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Results-based Work Programme and Budget for 2022, and Indicative Plan for 2023-2024, of the Independent Office of Evaluation of IFAD

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Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
CSPE	country strategy and programme evaluation
ECD	evaluation capacity development
ESR	evaluation synthesis report
IOE	Independent Office of Evaluation of IFAD
OSB	Office of Strategic Budgeting
PCE	project cluster evaluation
PCR	project completion report
PCRv	project completion report validation
PMD	Programme Management Department
PoLG	programme of loans and grants
PPE	project performance evaluation
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RBA	Rome-based agency
SRE	subregional evaluation
TE	thematic evaluation
UNEG	United Nations Evaluation Group

I. Introduction

1. **Evaluations during the global crisis.** The COVID-19 pandemic has had a profound impact on the world as a whole, triggering both a health crisis and an economic crisis since 2020 and continuing into 2021. The pandemic has also had an effect on the way in which IFAD reaches its target groups through its programmes and the way in which the Independent Office of Evaluation of IFAD (IOE) undertakes its evaluations. However, evaluation remains a priority despite the crisis. IOE prepared a note on its experience evaluating under COVID-19 and presented it to the Evaluation Committee in early 2021.¹ IOE will continue to adapt its evaluations to circumstances as they evolve throughout 2021.
2. **Emerging priorities.** This document illustrates the priorities for IOE in 2022 and beyond, and how they are linked with its work programme and resource requirements. It was informed by extensive consultations with IFAD's governing bodies and Management, including the Programme Management Department (PMD) and the Strategy and Knowledge Department, and internally with IOE staff. IOE is also preparing a multi-year evaluation strategy as recommended by the 2019 External Peer Review of IFAD's Evaluation Function. The draft strategy will be presented to the Evaluation Committee at its 114th session and to the Executive Board at its 133rd session in September 2021. The work programme and budget and the multi-year evaluation strategy have been prepared in an iterative manner. Both documents have benefited from new leadership at IOE, following the arrival of a new Director in March 2021. Key strategic directions are outlined in the multi-year strategy and summarized further in this document.
3. **Developing the work programme and budget.** This document provides an update on the progress made in 2021, budget utilization up to September 2021 and projected 2021 year-end budget utilization. In line with the revised IFAD Evaluation Policy,² the IOE budget is developed independently of IFAD's administrative budget. The proposed budget is based on the same budgeting principles and parameters (e.g. the same exchange rate and standard costs for staff positions) used by IFAD Management in preparing its own administrative budget for 2022.

II. Progress of activities in 2021

A. Conducting evaluations in the context of COVID-19

4. The COVID-19 pandemic has had an undeniable effect on the implementation of the IOE work programme. Accordingly, adjustments have been made to standard approaches to data collection and analysis and stakeholder consultations, and new practices have been adopted to reflect this. IOE continues to collect data through document reviews and remote stakeholder consultations by telephone, Zoom and Skype, and is performing further analysis using project monitoring and evaluation data. As indicated in the note presented to the Evaluation Committee in January 2021,³ IOE applied the practices outlined below in evaluations conducted in 2020 and continues to do so in 2021:
 - (i) Conduct remote interviews and mini-surveys where feasible. Where feasible, IOE used virtual forms of interaction (Zoom, Skype). Mini-surveys (by phone or e-mail) with grassroots organizations (e.g. producer cooperatives) were helpful in cases where field visits were not possible.
 - (ii) Test alternative methods for primary and secondary evidence collection and validation. Geospatial data was used for projects investing in physical

¹ <https://www.ifad.org/en/web/ioe/-/the-experience-of-the-independent-office-of-evaluation-of-ifad-in-conducting-evaluations-during-covid-19-learning-note>.

² See IFAD Evaluation Policy, 2021 <https://webapps.ifad.org/members/eb/132/docs/EB-2021-132-R-5-Rev-1.pdf>.

³ <https://www.ifad.org/en/web/ioe/-/the-experience-of-the-independent-office-of-evaluation-of-ifad-in-conducting-evaluations-during-covid-19-learning-note>.

infrastructure (e.g. roads and market sites, as in the case of a project in Bangladesh). IOE also tested rapid evidence assessment, a technique that synthesizes secondary evidence related to an evaluation from published literature and websites.

- (iii) If considered safe and allowed by national rules, have national consultants conduct selected field visits to triangulate findings from other sources. National consultants were required to abide by all local travel restrictions in addition to the health guidance and norms prescribed by IFAD and the World Health Organization. It was important to ensure that the whole team, including IOE staff and international consultants, was fully engaged in discussing and triangulating the data and information collected.
- (iv) Appoint a peer reviewer for evaluations. In addition to an extensive desk review and use of secondary data, IOE appointed a peer reviewer or a panel of expert reviewers with sound knowledge of the relevant country's rural agricultural development context and, ideally, familiarity with IFAD operations.
- (v) Be candid about limitations. The limitations of evaluations during COVID-19 were clearly stated up front, where possible indicating the level of confidence of findings, as well as those where field visits would have been helpful.

B. Progress of key programme activities in 2021

5. The progress made on selected evaluation activities is outlined below:

- **Thematic evaluation on IFAD's contribution to smallholder adaptation to climate change.** The draft evaluation report was shared with IFAD Management in June 2020. IOE plans to present the final report to the Evaluation Committee at its 115th session in October 2021 and to the Executive Board at its 134th session in December 2021. IOE will also organize an internal learning event on the evaluation findings.
- **Corporate-level evaluation (CLE) of IFAD's decentralization experience.** The CLE is planned to begin in the second half of 2021. The CLE approach paper has been prepared and finalized based on comments from PMD, and is scheduled for presentation to the Evaluation Committee at its 115th session in October 2021. IOE has also commenced stakeholder consultations and data collection. The evaluation is expected to conclude towards the end of 2022.
- **Evaluation synthesis on government performance.** IOE undertook data collection, stakeholder consultations and analysis in the first half of 2021 and has sent the draft report to IFAD Management for comments. An internal learning event on the evaluation findings will also be organized in due course.
- **Joint CLE with the evaluation offices of the World Food Programme (WFP) and the Food and Agriculture Organization of the United Nations (FAO) on collaboration among the Rome-based agencies (RBAs).** The CLE included data collection and analysis in late 2020 and the first half of 2021. The draft report was shared with IFAD Management in June 2021 and a stakeholder consultation workshop was held in July to receive Management feedback. The report will be presented to the Evaluation Committee at its 115th session in October 2021 and to the Executive Board at its 134th session in December 2021.
- **Subregional evaluation of fragile situations in West Africa.** In 2021, IOE is piloting the conduct of subregional evaluations (SREs), as recommended by the external peer review of IFAD's evaluation function. In consultation with the West and Central Africa Division (WCA), IOE has selected countries included in the G5 Sahel programme – Burkina Faso, Chad,

Mali, Mauritania and Niger – in addition to programmes in northern Nigeria, for inclusion in the SRE. IOE prepared and shared the SRE approach paper with WCA and is currently in the process of conducting interviews, data collection and field visits through national consultants. The final report is expected to be finalized in early 2022.

- **Country strategy and programme evaluations (CSPEs).** National roundtable workshops for Burundi, Morocco, Niger, Pakistan and Uganda were conducted via videoconference. This allowed for exchanges and discussions with governments and other stakeholders. The CSPEs for Madagascar and Uganda were presented to the Evaluation Committee at its 112th session in March 2021, and those for Morocco, Niger and Pakistan were presented to the Committee at its 113th session held in June 2021. IOE is undertaking desk work, stakeholder consultations and data analysis for the ongoing CSPEs in Eswatini, Indonesia, Malawi and Uzbekistan. IOE is constantly monitoring travel restrictions in the countries and has undertaken field visits through national consultants where the situation permitted.⁴ This includes a mission in Uzbekistan in July 2021 and one in Malawi in September 2021. Similar local missions are planned for Eswatini and Indonesia by October 2021, circumstances permitting. IOE will begin a CSPE in Colombia, rather than the Plurinational State of Bolivia as planned, beginning in October 2021. This decision was made in consultation with the Latin America and the Caribbean Division, as the Executive Board approved a new country strategic opportunities programme (COSOP) for the Plurinational State of Bolivia in its 131st session in December 2020 and taking into account the need to prepare a new COSOP for Colombia.
- **Annual Report on Results and Impact.** IOE prepared the nineteenth Annual Report on Results and Impact of IFAD Operations (ARRI). The report was presented to the September sessions of the Evaluation Committee and the Executive Board. The 2021 ARRI focuses on the two main themes of fragility and project efficiency, reflecting the particular interest of the Executive Board and IFAD Management as well as the priorities set for the Twelfth Replenishment of IFAD's Resources (IFAD12).
- **Project cluster evaluation of IFAD's rural enterprise projects.** IOE prepared a scoping note outlining the selection of potential projects and draft approach paper in July 2021, identifying the issues to be covered and projects of focus. As of the time of writing this document, remote interviews with stakeholders, data collection and field visits by national consultants are under way. The report is expected to be finalized in the first half of 2022.
- **Project performance evaluations (PPEs).** PPEs are progressing as planned. Due to the pandemic, no international missions are taking place and national consultants are conducting field visits (where allowed under national regulations). In addition, IOE is conducting desk reviews of the available documentation and remote interviews with stakeholders. The use of other data sources, such as geographic information systems (GIS), is being encouraged to complement evidence. In 2021, IOE is undertaking PPEs in The Gambia, India, the United Republic of Tanzania and Uzbekistan.
- **Evaluation manual.** The first draft of the revised evaluation manual has been discussed by IOE and Management and shared with a group of international specialists representing the main evaluation networks who have experience in applied evaluation research and results-based management.

⁴ The missions are conducted by national consultants under the close supervision of the IOE lead evaluator and international consultant(s).

IOE and Management will continue to work on the preparation of this document in 2021, for completion in early 2022.

- **IOE multi-year strategy.** In line with the recommendation of the external peer review, IOE has drafted a multi-year strategy spanning the six-year period 2022-2027. The strategy benefited from extensive consultations with PMD, the governing bodies and external evaluation stakeholders. IOE also ensured coordination and harmonization with the process of preparation of the new Development Effectiveness Framework of IFAD. The evaluation strategy was presented to the Evaluation Committee at its 114th session in September 2021.
- **IFAD evaluation policy.** IOE, in collaboration with IFAD Management, presented the evaluation policy to the Evaluation Committee at its 112th session in March 2021 for review, and then to the Executive Board, which approved the policy at its 132nd session in April 2021.
- **Evaluation advisory panel.** IOE has established an evaluation advisory panel reporting to the Director, IOE to help further enhance IOE's independence, credibility and utility. The panel comprises internationally reputed specialists: (i) Rob van den Berg, formerly Director of the Independent Evaluation Office of the Global Environment Facility (GEF) and President of the International Development Evaluation Association; (ii) Donna Mertens, Emeritus Professor at Gallaudet University, international scholar on mixed-methods research and evaluation and social justice; (iii) Bagele Chilisa, Professor at the University of Botswana, international specialist on indigenous and culturally responsive evaluation; (iv) Gonzalo Hernández Licona, Director of the Multidimensional Poverty Peer Network at the University of Oxford, formerly Executive Secretary of the National Council for the Evaluation of Social Development Policy of Mexico; and (v) Hans E. Lundgren, formerly Head of the Evaluation Unit at the Development Co-operation Directorate, Organisation for Economic Co-operation and Development (OECD).
- **Knowledge management and communication.** As of September 2021, IOE had published and disseminated to internal and external audiences six evaluation reports;⁵ five *Profiles*; five *Insights*; five *Infographics*; 24 news items;⁶ and five workshop reports.⁷ In addition, IOE has published one lessons learned and good practices report on support to infrastructure in four case study countries, one learning note on IOE's experience in conducting evaluations during the COVID-19 pandemic and two newsletters. IOE also created three blog posts on gathering community feedback in times of remote evaluation, taking stock of the environmental consequences of development interventions and reflections on communicating evaluations; two brochures, one featuring IOE staff profiles and one featuring profiles of the evaluation advisory panel; one note on the establishment of the evaluation advisory panel; two feature videos on IOE's experience in conducting evaluations during the COVID-19 pandemic, and on mainstreaming the environment in evaluations; and six video event excerpts on the evaluation synthesis on infrastructure and two episodes of a new video series entitled "60 Seconds with the Director". IOE has also launched a new magazine, of which the first

⁵ Ecuador CSPE, Bangladesh PPE, Dominican Republic PPE, Tajikistan PPE, evaluation synthesis on infrastructure, Uganda PPE, and Indonesia PPE.

⁶ News items are brief communication products elaborating on IOE's ongoing work and are released periodically on the IOE web page. <https://www.ifad.org/en/web/ioe/news>.

⁷ Workshop reports are a new communications product that summarize the highlights of online workshops. The evaluation synthesis on infrastructure, Morocco CSPE, Niger CSPE, Burundi CSPE and Pakistan CSPE were the five workshop reports produced up to June 2021.

issue has been published, and is developing a new division-wide website, for which a full interactive demo and taxonomy tree have been developed.

- **Revamping the IOE website.** In line with practices in the independent evaluation offices of other international organizations, IOE is revamping its website to improve accessibility to evaluation-related knowledge.
 - **Internal and external events.** As of September 2021, IOE had organized five online workshops on CSPEs for Burundi, Morocco, Niger, Pakistan and Uganda; and one webinar learning event on the evaluation synthesis report on infrastructure. In addition, IOE participated in several external events: the United Nations Evaluation Group (UNEG) Annual General Meeting 2021; the Independent Evaluation Unit of the Green Climate Fund's Independent Evaluation of the Adaptation Portfolio and Approach of the Green Climate Fund virtual side event: findings and recommendations from the Adaptation Evaluation; five gLOCAL events organized jointly by the IFAD, FAO and WFP evaluation offices; and one EvalForward webinar on good practices in gender-responsive evaluation. IOE staff also attended the webinar launch of the IDEAS book "Evaluation in Contexts of Fragility, Conflict and Violence"; the Food Systems Pre-Summit 2021 parallel session on "Evidence pathways to gender equality and food systems transformation", and independent dialogue on "The role of evaluation in moving towards zero hunger and sustainable food systems: challenges and solutions".
 - IOE was invited to participate in a panel discussion on "learnings and achievements of transformation in climate action" organized by Wilton Park. IOE was also invited to present at the Asian Evaluation Week on lessons from the thematic evaluation on smallholder adaptation to climate change and on its experiences with conducting evaluations under COVID-19-related restrictions. IOE also presented at the European Evaluation Society conference on methodological lessons from the CLE on IFAD's engagement in pro-poor value chain development, completed in 2019; experiences from the evaluation synthesis on community-driven development projects in IFAD-supported projects, completed in 2020; and the methodology of participatory narrative enquiry piloted in impact evaluation in Niger, completed in 2019. IOE is also scheduled to present the findings of the TE on IFAD's contribution to smallholder adaptation to climate change in COP26.
6. **Cooperation with other evaluation offices.** IOE is engaging with other United Nations evaluation offices through UNEG on exchanging information and drawing evaluative evidence on development interventions that support smallholder farmers and small producers during times of crisis.
 7. IOE is a member of the Global Evaluation Initiative led by the Independent Evaluation Group of the World Bank in collaboration with the Independent Evaluation Office of the United Nations Development Programme. The initiative is expected to strengthen demand as well as institutional and technical capacity for evaluation in developing countries, and will be implemented in collaboration with international financial institutions and United Nations agencies. IOE plans to provide tangible support to this initiative in order to contribute to boosting evaluation capacity in the Member States. This will also provide IOE with an opportunity to share its knowledge and draw on other practices.
 8. In coordination with the Independent Evaluation Group of the World Bank, the Independent Evaluation Department of the Asian Development Bank (ADB), and the Independent Evaluation Office of GEF, IOE is preparing panel presentations for the Asian Evaluation Week and the American Evaluation Association's annual virtual events. The topics to be discussed comprise the experience in conducting evaluations under COVID-19 and the evolution of the ARRI and equivalent flagship reports prepared at the World Bank and ADB.

9. In consultation with the GEF Independent Evaluation Office, IOE is preparing for future validations of the self-evaluation reports prepared by IFAD Management on the performance and results of GEF-funded projects implemented within IFAD-funded projects.

C. 2021 budget utilization

10. Table 1 reports on IOE budget utilization in 2020 and 2021 up to September 2021, and the projected rate at year-end. In 2020, IOE utilized 97.8 per cent of its non-staff budget to accomplish its work programme, in spite of disruptions due to COVID-19. Budget utilization in 2021 will be affected by some staff vacancies that have arisen during 2021, including that of the Director, IOE, which was vacant in early 2021.

Table 1
IOE budget utilization in 2020 and projected utilization in 2021 (as of September 2021)
 (United States dollars)

<i>Evaluation work</i>	<i>Approved budget 2020</i>	<i>Budget utilization 2020</i>	<i>Approved budget 2021</i>	<i>Commitment as of September 2021</i>	<i>Expected utilization as of year-end 2021</i>
Non-staff costs					
Travel costs	820 000	140 590	-	55 714	150 000
Consultant fees	1 390 000	1 799 327	-	1 585 966	1 750 000
Evaluation outreach, staff training and other costs	270 390	486 617	-	146 988	500 000
Subtotal	2 480 390	2 426 534	2 430 000	1 788 668	2 400 000
Non-staff budget utilization (percentage)		97.8%		73.6%	98.75%
Staff costs	3 388 338	2 693 907⁸	3 388 338	3 163 193	3 163 193⁹
Total	5 868 728	5 120 441	5 818 338	4 951 861	5 563 193
Total budget utilization (percentage)		87.25%		85.1%	95.6%
Recruitment of IOE Director	137 000	82 533		-	
Evaluation policy	50 000	50 000		-	
Total budget	6 055 728	5 252 974		4 951 861	5 563 193

III. IOE 2022 work programme

A. Proposed work programme for 2022

11. As recommended by the external peer review, IOE prepared, in consultation with the Evaluation Committee, the Executive Board and IFAD Management, a multi-year evaluation strategy and presented it to the Evaluation Committee in 2021. The multi-year strategy will orient the selection of evaluations for 2022 and beyond (the list of evaluations for 2023 and 2024 in annex IV of this document is tentative). The work programme for 2022 is the first to operationalize the objectives set out in the multi-year strategy 2022-2027, which are:
 - (a) Contribute to forging IFAD's corporate culture as a **transparent, learning-oriented and accountable organization** by providing IFAD governing bodies, Management, governments and national development partners with assessments and knowledge that are critical to fulfilling the commitments made under IFAD11, IFAD12 and IFAD13;
 - (b) Improve evaluation **coverage** and promote transformative evaluations reflecting the scale and scope of IFAD operations, ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness;
 - (c) Engage with Management, Member States and external partners to support **evaluation capacity** and use within and outside IFAD; and
 - (d) Retain and deepen IOE's position as an **internationally recognized leader** in the evaluation of rural development programmes, policies and strategies by further strengthening the relevance of its work, promoting innovative approaches and the adoption of technology for evaluation, and enhancing

⁸ The utilization rate for staff costs in 2020 was 79.5 per cent while that for non-staff costs was 97.8 per cent. Staff costs are budgeted at the standard rates determined by the Office of Strategic Budgeting (OSB) and used to calculate the utilization rate of staff costs during a given year. Actual utilization depends on the EUR/US\$ exchange rate, the contractual terms of incumbent staff and any vacancies that may occur. The actual utilization figures for 2020 staff costs were made available by OSB in May 2021. The utilization rate reported here is therefore different from the utilization rate reported in the work programme and budget document for 2021 submitted to the Governing Council at its forty-fourth session.

⁹ Staff costs are committed for the full year at the start of any given year, at the standard rate provided by OSB. Hence their utilization rate at year-end is expected to be similar to the mid-year rate.

collaboration with evaluation functions in other organizations and with think tanks and universities.

12. In terms of topics contributing to IFAD's position as a **transparent, learning-oriented and accountable organization**, in 2022 IOE plans to undertake a thematic evaluation on gender. This thematic evaluation will: (i) assess how IFAD's organizational structure has been adapted to respond to the 2012 gender policy; (ii) how projects have been designed by IFAD and partner governments to operationalize the gender policy objectives and how IFAD and its development partners have supported project implementation; (iii) what results have been achieved; and (iv) what changes need to be made to promote transformative results in line with the 2030 Agenda and as stated in IFAD11 and IFAD12. Gender is one of IFAD's four mainstreaming themes and remains an ongoing priority for Member States and Management, as evidenced in the IFAD11 and IFAD12 consultations.
13. In 2022, IOE will also conclude the CLE of IFAD's decentralization reform. This will be a follow-up to the CLE on the same topic completed in 2016 and will cover the changes that have taken place in the past five years in terms of organizational change, impact on engagement with partner countries and support to operational and strategic work (including non-lending activities) and their results.
14. In late 2022, IOE will start a corporate-level evaluation on knowledge management at IFAD. The purpose of the evaluation is to enhance programme effectiveness, including the strengthening of the design of country strategies, project design and quality assurance. The evaluation will be completed in 2023. This evaluation is well aligned with the priorities for topics for strategic evaluations identified in the IOE multi-year evaluation strategy.
15. IOE will produce a revamped version of the ARRI. This new report will continue to provide the same kind of analysis of country programme and project performance and results based on independent evaluations. In addition, it will provide a more comprehensive review of the evaluation function throughout IFAD, a broader reflection on findings of corporate, thematic, subregional and cluster evaluations, and a summary of key lessons from IOE engagement in evaluation capacity development and international debates on development evaluation.
16. In terms of **improving evaluation coverage to reflect the scale and scope of IFAD operations**, IOE will conclude its first SRE of small countries with situations of fragility in the Sahel in 2022. The project cluster evaluation (PCE) on rural enterprise development projects will also be concluded in 2022. A new PCE is planned on rural finance projects in the East and Southern Africa region.
17. Also in 2022, IOE will pilot the evaluation synthesis in a new format, the synthesis note. The note on revised evaluation products of IOE¹⁰ presented to the Evaluation Committee at its 111th session defines the synthesis note as presenting evidence on a specific topic in a succinct manner in response to an ad-hoc request, in preparation for or as follow-up to a broader evaluation, or to summarize the limited evidence available. It has the potential to provide near-real time feedback. IOE will undertake a synthesis note on targeting in 2022 as well. This will feed directly into IFAD's efforts to revise its targeting policy, as part of its commitments under IFAD12.
18. IOE will work on CSPEs, which inform country strategies. In 2022, IOE will complete the CSPEs in Colombia and Malawi that began in 2021. Five new CSPEs will start in China, Ethiopia, Guinea-Bissau, Haiti and Kyrgyzstan. CSPEs are being structured more strategically, with a new format and more selective application of evaluation criteria. It should be noted that Guinea-Bissau, Haiti and Kyrgyzstan

¹⁰ <https://webapps.ifad.org/members/ec/111/docs/EC-2020-111-W-P-5.pdf>.

have not hitherto been the subject of a CSPE and that Guinea-Bissau and Haiti are both classified as small island developing states.¹¹

19. IOE proposes to undertake five PPEs in 2022 (compared to four PPEs in 2021), to be finalized towards the end of the year. As in the case of CSPEs, efforts will be made to select projects in countries and contexts with less evaluation coverage in the past.
20. Finally, to support validating self-evaluation within and outside IFAD, IOE will undertake project completion report validations (PCRVs) on an ongoing basis. PCRVs are expected to become shorter, with a focus on criteria where there is a disconnect between PMD's self-rating and IOE's rating. In the future, PCRVs may also be integrated with the Operational Results Management System to ensure comprehensive reporting of the results of IFAD's self-evaluations and independent evaluations. IOE will work with PMD to review self-evaluation products and roll out the new evaluation manual and related training activities. This will contribute to building a common understanding of methodological fundamentals. IOE will also be available for consultations on methodology.
21. In terms of **evaluation capacity-building** IOE will engage with relevant evaluation capacity networks to design and implement an IFAD-specific evaluation capacity programme in order to improve the ability of Member States to monitor and evaluate their rural development programmes. IFAD evaluation capacity development (IFAD-ECD) will be a joint initiative of IOE and IFAD Management tailored to the IFAD results framework at the corporate, regional and country level and working collaboratively with programme countries. It will advance the evaluation culture across IFAD and reflect the 2021 Evaluation Policy, and generate higher levels of learning, transparency and accountability at all levels. IFAD will continue to engage with the Global Evaluation Initiative to strengthen evaluation capacities at the country level.
22. In terms of **furthering IOE's leadership role in evaluation**, IOE plans to continue to engage with international networks of evaluations and international initiatives. IOE will continue to contribute actively to evaluation events and discussions at country, regional and global level. IOE will also continue to engage with the external advisory panel set up to advise on enhancing the quality of its work and help it remain at the cutting edge of the evaluation field.
23. The proposed list of IOE evaluation activities for 2022 is shown in annex III and the indicative plan for 2023-2024 is presented in annex IV.

IV. 2022 resource envelope

A. Staff resources

24. For the year 2022, IOE proposes to maintain the same staff complement as in 2021, in line with the expected workload. Upon approval of the IOE multi-year evaluation strategy, IOE will work out the resources implications for implementing the strategy. IOE expects to engage with the Evaluation Committee and the Executive Board on this matter in the course of 2022, with the outcome to be presented in the work programme and budget proposal for 2023.

¹¹ <https://sustainabledevelopment.un.org/topics/sids/list>.

Table 2
Staffing in 2021 and proposed staffing in 2022

Category	2021	2022 (proposed)
Professional staff		
Director	1	1
Deputy Director	1	1
Lead evaluation officers	3	3
Evaluation officers	7	7
Evaluation research analyst	1	1
Evaluation knowledge and communication officer	1	1
Subtotal Professional staff	14	14
General Service staff		
Administrative assistant	1	1
Assistant to Director	1	1
Assistant to Deputy Director	1	1
Evaluation assistants	3	3
Subtotal General Service staff	6	6
Grand total	20	20

B. Budget requirements

25. The proposed budget is presented by type of activity or evaluation in table 3 and by strategic objectives in table 4. Table 5 contains the IOE gender-sensitive budget, which identifies the budget distribution for gender-related activities.
26. **Assumptions.** As of the time of preparation of this document, the standard staff costs for 2022 were not yet available. The budget proposal will be updated to reflect them in subsequent iterations of the IOE work programme and budget document. The parameters used to develop the current proposed 2022 budget are as follows: (i) standard staff costs provided by Office of Strategic Budgeting (OSB) used for calculating total staff costs; (ii) inflation will be absorbed to the greatest extent possible; and (iii) an exchange rate of US\$1:EUR 0.885. The parameters are subject to change once the Office of Strategic Budgeting provides IOE with the updated exchange rate and updated standard staff costs.
27. **Budget by type of activity.** IOE proposes to undertake five new CSPEs, five new PPEs, the new ARRI and one new thematic evaluation (TE) and one new CLE in 2022. IOE will undertake one new PCE in 2022, the same as in 2021. In addition, IOE will undertake a synthesis note, a new product.

Table 3
Proposed budget for 2022 by type of activity and comparison with previous budgets

<i>Type of activity</i>	<i>Approved 2019 budget (US\$)</i>	<i>Approved 2020 budget (US\$)</i>	<i>Approved 2021 budget (US\$)</i>	<i>Absolute number 2021</i>	<i>Level of effort 2021</i>	<i>Proposed 2022 budget (US\$)</i>	<i>Absolute number 2022</i>	<i>Level of effort 2022</i>
Non-staff costs								
ARRI	80 000	80 000	80 000	1	1	120 000	1	1
CLE, TE and evaluation synthesis report (ESR)	485 000	455 000	320 000	4	1.8	450 000	4	2
SREs and CSPEs	1 000 000	1 000 000	1 140 000	8	5.7	950 000	8	5.2
Impact evaluations, PCEs, PPEs and PCRVs	550 000	485 000	340 000	40	39.7 ¹²	420 000	42 ¹³	41.2
Evaluation manual	-	-	80 000	-	-	30 000	-	-
IOE multi-year strategy			10 000			-	-	-
Knowledge-sharing, communication, evaluation outreach and partnership activities	260 000	260 000	270 000	-	-	270 000		
Evaluation capacity development (ECD), training and other costs	135 390	120 390	120 000	-	-	200 000		
Buffer for unforeseen evaluation work	-	80 000	70 000	-	-	20 000		
Total non-staff costs	2 510 390	2 480 390	2 430 000	-	-	2 460 000		
Staff costs	3 473 221	3 388 338	3 388 338	-	-	3 388 338		
Total	5 983 611	5 868 728	5 818 338	-	-	5 848 338		
External peer review	200 000		-			-		
Recruitment of IOE Director		137 000		-	-	-	-	-
New Evaluation Policy		50 000		-	-	-	-	-
Total budget	6 183 611	6 055 728	5 818 338	-	-	5 848 338	-	-

28. **Budget by divisional goals.** Table 4 shows the allocation of the total IOE proposed budget for 2022, including both staff and non-staff costs, against IOE's strategic objectives.

¹² This number is indicative as the number of PCRVs depends on the number of project completion reports that IOE receives each year. The actual number of PCRVs undertaken may differ.

¹³ Ibid.

Table 4
Proposed 2022 budget allocation by strategic objectives

<i>Strategic objectives</i>	<i>Budget</i>	<i>% of total budget</i>
Contribute to forging IFAD's corporate culture as a transparent, learning-oriented and accountable organization by providing IFAD governing bodies, Management, governments and national development partners with assessments and knowledge that are critical to fulfilling the commitments made under IFAD11, IFAD12 and IFAD13	1 372 215	23.5%
Improve evaluation coverage and promote transformative evaluations reflecting the scale and scope of IFAD operations and ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness	3 138 510	53.7%
Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD	571 780	9.8%
Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies, by further strengthening the relevance of its work, promoting innovative approaches and the adoption of technology for evaluation, and enhancing collaboration with evaluation functions in other organizations and with think tanks and universities	765 835	13.1%
Total	5 848 338	100%

Note: percentages are rounded up.

29. **Gender-sensitive budget.** IOE's evaluations have historically placed a strong emphasis on examining gender-related issues in IFAD operations. The central transformative promise of the 2030 Agenda for Sustainable Development, Leave No One Behind, is fully reflected in the new evaluation manual and IOE's multi-year strategy, and IOE will henceforth take a more substantive view of gender issues in evaluations. For example, CSPEs are expected to be more selective in their areas of focus and the analysis of gender issues is expected to be mainstreamed into many other criteria. A similar restructuring of PPEs is expected to place increased emphasis on covering gender and equity related issues across criteria. IOE will also undertake a dedicated TE on gender in 2022.

Table 5
IOE 2022 gender-sensitive budget

<i>Type of activity</i>	<i>Proposed 2022 budget</i>	<i>Gender component (percentage)</i>	<i>US\$</i>
Non-staff costs			
ARRI	120 000	12	14 400
CLEs/TE ¹⁴ /ESR	450 000	30	135 000
SREs/CSPEs	950 000	12	114 000
PCEs/PPEs/PCRVs	420 000	10	42 000
Evaluation manual	30 000	10	3 000
Knowledge-sharing, communication, evaluation outreach and partnership activities	270 000	7	18 900
ECD, training and other costs	200 000	7	14 000
Buffer for unforeseen evaluation work	20 000	7	1 400
Total non-staff costs	2 460 000		342 700
Staff costs			
Gender focal point	150 000	20	30 000
Alternate gender focal point	105 700	10	10 570
All evaluation staff	3 189 800	5	159 490
Total staff costs	3 388 338	6	200 060
Total	5 848 338	9.2	542 760

V. IOE budget proposal and considerations for the future

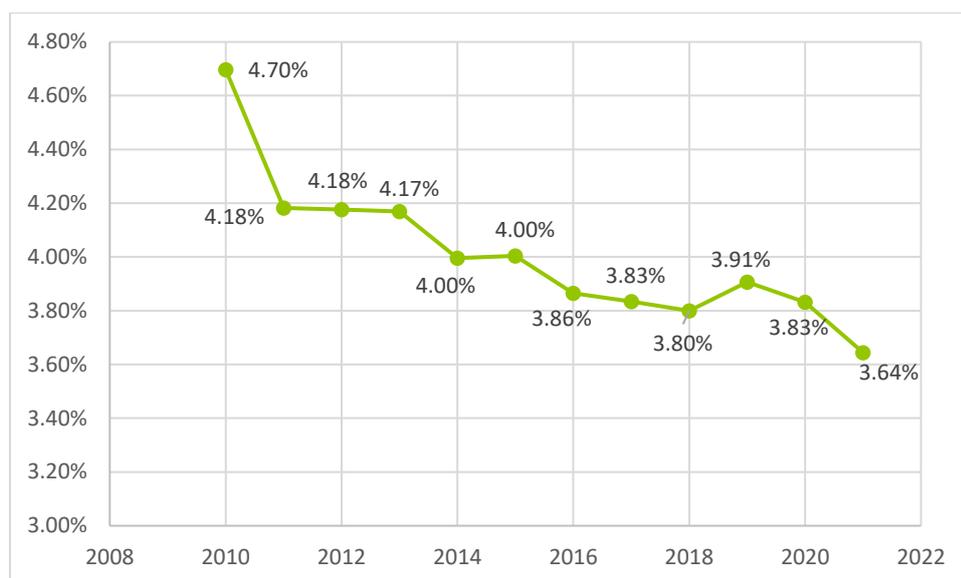
30. **Current proposal.** The proposed 2022 budget totals US\$5.84 million, US\$30,000 more than the approved budget for 2021. This represents a 0.51 per cent nominal increase, and is lower than the budget requested 10 years previously in 2012, which was US\$6.02 million, and lower than the budget requested in 2020, which was US\$5.86 million.¹⁵
31. IFAD's budget rules allow for a limited carry-over of IFAD administrative budget and IOE budget from one year to the subsequent year. The level of carry-over for IOE will follow the agreement made for IFAD's administrative budget and its utilization will be in line with the relevant organization guidelines.
32. **Streamlining processes and promoting efficiency.** IOE's budget as a percentage of IFAD's administrative budget has witnessed a consistent decline over the last decade (see figure 1).¹⁶ Over the years IOE has sought to streamline processes and products and absorb cost increases to the extent possible.

¹⁴ As the thematic evaluation will be on gender, 100 per cent of the budget is expected to be allocated to an examination of gender issues.

¹⁵ This is the request for the regular budget. Additional below-the-line budget funding of US\$187,000 was requested for recruitment of the Director, IOE and preparation of the evaluation policy.

¹⁶ The final IFAD administrative budget for 2022 was not available at the time of submission of this document. The proportion of IOE's budget vis-à-vis IFAD's administrative budget for 2022 will be reflected in figure 1 in the next iteration.

Figure 1
IOE budget as a percentage of IFAD regular administrative budget (2010-2021)



33. IOE's budget cap is fixed at 0.9 per cent of IFAD's programme of loans and grants (PoLG). As decided by the Executive Board at its 131st session, IOE will compute its budget as a percentage of the average PoLG over three years of a given replenishment period. For the IFAD12 period, IFAD's total PoLG is expected to be US\$3.5 billion, which when spread over three years comes to US\$1.16 billion annually.¹⁷ Thus, IOE's proposed budget of US\$5.84 million represents approximately 0.5 per cent of IFAD's PoLG.
34. As noted, pending the approval of the multi-year evaluation strategy, IOE will discuss the detailed implications for its human and financial resources in the course of the year 2022.

¹⁷ At the 133rd session of the Executive Board in September 2021, a PoLG of US\$3.5 billion was approved. However, this could change depending on further replenishment commitments for IFAD12.

IOE Results Management Framework for 2022¹⁸

Table 1
IOE key performance indicators for 2022

<i>Key performance indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>Notes</i>
Adoption of evaluation findings and recommendations			
1. Percentage of recommendations partially or fully agreed	99% (year 2020 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions [PRISMA])	95%	Available via PRISMA
2. Percentage of agreed recommendations on high-plane evaluations implemented satisfactorily and in a timely manner	n.a.	90%	Based on bi-annual verification by IOE on higher-plane evaluation
Coverage of IFAD programmes			
3. Number of higher-level evaluation reports (corporate level evaluation [CLE], thematic evaluation [TE], evaluation synthesis, country strategy and programme evaluation [CSPE], subregional evaluation [SRE]) published in the year	6	7-8	Computed on an annual basis
4. Proportion of active countries covered through subregional, country-level evaluations, project performance, impact evaluations, project cluster evaluations on a two-year basis	25% (years 2019-2020)	28-33%	Computed on a biannual basis
Engagement, outreach and feedback received			
5. Feedback received from the Executive Board and subsidiary bodies	n.a.	Tracked	To be reported on in qualitative terms
6. Feedback received from the evaluation advisory panel on evaluation quality	n.a.	Tracked	To be reported on in qualitative terms
7. Engagement events with IFAD Management and governments and feedback received	n.a.	Tracked	To be reported on in quantitative and qualitative terms
8. Number of visits to the Independent Office of Evaluation of IFAD (IOE) website	77 380 (year 2019)	80 000	Data available from IFAD Communications Division
9. Number of learning events (co-)organized by IOE	8 (year 2019)	10	Includes internal events and those open to the public
10. Score assigned IOE by the gender UN system-wide Action Plan (UN-SWAP) annual review ¹⁹	Score of 10.4/12 (year 2020)	Score equal to or above 9.0/12 (the threshold for "exceeding requirements")	

¹⁸ Drawn from IOE's multi-year strategy.

¹⁹ The UN-SWAP Gender Equality and the Empowerment of Women is a UN system-wide accountability framework designed to measure, monitor and drive progress towards a common set of standards to which to aspire and adhere for the achievement of gender equality and the empowerment of women. It applies to all United Nations entities, departments and offices.

Utilization of resources and cost-effectiveness			
11. Percentage of non-staff budget utilized	98.7%	95-100%	
12. Ratio of IOE budget to the programme of loans and grants (PoLG)	0.62% (year 2020)	≤0.9%	The 0.9% cap was decided by the Executive Board in 2008
13. Ratio of IOE budget to IFAD administrative budget	3.64%	Tracked	

IOE's progress on Results Management Framework targets in 2021²⁰

Table 1
Reporting on IOE key performance indicators (January to September 2021)²¹

<i>Divisional goals</i>	<i>Key performance indicators</i>	<i>Achievement</i>	<i>Target (per year)</i>	<i>Means of verification</i>
Goal 1: Ensure credible and independent evidence to promote accountability and improve IFAD performance at corporate, regional, country and project level	1. Adoption rate of recommendations from CLEs, CSPEs, evaluation synthesis reports (ESRs) and project performance evaluations (PPEs)	100%	90%	PRISMA and IOE work programme and budget
	Goal 2: Contribute to enhanced evaluation dialogue within IFAD and at the global, regional and country level	2. Number of outreach products for all evaluations disseminated through social tools and the internet	85	60
	3. Number of in-country learning events co-organized by IOE with governments	5 ²²	5 ²³	
	4. Number of page views for IOE reports	59 653	55 000	
	5. Number of people receiving IOE newsletters	2 218	2 500	
	6. Number of evaluation events with participation of IOE staff	17	5	IOE records
	7. Piloting and introduction of new evaluation products	2	2	
	8. Draft evaluation manual	1	1	
	9. Draft guidance on new evaluation products: project cluster evaluations (PCEs), SREs and TEs	3	3	
	10. Staff sabbaticals and exchanges with evaluation offices of other United Nations agencies and international financial institutions	-	1	
Goal 3: Strengthen a culture of results and learning from evaluations within IFAD	11. Number of events attended by IOE staff related to self-evaluation and evaluation capacity development (ECD)	3	3	
	12. IOE multi-year strategy document	1	1	
	13. Budget cap	0.62%	< 0.9% of IFAD PoLG	IOE records
	14. Ratio of Professional to General Service staff	1:0.46	1:0.46	
	15. Budget execution rate at year-end	85.1%	95.6%	

²⁰ As of September 2021.

²¹ As of September 2021.

²² These were virtual events undertaken at the country level.

²³ Health situation and travel regulations permitting.

IOE proposed evaluation activities for 2022

Table 1
Proposed IOE work programme for 2022 by type of activity

Type of work	Proposed activities for 2022	Start date	Expected finish date
1. CLEs	Progress of IFAD's decentralization reform (completion)	June-21	Dec-22
	Knowledge management at IFAD	Nov-22	Dec-23
2. TE	Gender	June-22	Dec-23
3. SREs	Fragile situations in West Africa (completion)	Jan-21	June-22
4. CSPEs	Colombia ²⁴ (completion)	Oct-21	Oct-22
	Malawi (completion)	May-21	May-22
	China	Jan-22	Dec-22
	Ethiopia	Jan-22	Dec-22
	Guinea-Bissau	June-22	June-23
	Haiti	Sep-22	Sep-23
5. Project completion report validations (PCRVs)	Kyrgyzstan	Jan-22	Dec-22
	Validation of all project completion reports (PCRs) available in the year	Jan-22	Dec-22
6. ESR/synthesis note	Targeting	Jan-22	Sep-22
7. PPEs	Five PPEs	Jan-22	Dec-22
8. PCEs	Rural enterprise development projects (completion)	Jan-21	June-22
	Rural finance projects in the East and Southern Africa region	June-22	June-23
9. Engagement with governing bodies	Review of implementation of IOE's results-based work programme and budget for 2022 and preparation of results-based work programme and budget for 2023 and indicative plan for 2024-2025	Jan-22	Dec-22
	20 th Annual Report on Results and Impact of IFAD Operations (ARRI)	Jan-22	Sept-22
	IOE comments on the PRISMA	Jan-22	Sept-22
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	Jan-22	Sept-22

²⁴ Replacement for the Plurinational State of Bolivia CSPE included in the 2021 work programme and budget document.

<i>Type of work</i>	<i>Proposed activities for 2022</i>	<i>Start date</i>	<i>Expected finish date</i>
	IOE comments on policies and strategies by IFAD Management	Jan-22	Dec-22
	Participation in Evaluation Committee, Executive Board and Governing Council sessions, selected Audit Committee meetings and the 2021 Board country visit	Jan-22	Dec-22
	IOE comments on country strategic opportunities programmes (COSOPs) when related CSPEs are available	Jan-22	Dec-22
10. Communication and knowledge management activities	Evaluation reports, <i>Profiles</i> , <i>Insights</i> , website, etc.	Jan-22	Dec-22
	Communicate the evaluation findings and disseminate the lessons	Jan-22	Dec-22
	Promote utilization of evaluations	Jan-22	Dec-22
	gLocal, EvalForward and other knowledge management platforms	Jan-22	Dec-22
11. Partnerships	Evaluation Cooperation Group (ECG), United Nations Evaluation Group (UNEG)	Jan-22	Dec-22
	Global Evaluation Initiative	Jan-22	Dec-22
	Rome-based agency (RBA) collaboration. Joint RBA evaluation academy	Jan-22	Dec-22
	Collaboration with universities and think tanks	Jan-22	Dec-22
	Contribution as external peer reviewer to evaluations by other multilateral and bilateral organizations as requested	Jan-22	Dec-22
12. Methodology	Drafting of new evaluation manual	Jan-21	Mar-22
	Training activities related to the new evaluation manual	Jan-22	Dec-22
13. ECD	Engagement in ECD in the context of the Global Evaluation Initiative	Jan-22	Dec-22
	Organization of workshops in partner countries (as per request) on evaluation methodologies and processes	Jan-22	Dec-22

IOE's indicative plan for 2023-2024

Table 1
IOE indicative plan for 2023-2024 by type of activity*

Type of work	Indicative plan for 2023-2024	Year	Remarks
1. CLEs	IFAD's institutional efficiency	2023	As a follow-up to the last evaluation on institutional efficiency published in 2012, it will assess the changes in institutional efficiency brought about by institutional reforms of the past decade.
	Quality assurance mechanisms at IFAD	2024	It is expected to feed into strengthening of ex-ante evaluation mechanism of IFAD's self-evaluation systems. This is in line with the priority of the evaluation policy to strengthen IFAD's self-evaluation systems.
	IFAD's financial architecture (follow-up)	2024-2025	It is expected to provide an updated assessment of IFAD's financial architecture in light of reforms such as changes in the Debt Sustainability Framework window, grants financing window and introduction of market borrowing and private sector financing window.
2. TE	Gender	2023 (carry-over)	The most recent CLE on gender was completed in 2011. This CLE will provide an assessment of IFAD's newer approaches in the thematic area of gender.
	Nutrition and food security in IFAD operations	2023	Nutrition is one of IFAD's mainstreaming areas and the only one not yet evaluated.
	IFAD's support to the private sector and non-sovereign operations	2024-2025	IFAD's private sector engagement strategy was approved in 2019. This TE will provide a midterm assessment of IFAD's private sector and non-sovereign operations.
3. SRE	Dry-corridor countries of Central America or Andean countries	2023	
	Conflict-affected states in the Near East and North Africa region	2024	

<i>Type of work</i>	<i>Indicative plan for 2023-2024</i>	<i>Year</i>	<i>Remarks</i>
	Pacific islands (Fiji, Kiribati, Samoa, Solomon Islands, Tonga)	2024-2025	
	Guinea-Bissau (carry-over)	2023	
	Angola	2023	
	Djibouti	2023	
	India	2023	
	Rwanda	2023	
4. CSPEs	Dominican Republic or Argentina	2023	
	Haiti (carry-over)	2023	
	Mauritania	2023	
	Guinea	2024	
	Jordan	2024	
	Viet Nam	2024	
	Zimbabwe	2024	
5. PCRVs	Validate all PCRVs available in the year	2023-2024	
6. PPE	About 4-5 PPEs per year	2023-2024	

<i>Type of work</i>	<i>Indicative plan for 2023-2024</i>	<i>Year</i>
	21 st and 22 nd ARRI	2023-2024
	Ex-post review of the implementation of the recommendations of selected strategic evaluations	2023
	Review of implementation of the results-based work programme and budget and preparation of the results-based work programme and budget for 2024, and indicative plan for 2025-2026	2023-2024
7. Engagement with governing bodies	IOE comments on the PRISMA	2023-2024
	IOE comments on the RIDE	2023-2024
	IOE comments on selected IFAD operational policies, strategies and processes prepared by IFAD Management for consideration by the Evaluation Committee	2023-2024
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, and the annual country visit of the Board	2023-2024
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	2023-2024
	Evaluation reports, <i>Profiles</i> , <i>Insights</i> , website, etc.	2023-2024
	Communicate the evaluation findings and disseminate the lessons	2023-2024
8. Communication and knowledge management activities	Promote utilization of evaluations	2023-2024
	gLocal, EvalForward and other knowledge management platforms	2023-2024
	ECG, UNEG	2023-2024
9. Partnership	Global Evaluation Initiative	2023-2024
	RBA collaboration. Joint RBA evaluation academy	2023-2024
	Contribute as external peer reviewer to key evaluations by other multilateral and bilateral organizations as requested	2023-2024
	Collaboration with universities and think tanks	2023-2024
10. ECD	Capacity development for member countries	2023-2024

* The topics and number of TEs, CLEs, CSPEs, PCEs, SREs and ESRs are tentative; actual priorities and numbers of activities to be undertaken in 2023 and 2024 will be confirmed or determined in 2022 and 2023, respectively.