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Enabling poor rural people
to overcome poverty

Three-year rolling work programme (2009-2011) and budget for 2009

Office of Evaluation

Evaluation Committee — Fifty-third Session
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For: **Review**

Note to Evaluation Committee members

This document is submitted for review by the Evaluation Committee.

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Abbreviations and acronyms

AfDB	African Development Bank
ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme/paper
CPE	country programme evaluation
ECD	evaluation capacity development
ECG	Evaluation Cooperation Group
NONIE	Network of Networks on Impact Evaluation
OE	Office of Evaluation
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PA	Western and Central Africa Division
PMD	Programme Management Department
PR	peer review
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
SIA	senior independent adviser
SWAp	sector-wide approach
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VODP	Vegetable Oil Development Project

Three-year rolling work programme (2009-2011) and budget for 2009

I. Background

1. In September 2008, during the Evaluation Committee's fifty-second session and the Executive Board's ninety-fourth session, discussions took place on the preview of the Office of Evaluation's (OE) three-year rolling work programme (2009-2011) and on resources issues for 2009. The present document under consideration by the Committee has been prepared taking into account the guidance and comments provided by the Committee and the Board during those sessions. With further guidance received from the Committee in October, OE will prepare its final proposed rolling programme and budget for discussion at the ninety-fifth session of the Board in December 2008. Prior to this, in accordance with established practice, the final proposal will be considered by the Audit Committee in November 2008, together with the administrative budget of IFAD for 2009.
2. In the following four sections, Section II presents a summary of OE's main achievements in 2008 to date (additional information is provided in annex IV). Section III provides selected lessons learned from the implementation of the 2008 OE 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 (the complete lists of evaluation works planned by OE in 2009 and in 2010-2011 are contained in annexes VI and VII respectively). Section IV also includes a proposal to introduce a system for monitoring OE's effectiveness and quality of work (further details of this proposal may be found in annex II). Section V outlines the proposed human and financial resources for 2009 that OE requires in order to implement its work programme in a timely manner.

II. Achievements in 2008

3. OE had four priorities in 2008, which also considered the requirements of the IFAD Evaluation Policy and the terms of reference of the Evaluation Committee. These included: (i) selected corporate-level, country programme and project evaluations; (ii) specific evaluation work required under the Evaluation Policy and the Committee terms of reference; (iii) evaluation outreach and partnership activities; and (iv) evaluation methodology.
4. Overall, OE expects to broadly implement all the activities planned¹ under the four established priorities by the end of 2008. However, in light of the complexity of joint evaluations and the vast scope of the undertaking, requiring more OE staff time than anticipated, the joint evaluation with the African Development Bank (AfDB) on agriculture and rural development policies and operations in Africa will be completed in the first part of 2009 (see the following paragraph). This demanding joint evaluation and the workload it generated for OE caused a slight delay in 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. In the year under review, OE also undertook a number of unforeseen activities, such as preparatory work for an interim evaluation of the Vegetable Oil Development Project (VODP), to be conducted in early 2009 in Uganda.²

¹ In all, OE conducted two corporate-level evaluations, eight country programme evaluations and six project evaluations in 2008, in addition to undertaking numerous other evaluation-related tasks.

² The Eastern and Southern Africa Division requested this year that OE undertake the interim evaluation, which is mandatory in accordance with the Evaluation Policy. This was discussed and agreed upon by the Evaluation Committee and Executive Board in their September 2008 sessions.

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. IFAD and AfDB have signed a memorandum of understanding that provides the broad framework for undertaking the 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, which is currently in preparation, draws on four specific studies: (i) the challenging context and prospects for agriculture and rural development in Africa; (ii) a meta-evaluation of the past performance of both organizations, based on existing evaluative evidence; (iii) an assessment of the partnership between AfDB and IFAD, and of partnerships of the two organizations with other major actors in agriculture and rural development in Africa. A benchmarking study was also undertaken in order to learn from good partnership practices 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.
6. Currently, the evaluation is in its country work phase, including visits to eight countries³ and interaction with a range of partners and stakeholders in the countries concerned. This phase also entails an ongoing portfolio analysis, with the main objective of assessing the extent to which current strategies and operations have considered past experiences and the ongoing change processes in both organizations.
7. Building on the interim report and the deliverables from the country work phase, a draft final report will be produced by the end of 2008. Finally, the preliminary results of the evaluation – based on the two working papers available at the time (see items (i) and (ii) in paragraph 5) – 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 during the first joint retreat for AfDB and IFAD operations staff, which was held in Tunis in May.
8. OE has begun 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 and the extent to which the recommendations of the previous CLE on innovation (2001/2) have been implemented. The evaluation is currently in its inception phase; it 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 to promote innovations that can be replicated and scaled up by other partners.
9. OE worked on a number of CPEs in 2008. It completed the Ethiopia CPE⁴ 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 on a field visit 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) evaluated in 2006. Among other issues, the CPE found that there was a need to ensure wider synergies within and across projects in the country, and it highlighted the importance of strengthening linkages between research and

³ Ghana, Mali, Morocco, Mozambique, Nigeria, Rwanda, the Sudan and the United Republic of Tanzania.

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

extension to ensure better adoption of technologies by small farmers. It also noted the need to further encourage development of the private sector to promote access to markets. Finally, while recognizing the independent nature of the CPE, the Government expressed satisfaction with the participatory approach of the evaluation.

10. OE similarly 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 then Pakistani President, Pervez Musharraf. Among other issues, Musharraf 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 total overseas development assistance to the sector. At the same time, the CPE highlighted the need for IFAD to ensure a better balance in its future country strategy for Pakistan between agricultural and non-farm investments for rural poverty reduction. Consistent with the views of the Government of Pakistan, the CPE also underlined the need for IFAD to consider continuing its engagement in disadvantaged and remote areas of the country, some of which are also experiencing conflicts. The Pakistan CPE was discussed at the last session of the Evaluation Committee, with the participation of representatives of the Government, who noted their country's satisfaction with the results and inclusive evaluation process.
11. The Nigeria CPE is under way and will be completed by the end of the year. The CPE report has been completed and shared with IFAD Management and the Government of Nigeria. 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 report 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 in improving the livelihoods of the poor in rural areas and for food security in general. The Government conveyed its appreciation of what it considers a very useful evaluation. The Western and Central Africa Division (PA) is also in broad agreement with the main findings and recommendations of the CPE. Finally, in close collaboration with PA and the Government, OE is planning to hold the Nigeria CPE national round-table workshop in Abuja at the end of November 2008. The workshop will enable multiple stakeholders to discuss the main learning issues from the evaluation, as well as to provide inputs to the CPE's agreement at completion point.
12. OE is working on the Sudan CPE, which as mentioned previously will be completed in 2009. The draft evaluation report has been prepared and will be shared shortly with partners outside OE for review and comment. OE has launched the Mozambique CPE, and the draft report is expected by the end of 2008. A preparatory mission was conducted for the India CPE, and similar missions are planned before the end of 2008 for Argentina and the Niger. In accordance with OE's work programme, the Argentina, India, Mozambique and Niger CPEs will be completed next year.
13. With regard to project evaluations, OE is working on six evaluations in Argentina, China, the Democratic People's Republic of Korea, Guatemala, Madagascar and Mauritania. The evaluations are being conducted broadly within the planned time frames, with the exception of Mauritania, where OE had to cut short its preparatory mission in August due to the coup d'état in the country. In addition, OE is currently undertaking desk work to prepare for the Uganda VODP evaluation in 2009. This

will entail a preparatory mission, writing of the approach paper and identification of the consultants before the end of 2008.

14. With regard to priority (ii), as required by the Evaluation Policy, this year OE produced the sixth edition of the ARRI report. Following the practice introduced in last year's report, in addition to presenting the aggregate results of operations evaluated in the previous year (2007 in this case), the 2008 report also includes a six-year block analysis of IFAD's results and impact for the period 2002-2007. The latter is based on the set of ratings for 85 projects evaluated by OE since 2002. Evaluation findings revealed that for the first time since the production of the first ARRI report in 2003, all projects evaluated in 2007 manifested satisfactory results in two of the most important evaluation criteria, namely project performance and overall project achievement. In addition, analysis of data according to three two-year blocks (2002-2003, 2004-2005 and 2006-2007) shows that performance is improving over time in most evaluation criteria, with the exception of government and cooperating institution performance, where a trend is hard to discern. However, these results should not lead to complacency, as numerous projects that show positive results are only moderately satisfactory and performance in efficiency, sustainability and some impact domains (such as access to markets, and the environment and natural resources) can be improved further.
15. This year's ARRI report also devotes expanded space to learning. It focuses on two themes: the importance of considering the country context in country strategy formulation, 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 these themes and exchange views with IFAD staff. Their inputs have been used in preparing the two corresponding sections of the ARRI report. 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 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 these countries.
16. In accordance with the terms of reference of the Evaluation Committee, so far this year OE has organized three sessions of the Committee, in April, September and October. During these sessions, the Committee discussed a project evaluation in Burkina Faso, the CPEs in Brazil and Pakistan, the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA), with OE comments, the ARRI report and OE's proposed three-year rolling work programme and 2009 budget. In addition, the Committee discussed the modalities and options for a peer review of OE in 2009, which would include a review of the IFAD Evaluation Policy.
17. OE also 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 met with the Philippine President, Gloria Macapagal-Arroyo, who underlined the role of IFAD in improving agricultural 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. One member, who was unable to take part in the field visit, participated in the Pakistan CPE national round-table workshop in July. He provided an account of his experiences and shared a copy of his written report with the Committee in September.
18. With regard to priority (iii), OE continued to strengthen its engagement in various international evaluation platforms and processes, including the Evaluation

Cooperation Group (ECG) of the multilateral development banks, the Network of Networks on Impact Evaluation (NONIE), and the United Nations Evaluation Group (UNEG). It took part in the annual meeting of UNEG and is a member of five UNEG working groups. Moreover, the Director of OE attended the annual meeting of the ECG, 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 (see paragraph 42). With regard to NONIE, an OE representative attended both their meetings, in January and October. Annex III provides further information on the mandate and organization of these platforms, including the specific role and contribution made by OE and the results achieved thus far.

19. Having ensured that there were no implications for its independence, OE staff participated in the Fund's evolving quality enhancement activities, in addition to several operational policy and strategy committee meetings and project development teams. The principal aim of OE's participation in such discussions is to deepen understanding of the main evaluation findings and recommendations. OE will follow the development of these in-house platforms and will then define its own participation for next year accordingly.
20. One important task under priority (iv) is the preparation of OE's new evaluation manual, which contains the division's enhanced evaluation processes and methodologies for project and country programme evaluations. This major task is well under way, and a dedicated session of the Evaluation Committee will be held on 5 December 2008 to discuss the document, before it is finalized and rolled out in 2009. Thus far, OE has held numerous discussions on the topic within the division, in addition to organizing a workshop with evaluation consultants and directors of selected IFAD-funded projects, which generated useful comments. A discussion on the draft manual also took place with the Programme Management Department (PMD). Next week, a one-day workshop will be held at IFAD with an international expert panel set up specifically for the purpose, and which is composed of seven members from different backgrounds in development evaluation. The panel's main role is to review 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.
21. OE has held initial discussions with PMD on launching an institution-wide effort to enhance project-level monitoring and evaluation (M&E) systems, to be completed in 2009. In addition to preparing an issues paper and holding a one-day workshop with IFAD staff on the topic, an OE representative took part in a regional workshop on M&E in the Near East and North Africa region. The main aim of his participation was to gain a deeper understanding of the challenges and opportunities in M&E faced by project staff and other partners at the country level, as well as to share lessons learned and experiences based on evaluations.
22. Significant results have been achieved towards a better work environment in OE, following the establishment in 2007 of a number of 'improvement working groups' as part of the division's overall team-building and renewal process. The main objective of this initiative is to improve communication, knowledge-sharing and teamwork in OE. The results thus far include: introduction of an orientation programme for all new OE staff; 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 grievances; and the definition of specific activities to improve knowledge-sharing. In order to mainstream the work done 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

23. As in past years, before defining its priority areas, work programme for the three-year period 2009-2011 and proposed budget for 2009, OE reviewed its experience in implementing the 2008 work programme and budget. Some key issues are summarized below.
24. OE is devoting greater attention to internal peer reviews as a means of improving the quality of evaluations. 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 members concerned; thus adequate time and space needs to be factored in to individual annual work programmes.
25. 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. Moreover, as part of its participation in the corporate-wide working group devoted to 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.
26. The ongoing joint evaluation with AfDB has demonstrated the potential and usefulness of undertaking joint evaluations with other development organizations. While joint evaluations are challenging to conduct for a variety of reasons – including the time and resources they consume – they support the Fund’s commitments under the Paris Declaration on Aid Effectiveness. For example, they contribute to reducing transaction costs for developing countries, provide opportunities to widen 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. In this regard, for example, OE has been in contact with the independent Office of Evaluation and Oversight of the Inter-American Development Bank to plan a joint evaluation of agriculture and rural development policies and operations in Latin America and the Caribbean in 2010.

IV. OE priorities for 2009-2011

27. OE proposes four priorities for the period 2009-2011, which take into consideration the eight current IFAD corporate priorities,⁵ as well as the requirements of the IFAD Evaluation Policy and the terms of reference of the Evaluation Committee.
28. The four main priority areas for 2009-2011 are:
 - (i) selected corporate-level, country programme and project evaluations;
 - (ii) specific evaluation work required by the Evaluation Policy and Committee terms of reference;
 - (iii) evaluation outreach and partnership; and
 - (iv) evaluation methodology and effectiveness of OE.

Selected corporate-level, country programme and project evaluations

29. This 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 with AfDB on agriculture and rural development in Africa and the

⁵ The Fund has eight corporate management desired 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.

CLE on IFAD's capacity to promote pro-poor replicable innovations for rural poverty reduction.

30. Following a decision by the Executive Board in December 2007, OE was asked to initiate a CLE in the last quarter of 2009 on IFAD's private-sector development and partnership strategy. This evaluation will be completed towards the end of 2010. Four further CLEs are provisionally included in the three-year rolling work programme. These include evaluations on:
- IFAD's policy on sector-wide approaches (SWAps) for agriculture and rural development;⁶
 - the Fund's approaches, efforts and results in policy dialogue;
 - IFAD's efforts and approaches in promoting gender equity and women's empowerment; and
 - agriculture and rural development policies and operations in Latin America and the Caribbean, jointly with the Inter-American Development Bank.
31. As discussed in the past with the Committee, conducting CLEs is complex, and resource- and time-intensive for OE and IFAD Management, as well as for the Evaluation Committee and the Executive Board. Hence, as in the past, OE works on a maximum of one full-time-equivalent CLE per year. It seeks the Committee's guidance in determining the sequencing of the pipeline of CLEs in coming years.
32. In this regard, it is useful to recall that the Board decided last month that OE should coordinate closely with Management to ensure that the evaluation on gender equity and women's empowerment is undertaken in a way that will provide the building blocks for the production of IFAD's gender policy by Management. Given the importance of developing this policy in the near future and following consultation with Management, one option is that OE give priority to undertaking the CLE on gender equity and women's empowerment in 2010. However, it would not be possible for OE to undertake this activity any earlier, as the division has begun the CLE of innovation to be completed in 2009 and has deployed the required efforts and resources. Conducting the gender CLE in 2010 would imply that the CLE requested by the Board on the private-sector development and partnership strategy would only be undertaken after completion of the CLE on gender.
33. That said, IFAD Management plans to develop the gender policy for presentation to the Board in 2010. A peer review of IFAD's gender mainstreaming activities in 2009 is being considered by Management as an input to the policy. Thus, given that OE cannot undertake the CLE on gender in 2009 for the reasons mentioned in the previous paragraph, there are two options that the Committee might wish to consider: (i) recommend to the Board the undertaking of the gender evaluation in 2010, followed by the development and presentation of the policy to the Board in 2011. This would also require postponement of the CLE on private-sector development and partnership to 2011. Alternatively, (ii) recommend to the Board that OE not undertake the CLE on gender and, on an exceptional basis, consider the planned peer review by Management on gender mainstreaming activities as a proxy for the CLE.
34. A number of CPEs are provisionally planned for the period 2009-2011. A major factor in deciding to include a CPE in the rolling programme is a clear intention on the part of Management to develop a new country strategy opportunities programme (COSOP) for that country once the evaluation is completed. In 2009, OE will complete CPEs for Argentina, India, Mozambique, the Niger and the Sudan. Moreover, in the last quarter of the year, it will undertake preparatory work for

⁶ At the time of approving the policy in 2005, the Executive Board decided that OE would undertake the SWAp policy evaluation.

CPEs in China, Haiti, Kenya and Yemen, which will be completed in 2010. Other CPEs in the rolling work programme include those planned in Ghana, Madagascar and Viet Nam.

35. Various project evaluations have been planned in the period 2009-2011. In particular, six new project evaluations are proposed for 2009 in Benin, China, the Dominican Republic, Ethiopia, 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. These project evaluations will be conducted fully in 2009. Project evaluations are provisionally planned in Azerbaijan, Egypt, Ghana, Haiti, Kenya, Lao People's Democratic Republic, Madagascar, Peru and Senegal in 2010 and 2011. Annexes VI and VII contain, respectively, a complete list of evaluation works planned by OE in 2009 and a provisional list of evaluation works planned in 2010-2011.

Specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee

36. OE will prepare the ARRI report each year from 2009 to 2011 and will present it, as usual, to both the Evaluation Committee and the Executive Board. Similarly, it will review and prepare comments on the PRISMA report and the Report on IFAD's Development Effectiveness (RIDE) (including the Portfolio Performance Report (PPR)).⁷ Moreover, in accordance with 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 peoples provisionally planned for Board presentation by Management in April 2009. Finally, each year from 2009 to 2011, OE will prepare a three-year rolling work programme.⁸ This document will also contain a specific budget proposal for the first year of the three-year rolling programme.
37. In accordance with the terms of reference of the Evaluation Committee, OE will organize four sessions of the Committee each year, and any informal 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.

⁷ Management's proposal to merge the RIDE and PPR reports was approved by the Executive Board at its September 2008 session.

⁸ These will cover the periods 2009-2011 (presented to the Board in 2008), 2010-2012 (for presentation in 2009), and 2011-2013 (for presentation in 2010).

Evaluation outreach and partnership

38. 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, *Profiles* and *Insights* to Executive Board members and other partners, and timely updating of the Evaluation Knowledge System will be continued. In line with the Evaluation Policy, OE will participate selectively in internal platforms (e.g. the Operational Strategy and Policy Guidance 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 all 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 continue to be organized at the end of each evaluation as a means of discussing evaluation results with multiple stakeholders.
39. With respect to partnership, 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 26, it will explore concrete opportunities for joint evaluations with other development partners, including the completion in 2009 of the joint Africa evaluation with AfDB.
40. In their sessions in September 2008, the Evaluation Committee and the Executive Board requested that OE find ways and means of promoting evaluation capacity development (ECD) in partner countries. In this regard, within the framework of the India CPE and upon the request of the Government, OE will provide initial support to ECD among government officials and project staff at both the central and state levels. This will involve, among other activities, the organization of a CPE inception workshop, with the dual objective of discussing the approach paper and training in-country partners in OE's evaluation methodology and processes. The Government of China has also held initial discussions with OE to support them in ECD, and a similar workshop will be planned there as well. In sum, OE proposes to gradually become involved more systematically in ECD, which will involve the development of a coherent approach to the topic and eventually the deployment of dedicated resources for the purpose. It is important to underline that OE will confine its ECD efforts to the agriculture and rural sectors. This will require, inter alia, that OE gain an understanding of the initiatives of other development organizations in order to avoid overlaps and ensure appropriate complementarities.

Evaluation methodology and effectiveness of OE

41. As agreed with the Evaluation Committee and Executive Board, OE will introduce a system that will 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) recurrent measures.
42. Non-recurrent measures include an external peer review of OE and the development and deployment of a new evaluation manual. In 2009, OE plans to accommodate an external peer review of its effectiveness and usefulness. The review will be undertaken by the Evaluation Cooperation Group (ECG), to which OE was admitted with observer status in April 2008, pending its consideration as a full member in the near future. The peer review will assess OE performance, including the quality of its evaluation products, methodology and processes. It will also review the context and application of the current IFAD Evaluation Policy. Its objective is to contribute to enhancing the performance and quality of the reviewed evaluation unit, as well as to improve the relevance of the evaluation policy of the concerned member organization. While the concrete elements of the planned peer

review will have to be worked out in consultation with the ECG, annex I contains a proposal for the peer review of OE. It is based on the ECG framework for reviews of evaluation functions and deals with the overall objectives, scope of work, governance, timing and financing of the peer review.

43. The other important non-recurrent measure is the rolling out next year of the new evaluation manual, which will be finalized by the end of 2008. A rigorous methodology is critical to OE's quality and effectiveness. The manual builds on OE's past experience and is in line with international good practice in development evaluation. The manual is, in fact, a key manifestation of OE's efforts to harmonize its evaluation approaches and methodologies with those of other development organizations within the United Nations system and multilateral development banks.
44. A coherent plan is in place for the manual's publication in IFAD's official languages and its dissemination and implementation. This will entail a comprehensive briefing of OE staff and consultants involved in evaluation work, and a dedicated session at the beginning of the year to brief PMD staff on the main elements of the manual. Moreover, at the end of each year from 2009 to 2011, OE will organize a dedicated session with PMD and selected partners from the countries concerned to take stock of the evaluations conducted during the year, with a view to identifying lessons learned and opportunities to further strengthen OE evaluation processes and methods. This will be over and above the ongoing process of reflection and improvement within OE to capture key issues related to deployment of the new manual. In this regard, some aspects of the manual may need to be revisited following the planned OE peer review in 2009.
45. Recurrent measures include:
 - systematic undertaking of internal (within OE) peer reviews for all evaluations conducted by the division;
 - use of senior independent advisers (SIAs) for all higher-plane evaluations;
 - development of a results measurement matrix for monitoring the quality of OE's work.
46. Internal peer reviews will be used as a key instrument for quality assurance of OE evaluations and knowledge-sharing, and as a means of reducing inter-evaluator variability. In the past, internal peer reviews were mostly undertaken for higher-plane evaluations (i.e. CLEs and CPEs), but beginning in 2009, all evaluations will be exposed to a rigorous process of internal peer reviews. This will entail the assignment of all evaluation officers at the beginning of the year as peer reviewers for the various CLEs, CPEs and project evaluations to be conducted by OE. For all types of evaluations, peer reviewers will be required to review and prepare written comments and participate in meetings to discuss major evaluation deliverables, including the approach paper, inception and interim reports (usually applicable to higher-plane evaluations), and the draft final and final evaluation reports. More specifically, as a rule of thumb, three peer reviewers would be assigned to CLEs and CPEs, in addition to the Director of OE. Two peer reviewers would be assigned to project evaluations, in addition to the Director and Deputy Director. One OE internal peer reviewer will be invited to take part in the final evaluation learning workshops organized for all types of evaluations in partner countries. This will offer them an opportunity to share their experiences and knowledge with a wider audience and thus contribute further to the debate and learning. They will also be asked to take part in key meetings with PMD and IFAD Management (normally for CLEs only), as well as with the Evaluation Committee and Executive Board should the evaluation under consideration be a topic on the agenda of these governing bodies. Peer reviewers will use the Evaluation Quality Standards of the Organisation

for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) to guide their review work.

47. In the past, OE usually mobilized the services of one or two SIAs for CLEs in order to reassure the Committee and Board that OE evaluations were of the required quality and in line with international good practice. However, as a means to further strengthen the effectiveness and quality of OE's work, the division plans to hire SIAs systematically for all higher-plane evaluations. In particular, two SIAs would be hired for each CLE, given their complexity, vast scope and generally corporate nature. On the other hand, one SIA would usually be hired for each CPE. The role of SIAs would be broadly to provide written comments at critical stages (especially during design), review the interim (for CLEs) and draft final reports, and participate in the final learning workshop organized by OE in each case. SIAs would be asked to prepare their independent final report on the quality of the evaluation, which will be included as an appendix to the main report. Finally, SIAs would be invited to participate in Evaluation Committee and Executive Board meetings when the corresponding evaluation will be considered by the Committee or Board.
48. However, this rigorous and systematic approach to internal OE peer reviews and the use of SIAs has consequences for the division's overall human and financial resources, which will be discussed in the next section.
49. On a related issue, as a key component of the system to monitor the division's effectiveness and quality of work, OE is proposing the introduction of a results measurement matrix with a number of indicators for assessing OE's effectiveness. As there is no internationally agreed system for monitoring the quality of the evaluation units of development agencies, OE conducted a scanning of the results/effectiveness frameworks available in selected development organizations (AfDB, the Asian Development Bank (AsDB), the Food and Agriculture Organization of the United Nations, the World Bank and the United Nations Development Programme (UNDP)). Based on this review and the specific requirements of OE, a results measurement matrix has been developed to monitor, assess and strengthen the quality of the division's work (annex II). It consists of two sections: a logic model and the results measurement matrix itself.
50. The logic model provides a visual illustration of the overall objectives of OE and is the basis on which the results measurement matrix is constructed. It consists of five mutually reinforcing layers, with the overall goal of ensuring the timely contribution of independent evaluation to the enhancement of IFAD operations. The lowest layer of the model reflects the human and financial resources required by OE to support the four priorities and activities (second layer) contained in the OE work programme. The inputs and activities combined generate outputs (third layer), such as the production and issuance of evaluation reports, and the provision and discussion of documents to and in the Committee and Board. The outputs generated are used by OE in furthering its dual objectives of accountability and learning (fourth layer), with the ultimate aim of enhancing IFAD's development effectiveness (fifth layer).
51. OE's results measurement matrix, on the second page of annex II, links the division's priorities with verifiable indicators. In order to ensure timely monitoring and reporting to the Evaluation Committee and Executive Board, OE will designate a focal point for the collection and analysis of data. A computerized database will be established to store the data, which will also allow for time series analysis of OE's effectiveness in the future.
52. In terms of reporting, OE proposes to provide a written account annually to the Evaluation Committee and Executive Board within the framework of the work programme and budget document. This reporting will be based on the indicators in the results measurement matrix, which will enable OE to underline the achievements against its priorities and planned activities. At the end of 2009, OE

will take stock of the functioning of the results measurement matrix to find ways and means to develop it further, as required.

V. Human and financial resource requirements

53. In September 2008, both the Evaluation Committee and Executive Board expressed their broad endorsement of the main elements contained in the OE preview document. At the same time, however, both the Committee and Board requested that OE revisit its resource requirements in order to implement its 2009 work programme in a timely manner. This is important in light of the additional tasks involved in implementation of the non-recurrent and recurrent measures in the system for strengthening OE's effectiveness and quality of work. The following are the main additional tasks that will impact OE's human and financial resources in 2009.

Non-recurrent measures

- Peer review of OE, covering also the evaluation policy. This will require a sizeable amount of staff time and is estimated to cost approximately US\$300,000, which OE proposes to include as a one-time, below-the-line cost item in the 2009 budget.
- Implementation of the new evaluation manual, requiring thorough oversight and training of OE staff, consultants and other partners. The introduction of the manual will entail additional steps in all OE evaluations, making them more comprehensive, and hence requiring significant additional resources, in particular increased staff time.

Recurrent measures

- A more comprehensive and rigorous approach to internal peer reviews will be extended to all evaluations in order to enhance the quality of OE's work, improve knowledge management and reduce inter-evaluator variability. On average, OE undertakes one full-time-equivalent CLE, 4 CPEs and 6 project evaluations annually, in addition to producing the ARRI report. Internal peer reviews will require multiple staff to be thoroughly involved at various stages in each evaluation. All in all, it is estimated that more than 200 person days will be required for this purpose across the division. This is the main driver in terms of the additional staff time required by OE each year, beginning in 2009.
- Mobilization of SIAs for all higher-plane evaluations. Given their seniority and specific expertise, the estimated cost for mobilizing SIAs is around US\$72,000 per year.
- Systematic monitoring of the effectiveness of OE, compilation and analysis of the data based on the indicators in the results measurement matrix, and reporting to the Evaluation Committee and Board on the topic. This will require approximately 8-10 days of staff time per year.

54. In the addition to the above, the Committee and the Board requested that OE:
- become increasingly involved in the area of evaluation capacity development in partner countries in order to strengthen national systems, methods, and processes for improving their ability to conduct evaluations;
 - devote greater energies to promoting learning and feedback within and outside IFAD in order to ensure that evaluation can contribute to enhancing IFAD operations; and
 - undertake a CLE in the near future on IFAD's approaches to and efforts in policy dialogue.
55. Following development of the final proposed work programme for 2009-2011 and taking into account the above proposed changes, OE's human and financial resource requirements are outlined in the following paragraphs.
56. **Human resources.** With respect to previous years, OE has reduced its staffing levels by 1.5 units to 18.5 regular and fixed-term positions in 2008. The staff time and financial cost implications of some of the additional tasks referred to in paragraphs 53-54 will be absorbed by OE through efficiency gains, which have been generated through the comprehensive OE team-building and renewal process. However, after analysing the implications of the proposed activities in those paragraphs, it is clear that OE will not be able to implement the proposed work programme in 2009 with the same level of human resources as in 2008.
57. Based on the above considerations, OE proposes to hire one additional research analyst at the P3 level, beginning in 2009. The recruitment of the new staff member would at least partly mitigate the cumulative time that all existing evaluators will be expected to devote to the additional activities outlined in paragraphs 53-54. This officer would primarily support lead OE evaluators in undertaking the time-consuming background research and data analysis required to ensure successful launching and implementation of OE evaluations. It is further proposed that OE reassess the need for this additional position at the end of 2009, while developing its 2010 budget. Apart from this, OE will use the same staff resources as in 2008. The OE human resources requirement for 2009 is presented in annex V.
58. **OE 2009 budget proposal.** To summarize, the additional resource implications for the 2009 budget are as follows:
- US\$72,000 for the recruitment of SIAs for all higher-plane evaluations; and
 - US\$173,000 for the hiring of one research analyst.
59. The proposed 2009 OE budget of US\$6.3 million (annex V) includes the same inflation factor applied to non-staff costs as in the rest of 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.
60. The final budget proposal also includes the request for approval of a one-time, below-the-line cost allocation of US\$300,000 for the OE peer review in 2009.
61. As requested by the Audit Committee and Executive Board in 2007, OE proposes to introduce a cap on its administrative budget, which would remain within 0.9 per cent of IFAD's annual programme of work. The 2009 proposed OE administrative budget is approximately 0.88 per cent (excluding the one-time cost) of the Fund's proposed programme of work of US\$715 million for 2009.

62. Nevertheless, as OE has previously informed the Committee and Board, the capping of the organization's evaluation budget is not a practice in any other United Nations specialized agency or international financial institution. Thus it is suggested that a reassessment of the cap be made at the time of developing OE's budget for 2012, after an initial period of implementation.

Proposal to conduct a peer review of IFAD's independent Office of Evaluation and IFAD's evaluation function

1. Overall objective

The objective of the peer review (PR) is to assess the performance of IFAD's Evaluation Office (OE), including a review of the 2003 IFAD Evaluation Policy, which constitutes the framework within which OE operates. The PR will be undertaken to contribute to enhancing OE's performance and quality of work, as well as to improving IFAD's evaluation policy by bringing it into line with best practices and established international standards and principles.

2. Scope of the PR

- (a) review of OE performance, including the quality of its evaluation products, methodology and processes;
- (b) review of the relevant content and application of the current IFAD Evaluation Policy.

The review of the Evaluation Policy would require assessment of two other elements, which, together with OE, make up the evaluation system of IFAD:

- (c) review of the self-evaluation maintained by IFAD Management, including its approaches and products such as the Results and Impact Management System (RIMS), country portfolio review, COSOP review, RIDE and PRISMA; and
- (d) as requested by the Board, review of the oversight functions of the Evaluation Committee with respect to both OE and the self-evaluation maintained by IFAD Management.

Finally the PR will be expected to produce a set of recommendations in relation to points 2.(a) and 2.(d) above.

3. Governance

- (a) The PR will be commissioned by the Executive Board, which will designate the role of main client for this exercise to the Evaluation Committee. The latter will discuss and approve the terms of reference for the PR and will consider the final PR report before its presentation to the Executive Board.
- (b) The PR will be conducted by the Evaluation Cooperation Group (ECG) of the multilateral development banks. The PR panel will consist of the heads of the evaluation offices of ECG members. As required, the panel will be supported by consultants to undertake detailed work. In view of IFAD's nature as both an international financial institution and a United Nations specialized agency, the director of the UNDP evaluation office, who is a permanent observer to the ECG, should also be a member of the panel.
- (c) The Chairpersons of the Evaluation Committee and the PR panel will form a peer review reference group to sort out ad hoc problems and issues during the PR. They will be supported by a dedicated staff from OE and from the self-evaluation function of IFAD Management.

4. Timing

The timing of the proposed PR will be determined in consultation with the ECG, which has been informed of IFAD's decision to conduct a PR. The proposed indicative timing for the various phases of the PR is as follows:

- (a) *Preparatory phase*: establishment of the PR panel, selection of consultants and preparation and approval of the TOR/approach paper for the PR: January–April 2009;

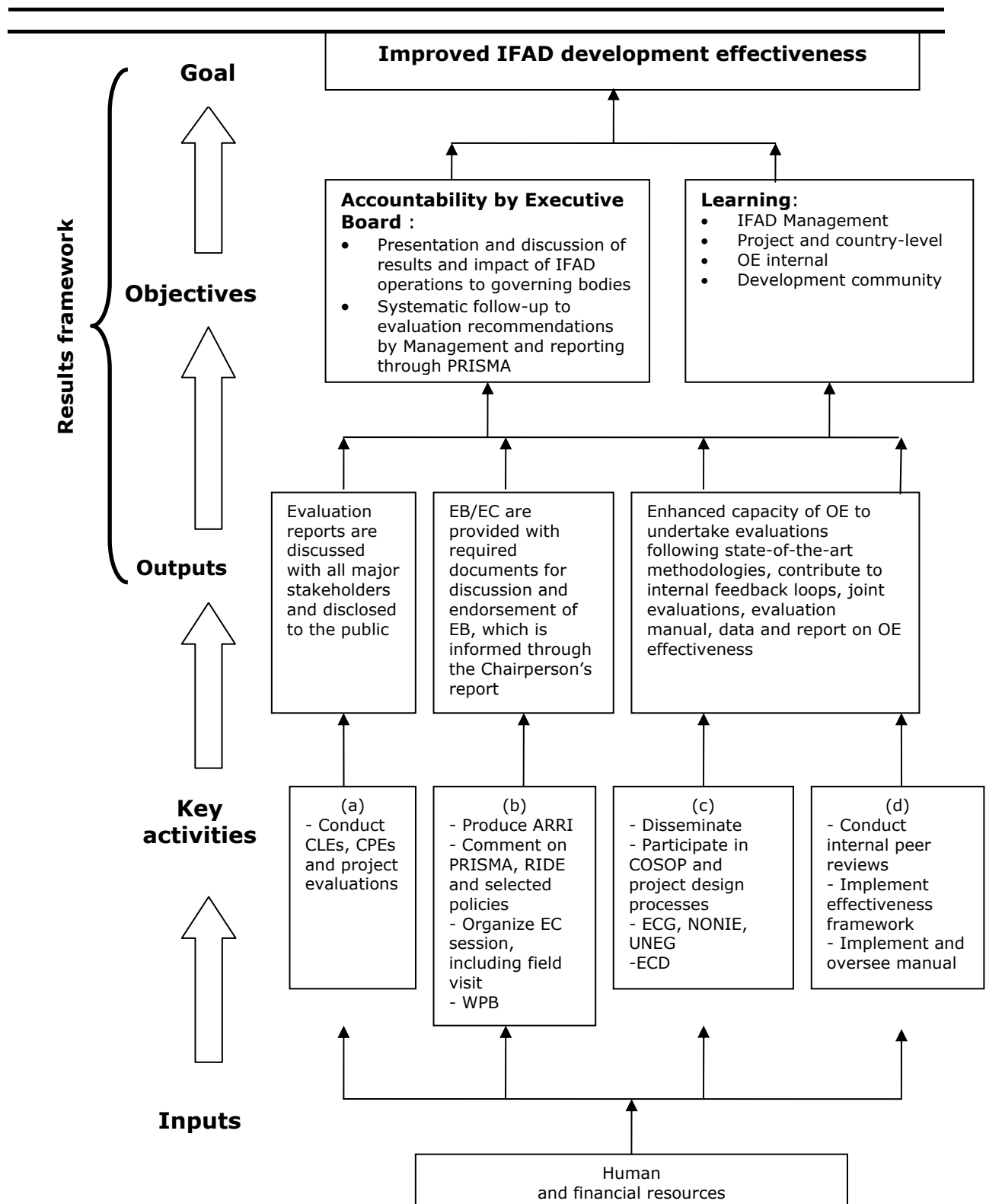
- (b) *Consultation phase*: preparation by the PR panel of the draft report, which provides an assessment of the evaluation function and sets forth the main conclusions and recommendations: May–November 2009;
- (c) *Assessment phase*: consideration by the Evaluation Committee and Executive Board of the final peer review report and its disclosure to the public on the IFAD and ECG websites: December 2009.

5. Financing

There are not many references for estimating the cost of such a PR. Based on the actual cost of the few available comparable exercises (e.g. the PR of the UNDP evaluation office in 2005), an amount of US\$300,000 would seem a realistic estimate of the cost involved in the IFAD PR. These costs will be financed by IFAD through a one-time below-the-line contribution in the 2009 OE budget.

Framework for monitoring OE's effectiveness

Figure 1 – Logic model of OE



OE results measurement framework

Results	Verifiable indicators
<i>Usefulness of evaluations</i>	<ul style="list-style-type: none"> • Evaluation recommendations adopted by IFAD Management and the government concerned, as captured in the agreement at completion point (ACP)
	<ul style="list-style-type: none"> • SIAs convey their full satisfaction with quality of evaluation process and content
	<ul style="list-style-type: none"> • Evaluation Committee and Executive Board express broad agreement with key evaluation findings and recommendations
Outputs – clustered by priority	
<i>(a) CLEs, CPEs and project evaluations</i>	<ul style="list-style-type: none"> • Evaluations completed against annual targets in accordance with work programme
	<ul style="list-style-type: none"> • Evaluation reports, <i>Profiles</i> and <i>Insights</i> issued within three months of established completion date (i.e. following signing of ACP)
<i>(b) Evaluation work required by Evaluation Policy and TOR of Evaluation Committee (EC)</i>	<ul style="list-style-type: none"> • Number of planned EC sessions and annual field visit held in accordance with work programme
	<ul style="list-style-type: none"> • ARRI report produced annually and discussed with Evaluation Committee and Executive Board, in accordance with established practice
	<ul style="list-style-type: none"> • written comments prepared on PRISMA, RIDE and selected corporate policies and processes in a timely manner
<i>(c) Evaluation outreach and partnerships</i>	<ul style="list-style-type: none"> • Evaluation reports, <i>Profiles</i> and <i>Insights</i> disseminated to internal and external audiences
	<ul style="list-style-type: none"> • Number of hits on the Evaluation section of the corporate website
<i>(d) OE methodology & effectiveness</i>	<ul style="list-style-type: none"> • Evaluations conducted with internal peer-reviews and higher-plane evaluations with SIAs
	<ul style="list-style-type: none"> • Evaluations in full compliance with Evaluation Policy

OE's roles in ECG, UNEG and NONIE

Evaluation Cooperation Group

The Evaluation Cooperation Group (ECG) of the multilateral development banks was established in 1996 to: (i) strengthen the use of evaluation for greater effectiveness and accountability; (ii) share lessons from evaluations and contribute to their dissemination; (iii) harmonize performance indicators and evaluation methodologies and approaches; (iv) enhance evaluation professionalism within the multilateral development banks and collaborate with the heads of evaluation units of bilateral and multilateral development organizations; and (v) facilitate the involvement of borrowing member countries in evaluation and build their evaluation capacity. The ECG is focusing now on the following four priority areas of work: (i) country programme and country assistance evaluation methodology; (ii) policy-based-lending evaluation methodology; (iii) evaluation capacity development in DMCs; and (iv) role refinement of independent versus self-evaluation. In addition to these priorities, ECG members will also devote greater attention to issues of comparative evaluation governance, disclosure, attestation and evaluability, regional and global public goods, annual reporting and joint evaluations. The ECG has seven members and five permanent observers, including IFAD. The current members are AfDB, AsDB, the European Bank for Reconstruction and Development, European Investment Bank, Inter-American Development Bank, International Monetary Fund and World Bank. The observers are the Council of Europe Development Bank, IFAD, the Islamic Development Bank, OECD-DAC and UNEG represented by UNDP. The current chairperson is the director of the Operations Evaluation Department of AfDB. AsDB hosts the secretariat at present, and the ECG meets biannually. Given its recent admission as observer in April of this year, OE has not contributed in the past to any working groups of the ECG. However, among other issues, the ECG offers ample opportunities in the future for OE to: learn from the evaluation methodologies applied by multilateral development banks; build on the ECG's work in evaluation capacity development, which is an area of increasing interest to OE; and more easily identify possibilities for joint evaluations in agriculture and rural development with IFIs.

United Nations Evaluation Group

The United Nations Evaluation Group (UNEG), established in 1984, is a professional network that brings together the heads of units responsible for evaluation in the United Nations system, including the specialized agencies, funds, programmes and affiliated organizations. OE has always been a full member of UNEG, which aims to strengthen the objectivity, effectiveness and visibility of the evaluation function across the United Nations system and to advocate the importance of evaluation in learning, decision-making and accountability. UNEG provides a forum for members to share experiences and information, discuss the latest evaluation issues and promote simplification and harmonization of reporting practices. It currently has 43 members. In recent years, OE has been a core contributor to the work of five UNEG task forces on: (i) development of a United Nations system-wide independent evaluation mechanism; (ii) evaluation of the One United Nations Pilot Initiative, for which a study in the eight pilot countries has recently been concluded; (iii) country-level evaluations; (iv) impact evaluation methodologies; and (v) evaluation of the Paris Declaration on Aid Effectiveness. The current UNEG chairperson is the director of the Evaluation Office of UNDP, which also hosts its secretariat. UNEG meets once a year for its Annual General Meeting. OE has contributed to the final reports on the independent evaluation mechanism, which will be distributed at the Evaluation Committee session on 3 October, and the evaluation of the Paris Declaration, which was distributed at the Evaluation Committee session on 5 September. In addition, OE is contributing to the One UN Pilot Initiative study, which will be made available in the near future.

Network of Networks on Impact Evaluation

The Network of Networks on Impact Evaluation (NONIE), established in 2006, comprises the DAC Network on Development Evaluation, UNEG, the ECG and a fourth network drawn from the regional evaluation associations. OE has been a member since its establishment. NONIE's purpose is to foster a programme of impact evaluation activities based on a common understanding of the meaning of 'impact evaluation' and of approaches to conducting impact evaluation. The aim is to: (i) build an international collaborative research effort in high-quality, useful impact evaluations as a means to improving development effectiveness; and (ii) provide its members with opportunities for learning, collaboration, guidance and support, leading to the commissioning and carrying-out of impact evaluations. NONIE's membership also includes developing-country participants, who bring important perspectives on these issues. OE's participation includes the exchange of experiences and lessons

learned on approaches and methods for undertaking rigorous impact evaluations. OE contributed to NONIE's Impact Evaluation Guidance, a copy of which will be distributed at the Evaluation Committee session on 3 October. The current chairperson is the head of evaluation at the Department for International Development (United Kingdom). The World Bank's IIEG hosts the secretariat, and NONIE organizes one to two meetings annually.

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 agriculture 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, some of 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	Will be completed in November 2008
		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
		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 to replace a planned project evaluation in the Ivory Coast. Due to the coup d'état in August, the preparatory mission was cut short, and the evaluation will be completed early next year
	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
		Review of implementation of the work programme and budget 2008 and preparation of a three-year rolling work programme and budget for 2009	To be completed by December 2008	Undertaken as scheduled
		Annual Report on Results and Impact of IFAD Operations (ARRI) evaluated in 2007	To be completed by December 2008	Undertaken as scheduled
		OE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	To be completed by July 2007	Completed
		OE comments on the Portfolio Performance Report (PPR)	To be completed by December 2008	Will be undertaken as scheduled as part of the RIDE following the recent decision of the Board to merge the PPR and RIDE
		OE comments on the Report on IFAD's Development Effectiveness (RIDE)	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. An additional informal session will be held on 5 December to discuss the new OE evaluation manual

Priority C: Evaluation outreach and partnerships	5. Communication activities	Reports, <i>Profiles, Insights</i> , OE website, etc.	January-December 2008	Undertaken as scheduled
	6. Partnerships	ECG, NONIE, UNEG and SDC partnerships	January-December 2008	Undertaken as scheduled
		Evaluation, with UNEG, of the implementation of the Paris Declaration on Aid Effectiveness	June 2007-December 2009	Completed
		Evaluation, with UNEG, of the One United Nations Pilot Initiative	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	Prepared within the framework of OE's 2009-2011 three-year rolling work programme and budget and presented to the Evaluation Committee in October
		Evaluation manual, including methodologies and processes	January-June 2008	The manual will be discussed at an informal session of the Committee on 5 December, before it is finalized
		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 2009 budget and human resources proposal

Table 1
2009 OE evaluation budget (US\$)

	2005 budget ^a	2006 budget ^a	2007 budget ^a	2008 budget ^b	2008 budget ^c	Proposed 2009 budget			
						3% inflation ^d	Staff cost increase (International Civil Service Commission ^e)	Real increase	Total 2009 budget
Evaluation work									
Non-staff cost	2 600 000	2 684 000	2 990 565	2 495 040	2 546 784	76 404	-	72 812	2 696 000
Evaluation work									
Staff cost	2 206 000	2 221 000	2 835 130	2 973 505	3 184 251	-	249 943	172 992	3 607 186
Total	4 806 000	4 905 000	5 825 695	5 468 545	5 731 035	76 404	249 943	245 804	6 303 186
One time cost for external peer review of OE in 2009									300 000

^a Restated budget – 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.

^b As approved by thirty-first session of the Governing Council.

^c Restated at 0.67 EUR/US\$.

^d As for the rest of IFAD.

^e As conveyed by the Strategic Planning and Budget Division, based on International Civil Service Commission data.

Table 2
OE human resource requirements in 2009

2005 level	2006 level	2007 level	2008 level	2009		
				Professional staff	General service staff	Total
18	18	20	18.5	11	8.5	19.5

OE work programme for 2009

Priority area	Type of work	Evaluation activities	Start date	Expected finish
Priority A: Conduct of selected corporate-level, regional strategy, country programme, and project evaluations	1. Corporate-level evaluations	Joint evaluation of agriculture and rural development policies and operations in Africa with AfDB	Jan-07	Jun-09
		IFAD's capacity to promote pro-poor replicable innovations	Jun-08	Dec-09
		Efforts and approaches to promoting gender equity and women's empowerment in IFAD operations (to be confirmed by the Evaluation Committee)	Oct-09	Dec-10
	2. Country programme evaluations	Argentina, PL	Nov-08	Dec-09
		China, PI	Nov-09	Dec-10
		Haiti, PL	Nov-09	Dec-10
		India, PI	Nov-08	Dec-09
		Kenya, PF	Nov-09	Dec-10
		Mozambique, PF	Jun-08	Sep-09
		Niger, PA	Nov-08	Dec-09
		Yemen, PN	Nov-09	Dec-10
	3. Project evaluations 3.1 Interim evaluations	Ethiopia: Rural Financial Intermediation Programme	Jan-09	Aug-09
		Uganda: Vegetable Oil Development Project	Jan-09	Aug-09
	3.2 Completion evaluations	Benin: Roots and Tubers Development Programme	Jan-09	Aug-09
		China: West Guangxi Poverty-Alleviation Project	Jan-09	Aug-09
Dominican Republic: South Western Region Small Farmers Project – phase II (PROPERSUR)		Jan-09	Aug-09	
Yemen: Raymah Area Development Project		Jan-09	Aug-09	
Priority B: Specific evaluation work required by the Evaluation Policy and the terms of reference	4 Evaluation Committee	Field visit of the Evaluation Committee (specific date to be decided by EC in December 2008)	Jan-09	Dec-09
		Review of the implementation of the three-year rolling work programme and budget 2009-2011 and preparation of the three-year rolling work programme and budget 2010-2012	Jan-09	Dec-09

of the Evaluation Committee		Seventh Annual Report on Results and Impact of IFAD Operations (ARRI)	Jan-09	Dec-09
		OE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	Jun-09	Sep-09
		OE comments on the Report on IFAD's Development Effectiveness (RIDE)	Oct-09	Dec-09
		OE comments on selected IFAD operations policies prepared by IFAD Management for consideration by the Evaluation Committee	Jan-09	Dec-09
		Implementing of four regular sessions and additional ad hoc sessions, according to the revised TOR and rules of procedure of the Evaluation Committee	Jan-09	Dec-09
Priority C: Evaluation outreach and partnerships	5. Communication activities	Reports, <i>Profiles, Insights</i> , OE website, etc.	Jan-09	Dec-09
	6. Partnerships	ECG, NONIE and UNEG	Jan-09	Dec-09
	7. Quality enhancement & OSCs required	Participate in selected quality enhancement processes. Attend all OSCs that discuss corporate policies and strategies, COSOPs, and projects evaluated by OE being considered for a follow-up phase	Jan-09	Dec-09
	8. Evaluation capacity development	Development of an approach for evaluation capacity development in partner countries	Jan-09	Dec-09
Priority D: Evaluation methodology and effectiveness of OE	9. Methodological work	Peer review of OE, including Evaluation Policy, by ECG	Jan-09	Dec-09
		Improvement of monitoring and evaluation systems in IFAD operations	Jan-09	Dec-09
		Quality assurance and supervision of methodology application	Jan-09	Dec-09
		Implementation of framework for strengthening the effectiveness and quality of OE's work, including reporting to the Evaluation Committee and Executive Board	Jan-09	Dec-09
		Internal peer reviews of all evaluations	Jan-09	Dec-09

OE provisional work programme for 2010-2011

Priority area	Type of work	Evaluation activities	Start date	Expected finish	
Priority A: Conduct of selected corporate-level, regional strategy, country programme, and project evaluations	1. Corporate-level evaluations⁹	Joint evaluation with the Inter-American Development Bank of agriculture and rural development policies and operations in the Latin America and the Caribbean region			
		IFAD's private-sector development and partnership strategy			
		IFAD's policy on sector-wide approaches (SWAs) for agriculture and rural development			
		IFAD's policy dialogue approaches and efforts			
	2. Thematic evaluations	Evaluation of a portfolio of projects and programmes on Small Island Developing States (SIDS) or emergency responses in the Asia and the Pacific region	Jan-11	Dec-11	
	3. Country programme evaluations	Ghana, PA	Nov-10	Dec-11	
		Madagascar, PF	Nov-10	Dec-11	
		Viet Nam, PI	Nov-10	Dec-11	
	4. Project evaluations	4.1. Interim evaluations	Mozambique: Sofala Bank Artisanal Fisheries Project	Jan-10	Aug-10
			Rwanda: Smallholder Cash and Export Crops Development Project	Jan-11	Aug-11
	4.2. Completion evaluations	Azerbaijan: Rural Development Programme for Mountainous and Highland Areas	Jan-10	Aug-10	
		Egypt: Rural Development Project	Jan-11	Aug-11	
		Ghana: Rural Financial Services Project	Jan-10	Aug-10	
		Haiti: Food Crops Intensification Project – phase II	Jan-10	Aug-10	
		Kenya: Central Kenya Dry Area Smallholder and Community Services Development Project	Jan-10	Aug-10	
		Lao People's Democratic Republic: Oudomxai Community Initiatives Support Project	Jan-10	Aug-10	
Madagascar: North-East Agricultural Improvement and Development Project		Jan-11	Aug-11		

⁹ The dates for undertaking the various CLEs between 2010-2011 will be included in the final submission for the December Board, following discussion with the Evaluation Committee in October 2008.

		Peru: Market Strengthening and Livelihood Diversification in the Southern Highlands Project	Jan-11	Aug-11
		Senegal: Village Management and Development Project	Jan-11	Aug-11
Priority B: Specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee	5. Evaluation Committee	Field visits of the Evaluation Committee (one each year, specific dates to be decided by the EC in December of the preceding year)	Jan-10	Dec-11
		Review of implementation of the three-year rolling work programme and budget 2010-2012; 2011-2013 and preparation of the three-year rolling work programme and budget 2011-2013; 2012-2014	Jan-10	Dec-11
		Eighth and Ninth Annual Reports on Results and Impact of IFAD Operations (ARRI) (one report each year)	Jan-10	Dec-11
		OE comments on the President's Reports on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) (one report each year)	Jun-10 Jun-11	Sep-10 Sep-11
		OE comments on the Reports on IFAD's Development Effectiveness (RIDE) (one report each year)	Oct-10 Oct-11	Dec-10 Dec-11
		OE comments on selected IFAD operations policies prepared by IFAD Management for consideration by the Evaluation Committee	Jan-10	Dec-11
		Implementing of four regular sessions each year and additional ad hoc sessions, according to the revised TOR and rules of procedure of the Evaluation Committee	Jan-10	Dec-11
		Priority C: Evaluation outreach and partnerships	6. Communication activities	Reports, <i>Profiles, Insights</i> , OE website, etc.
7. Partnerships	ECG, NONIE and UNEG		Jan-10	Dec-11
8. Quality enhancement and OSCs required	Participate in selected quality enhancement processes. Attend all OSCs that discuss corporate policies and strategies, COSOPs, and projects evaluated by OE being considered for a follow-up phase		Jan-10	Dec-11
9. Evaluation capacity development	Implementation of activities in developing countries related to ECD		Jan-10	Dec-11
Priority D: Evaluation methodology and effectiveness of OE	10. Methodological work	Quality assurance and supervision of methodology application	Jan-10	Dec-11
		Implementation of framework for strengthening the effectiveness and quality of OE's work, including reporting to the Evaluation Committee and Executive Board	Jan-10	Dec-11
		Internal peer reviews of all evaluations	Jan-10	Dec-11

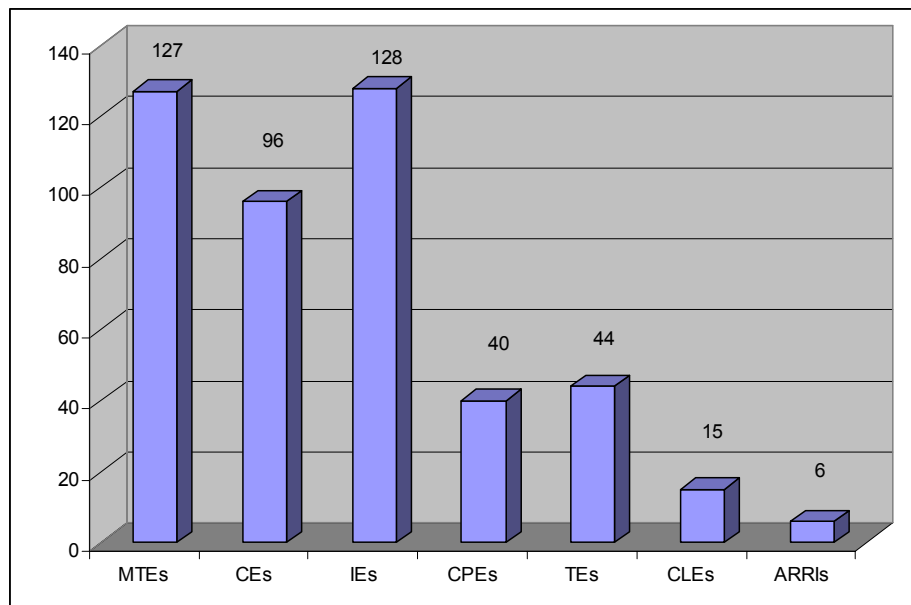
Key features of country programmes and projects to be evaluated in 2009

Country programme evaluations	Key programme features
Argentina	5 projects (2 ongoing, 1 not signed), IFAD loan amount US\$84 million, total portfolio costs US\$158 million, latest COSOP approved in 2004
China	21 projects (4 ongoing, 1 not effective), IFAD loan amount US\$528 million, total portfolio costs US\$1 393 million, latest COSOP approved in 2005
Haiti	7 projects (2 ongoing, 1 not effective), IFAD loan amount US\$84 million, total portfolio costs US\$153 million, latest COSOP approved in 1999
India	22 projects (6 ongoing, 2 not signed), IFAD loan amount US\$595 million, total portfolio costs US\$1739 million, latest COSOP approved in 2005
Kenya	14 projects (5 ongoing), IFAD loan amount US\$179 million, total portfolio costs US\$385 million, latest COSOP approved in 2007
Mozambique	9 projects (3 ongoing), IFAD loan amount US\$144 million, total portfolio costs US\$246 million, latest COSOP approved in 2004
Niger	7 projects (2 ongoing), IFAD loan amount US\$95 million, total portfolio costs US\$174 million, latest COSOP approved in 2006
Yemen	19 projects (4 ongoing, 1 not effective), IFAD loan amount US\$191 million, total portfolio costs US\$594 million, latest COSOP approved in 2007
Country and project name: Interim evaluations	Project objectives
Ethiopia, Rural Financial Intermediation Programme	The programme aims at alleviating rural poverty through a sustained increase in agricultural production, productivity and family incomes. Its primary objectives are to enhance outreach and financial deepening by MFIs through institutional development and through the provision of equity and credit funds; develop a community banking framework by promoting the establishment of grass-roots, people-owned and -managed rural financial cooperatives; promote linkages between the rural financial network and the Ethiopian banking system; and improve the regulation and supervision of MFIs and rural savings and credit cooperative organizations and unions, including their self-regulatory processes. Total project cost: US\$88.7 million. IFAD loan US\$25.7 million.
Uganda, Vegetable Oil Development Project	The main thrust of the project is to increase cash income among smallholders by revitalizing and increasing domestic vegetable oil production. More specifically, the project will: (a) develop an oil palm industry, chiefly promoting partnership between smallholder growers and private sector processors, with the Government of Uganda and IFAD playing catalytic roles; (b) introduce industrial-sized mills that are energy-efficient and of high environmental standards for the efficient and cost-effective processing of fresh-fruit bunches; (c) develop with NGO support the potential for smallholder vegetable oil and other arable oilseed production and processing; (d) catalyse and support the development of smallholder-produced raw material base and know-how for the subsequent commercial extraction of essential oils; and (e) support government efforts to establish a consultative body (Vegetable Oil Development Council, VODC) to facilitate the interaction among farmers, trade associations, processors, financial institutions, NGOs and other principal actors involved in shaping of the development of the vegetable oil subsector. Total project cost: US\$60 million; IFAD loan: US\$20 million.

Country and project name: Completion evaluations	Project objectives
Benin, Roots and Tubers Development Programme	The programme's overall development goal is to help alleviate poverty through sustainable increases in the cash incomes of poor and/or vulnerable rural households by enhancing productivity at all stages of roots and tubers (R&T) production, from farming to marketing. This objective is in line with the highest priorities of the Government and has high operational priority for IFAD and the donor community with which the programme will establish close collaboration. The programme's specific objectives are to: (i) raise the productivity of R&T growing by smallholder farmers, using environmentally sound and sustainable practices, including improved and resistant R&T varieties, integrated pest management and improved soil fertility methods; (ii) remove a major bottleneck to production increases by boosting the output of local women's processing groups and encouraging them to form marketing associations with other village-based groups; and (iii) strengthen local capability to analyse and resolve constraints related to R&T development. Total project cost: US\$19.3 million, IFAD loan: US\$13.1 million.
China, West Guangxi Poverty-Alleviation Project	The goal of the project is to achieve sustainable and equitable poverty eradication for 240,000 vulnerable rural households living in an environment with degraded natural resources. The objective is to achieve a sustainable increase in productive capacity, both on- and off-farm, and to offer increased access to economic and social resources, including financial services, education, health and social networks. Total project cost: US\$107.3 million; IFAD loan: US\$30.4 million.
Dominican Republic, South Western Region Small Farmers Project – phase II	The overall objective of the project is to improve the incomes and living conditions of the rural poor and alleviate extreme poverty. Specific objectives are to: (i) create and improve income-generating opportunities in agricultural and non-agricultural production; (ii) improve access by family members to local financial resources for investments and capital resources for agricultural and microenterprise initiatives; (iii) improve the area's social and productive infrastructure, roads and market channels; and (iv) strengthen the ability of local organizations and NGOs to provide communities with social and productive services. Total project cost: US\$17.6 million; IFAD loan: US\$12 million.
Yemen, Raymah Area Development Project	Project objectives are twofold: (a) to improve living conditions in Raymah through the provision of sustainable rural infrastructure and services and the setting-up of strong community organizations able to express community demands and aspirations; and (b) to increase rural incomes on a sustainable basis by improving the productivity of smallholdings. Total project cost: US\$17.02 million, IFAD loan US\$12.11 million

Evaluations (1983-2008)

Number of evaluations by type (1983-2008)

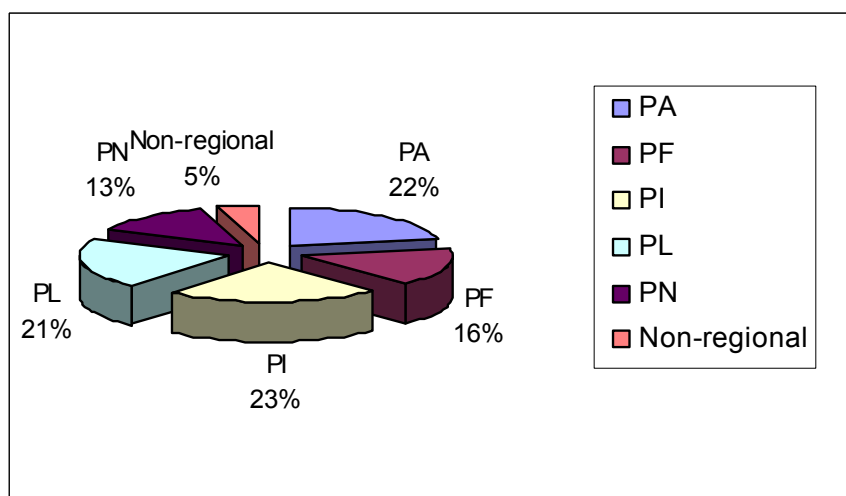


Legend

- MTEs^a Mid-term evaluations
- CEs Completion evaluations
- IEs Interim evaluations
- CPEs Country programme evaluations
- TEs Thematic evaluations
- CLEs Corporate-level evaluations
- ARRIs Annual Reports on Results and Impact of IFAD Operations – first edition issued in 2003

^a In 2003, OE discontinued mid-term evaluations, which are considered a management function.

Distribution of evaluations by region (1983-2008)



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