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## Preview of the Results-based Work Programme and Budget for 2020, and Indicative Plan for 2021–2022 of the Independent Office of Evaluation of IFAD

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Evaluation Committee — 106<sup>th</sup> Session  
Rome, 2 September 2019

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For: Review

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Investing in rural people

## Preview of the Results-based Work Programme and Budget for 2020, and Indicative Plan for 2021–2022 of the Independent Office of Evaluation of IFAD

### Note to Executive Board representatives

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Executive Board — 127<sup>th</sup> Session  
Rome, 10-12 September 2019

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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
CLEAR	Centers for Learning on Evaluation and Results
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
IOE	Independent Office of Evaluation of IFAD
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
TE	thematic evaluation
UNEG	United Nations Evaluation Group
WFP	World Food Programme

# Preview of the Results-based Work Programme and Budget for 2020, and Indicative Plan for 2021–2022 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 2020, and indicative plan for 2021–2022 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). IOE reconfirms its strategic framework for 2019 and 2020 in view of the outcomes of the external peer review of IFAD's evaluation function, which will be finalized later in 2019. This document is transitional in nature, in light of the preliminary recommendations by the external peer review of IFAD's evaluation function. Subject to Executive Board approval, changes will be elaborated in 2020 and implemented from 2021 onwards. Consequently, IOE will retain the same strategic objectives in 2020 as in 2019 (see section III).

Box 1

### IOE mission and vision

**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. 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 2018, budget utilization up to June 2019 and a current estimate of expected 2019 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 2019

5. IOE expects to implement all activities planned in the 2019 work programme by the end of the year. Selected achievements to date include:

<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".

- Finalization of the corporate-level evaluation (CLE) on IFAD's Engagement in Pro-poor Value Chain Development. The purposes of the CLE were to (i) assess IFAD's performance in supporting pro-poor value chain development; (ii) assess how pro-poor value chain development has contributed to achieving IFAD's mandate of rural poverty reduction and inclusive and sustainable rural development; and (iii) identify opportunities for improvement and provide recommendations on enhancing IFAD's approach to value chain development for rural development and poverty reduction. The evaluation findings and recommendation were presented to the Evaluation Committee in June 2019 and will be presented to the Executive Board in September 2019.
  - Undertaking the CLE on IFAD's support to innovation and productivity growth for inclusive and sustainable smallholder agriculture. The evaluation aimed to: (i) assess IFAD's performance in supporting innovation and productivity growth, and how this work has contributed to achieving IFAD's mandate of rural poverty reduction and inclusive and sustainable rural development; and (ii) identify opportunities for improvement and make recommendations for enhancing IFAD's approach to innovation and agricultural productivity growth as a means for rural development and poverty reduction. The approach paper<sup>4</sup> for the CLE was presented at the 105<sup>th</sup> session of the Evaluation Committee in June 2019 and will be finalized when Committee members' comments are incorporated. The evaluation is now in progress.
  - External peer review of IFAD's evaluation function. The final report of the external peer review of IFAD's evaluation function will be presented to the 106<sup>th</sup> session of the Evaluation Committee and 127<sup>th</sup> session of the Executive Board in September 2019.
  - Finalization of country strategy and programme evaluations (CSPEs) National roundtable workshops for Mexico and Sri Lanka took place at the beginning of the year. The Burkina Faso, Kenya and Tunisia CSPEs were discussed at the March session of the Evaluation Committee. The 2019 CSPEs are being implemented as planned. Based on its experience in conducting CSPEs, IOE also participated in the informal sessions of the Executive Board on country strategic opportunities programmes (COSOPs) and CSPEs in March and July respectively.
  - The impact evaluation (IE) of the Food Security and Development Support Project in the Maradi Region (PASADEM) in Niger is ongoing. The report will be presented at the October session of the Evaluation Committee. IOE has started preparations for the next IE on the Community-based Integrated Natural Resource Management Project in Ethiopia in collaboration with the International Food Policy Research Institute.
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 2019 is summarized in table 1 of annex II. Table 2 of annex II includes a summary of progress made to June 2019 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/105/docs/EC-2019-105-W-P-4.pdf>.

## B. 2019 budget utilization

7. Table 1 reports IOE budget utilization in 2018 and 2019 until April 2019, as well as the year-end projection.

Table 1  
**IOE budget utilization in 2018 and projected utilization in 2019 (as of June 2019)<sup>5</sup>**

<i>Evaluation work</i>	<i>Approved budget 2018</i>	<i>Budget utilization 2018</i>	<i>Approved budget 2019</i>	<i>Commitment as of June 2019*</i>	<i>Expected utilization as of year-end 2019</i>
<b>Non-staff costs</b>					
Staff travel	460 000	419 075	440 000	170 075	440 000
Consultant fees	1 400 000	1 480 575	1 440 000	1 255 979	1 430 000
Consultant travel and allowances	380 000	335 608	360 000	213 379	360 000
In-country CSPE learning events	45 000	37 714	-	-	-
Evaluation outreach, staff training and other costs	220 390	197 876	270 390	55 557	265 000
<b>Subtotal</b>	<b>2 505 390</b>	<b>2 470 848</b>	<b>2 510 390</b>	<b>1 694 990</b>	<b>2 495 000</b>
<b>Staff costs</b>	<b>3 307 259</b>	<b>3 260 299</b>	<b>3 473 221</b>	<b>3 369 307</b>	<b>3 369 307</b>
<b>Total</b>	<b>5 821 649</b>	<b>5 731 174</b>	<b>5 983 611</b>	<b>5 064 297</b>	<b>5 863 939</b>
<b>Utilization (percentage)</b>		<b>98.4<sup>6</sup></b>		<b>84.63</b>	<b>98</b>
<b>External peer review</b>					
(2018 portion of the total cost)	<b>100 000</b>	<b>99 404</b>	<b>200 000</b>	<b>104 343</b>	<b>105 000</b>
<b>Total 2019 budget</b>			<b>6 183 611</b>		

\* Based on committed staff costs adjusted for exchange rate up to June 2019.

8. Total expenses against IOE's 2018 budget amounted to US\$5.73 million – equal to 98.4 per cent utilization.
9. Against an approved budget of US\$5.98 million for 2019, utilization (in terms of commitments) as of mid-June 2019 stood at US\$5.06 million, or 84.63 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. Overall utilization of the total 2019 IOE budget at year end is currently projected at US\$5.86 million, representing 98 per cent of the approved budget.

## C. Utilization of the 2018 carry-forward

10. The carry-forward from 2018 was made available to IOE for utilization only in the beginning of June 2019 and was not committed for any activities as of the time of drafting this document. More information on utilization of the 2018 carry-forward will be available in the next version of this document.

## III. IOE strategic objectives

11. 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

<sup>5</sup> It will not be possible to report on this in the future because of a change in the budget reporting process; staff and non-staff costs may be reported separately.

<sup>6</sup> This utilization rate is based on data from IFAD's business intelligence system. In this system, the disbursement rate is calculated using standard staff costs and non-staff costs where euro-denominated transactions are reflected in United States dollars at the existing exchange rate. However, IFAD's Office of Strategic Budgeting has provided data on actual utilization of staff and non-staff costs in United States dollars, which indicates that IOE has utilized 92.8 per cent of its allocated US\$5.91 million. This was predominantly driven by a lower-than-expected utilization of staff costs (86.5 per cent) due to extended absence of staff, and lower actual staff costs compared to standard staff costs (as captured in the business intelligence system). A full carry-over of 3 per cent was provided to IOE.

between IOE's SOs and corporate priorities. The following were proposed for 2016-2018 (the Tenth Replenishment of IFAD's Resources [IFAD10]), approved by the Board in December 2015 and extended to 2019 and 2020:

- (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.
12. These two SOs should allow IOE to achieve the overarching goal set for independent evaluation: Increasing the impact of IFAD's operations for sustainable and inclusive rural transformation through the promotion of accountability and learning. IOE will retain these SOs for 2020 until a new strategic framework is designed.

#### IV. 2020 work programme

13. In 2020, IOE will introduce the new product of thematic evaluation (TE). This is in response to the preliminary recommendations of the 2019 external peer review, which advises greater focus on cross-cutting and thematic issues in IFAD. TEs will examine IFAD's results and performance in a given thematic area. They will focus on sectors and themes of interest to IFAD and its strategic engagement in them. Thematic areas with high potential for learning will also be considered for these evaluations. CLEs will focus on the performance of IFAD corporate policies and strategies.
14. Consultations with governing bodies and IFAD Management highlighted the need to undertake a TE of IFAD's contribution to smallholders' adaptation to climate change. This evaluation will specifically examine IFAD's role in: (i) supporting smallholders to manage climate change risks; (ii) mainstreaming climate change adaptation into its programmes and projects; (iii) advocating for climate-sensitive policies and strategies at the national and global levels; and (iv) testing and scaling up climate-sensitive approaches.
15. Consultations with IFAD Management and governing bodies have also highlighted the importance of collaboration among the Rome-based agencies (RBAs) of the United Nations in achieving the targets of Sustainable Development Goal 2: End hunger, achieve food security, improve nutrition and promote sustainable agriculture. Collaboration at the country level is of paramount importance to meet these targets. Therefore, in 2020 IOE proposes to launch a joint CLE with the evaluation offices of the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) on country-level collaboration among the RBAs. This evaluation will be completed in 2021.
16. The aim of CSPEs is to assess the results and impact of IFAD's partnerships with governments in reducing rural poverty, and provide the building blocks for preparing an IFAD strategy in each country. In 2020, IOE will complete the CSPEs begun in 2019 in Madagascar and Nepal. Based on thorough consultations with Management, IOE plans to launch five new CSPEs in the Plurinational State of Bolivia, Morocco, Niger, Pakistan and Uganda.
17. Next year, IOE will finalize the 2019 IE in Ethiopia. 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 approaches at IFAD and internationally. IOE will undertake a new IE in 2020 on a project to be decided in early 2020. Pending deliberations of the Evaluation Committee and Executive Board on the findings and recommendations of the external peer review of IFAD's evaluation function, IOE envisages changes in the manner in which IEs are



undertaken. IOE will undertake IEs to fill specific knowledge gaps and to pave the way for higher-level evaluations such as CLEs, CSPEs and evaluation synthesis reports (ESRs).

18. 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. As in 2019, IOE will conduct one ESR in 2020. IOE will complete the 2019 ESR on community-driven development. In 2020, IOE proposes to undertake an ESR on rural infrastructure. Selected CSPEs, project-level evaluations and IEs provide an evidence base on this sector that covers US\$1.1 billion of the US\$7.9 billion in current IFAD financing.<sup>7,8</sup>
19. IOE plans to undertake 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). Following current practice, IOE will validate all project completion reports (PCRs). However, subject to deliberations of the Evaluation Committee and Executive Board on the findings of the external peer review of IFAD's evaluation function, IOE may consider validating a random sample of PCRs chosen by IOE.
20. 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.
21. Pursuant to the recommendations of the external peer review, IOE will lead the drafting of a new Evaluation Policy, which will encompass IFAD's entire evaluation function. In drafting the policy, IOE will engage stakeholders including the Programme Management Department, Senior Management, representatives of the Executive Board and Evaluation Committee, IOE staff and the broader evaluation community. The new policy will be presented to the Executive Board for approval in December 2020.
22. IOE will prepare the 2020 ARRI, the Fund's flagship evaluation report. As in previous years, the ARRI will include a detailed analysis and dedicated chapter on a major learning theme. In line with consultations with IFAD's governing bodies and Management, and lessons learned from previous ARRIs, IOE proposes two options for the ARRI learning theme in 2020: (i) quality of supervision and implementation support; and (ii) efficiency. Efficiency is a measure of how economic resources and inputs (e.g. funds, expertise and time) are converted into results.
23. IOE will also support recipient countries in evaluation capacity development (ECD) activities. It will continue to engage in the Centers for Learning on Evaluation and Results (CLEAR) initiative on IE in order to build capacity among project staff and other in-country personnel.
24. IOE will continue seeking opportunities for collaboration. The RBAs' evaluation offices will continue to collaborate in the EvalForward – 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. In 2019, IOE partnered with the Independent

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<sup>7</sup> As of 31<sup>st</sup> December, 2018.

<sup>8</sup> IFAD Annual Report 2018.

Evaluation Group (IEG) of the World Bank, to institute an award at the International Development Evaluation Association (IDEAS). This biennial award will highlight evaluations promoting transformational change towards the SDGs. To this end IOE will engage with IDEAS and IEG on a continuing basis.

25. 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. IOE will also continue with its established practice of creating podcasts to expand outreach and dissemination of evaluation results.
26. As per established practice, IOE will prepare written comments on new 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, in 2020 IOE plans to review its product and process matrix based on the recommendations of the external peer review. As a result of the IOE review, new products may be introduced if required.
27. The proposed list of IOE evaluation activities for 2020 is shown in annex III, table 1 and the indicative plan for 2021–2022 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.

## V. 2020 resource envelope

### A. Staff resources

28. 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

29. This work programme and budget document is presented in conjunction with the conclusion of the external peer review of IFAD's evaluation function. The peer review's conclusions have implications for the product and process matrix, as already mentioned. Therefore, this budget is transitional in nature. Any changes in products and processes, and their implications for the budget, will be fully reflected in 2021.
30. 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 2019 approved budget and the proposed budget for 2020, facilitating a comparison between the two years. Table 5 also contains the IOE gender-sensitive budget, which identifies the budget distribution for gender-related activities.
31. Assumptions. As in the past, the parameters used to develop the proposed 2020 budget are the same as those used in 2019. They are currently: (i) no increase in the salaries of professional and general service staff anticipated for 2020, so the same 2019 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 0.841.<sup>9</sup> The standard staff costs and exchange rate will be revised towards end of 2019 with

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<sup>9</sup> This is the same as the exchange rate for 2019 and will be revised upon availability of the calculated exchange rate for 2020.

the budget parameters for 2020 provided by IFAD Office of Strategic Budgeting. Revised staff costs for 2020 will be included in a subsequent version of this document.

32. Budget by type of activity. Table 2 displays the proposed IOE 2020 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 2019. IOE proposes to keep the total number of PPEs at eight and the number of ESRs at one. The costs for knowledge, communication and outreach are proposed to be slightly lower for 2020 than for 2019. In line with the recommendations of the external peer review of the evaluation function of IFAD, IOE intends to maintain some flexibility in its budgeting so that it can respond better to organizational needs. To this end, IOE proposes to start with a buffer of US\$20,000 for unforeseen evaluation work, as reflected in table 2 below.

Table 2  
**Proposed budget for 2020 by type of activity\***

Type of activity	Approved 2019 budget (US\$)	Absolute number 2019	Level of effort 2019	Proposed 2020 budget (US\$)	Absolute number 2020	Level of effort 2020
<b>Non-staff costs</b>						
ARRI	80 000	1	1	80 000	1	1
CLEs	430 000	2	1	100 000	2	0.5
TE	-	-	-	300 000	1	0.8
CSPEs	1 000 000	7	5.2	1 000 000	7	5.2
ESRs	55 000	1	1	55 000	1	1
PPEs	320 000	8	8	320 000	8	8
PCRVs (project completion report validation)	30 000	30	30	45 000	30	30
IEs	200 000	2	1	200 000	2	1
Knowledge sharing, communication, evaluation outreach and partnership activities	260 000	-	-	250 000	-	-
ECD, training and other costs	135 390	-	-	110 390	-	-
Buffer for unforeseen evaluation work	-	-	-	20 000	-	-
<b>Total non-staff costs</b>	<b>2 510 390</b>	-	-	<b>2 480 390</b>	-	-
<b>Staff costs</b>	<b>3 473 221</b>	-	-	<b>3 473 221</b>	-	-
<b>Total</b>	<b>5 983 611</b>	-	-	<b>5 953 611</b>	-	-
<b>External peer review</b>	<b>200 000</b>	-	-	-	-	-
<b>Recruitment of IOE Director</b>	-	-	-	<b>150 000</b>	-	-
<b>New Evaluation Policy</b>	-	-	-	<b>50 000</b>	-	-
<b>Total 2019 budget</b>	<b>6 183 611</b>	-	-	<b>6 153 611</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 PCRV. These figures were used to estimate the level of effort by type of activity, as shown.

33. The proposed 2020 budget includes the request for approval of a below-the-line cost allocation of US\$200,000. Of this amount, US\$150,000 is allocated for the recruitment of new IOE Director of IOE in 2020. A similar request for US\$189,000 was made in 2014 for the recruitment process. An additional US\$50,000 is requested for the preparation of a new Evaluation Policy, as recommended by the external peer review of IFAD's evaluation function.

34. Budget by category of expenditure. Table 3 shows the proposed budget for 2020 by expenditure category. Of the non-staff budget, 56 per cent is allocated to consultancy fees to support evaluation work – nearly the same proportion of total non-staff costs allocated in 2019. 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.

Table 3  
**Proposed budget for 2020 by category of expenditure**

<i>Category of expenditure</i>	<i>Approved 2019 budget</i>	<i>Proposed 2020 budget</i>
<b>Non-staff costs</b>		
Staff travel	460 000	450 000
Consultant fees	1 400 000	1 390 000
Consultant travel and allowances	380 000	370 000
In-country CSPE learning events	-	-
Evaluation outreach, staff training and other costs	270 390	270 390
<b>Total non-staff costs</b>	<b>2 510 390</b>	<b>2 480 390</b>
<b>Staff costs</b>	<b>3 381 614</b>	<b>3 381 614</b>
<b>Total</b>	<b>5 983 611</b>	<b>5 953 611</b>
<b>External peer review</b>	<b>200 000</b>	<b>-</b>
<b>Recruitment of IOE Director</b>	<b>-</b>	<b>150 000</b>
<b>New evaluation policy</b>	<b>-</b>	<b>50 000</b>
<b>Total 2019 budget</b>	<b>6 183 611</b>	<b>6 153 611</b>

35. Staff travel, consultants' fees, allowances and travel expenses are expected to be reduced slightly as non-staff costs are foreseen to decrease. As in the past, an allocation of US\$15,000 is foreseen for staff training, which is crucial for continuous professional development.
36. Budget by strategic objective. Table 4 shows the allocation of the total IOE proposed budget for 2020, including both staff and non-staff costs, against IOE's strategic objectives. IOE has further divided its objectives into outcomes, as shown in table 4 below. This is change from the previous years, in which budgeting was only undertaken on the basis of objectives. 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 4  
**Proposed 2020 budget allocation by strategic objective and outcome**

<i>Strategic objective</i>	<i>Approved 2019 budget</i>		<i>Proposed 2020 budget</i>	
	<i>Amount (US\$)</i>	<i>%</i>	<i>Amount (US\$)</i>	<i>%</i>
<b>SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability</b>	<b>3 957 180</b>	<b>66</b>	<b>3 860 697</b>	<b>65</b>
Contribute to generate evidence on performance and results of IFAD operations	-		1 233 723	
Provide actionable technical knowledge through evaluations to improve design and implementation of policies, strategies, programmes	-		2 626 975	
<b>SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness</b>	<b>1 624 969</b>	<b>27</b>	<b>1 799 947</b>	<b>30</b>
Contribute to learning within IFAD	-		1 338 584	
Contribute to learning in IFAD's Member States and to international debates on evaluation methodology			461 363	
<b>Joint SO1 and SO2</b>	<b>401 461</b>	<b>7</b>	<b>292 967</b>	<b>5</b>
<b>Total</b>	<b>5 983 611</b>	<b>100</b>	<b>5 953 611</b>	<b>100</b>
<b>IOE peer review</b>	<b>200 000</b>		-	
<b>Recruitment of IOE Director</b>	-		<b>150,000</b>	
<b>New evaluation policy</b>	-		<b>50,000</b>	
<b>Total budget</b>	<b>6 183 611</b>		<b>6 153 611</b>	

Note: percentages are rounded up.

37. 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 5 shows that 7.2 per cent of the total proposed IOE budget for 2020 is directly allocated to the examination of gender issues.

Table 5  
IOE 2020 gender-sensitive budget

<i>Type of activity</i>	<i>Proposed 2020 budget</i>	<i>Gender component (percentage)</i>	<i>US\$</i>
<b>Non-staff costs</b>			
ARRI	80 000	10	8 000
CLEs	100 000	10	10 000
TE	300 000	10	30 000
CSPEs	1 000 000	10	100 000
ESRs	55 000	5	2 750
PPEs	320 000	7	22 050
PCRVs	45 000	5	2 250
IEs	200 000	15	30 000
Knowledge sharing, communication, evaluation outreach and partnership activities	250 000	4	10 000
ECD, training and other costs	110 390	5	5 519
Buffer for unforeseen evaluation work	20 000	5	1 000
<b>Total non-staff costs</b>	<b>2 480 390</b>	<b>8.9</b>	<b>221 569</b>
<b>Staff costs</b>			
Gender focal point	169 377	20	33 875
Alternate gender focal point	112 444	10	11 244
All evaluation officers	3 323 221	5	166 161
<b>Total staff costs</b>	<b>3 473 221</b>	<b>6</b>	<b>211 280</b>
<b>Total</b>	<b>5 953 611</b>	<b>7.3</b>	<b>432 849</b>

## VI. IOE budget proposal

38. The proposed 2020 budget totals US\$6.15 million, which includes US\$200,000 as below-the-line items foreseen for the costs of recruiting of new IOE Director and preparation of new Evaluation Policy. Excluding this below-the-line cost allocation, the total budget for 2020 is proposed to be US\$30,000 lower than the proposed budget for 2019, at US\$5.95 million. This represents a 0.5 per cent nominal decrease.
39. The proposed 2020 IOE budget represents 0.43 per cent of IFAD's expected programme of loans and grants (PoLG) for 2020,<sup>10</sup> which is below the IOE budget cap of 0.9 per cent adopted by the Executive Board.<sup>11</sup> An overview of IOE's proposed budget, including historical trends since 2014, is shown in annex V, table 1.

<sup>10</sup> It is anticipated that IFAD will commit approximately US\$1.356 billion in new loans and grants in 2020.

<sup>11</sup> This decision was made by the Executive Board in December 2008.

## IOE Results Measurement Framework for 2016-2018 (extended to 2020)

<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%	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (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: 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 2019)

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
1. CLEs	IFAD's engagement in pro-poor value chain development	Completed in May 2019	Completed. The final report was completed in April 2019 for presentation to the Evaluation Committee in June 2019 and Executive Board in September 2019.
	IFAD's support to innovation and productivity growth for inclusive and sustainable smallholder agriculture	To be completed in mid-2020	Ongoing. Approach paper discussed at the June 2019 session of the Evaluation Committee. Country visits will take place between June and October 2019.
2. CSPEs	Mexico	Completed in April 2019	Completed in June 2019
	Sri Lanka	Completed in April 2019	Completed in March 2019
	Ecuador	To be completed by December 2019	Ongoing. Approach paper finalized. Main mission launched in May 2019
	Madagascar	To be completed by March 2020	Ongoing. Preparatory mission undertaken in April 2019. Main mission planned for September 2019. National workshop planned for March 2020.
	Nepal	To be completed by April 2020	Ongoing. Approach paper finalized. Preparatory mission undertaken in March and April 2019. Main mission undertaken in June 2019. National workshop planned for early 2020.
	Sierra Leone	To be completed by December 2019	Ongoing. Approach paper finalized. Preparatory mission undertaken in March and April; 2019. Main mission undertaken in May 2019. National workshop planned for end of 2019.
	Sudan	To be completed by December 2019	Ongoing. Preparatory mission undertaken in April 2019. Main mission planned for September 2019. National workshop planned for 2020.
3. PCRVs	Validation of all PCRs available within the year	To be completed in December 2019	Progressing as planned.
4. PPEs	Eight PPEs	To be completed by December 2019	All PPEs completed or ongoing according to schedule.
5. IEs	Niger – PASADEM	To be completed in July 2018	Ongoing. Draft report in preparation; will be finalized in July 2019.
	One new IE: Ethiopia – Community-based Integrated Natural Resource Management Project	To start in June 2019 and to be completed in June 2020	Starting in June 2019 as planned.
6. Engagement with governing bodies	17 <sup>th</sup> ARRI	To be completed in July 2019	Ongoing. Draft report shared with Management for comments in June 2019. The final report will be discussed by the Evaluation Committee and Executive Board in September 2019, including the learning theme on the relevance of IFAD project interventions.
	Review of the implementation of IOE's results-based work programme for 2019 and preparation of the results-based work programme and budget for 2020 and indicative plan for 2021-2022	To be completed in December 2019	In progress as planned. The Evaluation and Audit Committees, and the Executive Board will review the 2020 preview of the IOE work programme and budget in September 2019.



<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
	IOE comments on PRISMA	To be completed in September 2019	PRISMA, with IOE comments, will be discussed at the Evaluation Committee and Executive Board sessions in September 2019.
	IOE comments on Report on IFAD's Development Effectiveness (RIDE)	To be completed in September 2019	RIDE, with IOE comments, will be presented together with the ARRI at the Evaluation Committee and Executive Board sessions in September 2019.
	IOE comments on IFAD strategies and corporate matters submitted at meetings of IFAD's governing bodies meetings by Management	To be completed in December 2019	IOE will prepare comments on the IFAD Private Sector Strategy and the report on the IFAD10 impact assessment initiative.
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, selected Audit Committee meetings, the 2019 country visit of the Executive Board to Cameroon and the Executive Board retreat	To be completed in December 2019	IOE's participation thus far includes the: (i) February Governing Council session; (ii) March and June 2019 Evaluation Committee sessions; (iii) May Executive Board session; and (iv) May 2019 Executive Board retreat.
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	To be completed in December 2019	Ongoing as planned. IOE's comments on the COSOP for Burkina Faso, The Gambia and Tunisia together with the related CSPEs were discussed at the March 2019 COSOP consultation event and May 2019 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 inclusive financial services for rural poor people	Completed in March 2019	Presented to the Evaluation Committee in June 2019.
	ESR on technical innovations	Completed in March 2019	To be presented to the Evaluation Committee in October 2019.
	Evaluation reports, <i>Profiles</i> , <i>Insights</i> , IOE website, etc.	January-December 2019	In progress as planned. IOE has published and disseminated to internal and external audiences: nine evaluation reports, three <i>Profiles</i> , three <i>Insights</i> , one press release, one media alert, three overviews, three infographics, one video, one quarterly newsletter and five podcasts.
	Organization of in-country CSPE learning workshops and learning events in IFAD, and participation in learning events	January-December 2019	CSPE national roundtable workshops held in: (i) Sri Lanka in March 2019; and (ii) Mexico with Government authorities in March 2019. 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 2019	In progress as planned. IOE participated in Programme in Rural M&E training on IE of rural development projects in Istanbul in May 2019, in collaboration with the CLEAR initiative. At this event, IOE shared its accumulated knowledge on impact evaluations. IOE also hosted an event on IE in the context of the "gLOCAL" week of the CLEAR initiative.

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
	Attendance at all Operational Strategy and Policy Guidance Committee (OSC) meetings to discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE; Attendance as observer at Operations Management Committee (OMC) meetings, quality assurance learning sessions, IFAD Management Team meetings and selected country programme management team meetings	January-December 2019	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 staff have participated in several 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 IFAD Management Team meetings.
	Evaluation Cooperation Group (ECG) and United Nations Evaluation Group (UNEG)	January-December 2019	In progress as planned. IOE will participate in the spring meeting of the multilateral development banks' ECG in June 2019, hosted by the Black Sea Trade and Development Bank in Thessaloniki, Greece. IOE also participated in the 2019 UNEG Evaluation Week in Nairobi, in May 2019. IOE will participate in the autumn meeting of the ECG in December 2019.
8. Partnerships	Contributions as external peer reviewer to evaluations by other international organizations as requested	January-December 2019	In progress. Completed three peer reviews of Global Environment Facility projects. Peer reviewed the draft Annual Evaluation Review of the Independent Evaluation Department of the Asian Development Bank.
	Implementation of joint statement by the CGIAR, FAO, IFAD and WFP to strengthen collaboration on evaluation	January-December 2019	The RBAs are continuing collaboration through a community of practice to exchange knowledge and experience for enhancing the evaluations of projects and programmes focused on agriculture, food security and rural development. The RBAs' heads of evaluation are interacting regularly along with informal interactions among staff of the RBAs' evaluation offices to exchange views, experiences and knowledge on evaluation matters, and identify opportunities for joint collaboration.
	Trainings	January-December 2019	In progress as planned.
9. Methodology	Contribution to in-house and external debates on IEs and ESRs, including the Sustainable Development Goals	January-December 2019	Participated in the training programme in Istanbul in May 2019.
10. ECD	Engagement in ECD in the context of regular evaluation processes	January-December 2019	Ongoing. Engagement in Programme in Rural M&E training on IE of rural development projects in Istanbul.
One time activity	Organization of workshops in partner countries on evaluation methodologies and processes (upon request)	January-December 2019	Ongoing. Engagement in the CLEAR gLOCAL initiative.
	IOE external peer review	To be completed in September 2019	Ongoing. To be presented to the Evaluation Committee in September 2019.

Table 2  
Reporting on IOE key performance indicators (January to June 2019)

Strategic objectives	Divisional management results (DMRs)	Key performance indicators	Achievements as of mid-June 2019	Target (2019)	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	24	70	IOE records
		5. Number of in-country learning events co-organized by IOE with governments	2	5	
		6. Number of in-house and external knowledge events organized by IOE	3	3	
		7. Number of page views for IOE reports	7 677	55 000	
		8. Number of people receiving IOE newsletters	2 355	2 500	
		9. Number of ECD seminars/workshops organized in partner countries	1	1	
	DMR 7: ECD in partner countries	10. Number of events attended by IOE staff related to self-evaluation and ECD	1	3	
		11. Budget cap	0.3% of IFAD PoLG	< 0.9% of IFAD PoLG	
<b>SO1 and SO2</b>	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured	12. Ratio of professional to general service staff	1:0.46	1:0.46	IOE records
		13. Budget execution rate at year end		98%	
		14. Execution rate of key evaluation activities	65%	98%	

Note: Based on IOE's 2016-2018 Results Measurement Framework, the following reporting matrix provides an overview of IOE achievements as of June 2019 against key performance indicators as agreed upon with the Executive Board.

## IOE proposed evaluation activities for 2020 and indicative plan for 2021-2022

Table 1  
Proposed IOE work programme for 2020 by type of activity

<i>Type of work</i>	<i>Proposed activities for 2020</i>	<i>Start date</i>	<i>Expected finish date</i>
1. CLEs	IFAD's support to innovations for inclusive and sustainable smallholder agriculture	Apr-19	June-20
	Joint CLE with the evaluation offices of WFP and FAO on country-level collaboration among RBAs;	Sept-20	Dec-21
2. TE	IFAD's contribution to smallholder adaptation to climate change	Jan-20	March-21
3. CSPEs	Bolivia	Apr-20	Apr-21
	Pakistan	Jan-20	Dec-20
	Morocco	Jan-20	Dec-20
	Niger	Apr-20	Apr-21
	Uganda	Jan-20	Dec-20
4. PCRVs	Validation of all PCRs available in the year	Jan-20	Dec-20
5. ESRs	Rural Infrastructure	Jan-20	Dec-20
6. PPEs	Eight PPEs	Jan-20	Dec-20
7. IEs	IE in Ethiopia	Jul-19	Jun-20
	New Impact evaluation	July-20	June-21
8. 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-20	Dec-20
	18 <sup>th</sup> ARRI	Jan-20	Sept-20
	IOE comments on the PRISMA	Jan-20	Sept-20
	IOE comments on the RIDE	Jan-20	Sept-20
	IOE comments on policies and strategies by IFAD Management	Jan-20	Dec-20
	Participation in Evaluation Committee, Executive Board and Governing Council sessions, selected Audit Committee meetings and the 2020 Board country visit	Jan-20	Dec-20
	IOE comments on COSOPs when related CSPEs are available	Jan-20	Dec-20

<i>Type of work</i>	<i>Proposed activities for 2020</i>	<i>Start date</i>	<i>Expected finish date</i>
9. Communication and knowledge-management activities	Evaluation reports, <i>Profiles, Insights</i> , website, etc.	Jan-20	Dec-20
	Organization of in-country CSPE learning workshops and learning events in IFAD	Jan-20	Dec-20
	Participation and knowledge sharing through selected external platforms such as learning events and meetings of evaluation groups	Jan-20	Dec-20
	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-20	Dec-20
10. Partnerships	ECG, UNEG	Jan-20	Dec-20
	Contribution as external peer reviewer to key evaluations by other multilateral and bilateral organizations as requested	Jan-20	Dec-20
	Implementation of joint statement by CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	Jan-20	Dec-20
11. Methodology	Contribution to in-house and external debate on impact evaluation	Jan-20	Dec-20
	Drafting of new evaluation policy	Jan-20	Dec-20
12. ECD	Engagement in ECD in the context of regular evaluation processes	Jan-20	Dec-20
	Organization of workshops in partner countries (as per request) on evaluation methodologies and processes	Jan-20	Dec-20

Table 2  
IOE indicative plan for 2021-2022 by type of activity\*

Type of work	Indicative plan for 2021-2022	Year
1. CLEs	Joint CLE with the evaluation offices of WFP and FAO on country-level collaboration among RBAs	2021 (completion)
	Progress on IFAD's Decentralization Reform	2022
2. TE	Inclusion of Youth in Rural Development	2021-2022
	Burundi	2021
	Colombia	2021
	Indonesia	2021
	Sao Tome and Principe	2021
3. CSPEs	Uzbekistan	2021
	Benin	2022
	China	2022
	Kyrgyzstan	2022
	Malawi	2022
	Paraguay	2022
	4. ESRs	Rural Enterprise Development
5. PCRVs	Validate all PCRs available in the year	2021-2022
6. PPE	16 to 20 PPEs	2021-2022
	19 <sup>th</sup> and 20 <sup>th</sup> ARRIIs	2021-2022
	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	2021-2022
	IOE comments on the PRISMA	2021-2022
	IOE comments on the RIDE	2021-2022
7. Engagement with governing bodies	IOE comments on selected IFAD operational policies, strategies and processes prepared by IFAD Management for consideration by the Evaluation Committee	2021-2022
	Participation in all sessions of Evaluation Committee, Executive Board and Governing Council, and the annual country visit of the Board	2021-2022
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	2021-2022
	8. Communication and knowledge-management activities	Evaluation reports, <i>Profiles</i> , <i>Insights</i> , website, etc.
	Evaluation synthesis on rural enterprise development approaches	2021

<i>Type of work</i>	<i>Indicative plan for 2021-2022</i>	<i>Year</i>
	Evaluation synthesis on contributing to improved households income and assets; <b>or</b> food security	2021
	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	2021-2022
	ECG, UNEG	2021-2022
8. Partnership	Implement joint statement by CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	2021-2022
	Contribute as external peer reviewer to key evaluations by other multilateral and bilateral organizations as requested	2021-2022
9. Methodology	Drafting of new evaluation manual	2021-2022
10. ECD	Implement activities in partner countries related to ECD	2021-2022

\* The topics and number of TEs, CLEs, CSPEs and ESRs are tentative; actual priorities and numbers of activities to be undertaken in 2021 and 2022 will be confirmed or determined in 2020.

## IOE staffing for 2020

Table 1  
Total IOE staff levels for 2020

2013 level	2014 level	2015 level	2016 level	2017 level	2018 Level	2019	2020 (proposed)		
							Professional staff	General service staff	Total
18.5	18.5	19	19	20	20	20	14	6	20

Table 2  
Human resource category

Category	2017	2018	2019	2020 (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	7	7	7	7
Evaluation research analyst	1	2	2	2
Evaluation knowledge and communication officer	1	-	-	-
<b>Subtotal professional staff</b>	<b>14</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>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

Table 3  
IOE general service staff levels

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020 (proposed)
8	8	8	6	6	6	6	6	6	6	6



## IOE proposed budget for 2020

Table 1

**IOE proposed budget 2020**

(United States dollars)

	2014 budget	2015 budget	2016 budget	2017 budget	2018 budget	2019 budget (1)	Proposed 2019 budget		
							(2) Real increase/(decrease)	(3) Price increase/(decrease)	(4) Total 2020 budget*
Non-staff costs	2 395 992	2 455 892	2 541 520	2 490 861	2 505 390	2 510 390	(30 000)		2 480 390
Staff costs	3 586 690	3 614 041	3 127 899	3 235 056	3 307 259	3 473 221			3 473 221
<b>Total</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>5 983 611</b>			<b>5 953 611</b>

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

Recruitment of IOE Director	150 000
Drafting of new IFAD Evaluation Policy	50 000
<b>Total 2019 budget</b>	<b>6 153 611</b>

Table 2  
**2020 IOE budget proposal breakdown for non-staff costs**  
 (United States dollars)

Type of activity	Absolute number	Relative number in terms of % of work <sup>a</sup>	Standard unit costs <sup>b</sup> (US\$)	Proposed non-staff costs in 2020 (US\$)
ARRI	1	1	80 000–150 000	80 000
CLEs <ul style="list-style-type: none"> <li>• Joint CLE with the evaluation offices of WFP and FAO on country-level collaboration among RBAs</li> <li>• IFAD's support to innovations for inclusive and sustainable smallholder agriculture (complete)</li> </ul>	2	<ul style="list-style-type: none"> <li>• 0.3</li> <li>• 0.2</li> </ul>	Differentiated cost based on scope and nature of issues to be assessed: 200 000–450 000	50 000 50 000
TEs <ul style="list-style-type: none"> <li>• IFAD's contribution to smallholder adaptation to climate change</li> </ul>		0.8	Differentiated cost based on scope and nature of issues to be assessed: 200 000–450 000	300 000
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>• Rural infrastructure</li> </ul>	1	1	40 000–65 000	55 000
PPEs	8	8	30 000–40 000	320 000
PCRVs	About 30	About 30	-	45 000
IEs	1	1	-	200 000
Knowledge sharing, communication, evaluation outreach and partnership activities	-	-	-	250 000
ECD, training and other costs	-	-	-	110 390
Buffer for unforeseen evaluation work	-	-	-	20 000
<b>Total</b>				<b>2 480 390</b>

<sup>a</sup> Some evaluations straddle two years. This figure represents the percentage of work by type of evaluation activity in 2020.

<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>
<ol style="list-style-type: none"> <li>1. <b>Strategic priority.</b> The evaluation contributes to IFAD's strategic priorities and replenishment commitments</li> <li>2. <b>Accountability.</b> Topic selected contributes to strengthening IFAD's institutional accountability</li> <li>3. <b>Knowledge gap.</b> CLEs contribute to filling a critical knowledge gap in IFAD</li> <li>4. <b>Timeliness.</b> Evaluation results feed punctually into corporate policies, strategies and processes</li> <li>5. <b>Corporate risks.</b> The evaluation serves to minimize critical corporate risks</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Link to COSOPs.</b> Results feed into the development of IFAD country strategies/ COSOPs</li> <li>2. <b>Coverage:</b> <ol style="list-style-type: none"> <li>(a) Regional and country coverage of CSPEs</li> <li>(b) Size of the portfolio in terms of total investments and number of operations</li> <li>(c) Debt Sustainability Framework classification (red, yellow, green)</li> <li>(d) Lending terms (highly concessional, blended or ordinary)</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Evaluation evidence.</b> Availability of adequate evaluation evidence by IOE and evaluation functions in other development organizations</li> <li>2. <b>Knowledge gap.</b> ESRs contribute to filling a critical knowledge gap in IFAD</li> <li>3. <b>Strategic priority.</b> The synthesis contributes to IFAD's strategic priorities and replenishment commitments</li> <li>4. <b>Timeliness.</b> The synthesis feeds punctually into corporate policies, strategies and processes</li> <li>5. <b>Building block.</b> The synthesis serves as an input for other IOE products</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Availability of project completion point (PCR).</b> PPEs are undertaken only when a PCR is available</li> <li>2. <b>Geographic coverage.</b> PPEs selected to ensure regional balance of the IOE evaluation programme</li> <li>3. <b>Building block.</b> Priority given to PPEs that provide an input into CSPEs, CLEs or ESRs</li> <li>4. <b>Information gaps.</b> PCR does not provide sufficient analysis of project performance and results</li> <li>5. <b>Inconsistencies.</b> PCR ratings are inconsistent with narrative</li> <li>6. <b>Innovative approaches.</b> The project includes innovative approaches that merit deeper analysis and documentation</li> <li>7. <b>Learning from PPE.</b> Evidence needed on what worked and why</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>No duplication.</b> No IE conducted by IFAD Management on the same operation</li> <li>2. <b>Learning from IE.</b> Evidence needed on what works in a certain context</li> <li>3. <b>Building block.</b> Priority for IEs that provide an input into CSPEs, CLEs or ESRs</li> <li>4. <b>Completion date.</b> IEs will be finalized within three years after completion date</li> <li>5. <b>Baseline data.</b> The availability and usability of baselines is essential to determine the methodology to be applied in IEs</li> <li>6. <b>Information gaps.</b> The PCR does not provide sufficient analysis of the effectiveness and impact of certain interventions</li> <li>7. <b>Innovative approaches.</b> The project includes innovative approaches that merit deeper analysis and documentation</li> </ol>