

Document: EC 2009/57/W.P.4  
Agenda: 5  
Date: 15 July 2009  
Distribution: Public  
Original: English

**E**



Enabling poor rural people  
to overcome poverty

## **Preview of the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues**

Evaluation Committee — Fifty-seventh Session  
Rome, 20-21 July 2009

---

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:

**Luciano Lavizzari**

Director, Office of Evaluation

telephone: +39 06 5459 2274

e-mail: [l.lavizzari@ifad.org](mailto:l.lavizzari@ifad.org)

Queries regarding the dispatch of documentation for this session should be addressed to:

**Deirdre McGrenra**

Governing Bodies Officer

telephone: +39 06 5459 2374

e-mail: [d.mcgrenra@ifad.org](mailto:d.mcgrenra@ifad.org)

## Contents

### **Abbreviations and acronyms**

**ii**

I. Introduction	1
II. Achievements in 2009	1
III. Taking stock of 2009	6
IV. OE priorities for 2010-2012	7
V. 2010 resource issues	9

### **Annexes**

I. OE achievements in relation to planned priorities and activities in 2009	10
II. OE staff levels for 2010	13
III. Proposed 2010 OE budget	14

## 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
CPE	country programme evaluation
ECD	evaluation capacity development
ECG	Evaluation Cooperation Group
FAO	Food and Agriculture Organization of the United Nations
NONIE	Network of Networks on Impact Evaluation
OE	Office of Evaluation
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
SDC	Swiss Agency for Development and Cooperation
UNEG	United Nations Evaluation Group

# Preview of the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues

## I. Introduction

1. This is the second year the Office of Evaluation (OE) has prepared a three-year rolling evaluation work programme. In line with the good practice of other evaluation outfits<sup>1</sup> that follow a similar approach, this document contains a preview of OE's three-year rolling work programme for 2010-2012 and resource requirements for 2010.
2. Following the incorporation of the comments by the Evaluation Committee at its fifty-seventh session in July 2009, and based on the guidance and comments provided by the Executive Board during its planned session in September 2009, OE will prepare its comprehensive work programme for 2010-2012 and 2010 budget for discussion at the fifty-eighth session of the Evaluation Committee in October. Thereafter, based on the further guidance of the Committee, OE will prepare its work programme for 2010-2012 and 2010 budget for discussion at the ninety-eighth session of the Board in December 2009. Prior to this, as per the Board's decision, the proposal will be considered by the Audit Committee in November 2009, together with the administrative budget of IFAD for 2010.
3. This document is divided into five sections. Section II presents a summary of the main OE achievements thus far in 2009. An overview of the achievements is also provided in annex I of the document. Section III contains selected operational lessons for OE that have been drawn from the implementation of the current year's work programme, while section IV includes the proposed priorities for 2010-2012, together with an account of the main evaluation activities that the division plans to undertake. Section V outlines resource issues for 2010 that will allow OE to implement its work programme in a timely manner. Annexes II and III provide a synthesis of the proposed human and financial resource requirements of OE in 2010.

## II. Achievements in 2009

4. OE had four priorities in 2009, 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) conducting selected corporate-level, country programme and project evaluations; (ii) specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee; (iii) evaluation outreach and partnerships; and (iv) evaluation methodology and effectiveness of OE. To date, OE has been able to implement most of the activities planned under the four established priorities according to schedules, with a few exceptions owing to unavoidable delays.<sup>2</sup>

<sup>1</sup> For example, see: (i) the Proposed 2008-2010 Three-Year Rolling Work Programme and 2008 Budget of the African Development Bank's Operations Evaluation Department; and (ii) the Work Program and Budget: FY08 and Indicative Plan (FY09-10) of the World Bank's Independent Evaluation Group.

<sup>2</sup> The exceptions are: (i) the project evaluation in the Dominican Republic is delayed by about eight months owing to the unforeseen leave exigencies of the OE lead evaluator originally designated for the evaluation; (ii) the Argentina country programme evaluation has been rescheduled and will be completed in 2010, rather than at the end of 2009, owing to the last minute withdrawal of the selected consultants' team leader and the recent flu epidemic in the country; and (iii) the final report on the African Development Bank (AfDB)-IFAD joint evaluation on the agricultural and rural development policies and operations implemented by the two organizations in Africa is under preparation. This evaluation will be discussed by the Evaluation Committee and the Executive Board in December 2009, rather than in September 2009 as originally planned. In part, the postponement can be attributed to the elaborate process for: (i) considering the comments of AfDB and IFAD managements on the various deliverables produced during the evaluation, and of the African governments on the draft final report; and (ii) coordinating the dates related to the presentation of the draft final report to AfDB and IFAD governing bodies.

5. With regard to priority (i), OE worked with the Operations Evaluation Department (OPEV) of the African Development Bank (AfDB) to conduct a joint evaluation of the agricultural and rural development policies and operations implemented in Africa by the two organizations. Thus far, OE has completed the interim report on the joint evaluation, which was based on four specific working papers, namely: (a) the changing context and prospects for agriculture and rural development in Africa; (b) a meta-evaluation of the past performance of operations funded by the two organizations on the continent; (c) a review of partnerships between the AfDB and IFAD; and (d) an analysis of selected business processes and their impact on results. The interim report and corresponding working papers have been finalized and shared with IFAD Management and members of the Executive Board.<sup>3</sup>
6. Among other issues, the interim report notes that, on the whole, Africa has made useful progress towards establishing a more stable political environment for promoting rural poverty reduction and growth through agriculture and rural development. There have been improvements at the institutional level, with stronger regional and subregional organizations, and stronger civil society and community organizations making governments more accountable. However, the heterogeneity on the continent makes agricultural and rural development a challenging task and, apart from the current economic downturn, some of the issues that require further attention include climate change, food price volatility, and adjusting to the unfavourable trade regime that acts as a disincentive to agriculture growth.
7. The report also indicates that the performance – measured in terms of relevance, effectiveness and efficiency – of IFAD-funded projects is better than that of the AfDB's projects. However, there is still room for improvement, especially in terms of sustainability, engaging the private sector, and attention to gender equality and women's empowerment. Moreover, in spite of the moderately satisfactory project performance, the performance of the two organizations' country programme is not as good, especially in terms of policy dialogue, knowledge management, partnership strengthening, and in ensuring adequate synergies between lending and non-lending activities.
8. The country work phase and quality-at-entry review of AfDB and IFAD operations in agriculture and rural development in Africa have also been completed. The purpose of the country work phase, which included visits to eight countries,<sup>4</sup> was to validate the findings and hypotheses emerging from the interim report through interactions with governments, beneficiaries, donors and other partners, and visit selected project sites and activities. The quality-at-entry review discussed the changes adopted in recently formulated country strategies and project designs in ten African countries,<sup>5</sup> and assessed the extent to which lessons drawn from past operations and recent reform initiatives have been reflected in the design of more recent operations. On the whole, the country visits confirmed the main findings of the interim report, for example, in terms of the need for IFAD and the AfDB to devote more attention to gender and sustainability. The quality-at-entry review revealed that the reforms promoted by the two organizations since their respective independent external evaluations are on the right track, and that country strategies and project designs are generally addressing many areas found in past operations to be in need of improvement, such as targeting, and monitoring and evaluation.
9. Building on all the deliverables produced during the process, the draft final joint evaluation report is being prepared. It was shared with the managements of the two organizations for their review and comments at the beginning of July. Thereafter, the document will be distributed to governments and others in Africa for

<sup>3</sup> These documents can be downloaded from the IFAD website at [www.ifad.org/evaluation/jointevaluation/index.html](http://www.ifad.org/evaluation/jointevaluation/index.html).

<sup>4</sup> Countries visited include Ghana, Mali, Morocco, Mozambique, Nigeria, Rwanda, The Sudan and the United Republic of Tanzania.

<sup>5</sup> These are the eight countries included in the country visits, in addition to Burkina Faso and Kenya.

their feedback. Visits to selected African countries to discuss this draft report will take place between September and October. Finally, the evaluation will be discussed by the Evaluation Committee and the Executive Board in December 2009. It will also be discussed by the Committee on Development Effectiveness and Board of Directors at the AfDB.

10. OE is currently working on the corporate-level evaluation (CLE) of IFAD's capacity to promote pro-poor replicable innovations for rural poverty reduction. A number of deliverables are under production, including a comprehensive assessment of the Initiative for Mainstreaming Innovation, a staff survey on IFAD's organizational capabilities in supporting the promotion of innovation and a benchmarking study to capture lessons learned and good practice in five comparable organizations<sup>6</sup> that devote attention to innovations. Visits are being undertaken to five countries,<sup>7</sup> one in each region covered by IFAD operations. The evaluation is expected to be completed by the end of 2009, and discussed by both the Evaluation Committee and the Executive Board in December 2009.
11. OE has started the CLE on IFAD's approaches and results in promoting gender equality and women's empowerment. The approach paper is under production, and, among other issues, will lay out the main objectives, key questions and overall process for this important evaluation. As agreed with the Board, this evaluation will be completed in 2010, so that it can provide timely inputs for the development of the Fund's gender policy by Management, following completion of the evaluation.
12. OE worked on a number of country programme evaluations (CPEs) in 2009. It completed The Sudan CPE by organizing a national round-table workshop in Khartoum in February. The CPE provided inputs to the development of the country's new results-based country strategic opportunities programme (COSOP), which was considered by the Board in April 2009. The CPE found that project performance was moderately satisfactory, especially in terms of promoting food security, community participation in decision-making, and small-scale irrigation. However, the evaluation revealed that much more could have been achieved in terms of policy dialogue, especially at the national level, given the long-term presence and the credibility of the Fund in the country.
13. Other CPEs are currently under implementation in Argentina, India, Mozambique, and the Niger. The preliminary results from the Mozambique CPE indicate that the Fund has made an important contribution to agriculture and rural development in the country, especially through artisanal fisheries, sustainable rural finance and market access. Moreover, good progress has also been made in policy dialogue. However, the evaluation also notes that it is essential that IFAD strengthen its country presence in Mozambique, inter alia, if it is going to continue to play an important role in policy processes and in donor coordination and harmonization activities. The Mozambique CPE will be discussed by the Evaluation Committee during its fifty-eighth session in October 2009.
14. The India and the Niger CPE reports are under production, following completion of the field visits by the respective OE evaluation teams in the first part of the year. These evaluations are expected to be completed by the end of 2009. It is worth noting that, as part of the India CPE, OE is undertaking a case study on performance management in order to identify opportunities and challenges facing project management and related processes that are critical to the achievement of results on the ground. In the context of the Niger CPE, dedicated performance and impact assessments were conducted in two projects to collect primary data to strengthen the analytic and quantitative basis of the evaluation.

---

<sup>6</sup> Humanist Institute for Development Co-operation, International Development Research Centre, Irish Aid, United Nations Development Fund for Women and World Bank.

<sup>7</sup> Including Brazil, Morocco, Nigeria, the United Republic of Tanzania, and Viet Nam.

15. With regard to project evaluations, as agreed with the Board, OE is working on six project evaluations in Benin, China, Dominican Republic, Ethiopia, Uganda and Yemen. All evaluations will be completed as scheduled by the end of the year, apart from the one in the Dominican Republic, which will be finalized in early 2010 (see footnote 2).
16. With regard to priority (ii), which is evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee, the preparation of this year's Annual Report on Results and Impact of IFAD Operations (ARRI) is under way. The document will be discussed as scheduled in October with the Evaluation Committee, and thereafter with the Executive Board in December 2009. Following the practice introduced in the past, the ARRI devotes due space to learning, in addition to providing an account of the performance and impact of IFAD operations. The 2009 ARRI focuses on two learning themes agreed with the Board last year, namely access to markets and environment and natural resources management. In this regard, OE prepared issues papers and organized dedicated in-house learning workshops to discuss and exchange views with IFAD operations staff and others on each of these topics. This year's ARRI has a strong partnership dimension with the Food and Agriculture Organization of the United Nations (FAO) Trade and Markets Division and the Environment, Climate Change and Bioenergy Division, especially in the production of the two issues papers. FAO staff from these and other divisions also participated in the ARRI learning workshops held in May. The results of the workshops, in terms of the main proposed follow-up actions for IFAD Management to consider in each of these thematic areas, will be captured in dedicated sections of the final ARRI document.
17. In April 2009, the Executive Board redefined the composition of the Evaluation Committee for a three-year term<sup>8</sup> ending in April 2012. A new Committee chairperson (the Executive Board Director from Egypt<sup>9</sup>) was elected at the fifty-sixth session held in June. Thus far, three formal and two informal sessions of the Committee have been held in April, June, and July. Matters discussed by the Committee during these sessions included project evaluations in Argentina and the Democratic People's Republic of Korea, the Nigeria CPE, the new IFAD Rural Finance Policy, together with OE's comments on the same, the preview of the three-year (2010-2012) rolling work programme and 2010 resource issues, the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA), the procedures for the appointment and renewal of the OE Director, and the approach paper/terms of reference of the OE external peer review. An orientation session for new Committee members was held during the informal session in June. Two further sessions are planned in 2009 in October and December. In addition, OE will organize the Committee's annual field visit to India in December 2009.
18. On another issue, at the request of the Evaluation Committee during its fifty-sixth session in June, OE will develop a proposal for further strengthening the evaluation learning loop, which will be included in OE's comprehensive three-year rolling work programme for 2010-2012 and 2010 budget document, to be discussed with the Evaluation Committee during its fifty-eighth session in October 2009.
19. With regard to priority (iii) on evaluation outreach and partnerships, OE continued to intensify 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), and is engaged in various UNEG task forces, including those concerned with impact evaluation, human rights and gender. Similarly, OE took part in meetings of the Evaluation Cooperation Group (ECG) of

<sup>8</sup> The renewed composition of the Committee includes Brazil, Canada, Egypt, India, Indonesia, Ireland, the Netherlands, Nigeria and Sweden.

<sup>9</sup> Dr Abdel Aziz Mohamed Hosni.



the multilateral development banks and the Network of Networks on Impact Evaluation (NONIE).

20. Finally, the partnership agreement (third phase) between OE and the Swiss Agency for Development and Cooperation (SDC) came into effect in April this year. The partnership will allow OE to go the extra mile by financing additional activities of an innovative and experimental nature or to incorporate more depth and breadth into analysis in order to strengthen evidence-based evaluation, which would not be covered by OE's annual administrative budget. For example, in 2009, the division is using the partnership resources for the CLE on IFAD's capacity to promote pro-poor replicable innovation, the learning themes of the ARRI (see paragraph 16), evaluation capacity development (ECD) activities, training and rolling out of OE's new evaluation manual and the undertaking of a special case study on performance management within the framework of the India CPE.
21. OE has undertaken some activities that will contribute to the development of its future approach and involvement in ECD, as requested by the Committee and the Board in 2008. This includes mapping the landscape of existing ECD activities in China and India, and holding discussions with the two governments concerned, and with the World Bank and others, to identify potential partnerships in this area. A summary of the main efforts in ECD will be included in the comprehensive OE work programme and budget document, which will be discussed by the Committee in October.
22. On another issue, taking into account the need to ensure independence of the evaluation function, OE staff have participated in numerous in-house quality enhancement processes, such as operational policy and strategy committee meetings and policy fora, in order to ensure that lessons learned from evaluations are adequately internalized in the development of new IFAD policies, strategies and projects.
23. Under priority (iv) related to evaluation methodology and OE effectiveness, the division is working on rolling out the new OE evaluation manual, which included the translation into all IFAD official languages, publication and dissemination of the document, and the development of a tailored training module for OE staff and consultants. On another topic, a more systematic approach to internal peer reviews by OE has been introduced for all evaluations undertaken. The aim of such internal peer reviews is to enhance knowledge sharing and ensure enhanced quality of OE deliverables. Moreover, as agreed with the Committee and Executive Board, OE is now hiring senior independent advisers for all higher-plane evaluations (corporate-level and country programme evaluations), whose main contribution is to provide advice to the division throughout the evaluation process and bring reassurance to the Evaluation Committee and Executive Board on the quality of evaluations conducted and processes followed. Finally, in October OE will provide an overview of the progress made against the indicators in the division's new Results Measurement Framework<sup>10</sup> approved by the Board during its ninety-fifth session in December 2008.
24. Another activity initiated is the external peer review of OE, which includes a review of the IFAD Evaluation Policy. The external peer review is expected to be completed by the end of 2009, and discussed by the Evaluation Committee and the Executive Board in December. The peer review is being undertaken under the aegis of the ECG and includes the participation of the chairperson of UNEG. As agreed with the Board last year, the peer review covers the Fund's evaluation function in its entirety, including the performance of OE and the quality of its products, methodology and processes, the Evaluation Policy and the self-evaluation processes undertaken by IFAD Management, in addition to the role and operations of the Evaluation Committee.

<sup>10</sup> See Annex XVI, EB 2008/95/R.2/Rev.1.

### III. Taking stock of 2009

25. As in past years, before defining its priority areas, including the work programme for the three-year period 2010-2012 and resource issues for 2010, OE reviewed the experience in implementing its 2009 work programme. Three key issues emerging from this reflection are summarized below.
26. In addition to reporting on the results achieved through IFAD-supported operations, an area where more effort and resources are being invested is in understanding the proximate causes of performance (i.e., the *Why factor*). OE is therefore devoting more attention to moving beyond answering "What was the documented performance?" to also addressing more comprehensively the question "Why is performance as it was?" This is extremely important in generating lessons that can then be used in raising the Fund's overall development effectiveness. This is achieved, inter alia, by devoting sufficient time and effort at the outset of each evaluation to defining the main questions to be covered and the sources of data and information to facilitate the process, and by undertaking in-depth internal peer reviews on key evaluation deliverables including the main report.
27. The important experience related to the joint evaluation on Africa conducted with the AfDB has generated several lessons that can be useful for similar exercises in the future. On the positive side, among other issues, OE realizes that joint evaluations can contribute to widening the scope of evaluations, reducing transaction costs on partner countries, and strengthening partnership between the organizations involved in the joint evaluation. On the other hand, joint evaluations appear to require a relatively higher degree of coordination, communication, and time for implementation, together with process and risk management considerations. Based on this experience, OE will explore opportunities for further joint evaluations, including those that may entail a varying degree of "jointness". One form of joint evaluation between two organizations could include dedicating specific and comprehensive attention to exchanging experiences and lessons throughout the process, rather than necessarily having a single evaluation team and a joint final report, which is the case with the ongoing joint Africa evaluation. For example, in the framework of the India CPE, OE has maintained an active exchange of information with FAO, which is currently undertaking an evaluation of its operations in the same country. In particular, a dedicated meeting will be organized to discuss the findings from and exchange experiences on the FAO and IFAD India CPEs. FAO will also be invited to the national round-table workshop on the OE India CPE in Delhi in December 2009 to present its evaluation results. OE is also exploring other opportunities for joint evaluations, such as collaborating with the World Bank on the CLE on IFAD's approaches and results in promoting gender equality and women's empowerment, given that the Independent Evaluation Group of the World Bank is currently undertaking an evaluation of the Bank's efforts and assistance on the same topic.
28. While evaluations by nature invariably look at the performance of past strategies and operations, OE recognizes the importance of also capturing during selected evaluations the evolution in IFAD strategies, processes and project design. In this regard, for example in CPEs, OE increasingly also reviews recently designed and ongoing operations, especially to examine its relevance and the extent to which lessons from the past are reflected in the design of more recent operations. Therefore, in addition to reporting on the results of past operations, this allows OE evaluations to capture the evolving priorities and directions in a country programme, and to assess whether IFAD is adequately learning from the past. An example of this is the quality-at-entry review conducted as part of the joint Africa evaluation.

#### IV. OE priorities for 2010-2012

29. OE proposes four priorities for the period 2010-2012, which take into consideration the requirements of the Evaluation Policy and the terms of reference of the Evaluation Committee, and the contribution of evaluation work towards achieving selected corporate management results.<sup>11</sup>
30. The four main priority areas for 2010-2012 are:
- (a) Conducting of selected corporate-level, country programme and project evaluations;
  - (b) Specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee;
  - (c) Evaluation outreach and partnerships;
  - (d) Evaluation methodology and effectiveness of OE.
31. 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 2009. These include the CLE on the approaches and results in promoting gender equality and women's empowerment in IFAD operations, and the CPEs in China, Haiti, Kenya and Yemen. In particular, OE will devote time and attention to ensuring a broad outreach of the main lessons learned and issues from the joint Africa evaluation. This will entail the organization of dedicated multistakeholder workshops in Africa, involving government officials, policymakers, civil society representatives, IFAD Management and staff, and others.<sup>12</sup>
32. As agreed with the Evaluation Committee in October and the Executive Board in December 2008, the CLE on the IFAD Private-Sector Development and Partnership Strategy, originally planned to start at the end of 2009, was postponed by one year. As per the Board's decision, this was done with the aim of allowing OE to first undertake in 2009/10 the CLE on IFAD's approaches and results in promoting gender equality and women's empowerment, which was considered the main priority. Therefore, the CLE on the IFAD Private-Sector Development and Partnership Strategy will be initiated at the end of 2010 and completed in 2011. In this regard, it is important to note that Management is committed to presenting to the Board in December 2010 a proposal on IFAD's role and instruments relative to engagement with the private sector. However, given that the OE evaluation will only be completed by end 2011, and based on the good practice of developing policies and strategies following an evaluation on the same topic, the Committee may wish to recommend to the Board that the development of the proposal on IFAD's engagement with the private sector by Management be undertaken in 2012, following the completion of the CLE. Finally, the planned CLE on IFAD's policy dialogue approaches has been included in the three-year rolling work programme, to be undertaken following the completion of the CLE on the Private-Sector Development and Partnership Strategy.
33. A number of CPEs are provisionally planned for the period 2010-2012. One main criterion followed in including a CPE in the work programme is that there should be a clear intention by Management to develop a new results-based COSOP in the same country, following completion of the CPE. Hence, subsequent to consultations with the Programme Management Department, CPEs for the following countries are

<sup>11</sup> The Fund has nine corporate management results: better country programme management, better project design (loans and grant), better implementation support, better financial resource management, better human resource management, better results and risk management, better administrative efficiency and an enabling information and communications technology environment, better inputs into global policy dialogues and increased mobilization of resources for rural poverty reduction; and an effective and efficient platform for members' governance of IFAD.

<sup>12</sup> The outreach efforts, including the translation and publishing of the evaluation report in relevant languages and the organization of the multistakeholder workshops, will be financed through Canadian supplementary funds (see annex III).

provisionally planned during 2010-2012: Ghana, Madagascar, Rwanda and Viet Nam.

34. Various project evaluations have also been planned for the same period. In particular, five new project evaluations are provisionally proposed in 2010 in Azerbaijan, Ghana, the Lao People's Democratic Republic, Rwanda and the United Republic of Tanzania.<sup>13</sup> The evaluations in Rwanda and the United Republic of Tanzania are interim project evaluations, which are mandatory according to the Evaluation Policy before embarking on the design of the subsequent phase of the corresponding projects. A number of completion and interim project evaluations for 2011 and 2012 will also be provisionally included in the three-year rolling work programme, for discussion with the Committee in October 2009.
35. Under priority (b), OE will prepare the ARRI each year from 2010 to 2012 and present it as per usual practice to both the Evaluation Committee and Executive Board. Similarly, it will review and prepare its comments on the PRISMA, and on the Report on IFAD's Development Effectiveness (RIDE). As per the terms of reference of the Evaluation Committee, OE will also prepare its comments on any corporate policy proposal that would be developed by Management in areas where OE has accumulated over the years sufficient evaluative evidence and lessons learned. Finally, each year from 2010-2012, OE will prepare a three-year rolling work programme,<sup>14</sup> together with a specific budget proposal for the first of the three years in the rolling work programme.
36. In accordance with the terms of reference of the Evaluation Committee, OE will organize four sessions of the Committee each year, and any additional sessions considered necessary by the chairperson. The Committee will define its provisional agenda for the subsequent year at its December session. On a related issue, it is proposed that the Committee undertake its annual field visit in 2010 to Mozambique in connection with the ongoing CPE, in 2011 to Yemen and in 2012 to Ghana in connection with the planned CPEs in these countries. The exact timeframe for these visits will be proposed by OE to the Committee for consideration during its December session.
37. With regard to priority (c), OE will continue its efforts to ensure that aspects of communication and dissemination are incorporated in each evaluation from the outset. The present practice of disseminating printed copies of evaluation reports and evaluation Profiles<sup>15</sup> and Insights<sup>16</sup> to Executive Board members, partners in developing countries and others, and updating the evaluation section on the IFAD website, will be continued. In line with the Evaluation Policy, OE will also continue to participate in IFAD internal platforms (e.g. in the Operational Strategy and Policy Guidance Committee) with a view to clarifying and deepening the understanding of evaluation lessons and recommendations. Among other activities, in-country learning workshops will be organized for each evaluation undertaken, as a means of discussing evaluation results and lessons learned with multiple stakeholders. In addition, OE will continue to identify, through the ARRI, key learning themes to be discussed with IFAD Management through in-house learning workshops.
38. In terms of partnerships, OE will participate actively in the discussions of the ECG, NONIE and UNEG. It will also take part in selected international and regional

<sup>13</sup> Paragraphs 33 and 34 list the countries in which CPEs and project evaluations are likely to be conducted in 2010. The final list will be developed in September 2009 and included in the comprehensive OE work programme and budget document to be discussed by the Committee in October 2009.

<sup>14</sup> These will cover the period 2010-2012 (presented to the Board in 2009), 2011-2013 (for presentation in 2010), and 2012-2014 (for presentation in 2011).

<sup>15</sup> Evaluation Profiles are two-page summaries of the main conclusions and recommendations arising from each IFAD evaluation. They provide a sampling of evaluation results and an incentive for readers to delve deeper and follow up on interesting issues in the full report.

<sup>16</sup> Evaluation Insights focus on one learning issue emerging from corporate, thematic or country programme evaluations. Presenting a hypothesis, Insights will form the basis for debate and discussion amongst development professionals and policymakers both within IFAD and outside the institution.

conferences and workshops on evaluation and related themes, including those organized by selected evaluation societies and associations (e.g., the African Evaluation Association and the European Evaluation Society). In addition, OE will become more systematically involved in ECD, focusing its efforts on evaluation capacity-building in the agriculture and rural sector, in partnership with other organizations. In this regard, the comprehensive work programme and budget document, to be presented to the Committee in October 2009, will contain the overall proposed ECD approach and activities that OE will focus on in 2010. Finally, OE will continue the partnership with SDC (see paragraph 20) and use resources inter alia for the gender evaluation and the learning themes selected within the 2010 ARRI.<sup>17</sup>

39. With regard to priority (d), OE will ensure a rigorous application of the new evaluation manual in all evaluations conducted and continue to hire senior independent advisers for higher-plane evaluations, and further strengthen its internal peer review activities to cover all evaluations undertaken by the division in 2010. The division will reserve time and resources for implementing any follow-up actions recommended by OE's external peer review, being conducted in 2009.

## **V. 2010 resource issues**

40. In 2010, the division plans to work with the same levels of human resources as in 2009 (see annex II for more information on OE staff levels).
41. Using the same inflation factor (1.5 per cent for non-staff costs and 6.5 per cent increase for staff costs) as that applied by IFAD in the preview of its 2010 administrative budget, OE's budget proposal for 2010 is around US\$6.0 million (see annex III). This reflects a decrease in real terms of about US\$100,000, or 1.8 per cent of the total 2009 administrative budget. It is also important to note that, as for the rest of IFAD, the 2009 administrative budget will be restated in the second part of this year, which will therefore have consequences for the 2010 final budget proposal. The specific details of the 2010 budget will be presented to the Executive Board in December 2009, following discussions at the Evaluation Committee in October.

---

<sup>17</sup> As per the Board decision in December 2008, the learning themes for the 2010 ARRI include human and social capital and empowerment, and institutions and policies.

## OE achievements in relation to planned priorities and activities in 2009

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
Priority A: Conducting of selected corporate-level, country programme and project evaluations	1. Corporate-level evaluations	Joint evaluation with AfDB on agricultural and rural development policies and operations in Africa	To be completed in June 2009	Will be completed in December 2009 with discussion by the Evaluation Committee and Executive Board (see footnote 2 in the main document)
		IFAD's capacity to promote pro-poor replicable innovations	To be completed in December 2009	Will be completed as scheduled
	2. Country programme evaluations	Argentina	To be completed in December 2009	Will be completed in 2010, owing to last-minute withdrawal of the selected consultants' team leader and the recent flu epidemic in the country
		China	To start in November 2009	Will be undertaken as scheduled
		Haiti	To start in November 2009	Will be undertaken as scheduled
		India	To be completed in December 2009	Is being undertaken as scheduled
		Kenya	To start in November 2009	Will be undertaken as scheduled
		Mozambique	To be completed in September 2009	Is being undertaken as scheduled
		Niger	To be completed in December 2009	Is being undertaken as scheduled
		Sudan	To be completed in March 2009	Completed
Yemen	To start in November 2009	Will be undertaken as scheduled		
3. Project evaluations 3.1. Interim evaluations	Ethiopia: Rural Financial Intermediation Programme	To be completed in August 2009	Is being undertaken as scheduled	
	Uganda: Vegetable Oil Development Project	To be completed in August 2009	Is being undertaken as scheduled	
	3.2. Completion evaluations	Benin: Roots and Tubers Development Programme	To be completed in August 2009	Is being undertaken as scheduled
		China: West Guangxi Poverty-Alleviation Project	To be completed in August 2009	Is being undertaken as scheduled
		Dominican Republic: South Western Region Small Farmers Project – Phase II	To be completed in August 2009	Will be started in September 2009, owing to unforeseen leave exigencies of designated lead evaluator

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
		Yemen: Raymah Area Development Project	To be completed in August 2009	Is being 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 2009	As per its decision, the Evaluation Committee will undertake its annual field visit to India from 7 to 11 December
		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	To be completed in December 2009	Is being undertaken as scheduled
		Seventh Annual Report on Results and Impact of IFAD's Operations (ARRI)	To be completed in December 2009	Is being undertaken as scheduled and will be discussed by the Evaluation Committee in October and Executive Board in December 2009, as planned
		OE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	To be completed in September 2009	Completed
		OE comments on the Report on IFAD's Development Effectiveness (RIDE)	To be completed in December 2009	Document with OE comments will be discussed by the Evaluation Committee and the Executive Board in December 2009, as planned
		OE comments on selected IFAD operations policies (on the IFAD Rural Finance Policy in April 2009, the IFAD Policy on Engagement with Indigenous Peoples and the IFAD Policy for Grant Financing) prepared by IFAD Management for consideration by the Evaluation Committee	To be completed in December 2009	Undertaken as scheduled (comments on rural finance policy in April, indigenous peoples policy in July, and grants policy in December 2009)
		Implementing of four regular sessions, and additional ad hoc sessions, according to the revised terms of reference and Rules of Procedure of the Evaluation Committee	To be completed in December 2009	Thus far, three formal sessions have been held. In addition, two informal sessions were organized to discuss the procedures for the appointment and renewal of the OE Director. Finally, an induction session was also conducted for new

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
Priority C: Evaluation Outreach and Partnerships	5. Communication activities	Evaluation reports, <i>Profiles, Insights</i> , OE website, etc.	January-December 2009	Committee members Is being undertaken as scheduled
	6. Partnerships	ECG, NONIE, UNEG and SDC partnership	January-December 2009	Is being undertaken as scheduled
	7. Quality enhancement and OSCs <sup>a</sup> required	Participate in selected in-house quality enhancement processes, for example by attending OSCs that discuss corporate policies and strategies, COSOPs, and projects evaluated by OE being considered for a follow-up phase	January-December 2009	Is being undertaken as scheduled
	8. Evaluation capacity development	Development of an approach for evaluation capacity development in partner countries	January-December 2009	Is being undertaken as scheduled
Priority D: Evaluation methodology and effectiveness of OE	9. Methodological work	External peer review of OE, including the Evaluation Policy, by ECG	January-December 2009	Will be undertaken as scheduled
		Improvement of monitoring and evaluation systems in IFAD operations	January-December 2009	Will be undertaken as scheduled
		Publication and dissemination on the new evaluation manual, together with training in its use	January-December 2009	Is being undertaken as scheduled
		Quality assurance and supervision of methodology application	January-December 2009	Is being undertaken as scheduled
		Implementation of the results measurement matrix for monitoring and strengthening the effectiveness and quality of OE's work, including reporting to the Evaluation Committee and Executive Board	January-December 2009	Is being undertaken as scheduled
		OE internal peer reviews of all evaluations	January-December 2009	Will be undertaken as scheduled

<sup>a</sup> Operational Strategy and Policy Guidance Committee.



## OE staff levels for 2010

<i>2006 level</i>	<i>2007 level</i>	<i>2008 level</i>	<i>2009 level</i>	<i>2010</i>		
				<i>Professional staff</i>	<i>General Service staff</i>	<i>Total</i>
18	20	18.5	19.5 <sup>a</sup>	11.5	8	19.5

<sup>a</sup> The staff level increase was approved by the Executive Board in December 2008 to allow for the recruitment of a research analyst to partly offset the cumulative time that present evaluators are expected to devote to additional activities related to improving the effectiveness and quality of OE's work.

## Proposed 2010 OE budget

(in United States dollars)

	Proposed 2010 Budget							
	2006 Budget <sup>a</sup>	2007 Budget <sup>a</sup>	2008 Budget <sup>a</sup>	2009 budget <sup>b</sup>	1.5 per cent inflation <sup>c</sup>	6.5 per cent increase in staff cost <sup>d</sup>	Real increase/decrease	Total 2010 budget
Evaluation work								
Non-staff costs	2 684 000	2 990 565	2 465 565	2 696 000	40 440	-	-106 440	2 630 000
Evaluation work								
Staff costs	2 221 000	2 835 130	2 777 012	3 157 851	-	205 260	0	3 363 111
<b>Total</b>	<b>4 905 000</b>	<b>5 825 695</b>	<b>5 242 577</b>	<b>5 853 851</b>	<b>40 440</b>	<b>205 260</b>	<b>-106 440</b>	<b>5 993 111</b>

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

<sup>b</sup> As approved by thirty-second session of the Governing Council. As suggested by the Strategic Planning and Budget Division (FS), the IFAD and OE administrative budgets will be restated later in 2009. The restated budget will form the basis of the final OE proposed budget for 2010, which will be included in OE's comprehensive work programme and budget to be discussed by the Evaluation Committee in October 2009.

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

<sup>d</sup> As for the rest of IFAD and recommended by FS. Detailed standard costs based on International Civil Service Commission data will be available in due course and will be reflected in OE's comprehensive work programme and budget document.

### Supplementary funds:

- (a) Switzerland: Thus far in 2009, OE has used approximately US\$250,000 out of the SDC-OE partnership resources (see paragraph 20). It is anticipated that about US\$150,000 from the partnership will be used in 2010 for the CLE on gender and the preparation of the issues papers within the context of the 2010 ARRI.
- (b) Canada: Approximately US\$200,000 will be used for the outreach activities related to the joint Africa evaluation (see paragraph 31).

