

Document:	<u>EC 2009/59/W.P.4/Rev.1</u>
Agenda:	<u>5</u>
Date:	<u>9 October 2009</u>
Distribution:	<u>Public</u>
Original:	<u>English</u>

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Enabling poor rural people
to overcome poverty

Three-year rolling work programme (2010-2012) and budget for 2010 for IFAD's Office of Evaluation

Evaluation Committee — Fifty-ninth Session
Rome, 9 October 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:

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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
CLP	core learning partnership
CMR	corporate management result
COSOP	country strategic opportunities programme
CPE	country programme evaluation
CPMT	country programme management team
ECD	evaluation capacity development
ECG	Evaluation Cooperation Group
OE	Office of Evaluation
OSC	Operational Strategy and Policy Guidance Committee
PMD	Programme Management Department
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
RMF	Results Measurement Framework
SDC	Swiss Agency for Development and Cooperation
SIA	senior independent adviser
UNEG	United Nations Evaluation Group

Three-year rolling work programme (2010-2012) and budget for 2010 for IFAD's Office of Evaluation

I. Background

1. This is the second year the Office of Evaluation (OE) has prepared a three-year rolling evaluation work programme and annual budget. In line with best practice in other evaluation outfits that follow a similar approach,¹ this document contains the proposal for OE's three-year rolling work programme for 2010-2012 and budget for 2010.
2. Discussions took place on the preview of the OE three-year rolling work programme and resource issues during the Evaluation Committee's fifty-seventh session in July 2009 and the Executive Board's ninety-seventh session in September 2009. The document now submitted for consideration by the Committee has been prepared taking into account the guidance and comments provided by the Committee and the Board at these meetings. After further discussion with the Committee in October, OE's proposed three-year rolling work programme and budget will be submitted together with the administrative budget of IFAD for 2010 for consideration by the Audit Committee in November 2009. Thereafter, it will be discussed at the ninety-eighth session of the Board in December 2009.
3. This document has five sections. Section II presents a summary of OE's 2010 work programme and budget proposal. Section III contains a synthesis of OE's main achievements thus far in 2009 (with more information provided in annex V). Section IV presents the proposed priorities for 2010-2012, together with an account of the main evaluation activities the division plans to undertake (the full lists of evaluation work planned by OE for 2010 and for 2011-2012 are contained in annexes II and III respectively). Section V outlines the proposed OE human and financial resources for 2010 required to implement its work programme in a timely manner. The tables in annex I contain the budget and human resources proposals for OE in 2010.

II. Summary of 2010 work programme and budget

4. At the request of the Executive Board and IFAD Management, among other activities, the proposed OE work programme for 2010 includes the undertaking of two key corporate-level evaluations (CLEs) to assess: (i) IFAD's approaches and results in promoting gender equality and women's empowerment; and (ii) the IFAD Private-Sector Development and Partnership Strategy. Initially, these evaluations were not both scheduled for 2010. Their timeframes have been determined in consultation with IFAD Management to ensure that evaluation findings and lessons can serve as building blocks for the preparation of the new IFAD policies on gender and on engagement with the private sector. Because these two CLEs need to be implemented in 2010, it has been necessary to reprioritize previously planned tasks, which will be discussed in section III.
5. Following the endorsement by the Evaluation Committee and the Executive Board of the preview of OE's three-year rolling work programme (2010-2012) and resource issues for 2010, OE made detailed cost estimates of the human and financial implications for next year. The resulting proposed OE budget for 2010 is around US\$6.2 million. This reflects a decrease in real terms of about US\$136,000 or 2.3 per cent compared with OE's 2009 administrative budget. The requested OE budget for 2010 is 0.78 per cent of the IFAD programme of work for next year, which is well below the cap (0.9 per cent) established by the Executive Board for

¹ For example, see: (i) Proposed 2008-2010 Three-Year Rolling Work Programme and 2008 Budget of the African Development Bank's Operations Evaluation Department; and (ii) Work Program and Budget: Fiscal Year (FY) 2008 and Indicative Plan (FY 2009-2010) of the World Bank's Independent Evaluation Group.

the OE budget in December 2008. In addition, as agreed by the Executive Board during its September 2009 session, an additional amount of US\$50,000 is requested for the completion of the Peer Review of OE and IFAD's Evaluation Function in 2010. This requirement is reflected as a one-time cost below the line, which is consistent with the initial allocation for the same activity in the 2009 OE budget.

III. Achievements in 2009

6. OE had four priorities in 2009, which also took into consideration the need to satisfy the requirements of the IFAD Evaluation Policy and the terms of reference of the Evaluation Committee. Overall, OE expects to implement all the activities planned under the four established priorities by the end of 2009, with a few exceptions owing to delays² mostly beyond OE's control.
7. Under priority area (a) – selected corporate-level, country programme and project evaluations – the Office continued to work with the Operations Evaluation Department of the African Development Bank (AfDB) on the joint evaluation of the agricultural and rural development policies and operations implemented in Africa by the two organizations. The final joint evaluation report will be discussed by the Evaluation Committee and the Executive Board in December 2009. It will also be discussed by the Committee for Development Effectiveness and Board of Directors at the AfDB in Tunis, Tunisia.
8. OE will present the final report of the CLE of IFAD's capacity to promote pro-poor replicable innovations for rural poverty reduction to the Evaluation Committee and the Executive Board for discussion in December 2009. Both the CLE of IFAD's approaches and results in promoting gender equality and women's empowerment and the CLE of the IFAD Private-Sector Development and Partnership Strategy have been set under way.
9. A number of country programme evaluations (CPEs) were undertaken in 2009. OE completed CPEs in Mozambique and The Sudan. The India CPE is being finalized. Two other CPEs are under implementation in Argentina and the Niger, both of which will be completed in 2010. Finally, OE has launched the preparatory work for the Kenya and Yemen CPEs, which are planned for completion next year.
10. Following consultations with IFAD Management and in order to make space for the two above-mentioned CLEs in 2010 (see paragraph 4), it was agreed to postpone the previously planned Haiti CPE. It was also decided that for the time being OE will not undertake the China CPE, and that IFAD Management will instead conduct a comprehensive self-evaluation of the China country programme in 2010. The self-evaluation – to be undertaken in collaboration with the Government of China – will also enable the operations department to prepare and present the next country strategic opportunities programme (COSOP) to the Board in 2011. OE will provide inputs during the self-evaluation process, in particular by commenting on the approach paper and key deliverables such as the draft final report.
11. Five project evaluations were undertaken and completed this year in Benin, China, Ethiopia, Uganda and Yemen. The evaluation in the Dominican Republic will be finalized in early 2010 (see footnote 2).

² The exceptions are: (i) the project evaluation in the Dominican Republic is delayed 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, at the request of the Government of Argentina because of the recent flu epidemic in the country; and (iii) the final report on the African Development Bank (AfDB)-IFAD joint evaluation of the agricultural and rural development policies and operations implemented by the two organizations in Africa 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) implementing an evaluation with a high degree of "jointness"; (ii) 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 (iii) coordinating the dates related to the presentation of the draft final report to AfDB and IFAD governing bodies.

12. With regard to priority (b) – specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee – OE produced the seventh edition of the Annual Report on Results and Impact of IFAD Operations (ARRI), and in this context organized two learning workshops around the themes of Access to Markets, and Environment and Natural Resources Management.
13. So far in 2009, OE has organized five formal sessions of the Evaluation Committee, in April, June, July, September and October, in addition to an orientation session for new members. As agreed, OE will also organize the annual field visit of the Committee to India in December 2009, as part of the CPE in the country.
14. With regard to priority (c) – evaluation outreach and partnerships – OE continued to strengthen its engagement in various international evaluation platforms and processes, such as the Evaluation Cooperation Group (ECG) of the multilateral development banks and the United Nations Evaluation Group (UNEG). The partnership agreement (third phase) between OE and the Swiss Agency for Development and Cooperation (SDC) came into effect in April 2009. OE has undertaken some activities that will contribute to the development of its approach and involvement in evaluation capacity development (ECD). A short note on OE's proposed approach to ECD has been prepared and is currently being discussed with the Programme Management Department (PMD) before consideration by the Committee in December 2009 (see paragraph 34).
15. OE staff participated in selected in-house quality enhancement processes, such as the Operational Strategy and Policy Guidance Committee (OSC) meetings and country programme management teams, to ensure that lessons learned from evaluations are adequately internalized in the development of new IFAD policies, strategies and projects.
16. Under priority (d) – evaluation methodology and effectiveness of OE – the division rolled out the new Evaluation Manual, which has guided all project and country programme evaluations in 2009. Training on the new manual has been organized for all OE staff. A more systematic approach to internal peer reviews by OE has been introduced for all evaluations conducted in 2009. Moreover, as agreed with the Board last year, OE is now systematically hiring senior independent advisers (SIAs) for all higher-plane evaluations (corporate-level and country programme evaluations).
17. Another activity introduced is the Peer Review of OE and IFAD's Evaluation Function. This review will assess the quality of OE's products, methodology and processes, such as the Evaluation Policy, the self-evaluation function maintained by IFAD Management, and the role and functioning of the Evaluation Committee. The peer review is undertaken by the ECG and envisages the participation of the chairperson of UNEG. As agreed, the final peer review report will be presented for consideration by the Evaluation Committee and the Executive Board in April 2010.

IV. OE priorities for 2010-2012

18. OE proposes four priorities for the period 2010-2012, which include:
 - (a) Conducting of selected corporate-level, country programme and project evaluations;
 - (b) Specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee;
 - (c) Evaluation outreach and partnerships; and
 - (d) Evaluation methodology and effectiveness of OE.
19. These priorities take into consideration the requirements of the Evaluation Policy and the terms of reference of the Evaluation Committee, in addition to the contribution of evaluation work towards achieving selected IFAD corporate

management results (CMRs). OE's most direct contribution is to CMRs 1 and 2 (better country programme management and better project design) through its corporate-level, country programme and project evaluations, which constitute inputs into new corporate policies, country programmes and projects. As recognized and endorsed by the Executive Board, OE has made a greater effort to coordinate with IFAD Management to sequence evaluations with the development of new policies and COSOPs.

20. As a matter of principle, CPEs are selected only if they can be undertaken prior to the formulation of a new COSOP in the same country. Likewise, the Evaluation Policy requires that an interim project evaluation be conducted at the end of a project before embarking on a second phase of the same project or launching a similar project in the same region. The table below presents each OE priority and the corresponding CMRs it supports.

Contribution of evaluation work towards achieving IFAD's corporate management results^a

<i>OE priority areas</i>	<i>Contribution to CMRs</i>
A. Conducting of selected corporate-level, country programme and project evaluations	CMR 1, CMR 2, CMR 3, CMR 8
B. Specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee	CMR 1, CMR 2, CMR 9, CMR 10
C. Evaluation outreach and partnerships	CMR 1, CMR 2, CMR 3, CMR 8
D. Evaluation methodology and effectiveness of OE	CMR 1, CMR 2, CMR 3, CMR 4, CMR 5, CMR 6, CMR 7, CMR 8

^a IFAD's corporate management results: CMR 1: Better country programme management; CMR 2: Better project design (loans and grants); CMR 3: Better supervision and implementation support; CMR 4: Better financial resource management; CMR 5: Better human resource management; CMR 6: Better results and risk management; CMR 7: Better administrative efficiency and an enabling work and information-and-communications technology (ICT) environment; CMR 8: Better inputs into global policy dialogues for rural poverty reduction; CMR 9: Effective and efficient platform for Members' governance of IFAD; CMR 10: Increased mobilization of resources for rural poverty reduction

21. Priority area (a) represents the core of OE's work programme. Under this priority, OE will complete a number of evaluations that were started in 2009. These include the CLEs of approaches and results in promoting gender equity and women's empowerment in IFAD operations, which is an important area of evaluation for OE as rural women play a central role both in agriculture and in non-agricultural activities, and they contribute significantly towards improving their family's overall livelihoods and incomes. Promoting gender equity and women's empowerment has long been an area of prime focus for IFAD. IFAD also adopted a Plan of Action in 2003 as a first step in gender mainstreaming. The approach paper for this evaluation has been produced. The main objectives of the evaluation are to assess the performance and impact of IFAD's approaches and activities in promoting gender equity and women's empowerment, and to develop a series of findings and recommendations for the development of IFAD's first gender policy. As agreed with the Board and Management, the gender evaluation will be completed in 2010, so that it can provide timely inputs for the development of the Fund's first gender policy, which Management is required to present to the Board in December 2010.
22. Similarly, the CLE on IFAD's Private-Sector Development and Partnership Strategy will largely be undertaken in 2010. This evaluation will review the implementation of IFAD's Private-Sector Development and Partnership Strategy and provide a forward-looking assessment exploring opportunities for supporting private-sector investment, which can stimulate pro-poor economic growth in rural areas. This evaluation is scheduled to be completed and presented to the Board in April 2011.

- Following this evaluation, IFAD will develop a new private-sector policy that will be presented to the Executive Board in 2011.
23. Although the joint Africa evaluation will be completed in 2009, key outreach activities will be undertaken in 2010, in particular the organization of multi-stakeholder workshops in Africa to ensure a wide dissemination of the main findings and lessons from the evaluation.
 24. The forward work programme for CLEs includes evaluations of: (i) the efficiency of the IFAD operations in 2011; (ii) IFAD's policy dialogue approaches in 2012; and (iii) evaluation of the supervision policy in 2013. Other possible CLEs to be considered in the future include IFAD's quality assurance system and IFAD's experience with cofinancing.
 25. The CPEs in Argentina, Kenya, the Niger and Yemen, and the project evaluation in the Dominican Republic commenced in 2009 and will be completed in 2010. The Niger CPE report has been prepared and the major activity to be undertaken in 2010 is the national round-table workshop (NRTW) in order to discuss the findings and recommendations from the evaluation with the key stakeholders. In 2010 the Argentina CPE report will be prepared and the NRTW implemented.
 26. A number of new evaluations will be set under way in 2010. In this regard, in the last quarter of 2010 OE will begin the CPEs in Ghana, Rwanda and Viet Nam, which will be completed in 2011 and contribute to the development of new COSOPs in these countries. The Ghana country programme is the second largest in the region and supports infrastructure development, financial services, access to land and water, and women's access to development opportunities in an effort to develop a market-driven agricultural sector. The Rwanda country programme aims to empower poor rural people to participate in transforming the agricultural sector by increasing economic opportunities for the rural poor, strengthening organizations and institutions of the rural poor, and supporting the participation of vulnerable groups in the social and economic transformation. It also supports post-conflict reconstruction efforts and refugee rehabilitation. Important elements of the Viet Nam country programme are its recognition of the growing disparity in livelihoods between rural (often upland) and urban areas, and its focus on supporting rural households and women through innovative approaches in obtaining access to natural assets, strengthened and decentralized institutions, and increased market access.
 27. As mentioned in paragraph 10, OE will support Management in undertaking the self-evaluation of the China country programme in 2010 and participate in its core learning partnership. Other CPEs in the forward work programme include those planned in Burkina Faso, Haiti, Jordan and Madagascar during the period 2011-2012.
 28. Five new project evaluations are proposed for 2010 in Brazil, Ghana, the Lao People's Democratic Republic, Rwanda and the United Republic of Tanzania. The evaluations in Brazil, Ghana, Rwanda and the United Republic of Tanzania are interim project evaluations, which are required by the Evaluation Policy before embarking on the design of the subsequent phase of the corresponding projects. More information pertaining to these evaluations can be found in annex IV, which highlights key features of the country programmes and projects to be evaluated in 2010.
 29. Project evaluations are provisionally planned in the forward work programme in Cape Verde, Egypt, Haiti, Madagascar, Mongolia, Morocco, Senegal, Tunisia, Uganda and Uruguay in the period 2011-2012.
 30. Under priority (b), OE will prepare the ARRI report each year from 2010 to 2012. The ARRI report is OE's flagship document as it aims to provide a consolidated picture of the results and impact of IFAD operations evaluated each year. In

addition, as it has evolved the ARRI report has devoted more attention to learning each year, for example through specific learning themes such as those identified in the 2009 edition – access to markets, and environment and natural resources management. The learning theme proposed for the 2010 ARRI report is the efficiency of IFAD-funded projects. The ARRI report will be presented as per standard practice to both the Evaluation Committee and the Executive Board. Similarly, OE will review and prepare comments on the President’s Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) and the Report on IFAD’s Development Effectiveness (RIDE). As required by the terms of reference of the Evaluation Committee, OE will prepare its comments on any corporate policy proposal developed by Management in areas where OE has accumulated – over the years – sufficient evaluative evidence and lessons learned. Finally, each year from 2010 to 2012, OE will prepare a three-year rolling work programme,³ together with a specific budget proposal for the first of the three years in the rolling programme.

31. OE will organize four sessions of the Evaluation 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, as agreed, the Committee will undertake its annual field visit in 2010 to Mozambique, in 2011 to Yemen and in 2012 to Ghana, in connection with the CPEs in these countries. The exact timeframe for these visits will be determined by the Committee during its annual December sessions.
32. With regard to priority (c), OE will continue its efforts to ensure that aspects of communication and dissemination are incorporated into each evaluation from the outset. The present practice of disseminating printed copies of evaluation reports and evaluation Profiles⁴ and Insights⁵ to Executive Board members, partners in developing countries and others, and updating the evaluation section on the IFAD website, will be continued. OE will also continue to participate in IFAD internal platforms (e.g. in the OSC) 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 report, key learning themes to be discussed with IFAD Management through in-house learning workshops.
33. In terms of partnerships, OE will participate actively in the discussions of the ECG and UNEG. It will also take part in key international and regional 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).
34. As requested by the Board in 2008, OE will strengthen its involvement in ECD activities, commensurate with its priorities and available resources. Accordingly, OE will begin with a demand-driven approach assisting countries that request support and are engaged in building their own capacity. This will involve close collaboration with PMD, as OE can only provide targeted assistance while long-term capacity development is ultimately a function of the operations department. In this regard, OE has developed a draft approach to ECD, which is currently being shared with PMD. The draft approach will be revised to incorporate the feedback from PMD.

³ 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).

⁴ 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.

⁵ 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.

Based on this approach, an overview of the objectives and activities related to OE's involvement in ECD will be presented for discussion at the Evaluation Committee session in December 2009.

35. OE will continue the partnership with SDC (see paragraph 14) and use these resources, *inter alia*, for the gender evaluation and the learning theme selected within the 2010 ARRI report.
36. 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, in addition to further strengthening its internal peer review processes to cover all evaluations undertaken by the division in 2010.
37. Finally, staff resources will be reserved for implementing any follow-up actions attendant upon the external Peer Review of OE and IFAD's Evaluation Function. In this regard, OE recognizes that the scope of the peer review covers all aspects of the evaluation function (e.g. Evaluation Policy, evaluation products, methodology) and that sufficient resources will need to be allocated for responding to the peer review findings and recommendations.

V. 2010 proposed budget

Human resources

38. OE plans to work with the same allocation of human resources next year as in 2009. More specifically, OE will require 19.5 staff positions to implement its annual work programme in a timely manner. Annex I provides more information on the OE human resources requirements for 2010.

Budget

39. Using the same inflation factor (1.5 per cent for non-staff costs) and 2010 standard costs for staff positions as defined by the International Civil Service Commission and as applied by IFAD in its proposed 2010 administrative budget, OE's budget proposal for 2010 is around US\$6.2 million (see annex I). This reflects a decrease in real terms of about US\$136,000 or 2.3 per cent compared with OE's 2009 administrative budget.
40. As requested by the Audit Committee and the Executive Board in 2007, starting from 2009 OE introduced a cap on its administrative budget, which should remain within 0.9 per cent of IFAD's annual programme of work. The proposed OE administrative budget for 2010 is around 0.78 per cent of the Fund's proposed programme of work amounting to US\$800 million for next year, which would allow OE to have a budget up to US\$7.2 million. This is down from 0.88 per cent in 2009.
41. In addition to the above, as agreed by the Executive Board during its September 2009 session, a further amount of US\$50,000 is requested for the completion of the Peer Review of OE and IFAD's Evaluation Function in 2010. This requirement is reflected as a one-time cost below the line, which is consistent with the initial allocation in the 2009 OE budget.

OE 2010 budget and human resources proposal

Table 1
2010 OE Evaluation Budget
(In United States dollars)

	2006 budget ^a	2007 budget ^a	2008 budget ^a	2009 budget ^b (1)	Proposed 2010 budget			
					1.5 per cent inflation ^c (2)	Staff cost increase (International Civil Service Commission) ^d (3)	Real decrease (4)	Total 2010 budget (5)=(1)+(2)+(3)-(4)
Evaluation work								
Non-staff costs	2 684 000	2 990 565	2 465 565	2 696 000	40 440	-	136 440	2 600 000
Evaluation work								
Staff costs	2 221 000	2 835 130	2 777 012	3 157 851	-	462 353	0	3 620 204
Total	4 905 000	5 825 695	5 242 577	5 853 851	40 440	462 353	136 440	6 220 204
One-time cost below the line – Peer Review of OE and IFAD's Evaluation Function								50 000

^a 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.

^b As approved by thirty-second Governing Council (at the exchange rate of US\$/EUR=0.79).

^c As for the rest of IFAD.

^d As conveyed by FS, based on International Civil Service Commission data. This is the standard cost at the exchange rate of US\$/EUR=0.722

Table 2
OE human resource requirements in 2010
(number)

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

^a In 2010, OE will also benefit from the services of one associate professional officer (APO) from Germany. Negotiations for additional APOs from Belgium and Sweden are at different stages in the process.

^b 0.5 unit of a full time equivalent of an existing OE general service staff position will be transferred to the professional staff category.

OE work programme for 2010

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Start date</i>	<i>Expected finish</i>	
Priority A: Conducting of selected corporate-level, country programme, and project evaluations	1. Corporate-level evaluations	Completion of the peer review and implementation of the recommendations of the Peer Review of OE and IFAD's Evaluation Function	Jan-10	Dec-10	
		Approaches and results in promoting gender equity and women's empowerment in IFAD operations	Sep-09	Dec-10	
		IFAD's Private-Sector Development and Partnership Strategy	Nov-09	Apr-11	
		AfDB-IFAD joint evaluation on agricultural and rural development policies and operations in Africa (Learning workshop(s))	Jan-10	Jun-10	
	2. Country programme evaluations	Argentina	Nov-08	Jun-10	
		China: Support PMD in undertaking the self-evaluation	Jan-10	Dec-10	
		Ghana	Nov-10	Dec-11	
		Kenya	Nov-09	Dec-10	
		Mozambique (only national round-table workshop)	Jun-08	Apr-10	
		Niger (only national round-table workshop)	Nov-08	Apr-10	
		Rwanda	Nov-10	Dec-11	
		Viet Nam	Nov-10	Dec-11	
	3. Project evaluations	3.1. Interim evaluations	Brazil: Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East	Jan-10	Oct-10
			Ghana: Rural Enterprises Project – Phase II	Mar-10	Dec-10
			Rwanda: Smallholder Cash and Export Crops Development Project	Mar-10	Dec-10
United Republic of Tanzania: Rural Financial Services Programme			Mar-10	Dec-10	
3.2. Completion evaluations		Dominican Republic: South Western Region Small Farmers Project – Phase II	Sep-09	Jun-10	
		Lao People's Democratic Republic: Oudomxai Community Initiatives Support Project	Mar-10	Dec-10	

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Start date</i>	<i>Expected finish</i>
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 to Mozambique (specific date to be decided by the Evaluation Committee in December 2009)	Jan-10	Dec-10
		Review of implementation of the three-year rolling work programme and budget 2010-2012 and preparation of the three-year rolling work programme and budget 2011-2013	Jan-10	Dec-10
		Eighth Annual Report on Results and Impact of IFAD Operations (ARRI)	Jan-10	Dec-10
		OE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	Jun-10	Sep-10
		OE comments on the Report on IFAD's Development Effectiveness (RIDE)	Oct-10	Dec-10
		OE comments on selected IFAD operations policies prepared by IFAD Management for consideration by the Evaluation Committee	Jan-10	Dec-10
		Implementing four regular sessions and additional ad hoc sessions, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	Jan-10	Dec-10
Priority C: Evaluation outreach and partnerships	5. Communication activities	Evaluation reports, Profiles, Insights, OE website, etc.	Jan-10	Dec-10
	6. Partnerships	ECG, UNEG and SDC partnership	Jan-10	Dec-10
	7. Participation in country programme management teams (CPMTs) and OSCs	Attend all OSCs that discuss corporate policies and strategies, COSOPs and projects evaluated by OE being considered for a follow-up phase. Attend selectively CPMTs	Jan-10	Dec-10
	8. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	Jan-10	Dec-10
Priority D: Evaluation methodology and effectiveness of OE	9. Methodological work	Quality assurance and supervision of methodology application	Jan-10	Dec-10
		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	Jan-10	Dec-10
		OE internal peer reviews of all evaluations	Jan-10	Dec-10

OE provisional work programme for 2011-2012

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Year</i>	
Priority A: Conducting of selected corporate-level, thematic, country programme, and project evaluations	1. Corporate-level evaluations	A review of the efficiency of IFAD operations	2011	
		IFAD's policy dialogue approaches and results	2012	
		IFAD's Supervision Policy	2013	
	2. Thematic evaluations	Evaluation of a portfolio of projects and programmes on Small Island Developing States or emergency responses in the Asia and the Pacific region	2012	
		Technical assistance in the Latin America and the Caribbean region	to be determined within the framework of the next rolling programme	
	3. Country programme evaluations	Burkina Faso	2012	
		Haiti	2012	
		Jordan	2011	
		Madagascar	2012	
	4. Project evaluations 4.1. Interim evaluations	Morocco: Rural Development Project in the Mountain Zones of Al-Haouz Province	2011	
		Uganda: Rural Financial Services Programme	2011	
		Tunisia: Agropastoral Development and Local Initiatives Promotion Programme for the South-East	2011	
		4.2. Completion evaluations	Cape Verde: Rural Poverty Alleviation Programme	2011
			Egypt: East Delta Newlands Agricultural Services Project	2012
			Haiti: Food Crops Intensification Project – Phase II	2011
Madagascar: North-East Agricultural Improvement and Development Project			2011	
Mongolia: Rural Poverty-Reduction Programme			2011	
Peru: Market Strengthening and Livelihood Diversification in the Southern Highlands Project	2012			
Senegal: Agricultural Development Project in Matam – Phase II	2011			

<i>Priority area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Year</i>
		National Smallholder Support Programme – Phase II (PRONAPPA II)	2011
Priority B: Specific evaluation work required by the Evaluation Policy and the terms of reference of the Evaluation Committee	5. Evaluation Committee and Executive Board	Field visits of the Evaluation Committee to Yemen in 2011 and Ghana in 2012 (specific dates to be decided by the Evaluation Committee in December of the preceding year)	2011-2012
		Review of implementation of the three-year rolling work programme and budget 2011-2013; 2012-2014 and preparation of the three-year rolling work programme and budget 2012-2014; 2013-2015	2011-2012
		Ninth and Tenth Annual Reports on Results and Impact of IFAD Operations (ARRI) (one report each year)	2011-2012
		OE comments on the President's Reports on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) (one report each year)	2011-2012
		OE comments on the Reports on IFAD's Development Effectiveness (RIDE) (one report each year)	2011-2012
		OE comments on selected IFAD operations policies prepared by IFAD Management for consideration by the Evaluation Committee	2011-2012
		Implementing of four regular sessions each year and additional ad hoc sessions, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	2011-2012
Priority C: Evaluation outreach and partnerships	6. Communication activities	Evaluation reports, Profiles, Insights, OE website, etc.	2011-2012
	7. Partnerships	ECG, UNEG and SDC partnership	2011-2012
	8. Participation in CPMTs and OSCs	Attend all OSCs that discuss corporate policies and strategies, COSOPs, and projects evaluated by OE considered for a follow-up phase. Attend selectively CPMTs	2011-2012
	9. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	2011-2012
Priority D: Evaluation methodology and effectiveness of OE	10. Methodological work	Quality assurance and supervision of methodology application	2011-2012
		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	2011-2012
		OE internal peer reviews of all evaluations	2011-2012

Key features of country programmes and projects to be evaluated in 2010

<i>Country programme evaluations</i>	<i>Key programme features</i>
Ghana	15 projects (4 ongoing, 1 not signed), IFAD loan amount US\$184 million, total portfolio costs US\$492 million, latest COSOP approved in 2006
Kenya	14 projects (5 ongoing), IFAD loan amount US\$185 million, total portfolio costs US\$391 million, latest COSOP approved in 2007
Rwanda	13 projects (4 ongoing), IFAD loan amount US\$141 million, total portfolio costs US\$265 million, latest COSOP approved in 2007
Viet Nam	9 projects (5 ongoing), IFAD loan amount US\$189 million, total portfolio costs US\$263 million, latest COSOP approved in 2008
Yemen	19 projects (5 ongoing), IFAD loan amount US\$194 million, total portfolio costs US\$597 million, latest COSOP approved in 2007
<i>Country and project/programme name: Interim evaluations</i>	<i>Project/programme objectives</i>
Brazil: Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East	The overall project goal is the sustainable improvement of social and economic conditions of poor agrarian reform beneficiaries and neighbouring smallholders in the semi-arid zone of the North-East Region. The project's general objective is to improve the capabilities and involvement in the local market of beneficiary families, to enable them to manage more efficiently and sustainably productive activities in agriculture, marketing, microenterprise and small-scale agro-industry. Additionally, it will permit them to use financial services within the normal market procedures. Specific objectives are to: (i) provide access for families to educational and training programmes, marketing, agricultural and microenterprise support services, and financial resources; (ii) improve the social and production infrastructure of the family and settlements; (iii) promote a gender-balanced approach to project activities, providing equal opportunities and access to women to production support programmes; (iv) consolidate rural development at the municipal level; (v) promote rational use and conservation of natural resources; and (vi) validate strategies for the sustainable socio-economic development of agrarian reform settlements and smallholders in the semi-arid zone. Total project cost: US\$93.5 million; IFAD loan: US\$25.0 million.
Ghana: Rural Enterprises Project – Phase II	The goal is to reduce poverty and improve the living conditions and income of the rural poor, with emphasis on women and vulnerable groups, through self- and wage- empowerment. The specific objective is to build up a competitive rural micro and small enterprise (MSE) sector, supported by relevant, good quality, easily accessible and sustainable services. The project aims to create a more enabling environment; stimulate the establishment and expansion of self employment and microenterprises, mainly through business and technology skills development; strengthen MSE production techniques and management practices; enhance the quality, design and packaging of the goods and services produced by rural MSEs; improve the marketing of MSE products; introduce environmentally friendly production techniques; increase MSE access to working capital and investment funds; and empower trade associations and client organizations. Total project cost: US\$29.3 million; IFAD loan: US\$11.2 million.
Rwanda: Smallholder Cash and Export Crops Development Project	The specific goal of the project is to maximize and diversify the income of poor smallholder cash crop growers by developing financially sustainable commercial processing and marketing activities to do with coffee, tea, and new cash and export crops. The project design is simple and focused, and aims at: (i) introducing mechanisms to secure the greatest possible price increases for growers, in line with financially sound processing and marketing; (ii) maximizing the quality and value of coffee and tea products sold on the international market; (iii) developing efficient, democratically managed spontaneously formed primary cooperative societies of coffee and tea growers, and securing their full participation and empowerment in the processing and marketing enterprise; (iv) facilitating the participation of poor women heads of household in coffee and tea development activities; (v) developing efficient, cost-effective and financially sustainable processing and marketing enterprises in the private

	sector, to be ultimately run by the primary cooperative societies; and (vi) promoting diversification of the cash and export crops produced by SMEs and smallholders cooperatives, with particular attention to women and very poor households. Total project cost: US\$25.1 million; IFAD loan: US\$16.3 million.
United Republic of Tanzania: Rural Financial Services Programme	The main objectives of the programme are to: (i) support the design, development and implementation of a financial architecture with roots at the village or ward level in the form of microfinance institutions (MFIs) such as village banks or SACCOs/SACAs (savings and credit cooperatives), with emphasis placed on savings mobilization, the payment system, the extensions of financial services and governance; (ii) enhance technical, operational and outreach capacity of MFIs for savings and lending operations to enable them to provide a broad range of financial services to the rural poor (consisting of both individuals and groups, including the landless and women) for potential production and income-generating activities, based on appropriate selection criteria, instruments and modalities; (iii) empower the rural poor through minimizing the legal, regulatory and social barriers constraining their active participation within MFIs and providing them with the opportunity to enhance their business and technical skills; and (iv) strengthen the financial instruments, skills and capital base of the grass-roots MFIs and the financial intermediaries (commercial/community banks) to enable them to ensure economies of scale, efficiency and operational viability and flexibility. Total programme cost: US\$23.8 million; IFAD loan: US\$16.3 million.
<i>Country and project name: Completion evaluations</i>	<i>Project objectives</i>
Lao People's Democratic Republic: Oudomxai Community Initiatives Support Project	The project's overall goal is sustained reduction in poverty and improvement of the economic and social conditions of the targeted population. Specific objectives are increased income, food security and returns to land and labour based on sustainable farming practices, natural resource management and improved living standards of the target population. The expected outputs are: (i) communities and their organizations mobilized and strengthened through participatory and gender-sensitive development, with government agencies and other service providers able to respond to farmers' (men's and women's) needs as expressed during the participatory planning process; (ii) increase awareness of alternatives to shifting cultivation and opium production and of ways to improve upland farming systems and natural resource management, and subsequent adoption of improved methods for a sustained increase in farm production and income; (iii) improved access to sustainable and gender-sensitive rural financial services; (iv) improved access to irrigation, safe drinking water, a school dormitory programme and road communications; and (v) a functioning system of decentralized and participatory development, with planning, financing and implementation established and project services delivered to a target group in a participatory, sustainable and timely manner. Total project cost: US\$21.1 million; IFAD loan US\$13.4 million.

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</i>	<i>Present status</i>
Priority A: Conducting of selected corporate-level, country programme and project evaluations	1. Corporate-level evaluations	Peer Review of OE and IFAD's Evaluation Function	To be completed in April 2010	Undertaken as scheduled by the ECG
		AfDB-IFAD joint evaluation on agricultural and rural development policies and operations in Africa	To be completed in June 2009	Will be completed in December 2009 and discussed by the Evaluation Committee and Executive Board in the same month
		IFAD's capacity to promote pro-poor replicable innovations	To be completed in December 2009	Will be completed as scheduled
		Approaches and results in promoting gender equity and women's empowerment in IFAD operations	To start in October 2009	Undertaken as scheduled
		IFAD's Private-Sector Development and Partnership Strategy	To start in November 2010	Will be commenced in November 2009, so that the evaluation can provide building blocks for the preparation of the new IFAD private-sector strategy to be presented to the Board in 2011
	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	CPE will be deferred to a later date. This will enable OE to use the resources for conducting the CLE on private-sector development and partnership strategy (see above). Management will conduct a self evaluation in 2010, and OE will provide inputs to this process
		Haiti	To start in November 2009	Will be deferred to a later date. This will enable OE to use the resources for conducting the CLE on private-sector development and partnership strategy (see above)
		India	To be completed in December 2009	Undertaken as scheduled. Evaluation Committee will undertake its field visit to India from 7-11 December 2009
		Kenya	To start in November 2009	Undertaken as scheduled

<i>Priority Area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation</i>	<i>Present status</i>
		Mozambique	To be completed in September 2009	Completed and will be discussed with the Committee in October 2009. The national round-table workshop will be held in the first part of 2010. The Evaluation Committee will attend the planned workshop as part of its 2010 annual field visit
		Niger	To be completed in December 2009	National round-table workshop will be held in early 2010
		Sudan	To be completed in March 2009	Completed
		Yemen	To start in November 2009	Undertaken as scheduled
	3. Project evaluations	Ethiopia: Rural Financial Intermediation Programme	To be completed in August 2009	Will be completed in October 2009
	3.1. Interim evaluations	Uganda: Vegetable Oil Development Project	To be completed in August 2009	Will be completed in October 2009
	3.2. Completion evaluations	Benin: Roots and Tubers Development Programme	To be completed in August 2009	Will be completed in October 2009
		China: West Guangxi Poverty-Alleviation Project	To be completed in August 2009	Completed
		Dominican Republic: South Western Region Small Farmers Project – Phase II	To be completed in August 2009	Started in September 2009, owing to unforeseen leave exigencies of designated lead evaluator. Will be completed in 2010
		Yemen: Raymah Area Development Project	To be completed in August 2009	Will be completed in October 2009
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	The Evaluation Committee will undertake its annual field visit to India from 7 to 11 December 2009, as per plan
		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	Undertaken as scheduled
		Seventh Annual Report on Results and Impact of IFAD's Operations (ARRI)	To be completed in December 2009	Completed

<i>Priority Area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation</i>	<i>Present status</i>
		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	Undertaken as scheduled
		OE comments on selected IFAD operations policies prepared by IFAD Management for consideration by the Evaluation Committee	To be completed in December 2009	Undertaken as scheduled. OE comments on the rural finance and indigenous peoples policies completed. The comments on the new grants policy will be presented to the December 2009 session of the Committee and Board, as per plan
		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, five 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 Committee members in June 2009
Priority C: Evaluation outreach and partnerships	5. Communication activities	Evaluation reports, Profiles, Insights, OE website, etc.	January-December 2009	Undertaken as scheduled
	6. Partnerships	ECG, Network of Networks on Impact Evaluation (NONIE), UNEG and SDC partnership	January-December 2009	Undertaken as scheduled
	7. Quality enhancement and OSCs required	Participate in selected in-house quality enhancement processes, for example by attending OSC meetings that discuss corporate policies and strategies, COSOPs, and projects evaluated by OE being considered for a follow-up phase	January-December 2009	Undertaken as scheduled
	8. Evaluation capacity development	Development of an approach for evaluation capacity development in partner countries	January-December 2009	Completed

<i>Priority Area</i>	<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation</i>	<i>Present status</i>
Priority D: Evaluation methodology and effectiveness of OE	9. Methodological work	Publication and dissemination on the new Evaluation Manual, together with training in its use	January-December 2009	Undertaken as scheduled
		Quality assurance and supervision of methodology application	January-December 2009	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	Undertaken as scheduled
		OE internal peer reviews of all evaluations	January-December 2009	Undertaken as scheduled

Strengthening the evaluation learning loop at IFAD

A. Introduction

1. At its fifty-sixth session in June 2009 the Evaluation Committee requested OE to produce a short note on the opportunities and challenges in strengthening the evaluation learning loop at IFAD. The objective of this annex is therefore to:
(i) identify the main users of evaluations; (ii) take stock of the current activities and instruments for promoting learning; and (iii) provide options for strengthening the learning loop in the future.

B. Main users of OE evaluations

2. The primary audience of OE evaluations includes: (i) the IFAD Executive Board and Evaluation Committee; (ii) IFAD Management; and (iii) governments, project/programme authorities, implementing agencies, NGOs and other country-level stakeholders. There are also other (secondary) audiences such as multilateral and bilateral organizations, academic and research institutions, and the public at large.

C. IFAD evaluation learning loop

3. Independent evaluation plays an important role in the learning loop at IFAD and at the country level. Evaluation feeds into the development of new COSOPs, and into the design and implementation of new projects/programmes and corporate-level policies and strategies. In addition, evaluation lessons enhance the knowledge base at IFAD, which is essential in country strategy development, project design and implementation, and in furthering the Fund's efforts in advocacy and policy dialogue.

D. Current activities and instruments used by OE to promote learning

4. To increase the usefulness of OE evaluations in terms of learning, the Evaluation Policy requires that an **interim evaluation** be undertaken in all projects that may be considered for a subsequent phase by IFAD. The aim of this provision is to ensure that lessons from the previous phase can inform the design and implementation of the subsequent phase. Likewise, as a matter of principle, CPEs are undertaken in such a manner that they feed directly into the design of new COSOPs. Similarly, CLEs are conducted by OE before IFAD Management prepares new corporate policies and strategies on the same topic (e.g. gender).
5. The new Evaluation Manual introduced in 2009 calls for a much greater focus on learning. In particular, it devotes attention to analyzing the **"why"** factor in each evaluation by OE. That is, in addition to assessing the results achieved on the ground, evaluations make a concerted effort to discern the proximate causes of good or less good performance, as the latter is critical for improving the design and implementation of policies, strategies and projects.
6. Within the evaluation process itself, several key instruments are critical for promoting learning. One such instrument is the **core learning partnership (CLP)**. Members of the CLP are the main users of the evaluation from IFAD and the project(s) and country concerned, including civil society representatives. The role of the CLP is to assist in flagging issues and information sources, and providing comments at key stages of the process (such as the draft approach paper and draft final evaluation report). Once the independent evaluation report is completed, the CLP debates its findings and discusses the recommendations with a view to laying the groundwork for development of the agreement at completion point, with CLP members taking part in the final learning workshop organized for each evaluation (see next paragraph).

7. Another key instrument is represented by the **learning workshops organized in the countries concerned** at the end of each evaluation. These multi-stakeholder workshops allow for an exchange of views and experiences on the main thematic issues and lessons learned emerging from evaluation. Workshops also serve as an opportunity to bring to the attention of senior government officials and others findings that are critical both for policymaking and for programme design and implementation.
8. OE's annual flagship document, the **ARRI** report, is used as a vehicle for promoting learning as well. Since 2007, the ARRI report has included two dedicated sections on selected themes (e.g. sustainability and innovations in 2007) for which performance in the past has been found to be inadequate. In this regard, OE prepares specific issue papers on the selected theme(s), by synthesizing previous evaluative experiences from IFAD and capturing best practices and lessons learned from other organizations. The issue papers are then discussed in workshops with IFAD Management and staff, who collectively discuss the remedial measures that can be deployed to enhance future performance in the selected thematic areas. The Evaluation Committee and Executive Board also have the opportunity to contribute to the debate on the ARRI report when it is presented for their consideration.
9. A **website dedicated to evaluation** is included under the IFAD corporate website. All evaluation reports, Profiles and Insights (see paragraph 12 below) are disclosed through the web to the public at large, in accordance with the IFAD Evaluation Policy. The website has a search engine, allowing users to retrieve evaluation knowledge using different criteria (e.g. region, country, etc.).
10. OE **participates in selected in-house platforms** (such as OSCs and CPMTs) to share and deepen the understanding around evaluation issues and lessons learned in the course of the development of new IFAD policies, strategies and operations.
11. OE **analyzes selected new corporate policies and strategies** prepared by Management for Board approval, and submits comments on the document for consideration by the Committee and the Board. OE concentrates on assessing the extent to which lessons learned and recommendations from past OE evaluations on the same topic are incorporated into the new policy.
12. In order to ensure broader learning and outreach, OE produces **Profiles** for all evaluations and **Insights** for CPEs and CLEs. Profiles and Insights are brochures 500-700 words in length. Profiles provide a succinct account of the main results and recommendations deriving from evaluations, whereas Insights are dedicated to one key theme/lesson that has emerged from a specific evaluation. Insights are intended to raise further debate and promote an exchange of views among development practitioners.
13. The **Evaluation Committee and Executive Board** play a critical function in promoting the evaluation learning loop. By considering selected evaluation reports, the Committee and Board are in a position to request IFAD Management to develop new policies, strategies and operations or make adjustments in existing ones that can contribute to achieving better results on the ground. The Evaluation Committee holds a minimum of four sessions per year and additional informal sessions as required, while the Board considers numerous evaluation items during its three sessions each year. Together, these provide valuable opportunities for the governing bodies to contribute to furthering the evaluation learning loop.
14. Under a new practice introduced this year, OE will increasingly devote attention to assessing the **quality at entry** of new COSOPs and projects approved by the Board within the framework of the ARRI report, CLEs and CPEs. The main aim is to measure the extent to which new strategies and operations have internalized and been informed by lessons learned and experiences from past independent evaluations.

E. Options for strengthening the learning loop

15. The ongoing Peer Review of OE and IFAD's Evaluation Function will assess the strengths and weaknesses of the evaluation learning loop, and is expected to generate proposals for improving it in the future. However, in the meantime, there are few measures that can already be implemented in 2010, which could lead to further improvements in learning. These include:

- Ensure more active participation of OE staff within in-house platforms that offer an opportunity for incorporating evaluation lessons into the design and implementation of new policies, strategies and projects. Given resource limitations, however, OE will have to be selective in its choice of platforms. Priority will be given to cases in which OE has previous evaluative evidence of relevance to share.
- Strengthen the functioning of OE's internal working group on knowledge management and enhance the engagement of OE in IFAD's corporate knowledge management working group, which is responsible for implementing IFAD's knowledge management strategy.
- Focus the ARRI report on one learning theme only from 2010 onwards, rather than the two that have been addressed in the past. This will enable deeper analysis and learning, and would be consistent with the practice followed in other multilateral organizations producing a report comparable to the ARRI report.

Progress report on the OE Results Measurement Framework

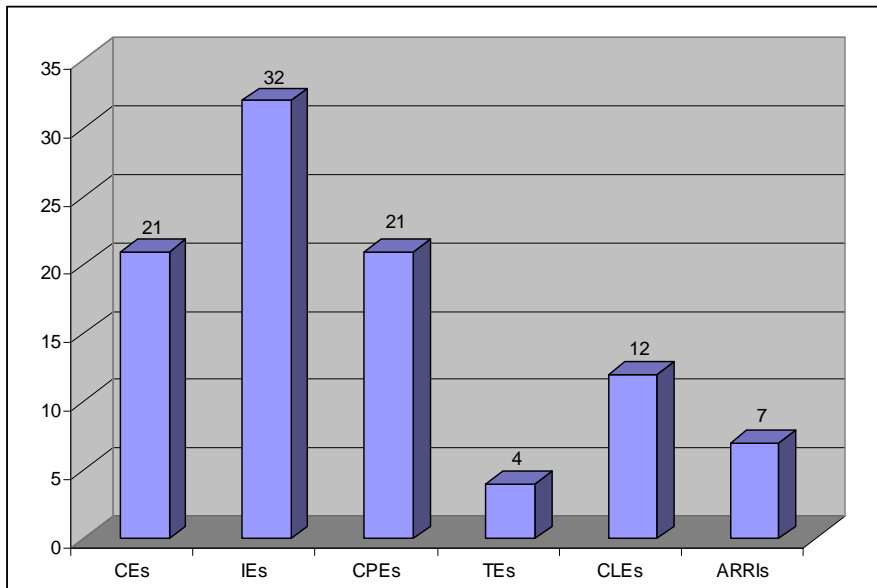
1. While approving the work programme in December 2008, the Board adopted a Results Measurement Framework (RMF) for OE. The RMF is one of the measures introduced in order to monitor the effectiveness and quality of work of OE.
2. The RMF specifies two types of indicators of effectiveness at the: (i) results and (ii) output levels. A total of twelve indicators are specified in the RMF: three at the results level and nine at the output level (see EB 2008/95/R.2/Rev.1, annex XVI).
3. The details of progress and achievements measured against each indicator can be seen in the table on the next page. Broadly speaking, the review of output-level indicators shows that OE successfully delivered in terms of corporate-level priorities, including: timely provision of comments on IFAD policies (i.e. IFAD Rural Finance Policy and IFAD Policy on Engagement with Indigenous Peoples) and the PRISMA report. These documents were discussed, respectively, by the Evaluation Committee in April and July 2009. Comments on the RIDE report will be produced as per standard practice and discussed by the Evaluation Committee and the Board at their sessions in December 2009. The ARRI report has been produced and will be discussed by the Evaluation Committee in October and the Executive Board in December 2009. All planned Evaluation Committee sessions have been organized, in addition to one extra unforeseen session in September. The field visit of the Committee to India will take place in December 2009.
4. All evaluations have been conducted in accordance with the Evaluation Policy. The evaluations included in the 2009 work programme are on track, with the exception of the AfDB-IFAD joint evaluation, the Argentina CPE and the project evaluation in the Dominican Republic for reasons beyond the control of OE (see paragraph 6 in the main document). In terms of dissemination, evaluation reports, Profiles and Insights were issued within three months of the completion of the agreement at completion point in four cases (Argentina, the Democratic People's Republic of Korea, Madagascar and Pakistan). In two cases (Nigeria and The Sudan), the issuing of the final report, Profile and Insight took longer than three months, given that the Evaluation Communication Unit was absorbed at the time in the translation, production and release of the new Evaluation Manual.
5. The review of the results-level indicators reveals the usefulness of evaluations and their contribution to enhancing IFAD's performance. As presented in the 2009 PRISMA, recommendations from all evaluations in 2007 were adopted by Management and by the governments concerned. The review of various reports of the Evaluation Committee chairperson indicates a high level of satisfaction on the part of the Committee with regard to the main findings and recommendations of the evaluations considered.

Summary of progress as measured against the 12 indicators in the OE RMF

<i>Indicator</i>	<i>Summary of progress</i>
1. Evaluation recommendations adopted by IFAD Management and the government concerned, as captured in the agreement at completion point (ACP)	Based on the evaluations completed in 2007, it is evident that all recommendations (100 per cent) were adopted by the Management and the concerned government. However, 7 per cent of the recommendations adopted were not implemented due to the changing development context in the country concerned (see PRISMA 2009, EB 2009/97/R.9).
2. Senior independent advisers (SIAs) convey their full satisfaction with quality of evaluation process and content	SIAs have been recruited for all CPEs and CLEs in 2009, and all of them are required to produce written reports on the quality and content of the corresponding evaluations (e.g. on the joint Africa evaluation and India CPE).
3. Evaluation Committee (EC) and Executive Board (EB) express their broad agreement with the key evaluation findings and recommendations	In 2009, in its fifty-fifth session, the Committee reviewed the CPE Nigeria and the interim evaluation of the Uplands Food Security Project in the Democratic People's Republic of Korea. In its fifty-seventh session, the Committee reviewed the completion evaluation of the Rural Development Project for the North-eastern Provinces (PRODERNEA) in Argentina. Committee members commended OE on the high quality of these evaluations and expressed their broad agreement with its main findings and recommendations (see EB 2009/96/R.4, paragraphs 3 and 12, and EB 2009/97/R.6, paragraph 10).
4. Evaluations completed against annual targets in accordance with the work programme	All planned evaluations have been completed. There are delays in three evaluation (refer to footnote 2 in the main document)
5. Evaluation reports, Profiles and Insights issued within three months of established completion date (following signing of ACP)	Out of 6 evaluations completed, in 4 cases OE succeeded to release all communication products within 3 months (Pakistan CPE, and the Democratic People's Republic of Korea, Argentina and Madagascar project evaluations).
6. Number of planned EC sessions and annual field visits held in accordance to work programme.	Five formal sessions have been undertaken in 2009. A sixth one is planned in December. The annual field visit will also take place from 7-11 December, as decided by the Committee, to India in the context of the CPE national round-table workshop.
7. ARRI report produced annually and discussed with EC and EB, in accordance with established practice	The 2009 ARRI has been produced and discussed with the Committee. It will be discussed with the Board in December 2009, as per normal practice, together with the Management response.
8. Written comments prepared on PRISMA, RIDE and selected corporate policies in a timely manner	OE prepared its comments on the new IFAD Rural Finance policy (see EC 56), the PRISMA and indigenous people policy (EC 57). It will prepare and present its comments on the new IFAD grants policy for discussion with the Committee in December 2009.
9. Evaluation reports, Profiles and Insights disseminated to internal and external audiences	As per standard practice of OE, the evaluation report, Profile, Insight of each CPE are distributed to a total of 150 partners including IFAD staff, country governments, Board members, donors, evaluation outfits in other organizations and other stakeholders. For each project evaluation, a total of 120 copies are distributed to broadly similar audiences. All evaluation reports, Profiles and Insights are made publicly available through the OE website. All completed evaluations have been disseminated according to the above guidelines.
10. Number of hits on the evaluation section of the corporate website	This indicator will be applicable after 2010 when IFAD SharePoint will be moved to the United Nations International Computing Centre (UNICC) in Geneva, which will introduce a new application called Control-Point for managing users statistics.
11. Evaluations conducted with internal peer reviews and higher-plane evaluations with SIAs	This indicator is applied to all evaluations launched in 2009 after endorsement of the OE Evaluation Manual. OE developed internal peer review guidelines, which are applied to all evaluations. SIAs have been recruited for all higher-plane evaluations (see indicator 2 above).
12. Evaluations in full compliance with the Evaluation Policy	All evaluations have been undertaken in compliance with the IFAD Evaluation Policy.

Independent evaluations (2003-2009)

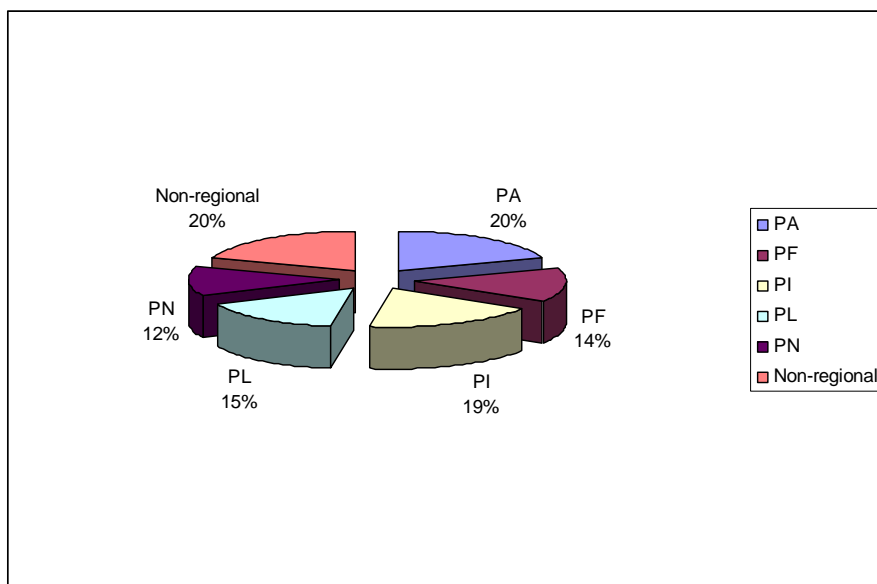
Number of evaluations by evaluation type (2003-2009)



Legend

- 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

Distribution of evaluations by region (2003-2009)



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