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Investing in rural people

## Results-based Work Programme and Budget for 2019, and Indicative Plan for 2020-2021 of the Independent Office of Evaluation of IFAD

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Evaluation Committee — 103<sup>rd</sup> Session  
Rome, 25 October 2018

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### Note to Executive Board representatives

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Executive Board — 125<sup>th</sup> Session  
Rome, 12-14 December 2018

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For: Review

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## Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CSPE	country strategy and programme evaluation
DMR	divisional management results
ECD	evaluation capacity development
ECG	Evaluation Cooperation Group
ESR	evaluation synthesis report
FAO	Food and Agriculture Organization of the United Nations
IE	impact evaluation
OMC	Operations Management Committee
OSC	Operational Strategy and Policy Guidance Committee
PCR	project completion report
PCRv	project completion report validation
PoLG	programme of loans and grants
PPE	project performance evaluation
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
UNEG	United Nations Evaluation Group
WFP	World Food Programme

# Results-based Work Programme and Budget for 2019, and Indicative Plan for 2020-2021 of the Independent Office of Evaluation of IFAD

## I. Introduction

1. This document provides a preview of the results-based work programme and budget for 2019, and indicative plan for 2020-2021 of the Independent Office of Evaluation of IFAD (IOE). It was informed by extensive consultations carried out by IOE with IFAD's governing bodies and Management.
2. IOE's strategic mission and vision, which are anchored to IFAD's strategic vision 2016-2025, provide the framework for IOE priorities and activities for the coming year (see box 1). It is important to highlight that the mission and vision statements contained in box 1 cover the period from 2016 through 2018. IOE reconfirms its strategic framework for 2019 in view of the outcomes of the external peer review of IFAD's evaluation function, which will be finalized in 2019. Consequently, IOE will also retain its strategic objectives for 2016-2018 (see section III).

Box 1

### IOE mission and vision statements

**Mission**

To promote accountability and learning through independent, credible and useful evaluations of IFAD's work.

**Vision**

Increasing the impact of IFAD's operations for sustainable and inclusive rural transformation through excellence in evaluation.

3. As in the past, this document is "based on a critical assessment of needs, rather than simply using the current budget as a baseline".<sup>1</sup> It illustrates the linkages between IOE's work programme and expenditures, and details the breakdown of budgeted costs – particularly non-staff costs – including those for consultants. In addition, the document provides details of actual expenditures for 2017, budget utilization up to June 2018 and a current estimate of expected 2018 year-end utilization.
4. In line with the IFAD Evaluation Policy,<sup>2</sup> the IOE budget is developed independently of IFAD's administrative budget.<sup>3</sup> Yet the proposed budget is based on the same budgeting principles and parameters (e.g., exchange rate, standard costs for staff positions and inflation factor) used by IFAD Management in preparing its own administrative budget for 2019.

## II. Current perspective

### A. Highlights of 2018

5. IOE expects to implement all activities planned in the 2018 work programme by the end of the year. Selected achievements to date include:
  - Undertaking of the corporate-level evaluation (CLE) on IFAD's engagement in pro-poor value chain development. The evaluation has two objectives: (i) to provide an assessment of IFAD's performance in supporting the development of pro-poor value chain development, and how this work has contributed to achieving IFAD's mandate of rural poverty

<sup>1</sup> See the minutes of the 107<sup>th</sup> session of the Executive Board, para. 29.

<sup>2</sup> See IFAD Evaluation Policy (<https://webapps.ifad.org/members/eb/102/docs/EB-2011-102-R-7-Rev-3.pdf>).

<sup>3</sup> See IFAD Evaluation Policy, para. 38: "The levels of the IOE component and IFAD's administrative budgets will be determined independently of each other".

reduction and inclusive and sustainable rural development; and (ii) to identify opportunities for improvement and make recommendations to enhance IFAD's approach to value chain development as a means for rural development and poverty reduction. The approach paper<sup>4</sup> for the CLE was presented to the Evaluation Committee in March 2018 and finalized when comments by Committee members were incorporated. The evaluation is now in progress.

- External peer review of IFAD's evaluation function. The approach paper of the external peer review of IFAD's evaluation function was prepared by the Evaluation Cooperation Group (ECG) and comments were elicited from IOE and IFAD Management. Preparation of the self-assessment is ongoing.
  - Finalization of country strategy and programme evaluations (CSPEs). National roundtable workshops (NRTWs) for Cambodia, Cameroon and Peru took place at the beginning of the year. The NRTW for Angola took place in May. The Cambodia and Georgia CSPEs were discussed at the March session of the Evaluation Committee while the CSPEs for Cameroon and Peru were presented at the June session. The 2018 CSPEs are being implemented as planned.
  - The impact evaluation (IE) of the Smallholder Horticulture Marketing Programme in Kenya is ongoing and the report will be presented at the October session of the Evaluation Committee. The project selected for the 2018-2019 IE is the Food Security and Development Support Project in the Maradi Region (PASADEM) in Niger.
  - An international conference, Rural inequalities: evaluating approaches to overcome disparities, was held on 2 and 3 May at IFAD headquarters. The conference explored whether strategies and programmes that aim to eradicate rural poverty reduce disparities within rural areas. This conference featured five panel sessions, 15 breakout sessions and 59 speakers. More than 200 participants from all over the world attended the conference, sharing new experiences and knowledge. It allowed for a discussion of the importance of staying ahead of the innovation curve by capturing inequalities and their implications on the evaluation functions in international organizations.
6. Reporting. The 2016-2018 Results Measurement Framework, IOE's monitoring and reporting framework for that period, is included in annex I. Progress in implementing planned evaluation activities for 2018 is summarized in table 1 of annex II. Table 2 of annex II includes a summary of progress made to June 2018 in meeting the targets for each of the Results Measurement Framework's key performance indicators. The data reveal that the activities are on track.

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<sup>4</sup> See <https://webapps.ifad.org/members/ec/100/docs/EC-2018-100-W-P-6-Rev-1.pdf>.

## B. 2018 budget utilization

7. Table 1 reports IOE budget utilization in 2017 and up until June 2018, as well as the year-end projection.

Table 1

**IOE budget utilization in 2017 and projected utilization in 2018**

<i>Evaluation work</i>	<i>Approved budget 2017</i>	<i>Budget utilization 2017</i>	<i>Approved budget 2018</i>	<i>Commitment as of June 2018*</i>	<i>Expected utilization as of year-end 2018</i>
<b>Non-staff costs</b>					
Staff travel	440 000	354 095	460 000	242 420	440 000
Consultant fees	1 400 000	1 437 865	1 400 000	1 132 469	1 400 000
Consultant travel and allowances	380 000	324 708	380 000	233 684	380 000
In-country CSPE learning events	45 000	38 715	45 000	1 784	45 000
Evaluation outreach, staff training and other costs	225 861	315 320	220 390	109 558	220 390
<b>Subtotal</b>	<b>2 490 861</b>	<b>2 470 703</b>	<b>2 505 390</b>	<b>1 719 915</b>	<b>2 505 390</b>
<b>Staff costs</b>	<b>3 235 056</b>	<b>3 078 504</b>	<b>3 307 259</b>	<b>3 138 646</b>	<b>3 200 086</b>
<b>Total</b>	<b>5 725 917</b>	<b>5 549 207</b>	<b>5 812 649</b>	<b>4 858 561</b>	<b>5 705 476</b>
<b>Utilization (percentage)</b>		<b>96.9</b>		<b>83.5</b>	<b>98</b>
<b>External peer review (2018 portion of the total cost)</b>			<b>100 000</b>	<b>21 053</b>	
<b>Total 2018 budget</b>			<b>5 912 649</b>		

\* Based on committed staff costs adjusted for exchange rate up to mid-June 2018.

8. Total expenses against IOE's 2017 budget amounted to US\$5.5 million – equal to 96.9 per cent utilization. The slightly lower-than-expected utilization rate resulted from savings in staff costs derived from the strengthening of the United States dollar against the euro in the latter part of the year, as well as from a P-5 position remaining vacant until November 2017. Some of these cost savings were used to undertake additional outreach in order to ensure wider dissemination of evaluation lessons and training programmes during the year.
9. Against an approved budget of US\$5.8 million for 2018, utilization (in terms of commitments) as of mid-June 2018 stood at US\$4.85 million, or 83.5 per cent. High utilization for this time of year was mainly caused by the full-year commitment of staff costs, which is in line with IFAD's established practice, as well as high utilization of consultancy fees and travel costs for staff and consultants in the first part of the year. This is also in line with the normal business cycle since most evaluations are launched in the first part of the year. The 2018 budget utilization as of mid-June did not include the cost of national roundtable workshops to be organized towards the end of the year, or contracting for primary data collection related to the 2018 IE, which IOE has planned for September. Overall utilization of the total 2018 IOE budget at year end is currently projected at US\$5.7 million, representing 98 per cent of the approved budget.

## C. Utilization of the 2017 carry-forward

10. The 3 per cent carry-forward rule, in place since 2004, states that unobligated appropriations at the close of the financial year may be carried forward into the following financial year up to an amount not exceeding 3 per cent of the approved annual budget of the previous year.
11. The IOE 3 per cent carry-forward from 2017 amounted to US\$170,083. Part of these funds have been allocated towards the following activities:
- (i) Development, editing and publication of IOE books. The first book, "Evaluation for Inclusive and Sustainable Rural Transformation", examines

how evaluation practice has evolved to reflect, respond to and inform changing expectations of development assistance. It also reveals how evaluation products and methodologies have progressively strengthened IFAD's capacity to assess its operations and better understand its results. The book concludes with reflections on the challenges that lie ahead, including how IFAD's independent evaluation function can continue to evolve to meet future challenges and enhance the impact of development initiatives on people's lives. The second book, "Information and Communication Technologies for Development Evaluation" is based on the international conference organized by IOE in 2017. In addition, IOE is exploring the possibility of using innovative tools to ensure that the findings and lessons from evaluations reach beneficiaries (e.g., radio and podcasts).

- (ii) Funds were allocated towards the editing, translation and publication of the Angola CSPE report.
- (iii) Contributed to the secretariat of the Rome-based agency (RBA) "Eval Forward – Evaluation for Food Security, Agriculture and Rural Development" community of practice, and supported its operation.

### III. IOE strategic objectives

- 12. As agreed with the Executive Board in December 2013, IOE aligns its strategic objectives (SOs) with IFAD replenishment periods to ensure a more coherent link between IOE's SOs and corporate priorities. The following were proposed for 2016-2018 (the Tenth Replenishment of IFAD's Resources [IFAD10]) and approved by the Board in December 2015:
  - (i) SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability; and
  - (ii) SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness.
- 13. These two SOs should allow IOE to achieve the overarching goal set for independent evaluation: to promote accountability and foster learning for improved performance of IFAD-supported operations. IOE will retain these SOs until 2019.

### IV. 2019 work programme

- 14. This section provides an overview of IOE's main evaluation activities for 2019. Consultations with IFAD Management and governing bodies highlighted the need to undertake a CLE on IFAD's support to innovation and productivity growth for inclusive and sustainable smallholder agriculture. This CLE will not be limited to technical innovation and will look at IFAD's role in: (i) strengthening internal capacity to identify innovations that respond to productivity; (ii) social and environmental constraints faced by rural people; (iii) incorporating and testing innovations within projects; (iv) learning from these innovations; and (v) scaling up successes for expanded and sustainable impact. It will also look at IFAD's role in supporting countries' efforts to scale up successful pro-poor rural development models, widen their geographical coverage and reach larger numbers of people.
- 15. The aim of CSPEs is to assess the results and impact of partnerships between IFAD and governments in reducing rural poverty, and provide building blocks for the preparation of an IFAD country strategy in each country following completion of the CSPE. In 2019, IOE will complete the CSPEs begun in 2018 in Mexico and Sri Lanka. Based on thorough consultations with IFAD Management, IOE plans to launch five new CSPEs in El Salvador, Madagascar, Nepal, Sierra Leone and Sudan.



16. Next year, IOE will finalize the 2018 IE in Niger and launch an additional IE.<sup>5</sup> IEs conducted by IOE were not included in the set of evaluations undertaken by IFAD Management in the IFAD9 and IFAD10 periods. IOE's main objectives in conducting IEs are to test innovative methodologies and processes for assessing the results of IFAD operations more rigorously, and contribute to ongoing dialogue on IE.
17. Evaluation synthesis reports (ESRs) are largely based on existing evaluation evidence and serve to consolidate lessons and good practices that can inform the development and implementation of IFAD policies, strategies and operations. IOE proposes to reduce the number of ESRs from two to one in 2019 based on the rationale outlined in the resource envelope section of the preview document. IOE will complete the 2018 ESR on technical innovations and conduct a new ESR on IFAD's approaches and contributions to community-based rural development. Selected CSPEs, project-level evaluations and IEs provide an adequate evidence base on the topic.
18. Following current practice, IOE will validate all project completion reports (PCRs) and conduct eight project performance evaluations (PPEs) on selected projects. The objectives of PPEs are to: (i) assess the results of the projects; (ii) generate findings and recommendations for the design and implementation of ongoing and future operations in the country; and (iii) identify issues of corporate, operational or strategic interest that merit further evaluation. They also serve as critical inputs for the CLEs, CSPEs and the Annual Report on Results and Impact of IFAD Operations (ARRI).
19. The proposed number of PPEs affords IOE wide coverage of IFAD operations in all regions, helping to strengthen IFAD's broader accountability framework. This is fundamental since most of IFAD's development resources are channeled to developing Member States through investment projects and programmes.
20. Pursuant to the Evaluation Policy, IOE will prepare the 2019 ARRI, the Fund's flagship evaluation report. As in previous years, the ARRI will include a detailed analysis and a dedicated chapter on a major learning theme. Following the deliberations of the Executive Board during its 124<sup>th</sup> session, IOE proposes "relevance of IFAD project interventions" as the learning theme for the 2019 ARRI. Many aspects highlighted in the 2018 ARRI as critical to project performance – such as a thorough understanding of the country context and the quality of project design – fall under the assessment of this key evaluation criterion. In addition, the criterion of relevance shows the highest disconnect between IOE ratings and Management self-ratings. Therefore, by unpacking the key factors driving relevance, this study will also contribute to further harmonization between the independent evaluation and self-evaluation systems.
21. IOE will also support selected recipient countries in evaluation capacity development (ECD) activities, with the aim of building institutional capacity to evaluate public policies and programmes for rural poverty reduction. It will also continue to engage in the Centers for Learning on Evaluation and Results (CLEAR) initiative on impact evaluation, with a view to building capacity among project staff and other personnel in-country.
22. There will be an increased focus on strengthening partnerships with the other RBAs. The RBAs' evaluation offices will continue to collaborate in the Eval Forward – Evaluation for Food Security, Agriculture and Rural Development community of practice, which includes international organizations, academia, the private sector, governments and NGOs. The aim of this community of practice is to exchange knowledge and experience that enhances the evaluations of projects and programmes focused on agriculture, food security and rural development.

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<sup>5</sup> A programme will be chosen for the IE in the first half of 2019.

Moreover, IOE and the Office of Evaluation of the Food and Agriculture Organization of the United Nations (FAO) will exchange data and information, and organize a joint national roundtable workshop in the context of the CSPE in El Salvador.

23. IOE will ensure timely, customized dissemination and outreach of results and lessons to key audiences. It will present all CLEs, the ARRI, selected CSPEs and other documents to the Evaluation Committee and the Executive Board. It will also present impact assessments and ESRs to the Evaluation Committee, and if requested, to the Board.
24. As per established practice, IOE will prepare written comments on new country strategic opportunities programmes (COSOPs) that have been preceded by CSPEs and are presented for consideration by the Executive Board. In line with the Evaluation Policy, IOE will provide written comments on new corporate policies and strategies that have been informed by major CLEs. Finally, the ECG will complete an external peer review of IFAD's evaluation function in 2019.
25. Table 2 summarizes the evaluation activities planned by IOE in 2019. The proposed list of IOE evaluation activities for 2019 is shown in table 1 of annex III and the indicative plan for 2020-2021 is presented in table 2 of that annex. The selection and prioritization of independent evaluations is facilitated by the use of a selectivity framework (annex VI), which is instrumental in enhancing transparency in developing the divisional work programme.

Table 2  
**Evaluation activities planned by IOE for 2019**

<i>Strategic objectives</i>	<i>Divisional management results (DMRs)</i>	<i>Outputs</i>
<b>SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability</b>	DMR 1: Corporate policies and processes are improved through independent evaluations	<b>CLE</b> on IFAD's support to innovation and productivity growth for inclusive and sustainable smallholder agriculture  <b>17<sup>th</sup> ARRI</b>  <b>Comments</b> on the Report on IFAD's Development Effectiveness (RIDE), President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA), selected COSOPs and corporate policies and strategies, including comments on upcoming IFAD corporate strategies and policies
	DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations	<b>CSPEs</b> in El Salvador, Madagascar, Nepal, Sierra Leone and Sudan
	DMR 3: Systemic issues and knowledge gaps in IFAD are addressed	<b>ESRs:</b> Complete the 2018 ESR on technical innovations and conduct a new ESR on IFAD's approaches and contributions to community-based rural development
	DMR 4: IFAD-supported operations are improved through independent project evaluations	<b>8 PPEs</b>  <b>All PCRs</b> available in the year validated
<b>SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness</b>	DMR 5: Evaluation manual is implemented and new evaluation methods and products are piloted	<b>Project IE</b> completed and a new IE started  Contribution to in-house and external debates on <b>IEs</b>
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	<b>One learning theme</b> in the context of the 2019 ARRI  In-country learning workshops on the main results from CSPEs to provide building blocks for the preparation of new COSOPs; learning events in IFAD from other evaluations (e.g. CLEs, ESRs, ARRI) to share lessons and good practices  Partnerships with ECG, United Nations Evaluation Group (UNEG) and RBAs

Strategic objectives	Divisional management results (DMRs)	Outputs
	DMR 7: Evaluation capacity development in partner countries	ECD engaged in thorough seminars and workshops on evaluation methodology and processes in the context of: (i) regular evaluations (e.g. ongoing CSPEs or PPEs); (ii) the CLEAR initiative; and (iii) upon request, in countries where IOE is not undertaking evaluations
<b>Strategic objectives 1 and 2</b>	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured*	Preparation of the IOE work programme and budget; participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, as well as selected Audit Committee meetings; participation in internal platforms such as the Operational Strategy and Policy Guidance Committee (OSC), Operations Management Committee (OMC), IFAD Management Team meetings, country programme management team meetings and selected learning events

\* Several outputs contribute to DMR 8, which cuts across both strategic objectives.

## V. 2019 resource envelope

### A. Staff resources

26. IOE's staff requirements are based on a comprehensive annual strategic workforce planning exercise, which confirmed that the office should be in a position to deliver all planned activities in a timely manner with its current staffing level (see annex IV).

### B. Budget requirements

27. This section outlines IOE budget requirements. The proposed budget is presented by type of activity, strategic objective and category of expenditure. Each table includes both the 2018 approved budget and the proposed budget for 2019, facilitating a comparison between the two years. Table 6 also contains the IOE gender-sensitive budget, which identifies the budget distribution for gender-related activities.
28. Assumptions. As in the past, the parameters used to develop the proposed 2019 budget are the same as those used by IFAD Management in developing IFAD's administrative budget. They are currently as follows: (i) no increase in the salaries of professional and general service staff anticipated for 2019, so the same 2018 standard costs were used, adjusted for the euro/United States dollar exchange rate; (ii) inflation will be absorbed to the greatest extent possible; and (iii) an exchange rate of US\$1 = EUR 0.897.<sup>6</sup>
29. Budget by type of activity. Table 3 displays the proposed IOE 2019 budget by type of activity. IOE will apply the same methodological rigour and internal preparation of its evaluation products without increasing the cost of the individual evaluations compared to 2018. IOE proposes to keep the total number of PPEs at eight and reduce the number of ESRs from two to one in 2019 in order to ensure that enough staff time is devoted to the external peer review of IFAD's evaluation function. The increase in knowledge, communication and outreach costs reflects the need to expand communication efforts to reach country and regional offices in a decentralizing environment and to strengthen knowledge management through new communication products.

<sup>6</sup> This is the same as the exchange rate for 2018 and will be revised upon availability of the calculated exchange rate for 2019.

Table 3  
**Proposed budget for 2019 by type of activity\***

<i>Type of activity</i>	<i>Approved 2018 budget (US\$)</i>	<i>Absolute number 2018</i>	<i>Level of effort 2018</i>	<i>Proposed 2019 budget (US\$)</i>	<i>Absolute number 2019</i>	<i>Level of effort 2019</i>
<b>Non-staff costs</b>						
ARRI	80 000	1	1	80 000	1	1
CLEs	430 000	2	1	430 000	2	1
CSPEs	1 000 000	7	5.2	1 000 000	7	5.2
ESRs	110 000	2	2	55 000	1	1
PPEs	320 000	8	8	320 000	8	8
PCRVs	30 000	30	30	30 000	30	30
IEs	200 000	2	1	200 000	2	1
Knowledge-sharing, communication, evaluation outreach and partnership activities	200 000			260 000		
ECD, training and other costs	135 390			135 390		
<b>Total non-staff costs</b>	<b>2 505 390</b>			<b>2 510 390</b>		
<b>Staff costs</b>	<b>3 307 259</b>			<b>3 381 614</b>		
<b>Total</b>	<b>5 812 649</b>			<b>5 892 004</b>		
<b>External peer review</b>	<b>100 000</b>			<b>200 000</b>		
<b>Total 2019 budget</b>	<b>5 912 649</b>			<b>6 092 004</b>		

A more detailed explanation of the breakdown is given in annex V, table 2.

\* Based on cumulative experience and historical figures, 140 person (staff) days are allocated for conducting a CLE, 130 days for a CSPE, 40 days for an ESR, 80 days for an IE, 50 days for a PPE and 11 days for a project completion report validation (PCRv). These figures were used to estimate the level of effort by type of activity, as shown.

30. The 2019 budget proposal includes a request for approval of a below-the-line cost allocation of US\$200,000 for the external peer review of IFAD evaluation function in 2019.
31. Budget by category of expenditure. Table 4 shows the proposed budget for 2019 by expenditure category. Of the non-staff budget, 55 per cent is allocated to consultancy fees to support evaluation work – the same proportion of total non-staff costs allocated in 2018. With regard to consultants, IOE is continuing its efforts to ensure adequate gender and regional diversity across all evaluation types. Preference is given to hiring consultants from the country or region in which an evaluation is planned, especially for PPEs, CSPEs and country visits undertaken in the context of CLEs and the preparation of ESRs. Moreover, IOE is absorbing the costs of in-country CSPE learning events within other expenditure categories. Finally, the increase in the budget for evaluation outreach, staff training and other costs reflects the higher level of effort in communication and knowledge management for future evaluations, as explained in paragraph 29.

Table 4  
**Proposed budget for 2019 by category of expenditure**

<i>Category of expenditure</i>	<i>Approved 2018 budget</i>	<i>Proposed 2019 budget</i>
<b>Non-staff costs</b>		
Staff travel	460 000	460 000
Consultant fees	1 400 000	1 400 000
Consultant travel and allowances	380 000	380 000
In-country CSPE learning events	45 000	-
Evaluation outreach, staff training and other costs	220 390	270 390
<b>Total non-staff costs</b>	<b>2 505 390</b>	<b>2 510 390</b>
<b>Staff costs</b>	<b>3 307 259</b>	<b>3 381 614</b>
<b>Total</b>	<b>5 812 649</b>	<b>5 892 004</b>
<b>External peer review</b>	<b>100 000</b>	<b>200 000</b>
<b>Total 2019 budget</b>	<b>5 912 649</b>	<b>6 092 004</b>

32. Staff travel, consultants' fees, allowances and travel expenses will remain at the same. As in the past, a small allocation is proposed for staff training, which is crucial for continuous professional development. The higher total staff costs include a "cushion" to absorb unforeseen expenses such as maternity leave and prolonged sick leave and unforeseen changes in costs such as an unfavourable movement in the exchange rate. This is required since IOE does not benefit from the IFAD buffer for such expenses given the independent nature of its budget.
33. Budget by strategic objective. Table 5 shows the allocation of the total IOE proposed budget for 2019, including both staff and non-staff costs, against IOE's SOs. The greatest amount is allocated to SO1 since a large part of IOE's consultancy resources are allocated to activities contributing to this objective (including CLEs, CSPEs and PPEs). Many of the activities undertaken towards this objective also contribute to SO2 by promoting evaluation-based learning and an institutional-results culture. For example, in-country workshops at the end of CSPEs – which are included in the SO1 budget – provide a unique opportunity to exchange lessons learned and good practices with policy and decision makers, IFAD operations staff and other stakeholders.

Table 5  
**Proposed 2019 budget allocation by strategic objective**

<i>Strategic objective</i>	<i>Approved 2018 budget</i>		<i>Proposed 2019 budget</i>	
	<i>Amount (US\$)</i>	<i>%</i>	<i>Amount (US\$)</i>	<i>%</i>
<b>SO1:</b> Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	4 031 596	69	4 016 383	68
<b>SO2:</b> Promote evaluation-based learning and an enhanced results culture for better development effectiveness	1 462 348	25	1 521 318	26
Joint SO1 and SO2	318 705	6	354 303	6
<b>Total</b>	<b>5 812 649</b>	<b>100</b>	<b>5 892 004</b>	<b>100</b>
<b>IOE peer review</b>	<b>100 000</b>		<b>200 000</b>	
<b>Total budget</b>	<b>5 912 649</b>		<b>6 092 004</b>	

Note: percentages are rounded up.

34. Gender-sensitive budget. IOE's methodology for constructing a gender-sensitive budget entails determining the proportion of staff and non-staff costs devoted to analysing and reporting on gender issues in its evaluations. It is important to note that IOE has a dedicated criterion on gender equality and women's empowerment that is applied in all ARRIs, CSPEs, PPEs, PCRVs and IEs. Attention is also paid to gender issues in other evaluations such as CLEs and ESRs. Finally, extensive

primary data on women-headed households and women beneficiaries is collected in the context of IEs. Table 6 shows that 7.2 per cent of the total proposed IOE budget for 2019 is directly allocated to the examination of gender issues.

Table 6  
**IOE 2019 gender-sensitive budget**

<i>Type of activity</i>	<i>Proposed 2019 budget</i>	<i>Gender component (percentage)</i>	<i>US\$</i>
<b>Non-staff costs</b>			
ARRI	80 000	10	8 000
CLEs	430 000	10	43 000
CSPEs	1 000 000	10	100 000
ESRs	55 000	5	2 750
PPEs	320 000	7	22 050
PCRVs	30 000	5	1 500
IEs	200 000	15	30 000
Knowledge sharing, communication, evaluation outreach and partnership activities	260 000	4	10 400
ECD, training and other costs	135 390	5	6 770
<b>Total non-staff costs</b>	<b>2 510 390</b>	<b>8.9</b>	<b>224 470</b>
<b>Staff costs</b>			
Gender focal point	165 683	20	33 056
Alternate gender focal point	105 552	10	10 555
All evaluation officers	3 215 931	5	160 796
<b>Total staff costs</b>	<b>3 381 614</b>	<b>6</b>	<b>204 407</b>
<b>Total</b>	<b>5 892 004</b>	<b>7.2</b>	<b>428 877</b>

## VI. IOE budget proposal

35. The proposed 2019 budget totals US\$6.09 million, which includes US\$200,000 for the 2019 portion of the total cost of the IOE peer review. Excluding this below-the-line cost allocation, the total budget is US\$5.89 million, representing a 1.37 per cent increase from the 2018 approved budget of US\$5.81 million.
36. The proposed 2019 IOE budget represents 0.33 per cent of IFAD's expected programme of loans and grants (PoLG) for next year,<sup>7</sup> which is below the IOE budget cap of 0.9 per cent adopted by the Executive Board.<sup>8</sup> An overview of IOE's proposed budget, including historical trends since 2012, is shown in annex V, table 1.

<sup>7</sup> It is anticipated that IFAD will commit approximately US\$1.76 billion in new loans and grants in 2019.

<sup>8</sup> This decision was made by the Executive Board in December 2008.

## IOE Results Measurement Framework for 2016-2018 (extended to 2019)

<i>Strategic objectives</i>	<i>Divisional management results (DMRs)</i>	<i>Key performance indicators</i>	<i>Baseline 2011</i>	<i>Target (per year)</i>	<i>Means of verification</i>
<b>Strategic objective 1:</b> Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	DMR 1: Corporate policies and processes are improved through independent evaluations	1. Adoption rate of recommendations from CLEs, CSPEs, ESRs and PPEs	n/a	90%	PRISMA and IOE work programme and budget document
	DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations				
	DMR 3: Systemic issues and knowledge gaps in IFAD are addressed				
	DMR 4: IFAD-supported operations are improved through independent project evaluations				
<b>Strategic objective 2:</b> Promote evaluation-based learning and an enhanced results culture for better development effectiveness	DMR 5: The evaluation manual is implemented and new evaluation methods and products are piloted	2. Range of new methods and designs applied	n/a.	2	IOE evaluations
		3. Evaluations with quantitative analysis	n/a	3 (in the entire period)	IEs
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	4. Number of outreach products for all evaluations disseminated through social tools and the internet	n/a	70	
		5. Number of in-country learning events co-organized by IOE with governments	4	5	
		6. Number of in-house and external knowledge events organized by IOE	5	5	
		7. Number of page views for IOE reports	n/a	55 000	
	DMR 7: Evaluation capacity development (ECD) in partner countries	8. Number of people receiving IOE newsletters	n/a	2 500	
		9. Number of ECD seminars/workshops organized in partner countries	1	1	IOE records
		10. Number of events attended by IOE staff related to self-evaluation and ECD	n/a	3	
	<b>Strategic objectives 1 and 2</b>	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured	11. Budget cap	< 0.9% of IFAD PoLG	< 0.9% of IFAD PoLG
12. Ratio of professional to general service staff			n/a	1:0.46	
13. Budget execution rate at year end			n/a	97%	
14. Execution rate of key evaluation activities			n/a	95%	

## IOE reporting on achievements

Table 1  
Reporting on IOE planned activities (January to mid-June 2018)

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
1. CLEs	IFAD's financial architecture	Completed in May 2018	Completed. The final report was completed in April 2018 for presentation to the Evaluation Committee in June 2018 and the Executive Board in September 2018.
	IFAD's engagement in pro-poor value chain development	To be completed in mid-2019	Ongoing. Approach paper finalized and discussed at the March 2018 session of the Evaluation Committee. Country visits will take place between May and September 2018.
	Angola	Completed in May 2018	Completed. Report finalized in April 2018. National in-country workshop held in Luanda on 22 May 2018. Draft agreement at completion point signed.
	Burkina Faso	To be completed in December 2018	Ongoing. Approach paper finalized. Main mission completed in May 2018. National workshop planned for October 2018.
	Cambodia	Completed in February 2018	Completed. National workshop held in January 2018. Final report presented to the Evaluation Committee in March 2018 together with the signed agreement at completion point.
	Cameroon	Completed in February 2018	Completed. National workshop held in February 2018. The final report was completed in February 2018 for presentation to the Evaluation Committee in June 2018 together with the signed agreement at completion point.
2. CSPEs	Georgia	Completed in early 2018	Completed. Final report presented to the Evaluation Committee in March 2018.
	Kenya	To be completed in December 2018	Ongoing. Main mission conducted in June 2018. National workshop planned for mid-November 2018.
	Mexico	To be completed in April 2019	Ongoing. Approach paper finalized. Main activities planned for the period August-November 2018. National workshop planned for early 2019.
	Peru	Completed in February 2018	Completed. National roundtable workshop held in February 2018. Final report presented to the Evaluation Committee in June 2018.
	Sri Lanka	To be completed in April 2019	Ongoing. Main mission conducted June 2018. National workshop planned for March 2019.
	Tunisia	To be completed in December 2018	Ongoing. Main mission completed in April 2018. National workshop planned for October 2018.
3. PCRVs	Validation of all PCRs available within the year	To be completed in December 2018	Progressing as planned.
4. PPEs	Eight PPEs	To be completed by December 2019	All PPEs completed or ongoing according to schedule.
5. IEs	Kenya – Smallholder Horticulture Marketing Programme	To be completed in July 2018	Ongoing. Draft report being prepared and will be finalized in July 2018.
	One new IE: Niger – Food Security and Development Support Project in the Maradi Region (PASADEM)	To be completed in June 2019	Starting in July 2018 as planned.



<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
6. Engagement with governing bodies	16 <sup>th</sup> ARRI	To be completed in July 2018	Ongoing. Draft report will be shared with Management for comments in June 2018. The final report will be discussed by the Evaluation Committee and Executive Board in September 2018, including the learning theme on targeting strategies to reach rural poor people. Learning event planned for 26 October 2018.
	Review of the implementation of IOE's results-based work programme for 2018 and indicative plan for 2019-2020, and preparation of the results-based work programme and budget for 2019 and indicative plan for 2020-2021	To be completed in December 2018	In progress as planned. The Evaluation and Audit Committees, and the Executive Board will review the 2019 preview of the IOE work programme and budget in September.
	IOE comments on PRISMA	To be completed in September 2018	PRISMA, with IOE comments, will be discussed at the Evaluation Committee and Executive Board sessions in September 2018.
	IOE comments on RIDE	To be completed in September 2018	RIDE, with IOE comments, will be presented together with the ARRI at the Evaluation Committee and Executive Board sessions in September 2018.
	IOE comments on IFAD strategies and corporate matters submitted at meetings of IFAD's governing bodies meetings by Management	To be completed in December 2018	Ongoing..
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, selected Audit Committee meetings, the 2018 country visit of the Executive Board to Ethiopia and the Executive Board retreat	To be completed in December 2018	IOE's participation thus far includes the: (i) February Governing Council session; (ii) March Evaluation Committee session; (iii) April Executive Board session (iv) April Audit Committee meeting; (v) Executive Board retreat in April; and (vi) annual Executive Board country visit to Ethiopia from 12 to 18 May.
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	To be completed in December 2018	Ongoing as planned. IOE's comments on the COSOP for Mozambique, together with the CSPE for Mozambique, were discussed at the April session of the Executive Board. Further comments will be presented to the Board at its September and December sessions.
	7. Communication and knowledge management activities	ESR on fisheries, aquaculture and coastal area development	To be completed in July 2018
ESR on inclusive financial services for rural poor people		To be completed in December 2018	Ongoing. Final report being prepared for finalization in November 2018.
ESR on technical innovations		To be completed in December 2018	Ongoing. Approach paper finalized. Report being prepared.
Evaluation reports, <i>Profiles</i> , <i>Insights</i> , IOE website, etc.		January-December 2018	In progress as planned. IOE has published and disseminated to internal and external audiences: four evaluation reports, six <i>Profiles</i> , five <i>Insights</i> , three briefs, eight press releases, three web stories, two booklets, nine infographics, one newsletter and 13 videos.
Organization of in-country CSPE learning workshops and learning events in IFAD, and participation in learning		January-December 2018	CSPE national roundtable workshops held in (i) Cambodia in January; (ii) Cameroon in February; (iii) Peru in February; and (iv) Angola in May. Special efforts are being made to invite representatives of beneficiaries, civil society organizations and NGOs to each

Type of work	Evaluation activities	Planned implementation status	Present status
	events		workshop. At IFAD headquarters, IOE organized the international conference on Rural inequalities: evaluating approaches to overcome disparities on 2-3 May 2018 (see <a href="http://www.ifad.org/web/events/rural-inequalities">www.ifad.org/web/events/rural-inequalities</a> ). IOE also participated in various in-house events.
	Participation and knowledge-sharing in selected external platforms such as learning events and meetings of evaluation groups	January-December 2018	In progress as planned. IOE participated in: (i) a European Union and Agence Française de Développement conference on understanding global and local inequalities in Paris on 15 January 2018; (ii) a Luxembourg Evaluation and Foresight Society workshop on 21 February, at which IOE delivered a presentation on innovative approaches to development evaluation: The use of ICT (see <a href="http://www.ifad.org/web/ioe/event/asset/40212512">www.ifad.org/web/ioe/event/asset/40212512</a> ); (iii) a presentation on IFAD's evaluation function delivered to the Operations Evaluation Division of the European Investment Bank; (iv) UN-Women and Innovation Norway's commemoration of the International Women's Day held in New York on 8 March, where IOE delivered a presentation on the recently concluded evaluation synthesis on gender equality and women's empowerment (see <a href="http://www.ifad.org/web/ioe/event/asset/40213048">www.ifad.org/web/ioe/event/asset/40213048</a> ); and (v) an ECG meeting with chairpersons of the IFIs' evaluation committees in Washington, D.C. on 18 April 2018.
	Attendance at all OSC meetings to discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE; Attendance as observer at OMC meetings, quality assurance learning sessions, IFAD Management Team meetings and selected country programme management team meetings	January-December 2018	In progress as planned. These forums provide IOE with opportunities to share evaluation lessons with IFAD Management and staff in order to strengthen the design of new policies, strategies and operations. IOE's Director, Deputy Director and several evaluation officers have participated in a number of OSC meetings relevant to monitoring and evaluation. On 1 June 2017, IOE began providing a one-page document containing IOE's comments in advance of OSC meetings. IOE has also participated in portfolio stock-taking meetings held by IFAD's regional divisions. Finally, IOE's Director and Deputy Director have participated in OMC meetings and IFAD Management Team meetings.
	ECG and UNEG	January-December 2018	In progress as planned. IOE participated in the spring meeting of the multilateral development banks' ECG from 30 May to 1 June 2018, which was hosted by the Asian Development Bank in Manila. IOE will participate in the autumn meeting of the ECG to be held in the second half of the year. IOE also participated in the 2018 UNEG Evaluation Week from 7 to 11 May 2018, contributing to themes on: (i) Quality assurance beyond the checklist: how can we ensure the reports are evidence-based?; (ii) Evaluation and hindsight: assessing past interventions against yesterday's standards or today's wisdom (in light of new knowledge on climate change, gender, etc.); and (iii) Making the best use of theories of change in evaluations (see <a href="http://www.ifad.org/web/ioe/event/asset/40273553">www.ifad.org/web/ioe/event/asset/40273553</a> ).
8. Partnerships	Contributions as external peer reviewer to evaluations by other international organizations as requested	January-December 2018	In progress. Completed three peer reviews of Global Environment Facility projects.

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
	Implementation of joint statement by the CGIAR, FAO, IFAD and the World Food Programme (WFP) to strengthen collaboration on evaluation	January-December 2018	In progress as planned. Collaboration on the Cameroon CSPE is completed and a final joint in-country national roundtable workshop was held in February. IOE and FAO are exploring a collaboration on the Mexico CSPE. The RBAs are continuing collaboration through a community of practice to exchange knowledge and experience for enhancing the evaluations of projects and programmes focusing on agriculture, food security and rural development. Regular interactions among the RBAs' heads of evaluation are being held along with informal interactions among staff of their evaluation offices to exchange views, experiences and knowledge on evaluation matters, and identify opportunities for joint collaboration.
	Training	January-December 2018	In progress as planned.
9. Methodology	Contribution to in-house and external debates on IEs and ESRs, including the Sustainable Development Goals	January-December 2018	IOE participated in a European Union and Agence Française de Développement conference on understanding global and local inequalities. IOE also participated in a workshop exploring how technology is changing evaluation worldwide, hosted by the Luxembourg Evaluation and Foresight Association. Finally, IOE organized an international event at IFAD headquarters – Rural inequalities: evaluating approaches to overcome disparities on 2-3 May 2018.
	Development of a new harmonization agreement	To be completed in 2019	Ongoing. The first part of the new agreement (about criteria and definitions for project and country-level evaluations) was presented to the Evaluation Committee at its March 2017 session and for information at the April 2017 session of the Executive Board. The second part will cover systems and processes related to both self- and independent evaluations, and will take place after the external peer review of IFAD's evaluation function.
10. Evaluation capacity development (ECD)	Engagement in ECD in the context of regular evaluation processes	January-December 2018	-
	Organization of workshops in partner countries on evaluation methodologies and processes (upon request)	January-December 2018	Ongoing. Engagement with the CLEAR initiative is ongoing.
	Implementation of statement of intent with the Government of China on ECD in the country	January-December 2018	In progress as planned.

Table 2  
Reporting on IOE key performance indicators (January to Mid-June 2018)

Strategic objectives	Divisional management results (DMRs)	Key performance indicators	Achievements as of mid-June 2018	Target (2018)	Means of verification
<b>SO1:</b> Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	DMR 1: Corporate policies and processes are improved through independent evaluations	1. Adoption rate of recommendations from CLEs, CSPEs, ESRs and PPEs	n/a	90%	PRISMA and IOE work programme, and budget document
	DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations				
	DMR 3: Systemic issues and knowledge gaps in IFAD are addressed				
	DMR 4: IFAD-supported operations are improved through independent project evaluations				
<b>SO2:</b> Promote evaluation-based learning and an enhanced results culture for better development effectiveness	DMR 5: The evaluation manual is implemented and new evaluation methods and products are piloted	2. Range of new methods and designs applied	2	2	IOE evaluations
		3. Evaluations with quantitative analysis	2	4	IEs and CSPEs
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	4. Number of outreach products for all evaluations disseminated through social tools and the Internet	54	70	IOE records
		5. Number of in-country learning events co-organized by IOE with governments	4	5	
		6. Number of in-house and external knowledge events organized by IOE	1	3	
		7. Number of page views for IOE reports	39 251*	50 000	
		8. Number of people receiving IOE newsletters	2 200	2 500	
		DMR 7: Evaluation capacity development in partner countries	9. Number of ECD seminars/workshops organized in partner countries	0	
	10. Number of events attended by IOE staff related to self-evaluation and ECD		2	3	
	<b>SO1 and SO2</b>	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured	11. Budget cap	0.3% of IFAD PoLG	< 0.9% of IFAD PoLG
12. Ratio of professional to general service staff			1:0.46	1:0.46	
13. Budget execution rate at year end			82.5%	98%	
14. Execution rate of key evaluation activities			60%	98%	

Note: Based on IOE's 2016-2018 Results Measurement Framework, the following reporting matrix provides an overview of IOE achievements as of mid-June 2018 against key performance indicators as agreed upon with the Executive Board.

\* Includes February to mid-June 2018, which follows the date (1 February) when the new IFAD website went live.

## IOE proposed evaluation activities for 2019 and indicative plan for 2020-2021

Table 1  
Proposed IOE work programme for 2019 by type of activity

Type of work	Proposed activities for 2019	Start date	Expected finish date	Expected delivery period <sup>1</sup>				
				Jan-Mar 2019	Apr-Jun 2019	Jul-Sep 2019	Oct-Dec 2019	2020
1. CLEs	IFAD's support to innovation and productivity growth for inclusive and sustainable smallholder agriculture	Mar-19	Apr-20					X
2. CSPEs	El Salvador	Apr-19	Apr-20					X
	Madagascar	Apr-19	Apr-20					X
	Nepal	Jan-19	Dec-19				X	
	Sierra Leone	Jan-19	Dec-19				X	
	Sudan	Jan-19	Dec-19				X	
3. PCRVs	Validation of all PCRs available in the year	Jan-19	Dec-19	X	X	X	X	
4. ESRs	IFAD's approaches and contributions to community-based rural development	Jan-19	Dec-19				X	
5. PPEs	Eight PPEs	Jan-19	Dec-19			X	X	
6. IEs	One new IE (project to be determined)	Jul-19	Jun-20					X
	Finalize Niger IE							
7. Engagement with governing bodies	Review of implementation of IOE's results-based work programme and budget for 2019, and indicative plan for 2020-2021, and preparation of results-based work programme and budget for 2020 and indicative plan for 2021-2022	Jan-19	Dec-19			X	X	
	17 <sup>th</sup> ARRI	Jan-19	Sept-19			X		
	IOE comments on the PRISMA	Jan-19	Sept-19			X		
	IOE comments on the RIDE	Jan-19	Sept-19			X		
	IOE comments on policies and strategies by IFAD Management	Jan-19	Dec-19	X	X	X	X	
	Participation in Evaluation Committee, Executive Board and Governing Council sessions, selected Audit Committee meetings and the 2019 Board country visit	Jan-19	Dec-19	X	X	X	X	
	IOE comments on COSOPs when related CSPEs are available	Jan-19	Dec-19		X	X	X	
8. Communication and knowledge-management activities	Evaluation reports, <i>Profiles</i> , <i>Insights</i> , website, etc.	Jan-19	Dec-19	X	X	X	X	
	Organization of in-country CSPE learning workshops and learning events in IFAD	Jan-19	Dec-19	X	X	X	X	

Type of work	Proposed activities for 2019	Start date	Expected finish date	Expected delivery period <sup>1</sup>				
				Jan-Mar 2019	Apr-Jun 2019	Jul-Sep 2019	Oct-Dec 2019	2020
	Participation and knowledge-sharing through selected external platforms such as learning events and meetings of evaluation groups	Jan-19	Dec-19	X	X	X	X	
	Attendance at all OSC meetings that discuss corporate policies, strategies, COSOPs and selected projects recently evaluated by IOE. Attendance at meetings of OMC and IFAD Management Team	Jan-19	Dec-19	X	X	X	X	
9. Partnerships	ECG, UNEG	Jan-19	Dec-19	X	X	X	X	
	Contribution as external peer reviewer to key evaluations by other multilateral and bilateral organizations as requested	Jan-19	Dec-19	X	X	X	X	
	Implementation of joint statement by CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	Jan-19	Dec-19	X	X	X	X	
10. Methodology	Contribution to in-house and external debate on impact evaluation	Jan-19	Dec-19	X	X	X	X	
11. ECD	Engagement in ECD in the context of regular evaluation processes	Jan-19	Dec-19	X	X	X	X	
	Organization of workshops in partner countries (as per request) on evaluation methodologies and processes	Jan-19	Dec-19	X	X	X	X	
One-time activity	IOE external peer review	Jun-18	Sept-19			X	X	X

<sup>1</sup> The quarterly delivery period is marked with an **X** only for an expected specific deliverable.

Table 2  
IOE indicative plan for 2020-2021 by type of activity\*

Type of work	Indicative plan for 2020-2021	Year
1. CLEs	IFAD's contribution to smallholder adaptation to climate change	2020
	Joint evaluation with the evaluation offices of WFP and FAO on country-level collaboration among RBAs; IFAD's decentralization experience – follow-up; <b>or</b> IFAD's effort to ensure project quality at entry	2021
2. CSPEs	Burundi	2020
	Ecuador	2020
	Niger	2020
	Pakistan	2020
	Uzbekistan	2020
	Côte d'Ivoire	2021
	Malawi	2021
	Viet Nam	2021
	Latin America and the Caribbean region (to be decided)	2021
	Near East and North Africa region (to be decided)	2021
3. PCRVs	Validate all PCRs available in the year	2020-2021
4. PPE	16 to 20 PPEs	2020-2021
5. IEs	One new IE per year (project to be determined)	2020-2021
	18 <sup>th</sup> and 19 <sup>th</sup> ARRIIs	2020-2021
	Review of implementation of results-based work programme and budget for 2020, and indicative plan for 2021-2022; and preparation of results-based work programme and budget for 2021, and indicative plan for 2022-2023	2020-2021
	IOE comments on the PRISMA	2020-2021
	IOE comments on the RIDE	2020-2021
6. Engagement with governing bodies	IOE comments on selected IFAD operational policies, strategies and processes prepared by IFAD Management for consideration by the Evaluation Committee	2020-2021
	Participation in all sessions of Evaluation Committee, Executive Board and Governing Council, and the annual country visit of the Board.	2020-2021
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	2020-2021
	Evaluation reports, <i>Profiles</i> , <i>Insights</i> , website, etc.	2020-2021
7. Communication and knowledge-management activities	Evaluation synthesis on rural enterprise development approaches	2020
	Evaluation synthesis on contributing to improved households income and assets; <b>or</b> food security	2021

<i>Type of work</i>	<i>Indicative plan for 2020-2021</i>	<i>Year</i>
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE; attend meetings of OMC, IFAD Management Team and selected country programme management teams	2020-2021
	ECG, UNEG	2020-2021
8. Partnership	Implement joint statement by CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	2020-2021
	Contribute as external peer reviewer to key evaluations by other multilateral and bilateral organizations as requested	2020-2021
9. Methodology	Contribute to in-house and external debate on impact evaluation	2020-2021
10. ECD	Implement activities in partner countries related to ECD	2020-2021

\* The topics and number of CLEs, CSPEs and ESRs are tentative; actual priorities and numbers of activities to be undertaken in 2020 and 2021 will be confirmed or determined in 2019.



## IOE staffing for 2019

Table 1  
Total IOE staff levels for 2019

2012 level	2013 level	2014 level	2015 level	2016 level	2017 Level	2018	2019 (proposed)		
							Professional staff	General service staff	Total
19.5	18.5	18.5	19	19	20	20	14	6	20

Table 2  
Human resource category

Category	2016	2017	2018	2019 (proposed)
<b>Professional staff</b>				
Director	1	1	1	1
Deputy Director	1	1	1	1
Lead evaluation officers	3	3	3	3
Evaluation officers	6	7	7	7
Evaluation research analyst	1	1	2	2
Evaluation knowledge and communication officer	1	1	-	-
<b>Subtotal Professional staff</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>General Service staff</b>				
Administrative assistant	1	1	1	1
Assistant to Director	1	1	1	1
Assistant to Deputy Director	1	1	1	1
Evaluation assistants	3	3	3	3
<b>Subtotal General Service staff</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Grand total</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>20</b>

Table 3  
IOE general service staff levels

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 (proposed)
8.5	8	8	8	6	6	6	6	6	6	6

## IOE proposed budget for 2019

Table 1  
**IOE proposed budget 2019**  
 (United States dollars)

	2013 budget	2014 budget	2015 budget	2016 budget	2017 budget	2018 budget (1)	Proposed 2019 budget		
							(2) Real increase/(decrease)	(3) Price increase/(decrease)	(4) Total 2019 budget*
Non-staff costs	2 346 711	2 395 992	2 455 892	2 541 520	2 490 861	2 505 390	(55 000)	60 000	2 510 390
Staff costs	3 667 268	3 586 690	3 614 041	3 127 899	3 235 056	3 307 259	-	74 355	3 381 614
<b>Total</b>	<b>6 013 979</b>	<b>5 982 682</b>	<b>6 069 933</b>	<b>5 669 419</b>	<b>5 725 917</b>	<b>5 812 649</b>	<b>(55 000)</b>	<b>134 355</b>	<b>5 892 004</b>

\* (4)=(1)+(2)+(3)

<b>IOE peer review (2019 portion of the total cost)</b>	<b>200 000</b>
<b>Total 2019 budget</b>	<b>6 092 004</b>

Table 2  
**2019 IOE budget proposal breakdown for non-staff costs**  
 (United States dollars)

<i>Type of activity</i>	<i>Absolute number</i>	<i>Relative number in terms of % of work<sup>a</sup></i>	<i>Standard unit costs<sup>b</sup> (US\$)</i>	<i>Proposed non-staff costs in 2019 (US\$)</i>
ARRI	1	1	80 000-150 000	80 000
CLEs <ul style="list-style-type: none"> <li>• IFAD's contribution to agriculture-related pro-poor value-chain development</li> <li>• IFAD's financial architecture</li> </ul>	2	<ul style="list-style-type: none"> <li>• 1</li> <li>• 0.8</li> <li>• 0.2</li> </ul>	Differentiated cost based on scope and nature of issues to be assessed: 250 000-450 000	430 000
CSPEs	7	5.2	Differentiated cost based on size of portfolio, size of country, travel costs and availability of evidence: 180 000-200 000	1 000 000
Evaluation syntheses <ul style="list-style-type: none"> <li>• IFAD's approaches and contributions to community-based rural development</li> </ul>	1	1	40 000-65 000	55 000
PPEs	8	8	30 000-40 000	320 000
PCRVs	About 30	About 30	-	30 000
IEs	2	1	-	200 000
Knowledge-sharing, communication, evaluation outreach and partnership activities	-	-	-	260 000
ECD, training and other costs	-	-	-	135 390
<b>Total</b>				<b>2 510 390</b>

<sup>a</sup> Some evaluations straddle two years. This figure represents the percentage of work per type of evaluation activity in 2019.

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

## IOE selectivity framework

Table 1  
**Criteria for the selection and prioritization of evaluations for inclusion in IOE's work programme**

<i>CLEs</i>	<i>CSPEs</i>	<i>ESRs)</i>	<i>PPEs</i>	<i>IEs</i>
<p>1. <b>Strategic priority.</b> The evaluation contributes to IFAD's strategic priorities and replenishment commitments</p> <p>2. <b>Accountability.</b> Topic selected contributes to strengthening IFAD's institutional accountability</p> <p>3. <b>Knowledge gap.</b> CLEs contribute to filling a critical knowledge gap in IFAD</p> <p>4. <b>Timeliness.</b> Evaluation results feed punctually into corporate policies, strategies and processes</p> <p>5. <b>Corporate risks.</b> The evaluation serves to minimize critical corporate risks</p>	<p>1. <b>Link to COSOPs.</b> Results feed into the development of IFAD country strategies/ COSOPs</p> <p>2. <b>Coverage:</b></p> <p>(a) Regional and country coverage of CSPEs</p> <p>(b) Size of the portfolio in terms of total investments and number of operations</p> <p>(c) Debt Sustainability Framework classification (red, yellow, green)</p> <p>(d) Lending terms (highly concessional, blended or ordinary)</p>	<p>1. <b>Evaluation evidence.</b> Availability of adequate evaluation evidence by IOE and evaluation functions in other development organizations</p> <p>2. <b>Knowledge gap.</b> ESRs contribute to filling a critical knowledge gap in IFAD</p> <p>3. <b>Strategic priority.</b> The synthesis contributes to IFAD's strategic priorities and replenishment commitments</p> <p>4. <b>Timeliness.</b> The synthesis feeds punctually into corporate policies, strategies and processes</p> <p>5. <b>Building block.</b> The synthesis serves as an input for other IOE products</p>	<p>1. <b>Availability of PCR.</b> PPEs are undertaken only when a PCR is available</p> <p>2. <b>Geographic coverage.</b> PPEs selected to ensure regional balance of the IOE evaluation programme</p> <p>3. <b>Building block.</b> Priority given to PPEs that provide an input into CSPEs, CLEs or ESRs</p> <p>4. <b>Information gaps.</b> PCR does not provide sufficient analysis of project performance and results</p> <p>5. <b>Inconsistencies.</b> PCR ratings are inconsistent with narrative</p> <p>6. <b>Innovative approaches.</b> The project includes innovative approaches that merit deeper analysis and documentation</p> <p>7. <b>Learning from PPE.</b> Evidence needed on what worked and why</p>	<p>1. <b>No duplication.</b> No IE conducted by IFAD Management on the same operation</p> <p>2. <b>Learning from IE.</b> Evidence needed on what works in a certain context</p> <p>3. <b>Building block.</b> Priority for IEs that provide an input into CSPEs, CLEs or ESRs</p> <p>4. <b>Completion date.</b> IEs will be finalized within three years after completion date</p> <p>5. <b>Baseline data.</b> The availability and usability of baselines is essential to determine the methodology to be applied in IEs</p> <p>6. <b>Information gaps.</b> The PCR does not provide sufficient analysis of the effectiveness and impact of certain interventions</p> <p>7. <b>Innovative approaches.</b> The project includes innovative approaches that merit deeper analysis and documentation</p>