E

IFAD

Investing in rural people

Results-based work programme and budget for 2018 and indicative plan for 2019-2020 of the Independent Office of Evaluation of IFAD

Evaluation Committee — Ninety-ninth Session
Rome, 26 October 2017

For: Review

Contents

Annexes

Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CPE	country programme evaluation
CPMT	country programme management team
CSPE	country strategy and programme evaluation
DMR	divisional management results
ECD	evaluation capacity development
ECG	Evaluation Cooperation Group
ESR	evaluation synthesis report
FAO	Food and Agriculture Organization of the United Nations
ICT4Eval	Information and Communication Technologies for Evaluation
IE	impact evaluation
IMT	IFAD Management Team
IOE	Independent Office of Evaluation of IFAD
KPI	key performance indicator
OMC	Operations Management Committee
OSC	Operational Strategy and Policy Guidance Committee
PCR	project completion report
PCRV	project completion report validation
PPE	project performance evaluation
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
SWP	strategic workforce planning
UNEG	United Nations Evaluation Group
WFP	World Food Programme
WPB	workplan and budget

Results-based work programme and budget for 2018 and indicative plan for 2019-2020 of the Independent Office of Evaluation of IFAD

I. Introduction

1. This document contains the results-based work programme and budget for 2018 and indicative plan for 2019-2020 of the Independent Office of Evaluation of IFAD (IOE). In line with the IFAD Evaluation Policy,[1] the IOE budget is developed independently of IFAD's administrative budget.[2] This document takes into account the feedback and priorities expressed by IFAD governing bodies in 2017, and builds on consultations with IFAD Management.

2. **Context.** The IOE work programme and budget document has been developed based on the application of the IOE selectivity framework after careful examination of the Fund's priorities set for the Tenth Replenishment of IFAD's Resources (IFAD10)[3] and the medium-term plan for 2016-2018. Moreover, the IOE strategic vision for 2016-2018, which is anchored to IFAD's strategic vision 2016-2025, provides the wider framework for IOE priorities and activities for the coming year (box 1). The IOE mission and vision statements for 2019-2021 will be reviewed during 2018.

Box 1
IOE mission and vision statements

> **Mission**
> To promote accountability and learning through independent, credible and useful evaluations of IFAD's work.
>
> **Vision**
> Increasing the impact of IFAD's operations for sustainable and inclusive rural transformation through excellence in evaluation.

3. While developing its work programme and budget, IOE has also taken into consideration the need to continue providing high-quality and timely evaluations. Rigorous methodology and improved analysis are a priority requirement for fulfilling IOE's accountability and learning mandate. To this end, the implementation of the second edition of the evaluation manual, since January 2016, has significantly streamlined the IOE evaluation methodology and processes, thereby increasing methodological rigour and enhancing analysis, while also ensuring lower unit costs than in the past.

4. This document is "based on a critical assessment of needs, rather than simply using the current budget as a baseline".[4] It illustrates the linkages between the work programme and expenditures, and details the breakdown of budgeted costs, particularly non-staff costs, including those for consultants. In addition, the document provides details of actual expenditures for 2016, budget utilization up to mid-September 2017 and a current estimate of expected 2017 year-end utilization. In this regard, updated information, as available, will be provided in future versions of the document until its final submission to the Executive Board in December 2017.

---

[1] See IFAD Evaluation Policy: https://webapps.ifad.org/members/eb/102/docs/EB-2011-102-R-7-Rev-3.pdf.
[2] See IFAD Evaluation Policy, para.38: "The levels of the IOE component and IFAD's administrative budgets will be determined independently of each other."
[3] The IFAD10 Consultation Report is available at https://webapps.ifad.org/members/gc/38/docs/GC-38-L-4-Rev-1.pdf.
[4] See the minutes of the 107th session of the Executive Board, paragraph 29.

5. The final document will be considered by the Executive Board in December 2017. Prior to this, the budget proposal will be considered by the Audit Committee in November 2017, together with IFAD's 2018 administrative budget. Lastly, upon recommendation by the Board in December 2017, it will be submitted for approval to the Governing Council in the following February.

6. The results-based work programme and budget document has been organized in six sections. Section II highlights the achievements of the 2017 evaluation work programme thus far, together with overall 2016 budget utilization, 2017 budget utilization as of mid-June 2017 and projected utilization for 2017, as well as the use of the 3 per cent carry-forward from the 2016 IOE budget. Section III provides a brief description of IOE's strategic objectives (SOs), while section IV focuses on proposed evaluation activities for 2018. Lastly, sections V and VI outline the initial proposal for the 2018 budget and human resources required by IOE to implement its work programme.

II. Current perspective

A. Highlights of 2017

7. IOE expects to implement all activities planned in the 2017 work programme by the end of the year. Selected key achievements to date include:

- Undertaking of the corporate-level evaluation (CLE) on IFAD's financial architecture. The evaluation will provide an independent assessment of IFAD's financial architecture and the adequacy of the policies and systems adopted to mobilize, manage, allocate and disburse financial resources in support of the Fund's mandate to reduce rural poverty. The approach paper[5] for the CLE was presented to the Evaluation Committee in March 2017 and finalized when comments by Committee members were incorporated. The evaluation is now in full swing, and the final report will be presented to the Executive Board in September 2018.

- Development of the harmonization agreement between IFAD's independent and self-evaluation systems. Based on the second edition of the evaluation manual, IOE and IFAD Management developed a new harmonization agreement between IFAD's independent and self-evaluation systems, which will contribute to a further strengthening of both systems and their complementarities for greater accountability and learning. The first part of the agreement, which is about evaluation criteria and their definitions for both project- and country-level evaluations, was presented to the Evaluation Committee in March 2017. The second part will cover systems and processes that pertain to both self- and independent evaluations.

- Finalization of the 2017 Annual Report on Results and Impact of IFAD Operations (ARRI). The 2017 ARRI is the fifteenth edition of IOE's flagship report which was presented to the Evaluation Committee and Executive Board at their September sessions (along with the Report on IFAD's Development Effectiveness [RIDE]). As in the previous two years, the underlying data collection, analysis and report writing has been done entirely by IOE staff. This is a reflection of IOE's intention to increasingly insource its evaluation work, with the ultimate aim of cost savings and improved quality.

- Finalization of the country strategy and programme evaluation (CSPE) in the Philippines, which had been presented to the Evaluation Committee in March 2017 and to the Board in September. The Nicaragua and Mozambique CSPEs were completed following the National Workshops held in Managua on 20 January and in Maputo on 2 March 2017, respectively. The

---

[5] https://webapps.ifad.org/members/ec/96/docs/EC-2017-96-W-P-3-Rev-1.pdf.

Egypt CSPE was completed according to the plan, and the national round-table workshop will be organized in October 2017. The 2017 CSPEs in Angola, Cambodia, Cameroon, Georgia and Peru are ongoing, in accordance with the IOE work plan.

- IOE completed its fourth impact evaluation (IE) – of the Agricultural Support Project in Georgia – and started a new IE for Kenya. The Georgia IE report was discussed at the September session of the Evaluation Committee in 2017. The project selected for the Kenya IE is the Smallholder Horticulture Marketing Programme.

- International conference on Information and Communication Technologies for Evaluation (ICT4Eval) held on 6 and 7 June 2017 at IFAD headquarters. The conference programme included four panel sessions, 15 breakout sessions, 36 speakers and 12 tech fair exhibitors. Over 200 participants discussed the latest innovative approaches to the use of ICTs in evaluation, and featured best practices that have emerged from the experiences of development organizations and the private sector around the world. ICTs applied for evaluation will be critical to help assess progress towards the Sustainable Development Goals (SDGs).

- Spring meeting of the Evaluation Cooperation Group (ECG) of the multilateral development banks (MDBs). The IOE Director chaired the meeting, which was attended by the heads of evaluation and evaluation officers from the member MDBs, together with observers from other agencies. The participants had the opportunity to share their knowledge and experience on evaluation strategies, policies and practices, and provided updates on recent developments in each MDB. IOE also organized a high-level session on the role of independent evaluation in the transformation of MDBs, which was held on 8 June 2017. This was a unique opportunity to take stock and discuss the future of multilateral development banking in the context of the 2030 Agenda for Sustainable Development.

8. Reporting. The 2016-2018 Results Measurement Framework (RMF), which is IOE's monitoring and reporting framework for that period, is contained in annex I. Progress in implementing planned evaluation activities for 2017 is summarized in table 1 of annex II. The document also includes a summary of progress made up to mid-September 2017 in meeting the targets for each key performance indicator (KPI) included in the 2016-2018 RMF (table 2 in annex II). The data reveal that most activities are on track. Updated achievements, both in planned evaluation activities and against IOE's KPIs, will be reported to the Board in December 2017.

B.   2016 budget utilization

9.   Table 1 reports IOE budget utilization in 2016, as well as budget utilization as of mid-June 2017 and the year-end projection.

Table 1
IOE budget utilization in 2016 and projected utilization in 2017

Evaluation work	*Approved budget 2016*	*Budget utilization 2016*	*Approved budget 2017*	*Commitment as of mid-September 2017* [*]	*Expected utilization as of year-end 2017*
Non-staff costs					
Staff travel	376 000	396 627	440 000	274 889	440 000
Consultant fees	1 495 000	1 489 108	1 400 000	1 210 131	1 400 000
Consultant travel and allowances	440 000	312 458	380 000	265 073	380 000
In-country CSPE learning events	45 000	28 718	45 000	27 880	45 000
Evaluation outreach, staff training and other costs	185 520	228 545	225 861	148 032	225 861
Subtotal	**2 541 520**	**2 455 456**	**2 490 861**	**1 926 005**	**2 490 861**
Staff costs	**3 127 899**	**2 968 148**	**3 235 056**	**3 052 852**	**3 109 086**
Total	**5 669 419**	**5 423 604**	**5 725 917**	**4 978 857**	**5 599 947**
Utilization (percentage)		**95.7%**		**87%**	**97.8%**

[*] Based on committed staff costs adjusted for exchange rate up to mid-September 2017.

10.   Actual total expenses against IOE's 2016 budget amounted to US$5.42 million, equal to 95.7 per cent utilization. The slightly lower utilization rate is due to savings in staff costs, deriving from the strengthening of the United States dollar vis-à-vis the euro towards the latter part of the year, as well as from positions remaining vacant. Some of these cost savings were used to undertake additional outreach work to ensure wider dissemination of evaluation lessons and training programmes during the year.

11.   In 2017, against an approved budget of US$5.73 million, utilization (in terms of commitments) as of mid-September 2017 stood at US$4.98 million, or 87 per cent. This percentage does not include the cost of national round-table workshops to be organized towards the end of the year and the procurement of primary data collection in the context of the Kenya IE that IOE plans to finalize by November.

12.   Overall utilization of the total 2017 IOE budget at year-end is currently projected at US$5.6 million, representing 97.8 per cent of the approved budget. The anticipated lower utilization in staff costs reflects a P-5 position that will remain vacant until November 2017.

C.   Utilization of the 2016 carry-forward

13.   The 3 per cent carry-forward rule, in place since 2004, states that unobligated appropriations at the close of the financial year may be carried forward into the following financial year up to an amount not exceeding 3 per cent of the approved annual budget of the previous year.

14.   The IOE 3 per cent carry-forward from 2016 amounted to US$170,083. These funds have been allocated towards the undertaking of the following evaluation activities:

(i)   Piloting of new technologies as part of the CSPE in Cameroon. This used SenseMaker to identify possible links between project outputs, outcomes and impact, which involved the collection and analysis of short narratives from project beneficiaries.

(ii)   Revamping and adaptation of the IOE website to simplify access to web content, with a view to enhancing usability.

III. IOE strategic objectives

15. As agreed with the Executive Board in December 2013, IOE aligns its SOs with IFAD replenishment periods, to ensure a more coherent link between IOE SOs and corporate priorities. Thus, the following were proposed for the period 2016-2018 (i.e. IFAD10) and approved by the Board in December 2015:

(i) SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability; and

(ii) SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness.

16. These two SOs should allow IOE to achieve the overarching goal set for independent evaluation which is to promote accountability and foster learning to improve the performance of IFAD-supported operations. IOE is strengthening its internal performance management and monitoring systems.

IV. 2018 work programme

17. The following paragraphs provide an overview of the main evaluation activities for 2018. Next year, IOE proposes to conduct a new CLE on IFAD's contribution to agriculture-related pro-poor value-chain development.

18. Value chains have been a priority for IFAD since the Strategic Framework 2011-2015 and they are equally important in the quest for rural transformation under the IFAD Strategic Framework 2016-2025. Improving the engagement of poor rural people in markets for goods, services and wage labour, which provide them with enhanced, predictable and stable incomes is essential for reducing rural poverty and improving the livelihoods of smallholder farmers, as was also found by IOE's 2016 evaluation synthesis report (ESR) on smallholder access to markets. Building agricultural value chains, reducing risks and transaction costs along them, improving the terms on which smallholder farmers and, in particular, young people participate in them, and creating employment along the value chain, are the keys to reducing poverty, facilitating the access of rural youth to agricultural activities and creating business opportunities.

19. This CLE is expected to generate findings and recommendations to support IFAD Management in further refining its approach to pro-poor value-chain development so as to deepen the impact on the ground. Particular attention will also be paid to the design of operations focusing on pro-poor value-chain development and to the need to reconcile IFAD's targeting objectives (e.g. poor and remote rural communities) with greater involvement of the private sector throughout the value chain.

20. In the case of CSPEs, the aim is to assess the results and impact of the partnership between IFAD and governments in reducing rural poverty, and provide building blocks for the preparation of IFAD country strategies in each country following completion of the CSPE. In 2018, IOE will complete the CSPEs started in 2017 in Angola and Peru; and, based on thorough consultations with IFAD Management, it plans to launch five new CSPEs, in Burkina Faso, Kenya, Mexico, Sri Lanka and Tunisia, respectively.

21. IOE has completed four IEs[6] since this product was introduced into the evaluation programme in 2013. Next year IOE will finalize the 2017 IE in Kenya and launch a further IE.[7] IEs conducted by IOE are not part of those being undertaken by IFAD Management in the IFAD9 and IFAD10 periods. In fact, the main aim for IOE in conducting IEs is to test innovative methodologies and processes for assessing the

---

[6] IOE has conducted four IEs, in Sri Lanka, India, Mozambique and Georgia.
[7] The programme to undergo the IE will be selected in the first half of 2018.

results of IFAD operations more rigorously and contribute to ongoing internal and external debate on the subject.

22. IOE will also prepare two ESRs in 2018. These reports are largely based on existing evaluative evidence, and serve to extract and package lessons and good practices on specific topics that can inform the development and implementation of IFAD policies, strategies and operations. The topics proposed for next year's two evaluation syntheses are, respectively: (i) rural finance approaches in IFAD-funded projects; and (ii) IFAD support for technical innovations for rural poverty reduction. Selected CSPEs, project-level evaluations and IEs provide an adequate evidence base on both topics.

23. Following current practice, IOE will validate all project completion reports (PCRs) and conduct eight project performance evaluations (PPEs) on selected projects. The objectives of PPEs are to: (i) assess the results of the project under consideration; (ii) generate findings and recommendations for the design and implementation of ongoing and future operations in the country in question; and (iii) identify issues of corporate, operational or strategic interest that merit further evaluative work. They also serve as critical inputs for the ARRI, CLEs and CSPEs.

24. The proposed number of PPEs affords IOE wide coverage of IFAD operations in all regions, thereby contributing to a further strengthening of IFAD's broader accountability framework. This is considered fundamental since most of IFAD's development resources are channeled to developing Member States through investment projects and programmes.

25. IOE is also strengthening the evidence-base and analytical rigour of PPEs. For example, the Georgia IE used geospatial analysis to construct an index of photosynthetic activity before and after the project. Moreover, as a follow-up to ICT4Eval, and given the successful experience in the use of SenseMaker in the Cameroon CSPE, IOE will continue to innovate by using new technologies in project-level evaluations. To this end, IOE will identify practical alternatives for increasing ICT use for: (i) data collection (e.g. conduct of surveys, remote sensing and geospatial analysis); (ii) data analysis (e.g. text analytics, some form of machine learning); and (iii) the display and communication of data and findings. Lastly, IOE will continue to increase interaction with beneficiaries and other in-country stakeholders; and it will conduct more structured participatory rural appraisals and a wider range of site visits to project activities in remote rural areas.

26. Pursuant to the Evaluation Policy, IOE will prepare the 2018 edition of the ARRI, the institution's flagship evaluation report. As in previous years, the ARRI will include a detailed analysis and a dedicated chapter on a major learning theme. The 2018 learning theme will be on IFAD's targeting approach as approved by the Executive Board in September 2017.

27. IOE will also support selected recipient countries in evaluation capacity development (ECD) activities at the institutional level, with the aim of building capacity to evaluate public policies and programmes dedicated to rural poverty reduction. In addition, it will continue to support IFAD's engagement with the Centers for Learning on Evaluation and Results (CLEAR) initiative, with a view to capacity-building among project staff and other personnel in the country.

28. There will be increased focus on strengthening partnership with the Rome-based agencies (RBAs). In particular, the evaluation offices of the RBAs will collaborate in a community of practice that also includes international organizations, academia, the private sector, governments and NGOs. The aim of the community of practice is to exchange knowledge and experience to enhance the evaluations of projects/programmes focusing on agriculture, food security and rural development.

29. IOE will also ensure timely, customized dissemination and outreach of results and lessons to key audiences. It will present all CLEs, the ARRI and selected CSPEs to

both the Evaluation Committee and the Executive Board, among other documents. It will present the IEs and ESRs to the Evaluation Committee, and, if requested, also to the Board.

30. IOE will prepare written comments on new country strategic opportunities programmes (COSOPs) that have been preceded by CSPEs for consideration by the Executive Board. In line with the Evaluation Policy, IOE will provide written comments on new corporate policies and strategies that have been informed by major CLEs.

31. Lastly, the evaluation function at IFAD will be externally peer-reviewed in 2018-2019. The exercise will be undertaken by the ECG and it will include the participation of external consultants and representatives from the Network on Development Evaluation of the Development Assistance Committee of the Organisation for Economic Co-operation and Development. The approach paper will be discussed by the Evaluation Committee and Executive Board in the second half of 2018, and the bulk of the peer review will be conducted in 2019.

32. Table 2 summarizes the evaluation activities planned by IOE in 2018. The proposed list of IOE evaluation activities for that year is shown in table 1 of annex III, and the indicative plan for 2019-2020 is presented in table 2 of the same annex. Selection and prioritization of independent evaluations is facilitated by the use of a selectivity framework (annex VI), which is an instrument that also helps enhance transparency in developing the divisional work programme.

Table 2
Evaluation activities planned by IOE for 2018

Strategic objectives (SOs)	Divisional management results (DMRs)	Outputs
SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	DMR 1: Corporate policies and processes are improved through independent evaluations	**CLE** on IFAD's contribution to agriculture-related pro-poor value-chain development. **16th ARRI** **Comments** on RIDE, President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) and selected COSOPs and corporate policies/strategies, including comments on upcoming new IFAD corporate strategies and policies.
	DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations	**CSPEs** in Burkina Faso, Kenya, Mexico, Sri Lanka and Tunisia.
	DMR 3: Systemic issues and knowledge gaps in IFAD are addressed	**ESRs:** (i) Rural finance approaches in IFAD-funded projects; (ii) IFAD support to technical innovations for rural poverty reduction
	DMR 4: IFAD-supported operations are improved through independent project evaluations	**PPEs** **All PCRs** available in the year validated
SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness	DMR 5: Evaluation manual is implemented and new evaluation methods and products are piloted	**Project IE** completed and a new one started Contribution to in-house and external debate on **IEs**
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	**One learning theme** in the context of the 2018 ARRI: targeting In-country learning workshops on the main results from CSPEs to provide building blocks for the preparation of new COSOPs; learning events in IFAD from other evaluations (e.g. CLEs, ESRs, ARRI) to share lessons and good practices Partnerships (ECG, United Nations Evaluation Group (UNEG) and Rome-based agencies)
	DMR 7: Evaluation capacity development in partner countries	ECD engaged in thorough seminars and workshops on evaluation methodology and processes in the context of: (i) regular evaluations (e.g. ongoing CSPEs or PPEs); and (ii) upon request, in countries where IOE is not undertaking evaluations Extension of statement of intent with the Government of China on ECD
SO1 and SO2	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured*	Preparation of the IOE work programme and budget; participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, as well as selected Audit Committee meetings; participation in internal platforms – Operational Strategy and Policy Guidance Committee (OSC), Operations Management Committee (OMC), IFAD Management Team (IMT) meetings, country programme management team (CPMT) meetings, selected learning events, etc.

* Several outputs contribute to DMR 8, which cuts across both SOs.

V. 2018 resource envelope

A. Staff resources

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

B. Budget proposal

34. This section outlines IOE budget requirements. The proposed budget is presented by type of activity, SO and category of expenditure. Each table includes both the 2017 approved budget and the proposed budget for 2018, thereby facilitating a comparison between the two years. Table 6 also contains the IOE gender-sensitive budget which identifies the budget distribution for gender-related activities.

35. The proposed budget will be further reviewed and will incorporate inputs from the October session of the Evaluation Committee and the November meeting of the Audit Committee. The 2018 budget proposal will then be finalized and presented to the Executive Board in December for approval.

36. Assumptions. As in the past, the parameters used in developing the proposed 2018 budget are the same as used by IFAD Management in developing IFAD's administrative budget. At the time of writing, they are as follows: (i) no increase in the salaries of Professional and General Service staff anticipated for 2018; so the same 2017 standard costs have been used, adjusted for the euro/dollar exchange rate; (ii) inflation will be absorbed to the extent possible; and (iii) an exchange rate of US$1= EUR 0.897. These assumptions will be subject to review until presentation of the final budget proposal.

37. Between now and the year-end, IOE will liaise closely with the Office of Budget and Organizational Development to ensure that the division continues to use the same budget parameters as followed by Management in developing its administrative budget for next year. Should there be any changes to the IFAD budget parameters for 2018, IOE will also apply these and, accordingly, present a revised budget to the Audit Committee and the Executive Board before the end of 2017.

38. Budget by type of activity. Methodological rigour and insourced preparation of the mix of evaluation products are key features of the IOE work programme for next year. As such, total non-staff costs for 2018 are up slightly on the 2017 figures, as described in the next paragraphs.

39. Table 3 displays the proposed IOE 2018 budget by type of activity. US$510,000 (20 per cent) of total non-staff costs of US$2.505 million are allocated to higher-plane evaluations (ARRI and CLEs) which have the potential to induce far-reaching and systemic changes at the institutional level.

Table 3
Proposed budget for 2018 by type of activity*

Type of activity	Approved 2017 budget (US$)	Absolute number 2017	Level of effort 2017	Proposed 2018 budget (US$)	Absolute number 2018	Level of effort 2018
Non-staff costs						
ARRI	80 000	1	1	80 000	1	1
CLEs	385 000	2	1	430 000	2	1
CSPEs	1 000 000	7	5.2	1 000 000	7	5.2
Evaluation syntheses	110 000	2	2	110 000	2	2
PPEs	315 000	10	10	320 000	8	8
PCR validations	30 000	30	30	30 000	30	30
IEs	200 000	2	1	200 000	2	1
Knowledge-sharing, communication, evaluation outreach, partnership activities	225 000			200 000		
ECD, training and other costs	145 861			135 390		
Total non-staff costs	**2 490 861**			**2 505 390**		
Staff costs	**3 235 056**			**3 307 259**		
Total	**5 725 917**			**5 812 649**		
External peer review (2018 portion of the total cost)				**100 000**		
Total 2018 budget				**5 912 649**		

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

* Based on cumulative experience and historical figures, 140 person (staff) days are allocated for conducting a CLE, 130 days for a CSPE, 40 days for ESRs, 80 days for IEs, 40 days for PPEs and 11 days for PCRVs. These figures are used to estimate the level of effort by type of activity shown in table 3.

40. The increase in the CLE budget mainly reflects the extensive field work that IOE is planning to conduct to collect data and information and enhance the evidence underlying the evaluation findings.

41. With regard to the PPEs, table 3 shows that in 2018 their absolute number decreases from 10 to 8, while the total cost rises slightly. This will allow the introduction of innovative technologies for conducting selected project-level evaluations, as explained in paragraph 25.

42. Communication, dissemination and evaluation outreach costs in 2018 will be lower than approved in the 2017 IOE work programme and budget. These costs were driven by the fact that the IOE Director is chairing the ECG in 2017, which entails participation in meetings and high-level events. The role of IOE as chair of the ECG will come to an end in December 2017, so the relevant communication, dissemination and evaluation outreach costs have been reduced for 2018.

43. Lastly, the 2018 budget proposal includes a request for approval of a below-the-line cost allocation of US$100,000 for the preparatory work of the IFAD evaluation function peer review in 2018. Based on past experience, the full cost of the IOE external peer review is estimated at US$300,000, so the remaining US$200,000 will be included in the 2019 budget proposal which IOE will prepare next year.

44. Budget by category of expenditure. Table 4 shows the proposed non-staff budget by expenditure category. Fifty-six per cent of the non-staff budget is allocated to consultancy fees to support evaluation work, which is the same as the

proportion of total non-staff costs allocated in 2017. With regard to consultants, IOE is continuing its efforts to ensure adequate gender and regional diversity across all evaluation types. Preference is given to hiring consultants from the country or region in which an evaluation is planned, especially for PPEs and CSPEs, and also for any country visits undertaken in the context of CLEs and preparation of ESRs.

Table 4
Proposed budget for 2018 by category of expenditure

Category of expenditure	Approved 2017 budget	Proposed 2018 budget
Non-staff costs		
Staff travel	440 000	460 000
Consultant fees	1 400 000	1 400 000
Consultant travel and allowances	380 000	380 000
In-country CSPE learning events	45 000	45 000
Evaluation outreach, staff training and other costs	225 861	220 390
Total non-staff costs	**2 490 861**	**2 505 390**
Staff costs	**3 235 056**	**3 307 259**
Total	**5 725 917**	**5 812 649**
External peer review (2018 portion of the total cost)		**100 000**
Total 2018 budget		**5 912 649**

45.   The increase in staff travel reflects the introduction and piloting of new evaluation technologies which will require training activities in the field. Consultants' fees, allowances and travel expenses remain at the same level. As in the past, a small allocation is proposed for staff training, which is crucial for continuous professional development. The higher total staff costs include a cushion to absorb expenses such as maternity leave, prolonged sick-leave etc., since IOE does not benefit from the IFAD buffer for such expenses given the independent nature of its budget.

46.   Budget by strategic objective. Table 5 shows the allocation of the total IOE proposed budget for 2018, both staff and non-staff costs, against IOE's SOs. Further detail, including allocation to each DMR, can be found in annex V, table 3.

47.   SO1 receives a much greater allocation, as a larger part of the consultancy resources of IOE are allocated to the activities that contribute to this objective (such as CLEs, CSPEs and PPEs). Many of the activities undertaken within this objective also contribute to SO2. That is, several activities under SO1 also promote evaluation-based learning and an enhanced institutional-results culture. For example, in-country workshops at the end of CSPEs – which are budgeted under SO1 – provide a unique opportunity to exchange views on the main lessons learned and good practices with policy and decision makers, IFAD operations staff and other stakeholders.

Table 5
Proposed budget allocation by strategic objective

Strategic objective	Proposed 2017 budget		Proposed 2018 budget	
	Amount (US$)	%*	Amount (US$)	%
SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	3 953 156	69	4 031 596	69
SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness	1 464 013	25	1 462 348	25
Joint SO1 and SO2	308 748	6	318 705	5
Total	**5 725 917**	**100**	**5 812 649**	**100**
IOE peer review (2018 portion of the total cost)			**100 000**	
Total 2018 budget			**5 912 649**	

* Percentages are rounded up.

48.   Gender budget. The methodology followed by IOE in constructing its gender budget entails determining the proportion of staff and non-staff costs devoted to analysing and reporting on gender issues in IOE evaluations. Here it is important to recall that IOE has a dedicated criterion on gender equality and women's empowerment that is applied in all ARRIs, CSPEs, PPEs, project completion report validations (PCRVs) and IEs. Additional attention is also being paid to gender issues in other evaluation products, such as CLEs and ESRs. All in all, table 6 shows that 6.9 per cent of the total proposed IOE budget for 2018 is directly allocated to the examination of gender issues, which is higher than the 6.3 per cent calculated on the 2017 budget.

Table 6
IOE 2017 gender-sensitive budget

Type of activity	Proposed 2018 budget	Gender component (percentage)	US$
Non-staff costs			
ARRI	80 000	10	8 000
CLEs	430 000	10	43 000
CSPEs	1 000 000	10	100 000
Evaluation syntheses	110 000	5	5 500
PPEs	320 000	7	22 050
PCRVs	30 000	5	1 500
IEs	200 000	7	14 000
Knowledge-sharing, communication, evaluation outreach and partnership activities	200 000	3	6 000
ECD, training and other costs	135 390	5	6 770
Total non-staff costs	**2 505 390**	**8**	**206 820**
Staff costs			
Gender focal point	165 279	20	33 056
Alternate gender focal point	105 552	10	10 555
All evaluation officers	3 036 428	5	151 821
Total staff costs	**3 307 259**	**5.9**	**195 432**
Total	**5 812 649**	**6.9**	**402 252**

VI. IOE budget proposal

49. The proposed 2018 budget amounts to US$5.91 million, which includes the 2018 portion of the total cost of the IOE peer review, of US$100,000. Excluding this below-the-line cost allocation, the total budget is US$5.81 million, representing a nominal 1.5 per cent increase on the 2017 approved budget of US$5.73 million, comprising a 1.1 per cent real decrease and a 2.6 per cent price increase.

50. Lastly, the proposed 2018 IOE budget represents 0.6 per cent of IFAD's expected programme of loans and grants (PoLG) for next year,[8] which is below the IOE budget cap of 0.9 per cent adopted by the Executive Board.[9] An overview of IOE's proposed budget, including historical trends since 2012, is shown in annex V, table 1.

---

[8] It is anticipated that IFAD will plan to commit US$952 million in new loans and grants in 2018, in line with IFAD10 commitments.
[9] This decision was made by the Executive Board in December 2008.

IOE Results Measurement Framework for 2016-2018

Strategic objectives (SOs)	Divisional management results (DMRs)	Key performance indicators	Baseline 2011	Target (per year)	Means of verification
SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	DMR 1: Corporate policies and processes are improved through independent evaluations DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations DMR 3: Systemic issues and knowledge gaps in IFAD are addressed DMR 4: IFAD-supported operations are improved through independent project evaluations	1. Adoption rate of recommendations from CLEs, CSPEs, ESRs and PPEs	n/a	90%	PRISMA and IOE work programme and budget document
SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness	DMR 5: The Evaluation Manual is implemented and new evaluation methods and products are piloted	2. Range of new methods and designs applied	n/a.	2	IOE evaluations
		3. Evaluations with quantitative analysis	n/a	3 (in the entire period)	IEs
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	4. Number of outreach products for all evaluations disseminated through social tools and the internet	n/a	60	
		5. Number of in-country learning events co-organized by IOE with governments	4	5	
		6. Number of in-house and external knowledge events organized by IOE	5	7	
		7. Number of page views for IOE reports	n/a	50 000	
		8. Number of people receiving IOE newsletters	n/a	2 000	
	DMR 7: Evaluation capacity development in partner countries	9. Number of ECD seminars/workshops organized in partner countries	1	1	IOE records
		10. Number of events attended by IOE staff related to self-evaluation and ECD	n/a	3	
SO1 and SO2	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured	11. Budget cap	< 0.9% of IFAD PoLG	< 0.9% of IFAD PoLG	
		12. Ratio of professional to general service staff	n/a	1/0.46	
		13. Budget execution rate at year-end	n/a	97%	
		14. Execution rate of key evaluation activities	n/a	95%	

IOE reporting on achievements (as of mid-September 2017)

Table 1
Reporting on IOE planned activities (January to mid-September 2017)

Type of work	Evaluation activities	Planned implementation status	Present status
1. CLEs	IFAD's financial architecture	To be completed in September 2018	Ongoing. The approach paper was discussed at the ninety-sixth session of the Evaluation Committee in March 2017 and finalized thereafter. Consultations were held with selected Board representatives and the Programme Management Department (PMD). Field visits were conducted in June-July 2017. The final report will be ready in May 2018 for presentation to the Board in September 2018.
2. CSPEs	Angola	To be completed in May 2018	Ongoing. Draft approach paper ready. Preparatory mission took place at the end of June 2017. Main mission planned for mid-October. Final report planned for February 2018.
	Cambodia	To be completed in December 2017	Ongoing. Main mission held in May 2017. Draft final report planned for October 2017. National workshop planned for January 2018.
	Cameroon	To be completed in December 2017	Ongoing. Main mission held in May 2017. Draft final report planned for October 2017. National workshop planned for December 2017.
	Egypt	Completed in September 2017	Completed. Agreement at completion point signed. Evaluation to be discussed in the October session of the Evaluation Committee.
	Georgia	To be completed in December 2017	Ongoing. Main mission held end-June. Draft report to be ready for October. National round-table workshop to take place in December 2017.
	Mozambique	Completed in March 2017	Completed. National round-table workshop held on 2 March 2017. Agreement at completion point signed.
	Nicaragua	Completed in January 2017	Completed. National round-table workshop held in January 2017. Agreement at completion point signed. Evaluation discussed at the ninety-seventh session of the Evaluation Committee on 12 July.
	Peru	To be completed in early 2018.	Ongoing. Main mission completed in early June. Draft report planned for end-October 2017. National round-table workshop planned for February 2018.
3. PCRVs	Validate all project completion reports (PCRs) available within the year	To be completed in December 2017	Progressing as planned.
4. PPEs	Ten PPEs	To be completed by December 2017	All PPEs completed or ongoing according to planned schedule.
5. IEs	Georgia, Agricultural Support Project	Completed in July 2017	Completed. Evaluation discussed at the ninety-eighth session of the Evaluation Committee in September.
6. Engagement with governing bodies	Fifteenth Annual Report on Results and Impact of IFAD Operations (ARRI)	Completed in July 2017	Completed. Report discussed by the Evaluation Committee and Executive Board in September 2017, including the learning theme on financial management and fiduciary responsibilities in IFAD-funded operations. Learning event held on 5 July 2017.

Type of work	Evaluation activities	Planned implementation status	Present status
	Review of the implementation of IOE's results-based work programme for 2017 and indicative plan for 2018-2019 and preparation of the results-based work programme and budget for 2018 and indicative plan for 2019-2020	To be completed in December 2017	In progress as planned. The Evaluation and Audit Committees and the Executive Board reviewed the 2018 preview of the IOE work programme and budget in September. Following the Evaluation Committee's October session, the results-based work programme and budget for 2018 and indicative plan for 2019-2020 will be discussed at the Audit Committee meeting in November and then at the December session of the Executive Board.
	IOE comments on PRISMA	Completed in September 2017	PRISMA, with IOE comments, were discussed with the Evaluation Committee and the Board in September 2017. The Board has underscored the importance of PRISMA, together with IOE comments on it, as an instrument for promoting accountability and learning.
	IOE comments on RIDE	Completed in September 2017	RIDE, with IOE comments, was discussed together with the ARRI at the Evaluation Committee and Executive Board sessions in September 2017.
	IOE comments on IFAD strategies; and corporate matters submitted to the governing bodies' meetings by IFAD Management	To be completed in December 2017	Ongoing. IOE comments on the performance-based allocation system formula and procedures were presented to the Board in April 2017. Further comments were presented to the Board at its September session.
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, selected Audit Committee meetings, and the 2017 country visit of the Executive Board to Bangladesh	To be completed in December 2017	IOE participation so far includes: (i) Governing Council held in February; (ii) Evaluation Committee: three formal sessions held in March, July and September; (iii) Executive Board: two formal sessions held in April and September; and (iv) Audit Committee: two formal meetings held in April and September 2017 and a special session held in September.
	IOE comments on COSOPs when related CPEs/CSPEs are available	To be completed in December 2017	Ongoing as planned. IOE's comments on the COSOP for the Philippines together with the CSPE for the Philippines were discussed in the September session of the Executive Board.
7. Communication and knowledge management activities	ESR on fishery, aquaculture and coastal area development	To be completed in early 2018	Ongoing as planned. Draft approach paper ready. Final report planned for April 2018.
	ESR on building partnerships for enhanced development effectiveness-a review of country-level experiences and lessons	To be completed in December 2017	Ongoing. Approach paper finalized. Report under preparation.
	ESR on country-level policy dialogue	Completed in May 2017	Completed. Evaluation report presented to the Evaluation Committee in its July session.
	Evaluation reports, *Profiles*, *Insights*, IOE website, etc.	January-December 2017	In progress as planned. IOE has published and disseminated to internal and external audiences a total of: 12 evaluation reports, 8 *Profiles, Insights* and briefs, 6 press releases, 1 web story, 2 overviews, 1 booklet, 3 infographics, 2 quarterly newsletters and 1 video.
	Organization of in-country CSPE learning workshops as well as learning events in IFAD	January-December 2017	CSPE national round-table workshops held in (i) Nicaragua in January; and (ii) Mozambique in March. Special efforts are being made in each workshop to invite representatives of beneficiaries, civil society and NGOs. Two in-house learning events on "What works for gender equality and women's empowerment", in March 2017 (see www.ifad.org/evaluation/event/tags/gender/y2017/40289920); and 15th edition of the

Type of work	Evaluation activities	Planned implementation status	Present status
			ARRI celebration and learning event (see www.ifad.org/evaluation/event/tags/arri_event/y2017/44817923) held in July 2017. IOE organized the following international events at IFAD headquarters: (i) ICT4Eval on 6-7 June 2017, including a Tech Fair on 7 June (see www.ifad.org/evaluation/event/tags/ict_for_dev/y2017/36103920); and (ii) High-level session on the role of independent evaluation in transforming MDBs on 8 June 2017.
	Participation and knowledge-sharing in selected external platforms such as learning events or meetings of evaluation groups	January-December 2017	In progress as planned: (i) IFAD-Government of Cambodia's annual country programme review workshop held in Sihanoukville, Cambodia in January; (ii) 8th African Evaluation Association International Conference "Evaluation of the SDGs: opportunities and challenge for Africa", 27-31 March; (iii) Knowledge for Development: Global Partnership Conference, 3-4 April; (iv) Shanghai International Program for Development Evaluation Training,17-18 April; and (v) Seminar on "Global Partnerships for Poverty Reduction", by the Italian Ministry of Foreign Affairs and International Cooperation and the International Poverty Reduction Centre in China (IPRCC), 28 April; (vi) 2017 Asian Evaluation Week, 4-8 September.
			(vii) United Nations Evaluation Group (UNEG) webinar – led by IOE – is planned for October 2017.
	Attendance at all Operational Strategy and Policy Guidance Committee (OSC) meetings that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attendance at Operations Management Committee (OMC) meetings, quality assurance learning sessions, IFAD Management team meetings and selected country programme management team meetings	January-December 2017	In progress as planned. These forums provide IOE with opportunities to share evaluation lessons with IFAD Management and staff to strengthen the design of new policies, strategies and operations. IOE has participated in a number of OSC meetings where evaluations have been done, and occasionally in others for comments on monitoring and evaluation. IOE's Director and Deputy Director as well as a number of evaluation officers have attended various weekly OSC meetings. Starting 1 June 2017 IOE provides a one-page document containing IOE's comments in advance of the OSC meeting for follow up by the OSC. IOE has also participated in portfolio stocktaking meetings held by the regional divisions. Finally, the Director and Deputy Director, IOE, have participated in OMC meetings as well as in the IFAD Management Team meetings.
8. Partnerships	ECG, UNEG and Swiss Agency for Development and Cooperation (SDC) partnership	January-December 2017	In progress as planned.
			As the ECG Chair in 2017, IOE participated in and hosted the Spring meeting of the ECG of the MDBs on 8-9 June 2017. IOE organized a high-level session on the role of independent evaluation in the transformation of MDBs, on 8 June 2017. IOE will participate in and host the Autumn meeting of the ECG on 2-3 November 2017.
			IOE also participated in the 2017 UNEG Evaluation Week on 15-19 May 2017, making presentations on: (i) the ESR on gender; and (ii) how IEs are conducted at IFAD Collaboration with SDC is ongoing amid regular interactions with partners.
	Contribution as external peer reviewer to evaluations by other international organizations as requested	January-December 2017	In progress as planned. IOE has agreed to peer review the annual report of the Independent Evaluation Department of the Asian Development Bank at the end of the year.
	Implementation of joint statement by CGIAR, Food and Agriculture Organization of the United Nations (FAO), IFAD and the World Food Programme	January-December 2017	In progress as planned. Collaboration in the undertaking of the Cameroon CSPE is ongoing. A final, joint in-country national workshop is scheduled for December.
			Also, regular interactions are being held among the Heads of Evaluation of the Rome-based agencies (RBAs) as well as informal interactions among staff of the

Type of work	Evaluation activities	Planned implementation status	Present status
	(WFP) to strengthen collaboration in evaluation		evaluation offices of the RBAs with the aim to exchange views, experiences and knowledge on evaluation matters as well as to try to identify opportunities for joint collaborations. The evaluation offices of the RBAs are organizing a joint event at the conference being organized by the Latin American and Caribbean Network of Evaluation (ReLAC) on "Evaluation of the Sustainable Development Goals: transforming life through global and regional partnerships, with an emphasis on Latin America and the Caribbean" which will take place on 4-8 December 2017 in Guanajuato (Mexico).
9. Methodology	Training on the second edition of the Evaluation Manual	January-December 2017	In progress as planned.
	Contribution to in-house and external debate on IEs and ESRs, including the SDGs	January-December 2017	In progress as planned. IOE hosted a major high-level international conference in June on the role of independent evaluation in the transformation of the MDBs in the context of the SDG agenda. IOE also participated in the: (i) IFAD-Government of Italy event on financing rural development, held at IFAD in January; (ii) learning event - Sharing innovative solutions across the world held in February; (iii) Third Global Meeting of the Indigenous Peoples' Forum, 10 and 13 February; (iv) joint FAO, IFAD and WFP Gender Seminar at FAO on 8 March; (v) African Evaluation Association International Conference in March; (vi) CLEAR monitoring and evaluation and impact assessment training and certification framework (Mexico 24-28 April); (vii) in-house workshop on disbursement held in April; (viii) seminar on results of IFAD's reputation survey by the Communications Division and held on 26 April; (ix) Learning event on poverty reduction in China held in April; (x) Learning and sharing event on Industrial policies for the rural sector - the experience of Latin America; (xi) IFAD Knowledge Seminar – Continuous learning, knowledge and improvement as fundamentals of Value for Money: Implications for IFAD; (xii) Gender training sessions (three) and Gender Breakfasts (four) organized by IFAD's Policy and Technical Advisory Division; (xiii) Leveraging information and communication technologies for Development (ICT4D) and Enhanced Rural Transformation held on 16 May; (xiv) the IFAD11 cafe on country demand and delivery held in September.
	Development of a new harmonization agreement	To be completed in 2019	Ongoing. The first part of the new agreement (about criteria and their definitions for both project and country-level evaluations) was presented to the Evaluation Committee in its March 2017 session as well as for information to the 2017 April Session of the Executive Board. The second part will cover systems and processes that pertain to both self- and independent evaluations.
10. Evaluation capacity development	Engagement in ECD in the context of regular evaluation processes	January-December 2017	Ongoing. Joint evaluation of the Northern Region Sustainable Livelihoods through Livestock Development Project in Lao People's Democratic Republic conducted jointly with Asian Development Bank (ADB) and with the participation of representatives of the evaluation unit of the Ministry of Planning and Investment of Lao People's Democratic Republic.
	Organization of workshops in partner countries on evaluation methodology and processes (upon request)	January-December 2017	Ongoing. Evaluation Capacity Development in Lao People's Democratic Republic on 20-24 February 2017 held in the context of the joint PPE with ADB (see www.ifad.org/evaluation/event/tags/laos/y2017/41723915).

Type of work	Evaluation activities	Planned implementation status	Present status
			IOE's contribution to the IFAD-CLEAR monitoring and evaluation and impact assessment training and certification framework (Mexico 24-28 April)
	Implementation of statement of intent with the Government of China on ECD in the country	January-December 2017	A half-day training course on evaluation methodology and IOE's experience in conducting IEs was delivered during the Shanghai International Program for Development Evaluation Training on 18 April.

Table 2
Reporting on IOE key performance indicators (January to mid-September 2017)

Strategic objectives (SOs)	Divisional management results (DMRs)	Key performance indicators	Achievements as of September 2017	Target (2017)	Means of verification
SO1: Generate evidence through independent evaluations of IFAD's performance and results to promote accountability	DMR 1: Corporate policies and processes are improved through independent evaluations	1. Adoption rate of recommendations from CLEs, CSPEs, ESRs and PPEs	97%	90%	PRISMA and IOE work programme and budget document
	DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations				
	DMR 3: Systemic issues and knowledge gaps in IFAD are addressed				
	DMR 4: IFAD-supported operations are improved through independent project evaluations				
SO2: Promote evaluation-based learning and an enhanced results culture for better development effectiveness	DMR 5: The Evaluation Manual is implemented and new evaluation methods and products are piloted	2. Range of new methods and designs applied	1	2	IOE evaluations
		3. Evaluations with quantitative analysis	1	1	IEs
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	4. Number of outreach products for all evaluations disseminated through social tools and the internet	36	60	
		5. Number of in-country learning events co-organized by IOE with governments	2	5	
		6. Number of in-house and external knowledge events organized by IOE	5	7	
		7. Number of page views for IOE reports	52 720	50 000	
		8. Number of people receiving IOE newsletters	2 061	2 000	
	DMR 7: Evaluation capacity development in partner countries	9. Number of ECD seminars/workshops organized in partner countries	2	1	IOE records
		10. Number of events attended by IOE staff related to self-evaluation and ECD	2	3	
SO1 and SO2	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured	11. Budget cap	0.6% of IFAD PoLG	< 0.9% of IFAD PoLG	
		12. Ratio of professional to general service staff	1/0.46	1/0.46	
		13. Budget execution rate at year-end	87%	97.8%	
		14. Execution rate of key evaluation activities	88%	95%	

Note: Based on IOE's 2016-2018 RMF, the following reporting matrix provides an overview of IOE achievements in the first half of 2017 against KPIs agreed upon with the Executive Board.

IOE proposed evaluation activities for 2018 and indicative plan for 2019-2020

Table 1
Proposed IOE work programme for 2018 by type of activity

| Type of work | Proposed activities for 2018 | Start date | Expected finish date | Expected delivery period* | | | | |
				Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	2019
1. Corporate-level evaluations	IFAD's contribution to agriculture-related pro-poor value-chain development	Jan-18	Jan-19				X	
2. Country strategy and programme evaluations	Burkina Faso	Jan-18	Dec-18				X	
	Kenya	Jan-18	Dec-18				X	
	Mexico	Apr-18	Apr-19					X
	Sri Lanka	Apr-18	Apr-19					X
	Tunisia	Jan-18	Dec-18				X	
3. Project completion report validations	Validation of all PCRs available in year	Jan-18	Dec-18	X	X	X	X	
4. Evaluation synthesis	Rural finance approaches in IFAD-funded projects	Jan-18	Dec-18				X	
	IFAD support to technical innovations for rural poverty reduction	Jun-18	Jun-19					X
5. Project performance evaluations	8 PPEs	Jan-18	Dec-18			X	X	
6. Impact evaluations	One new IE (project to be determined)	Jul-18	Jun-19					X
7. Engagement with governing bodies	Review of implementation of IOE's results-based work programme and budget for 2018 and indicative plan for 2019-2020 and preparation of results-based work programme and budget for 2019 and indicative plan for 2020-2021	Jan-18	Dec-18			X	X	
	16th ARRI	Jan-18	Sept-18			X		
	IOE comments on the PRISMA	Jan-18	Sept-18			X		
	IOE comments on the RIDE	Jan-18	Sept-18			X		
	IOE comments on policies/strategies by IFAD Management	Jan-18	Dec-18	X	X	X	X	
	Participation in all sessions of governing body meetings (Evaluation Committee, Executive Board and Governing Council), selected Audit Committee meetings, and 2018 Board country visit	Jan-18	Dec-18	X	X	X	X	
	IOE comments on COSOPs when related CSPEs are available	Jan-18	Dec-18		X	X	X	
8. Communication and knowledge- management activities	Evaluation reports, *Profiles*, *Insights*, website, etc.	Jan-18	Dec-18	X	X	X	X	
	Organization of in-country CSPE learning workshops, as well as learning events in IFAD	Jan-18	Dec-18	X	X	X	X	

Type of work	Proposed activities for 2018	Start date	Expected finish date	Expected delivery period[*]				
				Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	2019
	Participation and knowledge-sharing in selected external platforms such as learning events or meetings of evaluation groups	Jan-18	Dec-18	X	X	X	X	
	Attendance at all OSC meetings that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attendance at meetings of OMC, IMTs and selected CPMTs	Jan-18	Dec-18	X	X	X	X	
9. Partnerships	ECG, UNEG	Jan-18	Dec-18	X	X	X	X	
	Quality assurance of the external evaluation of the Committee on World Food Security. Contribution as external peer reviewer to key evaluations by other multilateral/bilateral organizations as requested	Jan-18	Dec-18	X	X	X	X	
	Implementation of joint statement by CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	Jan-18	Dec-18	X	X	X	X	
10. Methodology	Contribution to in-house and external debate on IE	Jan-18	Dec-18	X	X	X	X	
11. ECD	Engagement in ECD in context of regular evaluation process	Jan-18	Dec-18	X	X	X	X	
	Organization of workshops in partner countries (as per request) on evaluation methodology and processes	Jan-18	Dec-18	X	X	X	X	
	Implementation of statement of intent with the Government of China on ECD in the country	Jan-18	Dec-18	X	X	X	X	
One-time activity	IOE external peer review	Jun-18	Sept-19			X	X	X

[*] The quarterly delivery period is marked with an **X** only for an expected specific deliverable.

Table 2
IOE indicative plan for 2019-2020 by type of activity*

Type of work	Indicative plan for 2019-2020	Year
1. Corporate-level evaluation	IFAD support to increased agricultural productivity for rural poverty reduction	2019
	Contribution of IFAD to smallholder adaptation to climate change	2020
2. Country strategy and programme evaluations	El Salvador	2019
	Madagascar	2019
	Nepal	2019
	Sierra Leone	2019
	Sudan	2019
	Burundi	2020
	Ecuador	2020
	Niger	2020
	Kyrgyzstan	2020
	Asia and the Pacific region (to be decided)	2020
3. Project completion report validation	Validate all PCRs available in year	2019-2020
4. Project performance evaluation	16 to 20 PPEs	2019-2020
5. Impact evaluations	1 new IE per year (project to be determined)	2019-2020
6. Engagement with governing bodies	17th and 18th ARRIs	2019-2020
	Review of implementation of results-based work programme and budget for 2020 and indicative plan for 2021-2022	2019-2020
	Preparation of results-based work programme and budget for 2021 and indicative plan for 2022-2023	
	IOE comments on the PRISMA	2019-2020
	IOE comments on the RIDE	2019-2020
	IOE comments on selected IFAD operational policies, strategies and processes prepared by IFAD Management for consideration by Evaluation Committee	2019-2020
	Participation in all sessions of Evaluation Committee, Executive Board and Governing Council. Participate in annual country visit of the Board.	2019-2020
	IOE comments on COSOPs when related CPEs/CSPEs are available	2019-2020
7. Communication and knowledge management activities	Evaluation reports, *Profiles*, *Insights*, website, etc.	2019-2020
	Evaluation synthesis on nutrition mainstreaming in IFAD's funded operations	2019
	Evaluation synthesis on community driven development approaches	2020

Type of work	Indicative plan for 2019-2020	Year
	Attend all OSCs that discuss corporate policies and strategies, COSOPs and selected projects evaluated by IOE. Attend meetings of OMC, IMT and selected CPMT	2019-2020
8. Partnership	ECG, UNEG	2019-2020
	Implement joint statement by CGIAR, FAO, IFAD and WFP to strengthen collaboration in evaluation	2019-2020
9. Methodology	Contribute to in-house and external debate on impact evaluation	2019-2020
10. Evaluation capacity development	Implementation of activities in partner countries related to ECD	2019-2020

* The topics and number of CLEs, CSPEs and ESRs are tentative; and the actual priorities and numbers to be undertaken in 2019 and 2020, respectively, will be confirmed or determined in 2018

.

IOE staffing for 2018

Table 1
Total IOE staff levels for 2018

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

Table 2
Human resource category

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

Table 3
IOE General Service staff levels

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018 (proposed)
9.5	8.5	8.5	8	8	8	6	6	6	6	6	6

IOE proposed budget for 2018

Table 1
IOE proposed budget 2018
(United States dollars)

| | 2013 budget | 2014 budget | 2015 budget | 2016 budget | 2017 budget (1) | Proposed 2018 budget | | |
						(2) *Real* *increase/(decrease)*	*(3)* *Price* *increase/(decrease)*	*(4)* *Total 2018 budget**
Non-staff costs	2 346 711	2 395 992	2 455 892	2 541 520	2 490 861	(63 000)	77 529	2 505 390
Staff costs	3 667 268	3 586 690	3 614 041	3 127 899	3 235 056	-	72 203	3 307 259
Total	**6 013 979**	**5 982 682**	**6 069 933**	**5 669 419**	**5 725 917**	**(63 000)**	**149 732**	**5 812 649**

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

IOE peer review (2018 portion of the total cost)	**100 000**
Total 2018 budget	**5 912 649**

Table 2
2018 IOE budget proposal breakdown for non-staff costs
(United States dollars)

Type of activity	Absolute number	Relative number in terms of % of work done[a]	Standard unit costs [b] (US$)	Proposed non-staff costs in 2018 (US$)
ARRI	1	1	80 000-150 000	80 000
Corporate-level evaluations • IFAD's contribution to agriculture-related pro-poor value-chain development • IFAD's Financial Architecture	2	• 1 • 0.8 • 0.2	Differentiated cost based on scope and nature of issues to be assessed: 250 000-450 000	430 000
Country strategy programme evaluations	7	5.2	Differentiated cost based on size of portfolio, size of country, travel costs and availability of evaluative evidence: 180 000 – 200 000	1 000 000
Evaluation syntheses • Rural Finance Approaches in IFAD-funded operations • IFAD support to technical innovations for rural poverty reduction	2	1 1	40 000-65 000	110 000
PPEs	8	8	30 000-40 000	320 000
PCR validations	About 30	About 30	-	30 000
Impact evaluations	2	1	-	200 000
Knowledge-sharing, communication, evaluation outreach and partnership activities	-	-	-	200 000
ECD, training and other costs	-	-	-	135 390
Total				**2 505 390**

[a] Some evaluations straddle two years. This figure represents the percentage of work done per type of evaluation activity in 2018.

[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
(United States dollars)

IOE objectives	IOE DMRs	2018 Proposed budget (staff and non-staff cost)	Percentage of overall total proposed budget*
SO1: Generate evidence through independent evaluation of IFAD's performance and results to promote accountability	DMR 1: Corporate policies and processes are improved through independent evaluations	756 503	13
	DMR 2: Country strategies/COSOPs are enhanced through country-level evaluations	1 989 385	34
	DMR 3: Systemic issues and knowledge gaps in IFAD are addressed	435 233	7
	DMR 4: IFAD-supported operations are improved through independent project evaluations	850 475	15
Total for SO1		**4 031 596**	**69**
SO2: Promote evaluation-based learning and enhanced results culture for better development effectiveness	DMR 5: Evaluation manual is implemented and new evaluation methods and products are piloted	522 520	9
	DMR 6: Awareness and knowledge of evaluation-based lessons and quality of products are enhanced and increased	601 952	10
	DMR 7: Evaluation capacity development in partner countries	337 876	6
Total for SO2		**1 462 348**	**25**
Joint SO1 and SO2	DMR 8: Efficiency of the independent evaluation function and liaison with governing bodies are ensured	318 705	5
Grand total		**5 812 649**	**100**

* Rounded up percentages.

IOE selectivity framework

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

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