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Enabling poor rural people
to overcome poverty

Results-based work programme and budget for 2013 and indicative plan for 2014-2015 of the Independent Office of Evaluation of IFAD

Note to Evaluation Committee members

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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
CMR	corporate management result
COSOP	country strategic opportunities programme
CPE	country programme evaluation
DMR	divisional management result
ECG	Evaluation Cooperation Group
FAO	Food and Agriculture Organization of the United Nations
IOE	Independent Office of Evaluation of IFAD
NONIE	Network of Networks on Impact Evaluation
OMC	Operations Management Committee
OSC	Operational Strategy and Policy Guidance Committee
PCR	project completion report
PCRV	project completion report validation
PPA	project performance assessment
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
SDC	Swiss Agency for Development and Cooperation
UNEG	United Nations Evaluation Group

Results-based work programme and budget for 2013 and indicative plan for 2014-2015 of the Independent Office of Evaluation of IFAD

I. Introduction

1. As requested by the Executive Board, the Independent Office of Evaluation of IFAD (IOE) has prepared its fifth three-year rolling evaluation work programme. The document contains IOE's proposed work programme and budget for 2013 and indicative plan for 2014-2015. Similar to last year, IOE has followed the results-based work programme and budget approach and linked its resource requirements to the achievement of key results.¹
2. Since 2011, IOE has undergone a major strategic reorientation resulting from the Peer Review of IFAD's Office of Evaluation and Evaluation Function² and the adoption of the revised Evaluation Policy. Many adjustments have been made to ensure high-quality, timely and useful independent evaluations that provide value for money. This year the division will continue to build on these efforts to ensure that independent evaluations can further enhance IFAD's contribution to rural poverty reduction globally.
3. This document has six sections. Section II includes an overview of key developments in the external and internal context and their implications for IOE. Section III describes IOE's objectives³ and divisional management results (DMRs) and their linkages with IFAD's corporate management results (CMRs).⁴ Section IV summarizes the achievements with regard to the 2012 evaluation work programme under each objective, whereas section V focuses on the proposed activities for 2013-2015. Section VI outlines the proposed 2013 budget and human resources needed for IOE to implement its evaluation activities and achieve the DMRs and objectives.
4. As in the past, the proposed independent evaluation work programme has been developed in consultation with IFAD Management, including discussions with the regional divisions and the Policy and Technical Advisory Division. The high-level preview of IOE's results-based work programme and budget for 2013 and indicative plan for 2014-2015 were discussed during the Evaluation Committee's seventy-second session in July 2012 and also at the Audit Committee meeting and Executive Board session held in September 2012. After further discussion with the Evaluation Committee at its October 2012 session, IOE's proposed results-based work programme and budget for 2013 and indicative plan for 2014-2015 will be discussed by the Audit Committee in November 2012 and the Executive Board at its December 2012 session, together with IFAD's administrative budget for 2013. The final budget will be submitted to the Governing Council in 2013 for approval.

II. An evolving environment

5. This results-based work programme and budget has been developed after carefully considering the evolving strategic directions as well as the Change and Reform Agenda within IFAD, the new business model of the Fund, the IFAD medium-term plan 2013-2015 (which is currently under preparation), and the revised Evaluation

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

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

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

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

Policy and the Terms of Reference of the Evaluation Committee, which were adopted in May 2011.

6. The Consultation on the Ninth Replenishment of IFAD's Resources (IFAD9) was successfully concluded in December 2011. The Consultation agreed on a series of operational, institutional and financial commitments to strengthen the Fund's contribution to achieving the first Millennium Development Goal of eradicating poverty and hunger, and to deepen its focus on gender equality and women's empowerment in the IFAD9 period (2013-2015). In particular, the aim is for IFAD to contribute to lifting 80 million rural people out of poverty globally. The IFAD9 commitments are shaped around four themes: (i) operational effectiveness; (ii) institutional effectiveness and efficiency; (iii) financial capacity and management; and (iv) results management.
7. Operational effectiveness will be enhanced through a series of measures focusing on: aid effectiveness, scaling up, private-sector engagement, gender equality and women's empowerment, climate change and sustainable management of environmental resources, project efficiency, country-level decentralization, fragile states, national monitoring and evaluation systems, South-South and triangular cooperation, and partnership and advocacy. IOE's evaluations in recent years have covered a number of these areas⁵ and the division is committed to continue assessing these issues as part of its regular evaluation activities.
8. Institutional effectiveness and efficiency will be improved through new management tools for cost analysis and control, and a combination of consolidation and innovation with regard to human resource management systems, policies and practices. Financial capacity and management will be strengthened in response to changes in the financial environment through actions to upgrade IFAD's financial model in line with industry best practice and the exploration of new forms of internal and external resource mobilization. The corporate-level evaluation (CLE) on IFAD's efficiency currently being undertaken by IOE is expected to shed light on various aspects of institutional efficiency and provide recommendations in these areas.
9. Results management will continue to be the driving force behind stronger and broader impact by the Fund. The Results Measurement Framework 2013-2015 offers a series of important innovations to improve and better demonstrate the results achieved by the Fund. Of these, the increased emphasis on impact evaluation is the most significant. In this regard, based on its accumulated knowledge, IOE plans to support Management in developing its capability to conduct impact evaluations in the future.

III. IOE's results chain

10. IOE has two strategic objectives for its 2013 work programme and indicative plan for 2014-2015:
 - (i) **Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations.** This strategic objective reflects the twofold purpose of the independent evaluation function at the Fund, namely to promote accountability and results assessment, and foster learning to improve the performance of corporate policies and IFAD-supported operations. Over the years, IOE has developed rigorous and state-of-the-art methodology for evaluation and an effective process for interaction with IFAD Management, partners at the country level and the Fund's governing bodies. These are essential instruments to achieve this strategic objective.

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

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

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

Table 1

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

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

IFAD CMRs: CMR 1: Better country programme management; CMR 2: Better project design (loans and grants); CMR 3: Better supervision and implementation support; CMR 4: Better financial resource management; CMR 5: Better human resource management; CMR 6: Better results and risk management; CMR 7: Better administrative efficiency and an enabling work and information and communications technology (ICT) environment; CMR 8: Better inputs into global policy dialogues for rural poverty reduction; CMR 9: Effective and efficient platform for Members' governance of IFAD; CMR 10: Increased mobilization of resources for rural poverty reduction.

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

IV. Highlights of the 2012 work programme

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

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

14. The 2012 Annual Report on Results and Impact of IFAD Operations (ARRI) is under preparation. Given that this will be the tenth edition, this year the ARRI will trace the evolution of the report and make a proposal for its future structure and content, taking into consideration IFAD's changing context. This year's ARRI also makes a special effort to benchmark more comprehensively the performance of IFAD operations against the agricultural sector operations of other multilateral financial institutions, United Nations organizations and bilateral agencies. The report will be discussed first in the Evaluation Committee, and then with the Executive Board in December 2012.
15. The CLE on IFAD's efficiency is well under way. Thus far, the inception report has been completed and the draft final report is being prepared. The CLE analyses IFAD's efficiency in key areas such as operations, governing bodies, human resources, management of all legal aspects of IFAD's operations and administration, and information and communication technology. The final evaluation report will be presented to the Executive Board as soon as possible. IOE will organize an informal seminar before the final report is presented to the Board to give members an opportunity to discuss more thoroughly the main findings and recommendations of the evaluation.
16. Work on the CLE on direct supervision and implementation support is ongoing. The approach paper has been prepared and was discussed by the Evaluation Committee in April this year. The inception report has also been completed. This evaluation is scheduled to be presented to the Evaluation Committee and the Executive Board in 2013.
17. As an additional activity, together with the Operations Evaluation Department of the African Development Bank (AfDB), IOE is undertaking an assessment of the implementation of the recommendations emerging from the joint evaluation of the agriculture and rural development policies and operations in Africa of AfDB and IFAD. The assessment will involve both organizations, with a view to creating a stronger and more purposeful partnership between the Bank and the Fund in the future in Africa.
18. As per past practice, IOE continues to provide the Evaluation Committee and Executive Board with written comments on IFAD's new corporate policies or strategies in areas where IOE has accumulated evaluative evidence and lessons. To date, comments have been provided on the IFAD Policy on Gender Equality and Women's Empowerment, as well as the IFAD Partnership Strategy.
19. IOE worked on a number of country programme evaluations (CPEs) in 2012. The CPEs for Ghana and Viet Nam were discussed at the Evaluation Committee session in April 2012 and the CPE for Jordan in July 2012. The Uganda CPE has also been completed and the national round-table workshop took place in Kampala in early July 2012. The CPEs for Ecuador, Indonesia, Madagascar, Mali and Nepal are under way. IOE will soon start preparatory work on the CPEs for Burundi and Moldova, which are scheduled for completion in 2013.
20. In 2011, IOE transformed its approach to project evaluations by undertaking project completion report validations (PCRVs)⁶ and project performance assessments (PPAs)⁷ on a selective basis. This year IOE continues to validate all project completion reports (PCRs) available during the year (around 21 PCRVs) and

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

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

is undertaking nine PPAs⁸ (in Armenia, Azerbaijan, Bangladesh, Plurinational State of Bolivia, Cambodia, China, India, Mongolia and the Republic of Moldova). According to the feedback received so far, the PCRVs and PPAs are appreciated by IFAD Management since they highlight lessons for use in the design and implementation of IFAD operations. In particular, the PCRVs serve as an incentive to improve the quality of PCRs, by revealing systemic issues that need to be addressed by Management in the preparation of future reports.

21. With regard to methodology development, the PCRv/PPA methodology was finalized earlier this year, providing IOE staff and consultants with guidance, both on methodology and on processes for undertaking project evaluations. In addition, the revised IOE internal peer review guidelines have been completed, which provide a framework for quality assurance of all main evaluation deliverables as well as knowledge sharing.
22. IOE provided comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) presented to the Evaluation Committee in July 2012 and the Board in September 2012. It will also provide the Committee and the Board with written comments on the Report on IFAD's Development Effectiveness before the end of the year.
23. IOE participated in a workshop on evaluation capacity development organized by the Indonesian Ministry of Foreign Affairs in Jakarta in May 2012. At this workshop, IOE briefed government officials on the IFAD Evaluation Policy and independent evaluation methods and processes. A delegation from the Ministry of Finance of China visited IOE in July to explore the possibility of developing a partnership specifically for evaluation, and to learn about IOE's evaluation methodology and processes. The Government of Armenia has also expressed keen interest in partnership with IOE on evaluation capacity development, which will be pursued in 2013, as appropriate.
24. So far in 2012, IOE has participated in three formal sessions of the Evaluation Committee, as well as the Committee's annual country visit, which this year was held in Ghana. IOE also participated in the April and September sessions of the Executive Board, where evaluation-related items were presented.

Strategic objective 2: Promote effective learning and knowledge management.

25. Evaluation synthesis⁹ is a new product introduced for the first time in 2011. This year, IOE is working on two such syntheses: (i) the role of cooperatives in rural development; and (ii) the country strategic opportunities programme (COSOP) as an instrument, including its structure, development and implementation process. In addition, IOE has been asked by the Evaluation Cooperation Group (ECG) of the multilateral development banks to take the lead in preparing a synthesis report on gender in 2012. The final synthesis report will be issued at the ECG meeting to be held in Paris at the end of November 2012.
26. As per past practice, the ARRI devotes due attention to learning and to reporting on the performance and impact of IFAD operations. As agreed with the Board last year, the 2012 ARRI focuses on policy dialogue as the learning theme. This aspect was discussed with IFAD Management, country programme managers and other staff at a dedicated in-house learning workshop in September 2012. IOE also invited resource persons from other organizations such as the Food and Agriculture Organization of the United Nations (FAO), the Swiss Agency for Development and

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

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

Cooperation (SDC), and the World Food Programme (WFP) to this workshop to benefit from their lessons and experiences in policy dialogue.

27. IOE continued to strengthen its engagement in several international evaluation platforms and evaluation-related processes. IOE took part in the ECG meeting in Luxembourg in March 2012 where it briefed other members on the status of the preparation of the evaluation synthesis report on gender (see paragraph 26 above). IOE also participated in the 2012 annual general meeting of the United Nations Evaluation Group (UNEG)¹⁰ organized in Rome in April 2012 in cooperation with FAO and WFP.
28. IOE also contributed to the organization of a meeting of the Network of Networks on Impact Evaluation (NONIE)¹¹ which was held at FAO headquarters on 19 and 20 April 2012. The meeting focused on mixed methods for addressing the challenge of attribution in impact evaluation and the role of impact evaluation in M&E systems. IOE provided comments on the following three papers produced by UNEG: (i) impact evaluation in multi-agency interventions; (ii) the role of impact evaluation in the evaluation systems of United Nations agencies; and (iii) impact evaluation of normative work.
29. IOE has cooperated with the evaluation units of the Global Environment Facility and others (including FAO, the United Nations Educational, Scientific and Cultural Organization [UNESCO] and the World Bank) in conducting a desk review of past independent external evaluations of multilateral development institutions. The aim was to ascertain the value of such evaluations and to draw lessons on their design and execution.
30. In the context of IOE's partnership with SDC, an IOE staff member participated in a meeting of the SDC Agriculture and Rural Development Network organized in Berne. At the meeting, IOE made a presentation focusing on IFAD's processes for the design and review of country strategies, IOE's general findings on these processes and its methodology for CPEs. A review of the partnership with SDC to identify lessons learned for the future is currently being undertaken.
31. IOE staff participated in selected in-house committees, teams and events such as meetings of the Operational Strategy and Policy Guidance Committee (OSC), and country programme management teams (CPMTs) to ensure that lessons learned from evaluations are adequately shared, discussed and eventually internalized in the development of new IFAD policies, strategies and projects. IOE is also a member of the IFAD community of practice on knowledge management. In addition, the Director and Deputy Director also attended the periodic meetings of the IFAD Management Team and the Operations Management Committee (OMC). IOE is represented now as a permanent observer on the OMC.
32. The division continues to send its staff on evaluation training. Staff attended the International Program for Development Evaluation Training, various training courses held by the Evaluators' Institute and a course on Development Evaluation Principles and Practice organized by the United Kingdom's Department for International Development and the United Kingdom Evaluation Society. On-the-job training and knowledge sharing among staff are promoted to enhance the skills set of IOE staff. In 2012, the division also introduced annual IOE staff awards, to recognize staff for excellent work and innovative approaches that can serve as good practice examples in the future.

¹⁰ Established in 1984, UNEG is a professional network that brings together the heads of units responsible for evaluation in the United Nations system. It currently has 46 members.

¹¹ Established in 2006, NONIE is an evaluation network encompassing the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), the UNEG, the ECG and the International Organization for Cooperation in Evaluation (a network of regional evaluation associations).

33. **Budget utilization.** Table 4 in annex IV provides an update on the utilization of IOE budget in 2012, which reveals that the division is likely to fully use its 2012 budget allocation.

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

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

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

35. **DMR 1: ARRI and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes.** In 2013, IOE will commence the CLEs on IFAD's approach to and results in policy dialogue, and the Revised IFAD Policy for Grant Financing. It will also prepare the eleventh edition of the ARRI and complete the CLE on direct supervision and implementation support. In addition, IOE plans to undertake an evaluation of the achievements of the replenishment process and present its results before the commencement of the Consultation on the Tenth Replenishment of IFAD's Resources in early 2014. The broad objectives and scope of this evaluation will be developed in close consultation with the Board and IFAD Management in the near future. In this regard, IOE will present the draft approach paper for this evaluation to the Evaluation Committee in early 2013.
36. The indicative plan for 2014-2015 includes the preparation of the twelfth and thirteenth editions of the ARRI, as well as the undertaking of a possible joint evaluation with the FAO Office of Evaluation of the reformed Committee on World Food Security. In this regard, further consultation will be undertaken with concerned stakeholders in 2013 to determine more firmly the feasibility and interests for such an evaluation. Moreover, IOE has included in the indicative plan a CLE on IFAD's engagement in fragile states.
37. As required by the revised Evaluation Policy and Terms of Reference of the Evaluation Committee, IOE will prepare written comments on selected corporate policy proposals submitted by Management to the Board. IOE will provide comments only on new corporate policies or strategies in cases where it has accumulated evaluative evidence and lessons on the topic. As per past practice, IOE's comments will be submitted for consideration to the Committee and the Board together with the new policy or strategy proposal.
38. **DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs.** One of the key recommendations of the Peer Review of IFAD's Office of Evaluation and Evaluation Function is for IOE to change its product mix to devote proportionately more resources to higher-plane evaluations (CLEs and CPEs), which have more far-reaching implications for enhancing IFAD's development effectiveness. The Peer Review undertook detailed analysis of some CPEs and found that they all had significant impact, providing very useful information in guiding the direction of future COSOPs, making CPEs a very important instrument. IOE is committed to continuing to devote the required attention to the undertaking of CPEs in the coming years.
39. In this regard, IOE will complete the CPEs for Burundi, Madagascar and the Republic of Moldova. The division will commence CPEs for China, Malawi, the Plurinational State of Bolivia, Senegal and Turkey for completion in 2014. The indicative plan for 2014-2015 also includes CPEs for Albania, Armenia, Bangladesh, Burkina Faso, Cameroon, Lesotho, Pakistan, Peru, Sri Lanka, the United Republic of Tanzania, the Bolivarian Republic of Venezuela and Zambia. As in the past, priority

will be given to countries with large portfolios and where the concerned IFAD regional division intends to develop a new COSOP after the CPE is completed. Overall, IOE plans to allocate around 56 per cent of its resources to DMRs 1 and 2 – which is consistent with the practice in other multilateral development banks – to ensure that adequate attention is devoted to higher-plane evaluations such as CLEs and CPEs.

40. **DMR 3: Project evaluations that contribute to better IFAD-supported operations.** IOE has received an indication from IFAD Management that there will be a rapid increase in the number of PCRs (around 30 PCRs are foreseen in 2013, and the number may reach 40 in 2014). This has an implication for the IOE workload in terms of PCRVs. According to the ECG Good Practice Standards for the Evaluation of Public Sector Operations, to which IOE has also subscribed, 100 per cent of PCRs must undergo validation. If this percentage of PCRs cannot be validated, then a statistically representative sample must be selected. For the time being, IOE plans to validate all the PCRs available in 2013 (around 30 PCRVs). However, next year, depending on the actual number of PCRs available for validation and given the likelihood of a continued increase, IOE will undertake a more detailed analysis of the workload and available resources, and make a proposal on whether it will: (i) continue to validate all PCRs available in 2014 and onwards; or (ii) validate only around 25 PCRs out of the total PCRs available, with the projects being selected on a random basis as per ECG Good Practice Standards. Nonetheless, the increasing number of PCRVs undertaken by IOE will allow for a relatively rapid expansion over time of the sample size of independent evaluation ratings available for inclusion in the ARRI, and enable IOE to provide an even more reliable account, through the ARRI, of the performance of the IFAD-funded project portfolio, based on a larger sample of evaluated projects.
41. About eight PPAs are scheduled next year. PPAs are found to be useful for both the concerned governments and IFAD to document lessons and good practices that can be used in the design of new and implementation of ongoing operations. The criteria¹² for selecting projects for assessment and the methodology and processes developed by IOE during the PCRv/PPA pilot exercise in 2010, and enhanced in 2011-2012, will continue to be used.
42. **DMR 4: Methodology development.** As mentioned in paragraph 9, in order to fulfil IFAD's commitments related to impact evaluation, in 2013, IOE will: (i) participate in international debates and in-house discussions on impact evaluation, including in NONIE; and (ii) provide input for the design of the impact evaluations undertaken by IFAD Management, as well as review the draft final report of such evaluations. In this regard, a senior evaluation officer from IOE is currently participating in an inter-departmental working group within IFAD on developing impact evaluation methods and processes.
43. Methodology development is not an isolated, one-time activity but rather a continuous process. Therefore, IOE will continue to make adjustments to the Evaluation Manual and to the guidelines for undertaking PCRVs/PPAs to reflect key emerging issues. IOE will also continue to participate actively in ECG, UNEG, NONIE and other evaluation platforms to keep in step with evolving approaches in the international arena for state-of-the-art independent evaluation methodology.
44. The division will contribute to improving the quality of IFAD's self-evaluation system which is critical both for improving IFAD's performance and for conducting independent evaluations. In 2013, IOE will continue to work with IFAD Management to further the implementation of the revised harmonization agreement between IFAD Management and IOE regarding self-evaluation and independent evaluation

¹² The selection criteria for PPA are: (i) major information gaps, inconsistencies, and analytical weaknesses in the PCR found by IOE during the validation process; (ii) innovative project approaches; (iii) need to build an evidence base for higher-plane evaluations planned in the future; (iv) geographical balance; and (v) any disconnect between the ratings contained in the PCR and those generated by IOE during the validation process.

methodologies and processes. Also, through the PCRV and PPA exercises, IOE will gain an overview of the self-evaluation function within IFAD and provide recommendations for its improvement.

45. As in the past, IOE will review and prepare comments on the PRISMA and the Report on IFAD's Development Effectiveness (RIDE). It will also continue to assess the quality of monitoring and evaluation systems at the project and country level through its regular evaluation work.
46. IOE will continue its engagement in evaluation capacity development (ECD) in the context of regular evaluation processes and, among other activities, will invite national evaluation associations to participate in core learning partnerships as appropriate. IOE will maintain its partnerships with interested governments on ECD.
47. **DMR 5: Work related to IFAD governing bodies.** In 2013, IOE will continue to participate in all Evaluation Committee sessions, as per the revised Terms of Reference and Rules of Procedures of the Evaluation Committee. In this regard, the Committee's provisional agenda for 2013 will be considered by members at the last session before the end of 2012. IOE will participate and make presentations, as required, in all Executive Board sessions where evaluation-related items are to be presented.

Strategic objective 2: Promote effective learning and knowledge management

48. **DMR 6: Production of evaluation syntheses and ARRI learning themes.** In 2013, IOE proposes to undertake an evaluation synthesis on water management and conservation. The broad aim of this synthesis is to, inter alia, assess IFAD activities in promoting sustainable use of water resources for small agriculture development and for domestic purposes, and review the institutional development support provided through IFAD operations. IOE will capture knowledge on this topic from a variety of independent evaluations undertaken by IFAD as well as the evaluation outfits of other organizations. IOE has also added to its indicative plan 2014-2015, two evaluation syntheses: one on youth and one on pastoral development.
49. The division will continue its in-depth treatment of a specific learning theme in ARRI each year (for example, the learning theme covered by the 2012 ARRI is policy dialogue). In-house workshops will be organized on this learning theme and/or the evaluation syntheses selected. The proposal for the 2013 ARRI learning theme will be included in the 2012 ARRI for the consideration of the Committee and the Executive Board.
50. **DMR 7: Systematic communication and outreach of IOE's work.** Activities under this DMR include the dissemination of evaluation reports and evaluation Profiles¹³ and Insights¹⁴ to Executive Board members and IFAD Management, as well as to governments and partners in developing Member States. Efforts will be made to regularly update the evaluation section on the IFAD website. Evaluation reports will also be made available through external websites, such as those maintained by the ECG, UNEG and IFAD's regional knowledge networks.¹⁵ For selected CLEs and CPEs, IOE will also issue a press release to inform a wider audience of the main results and lessons yielded by these evaluations.
51. In-country learning workshops will be organized for each CPE and for selected PPAs to discuss evaluation results and lessons learned with multiple stakeholders. With

¹³ Evaluation Profiles are two-page summaries of the main conclusions and recommendations arising from each IFAD evaluation. They provide a sampling of evaluation results and an incentive for readers to delve deeper and follow up on interesting issues in the full report.

¹⁴ Evaluation Insights focus on one learning issue emerging from corporate, thematic or country programme evaluations. The hypothesis presented in the insights will form the basis for debate and discussion among development professionals and policymakers within IFAD and outside the institution.

¹⁵ Such as ENRAP and FIDAMERICA.

regard to CLEs, given their institution-wide implications, workshops and informal seminars will be organized with IFAD Management and Board members as appropriate.

52. IOE will continue to participate in IFAD's internal platforms (e.g. IFAD Management Team, OMC, OSC and CPMT) to improve the understanding of evaluation lessons and recommendations, as well as the IFAD community of practice on knowledge management. As per practice over the last three years, quarterly meetings will continue to be held between IOE and the Office of the President and Vice-President to exchange information and share knowledge on emerging evaluation issues.
53. IOE will participate in three international evaluation groups – ECG, UNEG and NONIE – and continue to enhance its cooperation with the other Rome-based agencies. Moreover, IOE will take part in key international and regional conferences on evaluation, including those organized by selected evaluation societies and associations (e.g. the African Evaluation Association and the European Evaluation Society). The aim of IOE's participation in these platforms is to exchange knowledge and lessons learned, remain engaged in the international debate on evaluation and network with evaluators from different organizations and from developing countries. IOE and SDC will explore opportunities to develop a further phase of their partnership, subject to the results and recommendations of the current partnership review (see paragraph 30).

VI. 2013 resource issues

54. **Human resources.** In 2011/2012, IOE took part in the IFAD-wide job audit exercise. The findings of the job auditors revealed that the majority of jobs within IOE were already graded at the appropriate level. Only upward grade movements were recommended for certain staff positions.
55. Before implementing the results of the job audit, like the rest of IFAD, IOE reviewed its staffing mix to ensure that the division had the required staff composition in terms of skills and competencies to ensure the achievement of its strategic objectives in the future. The results of this review and proposals for the future staff composition are reflected in annex III of this document.
56. In the context of the above-mentioned review of staffing levels, IOE proposes to abolish two vacant General Service staff positions. This measure further contributes to the downward trend since 2007 in the number of General Service staff in IOE (making it one of the IFAD divisions with the most realistic ratio between Professional and General Service staff) and will achieve savings in the overall resources required by IOE or allow for their reallocation to more strategically important tasks such as the undertaking of key evaluations. In this context, IOE proposes to create one Professional staff position for an evaluation research analyst. The function of the analyst will be to undertake the essential data collection and analysis required to support the division's increasing attention to higher-plane evaluations (CLEs, CPEs and evaluation synthesis), which have significant value for improving IFAD's development effectiveness. Overall, the staffing review has resulted in the reduction of one staff position.
57. **A zero increase budget in 2013.** As mentioned in the high-level preview document, IOE is committed to requesting, at most, the same nominal level of administrative budget for 2013. In this regard, using the inflation factor of 2.5 per cent for non-staff costs, the exchange rate of US\$1=EUR 0.72, and the same standard staff costs as in 2012 (as suggested by the IFAD Budget Unit following the September 2012 session of the Board), IOE's budget proposal for 2013 is approximately US\$6 million, reflecting a 1.4 per cent decrease in real terms compared to its 2012 administrative budget. Between now and year end, IOE will closely liaise with the IFAD Budget Unit to ensure that the division continues to use the same budget parameters followed by Management in developing its

administrative budget for next year. Should there be any changes to the IFAD budget parameters for 2013, IOE will also apply these and, accordingly, present a revised budget to the Audit Committee and the Executive Board before the end of 2012.

58. The proposed IOE 2013 budget is presented, as in the past, by cost category in tables 1 and 2 of annex IV. As per usual practice, the IOE budget proposal is divided into staff and non-staff cost sub-items. The latter also includes the estimated costs for consultancy services in support of evaluation activities. In the same annex, table 3 illustrates IOE's results-based budget, in which the total staff and non-staff resources required have been earmarked against the seven DMRs. The total resources required to achieve each strategic objective are shown in the same table.

IOE achievements in 2012

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

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
assessment			evidence base for the planned CPEs in the same countries.
5. Evaluation Committee and Executive Board	Review of the implementation of the results-based work programme for 2012 and indicative plan for 2013-2014, and preparation of the results-based work programme and budget for 2013 and indicative plan for 2014-2015	To be completed in December 2012.	In progress as planned.
	Tenth Annual Report on Results and Impact of IFAD's Operations (ARRI)	To be completed in December 2012.	Undertaken as planned.
	IOE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	To be completed in September 2012.	Completed.
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	To be completed in December 2012.	Will be undertaken as planned. RIDE with IOE comments will be discussed with the Evaluation Committee and thereafter by the Board in December 2012.
	IOE comments on selected IFAD operations policies prepared by IFAD management for consideration by the Evaluation Committee	To be completed in December 2012.	Undertaken as planned. IFAD's policy on gender equality and women's empowerment with IOE's comments were discussed at the April sessions of the Evaluation Committee and the Executive Board. IFAD's partnership strategy with IOE comments were discussed at the July session of the Evaluation Committee and September session of the Executive Board.
	Participation in all sessions of the Evaluation Committee, according to the Terms of Reference and Rules of Procedure of the Evaluation Committee	To be completed in December 2012.	Thus far, three formal sessions have been held. One more formal session is planned in December. IOE participated in the Evaluation Committee field visit to Ghana, and made a presentation on the results of the evaluation.
6. Communication and knowledge-management activities	Evaluation reports, Profiles, Insights, IOE website, etc.	January-December 2012.	In progress as planned.
	Evaluation syntheses on: (i) Role of cooperatives in rural development; (ii) COSOP as an instrument, including its structure, development and implementation process; and (iii) Gender	To be completed in December 2012.	In progress as planned.

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

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

Table 1
Proposed IOE work programme for 2013 according to type of activity

<i>Type of work</i>	<i>Proposed activities for 2013</i>	<i>Start date</i>	<i>Expected finish</i>
1. Corporate-level evaluation	Direct supervision and implementation support	Jan-12	Jun-13
	Evaluation of the achievements of IFAD replenishments	Jan-13	Dec-13
	IFAD's approach to and results in policy dialogue	Jan-13	Apr-14
	Revised IFAD Policy for Grant Financing	Sep-13	Dec-14
2. Country programme evaluation	Bolivia (Plurinational State of)	Jan-13	Mar-14
	Burundi	Nov-12	Dec-13
	China	Jan-13	Mar-14
	Madagascar	Jun-12	Sep-13
	Malawi	Nov-13	Dec-14
	Republic of Moldova	Sep-12	Oct-13
	Senegal	Jan-13	Mar-14
	Turkey	Jan-13	Mar-14
3. Project completion report validation	Validate all PCRs available in the year (around 30 PCRs)	Jan-13	Dec-13
4. Project performance assessment	Around 8 PPAs	Jan-13	Dec-13
5. Evaluation Committee and Executive Board	Review of the implementation of the results-based work programme for 2013 and indicative plan for 2014-2015, and preparation of the results-based work programme and budget for 2014 and indicative plan for 2015-2016	Jan-13	Dec-13
	Eleventh ARRI	Jan-13	Dec-13
	IOE comments on the PRISMA	Jun-13	Sep-13
	IOE comments on the RIDE	Oct-13	Dec-13
	IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee	Jan-13	Dec-13
	Participation in all sessions of the Evaluation Committee, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	Jan-13	Dec-13
	6. Communication and knowledge management activities	Evaluation reports, Profiles, Insights, website, etc.	Jan-13
	Evaluation synthesis (water management and conservation)	Jan-13	Dec-13
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend OMCs, IMTs and selected CPMTs.	Jan-13	Dec-13
7. Partnerships	ECG, UNEG, NONIE and SDC partnerships	Jan-13	Dec-13

<i>Type of work</i>	<i>Proposed activities for 2013</i>	<i>Start date</i>	<i>Expected finish</i>
8. Methodology	Contribute to the in-house debate on impact evaluations	Jan-13	Dec-13
	Fine-tune, as needed, the methodology for PCR validation and PPAs	Jan-13	Dec-13
	Continue to fine tune the Evaluation Manual to reflect key emerging issues as required	Jan-13	Dec-13
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	Jan-13	Dec-13
9. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	Jan-13	Dec-13

Table 2
IOE indicative plan for 2014- 2015 according to type of activity

<i>Type of work</i>	<i>Indicative plan for 2014-2015</i>	<i>Year</i>
1. Corporate-level evaluation	Joint evaluation of the Reformed Committee on World Food Security	2014-2015
	IFAD's engagement in fragile states	2014-2015
2. Country programme evaluation	Albania	2014
	Bangladesh	2014
	Cameroon	2014
	Pakistan	2014
	United Republic of Tanzania	2014
	Bolivarian Republic of Venezuela	2014
	Armenia	2015
	Burkina Faso	2015
	Lesotho	2015
	Peru	2015
3. Project completion report validation	Sri Lanka	2015
	Zambia	2015
3. Project completion report validation	Validate all PCRs available in the year	2014-2015
4. Project performance assessment	Around 8 PPAs/year	2014-2015
5. Evaluation Committee and Executive Board	Review of the implementation of the results-based work programme for 2014 and indicative plan for 2015-2016, and preparation of the results-based work programme and budget for 2015 and indicative plan for 2016-2017	2014
	Review of the implementation of the results-based work programme for 2015 and indicative plan for 2016-2017, and preparation of the results-based work programme and budget for 2016 and indicative plan for 2017-2018	2015
	Twelfth and thirteenth ARRIS	2014-2015
	IOE comments on the PRISMA	2014-2015
	IOE comments on the RIDE	2014-2015

Type of work	Indicative plan for 2014-2015	Year
	IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee	2014-2015
	Participation in all the sessions of the Evaluation Committee, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	2014-2015
6. Communication and knowledge management activities	Evaluation reports, Profiles, Insights, website, etc.	2014-2015
	Evaluation synthesis on youth	2014
	Evaluation synthesis on pastoral development	2015
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend OMC, IMT and selected CPMTs	2014-2015
7. Partnerships	ECG, UNEG, NONIE, and SDC partnerships	2014-2015
8. Methodology	Contribute to the in-house debate on impact evaluation	2014-2015
	Fine-tune, as needed, the methodology for PCR validation and PPAs	2014-2015
	Continue to fine tune the Evaluation Manual to reflect key emerging issues as required	2014-2015
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	2014-2015
9. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	2014-2015

Table 3
Provisional activities according to IOE divisional management results and objectives

Objectives	IOE divisional management results	Proposed activities for 2013	Proposed indicative plan for 2014-2015
Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations	DMR 1: ARRI and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes	Eleventh ARRI CLE on direct supervision and implementation support (Jan 2012-Jun 2013), Evaluation of the achievements of IFAD replenishments (Jan 2013- Dec 2013), CLE on IFAD's approach to and results in policy dialogue (Jan 2013- Apr 2014), CLE on revised IFAD policy on Grant Financing (Sep 2013- Dec 2014). Comments on policies, as required	Twelfth and thirteenth ARRI Joint evaluation of the Reformed Committee on World Food Security (2014-2015); IFAD's engagement in fragile states (2014-2015) Comments on policies, as required
	DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs	Bolivia (Plurinational State of), Burundi, China, Madagascar, Malawi, Republic of Moldova, Senegal and Turkey	I. Albania, Armenia, Bangladesh, Burkina Faso, Cameroon, Lesotho, Pakistan, Peru, Sri Lanka, United Republic of Tanzania, Venezuela (Bolivarian Republic of) and Zambia

	DMR 3: Project evaluations that contribute to better IFAD-supported operations	PCR validations	PCR validations
	DMR 4: Methodology development	PPAs	PPAs
		Continue to fine-tune the methodology for PCR validation and PPAs, as required	Continue to fine-tune the methodology for PCR validation and PPAs, as required
		Contribute to the in-house discussion on impact evaluation	Contribute to the in-house discussion on impact evaluation
		Continue to fine tune the Evaluation Manual to reflect key emerging issues, as required	Continue to fine tune the Evaluation Manual to reflect key emerging issues, as required
		Partnership: ECG, UNEG, NONIE, SDC (indirect contribution to this DMR)	Partnership: ECG, UNEG, NONIE, SDC (indirect contribution to this DMR)
		Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes.
		Comments on RIDE, PRISMA	Comments on RIDE, PRISMA
		Implementation of activities in partner countries related to evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development
		DMR 5: Work related to IFAD Governing Bodies	Participation in all the sessions of the EC, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee
Strategic objective 2: Promote effective learning and knowledge management	DMR 6: Production of evaluation syntheses and ARRI learning themes	Evaluation synthesis (water management and conservation)	Evaluation syntheses (Youth (2014), Pastoral development (2015))
		Analysis of one ARRI learning theme	Analysis of one ARRI learning theme each year
	DMR 7: Systematic communication and outreach of IOE's work	Evaluation reports, Profiles, Insights, and website	Evaluation reports, Profiles, Insights, and website
		Internal platforms (OSCs, OMCs, IMTs, CPMTs)	Internal platforms (OSCs, OMCs, IMTs, CPMTs)
		In-country learning workshops	In-country learning workshops
		Partnership: ECG, UNEG, NONIE, SDC	Partnership: ECG, UNEG, NONIE, SDC
		Participation in learning events or meetings of evaluation societies	Participation in learning events or meetings of evaluation societies
		Other learning and outreach activities	Other learning and outreach activities

IOE staff levels for 2013

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

Human resource category

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

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

IOE General Service staff levels

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

Proposed IOE budget for 2013

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

Evaluation work	2009 budget ^a	2010 budget ^a	2011 budget ^a	2012 budget ^a (1)	Proposed 2013 budget			
					Real increase/ decrease (2)	Price increase ^b (3)	Exchange rate increase/decrease ^c (4)	Total 2013 budget at US\$1=EUR 0.72 (5)=(1)+(2)+(3)+/-(4)
Non-staff costs	2 696 000	2 600 000	2 238 000	2 289 474	0	57 237	0	2 346 711 ^d
[Consultant costs								1 877 369 ^e]
Staff costs	3 157 851	3 620 204	3 645 576	3 734 530	-82 660	0	0	3 651 870
Total	5 853 851	6 220 204	5 883 576	6 024 004	-82 660	57 237	0	5 998 581^d

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

^b As for the rest of IFAD and conveyed by the IFAD's Budget Unit. Price increase for non-staff costs is 2.5 per cent. The Budget Unit also suggested that IOE use the 2012 standard staff costs to prepare the 2013 budget, with the proviso that the data would be revisited to reflect updated information towards the end of the year.

^c As conveyed by the Budget Unit, the exchange rate to be applied at this stage is the same exchange rate applied for the 2012 budget, i.e. US\$1=EUR 0.72 to facilitate comparison, with the proviso that final exchange rate will be set towards the end of the year.

^d See table 2 for further details on non-staff costs.

^e Consultant costs are expected to be around 80 per cent of non-staff costs, based on historical figures. Other non-staff costs include, inter alia, provisions for organization of in-country learning workshops at the end of CPEs, evaluation knowledge sharing activities and staff travel.

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

<i>Cost category</i>	<i>Absolute number</i>	<i>Number in full-time equivalent^a</i>	<i>Standard unit costs^b(US\$)</i>	<i>Proposed non-staff costs in 2013 (US\$)</i>
ARRI	1	1	150 000	150 000
Corporate-level evaluations	4	2.1	Differentiated cost based on scope and nature of issues to be assessed: 200 000-450 000	430 000
Country programme evaluations	8	5.5	Differentiated cost based on size of portfolio, size of country, travel costs and availability of evaluative evidence: 235 000-315 000	1 300 000
PCR validations	Around 30	Around 30	-	30 000
PPAs	Around 8	Around 8	25 000	200 000
Evaluation syntheses	1	1	50 000	50 000
Communication, outreach, knowledge sharing and partnership activities	-	-		108 000
Training	-	-		20 000
Overhead and miscellaneous costs	-	-		58 711
Total				2 346 711

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

^b Standard unit costs also include staff travel when necessary.

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

<i>IOE objectives</i>	<i>IOE DMR</i>	<i>Proposed budget (staff and non-staff cost)</i>	<i>Percentage overall total proposed budget</i>
Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations	DMR 1: ARRI and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes	1 121 296	19%
	DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs	2 221 882	37%
	DMR 3: Project evaluations that contribute to better IFAD-supported operations	792 130	13%
	DMR 4: Methodology development	382 362	6%
	DMR 5: Work related to IFAD governing bodies	223 174	4%
Total for strategic objective 1		4 740 844	79%
Strategic objective 2: Promote effective learning and knowledge management	DMR 6: Production of evaluation syntheses and ARRI learning themes	557 294	9%
	DMR 7: Systematic communication and outreach of IOE's work	700 443	12%
Total for strategic objective 2		1 257 737	21%
GRAND TOTAL		5 998 581	100%

Table 4
IOE overall budget utilisation in 2012

<i>Evaluation work</i>	<i>Approved Budget 2012 (US\$)</i>	<i>Utilized as of 21/09/12 (US\$)</i>	<i>Utilized as of 21/09/12 (in percentage)</i>
Non-staff costs	2 289 474	2 053 000	89.6%
Staff costs	3 734 530	3 713 393 ^a	99.4%
Total	6 024 004	5 766 393	95.7%

^a Consistent with the practice for the rest of IFAD, commitments for all staff costs are inserted for the whole year at the beginning of the year.

Key performance indicators

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

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

IOE's results chain

