009 budget will be presented to the Executive Board in December 2008, following discussions with the Evaluation Committee in October.

39. Finally, as requested by the Audit Committee in 2007, OE will develop, in its 2009-2011 work programme proposal, indicators and benchmarks to assess the efficiency of OE's budget. As mentioned previously, no other evaluation outfit among the IFIs or United Nations organizations adopt such an approach. This could limit the ability of the Board and the respective evaluation outfits to respond to the need for major evaluations which, though required, would result in an increase in the budget beyond the established cap. However, one option would be to establish a cap on the OE budget that could be in the form of a percentage ratio between the OE budget and the Fund's annual programme of work. This efficiency indicator could also be included as part of OE's results framework (see paragraph 79). This specific proposal will also be presented for consideration to the Evaluation Committee in October within the framework of the 2009-2011 rolling evaluation work programme and 2009 budget.

## OE achievements in relation to planned priorities and activities in 2008

Priority area	Type of work	Evaluation Activities	Planned Implementation status	Present status
Priority A: Conducting of selected corporate-level, country programme and project evaluations	1. Corporate-level evaluations	IFAD's capacity to promote pro-poor innovations for rural poverty reduction	To be completed in December 2008	Will be completed in 2009 (see comment under the present status of the joint Africa evaluation below)
		Joint evaluation with AfDB on Agricultural and Rural Development in Africa	To be completed in December 2008	Will be completed in 2009. The joint and complex nature of this evaluation has absorbed more time than anticipated on the part of concerned OE staff, who are also closely involved in the innovation evaluation
	2. Country programme evaluations	Argentina	To start in November 2008	Will be undertaken as scheduled
		Ethiopia	To be completed by May 2008	Completed
		India	To start in November 2008	Will be undertaken as scheduled
		Mozambique	To start in June 2008	Undertaken as scheduled
		Niger	To start in November 2008	Will be undertaken as scheduled
		Nigeria	To be completed in October 2008	Undertaken as scheduled
		Pakistan	To be completed in March 2008	Completed
		Sudan	To be completed in December 2008	Will be completed at the beginning of 2009
	3. Project evaluations 3.1. Interim evaluations	China: Qinling Mountain Area Poverty Alleviation Project	To be completed in October 2008	This evaluation was introduced upon the approval of the Board in April 2008, as a replacement of the Wulin Mountain Areas Development Project. As such, it will be completed by the end of 2008
		Guatemala: Rural Development Programme for Las Verapaces	To be completed in October 2008	Undertaken as scheduled

		Democratic People's Republic of Korea: Uplands Food Security Project	To be completed in October 2008	Undertaken as scheduled
		Mauritania: Poverty Reduction Project in Aftout South and Karakoro	To be completed in August 2008	This project evaluation was introduced as a replacement of a planned project evaluation in Ivory Coast. As for the China project evaluation, it will be completed in the end of 2008.
	3.2. Completion evaluations	Argentina: Rural Development Project for the North-Eastern Provinces	To be completed in August 2008	Will be completed before the end of 2008
		Madagascar, Upper Mandrare Basin Development Project - Phase II	To be completed in October 2008	Undertaken as scheduled
Priority B: Specific evaluation work required by the Evaluation Policy and the Terms of Reference of the Evaluation Committee	4. Evaluation Committee and Executive Board	Field visit of the Evaluation Committee	Field visit in 2008	Field visit undertaken to the Philippines in April 2008
		Review of the implementation of the work programme and budget 2008 and preparation of three-year rolling work programme and budget for 2009	To be completed by December 2008	Will be undertaken as per schedule
		Sixth Annual Report on the Results and Impact of IFAD's Operations (ARRI)	To be completed by December 2008	Will be undertaken as per schedule
		OE comments on the President's report on the implementation status of evaluation and management action (PRISMA)	To be completed by July 2007	Completed
		OE comments on the Portfolio Performance Report	To be completed by December 2008	Will be undertaken as scheduled
		OE comments on the Report on IFAD's Development Effectiveness	To be completed by December 2008	Will be undertaken as scheduled
		OE comments on selected IFAD operations policies prepared by IFAD Management for consideration by the Evaluation Committee	To be completed by December 2008	Not applicable so far in 2008
		Four regular sessions and additional ad hoc sessions of the Evaluation Committee	To be completed by December 2008	Will be undertaken as scheduled

Priority C: Evaluation Outreach and Partnerships	5. Communication activities	Reports, Profiles, Insights, OE Website, etc.	January-December 2008	Being undertaken as scheduled
	6. Partnerships	ECG, NONIE, UNEG and SDC partnership	January-December 2008	Being undertaken as scheduled
		Evaluation of the implementation of the Paris Declaration on Aid Effectiveness, together with the United Nations Development Group	June 2007-December 2009	Completed
		Evaluation of the One United Nations Initiative, together with UNEG	September 2007-December 2011	Undertaken as scheduled
	7. Quality Enhancement, Quality Assurance and OSCs	Participate in selected quality enhancement and quality assurance activities All OSCs that discuss corporate policies and strategies, COSOPs, and projects evaluated by OE being considered for a follow-up phase	January-December 2008	Undertaken as scheduled
Priority D: Evaluation methodology development	8. Methodological work	Proposal to enhance OE effectiveness and quality of its work	January-December 2008	Will be undertaken as scheduled
		Evaluation Manual, including methodologies and processes	January-June 2008	The manual will be completed and then discussed at an informal session of the Committee before the end of the year
		Improvement of monitoring and evaluation systems in IFAD operations	January-December 2008	Issues paper produced and workshop held with PMD. Initiative will be completed in 2009.



## OE staff levels for 2009

The proposed regular and temporary staffing levels are the same as in 2008.

	<i>Regular Posts</i>	<i>Fixed-term Staff<sup>10</sup></i>	<i>Total</i>
Administrative Budget	16.5	2	18.5

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<sup>10</sup> These are staff members employed following a competitive recruitment process, with a contract duration of a maximum of one year, renewable subject to resource availability.

## Proposed 2009 OE budget

(United States dollars)

	2007 Budget restated <sup>a</sup>	2008 budget as approved by thirty-first Governing Council	2008 budget restated at 0.67 euro/US\$ <sup>a</sup>	Real budget in 2009 <sup>b</sup>	Mandatory increase		2009 budget
					3 per cent inflation <sup>c</sup>	staff cost: International Civil Service Commission <sup>d</sup>	
Evaluation work	2 990 565	2 495 040	2 546 784	2 546 784	76 404	-	2 623 188
Staff costs	2 835 130	2 973 505	3 184 251	3 181 494	-	244 661	3 426 155
<b>Total</b>	<b>5 825 695</b>	<b>5 468 545</b>	<b>5 731 035</b>	<b>5 728 278</b>	<b>76 404</b>	<b>244 661</b>	<b>6 049 343</b>

<sup>a</sup> As for the rest of IFAD, figures are restated during the year by IFAD's Strategic Planning and Budget Division to take into account fluctuations of the EUR/US\$ exchange rate

<sup>b</sup> Figures in real terms are those calculated before the application of mandatory increases, over which OE has no control

<sup>c</sup> As for the rest of IFAD

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

## Schematic illustration of proposed system for monitoring OE's effectiveness and quality of work

