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WORK PROGRAMME AND BUDGET FOR 2005
OF
THE OFFICE OF EVALUATION

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ABBREVIATIONS AND ACRONYMS

ARRI	Annual Report on the Results and Impact of IFAD Operations
CLE	Corporate-Level Evaluation
COSOP	Country Strategic Opportunities Paper
CPE	Country Programme Evaluation
IEE	Independent External Evaluation
OE	Office of Evaluation
PA	Western and Central Africa Division
PF	Eastern and Southern Africa Division
PI	Asia and the Pacific Division
PL	Latin America and the Caribbean Division
PMD	Programme Management Department
PN	Near East and North Africa Division
TOR	Terms of Reference

I. INTRODUCTION

1. **Background.** This is the second work programme prepared by the Office of Evaluation (OE) since the approval of the IFAD Evaluation Policy by the Seventy-Eighth Session of the Executive Board. In approving the said policy, the Executive Board decided that OE would formulate its annual work programme and budget independently of management and submit it to the Executive Board and Governing Council for approval. OE's preview on its work programme and budget for 2005 was discussed with both the Evaluation Committee and the Executive Board during their sessions in September. This document builds on guidance and comments provided by Evaluation Committee and Executive Board members at the Board's September session.

2. The objectives of this document are to:

- provide the Evaluation Committee with the proposed 2005 work programme and budget of OE; and
- enable discussion with the Evaluation Committee on key issues related to the 2005 work programme and budget, so as to benefit from its guidance before preparing OE's final submission for consideration by the Executive Board in December 2004.

3. As per the decision of the Executive Board in April 2004, the OE budget will also be discussed by the Audit Committee in November 2004 together with IFAD's Programme of Work and Budget. The Board decided in September that in order to facilitate the work of the Audit Committee in reviewing the OE budget, the Chairperson of the Evaluation Committee would share the draft report of the October session to the December Executive Board with the Chairperson of the Audit Committee for informal circulation within the Audit Committee.

4. In summary, the final OE work programme and budget for 2005 will draw on the guidance provided by the Executive Board and the Evaluation Committee in September and October, and also by the Audit Committee in November.

II. ACHIEVEMENTS IN 2004

5. **OE 2004 priorities.** OE had three main priorities in 2004: (i) evaluation work requested by the Executive Board and Evaluation Committee and/or included in the Report of the Consultation on the Sixth Replenishment of IFAD's Resources; (ii) conduct of selected Corporate-Level Evaluations (CLEs) and country programme, thematic and project evaluations; and (iii) further development of the evaluation methodology.

6. **Achievements.** Overall, OE expects to satisfy the main priorities and implement almost all activities planned for the year, despite the transfer of one evaluation officer and the OE deputy director to other IFAD divisions in April and September respectively. Although the selection procedure for their replacements is well advanced, the new recruits are likely to join OE only in late 2004 or early 2005, thus creating a significant gap in OE human resources in 2004. This gap has caused a delay in the implementation of a few OE activities, namely the CLE on the direct supervision pilot programme and the development of a thorough briefing package for OE consultants on the division's evaluation methodologies. In addition, although the report has been finalized, the national round-table workshop in relation to the country programme evaluation (CPE) for Egypt will have to be organized in early 2005. Furthermore, the planned project evaluation in Guinea was postponed from March to October due to the arrears situation of the country. The project evaluation planned in Venezuela was shifted to 2005 due to civil unrest in the country. The latter was replaced by another project evaluation in Mexico. The specific achievements against the priority areas are listed in Annex I, and a summary is provided of some salient achievements in the following paragraphs.

7. **Independent External Evaluation.** One of the most important activities undertaken by OE was to supervise the undertaking of the Independent External Evaluation (IEE) on behalf of, and accountable to, the Executive Board. The IEE is an important process for IFAD and will provide direct inputs into next year's replenishment activity. Most of the work related to the IEE has been conducted in 2004. The process is advancing in a timely manner, according to the evaluation's terms of reference (TOR) endorsed by the IEE Steering Committee and the provisions contained in the IEE inception report. So far, the service provider, ITAD Ltd, has submitted all the planned deliverables as per schedule. These include: (i) the inception report; (ii) the desk review report; (iii) the synthesis report of their field work in ten selected countries, in addition to country working papers on each country visited; and (iv) separate reports on the review of IFAD human resources and governance/institutional arrangements. The first draft report¹ of the IEE will be ready by the end of October, and the draft final report will be discussed with the Board in April 2005. As per the requirements outlined by the Executive Board, OE has provided a written status report on the progress of the IEE to each session of the Executive Board since December 2003. Finally, OE organized two meetings of the IEE Steering Committee in January and October 2004, to discuss respectively the inception report and the deliverables (iii) and (iv) listed above. A further meeting of the IEE Steering Committee is planned in December to discuss the IEE's first draft report.

8. **Evaluation Committee.** During the year, OE facilitated the review of the TOR and rules of procedure of the Evaluation Committee, which will be presented to the Executive Board for approval in December 2004. In March, OE organized a field visit to Indonesia for members of the Evaluation Committee and other Executive Board Directors in relation to the CPE. Moreover, so far this year four sessions of the Committee have been organized and a fifth is planned for 14 December. Issues discussed by the Committee this year include: OE's work programme and budget proposal for 2005; the second Annual Report on the Results and Impact of IFAD Operations (ARRI); OE's comments on the first Report of the President on the Status of Implementation of Evaluation Recommendations; the Country Programme Evaluation (CPE) for Indonesia; and the Eastern Lowlands Wadi Development Project in Eritrea. It also discussed on three occasions the proposal for its revised TOR and rules of procedure. Thus far, the Chairperson of the Evaluation Committee has prepared and presented three written reports to the Executive Board in April and September summarizing its deliberations, highlighting key issues and making recommendations for the Board's approval. A further report of the Committee Chairperson will be presented to the Executive Board in December, covering discussions held in the Evaluation Committee on the proposed OE work programme and budget for 2005.

9. **ARRI.** As mentioned, the second ARRI was prepared and presented to the Evaluation Committee and the Board in September 2004. The report has identified a number of important issues that need attention, such as the need for IFAD to operate more actively beyond projects as a strategic partner at the national level, notably in policy dialogue and advocacy. This wider approach has implications for the mix of lending and non-lending activities, and for the scale and permanence of IFAD's country presence. The second ARRI addressed several recurrent themes that were raised in the first ARRI and that require special attention by the Fund. Of particular concern among these are the issues of the limited sustainability of projects funded by IFAD and the inadequate performance of monitoring and evaluation systems at the project level.

10. **Evaluation work.** In 2004, the CLE on the Supervision Modalities in IFAD-Supported Projects was completed with the production of the corresponding Agreement at Completion Point (ACP). As agreed with the Board, in September, OE initiated the CLE on the direct supervision pilot programme, which will allow for a comprehensive assessment and overview of IFAD supervision activities in their

¹ The production of the fifth IEE deliverable has been specifically structured to unfold in two stages: (a) the preparation of the first draft report, to be submitted by ITAD on 31 October; and (b) the preparation of the draft final report for submission on 7 January 2005. The latter will be discussed by the Executive Board in April 2005.

entirety.² The broad objectives of this evaluation will be to assess the effectiveness and efficiency of IFAD's direct supervision activities, and to compare and contrast the achievements of direct supervision with supervision undertaken by cooperating institutions. The evaluation approach paper has been prepared and a desk review of the fifteen projects included in the pilot programme initiated.

11. Moreover, OE worked on four CPEs (Benin, Bolivia, Egypt and Indonesia) and three thematic evaluations on: (i) organic agriculture in Asia; (ii) decentralization efforts in Eastern and Southern Africa, and (iii) marketing and competitiveness in Western and Central Africa.³ In all, OE is expected to undertake 15 project evaluations⁴ by the end of the year. In terms of methodology development, OE piloted the CPE methodology⁵ (developed in 2003) in all the CPEs undertaken in 2004 and further developed the methodological framework for project evaluations in order to fine-tune and simplify the key evaluation questions in the framework and to define better the implementation of the framework at the field level. Building on experiences in Western and Central Africa Division (PA) and Asia and the Pacific Division (PI) in 2003, OE undertook in close cooperation with the Programme Management Department (PMD) the customization of the Monitoring and Evaluation (M&E) Guide for the Near East and North Africa, and Eastern and Southern Africa regions. The main objective of the customization was to help PMD with the diffusion, introduction and sustainable application of the guide among IFAD-supported projects and IFAD partners in the various regions. This includes tailoring the guide to regional specificities in terms of language, context, needs, procedures and partnerships. OE participated in the annual meeting of the United Nations Evaluation Group in April. The meeting discussed issues related to evaluation partnerships for development, evaluation capacity development, challenges in conducting CPEs and other issues. OE made a presentation of its CPE methodology and experiences, which was well received. Meeting participants recognized that OE was ahead of most other international development institutions in its systematic approach to conducting CPEs. During the year, OE continued to undertake various communication and dissemination activities, such as the preparation of evaluation profiles and insights and enhancing the evaluation section on the IFAD corporate website.

12. The CPEs have proved to be one of the most revealing instruments for assessing the results and impact of IFAD activities and for generating valuable lessons. For example, the CPE for Indonesia, which was combined with the Committee's field visit (see paragraph 8), highlighted how IFAD had recently put significant emphasis on the development of social capital in the country. The CPE argued that the formation of social capital is a necessary but not sufficient condition for rural poverty reduction. It recommended a better balance between the promotion of social capital and the economic empowerment of the rural poor through agricultural development and the promotion of sustainable off-farm opportunities. Furthermore, the CPE noted IFAD's deficit in terms of policy dialogue and underscored the importance of articulating upfront the need for clear, measurable objectives for policy dialogue, with the allocation of resources and the definition of work plans that include prioritization of activities and indicators for outcome assessment. The CPE also highlighted that corruption is a disruptive phenomenon, especially in Indonesia, and that sterner and more consistent anti-corruption steps need to be taken by IFAD. Many of these issues were also raised by the other CPEs undertaken by OE during the year.

² When OE conducted the CLE on Supervision Modalities in IFAD-Supported Projects in 2002-2003, the implementation periods and overall experiences of projects directly supervised by IFAD were rather limited. Hence, it was not possible to include an evaluation of the overall performance and results of the direct supervision pilot programme in the CLE.

³ In addition, a regional workshop was organized in relation to the thematic evaluation on promoting innovations in PA, which was discussed with the Evaluation Committee in September 2001.

⁴ See Annex I for more details.

⁵ OE has been invited by the United Nations Development Programme (UNDP) to make a presentation on its CPE methodology in a workshop at UNDP in New York on 1-2 November. This workshop will provide an opportunity to, inter alia, share experiences on CPEs with other development organizations.

13. **Lessons learned.** OE reviewed the experience of developing and implementing its first work programme and budget following the approval of the Evaluation Policy. A number of important issues have emerged and need to be addressed in 2005 and beyond. For instance, it is vital that all concerned stakeholders, both within and outside IFAD, plan their interaction with OE at different stages of the evaluation process by allocating time and resources for this purpose. The definition of a precise calendar of events, agreed upon with the key partners, is therefore crucial to the interaction among the various partners required for an adequate assessment of results and impact, and for learning. In addition, OE realizes the importance of ensuring proper understanding by consultants and other concerned partners with regard to all aspects of the Evaluation Policy, and also the need for detailed briefing of consultants in the methodological aspects of OE's evaluation work.

14. Another lesson relates to interim project evaluations, which are mandatory under the Evaluation Policy before embarking on the formulation of a second phase project. Interim project evaluations are no doubt a useful learning instrument as their results are fed directly into the design of the corresponding new project phase. However, given the limited resources available to OE, in particular human resources, the need to undertake a series of interim evaluations in certain years may constrain OE's work programme by restricting the number of other types of evaluation, for instance, project completion evaluations, which allow more scope for impact assessment. As recognized in the ARRI, this results in a bias towards OE evaluating better performing projects. In the future, it might be useful for the Evaluation Committee and Executive Board to reflect on the mandatory nature of interim evaluations, and if required, revisit this aspect of the Evaluation Policy.

15. With regard to the customization of the M&E guide, on the whole, OE recognizes that the customization efforts should be seen as an initial step towards establishing more effective M&E at the project level, to which PMD and partner governments will need to devote considerable time and resources in order to achieve the desired objectives in the future. More generally, this is consistent with the overall state of the Fund's self-evaluation function, which is growing but in need of further strengthening in order to generate the desired results. The self-evaluation processes and capabilities of IFAD are also of importance to OE, as it is widely recognized that self-evaluation and independent evaluation are closely linked and mutually reinforcing. In fact, the quality and synergies of the methodologies used for self-evaluation on the one hand and independent evaluation on the other are essential to obtaining a coherent and complete picture of IFAD's results and impact. This is particularly the case as OE evaluations, as a priority, focus on major operational issues and policies, and can only cover a restricted spectrum of all projects supported by IFAD. Moreover, the availability of quality and timely self-evaluation products is fundamental to facilitating independent evaluations and impact assessments, which depend to a great degree on the outputs, overall quality, information base and analysis generated by self-evaluation processes. Finally, strong self-evaluation is of paramount importance to ensure systematic learning and feedback and, consequently, improvement in the performance of all operational activities, not only those covered by OE evaluations. In 2005, in cooperation with PMD, OE will identify areas in which in the future OE could contribute to IFAD's current efforts aimed at the development of its self-evaluation function.

16. This has been the first year in which OE has fully implemented the Evaluation Policy. Useful experience is being accumulated in operating within the new context. OE is becoming more familiar with the development and implementation of its work programme and budget within the framework of the Evaluation Policy, for example with the lead-up to the approval of the work programme and budget by the Executive Board and the critical stage of ACP development at the end of each evaluation. Likewise, experience is being gained in managing OE human resources according to the provisions outlined in the policy, in particular relating to the recruitment and promotion of staff. On another issue, the Evaluation Policy has significantly increased OE's interaction with the Executive Board and Evaluation Committee. In this regard, the introduction of the revised TOR and rules of

procedures of the Evaluation Committee⁶ are likely to entail an increase in the number and length of Committee sessions to be held per year. Finally, OE realizes that the implementation of the Evaluation Policy in the future may raise further issues requiring OE's full attention.

17. Finally, OE recognizes that its evaluation methodologies are not static instruments. The methodologies need to be fine-tuned from time to time to reflect the experiences gained by OE in their implementation and to incorporate the latest thinking in evaluation methodologies.

III. PRIORITIES AND OBJECTIVES FOR 2005

18. In addition to the lessons learned in 2004 in identifying priorities for 2005, OE took into consideration IFAD's strategic guidelines for the preparation of the 2005 unit work programmes. Moreover, OE recognizes the importance of 2005 for IFAD in light of the Consultation on the Seventh Replenishment of IFAD's Resources. In this context, OE will need to be ready to respond to any evaluation-related issues raised by IFAD Member States.

19. In response to the above considerations, OE developed priorities for 2005 that, on the one hand, satisfy the requirements of the Evaluation Policy and, on the other, are aligned with the key institutional priorities for 2005 (see table below). The key processes and policy issues agreed within the framework of the Sixth Replenishment will continue to be of high priority for IFAD.⁷

OE Priority Activities in Relation to IFAD's Institutional Priorities for 2005

IFAD INSTITUTIONAL PRIORITIES FOR 2005 ⁸	OE PRIORITY ACTIVITIES FOR 2005
1. INDEPENDENT EXTERNAL EVALUATION OF IFAD OPERATIONS	OVERALL SUPERVISION OF THE IEE
2. INDEPENDENT EVALUATION FUNCTION	2.1 FULL IMPLEMENTATION OF THE EVALUATION POLICY 2.2 DEVELOPMENT OF THE 2006 OE WORK PROGRAMME AND BUDGET 2.3 OE REVIEW OF THE REPORT OF THE PRESIDENT ON THE IMPLEMENTATION STATUS OF EVALUATION RECOMMENDATIONS
3. MEASURING RESULTS AND IMPACT	3.1 INDEPENDENT EVALUATION OF SELECTED IFAD OPERATIONS AND POLICIES 3.2 CONSISTENT USE OF METHODOLOGICAL FRAMEWORK FOR PROJECT EVALUATION AND CPE METHODOLOGY THAT ALLOWS FOR THE ASSESSMENT OF RESULTS AND IMPACT 3.3 PRODUCTION OF THE THIRD ARRI 3.4 UNDERTAKE THE CORPORATE-LEVEL EVALUATION OF THE DIRECT SUPERVISION PILOT PROGRAMME 3.5 DEVELOP, IN CONSULTATION WITH PMD, A PROPOSAL ON OE'S FUTURE ROLE AND CONTRIBUTION IN ENHANCING IFAD'S SELF-EVALUATION CAPABILITIES
4. IFAD'S CATALYTIC ROLE	UNDERTAKING THE EVALUATION OF REGIONAL STRATEGIES AND SELECTED COUNTRY PROGRAMME AND THEMATIC EVALUATIONS

⁶ With the assumption that the Executive Board will approve the proposal put forward by the Evaluation Committee to the Board in December 2004.

⁷ As stated in IFAD management's strategic guidelines dated 27 April 2004.

⁸ As contained in the strategic guidelines of 27 April and in the Report of the Consultation on the Sixth Replenishment of IFAD's Resources.

20. Evaluation activities have been included in the proposed OE work programme based on the selection criteria agreed with the Board in December 2003. In line with these criteria and in order to ensure maximum value for the institution and its partners from independent evaluation work, OE will make certain that, to the extent possible, evaluation activities feed into the corresponding planning processes within IFAD. For instance, OE will evaluate those regional or country strategies where IFAD management intends to prepare a new strategy or develop existing ones following the completion of the corresponding OE evaluation.

21. For 2005, therefore, OE has identified **four main priority areas**. These are:

- (a) supervision of the IEE;
- (b) conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations;
- (c) specific evaluation work required by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee; and
- (d) methodological development, evaluation outreach and other activities.

22. The first priority is to complete the supervision of the IEE, an activity that OE has been requested to supervise on behalf of, and accountable to, the Executive Board. The second priority responds to the need to assess independently the results and impact of selected IFAD-funded operations and policies. The third priority addresses the need to ensure full implementation of and compliance with the Evaluation Policy. The fourth priority focuses on the importance of further developing and fine-tuning, as required, evaluation methodologies and processes to ensure that the most up-to-date and effective tools and approaches are used in the conduct of OE's core activities.

IV. WORK PROGRAMME AND BUDGET FOR 2005

A. Main Features of the Work Programme

23. Although the overall level of the 2004 work programme represents an optimal scenario for future planning purposes, this does not mean that the OE work programme is static as far as the precise number and nature of activities planned under each evaluation type is concerned. In addition, as noted in the Work Programme and Budget for 2004 of the Office of Evaluation, the division's overall annual administrative budget may also fluctuate from year to year in order to meet the evolving requirements of its work programme effectively. A most important consideration, however, in the preparation of the OE work programme and budget is, as confirmed by the experience in 2004 and before, the limited capacity within IFAD and the Executive Board to deal effectively with too many evaluations in a given year.

24. Therefore, the proposed OE work programme reflects the ideal level for 2005 (in terms of the scope, number and mix of activities) that would allow OE to meet its priorities and fulfil its dual functions of enhancing accountability and promoting organizational learning. A short summary of the objectives and main features of the activities that OE plans to evaluate in 2005 is included in Annex IV. The following paragraphs provide an overview of the evaluations included in the 2005 work programme.

Priority (a): Supervision of the IEE.

25. Under this priority, OE will continue and complete the supervision of the independent external evaluation exercise. This evaluation is expected to be discussed with the Executive Board in April 2005. On the same occasion, the Director of OE will submit his report to the Board, providing an

assessment of the overall adherence of the service provider to the IEE TOR and inception report, including comments on the evaluation methods used and processes followed. Following this Executive Board session, OE will ensure appropriate distribution of the final evaluation report.

Priority (b): Conduct of selected corporate-level, regional strategy, country programme, thematic and project evaluations.

26. **Corporate-Level Evaluations.** OE will finalize the CLE on the direct supervision pilot programme (see paragraph 10), which was approved by the Executive Board in 1997. This evaluation will build on the results of the CLE of Supervision Modalities in IFAD-Supported Projects presented to the Evaluation Committee in December 2003. The evaluation will be organized in three main phases: (i) a desk review of all projects included in the pilot programme, in addition to 15 other projects supervised by various cooperating institutions serving as a control group; (ii) interviews with concerned IFAD staff, project management officials, key government personnel, selected Executive Board Directors and cooperating institution staff; and (iii) field work in the directly supervised projects and a selection of control group projects. The evaluation is expected to provide, inter alia, insights on the effectiveness and performance of IFAD's direct supervision activities in relation to supervision undertaken by cooperating institutions. The results of the CLE on the direct supervision pilot programme will be discussed with both the Evaluation Committee and Executive Board in September 2005.

27. OE will commence another CLE⁹ in the second half of the year. There are several important themes¹⁰ emerging from the second ARRI and various evaluations that could be chosen as the topic for next year's CLE. However, as per the agreement with the Evaluation Committee and Executive Board, OE will wait until the first draft report of the IEE is available at the end of October before selecting a topic. The reason being that the IEE is likely to outline some key areas that may require additional analysis in the near future and would merit inclusion in the 2005 OE work programme. This will be reflected in the final 2005 OE work programme and budget proposal for discussion with the Executive Board in December.

28. Finally, as per the recommendation of the Evaluation Committee and the decision of the Executive Board in September 2004, the planned CLE in 2004 of the IFAD Flexible Lending Mechanism will be deferred to 2006/2007.

29. **Evaluation of IFAD Regional Strategies.** The division will undertake for the first time the evaluation of two IFAD regional strategies. OE attributes major importance to this new type of evaluation, which will contribute to assessing the relevance, effectiveness and impact of the current regional strategy and lay the ground for its further development. Regional strategies are important because they provide the overall framework for the IFAD country strategic opportunities paper (COSOP) in a given region and for lending and non-lending activities in the various countries of the region. Moreover, such evaluations will review the coherence of the thrusts and priorities of the regional strategies in relation to the IFAD strategic framework and the emerging rural poverty concerns in the region. Specifically, the plan is to evaluate PI's regional strategy in 2005, and start the evaluation of PN's regional strategy towards the end of next year. These are complex evaluations to which OE will need to devote a significant amount of staff time and resources, which were not allocated in previous OE work programmes and budgets.

30. **Country Programme Evaluations (CPEs).** The main objective in undertaking CPEs is to conduct an overall assessment of the corresponding COSOP and evaluate the results and impact of

⁹ As agreed with the Executive Board in 2003, in light of the complexity of such evaluations and the corresponding resource requirements, OE can only undertake one CLE at any given time during the year.

¹⁰ For example, the determinants of sustainability of IFAD operations; partnership and cofinancing; policy dialogue; rural finance policy; IFAD's approach in poorly performing/middle-income countries, and others; and the gender policy evaluation originally planned in 2005.

IFAD activities in countries with large or medium-sized portfolios. Based on such assessments, these evaluations are expected to provide direct and concrete building blocks for revisiting existing or formulating new COSOPs. Towards the end of each CPE, OE organizes a national round-table workshop bringing together key stakeholders, which provides an opportunity to discuss the CPE's results jointly and to highlight critical operational, strategic and policy issues.

31. In 2005, the division will undertake three new CPEs in Bangladesh, Mexico and Rwanda. Moreover, it will undertake preparatory work towards the end of the year for CPEs in Mali and Morocco, which will be conducted in 2006. Lastly, due to the transfer of the OE deputy director who was responsible for the CPE in Egypt (undertaken in 2004), the division will not be able to organize the corresponding national round-table workshop until early 2005.

32. **Project evaluations.** As in 2004, a total of 15 project evaluations will be included in the work programme. This includes ten interim evaluations and five completion evaluations.¹¹ Out of the 15 evaluations, five will be initiated and completed in 2005. Six of the fifteen are evaluations that have/will be initiated in 2004 and completed in 2005, whereas the remaining four will be started towards the end of 2005 and finalized in 2006.

33. Although OE will work on 15 project evaluations in 2005, in terms of workload (i.e. human and financial resources) the division will undertake the equivalent of around ten full project evaluations in the arc of the year. This is less than in 2004, during which OE worked on about 12 project evaluations.

34. **Thematic evaluations.** Two thematic evaluations initiated in 2004 will be finalized in 2005,¹² namely the thematic evaluation on: (i) organic agriculture in Asia; and (ii) decentralization efforts in the Eastern and Southern Africa region. In both cases, the main activity will entail the organization of stakeholder workshops bringing together key partners from the respective regions to discuss the results of the evaluations and to lay the foundations for their agreements at completion point.

Priority (c): Specific evaluation work required by the Evaluation Policy for presentation to the Executive Board and Evaluation Committee.

35. The division will prepare the third ARRI, which, as in previous years will aim to consolidate and synthesize the results and impact of IFAD operations based on evaluations undertaken in 2004, and identify cross-cutting issues and lessons of wider interest related to IFAD operations. As has been the practice since 2003, this report will be discussed with both the Evaluation Committee and the Executive Board during their respective sessions in September 2005. The third such report will build on its previous two editions and on the comments and guidance received from Committee and Board members. As agreed by the Eighty-Second Session of the Executive Board in September, starting in 2005, IFAD management will systematically provide their comments and response to the recommendations contained in the ARRI within the framework of the Progress Report on the Project Portfolio, which is normally discussed at the Executive Board session in April.

36. In accordance with the Evaluation Policy, OE will prepare its comments on the second Report of the President on the Status of Implementation of Evaluation Recommendations. OE's comments will be discussed together with the report by both the Evaluation Committee and the Executive Board at their respective sessions in September 2005.

¹¹ This represents an increase in the number of completion evaluations to be undertaken, which is consistent with the recommendation made by the Evaluation Committee in the past.

¹² This is less than in previous years, as in 2005 OE plans to undertake the overall evaluation of two IFAD regional strategies. Thematic evaluations, on the other hand, normally only focus on assessing one key area of a particular regional strategy.

37. The division will implement its work programme and budget for 2005, and formulate its third work programme and budget (for 2006) independently of IFAD management. As per the process followed since 2003, the OE work programme and budget proposal will be presented to the Evaluation Committee in September and October 2005, and to the Board in September and December 2005. As per the Board's decision in April 2004, the Audit Committee will also discuss the OE budget while considering the 2006 Programme of Work and Budget of IFAD at its November session.

38. In December 2003, a President's Bulletin was issued outlining a number of internal implementation and organizational arrangements to ensure smooth implementation of the Evaluation Policy. This bulletin was shared with the Executive Board for information this year. In 2005, the division will continue to monitor the implementation of such arrangements and, if required, propose any adjustments needed to further facilitate and improve the overall implementation of the Evaluation Policy.

39. Next year will mark the first year of the implementation of the revised TOR and rules of procedure of the Evaluation Committee.¹³ Subject to the approval of the Board in December 2004, the number of regular Evaluation Committee sessions held from 2005 onwards will be increased from three to four per calendar year. Moreover, at least one of the meetings will be an all-day session, which also represents an increase from the past practice of holding half-day meetings only. Additionally, the Committee Chairperson may ask to convene *ad hoc* special sessions if required during the year.

40. The proposed revised TOR and rules of procedure entail an expansion in the mandate of the Evaluation Committee. In particular, it includes the provision for the Committee to discuss selected self-evaluation reports prepared by IFAD management. More specifically, in 2005 and thereafter, the Committee will discuss on a standing basis the Progress Report on the Project Portfolio together with OE's comments on the document and any possible revision to the Results and Impact Management System.¹⁴ In addition to these reports, the majority of members have suggested that the Evaluation Committee discuss selected operational policy documents before they are presented by IFAD management to the Executive Board for approval. The Committee's role in these new areas shall remain consistent with its overall advisory role to the Board. That is, it will be limited to the review of the aforementioned documents and advise the Executive Board on the results, thrusts and recommendations contained in these documents.

41. The resource implications of the new TOR and rules of procedure have been estimated and the details may be seen in the document that will be presented by the Evaluation Committee to the Executive Board in December 2004. In light of the zero real growth of the IFAD administrative budget, the incremental costs associated with the revised TOR and rules of procedure of the Committee cannot be absorbed by the budgetary allocation of the Office of the Secretary (ES). Hence, OE has made a provision to cover the associated costs by including them in its 2005 budget proposal under the contingency sub-item. In the course of 2005, it is expected that a more precise understanding of the additional costs involved in the implementation of the revised TOR and rules of procedure will be achieved.

¹³ The Evaluation Committee will be submitting its revised TOR and rules of procedure for the Executive Board's approval during the latter's December 2004 session.

¹⁴ Framework for a Results Management System for IFAD-Supported Country Programmes (EB 2003/80/R.6/Rev.1) was presented to the Eightieth Session of the Executive Board. The document includes a framework for measuring and reporting on the results and impact of IFAD-supported country programmes, with common indicators, baselines and categories for consolidation, with timelines and milestones for implementation.

Priority (d): Methodological development, evaluation outreach and other activities.

42. This priority allows OE to enhance its oversight in the application and proper use of OE evaluation methodologies to ensure comparable quality evaluation results and outputs. This will also enhance the transparency and credibility of OE's evaluations and improve the division's capability to assess results and impact. In turn, this will also lead to further improvements in the evaluation information base available for the preparation of the ARRI. Staff skills will be upgraded in the required areas to allow for an even better application of the division's core methodologies. A comprehensive briefing package for consultants in OE evaluation methodologies will be developed and implemented next year. Also next year, OE will develop a more systematic approach for the overall selection and management of consultants recruited for evaluation work. OE will, in consultation with PMD, develop a proposal on the division's future role and contribution in enhancing IFAD's self-evaluation capabilities, which, as mentioned, will further facilitate and enhance the quality and overall conduct of independent evaluations by OE. Finally yet importantly, OE is planning to organize a conference on evaluation at the beginning of 2005 with the participation of recognized professionals and practitioners in the field of evaluation. This conference will provide OE staff and others with an opportunity to discuss and exchange views on evaluation principles and on state-of-the-art methodology and processes.

43. As in the past, resources will be reserved for the communication and dissemination of evaluation results. Special efforts will be made to ensure that partners in the field are reached proactively. OE will continue to endeavour to produce reader-friendly reports and evaluation profiles and insights, all of which will be circulated both in hard copy and electronically via the evaluation section of IFAD's website and by forging links to other relevant evaluation and development websites. OE will continue to provide Executive Board Directors with hard copies of all reports and related outputs published. The evaluation web pages will be updated as necessary to ensure that the latest evaluation reports and related OE documents are made available to the public. OE will participate in the deliberations of the United Nations Evaluation Group and seek access to the Evaluation Cooperation Group of the Multilateral Development Banks. Currently, OE is in the process of developing a second phase of the partnership in evaluation with the Swiss Agency for Development and Cooperation (SDC)¹⁵.

B. Resource Requirements

44. **Human resource requirements.** The OE human resource requirements for 2005 are shown in Table 4 of Annex II. Next year, OE will require the same staff levels as in 2004 to implement effectively the proposed work programme. This includes a director, deputy director, 6.5 evaluation officers and 9.5 general service staff.

45. **Financial resource issues.** The 2005 budget proposal, as for the rest of IFAD, takes into consideration the restatement of the 2004 OE budget approved by the Governing Council in February. It also takes into account the inflation factor as applied by IFAD in developing its own 2005 administrative budget proposal and adjustments to staff costs resulting from changes in staff entitlements or salary increases dictated by the United Nations Common System. In addition, as for the rest of IFAD, the OE budget proposal has been shown both in terms of expenditure and activity (see Tables 1 and 2 in Annex II). Table 3 in Annex II provides an overview of the IEE funds, which are administered by OE.

¹⁵ Phase I of the partnership was implemented between 2001 and mid-2004. In this phase, SDC made a CHF 1.5 million contribution to finance various incremental activities that would allow OE to experiment with new approaches and methods, as well as enhance evaluation outreach and partnerships, such as the communication of evaluation results using specific instruments like the OE Profiles and Insights, the organization of multi-stakeholder workshops at different levels to discuss evaluation-based learning and related issues.

46. The rationale outlined in the 2004 budget submission for including a contingency in the OE budget remains pertinent in 2005, in particular because the OE budget is separate from the IFAD budget. Consequently, OE will not be able to request additional resources during the year from IFAD's administrative budget to meet possible unforeseen costs. Moreover, since 2005 will only be the second year of implementation of the new Evaluation Policy, some unanticipated costs may emerge as a result of its full implementation that will only be known once the activities are actually implemented. Therefore, as in 2004, the OE budget will include a contingency to meet unforeseen costs that may arise.

47. In 2005, the contingency has been reduced to 2.5% of the rest of the OE budget as compared with 5% in 2004. The reason for this reduction is that various expenditures charged to the 2004 contingency have been internalized into the regular budget, especially those related to staff reclassification and promotions that took place in 2004. It is important to retain a contingency for unforeseen costs next year related to the work of the Evaluation Committee, which at this stage cannot be precisely quantified. For instance, in 2005 the Committee is expected to operate within the framework of the revised TOR and rules of procedure that will be considered by the Board in December 2004 for approval. The implementation of the revised TOR and rules of procedure will lead to changes to the overall functioning of the Committee, in particular with regard to the number of its sessions and their length. As mentioned in paragraph 41, these changes will have cost implications that cannot be entirely absorbed by ES. The contingency will also cover costs related to any unforeseen changes in staff entitlement¹⁶ or salary increases dictated by the United Nations Common System. IFAD will report to the Executive Board in December 2005¹⁷ on the use of the contingency amount, providing a summary of activities financed.

48. In sum, the level of the overall OE budget proposed for 2005 is slightly lower in real terms than that of 2004 level. The total budget proposal is USD 4.6 million. The reduction in the budget is caused by a decrease in the 'contingency' line (from 5% in 2004 to 2.5%) of the overall budget. However, there is a small increase in real terms in the 'evaluation' budget item, due to the undertaking, for the first time, of the evaluations of two IFAD regional strategies and a greater number of CPEs. Based on Evaluation Committee deliberations and proposals, OE will prepare the final proposed work programme and budget for 2005. This will be considered by the Audit Committee at its session in November 2004, and thereafter by the Executive Board at its Eighty-Third Session in December 2004.

¹⁶ These are different from the staff entitlements referred to in paragraph 43, as they relate more to changes in individual staff and family status that may not be foreseen at this time. One example could be the increase/decrease in the number of dependants of a given staff member.

¹⁷ A report will be provided by IFAD to the Executive Board in December 2004 on the use of the contingency amount included in the 2004 OE administrative budget.

ACHIEVEMENTS IN 2004 AGAINST STATED OE PRIORITIES AND PLANNED ACTIVITIES

OE PRIORITY 2004	ACHIEVEMENTS ^A
<p>1. EVALUATION WORK REQUESTED BY THE EXECUTIVE BOARD AND EVALUATION COMMITTEE AND/OR INCLUDED IN THE REPORT OF THE CONSULTATION ON THE SIXTH REPLENISHMENT OF IFAD'S RESOURCES</p>	<p>1.1 SUPERVISED THE INDEPENDENT EXTERNAL EVALUATION (IEE) OF IFAD, INCLUDING, INTER ALIA, COMMENTING ON THE FOUR DELIVERABLES PROVIDED BY THE IEE SERVICE PROVIDER: (I) THE INCEPTION REPORT; (II) THE DESK REVIEW REPORT; (III) THE TEN COUNTRY WORKING PAPERS, THE SYNTHESIS REPORT FROM THE FIELD VISITS AND THE REPORTS ON HUMAN RESOURCES AND GOVERNANCE/INSTITUTION MATTERS; AND (IV) THE FIRST DRAFT REPORT. ^BFURTHERMORE, PRESENTATION TO THE BOARD OF THREE PROGRESS REPORTS ON THE STATUS OF THE IEE, AND FIELD VISITS TO BANGLADESH, BOLIVIA AND THE UNITED REPUBLIC OF TANZANIA TO MONITOR THE WORK OF THE EVALUATION TEAM DURING THEIR FIELD VISITS</p> <p>1.2 FACILITATED THE PREPARATION OF THE REVISED TERMS OF REFERENCE AND RULES OF PROCEDURE OF THE EVALUATION COMMITTEE, ORGANIZATION OF FIVE SESSIONS OF THE COMMITTEE AND PRESENTATION TO THE EXECUTIVE BOARD OF VARIOUS OE DOCUMENTS AND REPORTS</p> <p>1.3 ORGANIZED THE FIELD VISIT TO INDONESIA FOR THE COMMITTEE AND OTHER EXECUTIVE BOARD MEMBERS IN MARCH</p> <p>1.4 PREPARED THE 2005 OE WORK PROGRAMME AND BUDGET</p> <p>1.5 PREPARED THE SECOND ARRI AND PRESENTED IT TO THE EVALUATION COMMITTEE AND EXECUTIVE BOARD TOGETHER WITH A PROPOSAL ON ASSIGNING WEIGHTS TO THE VARIOUS EVALUATION CRITERIA</p> <p>1.6 REVIEWED AND PROVIDED COMMENTS ON THE PRESIDENT'S REPORT ON THE ADOPTION AND IMPLEMENTATION OF EVALUATION RECOMMENDATIONS</p>
<p>2. CONDUCT OF SELECTED CORPORATE-LEVEL, COUNTRY PROGRAMME, THEMATIC AND PROJECT EVALUATIONS</p>	<p>2.1 INITIATED THE CORPORATE-LEVEL EVALUATION ON THE DIRECT SUPERVISION PILOT PROGRAMME</p> <p>2.2 COMPLETED THE BENIN, BOLIVIA, EGYPT^C AND INDONESIA COUNTRY PROGRAMME EVALUATIONS</p> <p>2.3 WORKED ON: (I) THE THEMATIC EVALUATIONS ON DECENTRALIZATION IN EASTERN AND SOUTHERN AFRICA AND (II) ORGANIC AGRICULTURE IN ASIA; HELD A REGIONAL WORKSHOP ON THE PROMOTION OF INNOVATIONS IN WESTERN AND CENTRAL AFRICA. WILL COMPLETE THE THEMATIC EVALUATION ON MARKETING AND COMPETITIVENESS IN WESTERN AND CENTRAL AFRICA BY END 2004</p> <p>2.4 COMPLETED PROJECT EVALUATIONS IN ERITREA, JORDAN, LAOS, LEBANON, PARAGUAY, SENEGAL, TUNISIA AND VIET NAM (2)</p> <p>2.5 INITIATED PROJECT EVALUATIONS IN ETHIOPIA, THE GAMBIA, GUINEA, INDIA, UGANDA AND MEXICO^D IN THE LAST QUARTER OF 2004.</p>
<p>3. FURTHER DEVELOPMENT OF THE EVALUATION METHODOLOGY</p>	<p>3.1 PILOTED COUNTRY PROGRAMME EVALUATION METHODOLOGY IN BENIN, BOLIVIA AND EGYPT</p> <p>3.2 UNDERTOOK THE CUSTOMIZATION OF THE MONITORING AND EVALUATION GUIDE IN BOTH THE EASTERN AND SOUTHERN AFRICA AND NEAR EAST AND NORTH AFRICA REGIONS</p> <p>3.3 RIGOROUSLY APPLIED METHODOLOGICAL FRAMEWORK FOR PROJECT EVALUATION IN ALL EVALUATIONS</p>

^A In addition to the achievements stated in the table, various other activities were also undertaken, including tasks in relation to the communication and dissemination of evaluation results (such as the enhancement of the evaluation section on the IFAD website to bring it in line with the Evaluation Policy), participation in the annual meeting of the United Nations Evaluation Group, participation in selected project development teams, Technical Review Committee and Operational Strategy and Policy Guidance Committee meetings as well as in other in-house working groups (such as the working groups on the RIMS, field presence and policy forum).

^B This will be available at the end of October 2004.

^C Although the report is completed, the final step in the process (i.e. the organization of the national round-table workshop to discuss the CPE's results) will only be undertaken in 2005, due to the transfer of the OE deputy director (who was responsible for the Egypt CPE activity) to another IFAD division.

^D This has been included in the place of the Venezuela project evaluation contained in the 2004 work programme. The latter project evaluation has been deferred to 2005 in light of civil unrest in the country.

OE BUDGET FOR 2005

Table 1: OE 2005 Budget by Expenditure

OE Budget Proposal for 2005 by Expenditure						
	OE Budget Approved for 2004 by Executive Board, December 2003 @ 0.898^a	Governing Council 2004 Approved Budget @ 0.780 (Feb 2004)	2004 Budget Restated @ 0.837 (Sep 2004)	Real Increase	Price Increase (2.2% Inflation)^b	Proposed OE Budget for 2005
	(Column 1)	(Column 2)	(Column 3)	(Column 4)	(Column 5)	(Sum column. 3+4+5)
STAFF^c	1 780 000	1 982 000	1 938 000		133 300	2 071 300
Regular & Fixed Term	1 516 000	1 692 000	1 665 000		127 000	1 792 000
Temporary	251 000	275 000	259 000		6 000	265 000
Overtime	13 000	15 000	14 000		300	14 300
EVALUATIONS	1 955 000	2 044 000	2 001 000	50 000	44 022	2 095 022
CLEs and Other Activities	457 000	478 000	468 000	-15 000	10 296	463 296
CPEs	377 000	394 000	386 000	195 000	8 492	589 492
Regional Strategy Evaluations ^d	0	0	0	230 000	0	230 000
TEs	224 000	234 000	229 000	-200 000	5 038	34 038
Project Evaluations	897 000	938 000	918 000	-160 000	20 196	778 196
EVALUATION COMMITTEE^e	60 000	69 000	64 000		1 408	65 408
STAFF TRAVEL	245 000	263 000	254 000		5 588	259 588
Contingency	202 000^e	202 000	202 000	-89 717		112 283^f
SUM	4 242 000	4 560 000	4 459 000	-39 717	184 318	4 603 601

^a Column 1 was calculated taking into account the Euro to USD exchange rate as of September 2003. As for the rest of IFAD, Columns 2 and 3 apply a budget restatement taking into account, respectively, the exchange rate as of February and September 2004.

^b For the rest of IFAD, OE has applied an inflation rate of 2.2% in relation to the 2004 approved budget.

^c The increase in staff cost estimates do not reflect an increase in staff numbers: they are due to the reclassification and promotions that took place in 2004 in line with the decision of the Executive Board in December 2003 and the increases in salaries and benefits dictated by the United Nations Common System.

^d There was no allocation in 2004 or earlier as OE will undertake such an evaluation for the first time in 2005.

^e Contingency for 2004 = 5%.

^f Contingency for 2005 = 2.5%.

^g As in 2004, this allocation is reserved for the planned field visit of the Committee.

Table 2: OE 2005 Budget by Activity

OE Priorities 2004	(USD)	%	OE Priorities 2005 ¹	(USD)	(%)
A. Evaluation work requested by the Evaluation Committee and Executive Board and/or included in the Report of the Consultation on the Sixth Replenishment of IFAD's Resources	688 000	16	A. Supervision of the IEE	46 036	1
B. Conduct corporate-level country programme, thematic and project evaluation	3 088 000	73	B. Conduct selected corporate-level, regional strategy, country programme, thematic and project evaluations	3 406 665	74
C. Further development of the evaluation methodology	466 000	11	C. Specific evaluation work required by the Evaluation Policy for presentation to the Executive Board and the Evaluation Committee	782 612	17
			D. Methodological development, evaluation outreach and other activities	368 288	8
Total	4 242 000	100		4 603 601	100

Table 3: IEE Budget^a

COMMITTED ^b : USD ('000)	
SUB-COMPONENTS	
A. TOTAL COST OF THE EVALUATION TEAM	1 248
B. TOTAL COST FOR OE ADVISERS AND CONSULTANTS	211
C. TOTAL COSTS OF STEERING COMMITTEE	13
TOTAL	1 472^c

^a See EB 2003/79/R.7 for further budget details.

^b Against a budget approved by the Executive Board of USD 1.7 million. A total of USD 815 690 has been received towards this amount as voluntary contributions to the IEE from various donors. These include: Belgium USD 87 690, Canada USD 228 000, Denmark USD 300 000, Norway USD 50 000, Sweden USD 100 000 and Switzerland USD 50 000. The United Kingdom contributed GBP 50 000 to cover the costs for drafting the preliminary terms of reference of the IEE in 2003.

^c Includes commitments till mid-September 2004.

¹ The 2005 priorities are not the same as those in 2004. For example, Priority A in 2004 does not match Priority A in 2005. This should be taken into consideration when comparing the priorities for the respective years.

Table 4: OE Human Resource Requirements for 2005

	HUMAN RESOURCE CATEGORY	NUMBERS
REGULAR	PROFESSIONAL STAFF^A	
	DIRECTOR	1
	DEPUTY DIRECTOR	1
	EVALUATION OFFICERS	5
	EVALUATION/INFORMATION OFFICER	1
	GENERAL STAFF	
	ADMINISTRATIVE ASSISTANT	1
	EVALUATION ASSISTANTS	6
	GIS ASSISTANT	1 (PART TIME)
	SUBTOTAL	15.5
TEMPORARY (CHAPTER X)	PROFESSIONAL STAFF	
	EVALUATION OFFICER	1 (HALF TIME)
	GENERAL STAFF	
	EVALUATION ASSISTANTS	2
	TOTAL	18

^A In 2004, OE had three associate professional officers (APOs) funded by various donor countries. In 2005, the division has the assurance of the services for 12 months of only one of these APOs. One of the three APOs left in August before the end of her contract, whereas the contract of the other APO will expire in November 2004. Procedures have been initiated to replace the two concerned APOs, although this will depend on the availability of donor funding and the identification of suitable APO candidates for OE within the required time frames.

OE WORK PROGRAMME FOR 2005

Priority Area	Type of Work	Evaluation Activities	Start Date	Expected Finish
A. Supervision of the Independent External Evaluation of IFAD	1. Independent External Evaluation	Supervision of the Independent External Evaluation of IFAD	Apr 2003	Jul 2005
B. Conduct Selected Corporate-Level, Regional Strategy, Country Programme, Thematic and Project Evaluations.	2. Corporate-Level Evaluations	Evaluation of IFAD's Direct Supervision Pilot Programme	Sep 2004	Sep 2005
		Other Corporate-level Evaluation (to be decided)	Sep 2005	Sep 2006
	3. Regional Strategy Evaluations	Evaluation of the Regional Strategy in PI	Jan 2005	Dec 2005
		Evaluation of the Regional Strategy in PN	Nov 2005	Nov 2006
	4. Country Programme Evaluations	Bangladesh, PI	Jan 2005	Dec 2005
		Egypt, ¹ PN	Jan 2004	Mar 2005
		Mali, PA	Nov 2005	Nov 2006
		Mexico, PL	Jan 2005	Dec 2005
		Morocco, PN	Nov 2005	Nov 2006
		Rwanda, PF	Jan 2005	Dec 2005
5. Thematic Evaluations	Decentralization Efforts in Eastern and Southern Africa, PF	Oct 2003	Mar 2005	
	Organic Agriculture in Asia, ² PI	Nov 2003	Mar 2005	

¹ Only the organization of the final national round-table workshop

² To be financed by Italian Supplementary Funds under an agreement reached with IFAD in November 2002.

Priority Area	Type of Work	Evaluation Activities	Start Date	Expected Finish
B. Conduct Selected Corporate-Level, Regional Strategy, Country Programme, Thematic and Project Evaluations. (cont'd)	6.1 Interim Project Evaluations	Ethiopia: Special Country Programme II, PF	Sep 2004	Mar 2005
		The Gambia: Rural Finance and Community Initiatives Project, PA	July 2004	Jan 2005
		Ghana: Upper East Region Land Conservation and Smallholder Rehabilitation Project, PA	Mar 2005	Sep 2005
		Ghana: Upper West Agricultural Development Project, PA	Mar 2005	Sep 2005
		Guinea: Fouta Djallon Local Development and Agricultural Rehabilitation Programme, PA	Oct 2004	Apr 2005
		India: North Eastern Region Community Resource Management Project for Upland Areas, PI	Oct 2004	Apr 2005
		Mexico: Rural Development Project of the Mayan Communities in the Yucatan Peninsula, PL	Sep 2004	Mar 2005
		Peru: Development of the Puno-Cusco Corridor Project, PL	Dec 2005	June 2006
		Uganda: District Development Support Programme, PF	Sep 2004	Mar 2005
		Venezuela: Economic Development of Poor Rural Communities Project, PL	Mar 2005	Sep 2005
	6.2. Completion Project Evaluations	China: Southwest Anhui Integrated Agricultural Development Project, PI	Sep 2005	Mar 2006
		Mongolia: Arhangai Rural Poverty Alleviation Project, PI	Sep 2005	Mar 2006
		Morocco: Tafilalet and Dades Rural Development Project, PN	Mar 2005	Sep 2005
		Mozambique: Family Sector Livestock Development Programme, PF	May 2005	Nov 2005
		Romania: Apuseni Development Project, PN	Sep 2005	Mar 2006

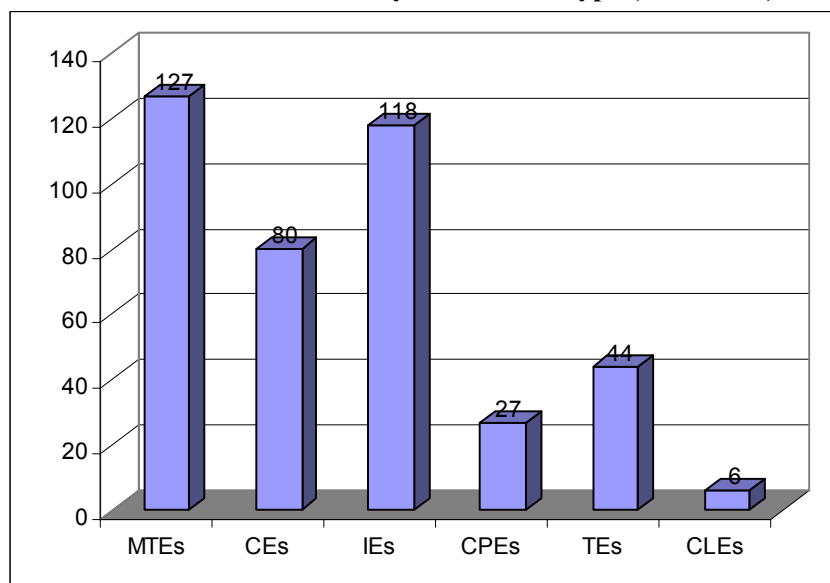
Priority Area	Type of Work	Evaluation Activities	Start Date	Expected Finish
C. Specific evaluation work required by the Evaluation Policy for presentation to the Evaluation Committee and Executive Board	7. Evaluation Committee	Implementation of four regular sessions and any additional <i>ad hoc</i> sessions according to the proposed revised TOR and rules of procedure of the Evaluation Committee	Jan 2005	Dec 2005
		Preparation of the work programme and budget for 2006	Jun 2005	Dec 2005
		OE's comments on the President's Report on the Implementation Status of Evaluation Recommendations	Jun 2005	Sep 2005
		Third Annual Report on the Results and Impact of IFAD Operations	Jan 2005	Sep 2005
		OE comments on selected IFAD operation policies prepared by IFAD management considered by the Evaluation Committee	n.a	n.a
		OE comments on the PMD Progress Report on the Project Portfolio	Jan 2005	Apr 2005
D. Methodological development, evaluation outreach and other activities	8. Methodological work	Further development of the CPE methodology	Jan 2005	Dec 2005
		Comprehensive briefing package for consultants on OE methodologies	Jan 2005	Dec 2005
		Conference on Evaluation	Dec 2004	Apr 2005
	9. Communication Activities	OE Reports, Evaluation Profiles and Insights, and Website	Jan 2005	Dec 2005
	10. Consultants' management	Review of OE approach	Jan 2005	Dec 2005
	11. Partnerships	UN Evaluation Group, SDC-OE Partnership in Evaluation, Multilateral Evaluation Group	Jan 2005	Dec 2005
	12. OPV/OE Coordination	Quarterly Activity Review Meetings	Jan 2005	Dec 2005
13. Project Development Teams (PDTs)	Two PDTs per Evaluation Officer for a total of circa 16-18 PDTs in 2004	Jan 2005	Dec 2005	

KEY FEATURES OF EVALUATIONS TO BE UNDERTAKEN IN 2005

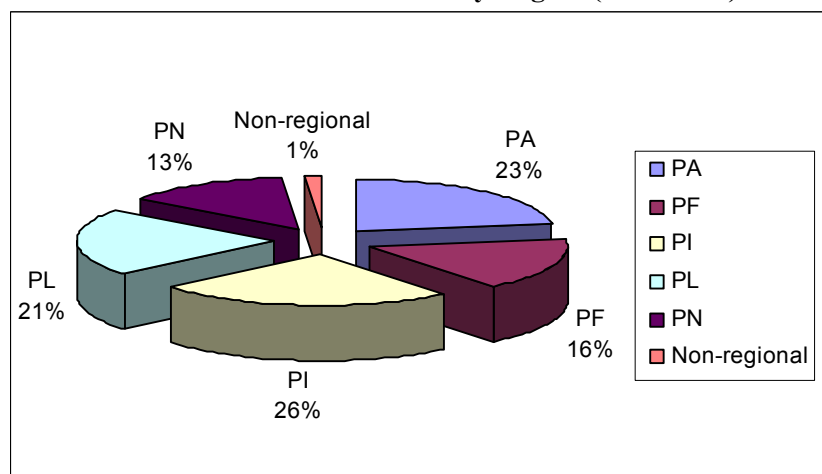
Corporate-Level Evaluations	Key Features
Evaluation of IFAD's Direct Supervision Pilot Programme	Since 1997, IFAD has been directly supervising 15 projects worldwide. The evaluation is expected to provide, inter alia, insights on the effectiveness and performance of IFAD direct supervision activities in relation to supervision undertaken by cooperating institutions. The results of the CLE on the direct supervision pilot programme will be discussed with both the Evaluation Committee and Executive Board in September 2005.
Second CLE - To be decided	
Regional Strategy Evaluations	Key Programme Features
Regional Strategy Evaluation in PI	To assess the strategy, effectiveness and impact in the region. PI had so far financed 164 projects in 21 countries for a total lending volume of USD 2 420 million
Regional Strategy Evaluation in PN	To assess the strategy, effectiveness and impact in the region. PI had so far financed 113 projects in 22 countries for a total lending volume of USD 1 329 million
Country Programme Evaluations	Key Programme Features
Mali, PA	Eight projects (three ongoing), IFAD loan amount USD 102 million; total portfolio cost USD 228 million; latest COSOP approved in 1997.
Rwanda, PF	11 projects (four ongoing), IFAD loan amount USD 112 million; total portfolio cost USD 192 million; latest COSOP approved in 2001.
Bangladesh, PI	21 projects (five ongoing), IFAD loan amount USD 343 million; total portfolio costs USD 852 million; latest COSOP approved in 1999.
Mexico, PL	Six projects (two ongoing), IFAD loan amount USD 127 million; total portfolio cost USD 240 million; latest COSOP approved in 1999.
Egypt, PN	Nine projects (four ongoing), IFAD loan amount USD 186.7 million; total portfolio costs USD 491.3 million; latest COSOP approved in 2000
Morocco, PN	Eight projects (two ongoing), IFAD loan amount USD 130 million; total portfolio costs USD 1 376 million; latest COSOP approved in 1999.
Thematic Evaluations	Key Features
Decentralization Efforts in Eastern and Southern Africa	The objective of the evaluation is to assess the performance of IFAD in decentralizing environments (i.e. where more functions, responsibility and accountability through election systems are attributed to local governments). It will focus on the opportunities and constraints it has posed for the implementation of IFAD's projects and programmes, with particular focus on institutional strengthening issues, impact and sustainability.
Organic Agriculture in Asia	The evaluation will focus on opportunities and constraints faced by small farmers that are already producing organically or that may shift production to organic technology, with particular reference to projects funded by IFAD.

Country & Project Name: Interim Evaluations	Project Objectives and Components
Ethiopia: Special Country Programme II, PF	Improve farm incomes through the rehabilitation of small-scale irrigation schemes, institutional capacity-building and improved agricultural support services; total cost USD 33 million; IFAD loan USD 23 million.
The Gambia: Rural Finance and Community Initiatives Project, PA	Improve household food security and incomes by strengthening villagers' groups (both men and women) and boosting both on-farm and off-farm income; total cost USD 11 million; IFAD loan USD 9 million.
Guinea: Fouta Djallon Local Development and Agricultural Rehabilitation Programme, PA	Improve living conditions by: (i) increasing productivity, production and marketing of crop and livestock output; (ii) fostering local participatory management of natural resources; (iii) strengthening grass-roots organizations; and improving the accessibility of the programme area as well as village access to drinking water supply; total cost USD 18 million; IFAD loan USD 10 million.
India: North Eastern Region Community Resource Management Project for Upland Areas, PI	Improve livelihood of vulnerable groups in a sustainable manner through improved management of their resource base in a way that contributes to protecting and restoring the environment; total cost USD 33 million
Uganda: District Development Support Programme, PF	Reduce chronic poverty by: (i) raising household incomes; (ii) improving food security and nutrition; (iii) improving the health status of the population; and (iv) enhancing local governance; total cost USD 21 million; IFAD loan USD 23 million.
Venezuela: Economic Development of Poor Rural Communities Project, PL	Support development of poor rural communities through the improvement of their civil participation and social and economic conditions, with particular emphasis on women-headed households and indigenous groups; total cost USD 24 million; IFAD loan USD 12 million.
Ghana: Upper East Region Land Conservation and Smallholder Rehabilitation Project, PA	Reduce poverty by: (a) increasing food production and the income of families living below the poverty line; (b) establishing mechanisms for environmental protection and improvement; (c) strengthening formal and informal beneficiaries' organizations; and (d) enhancing the economic status of women beneficiaries by supporting income-generating activities. Total project costs USD 14 million; IFAD loan USD 11 million.
Ghana: Upper West Agricultural Development Project, PA	Enhance the food security of smallholders on a sustainable basis, boost agricultural (crop and livestock) production and promote non-farm income-generating activities, strengthen formal and informal community organizations, improve the economic status of women by targeting them for special attention in a culturally acceptable manner, develop the potential for dry season gardening, improve the accessibility of the project area to facilitate marketing and inputs supply. Total project costs USD 11 million; IFAD loan USD 10 million.
Peru: Development of the Puno-Cusco Corridor Project	The overall objective of the project is to increase the incomes of the rural poor, eradicating extreme poverty and allowing for better access to markets of local goods and services. Specific objectives are to: (i) strengthen a demand-driven self-financing market of technical assistance services; (ii) facilitate community investments; (iii) increase value of products and services of farmers and small entrepreneurs in intermediate cities and towns; and (iv) strengthen financial institutions and increase coverage of rural financial services. Total project costs USD 31 million; IFAD loan SDR 13.9 million.

Country & Project Name: Completion Evaluations	Project Objectives
Morocco: Tafilalet and Dades Rural Development Project, PN	The overall objective is to improve incomes and living conditions while controlling environmental degradation. The modality is a more efficient use of available water and range resources to improve and sustain productivity. Total project costs USD 53 million; IFAD loan USD 22 million.
Mozambique: Family Sector Livestock Development Programme, PF	The overall objective is to support the increase of livestock production and livestock-derived income among smallholders, through improving the capacity of small farmers to address and overcome constraints on animal production. Total project costs USD 26 million; IFAD loan USD 19 million.
China: Southwest Anhui Integrated Agricultural Development Project, PI	The objectives of the project are to reduce the persistent household food deficiency of about 123 400 poor farming households in the project area, and thereby raise in a sustainable way their standard of living. The objectives would be achieved through increased food crop production, the development of cash-generating opportunities from trees, livestock and off-farm income-generating activities, improved access to health care, education and potable water, land development and better communication. Total project costs USD 56 million; IFAD loan USD 27 million.
Mexico: Rural Development Project of the Mayan Communities in the Yucatan Peninsula, PL	The objectives of the project are to improve the living conditions, income, agricultural production and productivity of approximately 10 000 poor rural families who live in the Milpera Region of the Yucatan Peninsula. The achievement of this goal will be based on the capitalization of Mayan peasant holdings, the adoption of more productive technologies, an improvement in the use and conservation of natural resources; and through the strengthening of local participatory and autonomous institutions, providing adequate technical assistance, equipment, training, financial resources and supervision. Total project costs USD 17 million, IFAD loan USD 10 million.
Romania: Apuseni Development Project, PN	The project aims to improve and stabilize the economic environment of the rural communities of the Apusenis through the promotion and credit-funding of both on and off-farm enterprises and the provision of rural development services. Total project costs USD 34 million; IFAD loan USD 17 million.
Mongolia Arhangai Rural Poverty Alleviation Project, PI	The overall objective is to reduce rural poverty in the project area through the distribution of livestock to poor herding households and the development of vegetable production and income-generating activities by especially vulnerable poor households. Total project costs USD 6 million; IFAD loan USD 5 million.

Number of Evaluations by Evaluation Type (1983-2004)**Legend**

MTEs	Mid-Term Evaluations
CEs	Completion Evaluations
IEs	Interim Evaluations
CPEs	Country Programme Evaluations
TEs	Thematic Evaluations
CLEs	Corporate-Level Evaluations

Distribution of Evaluations by Region (1983-2004)**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