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Enabling poor rural people  
to overcome poverty

## **High-level preview of IFAD's 2013 results-based programme of work and regular administrative and capital budgets, and the preview of the Independent Office of Evaluation of IFAD's results-based work programme and budget for 2013 and indicative plan for 2014-2015**

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## Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
CMR	corporate management result
COSOP	country strategic opportunities programme
CPE	country programme evaluation
CPMT	country programme management team
DMR	divisional management result
DSF	Debt Sustainability Framework
ECG	Evaluation Cooperation Group
FAO	Food and Agriculture Organization of the United Nations
IFAD8	Eighth Replenishment of IFAD's Resources
IFAD9	Ninth Replenishment of IFAD's Resources
IOE	Independent Office of Evaluation of IFAD
MTP	Medium-term Plan
NONIE	Network of Networks on Impact Evaluation
OSC	Operational Strategy and Policy Guidance Committee
PCR	project completion report
PCRV	project completion report validation
PoLG	programme of loans and grants
PPA	project performance assessment
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
SDC	Swiss Agency for Development and Cooperation
UNEG	United Nations Evaluation Group

## Executive summary

1. The Ninth Replenishment of IFAD's resources (2013-2015) aims to provide IFAD with a three-year operational programme at the same level as the Eighth Replenishment (2010-2012) or approximately US\$3 billion. Emphasis during this period will be placed on achieving the targets and goals set during the Consultation on the Ninth Replenishment of IFAD's Resources (IFAD9).
2. In the first year of IFAD9, IFAD proposes an annual programme of loans and grants equivalent to US\$1.06 billion. It expects to achieve this level of core programme with the same level of overall administrative resources, while at the same time increasing resource allocations in the areas of project supervision, quality enhancement and country presence. This will be achieved by enhancing efficiency through streamlining of processes and procedures and increasing effectiveness through more targeted interventions, allowing resources to be redirected.
3. In addition, continued efforts will be made to mobilize resources to achieve a higher level of cofinancing, as well as the attainment of alternative financing arrangements. IFAD's baseline programme of US\$1.06 billion will be leveraged 1.6 times to achieve a total level of commitments of US\$2.76 billion. Achieving this overall programme target will require extensive efforts given the current economic climate in most donor countries.
4. In terms of planning for the successful implementation of its strategic objectives in reducing rural poverty and enhancing food security, the IFAD Strategic Framework 2011-2015 sets out key strategic directions and the Fund's terms of engagement. The rolling Medium-term Plan (MTP) translates these strategic directions into activities and outputs. The 2013 annual budgeting process focuses on achieving the objectives set out in the rolling MTP period 2013-2015 by ensuring that the allocation of resources is consistent with MTP priorities.
5. The regular administrative budget proposed for 2013 is US\$144.14 million at the same exchange rate used to calculate the budget for 2012, representing a zero nominal increase over 2012. This goal will be achieved by streamlining current processes in operations, financial management, and administrative areas. The resource savings achieved from such efficiency gains will be used to redirect resources to core and priority areas committed under IFAD9, as well as to absorb the normal price increases due to inflation. The 2013 budget also enables Management to transparently mainstream some costs that in the past were funded from ad hoc sources.
6. With increasing volume of supplementary funded projects arising from the leveraging of IFAD's baseline programme of loans and grants, it is becoming increasingly necessary to separately reflect the incremental workload associated with increased use of supplementary funds. In the interests of transparency, Management has implemented the concept of using gross budgets to fully reflect all resources being utilized to administer and support supplementary fund related work. As a result, the gross budget for 2013 amounts to US\$147.64 million in order to include resources used to manage supplementary funded operations, which amount to US\$3.5 million (over and above the US\$144.14 million). This additional amount can be fully recovered from the annual allocable portion of the fee income generated from the management of supplementary funds. Endorsement is only being sought for the proposed net regular administrative budget of US\$144.14 million.
7. In accordance with regulation VII of the Financial Regulations of IFAD, medium-term budgetary projections, on the basis of projected income flows to the Fund from all sources and projected disbursements based on operational plans covering the same period, have been provided in table 2. It should be noted that this table is indicative and is for information purposes only.

8. Management is currently working on the capital budget proposal. Although amounts have not been finalized, Management has estimated a capital budget of US\$4.0 million. With increased needs arising from the establishment of a number of IFAD country offices (ICOs), the 2013 capital budget request will include ICO-related capital expenditures as well as requirements related to compliance with Minimum Operating Security Standards. Further details on this budget line will be provided at the December session of the Executive Board.
9. Table 1 sets out a tentative high-level summary of the total net administrative budget proposal for 2013 by cluster. Further details on these indicative amounts, as well as a categorization of costs by programme category (i.e. project design, project implementation, country presence, etc.), will be provided at the December Board session when the detailed budget preparation phase is finalized. In addition, it should be noted that costs associated with recruitment and/or assignment – including the cost of relocating staff to ICOs – will be centralized in 2013 and hence are shown in the corporate cost centre in the table below.

Table 1  
**Indicative results and process matrix for results-based budgeting in IFAD and in 2013 proposed budgets**

<i>Cluster</i>	<i>Outcome</i>	<i>Corporate management result (CMR)</i>	<i>Process</i>	<i>2013 proposed</i>
				<i>US\$ million</i>
<i>Operational</i>				
1	Effective national policy, harmonization, programming, institutional and investment frameworks for rural poverty reduction	CMR 1 – Better country programme management CMR 2 – Better project design (loans and grants) CMR 3 – Better supervision and implementation support	Country programme development and implementation	86.24
2	Supportive global resource mobilization and policy framework for rural poverty reduction	CMR 8 – Better inputs into global policy dialogue for rural poverty reduction CMR 10 – Increased mobilization of resources for rural poverty reduction	High-level policy dialogue, resource mobilization and strategic communication	10.12
<i>Institutional support</i>				
3	An effective and efficient management and institutional service platform at headquarters and in-country for achievement of operational results	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	Corporate management, reform and administration	33.59
4	Effective and efficient functioning of IFAD's governing bodies	CMR 9 – Effective and efficient platform for members' governance of IFAD	Support to members' governance activities	9.52
<b>Total 2013 regular administrative budget proposed for clusters 1-4</b>				<b>139.47</b>
Corporate cost centre <sup>a</sup>				4.67
<b>Total net regular administrative budget proposed for 2013</b>				<b>144.14</b>
<b>Other budgets proposed for 2013</b>				
2013 capital budget (estimate)				4.0

<sup>a</sup> Includes centralized recruitment/assignment costs prior to reallocation to cluster.

Table 2  
**Medium-term budgetary projections on the basis of projected inflows and outflows (all sources)**  
(Millions of United States dollars)

	<i>Actual 2011</i>	<i>Projected 2012</i>	<i>Projected 2013</i>	<i>Projected 2014</i>
Resource balance carried forward at start of year	2 522.8	2 455.6	2 182.4	2 141.3
<b>Inflows to IFAD</b>				
Loan reflows	290.0	291.2	286.8	297.3
Investment income	93.9	46.4	43.2	60.4
Supplementary fund fees	3.5	5.0	3.5	5.0
<b>Subtotal</b>	<b>387.4</b>	<b>342.6</b>	<b>335.0</b>	<b>362.7</b>
<b>Outflows from IFAD</b>				
Administrative and IOE budget	(148.2)	(150.1)	(150.1)	(153.9)
Other administrative expenses <sup>a</sup>	(8.2)	(4.2)	-	(2.5)
Capital budget	(1.2)	(3.5)	(3.6)	(3.6)
Costs funded by supplementary fund fees	(3.5)	(5.0)	(3.5)	(5.0)
FX and intra-fund adjustments	3.7	-	-	-
<b>Subtotal</b>	<b>(157.4)</b>	<b>(162.8)</b>	<b>(157.2)</b>	<b>(165.0)</b>
<b>Net inflows/outflows to IFAD</b>	<b>230.0</b>	<b>179.8</b>	<b>176.3</b>	<b>197.7</b>
<b>Programme-of-work-related activities</b>				
Contributions	371.1	239.1	538.5	362.2
Disbursements	(668.3)	(686.9)	(740)	(783.0)
Heavily Indebted Poor Countries impact	-	(5.2)	(15.9)	(32)
<b>Subtotal</b>	<b>(297.2)</b>	<b>(453)</b>	<b>(217.4)</b>	<b>(452.8)</b>
<b>Net inflows/(outflows) on all activities</b>	<b>(67.2)</b>	<b>(273.2)</b>	<b>(41.1)</b>	<b>(255.1)</b>
<b>Resource balance brought forward at end of year</b>	<b>2 455.6</b>	<b>2 182.4</b>	<b>2 141.3</b>	<b>1 886.2</b>

<sup>a</sup> Other administrative expenses include one-time budgets and carry-forward resources.

## Part one – High-level preview of IFAD’s 2013 results-based programme of work and regular administrative and capital budgets

### I. IFAD’s programme of work for 2013

- 2013 is the first year of the Ninth Replenishment of IFAD’s Resources (IFAD9) and therefore a pivotal year in establishing the work programme for the IFAD9 period in which the gains from scaling up during IFAD8 will be consolidated. As of the preparation of this document, IFAD proposes to maintain a planning programme of loans and grants of US\$3.06 billion for the three-year period, with an approximately US\$1.06 billion lending level for 2013, of which US\$60 million is from resources carried over from the IFAD8 replenishment programme. In addition, this core programme will leverage another US\$200 million in IFAD-managed commitments from other sources. In the event that IFAD9 pledges do not meet the estimates, alternative financing sources will be sought to make up the difference or the programme for 2013-2015 will be adjusted as required.

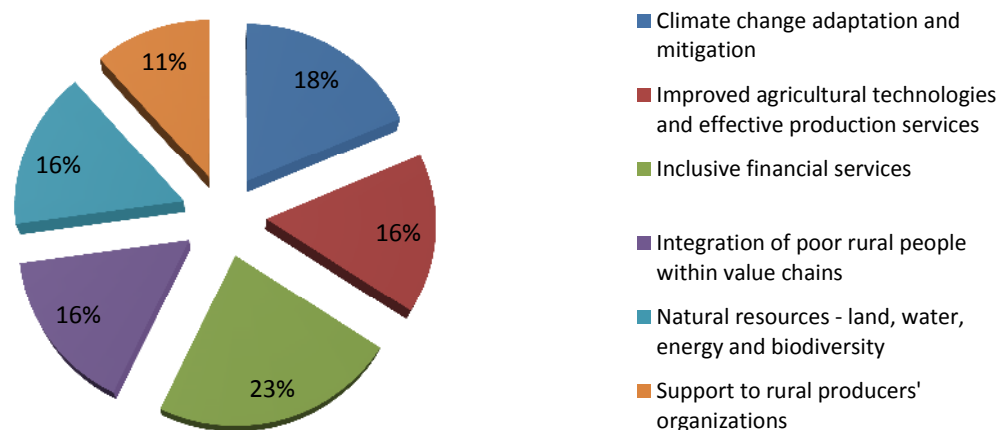
Table 1  
**Actual and projected work programme**  
(Millions of United States dollars)

	<i>Actual 2008</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Actual 2011</i>	<i>Forecast 2012</i>	<i>Budget 2013</i>
IFAD loans and Debt Sustainability Framework (DSF) grants	552	662	794	947	964	995
IFAD grants	41	47	51	51	50	65
<b>Total IFAD programme of loans and grants<sup>a</sup></b>	<b>593</b>	<b>709</b>	<b>845</b>	<b>998</b>	<b>1014</b>	<b>1 060</b>
Other funds under IFAD management <sup>b</sup>	<b>108</b>	<b>82</b>	<b>59</b>	<b>191</b>	<b>231</b>	<b>200</b>
<b>Total IFAD programme of work</b>	<b>701</b>	<b>791</b>	<b>904</b>	<b>1 189</b>	<b>1 245</b>	<b>1 260</b>

<sup>a</sup> Source for actual amounts: *IFAD Annual Report 2011*.

<sup>b</sup> Refers to funds made available mainly through financing mechanisms established after the 2008 food price crisis. The source for 2008-2012 is the Programme Management Departmente MTP submission, while the amount for 2013 is an estimate.

- The programme of loans and grants is delivered through loans, DSF grants and regular grants. Some 25-30 projects and programmes, including four supplementary loans and grants, are currently being prepared for approval in 2013. IFAD expects to continue to meet its commitment to provide from 40 to 50 per cent of financing to sub-Saharan Africa.
- The anticipated value distribution of the programme of loans and DSF grants among the areas of thematic engagement established in the IFAD Strategic Framework 2011-2015 is shown in the following chart.

**Indicative distribution of 2013 lending and DSF grants by thematic area (as at 25 July 2012)**

4. The number of global/regional and country grants in 2013 is estimated at 80, for a total of US\$65 million. Principal outputs of the regular grant programme will be: innovative activities; awareness, advocacy and policy dialogue; strengthening the capacity of partner institutions; lessons learned and knowledge management of services in support of poor rural people; and knowledge management and dissemination of information on issues related to rural poverty reduction.

## II. Medium-term plan and corporate objectives

5. IFAD's rolling Medium-term Plan (MTP) under IFAD9 sets out the Programme of Loans and Grants (PoLG) and overall programme of work for the three-year period 2013-2015. Based on the MTP, the corporate development and operational objectives are to:
- (i) Achieve PoLG of US\$3 billion and mobilize additional cofinancing of US\$1.6 for each US\$1 of IFAD loans/grants;
  - (ii) Improve quality of new loans and grants to level of Results Measurement Framework 2015 targets:
    - (a) Impact greater number of people, and pull twice as many out of poverty than in IFAD8, through efficient scaling up, better-quality programmes, more selectivity in projects and countries;
    - (b) Eighty million poor rural people to be taken out of poverty;
  - (iii) Improve quality of ongoing portfolio through better design and supervision of projects;
  - (iv) Improve monitoring and evaluation systems and undertake impact assessments;
  - (v) Become more efficient (less IFAD cost per US dollar lent or granted).
6. IFAD will engage in a major scaling-up effort to ensure that the innovations it introduces have a significant impact on reducing rural poverty. The target is to bring at least 80 million rural people out of poverty during the 2013-2015 period, and to provide services through IFAD-financed projects to at least 90 million people. IFAD will provide more-systematic support for broad country agriculture programmes. Interventions along commodity value chains will make cofinancing with the private sector more important. Although IFAD is already involved in work on the environment and climate change, these areas will be stressed much more in IFAD9. Additional funding for the Smallholder Agricultural Programme (ASAP) will build on IFAD's new policies in this area.



7. The rapid expansion in IFAD'S PoLG cannot continue during the period of IFAD9 in the context of the cash-flow sustainability model that IFAD has adopted. The planned PoLG including ASAP for each year of IFAD9 is a minimum of US\$1 billion per annum, inclusive of a projected US\$100 million per annum for the ASAP. In 2013, Management proposes to support approximately US\$2.76 billion in new commitments to smallholder development. In addition to the core PoLG of US\$1.06 billion, these indicative commitments will include US\$0.2 billion in cofinancing directly managed by IFAD; an estimate of US\$0.41 billion for international cofinancing; and an estimate of US\$1.09 billion for domestic and private-sector cofinancing.
8. IFAD's corporate internal management objectives for 2013 are to make the operational objectives achievable through:
  - (i) Successful resource mobilization and asset management to meet the requirements of the programme of work;
  - (ii) Improved human resource management to support key development and administrative functions;
  - (iii) Undertaking a strategic workforce-planning exercise to establish long-term staffing requirements for achieving IFAD9 deliverables;
  - (iv) An information technology platform that provides the real-time data, automated processes and communications needed for the above (as measured by level 5 indicators).

### III. IFAD's administrative budget

#### A. 2011 and 2012 administrative budget usage

9. Actual expenditure against the 2011 administrative budget amounted to US\$135.11 million or 96 per cent of the approved budget of US\$140.59 million. The primary reasons for the underspend related to staff vacancies and to actual lower unit staff costs than originally anticipated.
10. Administrative budget usage is expected to be higher in 2012 with a number of positions filled, improved budget management through mid-year review and reallocation. It is estimated that usage for the year will reach US\$140.5 million or 97.5 per cent of the approved budget for 2012. It should also be noted that IFAD's mid-year budget review exercise has indicated that the fourth quarter of 2012 will be particularly resource-intensive in light of the significant level of programme and corporate activities planned in that period.

Table 2

#### Administrative budget usage – actual 2011 and forecast 2012 (Millions of United States dollars)

	2011 full year		2012 forecast	
	Budget	Actual	Budget	Forecast
Administrative budget	140.59	135.11	144.14	140.50
<b>Percentage used</b>		96		97.5

#### B. 2013 net regular budget proposal

11. The high-level net administrative budget for 2013 is proposed at US\$144.14 million, representing a zero nominal increase over 2012, and is based on three key assumptions in relation to price increases:
  - (a) It is assumed that Professional salary increases in 2013 will be treated as in 2012, whereby if the International Civil Service Commission (ICSC) proposes a zero increase in Professional salaries, Management will not make such

savings available for use without prior consultation with the Executive Board. However, if the ICSC proposes an increase and this is endorsed by the Executive Board, then up to a 2.5 per cent increase in salaries can be absorbed within the existing budgetary envelope. The reason is that the 2012 approved budget baseline assumes a 2.5 per cent increase in Professional salaries, which was set aside in accordance with commitments made by Management to the Governing Council.

- (b) The budget proposal also assumes that the ICSC freeze on General Service staff salary increases will remain in force. If the ICSC proposes an increase, then Management may have difficulty in implementing such an increase without having to seek additional budgetary resources beyond the proposed budget for 2013.
- (c) In relation to non-personnel costs, a general price increase of 2.5 per cent has been assumed to take account of inflation. The proposed budget assumes that the inflationary increase will be offset by real decreases in the administrative budget arising from efficiency gains.
12. In proposing a zero nominal increase for the 2013 administrative budget, Management has to make difficult decisions in order to prioritize limited resources to achieve key IFAD9 deliverables and to address the structural budgetary issues set out below.
13. In order to meet the IFAD9 and MTP objectives, additional allocations will be provided to: (i) support knowledge activities; (ii) meet the recurrent funding needs that stem from new information and communications technology (ICT) investments; (iii) fund additional Governing Council annual meeting costs; (iv) support rationalization of the use of supplementary fund fees; and (v) enhance IFAD's fund mobilization capacity. These increases will be offset by staff reductions through streamlining of processes, both in administration and in loan processing and disbursement, together with increased selectivity and targeted intervention in operations.
14. The current year's budget proposal is set out in table 3.

Table 3

**Analysis of percentage share of administrative budget by results cluster, 2012 and 2013**

(Millions of United States dollars)

<i>Results cluster</i>	<i>Approved 2012</i>	<i>Proposed 2013</i>	<i>Percentage share 2012</i>	<i>Percentage share 2013</i>
1 Country programme development and implementation	88.60	86.24	61.4	59.8
2 High-level policy dialogue, resource mobilization and strategic communication	10.38	10.12	7.2	7.0
3 Corporate management, reform and administration	32.36	33.59	22.5	23.3
4 Support to members' governance activities	10.03	9.52	7.0	6.6
Adjusted <sup>a</sup> corporate cost centre	2.10	4.00	1.4	2.8
2012 Professional salary increase (withheld)	0.67	0.67	0.5	0.5
<b>Total</b>	<b>144.14</b>	<b>144.14</b>	<b>100</b>	<b>100</b>

<sup>a</sup> Includes recruitment/assignment costs prior to allocation to any clusters.

15. While initial estimates of the proposed 2013 budget show a reduction in cluster 1 from 61.4 per cent of total resources to 59.8 per cent, the reduction is due to the recentralization of recruitment costs into the corporate cost centre, as well as the increase in cluster 3 costs already noted above. Once the detailed 2013 costings are formulated during preparation of the detailed budget, centralized costs will be reallocated to appropriate clusters in the final budget document and costs will be

broken down by both clusters and broad programme categories (e.g. design costs, implementation costs and country presence, as well as general administration costs). This will enable Management to better analyse costs in its effort to drive increased efficiency in all aspects of its operations.

### **C. 2013 gross budget proposal**

16. IFAD implements and manages a number of operations for third parties that are external but complementary to IFAD's programme of loans and grants. These operations are financed from supplementary funds. Engaging in these partnership activities involves additional incremental costs to IFAD in design, implementation, supervision and administration. These costs are usually funded from management fee income under the supplementary fund agreement.
17. With the increasing volume of supplementary funded projects arising from the leveraging of IFAD's baseline PoLG, it is necessary to reflect separately the incremental workload associated with the increased use of supplementary funds and other fee-based income. Consequently, management has introduced the concept of "gross" and "net" budgeting in order to improve accountability and transparency in the use of resources required to carry out IFAD's programme of work. Thus the gross budget will include the regular administrative budget together with all resources being used to administer and support supplementary fund related incremental work. The net budget will represent the work performed to achieve IFAD's core PoLG and related activities, which will continue to be funded by the regular administrative budget. Endorsement of the Executive Board and approval by the Governing Council will be sought only for the net budget. Separating the gross and net budgets will mean that fluctuations in the supplementary funded workload will not affect the net regular administrative budget on a year-to-year basis.
18. Each department will be requested to provide estimates of the incremental workload and costs associated with managing projects with supplementary funding. The partial time of regular staff engaged in carrying out supplementary fund work, incremental consultant costs directly associated with supplementary funds and travel-related costs will be included in determining the total incremental resource implication of handling supplementary funded projects. The incremental work or cost recovery must not exceed the total annualized management fee income attributable to such projects in any year. This is to ensure that adequate fee income is available through the entire life of the supplementary funded project.
19. Table 4 provides a summary of the gross and net administrative budget. At this stage, the amounts shown are tentative and preliminary. A better picture will emerge once the activities associated with supplementary funds and the extent of supplementary funding are known.

Table 4  
**Indicative gross and real administrative budget for 2013**  
(Millions of United States dollars)

<i>Cost category</i>	<i>Net budget 2012</i>	<i>Gross budget (incl. net) 2013</i>
Staff	91.54	93.54
Consultants	23.52	24.52
Other costs	29.08	29.58
<b>Gross budget</b>	<b>144.14</b>	<b>147.64</b>
<b>Costs to support supplementary fund work</b>	<b>n/a</b>	<b>(3.50)</b>
<b>Net budget</b>	<b>144.14</b>	<b>144.14</b>

### Efficiency ratio

20. In IFAD9, an administrative efficiency ratio is calculated by dividing the actual administrative budget costs (including expenditures financed by management fees) by the entire programme. Assuming a constant exchange rate, the proposed administrative budget for 2013 would post an 11.7-per-cent efficiency ratio under this new definition of the ratio between actual costs and the IFAD programme of work.

Table 5  
**Actual and projected work programme**  
(Millions of United States dollars)

	<i>Actual 2008</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Actual 2011</i>	<i>Forecast 2012</i>	<i>Budget 2013</i>
<b>Total IFAD programme of work</b>	<b>701</b>	<b>791</b>	<b>904</b>	<b>1 189</b>	<b>1 245</b>	<b>1 260</b>
Administrative budget	107.2	111.5	116.5	135.1	140.5	144.1
Costs to support supplementary fund activities	4.4	4.1	5.2	3.5	5.0	3.5
<b>Total costs</b>	<b>111.6</b>	<b>115.6</b>	<b>121.7</b>	<b>138.6</b>	<b>145.5</b>	<b>147.6</b>
Total costs divided by total programme of work (%)	15.9%	14.5%	13.5%	11.7%	11.7%	11.7%

## D. Capital budget for 2013

21. As in prior years, IFAD will report on the performance of projects funded under the capital budget at the December session of the Executive Board. Proposals for new capital projects will be presented at the same time. It is not expected that a capital budget exceeding US\$4 million will be proposed for 2013.

## **Part two - Preview of the results-based work programme and budget for 2013 and indicative plan for 2014-2015 of the Independent Office of Evaluation of IFAD**

### **I. Introduction**

1. As requested by the Executive Board, the Independent Office of Evaluation of IFAD (IOE) has prepared its fifth three-year rolling evaluation work programme. The document contains a preview of IOE's work programme and budget for 2013 and indicative plan for 2014-2015. Similar to last year, IOE has followed the results-based work programme and budget approach and linked its resource requirements to the achievement of key results.<sup>1</sup>
2. As in the past, the proposed independent evaluation work programme has been developed in consultation with IFAD Management, including discussions with the regional divisions and the Policy and Technical Advisory Division. In the coming weeks, IOE will analyse in detail the implications of the planned evaluations on its human and financial resources for 2013. The results of this analysis, including the final proposed list of evaluations, will be presented to the Evaluation Committee at its October 2012 session.
3. Since 2011, IOE has undergone a major strategic reorientation resulting from the Peer Review of IFAD's Office of Evaluation and Evaluation Function<sup>2</sup> and the adoption of the revised Evaluation Policy. Many adjustments have been made to ensure high-quality, timely and useful independent evaluations that provide value for money. This year the division will continue to build on these efforts to ensure that independent evaluations can further enhance IFAD's contribution to rural poverty reduction globally.
4. This document has six sections. Section II includes an overview of key developments in the external and internal context and their implications for IOE. Section III describes IOE's objectives<sup>3</sup> and divisional management results (DMRs) and their linkages with IFAD's corporate management results (CMRs).<sup>4</sup> Section IV summarizes the achievements with regard to the 2012 evaluation work programme under each objective, whereas section V focuses on the proposed activities for 2013-2015. Section VI outlines the proposed 2013 budget and human resources needed for IOE to implement its evaluation activities and achieve the DMRs and objectives.
5. Following the incorporation of the comments made by the Evaluation Committee at its seventy-second session in July 2012 and based on guidance and comments provided by the Audit Committee and the Executive Board during their sessions in September 2012, IOE will prepare a comprehensive results-based work programme and budget for 2013 and indicative plan for 2014-2015, for discussion with the Evaluation Committee at its seventy-third session in October. The final document will be discussed by the Executive Board in December 2012. Prior to this, as in the past, the budget proposal will be considered by the Audit Committee in November 2012, together with the administrative budget of IFAD for 2013. The budget will be finally submitted to the Governing Council in 2013 for approval.

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<sup>1</sup> IFAD introduced its first results-based annual programme of work and administrative budget in 2010.

<sup>2</sup> The Peer Review was undertaken by the Evaluation Cooperation Group of the multilateral development banks, and the final report was presented to the Executive Board in April 2010.

<sup>3</sup> This is the third year that IOE has followed the results-based management approach by identifying its core objectives and results as well as the activities necessary to achieve those results and objectives.

<sup>4</sup> IFAD has 10 corporate management results, aimed at sustaining the Fund's strategic objectives. These are applied across the organization, according to their relevance to each division's programme of work. Following IFAD's results-based management approach, IOE has also identified its divisional management results, which aim at sustaining the division's proposed objectives.

## II. An evolving environment

6. This results-based work programme and budget has been developed after carefully considering the evolving strategic directions as well as the Change and Reform Agenda within IFAD, the new business model of the Fund, the IFAD medium-term plan 2013-2015 (which is currently under preparation), and the revised Evaluation Policy and the Terms of Reference and Rules of Procedure of the Evaluation Committee, which were adopted in May 2011.
7. The Consultation on the Ninth Replenishment of IFAD's Resources (IFAD9) was successfully concluded in December 2011. The Consultation agreed on a series of operational, institutional and financial commitments to strengthen the Fund's contribution to achieving the first Millennium Development Goal of eradicating poverty and hunger, and to deepen its focus on gender equality and women's empowerment in the IFAD9 period (2013-2015). In particular, the aim is for IFAD to contribute to lifting 80 million rural people out of poverty globally. The IFAD9 commitments are shaped around four themes: (i) operational effectiveness; (ii) institutional effectiveness and efficiency; (iii) financial capacity and management; and (iv) results management.
8. Operational effectiveness will be enhanced through a series of measures focusing on: aid effectiveness, scaling up, private-sector engagement, gender equality and women's empowerment, climate change and sustainable management of environmental resources, project efficiency, country-level decentralization, fragile states, national monitoring and evaluation systems, South-South and triangular cooperation, and partnership and advocacy. IOE's evaluations in recent years have covered a number of these areas<sup>5</sup> and the division is committed to continue assessing these issues as part of its regular evaluation activities.
9. Institutional effectiveness and efficiency will be improved through new management tools for cost analysis and control, and a combination of consolidation and innovation with regard to human resource management systems, policies and practices. Financial capacity and management will be strengthened in response to changes in the financial environment through actions to upgrade IFAD's financial model in line with industry best practice and the exploration of new forms of internal and external resource mobilization. The corporate-level evaluation (CLE) on IFAD's efficiency currently being undertaken by IOE is expected to shed light on various aspects of institutional efficiency and provide recommendations in these areas.
10. Results management will continue to be the driving force behind stronger and broader impact by the Fund. The Results Measurement Framework 2013-2015 offers a series of important innovations to improve and better demonstrate the results achieved by the Fund. Of these, the increased emphasis on impact evaluation is the most significant. In this regard, based on its accumulated knowledge, IOE plans to support Management in developing its capability to conduct rigorous impact evaluations.

## III. IOE's results chain

11. Similar to 2012, IOE has two strategic objectives for its 2013 work programme and indicative plan for 2014-2015. The objectives are as follows:
  - (i) **Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations.** This strategic objective reflects the twofold purpose of the independent evaluation function at the Fund, namely to promote accountability and results assessment, and foster learning to improve the performance of

<sup>5</sup> Such as the corporate-level evaluations on innovation and scaling up, gender equality and women's empowerment, private-sector partnership and institutional efficiency.

corporate policies and IFAD-supported operations. Over the years, IOE has developed rigorous and state-of-the-art methodology for evaluation and an effective process for interaction with IFAD Management and governing bodies. These are essential instruments to achieve this strategic objective.

- (ii) **Strategic objective 2: Promote effective learning and knowledge management.** The aim of this strategic objective is to promote timely evaluation feedback on cross-cutting themes and issues of corporate priority and interest to IFAD and the development community. The learning and knowledge management activities proposed under this strategic objective therefore are more wide-ranging than the learning promoted under strategic objective one, which is specific to the evaluation of individual corporate policies, country programmes and/or projects financed by IFAD.

12. Following the results-based budgeting approach, seven DMRs have been defined for the two IOE strategic objectives. The DMRs will allow the division to track the implementation progress and effectiveness of its work programme and report on the achievement of its strategic objectives. The following table summarizes the proposed DMRs, the strategic objectives and their linkages with the CMRs. IOE's key performance indicators and a visual representation of the IOE's results chain are included in annex V and VI respectively. In October, IOE will provide an update on progress towards the targets of its key performance indicators (see annex V).

Table 1  
**IOE's divisional management results, objectives and linkages with IFAD's corporate management results**

<i>IOE DMRs</i>	<i>IOE objectives</i>	<i>Linkages with IFAD CMRs</i>
DMR 1: Annual Reports on the Results and Impact of IFAD Operations (ARRIs) and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes		
DMR 2: Country programme evaluations (CPEs) that serve as concrete building blocks for better results-based country strategic opportunities programmes (COSOPs)	Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations	CMRs 1, 2 and 3
DMR 3: Project evaluations that contribute to better IFAD-supported operations		
DMR 4: Methodology development		
DMR 5: Work related to IFAD governing bodies		
DMR 6: Production of evaluation syntheses and ARRI learning themes	Strategic objective 2: Promote effective learning and knowledge management	CMR 8
DMR 7: Systematic communication and outreach of IOE's work		

IFAD CMRs: 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.

13. In line with IFAD's results-based budget approach, the 2013 IOE budget (staff and non-staff costs) has been earmarked against each DMR and each strategic objective (see table 3, annex IV for details).

## IV. Highlights of the 2012 work programme

14. By the end of the year, IOE expects to have implemented all the activities planned under the 2012 work programme. Details of the implementation progress of evaluations planned in 2012 are provided in annex I.

### **Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations.**

15. The 2012 Annual Report on Results and Impact of IFAD Operations (ARRI) is under preparation. Given that this will be the tenth edition, this year the ARRI will trace the evolution of the report and make a proposal for its future structure and content, taking into consideration IFAD's changing context. This year's ARRI also makes a special effort to benchmark more comprehensively the performance of IFAD operations against the agricultural sector operations of other multilateral financial institutions, United Nations organizations and bilateral agencies. The report will be discussed first in the Evaluation Committee, and then with the Executive Board in December 2012.
16. The CLE on IFAD's efficiency is well under way. Thus far, the inception report has been completed and the draft final report is being prepared. The CLE analyses IFAD's efficiency in key areas such as operations, governing bodies, human resources, management of all legal aspects of IFAD's operations and administration, and information and communication technology. The final evaluation report will be presented to the December session of the Executive Board in 2012.
17. Work on the CLE on direct supervision and implementation support is ongoing. The approach paper has been prepared and was discussed by the Evaluation Committee in April this year. The inception report has also been completed. This evaluation is scheduled to be presented to the Evaluation Committee and the Executive Board in April 2013.
18. As an additional activity, together with the Operations Evaluation Department of the African Development Bank (AfDB), IOE is undertaking an assessment of the implementation of the recommendations emerging from the joint evaluation of the agriculture and rural development policies and operations in Africa of AfDB and IFAD. The assessment will involve both organizations, with a view to creating a stronger and more purposeful partnership between the Bank and the Fund in the future.
19. As per past practice, IOE continues to provide the Evaluation Committee and Executive Board with written comments on IFAD's new corporate policies or strategies in areas where IOE has accumulated evaluative evidence and lessons. To date, comments have been provided on the IFAD Policy on Gender Equality and Women's Empowerment, as well as the IFAD Partnership Strategy.
20. IOE worked on a number of country programme evaluations (CPEs) in 2012. The CPEs for Ghana and Viet Nam were discussed at the Evaluation Committee session in April 2012 and the CPE for Jordan in July 2012. The Uganda CPE has also been completed and the national round-table workshop took place in Kampala in early July 2012. The CPEs for Ecuador, Indonesia, Madagascar, Mali and Nepal are under way. IOE will soon start preparatory work on the CPEs for Burundi and the Republic of Moldova, which are scheduled for completion in 2013.
21. In 2011, IOE transformed its approach to project evaluations by undertaking project completion report validations (PCRVs)<sup>6</sup> and project performance

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<sup>6</sup> The PCRV consists of an independent desk review of the project completion report (PCR) and other available and relevant project documentation. The ratings assigned by the Programme Management Department for project performance are reassessed, revealing any "net disconnect" in reporting on results generated, respectively, through independent and self-evaluation systems.



assessments (PPAs)<sup>7</sup> on a selective basis. This year IOE continues to validate all project completion reports (PCRs) available during the year (around 21 PCRVs) and nine PPAs<sup>8</sup> (in Armenia, Azerbaijan, Bangladesh, Cambodia, China, India, Mongolia, the Plurinational State of Bolivia and the Republic of Moldova). According to the feedback received so far, the PCRVs and PPAs are appreciated by IFAD Management since they highlight lessons for use in the design and implementation of IFAD operations. In particular, the PCRVs serve as an incentive to improve the quality of PCRs, by revealing systemic issues that need to be addressed by Management in the preparation of future reports.

22. With regard to methodology development, the PCR/PPA methodology was finalized earlier this year, providing IOE staff and consultants with guidance, both on methodology and on processes for undertaking project evaluations. In addition, the revised IOE internal peer review guidelines have been completed, which provide a framework for quality assurance of all main evaluation deliverables as well as knowledge sharing.
23. IOE provided comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) presented to the Evaluation Committee in July 2012 and the Board in September 2012.
24. IOE participated in a workshop on evaluation capacity development organized by the Indonesian Ministry of Foreign Affairs in Jakarta in May 2012. At this workshop, IOE briefed government officials on the IFAD Evaluation Policy and independent evaluation methods and processes. A delegation from the Ministry of Finance of China plans to visit IOE towards the end of July to explore the possibility of developing a partnership specifically for evaluation, and to learn about IOE's evaluation methodology and processes.
25. So far in 2012, IOE has participated in two formal sessions of the Evaluation Committee, as well as the Committee's annual country visit, which this year was held in Ghana. IOE also participated in the April session of the Executive Board, where evaluation-related items were presented.

**Strategic objective 2: Promote effective learning and knowledge management.**

26. Evaluation synthesis<sup>9</sup> is a new product introduced for the first time in 2011. This year, IOE is working on two such syntheses: (i) the role of cooperatives in rural development; and (ii) the country strategic opportunities programme (COSOP) as an instrument, including its structure, development and implementation process. In addition, IOE has been asked by the Evaluation Cooperation Group (ECG)<sup>10</sup> of the multilateral development banks to take the lead in preparing a synthesis report on gender in 2012. The final synthesis report will be issued at the ECG meeting to be held in Paris at the end of November 2012.
27. As per past practice, the ARRI devotes due attention to learning and to reporting on the performance and impact of IFAD operations. As agreed with the Board last year, the 2012 ARRI focuses on policy dialogue as the learning theme. This aspect will be discussed with IFAD Management, country programme managers and other staff at a dedicated in-house learning workshop in September 2012 before the ARRI is finalized. IOE also plans to invite resource persons from other organizations (the Food and Agriculture Organization of the United Nations [FAO], the Swiss Agency

<sup>7</sup> The PPA is undertaken for a selected number of projects that have undergone a PCR. It includes a field visit. The purpose of the PCRVs and PPAs is to assess the results and impact of IFAD-funded projects and to generate findings and recommendations that can inform other projects funded by IFAD.

<sup>8</sup> This is one more than originally planned: the extra PPA was added to enhance the evidence base for the planned CPEs in the same countries.

<sup>9</sup> An evaluation synthesis identifies and captures evaluative knowledge from a variety of evaluations produced by IFAD and evaluation outfits of other organizations, and presents lessons learned from academic literature and targeted interviews to promote learning and the use of evaluation findings.

<sup>10</sup> In 2011, IOE became a full member of the ECG.

- for Development and Cooperation [SDC], etc.) to this workshop to benefit from their lessons and experiences in policy dialogue.
28. IOE continued to strengthen its engagement in several international evaluation platforms and evaluation-related processes. IOE took part in the ECG meeting in Luxembourg in March 2012 where it briefed other members on the status of the preparation of the evaluation synthesis report on gender (see paragraph 26 above). IOE also participated in the 2012 annual general meeting of the United Nations Evaluation Group (UNEG)<sup>11</sup> organized in Rome in April 2012 in cooperation with FAO and the World Food Programme (WFP). At this event, IOE, together with the evaluation units of FAO and WFP, hosted an evaluation practice seminar. The seminar provided IOE with an opportunity to make a presentation on lessons for further strengthening gender equality and women's empowerment in development operations, and to facilitate a discussion on best practices for writing evaluation recommendations. IOE continues to be involved in a number of UNEG task forces.
  29. In the context of UNEG, IOE also contributed to the organization of a meeting of the Network of Networks on Impact Evaluation (NONIE)<sup>12</sup> which was held at FAO headquarters on 19 and 20 April 2012. The meeting focused on mixed methods for addressing the challenge of attribution in impact evaluation and the role of impact evaluation in M&E systems. IOE provided comments on the following three papers produced by UNEG: (i) impact evaluation in multi-agency interventions; (ii) the role of impact evaluation in the evaluation systems of United Nations agencies; and (iii) impact evaluation of normative work.
  30. IOE has cooperated with the evaluation units of the Global Environment Facility and others (including FAO, the United Nations Educational, Scientific and Cultural Organization [UNESCO], the World Bank, etc.) in conducting a desk review of past independent external evaluations of multilateral development institutions. The aim was to ascertain the value of such evaluations and to draw lessons on their design and execution. In this regard, a case study on the impact of IFAD's independent external evaluation (2005) was produced and discussed, together with the case studies of other organizations, in a workshop on lessons learned from comprehensive evaluations of international institutions held at UNESCO in Paris in June 2012.
  31. In the context of IOE's partnership with SDC, an IOE staff member participated in a meeting of the SDC Agriculture and Rural Development Network organized in Berne. At the meeting, IOE made a presentation focusing on IFAD's processes for the design and review of country strategies, IOE's general findings on these processes and its methodology for CPEs. IOE staff will also participate in a SDC learning event on monitoring policy outcomes, which will be organized in the second half of the year. A review of the partnership with SDC to identify lessons learned for the future is currently being undertaken.
  32. IOE staff participated in selected in-house committees, teams and events such as meetings of the Operational Strategy and Policy Guidance Committee (OSC), and country programme management teams (CPMTs) to ensure that lessons learned from evaluations are adequately shared, discussed and eventually internalized in the development of new IFAD policies, strategies and projects. IOE is also a member of the IFAD community of practice on knowledge management. In addition, the Director and Deputy Director also attended the periodic meetings of the IFAD Management Team and the Operations Management Committee (OMC). IOE is represented now as a permanent observer on the OMC.

<sup>11</sup> Established in 1984, UNEG is a professional network that brings together the heads of units responsible for evaluation in the United Nations system. It currently has 46 members.

<sup>12</sup> Established in 2006, NONIE is an evaluation network encompassing the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), the UNEG, the ECG and the International Organization for Cooperation in Evaluation (a network of regional evaluation associations).

33. The division continues to send its staff on evaluation training. Staff attended the International Program for Development Evaluation Training organized by the Independent Evaluation Group of the World Bank, various training courses held by the Evaluators' Institute and a course on Development Evaluation Principles and Practice organized by the United Kingdom's Department for International Development and the United Kingdom Evaluation Society. On-the-job training and knowledge sharing among staff are promoted to enhance the skills set of IOE staff. In 2012, the division also introduced annual IOE staff awards, to recognize staff for excellent work and innovative approaches that can serve as good practice examples in the future.

## **V. The 2013 results-based work programme and indicative plan for 2014-2015**

34. This section charts the proposed activities for 2013-2015 to enable IOE to achieve its DMRs and the strategic objectives contained in table 1. Details of the proposed evaluations for 2013 and the indicative plan for 2014-2015 are provided in annex II.

### **Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations**

35. **DMR 1: ARRI and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes.** In 2013, IOE will commence the CLEs on IFAD's approach to and results in policy dialogue, and the Revised IFAD Policy for Grant Financing. It will also prepare the eleventh edition of the ARRI and complete the CLE on direct supervision and implementation support. In addition, IOE plans to undertake an evaluation of the achievements of the replenishment process and present its results at the outset of the Consultation on the Tenth Replenishment of IFAD's Resources in early 2014. The broad objectives and scope of this evaluation will be developed in close consultation with the Board and IFAD Management in the near future.
36. The indicative plan for 2014-2015 includes the preparation of the twelfth and thirteenth editions of the ARRI, as well as the undertaking of a joint evaluation with the FAO Office of Programme, Budget and Evaluation of the reformed Committee on World Food Security. Moreover, IOE has included in the indicative plan a CLE on IFAD's engagement in fragile states.
37. As required by the revised Evaluation Policy and Terms of Reference of the Evaluation Committee, IOE will prepare written comments on selected corporate policy proposals submitted by Management to the Board. IOE will provide comments only on new corporate policies or strategies in cases where it has accumulated evaluative evidence and lessons on the topic. As per past practice, IOE's comments will be submitted for consideration to the Committee and the Board together with the new policy or strategy proposal. The policies/strategies requiring comments by IOE will be more clearly defined later this year as the work programme and budget process advances, and the division obtains a clearer idea of the corporate policies/strategies that Management plans to submit to the Board for approval.
38. **DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs.** Under this DMR, IOE will complete the CPEs for Burundi, Madagascar and the Republic of Moldova. The division will commence CPEs for Malawi, Pakistan, the Plurinational State of Bolivia, Senegal and Turkey for completion in 2014. The indicative plan for 2014-2015 also includes CPEs for Albania, Armenia, Bangladesh, the Bolivarian Republic of Venezuela, Burkina Faso, Cameroon, China, Lesotho, Peru, Sri Lanka, the United Republic of Tanzania and Zambia. As in the past, priority will be given to countries with large portfolios and where the concerned IFAD regional division intends to develop a new COSOP after the CPE is completed.

39. **DMR 3: Project evaluations that contribute to better IFAD-supported operations.** IOE has received indication from the IFAD Management that there will be a rapid increase in the number of PCRs (around 30 PCRs are foreseen in 2013, and the number may reach 40 in 2014). This has an implication for the IOE workload in terms of PCRVs. According to the ECG Good Practice Standards for the Evaluation of Public Sector Operations, to which IOE has also subscribed, 100 per cent of PCRs must undergo validation. If less than a 100 per cent of the PCRs are validated, then a statistically representative sample must be selected. For the time being, IOE plans to validate all the PCRs available in 2013 (around 30 PCRVs). However, from now until October, IOE will undertake more detailed analysis of the workload and available resources, and make a proposal in the comprehensive work programme and budget document presented to the Evaluation Committee in October 2012 on whether it will: (i) continue to validate all PCRs available; or (ii) validate only around 25 PCRs out of the total PCRs available, with the projects being selected on a random basis as per ECG Good Practice Standards. Nonetheless, the increasing number of PCRVs undertaken by IOE will allow for a relatively rapid expansion over time of the sample size of independent evaluation ratings available for inclusion in the ARRI, and enable IOE to provide an even more reliable account, through the ARRI, of the performance of the IFAD-funded project portfolio, based on a larger sample of evaluated projects.
40. About eight PPAs are scheduled next year. The criteria<sup>13</sup> for selecting projects for assessment and the methodology and processes developed by IOE during the PCR/PPA pilot exercise in 2010, and enhanced in 2011-2012, will continue to be used.
41. **DMR 4: Methodology development.** As mentioned in paragraph 10, in order to fulfil IFAD's commitments related to impact evaluation, in 2013, IOE will: (i) participate in international debates and in-house discussions on impact evaluation, including in NONIE; and (ii) provide input for the design of the impact evaluations undertaken by IFAD Management.
42. Methodology development is not an isolated, one-time activity but rather a continuous process. Therefore, IOE will continue to make adjustments to the Evaluation Manual and to the guidelines for undertaking PCRVs/PPAs to reflect key emerging issues. IOE will also continue to participate actively in ECG, UNEG, NONIE and other evaluation platforms to keep in step with evolving approaches in the international arena for state-of-the-art independent evaluation methodology.
43. The division will contribute to improving the quality of IFAD's self-evaluation system which, as recognized in the revised Evaluation Policy, is critical both for improving IFAD's performance and for conducting independent evaluations. In 2013, IOE will continue to work with IFAD Management to further the implementation of the revised harmonization agreement between IFAD Management and IOE regarding self-evaluation and independent evaluation methodologies and processes. Also, through the PCR/PPA exercises, IOE will gain an overview of the self-evaluation function within IFAD and provide recommendations for its improvement.
44. As in the past, IOE will review and prepare comments on the PRISMA and the Report on IFAD's Development Effectiveness (RIDE). It will also continue to assess the quality of monitoring and evaluation systems at the project and country level through its regular evaluation work.
45. IOE will continue its engagement in evaluation capacity development (ECD) in the context of regular evaluation processes and, among other activities, will invite

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<sup>13</sup> The selection criteria for PPA are: (i) major information gaps, inconsistencies, and analytical weaknesses in the PCR found by IOE during the validation process; (ii) innovative project approaches; (iii) need to build an evidence base for higher-plane evaluations planned in the future; (iv) geographical balance; and (v) any disconnect between the ratings contained in the PCR and those generated by IOE during the validation process.

national evaluation associations to participate in core learning partnerships as appropriate. IOE will maintain its partnerships with interested governments on ECD.

46. **DMR 5: Work related to IFAD governing bodies.** In 2013, IOE will continue to participate in all Evaluation Committee sessions, as per the revised Terms of Reference and Rules of Procedures of the Evaluation Committee. In this regard, the Committee's provisional agenda for 2013 will be considered by members at the session in December. IOE will also participate in the country visit of the Evaluation Committee and share the findings of the related evaluation in the country visited. IOE will participate and make presentations as required in all Executive Board sessions where evaluation-related items are to be presented.

**Strategic objective 2: Promote effective learning and knowledge management**

47. **DMR 6: Production of evaluation syntheses and ARRI learning themes.** In 2013, IOE proposes to undertake an evaluation synthesis on water management and conservation. The broad aim of this synthesis is to, inter alia, assess IFAD activities in promoting sustainable use of water resources for small agriculture development and for domestic purposes, and review the institutional development support provided through IFAD operations. IOE will capture knowledge on this topic from a variety of independent evaluations undertaken by IFAD as well as the evaluation outfits of other organizations. IOE has also added to its indicative plan 2014-2015, two evaluation syntheses: one on youth and one on pastoral development.
48. The division will continue its in-depth treatment of a specific learning theme in ARRI each year (for example, the learning theme covered by the 2012 ARRI is policy dialogue). In-house workshops will be organized on this learning theme and/or the evaluation syntheses selected. The proposal for the 2013 ARRI learning theme will be included in the 2012 ARRI for consideration of the Committee and the Executive Board.
49. **DMR 7: Systematic communication and outreach of IOE's work.** Activities under this DMR include the dissemination of evaluation reports and evaluation Profiles<sup>14</sup> and Insights<sup>15</sup> to Executive Board members and IFAD Management, as well as to governments and partners in developing Member States. Efforts will be made to regularly update the evaluation section on the IFAD website. Evaluation reports will also be made available through external websites, such as those maintained by the ECG, UNEG and IFAD's regional knowledge networks.<sup>16</sup> For selected CLEs and CPEs, IOE will also issue a press release to inform a wider audience of the main results and lessons yielded by these evaluations.
50. In-country learning workshops will be organized for each CPE and for selected PPAs to discuss evaluation results and lessons learned with multiple stakeholders. With regard to CLEs, given their institution-wide implications, workshops and informal seminars will be organized with IFAD Management and Board members as appropriate.
51. IOE will continue to participate in IFAD's internal platforms (e.g. IFAD Management Team, OMC, OSC and CPMT) to improve the understanding of evaluation lessons and recommendations, as well as the IFAD community of practice on knowledge management. As per practice over the last three years, quarterly meetings will

<sup>14</sup> Evaluation Profiles are two-page summaries of the main conclusions and recommendations arising from each IFAD evaluation. They provide a sampling of evaluation results and an incentive for readers to delve deeper and follow-up on interesting issues in the full report.

<sup>15</sup> Evaluation Insights focus on one learning issue emerging from corporate, thematic or CPEs. The hypothesis presented in the insights will form the basis for debate and discussion among development professionals and policymakers within IFAD and outside the institution.

<sup>16</sup> Such as ENRAP and FIDAMERICA.

continue to be held between IOE and the Office of the President and Vice-President to exchange information and share knowledge on emerging evaluation issues.

52. IOE will participate actively in three international evaluation groups – ECG, UNEG, and NONIE – and continue to enhance its cooperation with other Rome-based agencies. Moreover, IOE will take part in key international and regional conferences on evaluation, including those organized by selected evaluation societies and associations (e.g. the African Evaluation Association and the European Evaluation Society). The aim of IOE's participation in these platforms is to exchange knowledge and lessons learned, remain engaged in the international debate on evaluation and network with evaluators from different organizations and from developing countries. IOE and SDC will explore opportunities to develop a further phase of their partnership, subject to the results and recommendations of the current partnership review (see paragraph 31).

## VI. 2013 resource issues

53. **Human resource.** As for the rest of IFAD in 2011/2012, IOE took part in the IFAD-wide job audit exercise. The findings of the job auditors revealed that the majority of jobs within IOE were already graded at the appropriate level, and recommended only upward grade movements for certain staff positions.
54. Before implementing the results of the job audit, as for the rest of IFAD, IOE will review its staffing mix to ensure that the division has the required staff composition in terms of skills and competencies to allow for the achievement of its strategic objectives in the future. The results of this review and proposals for the future staff composition will be included in the comprehensive work programme and budget document, to be considered by the Evaluation Committee in October 2012.
55. At this stage, in the context of the above-mentioned review of staffing levels, IOE plans to abolish two vacant General Service staff positions. This measure will contribute further to the decreasing trend since 2007 in the number of General Service staff in IOE (making it one of the IFAD divisions with the most realistic ratio between Professional and General Service staff) and achieve savings in the overall resources required by IOE or allow for their reallocation to more strategically important tasks such as the undertaking of key evaluations. In this context, IOE is reviewing the possibility of creating one Professional staff position for an evaluation research analyst. The function of this position would be to undertake the essential data collection and analysis required by the division's increasing attention to higher-plane evaluations (CLEs, CPEs and evaluation synthesis), which have far-reaching implications for improving IFAD's development effectiveness. Overall, the staffing review is expected to result in the reduction of at least one staff position. However, IOE will revert to the Evaluation Committee in October with a definitive proposal regarding its future human resources requirements.
56. **A zero increase budget in 2013.** Regardless of the final outcome of the IOE staffing review, IOE is committed to requesting, at most, the same level of administrative budget for 2013, and possibly a reduced one in real terms. In this regard, using the inflation factor of 2.75 per cent for non-staff costs, the exchange rate of US\$1=EUR0.72, and the same standard staff costs as in 2012 (as suggested by IFAD's Budget Unit and applied by the Fund in developing its high-level preview of the 2013 annual administrative budget), with the proviso that data will be revisited during the detailed budget preparation phase, IOE's current budget proposal for 2013 is approximately US\$6 million, reflecting a 1.4 per cent decrease in real terms compared to its 2012 administrative budget.
57. The proposed IOE 2013 budget is presented, as in the past, by cost category in tables 1 and 2 of annex IV. In the same annex, table 3 illustrates IOE's results-based budget, in which the total resources required in terms of both staff and non-staff have been earmarked against the seven DMRs. The total resources required to achieve each strategic objective are shown in the same table.

## IOE achievements in 2012

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
1. Corporate-level evaluations	An assessment of IFAD's institutional efficiency and efficiency of IFAD-funded operations	To be completed in September 2012	In progress as planned. The evaluation report will be presented to the Executive Board in December 2012.
	Direct supervision and implementation support	To be completed in June 2013	In progress as planned. The approach paper was discussed at the Evaluation Committee in April 2012.
	Additional activity: Follow-up on the implementation of the recommendations of the joint AfDB/IFAD evaluation	N/A	To be completed by the end of 2012.
2. Country programme evaluations	Burundi	To start in November 2012	Will start as planned.
	Ecuador	To be completed in December 2012	In progress as planned. Main mission was fielded in May 2012.
	Indonesia	To start in November 2012	Started ahead of schedule. The preparatory mission was fielded in February 2012 and the main mission was fielded in April-May 2012. The evaluation will be completed at the end of the year.
	Jordan	To be completed in March 2012	Completed. The evaluation will be discussed at the Evaluation Committee in July 2012.
	Madagascar	To start in June 2012	Started ahead of schedule. The preparatory mission was fielded in May 2012.
	Mali	To be completed in December 2012	Undertaken as planned. Main mission was fielded in March 2012 and the report is being prepared.
	Nepal	To be completed in December 2012	Undertaken as planned. Main mission was fielded in March-April 2012 and the report is being prepared.
	Republic of Moldova	To start in September 2012	Will start as planned.
	Uganda	To be completed in March 2012	Completed. The national roundtable workshop was organized in Kampala in July 2012.
3. Project completion report validation	Around 25 project completion report validations	To be completed in December 2012	In progress as planned. There will only be around 21 PCRs available for the validation exercise this year.
4. Project performance assessment	Around 8 project performance assessments	To be completed in December 2012	In progress as planned. One additional PPA is undertaken given the need to enhance evidence base for the planned CPEs in the same countries.

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
5. Evaluation Committee and Executive Board	Review of the implementation of the results-based work programme for 2012 and indicative plan for 2013-2014, and preparation of the results-based work programme and budget for 2013 and indicative plan for 2014-2015	To be completed in December 2012	In progress as planned.
	Tenth Annual Report on Results and Impact of IFAD's Operations (ARRI)	To be completed in December 2012	Undertaken as planned.
	IOE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	To be completed in September 2012	Completed.
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	To be completed in December 2012	Will be undertaken as planned. RIDE with IOE comments will be discussed with the Evaluation Committee and thereafter by the Board in December 2012.
	IOE comments on selected IFAD operations policies prepared by IFAD management for consideration by the Evaluation Committee	To be completed in December 2012	Undertaken as planned. IFAD's policy on gender equality and women's empowerment with IOE's comments were discussed at the April sessions of the Evaluation Committee and the Executive Board. IFAD's partnership strategy with IOE comments were discussed at the July session of the Evaluation Committee and September session of the Executive Board.
	Participation in all sessions of the Evaluation Committee, according to the Terms of Reference and Rules of Procedure of the Evaluation Committee	To be completed in December 2012	Thus far, two formal sessions have been held. Two more formal sessions are planned in October and December respectively. IOE participated in the Evaluation Committee field visit to Ghana, and made a presentation on the results of the evaluation.
6. Communication and knowledge-management activities	Evaluation reports, Profiles, Insights, IOE website, etc.	January-December 2012	In progress as planned.
	Evaluation syntheses on: <ul style="list-style-type: none"> <li>(i) Role of cooperatives in rural development;</li> <li>(ii) COSOP as an instrument, including its structure, development and implementation process; and</li> <li>(iii) Gender</li> </ul>	To be completed in December 2012	In progress as planned.



<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Participate selectively in CPMTs.	January-December 2012	In progress as planned. IOE has become a permanent observer in mid-2012 in OMC and took part in IMT held in the first part of 2012.
7. Partnerships	ECG, NONIE, UNEG and SDC partnership	January-December 2012	In progress as planned.
8. Methodology	Fine-tune the methodology for PCR validations and PPAs as needed	January-December 2012	PCRVs/PPAs guidelines completed.
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	January-December 2012	In progress as planned.
9. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	January-December 2012	In progress as planned. IOE participated in a workshop on evaluation capacity development organized by the Ministry of Foreign Affairs of Indonesia. A delegation from the Ministry of Finance of China plans to visit IOE in July to explore the possibility to develop a specific partnership in evaluation, and to learn about IOE's evaluation methodology and processes.

## Proposed IOE activities for 2013 and indicative plan for 2014-2015

Table 1  
Provisional activities according to type of work

<i>Type of work</i>	<i>Proposed activities for 2013</i>	<i>Indicative plan for 2014-2015</i>
1. Corporate-level evaluation	Direct supervision and implementation support (2012-2013)	Joint evaluation of the Reformed Committee on World Food Security (2014-2015)
	IFAD's approach to and results in policy dialogue (2013-2014)	IFAD's engagement in fragile states (2014-2015)
	Revised IFAD Policy for Grant Financing (2013-2014)	
	Evaluation of the achievements of the replenishment process (2013-2014)	
2. Country programme evaluation	Burundi, Madagascar, Malawi, Pakistan, Plurinational State of Bolivia, Republic of Moldova, Senegal and Turkey	Albania, Armenia, Bangladesh, Bolivarian Republic of Venezuela, Burkina Faso, Cameroon, China, Lesotho, Peru, Sri Lanka, United Republic of Tanzania and Zambia
3. Project completion report validation	Validate all PCRs available in the year (around 30 PCRs)	Validate all PCRs available in the year
4. Project performance assessment	Around 8 PPAs	Around 8 PPAs/year
5. Evaluation Committee and Executive Board	Review of the implementation of the results-based work programme for 2013 and indicative plan for 2014-2015, and preparation of the results-based work programme and budget for 2014 and indicative plan for 2015-2016	Review of the implementation of the results-based work programme for 2014 and indicative plan for 2015-2016, and preparation of the results-based work programme and budget for 2015 and indicative plan for 2016-2017
		Review of the implementation of the results-based work programme for 2015 and indicative plan for 2016-2017, and preparation of the results-based work programme and budget for 2016 and indicative plan for 2017-2018
		Eleventh ARRI
		IOE comments on the PRISMA
		IOE comments on the RIDE
		IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee
		IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee
		IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee
		IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee
		IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee
6. Communication and knowledge management activities	Participation in all sessions of the Evaluation Committee, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	Participation in all the sessions of the Evaluation Committee, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee
		Evaluation reports, Profiles, Insights, website, etc.
		Evaluation synthesis (water management and conservation)
		Evaluation syntheses (Pastoral development, Youth and other topics to be determined)
7. Partnerships	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend OMC, IMT and selected CPMTs.	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend OMC, IMT and selected CPMTs.
		Evaluation reports, Profiles, Insights, website, etc.
7. Partnerships	ECG, UNEG, NONIE and SDC partnerships	ECG, UNEG, NONIE, and SDC partnerships
		ECG, UNEG, NONIE and SDC partnerships

<i>Type of work</i>	<i>Proposed activities for 2013</i>	<i>Indicative plan for 2014-2015</i>
8. Methodology	Contribute to the in-house debate on impact evaluations	Contribute to the in-house debate on impact evaluation
	Fine-tune, as needed, the methodology for PCR validation and PPAs	Fine-tune, as needed, the methodology for PCR validation and PPAs
	Continue to fine tune the Evaluation Manual to reflect key emerging issues as required	Continue to fine tune the Evaluation Manual to reflect key emerging issues as required
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes
9. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development

Table 2  
Provisional activities according to IOE divisional management results and objectives

<i>Objectives</i>	<i>IOE divisional management results</i>	<i>Proposed activities for 2013</i>	<i>Proposed indicative plan for 2014-2015</i>
Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations	DMR 1: ARRI and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes	Eleventh ARRI	Twelfth and thirteenth ARRIs
		CLE on direct supervision and implementation support (2012-2013), CLE on IFAD's approach to and results in policy dialogue (2013-2014), CLE on revised IFAD policy on Grant Financing (2013-2014). Evaluation of the achievements of the replenishment process (2013-2014)	Joint evaluation of the reformed committee on world food security (2014-2015); IFAD's engagement in fragile states (2014-2015)
		Comments on policies, as required	Comments on policies, as required
		Burundi, Madagascar, Malawi, Pakistan, Plurinational State of Bolivia, Republic of Moldova, Senegal and Turkey	Albania, Armenia, Bangladesh, Bolivarian Republic of Venezuela, Burkina Faso, Cameroon, China, Lesotho, Peru, Sri Lanka, United Republic of Tanzania and Zambia
	DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs	PCR validations	PCR validations
		PPAs (around 8/year)	PPAs (around 8/year)
	DMR 3: Project evaluations that contribute to better IFAD-supported operations	Continue to fine-tune the methodology for PCR validation and PPAs, as required	Continue to fine-tune the methodology for PCR validation and PPAs, as required
		Contribute to the in-house discussion on impact evaluation	Contribute to the in-house discussion on impact evaluation
Continue to fine tune the Evaluation Manual to reflect key emerging issues, as required		Continue to fine tune the Evaluation Manual to reflect key emerging issues, as required	
Partnership: ECG, UNEG, NONIE, SDC (indirect contribution to this DMR)		Partnership: ECG, UNEG, NONIE, SDC (indirect contribution to this DMR)	
DMR 4: Methodology development	Implement the revised harmonization agreement between IOE and IFAD Management	Implement the revised harmonization agreement between IOE and IFAD Management	

<i>Objectives</i>	<i>IOE divisional management results</i>	<i>Proposed activities for 2013</i>	<i>Proposed indicative plan for 2014-2015</i>
		on independent and self-evaluation methodology and processes	on independent and self-evaluation methodology and processes.
		Comments on RIDE, PRISMA	Comments on RIDE, PRISMA
		Implementation of activities in partner countries related to evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development
	DMR 5: Work related to IFAD Governing Bodies	Participation in all the sessions of the EC, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	Participation in all the sessions of the EC, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee
		Review of the implementation of the results-based work programme for 2013 and indicative plan for 2014-2015, and preparation of the results-based work programme and budget for 2014 and indicative plan 2015-2016	Review of the implementation of the results-based work programme for 2014 and indicative plan for 2015-2016 and preparation of the results-based work programme and budget 2015 and indicative plan 2016-2017
			Review of the implementation of the results-based work programme for 2015 and indicative plan for 2016-2017 and preparation of the results-based work programme and budget 2016 and indicative plan 2017-2018
Strategic objective 2: Promote effective learning and knowledge management	DMR 6: Production of evaluation syntheses and ARRI learning themes	Evaluation synthesis (Water management and conservation)	Evaluation syntheses (pastoral development, youth and other topics to be determined)
		Analysis of one ARRI learning theme	Analysis of one ARRI learning theme each year
	DMR 7: Systematic communication and outreach of IOE's work	Evaluation reports, Profiles, Insights, and website	Evaluation reports, Profiles, Insights, and website
		Internal platforms (OSCs, OMC, IMT, CPMTs)	Internal platforms (OSCs, OMC, IMT, CPMTs)
		In-country learning workshops	In-country learning workshops
		Partnership: ECG, UNEG, NONIE, SDC	Partnership: ECG, UNEG, NONIE, SDC
		Participation in learning events or meetings of evaluation societies	Participation in learning events or meetings of evaluation societies
		Other learning and outreach activities	Other learning and outreach activities

## IOE staff levels for 2013

2009 level	2010 level	2011 level	2012 level	2013		
				Professional staff	General Service staff	Total
19.5	19.5	19.5	19.5	<b>12.5*</b>	<b>6</b>	<b>18.5</b>

### Human resource category

Category	2012	2013
Director	1	1
Deputy Director	1	1
Senior evaluation officers	4	4
Evaluation officers	4	4
Evaluation/finance officer	1	1
Evaluation knowledge and communication officer	0.5	0.5
Evaluation research analyst	-	1*
<b>Total Professional staff</b>	<b>11.5</b>	<b>12.5</b>
Administrative assistant	1	1
Assistant to the Director	1	1
Assistant to the Deputy Director	1	1
Evaluation assistants	5	3*
<b>Total General Service staff</b>	<b>8</b>	<b>6</b>
<b>Grand total</b>	<b>19.5</b>	<b>18.5</b>

\* Subject to the confirmation of the staffing review, IOE plans to cancel two General Services staff positions, and use some of the resources to create a new position of evaluation research analyst, to support the increasing number of higher-plane evaluations that the division will be undertaking in the coming years.

### IOE General Service staff levels

2005	2006	2007	2008	2009	2010	2011	2012	2013 (proposed)
9.5	9.5	9.5	8.5	8.5	8	8	8	6

## Proposed IOE budget for 2013

Table 1  
**IOE overall budget 2013**  
(In United States dollars)

	2009 budget <sup>a</sup>	2010 budget <sup>a</sup>	2011 budget <sup>a</sup>	2012 budget <sup>a</sup> (1)	Proposed 2013 budget			
					Real increase/decrease (2)	Price increase <sup>b</sup> (3)	Exchange rate increase/decrease <sup>c</sup> (4)	Total 2013 budget at US\$1=EUR 0.72 (5)=(1)+(2)+(3)+/-(4)
Evaluation work								
Non-staff costs	2 696 000	2 600 000	2 238 000	2 289 474	0	62 961	0	2 352 435 <sup>d</sup>
Evaluation work								
Staff costs	3 157 851	3 620 204	3 645 576	3 734 530	-82 660	0	0	3 651 870
<b>Total</b>	<b>5 853 851</b>	<b>6 220 204</b>	<b>5 883 576</b>	<b>6 024 004</b>	<b>-82 660</b>	<b>62 961</b>	<b>0</b>	<b>6 004 305<sup>d</sup></b>

<sup>a</sup> As approved by the Governing Council (at the exchange rate of US\$1=EUR 0.79 in 2009 and US\$1=EUR 0.722 in 2010, 2011 and 2012).

<sup>b</sup> As for the rest of IFAD and conveyed by the Budget Unit. Price increase for non-staff costs is 2.75 per cent. The Budget Unit also suggested that IOE use the 2012 standard staff costs to prepare the preview 2013 budget, with the proviso that the data would be revisited during the detailed budget preparation phase.

<sup>c</sup> As conveyed by the Budget Unit, the exchange rate to be applied at this stage is the same exchange rate applied for the 2012 budget, ie. US\$1=EUR 0.72 to facilitate comparison, with the proviso that final exchange rate will be set at detailed preparation phase.

<sup>d</sup> See table 2 for further details on non-staff costs.

Table 2  
2013 IOE budget proposal breakdown for non-staff costs

<i>Cost category</i>	<i>Absolute number</i>	<i>Number in full-time equivalent<sup>a</sup></i>	<i>Standard unit costs<sup>b</sup>(US\$)</i>	<i>Proposed non-staff costs in 2013 (US\$)</i>
ARRI	1	1	150 000	150 000
Corporate-level evaluations	4	2.1	Differentiated cost based on scope and nature of issues to be assessed: 200 000-450 000	430 000
Country programme evaluations	8	5.5	Differentiated cost based on size of portfolio, size of country, travel costs and availability of evaluative evidence: 235 000-315 000	1 300 000
PCR validations	Around 30	Around 30	-	30 000
PPAs	Around 8	Around 8	25 000	200 000
Evaluation syntheses	1	1	50 000	50 000
Communication, outreach, knowledge sharing and partnership activities	-	-		108 000
Training	-	-		20 000
Overhead and miscellaneous costs	-	-		64 435
<b>Total</b>				<b>2 352 435</b>

<sup>a</sup> Often evaluations are begun one year and completed the following year. This figure represents the percentage of time that IOE will devote to such evaluations in 2013.

<sup>b</sup> Standard unit costs also include staff travel when necessary.

Table 3  
**IOE proposed budget allocation (staff and non-staff costs) by objective and divisional management result**  
(In United States dollars)

<i>IOE objectives</i>	<i>IOE DMR</i>	<i>Proposed budget (staff and non-staff cost)</i>	<i>Percentage overall total proposed budget</i>
Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations	DMR 1: ARRIs and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes	1 122 114	19
	DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs	2 222 700	37
	DMR 3: Project evaluations that contribute to better IFAD-supported operations	792 947	13
	DMR 4: Methodology development	383 180	6
	DMR 5: Work related to IFAD governing bodies	223 992	4
<b>Total for strategic objective 1</b>		<b>4 744 933</b>	<b>79</b>
Strategic objective 2: Promote effective learning and knowledge management	DMR 6: Production of evaluation syntheses and ARRI learning themes	558 111	9
	DMR 7: Systematic communication and outreach of IOE's work	701 261	12
<b>Total for strategic objective 2</b>		<b>1 259 372</b>	<b>21</b>
<b>GRAND TOTAL</b>		<b>6 004 305</b>	<b>100</b>



## Key performance indicators

<i>IOE objectives</i>	<i>Key performance indicators</i>	<i>IOE DMRs*</i>	<i>Means of verification</i>	<i>2011 baseline</i>	<i>2014 target</i>
Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations	1. Percentage of evaluations receiving positive feedback from the Evaluation Committee and Executive Board members	DMRs 1, 2 and 3	Reports of Evaluation Committee Chairperson and minutes of the Executive Board	100%	100%
	2. Percentage of evaluations completed in full compliance with the IFAD Evaluation Policy and IOE evaluation methodology	DMRs 1, 2, and 3	IOE's internal peer review	100%	100%
	3. Senior independent advisers certify the quality of evaluation process and methodology used, for CLEs and selectively for CPEs	DMRs 1, 2 and 3	SIA reports	100%	100%
	4. Number of events attended by IOE staff, related to self-evaluation and evaluation capacity development	DMR 4	IOE record	1 event	3 events
	5. Number of IOE staff members sent on evaluation training each year, on a rotational basis	DMR 4	IOE record	3 staff	3 staff
	6. Number of planned Evaluation Committee sessions held in accordance with the Committee's Terms of Reference	DMR 5	IOE record	4 regular sessions	4 regular sessions
	7. IOE participation as required in sessions of the Audit Committee, Executive Board, Governing Council and Evaluation Committee annual country visit	DMR 5	IOE record	100%	100%
Strategic objective 2: Promote effective learning and knowledge management	8. Number of key learning events organized by IOE within IFAD	DMRs 6 and 7	IOE record	2 events	4 events
	9. Number of in-country learning events co-organized by IOE with Governments	DMR 7	IOE record	4 events	5 events
	10. Number of major in-house learning events attended by IOE staff for knowledge sharing	DMR 7	IOE record	2 events	4 events
	11. Number of external knowledge events with IOE staff participation to share lessons from evaluation	DMR 7	IOE record	3 events	5 events
	12. Evaluation reports, and related products (i.e. Profiles and Insights) published within three months of established completion date and disseminated to internal and external audiences	DMRs 6 and 7	IOE record	80%	90%

\* DMR 1: ARRIs and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes; DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs; DMR 3: Project evaluations that contribute to better IFAD-supported operations; DMR 4: Methodology development; DMR 5: Work related to IFAD governing bodies; DMR 6: Production of evaluation syntheses and ARRI learning themes; DMR 7: Systematic communication and outreach of IOE's work.

## IOE's results chain

