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Enabling poor rural people
to overcome poverty

Preview of the results-based work programme and budget for 2014 and indicative plan for 2015-2016 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
CMR	corporate management result
COSOP	country strategic opportunities programme
CPE	country programme evaluation
CPMT	country programme management team
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
OSC	Operational Strategy and Policy Guidance Committee
PCR	project completion report
PCRV	project completion report validation
PMD	Programme Management Department
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
WFP	World Food Programme

Preview of the results-based work programme and budget for 2014 and indicative plan for 2015-2016 of the Independent Office of Evaluation of IFAD (IOE)

I. Introduction

1. This document contains a preview of IOE's work programme and budget for 2014 and indicative plan for 2015-2016. In line with the IFAD Evaluation Policy, IOE administrative budget and IFAD administrative budget are developed independently from each other¹. As in the past, the proposed independent evaluation work programme has been developed building on consultations with IFAD management and guidance of the Executive Board, as well as the Audit and Evaluation Committees. IOE also met with the Chairs of the Evaluation and Audit Committees to better understand, respectively, the priorities and expectations of the two Committees. Guidance of the Evaluation Committee was also sought in an informal consultation with members, prior to the finalisation of this document.
2. This is the first time in more than ten years that IOE has changed the format and structure of its work programme and budget document, inter alia, ensuring greater consistency with IFAD's administrative budget document. This document presents the work programme and budget "based on a critical assessment of needs, rather than simply using the current budget as a baseline".² It also aims to provide a better linkage between the work programme and expenditures, greater detail in the breakdown of budgeted costs, particularly non-staff costs including costs for consultants. The document provides details of actual expenditures for the previous year, as well as the 2013 budget utilization at the time this document was prepared. Similar updated information will be made available in the final submission to the Board in December 2013.
3. The document has been organized in six sections. Section II briefly describes the main lessons learned emerging from the implementation of the 2013 work programme; section III highlights achievements of the 2013 evaluation work programme, the overall 2012 budget utilization, the use of the 3% carry over from the 2012 budget, and the budget utilization to date and the projected utilization for 2013; section IV includes a brief description of IOE's three proposed strategic objectives; and section V focuses on the proposed evaluation activities for 2014 and indicative plan for 2015-2016, while section VI outlines the proposed 2014 budget and human resources required for IOE to implement its evaluation activities and achieve its objectives in an effective and timely manner.
4. Following the incorporation of the comments by the Evaluation Committee at its 77th session in June 2013, and based on feedback from the Audit Committee and the Executive Board during their September 2013 sessions, IOE will prepare the final proposed results-based work programme and budget for 2014 as well as indicative work plan for 2015-2016, for discussion with the Evaluation Committee at its session planned on 30 September-1 October 2013. The final document will be discussed by the Executive Board in December 2013. Prior to this, as per past practice, the budget proposal will be considered by the Audit Committee in November 2013, together with IFAD's 2014 administrative budget. The budget will be finally submitted to the Governing Council in 2014 for approval.

¹ See IFAD Evaluation Policy, page 13: "The levels of the IOE component and IFAD's administrative budgets will be determined independently of each other".

² See Draft Minutes of the 107th session of the Executive Board, paragraph 29.

II. Key Lessons from the Implementation of the 2013 Work Programme

5. IOE undertook internal assessments on the implementation of its 2013 work programme and budget prior to preparing the present document. During this process, some key lessons emerged which have been taken into consideration in preparing the proposed 2014 work programme and budget, and indicative plan for 2015-2016. The key lessons are:
- The importance of continuous and enhanced knowledge sharing, outreach and communication with IFAD management, the Evaluation Committee and Executive Board, partner countries and others to strengthen further the evaluation learning and feedback loop to improve IFAD's development effectiveness;
 - The importance of further developing the Evaluation Manual to ensure IFAD's evaluation methodologies and processes build on international good practice and capture the evolving priorities of the Fund;
 - The need for independent evaluation to also gain deeper insights into current operations, with a focus on assessing their relevance as well as the extent to which past lessons are adequately internalized in new policies, strategies and operations; and
 - The importance of ensuring rigorous and continuous budget monitoring to optimize the utilization of available budget according to established priorities and activities, and appropriately reallocate resources to areas that require additional funding and/or for additional activities.

III. Current perspective

A. Highlights of 2013

6. IOE has been in transition since the departure of its former Director at the end of October 2012.³ In addition to ensuring an effective and efficient implementation of its 2013 work programme, IOE has in this transition period initiated a process of internal change and reform. Some of the key steps undertaken that are aimed to ensure high quality evaluations and a conducive working environment include:
- Earlier allocation and distribution of the 2013 annual evaluation work programme to IOE staff, to enable better forward planning of individual activities;
 - Greater emphasis on stronger communication and transparency in IOE through delayering internal organizational structure, also leading to quicker and smoother decision making for enhanced efficiency. Further efforts will be made to identify opportunities for efficiency gains. For example, in the context of the revision of the IFAD Evaluation Manual, IOE will review and analyze its evaluation processes in order to streamline them for enhanced efficiency;
 - Clearer articulation of division of labour between IOE and the Office of the Secretary for a smooth and timely implementation of activities related to the work of the Evaluation Committee; and
 - Efforts to enhance diversity and gender balance in staff and consultants, as well as improve work-life balance.
7. By the end of the year, IOE expects to have implemented all the activities planned in the 2013 work programme, as well as several additional activities. Selected key achievements to date include:

³ In September 2012, the Board decided to appoint IOE Deputy Director as Acting Director until a new IOE Director takes office.

- The completion of the **Corporate-level evaluation on IFAD's institutional efficiency and efficiency of IFAD-funded operations**, the first of its kind carried out in multilateral and bilateral development organizations;
 - The design and undertaking of IOE's first **Impact Evaluation** in Sri Lanka (Dry Zone Livelihood Support and Partnership Programme);
 - The preparation of the **2013 Annual Report on Results and Impact of IFAD Operations (ARRI)** is ongoing, and this year IOE, together with IFAD Management, is making further efforts to harmonize the cohort of projects to be included in the ARRI and the Report on IFAD Development Effectiveness (RIDE), to provide a clearer overview of the performance of IFAD operations;
 - The issuance of the first **Joint Statement** between CGIAR, FAO, IFAD, and WFP to strengthen collaboration in evaluation;
 - More intensive efforts to engage with IFAD Management, Evaluation Committee and Executive Board, multilateral and bilateral organizations and partners at country level to **foster learning and dialogue** on evaluation-based lessons and good practices. In this regard, as one example, in September 2013 IOE will host at IFAD the extraordinary Annual General Meeting of the United Nations Evaluation Group (UNEG) to discuss UNEG's medium-term strategy and priorities; and
 - Preparation and issuance of a dedicated booklet to mark 10 years of IFAD's independent evaluation function, launched at the April 2013 Executive Board session. Further activities are planned to celebrate this landmark achievement, including the organization of a **key learning event** on the role of evaluation in reducing rural poverty, to take place towards the end of 2013.
8. Progress on the implementation of evaluation activities planned for 2013 are summarized in Table 1 and detailed in Table 2, Annex II of the document. The list of additional activities conducted or planned may be seen in table 3 of Annex II.

B. 2013 Budget utilization

9. The following table provides information on the budget utilization by IOE in 2012, as well as the budget utilization in 2013.

Table 1
IOE budget utilisation in 2012 and projected utilization in 2013

Evaluation work	Approved budget 2012	Budget utilization 2012 (US\$)	Approved budget 2013	2013 Commitment as of end-May (US\$) ^a	Expected utilization as of year-end 2013
Staff travel	350 000	323 817	330 000	243 588	340 000
Consultant fees	1 431 000	1 469 467	1 525 362	1 180 578	1 510 000
Consultant travel and allowances	350 000	354 760	352 007	300 875	395 000
In-country CPE learning events	25 000	24 670	30 000	26 336	45 000
Evaluation outreach, staff training & other costs	133 474	92 669	109 342	101 100	130 000
Non-staff costs	2 289 474	2 265 383	2 346 711	1 852 477	2 420 000
Staff costs	3 734 530	3 575 753	3 667 268	3 178 105	3 354 246
Total	6 024 004	5 841 136	6 013 979	5 030 582	5 774 246
% Utilization		96.96%			96%

^a Based on all staff costs committed until year-end.

10. Actual expenses used against IOE's 2012 budget amounted to USD 5.841 million or a utilization of 96.96%. In 2013, against an approved budget of USD 6.014 million, the utilization (in terms of commitments) as of end-May is USD 5.031 million. This includes full commitment at the beginning of the year of staff costs for the whole of 2013, which is in line with the IFAD-wide established practice. High utilization rate for the 2013 travel costs at this stage is the effect of normal business cycle, with a large number of evaluations being launched in the first part of the year. The expected overall utilization of the total IOE budget in 2013 as of year-end is projected at US\$5.774 million or 96% of the approved amount.
11. Less-than budgeted expense in staff costs reflects the effect of the vacant Director IOE position during the year, which is currently under recruitment. Part of the saving in staff costs have been and will be used to fund the additional activities (see table 3, Annex II).

C. Utilization of the 2012 carry-forward

12. The 3% carry-forward rule, in place since 2004, states that unobligated appropriations at the close of the financial year may be carried forward into the following financial year up to an amount not exceeding 3 per cent of the approved annual budget of the previous year.
13. The IOE 3% carry forward from 2012 amounted to USD 180 419, which have been allocated to fund various activities supporting evaluation work. By mid-May, approximately USD 106 500 has been spent and IOE expects to fully utilize this amount in order to:
 - (a) Continue enhancing its evaluation methodology and processes, leading to the full revision and issuance of the second edition of the Evaluation Manual in 2014. No allocation was foreseen for this task under the 2013 budget;
 - (b) Undertake the first impact evaluation, which was not fully costed in the 2013 IOE budget; and
 - (c) Finalize important evaluation activities carried over from 2012 (e.g. CPE Madagascar and the China Project Performance Assessment).

IV. IOE Strategic objectives

14. IOE proposes that its strategic objectives should henceforth be better aligned with IFAD priorities in the corresponding replenishment periods. As such, IOE has redefined its strategic objectives for the remaining part of the IFAD9 period⁴, that is, for 2014 and 2015. Moreover, in 2015, while preparing its 2016 work programme, IOE will reassess its strategic objectives to ensure continued alignment with corporate priorities for the IFAD10 period (2016-2018).
15. Accordingly, IOE proposes the following three strategic objectives for 2014-2015:
 - (i) Strategic objective 1 (SO1): Contribute, through independent evaluation work, to enhancing accountability for results;
 - (ii) Strategic objective 2 (SO2): Promote effective learning and knowledge management for further strengthening the performance of IFAD operations; and
 - (iii) Strategic objective 3 (SO3): Contribute to evaluation capacity development at the country level.
16. Since 2010, IOE has only had two strategic objectives⁵. These two strategic objectives have been further sharpened for 2014-2015 (see SO1 and SO2 above) to better achieve the overarching goal set for independent evaluation as captured in

⁴ Which runs from 2013 to 2015.

⁵ Strategic objective 1: Contribute to improving the performance of corporate policies and IFAD-funded operations; Strategic objective 2: Promote effective learning and knowledge management.

IFAD's Evaluation Policy, namely to promote *accountability* and foster *learning* to improve the performance of corporate policies and IFAD-supported operations.

17. Moreover, IOE proposes to add a third strategic objective (SO3). The rationale to add this third strategic objective is based on the growing need to strengthen national evaluation capacity in the agriculture and rural sectors in recipient countries⁶. This will support government and other partners in managing activities at the sector, program and project levels, as well as facilitate evidence-based policy-making to improve the livelihoods of the rural poor. Attention to national evaluation capacity development would also be consistent with the organisation's broader commitments in the ninth replenishment period to enhance IFAD's business model which includes, among other activities, strengthening national monitoring and evaluation capacity⁷.
18. Annex I summarizes IOE strategic objectives, divisional management results (DMRs) and the outputs which the division proposes to deliver in 2014-2015.

V. 2014 Work programme and indicative plan 2015-2016

19. The size and nature of the proposed work programme has been carefully determined taking into account a combination of factors including: IOE's contribution to IFAD's institutional transformation and better performance as well as the capacity of the Fund's self-evaluation system; the need to achieve IOE's strategic objectives; the commitments to be fulfilled in relation to the IFAD Evaluation Policy and the Terms of Reference of the Evaluation Committee; and the absorption capacity and resource availability within the Management and Governing Bodies, to engage systematically during independent evaluation processes and respond effectively and in a timely manner to recommendations made by such evaluations.
20. This year, IOE developed a "Selectivity Framework" to assist in the construction of its 2014 work programme. The Selectivity Framework, which may be seen in Annex VII, includes a list of guiding questions for CLEs and Evaluation Syntheses, CPEs, and PPAs, allowing IOE to better identify and prioritize evaluations to be conducted in a given year. In developing its selectivity framework, IOE reviewed the experience of other organizations (e.g. Independent Evaluation Group of the World Bank) that have already introduced a similar tool in preparing their respective work programmes.
21. Bearing this in mind, IOE proposes to undertake a corporate level evaluation (CLE) on IFAD's engagement in fragile states in 2014, and has ensured that it has a good mix of countries selected for country programme and project evaluations in line with the selectivity framework. It also proposes to prepare an evaluation synthesis report on IFAD's engagement in middle income countries, with the aim of sharpening further the organisation's role and approaches in such country contexts.
22. Beyond individual evaluations, IOE will continue to present and discuss key evaluations with the Evaluation Committee and the Executive Board, to enable the Governing Bodies to exercise their oversight role and provide strategic guidance to IFAD management and IOE. IOE will also engage in IFAD10 in 2014 by presenting selected evaluation results at key stages during the replenishment consultations, such as the evaluation synthesis on IFAD's engagement in middle income countries, findings from the CLE on grants and IFAD replenishment, the ARRI, and others, as and if IFAD member states deem appropriate.

⁶ This is an objective that evaluation outfits in several other development organizations (e.g. World Bank and the United Nations Development Programme) consider high priority as well.

⁷ See REPL.IX/3/R.5: Report of the Consultation on the Ninth Replenishment of IFAD's Resources

23. It is essential to highlight here that, in order to continue improving its results-based budgeting process, this year for the first time IOE will present its work programme in two scenarios: a base-case scenario and high-case scenario, as shown in Table 3 below. The selection of the additional high-case scenario outputs was based on the level of priority assigned to those outputs resulting from responses given to the guiding questions included in the selectivity framework.
24. In the high-case scenario, IOE proposes to conduct three main additional activities, over and above those included in the base-case scenario. The additional activities include: (i) a sub-regional evaluation in the English-speaking Caribbean island countries; (ii) the preparation of an evaluation synthesis report on pastoral development; and (iii) a wider range of activities in relation to evaluation capacity development including the organisation of training workshop(s) in partner countries on evaluation methods and processes.
25. IOE considers these activities important for a variety of reasons. For example, the sub-regional evaluation will help IFAD operations define the Fund's strategy in small island developing states; the evaluation synthesis on pastoral development will contribute to generate lessons and good practices for strengthening the design and implementation of future and ongoing operations that include pastoral development for improving incomes and food security; and evaluation capacity development will enable recipient governments to make greater use of evaluations for learning and improved performance on the ground in the future.
26. Table 2 summarizes the major outputs planned for 2014. The full list of proposed evaluation activities for 2014 including the timelines may be seen in Annex III. Furthermore, the same annex also includes the indicative work plan for 2015-2016.

Table 2

Major outputs planned for 2014

Strategic Objectives (SO)	Divisional Management Results (DMR)	Outputs – Base case scenario	Outputs – High case scenario	
SO 1: Contribute, through independent evaluation work, to enhancing accountability for results	DMR 1: ARRI and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes	ARRI 2 CLEs (CLE on revised IFAD Policy on Grant Financing – to be completed; and CLE on IFAD's engagement in fragile states – to start)	Similar as in base case, plus: 1 sub-regional evaluation in English speaking Caribbean island countries.	
	DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs	7 CPEs (Bolivia, China, Senegal and Zambia - to be completed; Bangladesh, Sierra Leone and Tanzania – to start)		
	DMR 3: Project evaluations that contribute to better IFAD-supported operations	Validate all PCRs available in the year		8 PPAs ⁸
		1 impact evaluation of an IFAD-funded project (project to be determined) ⁹		
		DMR 4: Methodology development		Issuance of the second edition of the Evaluation Manual
	DMR 5: Work related to IFAD Governing bodies to ensure accountability and learning	Comments on RIDE and PRISMA and selected COSOPs and corporate policies; Preparation of the IOE work programme and budget; and Participation in all sessions of the EC and EB, and selected Audit Committee meetings		
SO 2: Promote effective learning and knowledge management for further strengthening the performance of IFAD operations	DMR 6: Production of evaluation syntheses and ARRI learning themes	1 evaluation synthesis on IFAD's engagement in middle income countries	Similar as in base case, plus: 1 evaluation synthesis on pastoral development	
		1 learning theme in the context of the 2014 ARRI (topic to be decided)		
	DMR 7: Systematic communication and outreach of evaluation-based lessons and good practices	Participate in internal platforms (OSCs, OMCs, IMTs, CPMTs, etc)	Participate and share knowledge in external platforms such as learning events or meetings of evaluation societies Ensure a wider range of expert participants from outside in learning events organized by IOE in IFAD	
		Organization of in-country learning workshops to discuss the main results from CPEs to provide building blocks for the preparation of new COSOPs, as well as learning events in IFAD from other evaluations (e.g., CLEs, syntheses, ARRI) to share lessons and good practices		
Partnership (ECG, UNEG, NONIE, SDC and Rome based agencies FAO/WFP/CGIAR)				
SO 3: Contribute to evaluation capacity development at the country level	DMR 8: Evaluation capacity development in partner countries	Engage in ECD in the context of evaluations already included in IOE's annual work programme (e.g. organise an in-country special seminar on evaluation methods and processes, within the framework of an on-going CPE or PPA being conducted by IOE)	Similar as in base case, plus: Organization of workshops and other activities in partner countries (as per request) focussed on evaluation methodology and processes. This would also include other countries where IOE is not undertaking a CPE or PPA	

⁸ The selection of projects to undergo a PPA may only be determined upon submission of PCRs by PMD and the subsequent validation exercise by IOE.

⁹ Priority will be given to a project in a country where IOE plans a CPE in the near future (2015 or soon thereafter).

VI. 2014 Resource envelope

A. Staff resources

27. As a first step in the preparation of the 2014 budget proposal, IOE undertook an internal strategic workforce planning (SWP) exercise. The SWP exercise reviewed the current staffing numbers along with the staff grading composition, and compared these to the estimated workload (in terms of total number of days) to implement effectively and in a timely manner the overall proposed work programme for 2014 (both for the base-case and high-case scenarios).
28. Based on the results of this exercise, IOE proposes to maintain the same number of staff in 2014 as in 2013, irrespective of which scenario the Evaluation Committee advises IOE to adopt (see table 2 above). Depending on the scenario adopted (base-case or high-case), the resources required in terms of consultancies will be adjusted (increased or decreased) to ensure full implementation of the work programme (see table 4 below).
29. Changes in staff level complement are envisaged to ensure IOE has the right mix of staff resources, taking into account the number, type and complexity of evaluations included in the 2014 work programme. IOE human resources required and any proposed changes for 2014 may be seen in Annex IV.

B. Budget proposal

30. Budget process: In preparing the budget for 2014, IOE took into consideration the need to further improve the linkages between budget and results as well as the drive for efficiency improvements.
31. During the course of the planning exercise, IOE defined its strategic objectives and DMRs for 2014-2015. Using standard coefficients based on historic costs and level of effort by type of evaluation, the work load (in person days) and costs for types of evaluations were estimated to form the basis for developing the budget for 2014. The consultant resource requirements are net off the available staff resources and costed accordingly. The travel costs for both staff and consultants were estimated based on type of evaluation activity and corresponding evaluation processes in line with the Evaluation Manual, and the mix of countries where evaluations are expected to take place.
32. Cost drivers: The primary cost drivers for the 2014 budget are: (i) salary increase, (ii) effect of inflation in the non-staff costs, (iii) increased travel costs due to price increase beyond average inflation assumptions, and (iv) increased number of evaluation activities in the high-case scenario.
33. The Assumption: The parameters which IOE uses in constructing its 2014 budget are suggested by the IFAD Budget Unit; and are consistent with what IFAD will be using for constructing its 2014 administrative budget. They are as follows: (i) inflation rate of 2.1% for non-staff costs; (ii) price increase of 2.5% for staff costs; and (iii) exchange rate of USD 1= EUR 0.72, same as that of 2013 has been retained for 2014.
34. As mentioned earlier, two scenarios are proposed: a base case and a high case scenario. The total IOE 2014 budget (both staff and non-staff costs) are shown in three different ways, by: (i) the type of evaluation activities to be conducted (see table 3); (ii) category of expenditure (table 4); and (iii) the three strategic objectives (table 5).
35. Based on historic costs by type of evaluation activity and the number of planned evaluations in 2014, table 3 shows that the largest amount of non-staff costs are allocated to higher plane evaluations (corporate level evaluations and country programme evaluations). This is consistent with the increased attention given to such evaluations in other international financial institutions, given their unique role

in contributing to systemic changes and improvements. Specific allocations are made respectively for one new impact evaluation of an IFAD-funded project, and the preparation of the second edition of the Evaluation Manual (which is a one-time cost). Finally, the same table reveals that in the high case scenario, additional budgetary resources have been allocated to CPEs, evaluation synthesis, communication and knowledge sharing, and evaluation capacity development.

Table 3
Proposed budget for 2014 (by type of activities)

Type of activities	Approved 2013 budget	Proposed 2014 budget	
		Base case	High case
ARRI	150 000	150 000	150 000
CLEs	430 000	350 000	350 000
CPEs	1 300 000	860 000	960 000
PCR Validations	30 000	50 000	50 000
PPAs	200 000	230 000	230 000
Impact evaluation	0 ¹⁰	200 000	200 000
Evaluation syntheses	50 000	50 000	100 000
Revision of IOE Evaluation Manual	0	150 000	150 000
Communication, evaluation outreach, knowledge sharing, partnership activities	108 000	188 000	218 000
Evaluation capacity development, training and other costs	78 711	96 522	120 722
Total non-staff costs	2 346 711	2 324 522	2 528 722
Staff costs	3 667 268	3 684 319	3 684 319
Total	6 013 979	6 008 841	6 213 041

36. Table 4 shows the budget (non-staff costs) distributed by category of expenditure. For the 2014 proposed budget (both the base and high case scenarios), the individual categories of expenditure (e.g. consultants' fees, staff travel, etc.) include the cumulative costs that are needed to satisfactorily complete each and every planned activity in the 2014 work programme. Consultants' costs include only fees while their travel and allowances are shown separately. In-country CPE learning expenses have also been separated and will be carefully monitored to ensure adequate and effective allocation to this important initiative. In addition, a separate allocation has been provided for IOE staff training costs, which are an important element of staff development. This budget category also includes communication and outreach costs, but excluding the travel component which is appropriately reflected in staff travel. Based on the experience gathered in 2014, these costs will be analysed and allocations adjusted to further reflect IOE priorities.
37. Table 4 illustrates that efforts will be made to contain consultant fees, in both the base case and high case scenario. This will be done, *inter-alia*, by mobilising greater number of regional/national consultants¹¹, using very selectively consultants that have a high daily honorarium rate, and in-sourcing some activities that would have been conducted by consultants in the past. Finally, Tables 3 and 4 show that there are very minimal increases in staff costs, in spite of the corresponding price

¹⁰ Since impact evaluation is a project-level evaluation, it was decided to allocate USD 25 000 from the PPA budget line to this evaluative exercise. The remaining balance was funded through the 3% carry over from 2012, as well as through supplementary funds.

¹¹ That is, consultants based in the geographic region or country where a project or country programme evaluation will be undertaken. Moreover, systematic efforts will be made to further enhance the number of women consultants.

increases. This is due to changes in staff level complement (as mentioned in paragraphs 27 to 29 above).

Table 4
Proposed budget for 2014 (by category of expenditure)

Categories of expenditures	Approved 2013 budget	Proposed 2014 budget	
		Base case	High case
Staff travel	330 000	345 000	380 000
Consultant fees	1 525 362	1 430 000	1 515 000
Consultant travel and allowances	352 007	380 000	450 000
In-country CPE learning events	30 000	35 000	45 000
Evaluation outreach, staff training and other costs.	109 342	134 522	138 722
Total non-staff costs	2 346 711	2 324 522	2 528 722
Staff costs	3 667 268	3 684 319	3 684 319
Total	6 013 979	6 008 841	6 213 041

38. Table 5 below shows how the total proposed budget (non-staff and staff components) is allocated to achieve each of the three strategic objectives proposed by IOE. Further detail including allocation to each DMR can be found in Annex V Table 3. Strategic objective one receives the greater allocation, mainly due to the fact that the bulk of consultancy resources will need to be mobilised for the activities that contribute to achieving this objective. Moreover, most of the activities undertaken within strategic objective one contribute to one or both of other strategic objectives (SO2 and SO3). For example, the preparation of the second edition of the Evaluation Manual will also assist in achieving SO3, which is evaluation capacity development in recipient countries.
39. Table 5 also shows how the 2014 budget is directly linked to the planned outputs of IOE in 2014. In any case, in the coming years, more efforts will be made to link IOE's outputs to outcomes, bearing in mind that - from the experiences in similar organizations - measureable outcomes may only be seen several years after evaluations have been finalized.

Table 5
Proposed budget allocation (by strategic objective)

Strategic objective (SO)	Approved 2013 budget		Proposed 2014 budget			
			Base case		High case	
	Amount (USD)	%	Amount (USD)	%	Amount (USD)	%
SO 1: Contribute, through independent evaluation work, to enhancing accountability for results	4 752 846	79%	4 449 652	74%	4 549 652	73%
SO 2: Promote effective learning and knowledge management for further strengthening the performance of IFAD operations	1261 133	21%	1 268 992	21%	1 348 992	22%
SO 3: Contribute to evaluation capacity development at the country level	0	0%	290 197	5%	314 397	5%
Total	6 013 979	100%	6 008 841	100%	6 213 041	100%

40. The proposed 2014 budget under the base case scenario is US\$6.008 million which is a zero nominal increase against the 2013 approved budget. In preparing this budget, effort has been made to further: (i) trim consultant costs through a more efficient utilization of the skills, competencies and experience of IOE staff, and (ii) absorb the effect of the 2.1% inflation of non-staff costs. As mentioned above, there is a slight increase in staff cost estimate which reflects the 2.5% salary increase assumption partly offset by savings from changes in staff level complement.
41. For the high case scenario, the proposed budget is USD 6.213 million. The increase is primarily in non-staff costs and partly reflects the additional budgetary requirements for incremental tasks (any further balance needed to ensure full implementation of all additional activities will be funded from savings arising from vacancies during the year and/or donor contribution).
42. Finally, IOE will develop and present a single budget proposal for 2014, which will be prepared following the 77th session of the Evaluation Committee in June 2013. Therefore, the Executive Board will only be presented with one budget proposal for consideration at its September 2013 session.

IOE strategic objectives, DMRs and types of outputs

<i>IOE Strategic objectives</i>	<i>IOE DMRs</i>	<i>Types of outputs</i>
Strategic objective 1: Contribute, through independent evaluation work, to enhancing accountability for results	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	ARRI CLE
	DMR 2: Country programme evaluations (CPEs) that serve as concrete building blocks for better results-based country strategic opportunities programmes (COSOPs)	CPE
	DMR 3: Project evaluations that contribute to better IFAD-supported operations	Project Performance Assessment (PPA) Project Completion Report Validation (PCRV) Impact evaluation
	DMR 4: Methodology development	Guidelines and manual
	DMR 5: Work related to IFAD governing bodies	EC/EB sessions
Strategic objective 2: Promote effective learning and knowledge management for further strengthening the performance of IFAD operations	DMR 6: Production of evaluation syntheses and ARRI learning themes	Evaluation synthesis ARRI learning theme
	DMR 7: Systematic communication and outreach of IOE's work	Workshop on thematic issues Publication Learning event
Strategic objective 3: Contribute to evaluation capacity development at the country level	DMR 8: Evaluation capacity development in partner countries	In-country workshops on evaluation methodology and processes

IOE achievements in 2013

Table 1

IOE Work programme: 2013 Selected Tasks – Summary of the projected & Current Achievements at mid-year (Further details are available in Table 2 in this annex)

Tasks	Year-start Projection		Current	Year-end outputs
<i>Type of activity</i>	<i>To be completed in 2013</i>	<i>To start in 2013 and be completed in 2014</i>	<i>Status at mid-year 2013</i>	<i>Expected year-end Achievements</i>
Corporate-level evaluations (CLE)	3	2	2 Completed 2 Started 1 Postponed	3 completed 1 on-going
Country programme evaluations (CPE)	2	4	1 completed 5 on-going	2 completed 4 on-going
Project completion report validation (PCRv)	All PCR's available from PMD in the year		18 completed	All PCR's available from PMD in the year
Project performance assessment (PPA)	8		6 on-going 2 to start	8 completed
Impact evaluation (IE)	1		IE started as scheduled & on-going	IE completed
Evaluation Committee (EC) & Executive Board (EB)	EC Sessions: 4 EB Sessions: 3 One country visit of the EC	N/A	EC Sessions: 3 EB Sessions: 1 One country visit of the EC to Viet Nam	EC Sessions: 5 (1 extra session) EB: 3 One country visit of the EC
Evaluation syntheses (ES): water management & conservation; Youth	1		ES started as scheduled & on-going; Extra ES on Youth started	ES on water completed; ES on Youth to be completed in early 2014
Annual Report on Results & Impact (ARRI)	1	N/A	ARRI started as scheduled & on-going	1
IOE comments on PRISMA & RIDE	2	N/A	1 completed 1 to start	2

Table 2

Progress of 2013's planned activities

Type of work	Evaluation activities	Planned implementation status	Present status
1. Corporate-level evaluations	An assessment of IFAD's institutional efficiency and efficiency of IFAD-funded operations	To be completed in April 2013	Completed. The evaluation report was presented to the Evaluation Committee and the Executive Board in April 2013.
	Direct supervision and implementation support	To be completed in June 2013	Completed. The final evaluation report was discussed at the Evaluation Committee in June 2013 and the Executive Board in

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
	Evaluation of the achievements of IFAD replenishments	To be completed in December 2013	September 2013. In progress as planned.
	Revised IFAD Policy for Grant Financing	To start in January 2013	Started as planned
	IFAD's approach to and results in policy dialogue	To start in September 2013	As discussed with IFAD management, this evaluation will be deferred to allow IOE to start the CLE on IFAD's engagement in fragile states in January 2014, a topic which deserves attention and has higher priority
2. Country programme evaluations	Bolivia	To start in January 2013	Started as planned.
	China	To start in January 2013	Started as planned.
	Madagascar	To be completed in September 2013	Completed ahead of schedule. The national round table workshop was organized in May 2013.
	Republic of Moldova	To be completed in December 2013	In progress as planned. Main mission was fielded in March 2013.
	Senegal	To start in January 2013	Started as planned. Main mission was fielded in April 2013.
	Zambia	To start in January 2013	Started as planned. Main mission will be fielded in July 2013.
3. Project completion report validation	Validate all PCRs available in the year	To be completed in December 2013	In progress as planned.
4. Project performance assessment	Around 8 project performance assessments	To be completed in December 2013	In progress as planned.
5. Impact evaluation	Sri Lanka Dry Zone Livelihood Support and Partnership Programme	To start in January 2013	In progress as planned. The approach paper was discussed at the Evaluation Committee in April 2013. The final report will be presented to the Evaluation Committee by end 2013.
6. 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	To be completed in December 2013	In progress as planned.
	Eleventh Annual Report on Results and Impact of IFAD's Operations (ARRI)	To be completed in December 2013	In progress as planned.

<i>Type of work</i>	<i>Evaluation activities</i>	<i>Planned implementation status</i>	<i>Present status</i>
	IOE comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)	To be completed in September 2013	Completed.
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	To be completed in December 2013	Will be undertaken as planned. RIDE with IOE comments will be discussed with the Evaluation Committee and thereafter by the Board in December 2013.
	IOE comments on selected IFAD operations policies prepared by IFAD management for consideration by the Evaluation Committee	To be completed in December 2013	N/A.
	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 2013	Thus far, two formal sessions have been held. Three more sessions are planned in September, October and November respectively. IOE participated in the Evaluation Committee field visit to Viet Nam, and made a presentation on the results of the Country Programme Evaluation.
7. Communication and knowledge-management activities	Evaluation Reports, Profiles, Insights, IOE website, etc.	January-December 2013	In progress as planned.
	Evaluation synthesis on water management and conservation	To be completed in December 2013	In progress as planned. In addition, IOE has also started another evaluation synthesis on youth, which was originally planned to start in January 2014.
	Attend IFAD Management Team meetings; OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE; selectively CPMTs; and (as observer) the Operational Management Committee.	January-December 2013	In progress as planned.
	IOE-OPV quarterly meetings	January-December 2013	In progress as planned.
	Disclosure of the evaluation ratings database.		Completed.
8. Partnerships	ECG, NONIE, UNEG and SDC partnership	January-December 2013	In progress as planned. Participated in the ECG Spring meeting, the UNEG Annual General meeting. A new partnership with the Swiss Development Cooperation Agency to strengthen cooperation in evaluation is under preparation.
9. Methodology	Fine-tune the methodology for PCR validations and PPAs as needed	January-December 2013	In progress as planned.
	Contribute to the in-house and external debate	January-December 2013	In progress as planned.

Type of work	Evaluation activities	Planned implementation status	Present status
	on impact evaluations		
	Continue to fine-tune the Evaluation Manual to reflect key emerging issues as required	January-December 2013	Launched the process for preparing a second edition of the Evaluation Manual to be issued in 2014.
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	January-December 2013	In progress as planned.
10. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development.	January-December 2013	In progress as planned. A seminar on evaluation methodology was held in the context of the Madagascar CPE and a memorandum of Understanding with the Government of China is under preparation.

Table 3

Additional activities in 2013

Description of activities	Timeline
Joint Statement among CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation. Examples of collaborative activities already undertaken include: (i) sharing of consultants' database; (ii) participation in the recruitment process of a P-2 Professional staff member in IOE; (iii) participation in the recruitment process of a P-5 Professional staff member in CGIAR; and (iv) participation of evaluators from the Rome-based agencies in the learning event on impact evaluation organized by IOE.	Joint statement became effective on 2 April 2013
Hosting extraordinary Annual General meeting of the United Nations Evaluation Group (UNEG) to discuss strategy and priorities of UNEG	26-27 September 2013
Follow-up study to review the implementation of the agreed recommendations from the Joint Evaluation with AfDB on Agriculture and Rural Development in Africa	January-June 2013
Preparation of dedicated Booklet to mark 10 years of IFAD's Independent Evaluation Function launched at the April 2013 session of the Executive Board	January-April 2013
Planned conference on the role of evaluation in reducing rural poverty (in the context of 10 years of IFAD Independent Evaluation Function)	November 2013
Discussion of Country Programme Evaluation reports at the three Executive Board sessions scheduled in 2013: <ul style="list-style-type: none"> • Uganda in April; • Kenya, Nepal and Rwanda in September; and • Others (to be determined) in December 2013 	January-December 2013
Preparation of IOE Notes on COSOPs for the Executive Board: <ul style="list-style-type: none"> • Kenya, Nepal and Rwanda in September; • Others in December 2013 	January-December 2013
External peer reviews: <ul style="list-style-type: none"> • Asian Development Bank's Annual evaluation review report; • Global Environmental Facility (GEF) Fifth Overall Performance Study 	January-December 2013

Proposed IOE evaluation activities for 2014 and indicative plan for 2015-2016

Table 1

Proposed IOE work programme for 2014 according to type of activity – activities highlighted in green will be undertaken only in the high case scenario

Type of work	Proposed activities for 2014	Start date	Expected finish	Expected delivery time ¹²				
				Jan-Mar 2004	Apr-Jun 2004	Jul-Sep 2004	Oct-Dec- 2004	2005
1. Corporate-level evaluation	Revised IFAD Policy for Grant Financing	Jan-13	Jun-14		X			
	IFAD's engagement in fragile states	Jan-14	Jun-15					X
2. Country programme evaluation	Bolivia (Plurinational State of)	Jan-13	Mar-14	X				
	Bangladesh	May-14	Jul-15					X
	China	Jan-13	Mar-14	X				
	English speaking Caribbean island countries	Jun-14	Sep-15					X
	Senegal	Jan-13	Mar-14	X				
	Sierra Leone	Jan-14	Mar-15					X
	Tanzania	Jan-14	Mar-15					X
	Zambia	Jan-13	Mar-14	X				
3. Project completion report validation	Validate all PCRs available in the year	Jan-14	Dec-14	X	X	X	X	
4. Project performance assessment	Around 8 PPAs	Jan-14	Dec-14			X	X	
5. Impact evaluation	One (project to be determined)	Jan-14	Dec-14				X	
6. Engagement with Governing Bodies	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	Jan-14	Dec-14					
	Twelfth ARRI	Jan-14	Dec-14					X
	IOE comments on the PRISMA	Jun-14	Sep-14			X		
	IOE comments on the RIDE	Oct-14	Dec-14					X
	IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee	Jan-14	Dec-14					
	Participation in all sessions of the Evaluation Committee, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	Jan-14	Dec-14		X	X	X	
	IOE Notes on COSOPs when related CPEs are available	Jan-14	Dec-14		X	X	X	
	IOE's engagement in IFAD10 (activities to be determined)	Jan-14	Dec-14					
7. Communication and knowledge management activities	Evaluation synthesis on IFAD's engagement in middle income countries	Jan-14	Dec-14				X	

¹² The quarterly delivery time is marked with an **X** only for expected specific deliverable

Type of work	Proposed activities for 2014	Start date	Expected finish	Expected delivery time ¹²				
				Jan-Mar 2004	Apr-Jun 2004	Jul-Sep 2004	Oct-Dec-2004	2005
	Evaluation synthesis on pastoral development	Jan-14	Dec-14				X	
	Evaluation Reports, Profiles, Insights, website, etc.	Jan-14	Dec-14	X	X	X	X	
	Organization of in-country CPE learning workshops as well as learning events in IFAD	Jan-14	Dec-14					
	Participate and share knowledge in external platforms such as learning events or meetings of evaluation societies	Jan-14	Dec-14	X	X	X	X	
	IOE-OPV quarterly meetings	Jan-14	Dec-14	X	X	X	X	
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend OMCs, IMTs and selected CPMTs.	Jan-14	Dec-14	X	X	X	X	
8. Partnerships	ECG, UNEG, NONIE and SDC partnerships	Jan-14	Dec-14	X	X	X	X	
	Contribute as external peer reviewer to key evaluations by other multilateral /bilateral organizations as requested	Jan-14	Dec-14					
	Implement the Joint Statement among the CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	Jan-14	Dec-14	X	X	X	X	
9. Methodology	Revision of the IFAD Evaluation Manual	Jan-14	Dec-14				X	
	Contribute to the in-house and external debate on impact evaluations	Jan-14	Dec-14	X	X	X	X	
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	Jan-14	Dec-14	X	X	X	X	
10. Evaluation capacity development	Engage in evaluation capacity development in the context of regular evaluation process	Jan-14	Dec-14	X	X	X	X	
	Organization of workshops in partner countries (as per request) on evaluation methodology and processes	Jan-14	Dec-14	X	X	X	X	

Table 2:
IOE indicative plan for 2015-2016 according to type of activity

<i>Type of work</i>	<i>Indicative plan for 2015-2016</i>	<i>Year</i>
1. Corporate-level evaluation	Joint evaluation with FAO and WFP of the Reformed Committee on World Food Security	2015-2016
	IFAD's approach and results in policy dialogue	2015-2016
	IFAD's Efforts in Conducting Impact Evaluations	2015-2016
	IFAD's engagement in middle income countries	2016-2017
	Targeting	2016-2017
2. Country programme evaluation	Brazil	2015-2016
	Burkina Faso	2015
	Burundi	2015
	Cameroon	2016
	India	2016
	Malawi	2015
	Pakistan	2015
	Indian Ocean small islands developing states	2015
3. Project completion report validation	Validate all PCRs available in the year	2015-2016
4. Project performance assessment	Around 8 PPAs/year	2015-2016
5. Impact evaluation	1 per year (project to be determined)	
6. Engagement with Governing Bodies	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
	Review of the implementation of the results-based work programme for 2016 and indicative plan for 2017-2018, and preparation of the results-based work programme and budget for 2017 and indicative plan for 2018-2019	2016
	Thirteenth and fourteenth ARRIs	2015-2016
	IOE comments on the PRISMA	2015-2016
	IOE comments on the RIDE	2015-2016
	IOE comments on selected IFAD operational policies prepared by IFAD Management for consideration by the Evaluation Committee	2015-2016
	Participation in all the sessions of the Evaluation Committee, according to the revised Terms of Reference and Rules of Procedure of the Evaluation Committee	2015-2016
	IOE notes on COSOPs when related CPEs are available	2015-2016
7. Communication and knowledge management activities	Evaluation reports, Profiles, Insights, website, etc.	2015-2016
	Evaluation synthesis (on pastoral development if the base-case scenario is adopted for 2014. Otherwise, on indigenous people)	2015
	Activities related to the International Year of Evaluation (2015)	2015
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend OMC, IMT and selected CPMTs	2015-2016

<i>Type of work</i>	<i>Indicative plan for 2015-2016</i>	<i>Year</i>
8. Partnerships	ECG, UNEG, NONIE, and SDC partnerships	2015-2016
	Implement the Joint Statement among the CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	2015-2016
9. Methodology	Contribute to the in-house and external debate on impact evaluation	2015-2016
	Training of IOE staff and consultants on new Evaluation Manual	2015
	Implement the revised harmonization agreement between IOE and IFAD Management on independent and self-evaluation methodology and processes	2015-2016
10. Evaluation capacity development	Implementation of activities in partner countries related to evaluation capacity development	2015-2016

IOE staff levels for 2014

2010 level	2011 level	2012 level	2013 level	2014		
				Professional staff	General Service staff	Total
19.5	19.5	19.5	18.5	12.5	6	18.5

Human resource category

Category	2013	2014
Director	1	1
Deputy Director	1	1
Senior evaluation officers	4	3
Evaluation officers	5	6
Evaluation research analyst	1	1
Evaluation knowledge and communication officer	0.5	0.5
Total Professional staff	12.5	12.5
Administrative assistant	1	1
Assistant to the Director	1	1
Assistant to the Deputy Director	1	1
Evaluation assistants	3	3
Total General Service staff	6	6
Grand total	18.5	18.5

IOE's General Service staff levels

2006	2007	2008	2009	2010	2011	2012	2013	2014 (proposed)
9.5	9.5	8.5	8.5	8	8	8	6	6

Proposed IOE budget for 2014

Table 1.a
IOE proposed budget 2014 – base case scenario
(In United States dollars)

Evaluation work	2010 budget ^a	2011 budget ^a	2012 budget ^a	2013 budget ^a (1)	Proposed 2014 budget			
					Real increase/decrease (2)	Price increase ^b (3)	Exchange rate increase/decrease ^c (4)	Total 2014 budget at US\$1=EUR 0.72 (5)=(1)+(2)+(3)+/-(4)
Non-staff costs	2 600 000	2 238 000	2 289 474	2 346 711	-70 000	47 811	0	2 324 522
Staff costs	3 620 204	3 645 576	3 734 530	3 667 268	-72 810	89 861	0	3 684 319
Total	6 220 204	5 883 576	6 024 004	6 013 979	-142 810	137 672	0	6 008 841

Table 1.b
IOE proposed budget 2014 – high case scenario
(In United States dollars)

Evaluation work	2010 budget ^a	2011 budget ^a	2012 budget ^a	2013 budget ^a (1)	Proposed 2014 budget			
					Real increase/decrease (2)	Price increase ^b (3)	Exchange rate increase/decrease ^c (4)	Total 2014 budget at US\$1=EUR 0.72 (5)=(1)+(2)+(3)+/-(4)
Non-staff costs	2 600 000	2 238 000	2 289 474	2 346 711	130 000	52 011	0	2 528 722
Staff costs	3 620 204	3 645 576	3 734 530	3 667 268	-72 810	89 861	0	3 684 319
Total	6 220 204	5 883 576	6 024 004	6 013 979	57 190	141 872	0	6 213 041

^a As approved by the Governing Council (at the exchange rate of US\$1=EUR 0.722 in 2010, 2011, 2012 and 2013).

^b As for the rest of IFAD and conveyed by the Budget Unit. Price increase for non-staff costs is 2.1 per cent, and for staff cost is 2.5 per cent.

^c As conveyed by the Budget Unit, the exchange rate to be applied at this stage is the same exchange rate as applied for the 2013 budget, i.e. US\$1=EUR 0.72 to facilitate comparison, with the proviso that final exchange rate will be locked down at detailed budget round.

Table 2.a
2014 IOE budget proposal breakdown for non-staff costs – base case scenario

<i>Type of activities</i>	<i>Absolute number</i>	<i>Relative number in terms of % of work done^a</i>	<i>Standard unit costs^b(US\$)</i>	<i>Proposed non-staff costs in 2014 (US\$)</i>
ARRI	1	1	150 000	150 000
Corporate-level evaluations	2	1	Differentiated cost based on scope and nature of issues to be assessed: 200 000-450 000	350 000
Country programme evaluations	7	3.4	Differentiated cost based on size of portfolio, size of country, travel costs and availability of evaluative evidence: 235 000-315 000	860 000
PCR validations	Around 30	Around 30	-	50 000
PPAs	Around 8	Around 8	25 000-30 000	220 000
Impact evaluation	1	1	200 000-300 000	200 000
Evaluation syntheses	1	1	50 000	50 000
Revision of IOE Evaluation Manual	1	1	-	150 000
Communication, evaluation outreach, knowledge sharing and partnership activities	-	-	-	188 000
Evaluation capacity development, training and other costs	-	-	-	96 522
Total				2 324 522

^a Often evaluations are begun one year and completed the following year. This figure represents the percentage of work done for those evaluations in 2014.

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

Table 2.b
2014 IOE budget proposal breakdown for non-staff costs – high case scenario

<i>Type of activities</i>	<i>Absolute number</i>	<i>Relative number in terms of % of work done^a</i>	<i>Standard unit costs^b(US\$)</i>	<i>Proposed non-staff costs in 2014 (US\$)</i>
ARRI	1	1	150 000	150 000
Corporate-level evaluations	2	1	Differentiated cost based on scope and nature of issues to be assessed: 200 000-450 000	350 000
Country programme evaluations	8	3.8	Differentiated cost based on size of portfolio, size of country, travel costs and availability of evaluative evidence: 235 000-315 000	960 000
PCR validations	Around 30	Around 30	-	50 000
PPAs	Around 8	Around 8	25 000-30 000	230 000
Impact evaluation	1	1	200 000-300 000	200 000
Evaluation syntheses	2	2	50 000	100 000
Revision of IOE Evaluation Manual	1	1	-	150 000
Communication, evaluation outreach, knowledge sharing and partnership activities	-	-		218 000
Evaluation capacity development, training and other costs	-	-		120 722
Total				2 528 722

^a Often evaluations are begun one year and completed the following year. This figure represents the percentage of work done for those evaluations in 2014.

^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 – base case and high case scenario

(In United States dollars)

<i>IOE objectives</i>	<i>IOE DMR</i>	<i>Base-case scenario</i>		<i>High-case scenario</i>	
		<i>Proposed budget (staff and non-staff cost)</i>	<i>Percentage overall total proposed budget</i>	<i>Proposed budget (staff and non-staff cost)</i>	<i>Percentage overall total proposed budget</i>
Strategic objective 1: Contribute, through independent evaluation work, to enhancing accountability for results	DMR 1: ARRIs and CLEs that provide concrete building blocks for the development and implementation of better corporate policies and processes	903 018	15	903 018	15
	DMR 2: CPEs that serve as concrete building blocks for better results-based COSOPs	1 719 589	29	1 819 589	29
	DMR 3: Project evaluations that contribute to better IFAD-supported operations	1 112 059	18	1 112 059	17
	DMR 4: Methodology development	476 556	8	476 556	8
	DMR 5: Work related to IFAD Governing Bodies	238 430	4	238 430	4
Total for strategic objective 1		4 449 652	74	4 549 652	73
Strategic objective 2: Promote effective learning and knowledge management for further strengthening the performance of IFAD operations	DMR 6: Production of evaluation syntheses and ARRI learning themes	446 350	7	496 350	8
	DMR 7: Systematic communication and outreach of IOE's work	822 642	14	852 642	14
Total for strategic objective 2		1 268 992	21	1 348 992	22
Strategic objective 3: Contribute to evaluation capacity development at the country level	DMR 8: Evaluation capacity development in partner countries	290 197	5	314 397	5
Total for strategic objective 3		290 197	5	314 397	5
GRAND TOTAL		6 008 841	100	6 213 041	100

Key performance indicators (KPI)

- These KPIs were adopted in 2011 and progress against them will be reported in the final submission to the Board in December 2013.
- IOE plans to develop a **new results framework** with KPIs, where inputs are better linked to outputs and outcomes. This will be done in the revised document that will be considered by the Evaluation Committee in its session planned on 30 September-1 October 2013.

<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, through independent evaluation work, to enhancing accountability for results	1. 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%
	2. Senior independent advisers certify the quality of evaluation process and methodology used, for CLEs and selectively for CPEs	DMRs 1, 2 and 3	SIA reports	100%	100%
	3. Number of events attended by IOE staff, related to self-evaluation and evaluation capacity development	DMR 4	IOE record	1 event	3 events
	4. Number of IOE staff members sent on evaluation training each year, on a rotational basis	DMR 4	IOE record	3 staff	3 staff
	5. Number of planned Evaluation Committee sessions held in accordance with the Committee's Terms of Reference	DMR 5	IOE record	4 regular sessions	At least 4 regular sessions
	6. 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 for further strengthening the performance of IFAD operations	7. Number of key learning events organized by IOE within IFAD	DMRs 6 and 7	IOE record	2 events	4 events
	8. Number of in-country learning events co-organized by IOE with Governments	DMR 7	IOE record	4 events	5 events
	9. Number of in-house learning events attended by IOE staff for knowledge sharing	DMR 7	IOE record	2 events	4 events
	10. Number of external knowledge events with IOE staff participation to share lessons from evaluation	DMR 7	IOE record	3 events	5 events
	11. Evaluation reports, and related products (i.e. Profiles and Insights) of corporate level	DMRs 6 and 7	IOE record	80%	100%

<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>
	and country programme evaluations published within three months of established completion date and disseminated to internal and external audiences (once the ACP is signed)				
	12. Project Performance Assessment reports published within three months of established completion date and disseminated to internal and external audiences.	DMRs 6 and 7	IOE record	NA	100%
▪ Strategic objective 3: Contribute to evaluation capacity development at the country level	13. Number of workshops organized in partner countries to share knowledge on IOE evaluation methodology and processes	DMR 8	IOE record	NA	

* DMR 1: ARRI 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; DMR 8: Evaluation capacity development in partner countries.

Selectivity framework

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

<i>Corporate level evaluations/Evaluation syntheses</i>	<i>Country programme evaluations</i>	<i>Project Performance Assessments</i>
<ol style="list-style-type: none"> 1. Is this an area of interest/priority for IFAD stakeholders? 2. Is this in line with IFAD's strategic priorities and replenishment commitments? 3. Will this address a knowledge gap in IFAD? 4. What is the evaluation expected to impact? 5. Is there a critical decision point in IFAD which would drive the timing of this evaluation? 6. How does this evaluation fit within IOE's objective? 7. What other IOE deliverables would this evaluation draw on and/or contribute to? 8. Does IOE have resources (financial and human resources) to conduct this evaluation? 	<ol style="list-style-type: none"> 1. Is this a country of interest/priority for the regional division? 2. How does this evaluation fit in the geographical balance of the IOE evaluation portfolio? 3. Is there a critical decision point in IFAD which would drive the timing of this evaluation? 4. How does this evaluation fit within IOE's objective? 5. What other IOE deliverables would this evaluation draw on and/or contribute to? 6. Does IOE have resources (financial and human resources) to conduct this evaluation? 	<ol style="list-style-type: none"> 1. Are there major information gaps, inconsistencies, and analytical weaknesses in the PCR found by IOE during the validation process? 2. Does the project have successful innovative approaches that can be scaled up elsewhere? 3. Is there high disconnect between the ratings contained in the PCR and those generated by IOE during the validation process? 4. How does this evaluation fit in the geographical balance of the IOE evaluation portfolio? 5. What other IOE deliverables would this evaluation draw on and/or contribute to? 6. Does IOE have resources (financial and human resources) to conduct this evaluation?

Table 2
Application of the selectivity framework for CLEs and Evaluation Syntheses¹³

<i>Guiding questions for CLEs/Evaluation syntheses</i>	<i>CLE on IFAD's engagement in fragile states</i>	<i>CLE on IFAD's approach and results in policy dialogue</i>	<i>Evaluation synthesis on IFAD's engagement in middle income countries</i>	<i>Evaluation synthesis on pastoral development</i>
1. Is this an area of interest/priority for IFAD stakeholders?	5	4	5	3
2. Is this in line with IFAD's strategic priorities and replenishment commitments?	5	4	5	2
3. Will this address a knowledge gap in IFAD?	Yes	Yes, to a lesser extent, as the 2012 ARRI included a learning theme on policy dialogue	Yes	Yes
4. What is the evaluation expected to impact?	IFAD's approach in its engagement with fragile states	IFAD's approach in policy dialogue	IFAD's approach in its engagement with middle income countries	IFAD's operations related to pastoral development
5. Is there a critical decision point in IFAD which would drive the timing of this evaluation?	Yes	To some extent	Yes	No
6. How does this evaluation fit within IOE's objective?	Contribute to Strategic objectives 1 and 2	Contribute to Strategic objectives 1 and 2	Contribute to Strategic objective 2	Contribute to Strategic objective 2
7. What other IOE deliverables would this evaluation draw on and/or contribute to?	Draw on CPEs and project-level evaluations	Draw on CPEs and project-level evaluations, as well as the 2012 ARRI learning theme on Policy Dialogue	Draw on CPEs and project-level evaluations undertaken in middle income countries. Contribute to future CLE on this topic	Draw on CPEs and project-level evaluations where there are pastoral development activities
8. Does IOE have resources (financial and human resources) to conduct this evaluation?	Yes	Only one new CLE can be carried out in a given year.	Yes	Only in the high-case scenario

¹³ In constructing the work programme, each proposed evaluation has been validated against the guiding questions, using a five-point score, where 5 represents the highest score and 1 the lowest

Table 3
Application of the selectivity framework for CPEs

<i>Guiding questions for CPEs</i>	<i>Bangladesh</i>	<i>Sierra Leone</i>	<i>Tanzania</i>	<i>English speaking Caribbean island countries</i>
1. Is this a country of interest/priority for the regional division?	5	5	5	3
2. How does this evaluation fit in the geographical balance of the IOE evaluation portfolio?	5	5	5	5
3. Is there a critical decision point in IFAD which would drive the timing of this evaluation?	Yes (current COSOP covers 2012-2018, the CPE will contribute to the COSOP mid-term review)	Yes (current COSOP covers 2010-2015, the CPE will contribute to the formulation of the new COSOP)	Yes (current COSOP covers 2007-2013, the CPE will contribute to the formulation of the new COSOP)	At present IFAD has no sub-regional strategy in this region
4. How does this evaluation fit within IOE's objective?	Contribute to Strategic objectives 1 and 2	Contribute to Strategic objectives 1 and 2	Contribute to Strategic objectives 1 and 2	Contribute to Strategic objectives 1 and 2
5. What other IOE deliverables would this evaluation draw on and/or contribute to?	Draw on project-level evaluations in Bangladesh and on the previous CPE of 2005 Contribute to CLE on policy dialogue	Contribute to CLEs on fragile states and Policy dialogue	Draw on project-level evaluations in Tanzania and on the previous CPE of 2003 Contribute to CLE on policy dialogue	Contribute to CLE on policy dialogue
6. Does IOE have resources (financial and human resources) to conduct this evaluation?	Yes	Yes	Yes	Only in the high-case scenario