

---

**High-level preview of IFAD's 2026 results-based programme of work, regular and capital budgets, and budget outlook for 2027–2028, and the preview of the Independent Office of Evaluation of IFAD's results-based work programme and budget for 2026 and indicative plan for 2027–2028**

---

Document: EB 2025/145/R.16

Agenda: 5(c)

Date: 12 August 2025

Distribution: Public

Original: English

**FOR: REVIEW**

**Action:** The Executive Board is invited to take note of the high-level preview estimates for 2026 and the main elements of the programme of work and regular and capital budgets of IFAD for 2026 and budget outlook for 2027–2028 as well as the Independent Office of Evaluation of IFAD's work programme and budget for 2026 and indicative plan for 2027–2028.

---

---

**Technical questions:**

**Edward Gallagher**

Director  
Planning, Organizational Development and Budget Division  
e-mail: [ed.gallagher@ifad.org](mailto:ed.gallagher@ifad.org)

**Indran A. Naidoo**

Director  
Independent Office of Evaluation of IFAD  
e-mail: [i.naidoo@ifad.org](mailto:i.naidoo@ifad.org)

---

## Contents

<b>Executive summary</b>	<b>II</b>
<b>Part one – High-level preview of IFAD’s 2026 results-based programme of work, regular and capital budgets and budget outlook for 2027–2028</b>	<b>1</b>
<b>I. Introduction</b>	<b>1</b>
<b>II. 2024 and 2025 budget utilization and carry-forward</b>	<b>2</b>
<b>III. 2026 cost drivers and budget proposal</b>	<b>2</b>
A. 2026 priorities and cost drivers	2
B. Price-related cost drivers and exchange rate	4
C. 2026 budget proposal	4
<b>IV. Enhancing results-based management and planning</b>	<b>5</b>
<b>V. 2026–2028 budget outlook</b>	<b>6</b>
<b>VI. 2026 capital budget</b>	<b>6</b>
<b>Part two – Preview of the results-based work programme and budget for 2026 and indicative plan for 2027–2028 of the Independent Office of Evaluation of IFAD</b>	<b>8</b>
 <b>Annexes</b>	
I. Inflation assumptions for 2026	19
II. IOE Results Management Framework for 2025	20
III. IOE proposed evaluation activities for 2026	22
IV. IOE’s indicative plan for 2027–2028	24
V. IOE products	26
VI. Examples of feedback from governing bodies and from Management received by IOE	34
 <b>Appendix</b>	
Summary infographic	

## Executive summary

1. IFAD's focused mandate has never been more critical, given the growing urgency to strengthen global food systems, safeguard rural livelihoods and ensure environmental sustainability. The ambitious US\$10 billion programme of work for IFAD13 (2025–2027) underscores the scale of these challenges and reaffirms IFAD's commitment to effecting tangible change that will improve the livelihoods of 100 million people worldwide.
2. The core priorities of the Thirteenth Replenishment of IFAD's Resources (IFAD13) are fully reflected in the 2026 workplan, namely sharpening the focus on fragile contexts, increasing engagement with the private sector and increasing investments in biodiversity and climate resilience for smallholder farmers. In parallel, during a time of growing global complexity and competition for resources, Management will lead the IFAD14 Consultation to sustain and advance these critical efforts.
3. Management has accelerated the achievement of zero budget growth by one year through prioritization and trade-offs. Previously, the 2025 final budget document anticipated a 0.85 per cent increase in the 2026 budget, primarily to bolster private sector operations capacity and cover the additional costs of designing and supervising more projects in fragile contexts. Instead, by repurposing funds from trade-offs and cuts to priority areas, Management has contained cost pressures to forgo the expected budget increase, **resulting in a zero real growth proposal for 2026**. As this proposal has been achieved by stringent trade-offs, unforeseen emerging events can only be funded by repurposing existing budget allocations.
4. A 2.1 per cent price adjustment has been applied, leading to a nominal budget of **US\$194.51 million** for 2026. The three-year trajectory – assuming zero real growth and an annual price increase of around 2 per cent – is US\$198.40 million for 2027 and US\$202.37 million for 2028.
5. The 2026 budget proposal includes an initial capital budget estimate of US\$5.5 million to invest in digital transformation, automation and cyclical expenditures.
6. IFAD is actively engaged with the UN80 Initiative, bringing its unique perspective as both a United Nations specialized agency and an international financial institution. As part of its engagement in UN80, IFAD Management has highlighted its track record in reforms over the last 10 years as follows:
  - (a) Recalibration exercise carried out in 2024 resulting in:
    - (i) A reduction of three Associate Vice-President positions;
    - (ii) Rationalization of two divisions to create space for the Private Sector Operations Division and Office of Development Effectiveness;
    - (iii) Repurposing of 17 staff positions to address new priorities, which reduced regular staff positions from 861 to 860 in 2025;
    - (iv) Restructuring of several divisions to eliminate functional overlaps.
  - (b) Reform exercises carried out between 2017 and 2023 resulting in:
    - (i) Transformation from a headquarter-based to a decentralized organization with a staff decentralization rate rising from 17 per cent in 2017 to 48 per cent in 2025, achieving savings of US\$5 million in headquarters functions;
    - (ii) Enhanced delegation of authority and revised internal processes to reduce time between project concept approval and disbursement;

- (iii) As part of the People, Processes and Technology Plan, 22,750 staff hours were saved through process re-engineering in parallel with corporate-wide adoption of automation and artificial intelligence tools.
- 7. Under the umbrella of the Operational Agility Initiative (launched in 2025), Management is committed to building on efficiencies achieved through the 2024 recalibration exercise by continuing to enhance operational effectiveness and improving results-based management and workforce planning, through comprehensive departmental and divisional planning over a three-year cycle. As part of this improvement, in the final 2026 budget document, Management will build upon the initial link between budget and outputs that was presented in 2025.

## **Part one – High-level preview of IFAD’s 2026 results-based programme of work, regular and capital budgets and budget outlook for 2027–2028**

### **I. Introduction**

1. The Report of the Consultation on the Thirteenth Replenishment of IFAD’s Resources: Investing in Rural Prosperity and Resilience for a Food-Secure Future was endorsed by the Governing Council in February 2024. This endorsement set the ambition of achieving an unprecedented programme of work of US\$10 billion during the IFAD13 period (2025–2027) to improve the livelihoods of 100 million people.
2. The priorities for 2026 are consistent with the overall IFAD13 priorities of delivering a programme of work of US\$10 billion while increasing engagement with the private sector, enhancing IFAD’s support in fragile contexts and increasing investments in biodiversity and climate resilience for smallholder farmers, while containing real growth. Notwithstanding the need for further investment reflected in the originally proposed real increase of 0.85 per cent for 2026, Management recognizes the call to bring forward the achievement of a zero real growth budget. This proposal has been achieved by stringent trade-offs and means that unforeseen emerging events can only be funded by repurposing existing budget allocations.
3. During 2025, the first year of IFAD13, the United Nations system is responding to calls to drive efficiency across its institutions and return to core United Nations mandates. IFAD is actively engaging in the UN80 Initiative, bringing its unique perspective as both a United Nations specialized agency and an international financial institution. As part of its engagement in UN80, Management has reported on several years of reforms, specifically:
  - (a) A recalibration exercise carried out during 2024, which resulted in:
    - (i) A reduction in Associate Vice-President positions at the Senior Management level from seven to four;
    - (ii) Rationalization of two divisions to create space for the Private Sector Operations Division and the Office of Development Effectiveness;
    - (iii) Repurposing of 17 staff positions to address new priorities, which reduced regular staff positions from 861 to 860 in 2025; and
    - (iv) Several divisions were restructured to eliminate functional overlaps.
  - (b) Reforms carried out between 2017 and 2023 leading to:
    - (i) Transformation of IFAD from a headquarters-based to a decentralized organization with the proportion of staff in the field increasing from 17 per cent in 2017 to 48 per cent in 2025. This shift resulted in savings of US\$5 million in headquarters positions and support functions.
    - (ii) A streamlined project design process that reduced the time from conception to approval from 17 to 10 months and also shortened the time to first disbursement from 17 to 8 months (2025).
    - (iii) A revised delegation of authority framework that resulted in greater delegation of operational, administrative and budget authority to field-based staff in order to improve decision-making and reduce bureaucracy.
    - (iv) As part of the People, Processes and Technology Plan, 22,750 staff hours were saved through process re-engineering and the commencement of corporate-wide adoption of automation and artificial intelligence.

4. The above reforms and resulting efficiencies are fully aligned with the UN80 reform objectives and have better positioned IFAD to address the current challenges. IFAD continues to strive for efficiency by remaining engaged in the UN80 Initiative and as part of a broader shift towards greater operational agility.
5. The Operational Agility Initiative was launched in 2025 as a concerted effort to streamline operational processes, strengthen results-based management, implement multi-year planning (including of workforce needs) and improve the alignment of budgets with institutional outputs.
6. This document provides a high-level assessment of IFAD's 2026 resource needs and an indicative outlook for 2027–2028. It is intended to inform a dialogue with the Audit Committee and the Executive Board on high-level budget parameters ahead of the final budget submission to the 146<sup>th</sup> session of the Executive Board in December 2025.

## II. 2024 and 2025 budget utilization and carry-forward

7. IFAD's budget execution and associated usage rates have remained consistently high in recent years. Regular budget usage was 97.7 per cent and 99.6 per cent in 2023 and 2024 respectively. The high usage reflects strengthened monitoring and agility in repurposing funds towards emerging unfunded priorities and operational needs.
8. Actual 2024 regular budget expenditure amounted to US\$182.59 million while 2025 is projected to be US\$188.80 million or 99.1 per cent. Although this is a slight reduction compared to the prior year, Management will continue to monitor budget allocations closely for the rest of 2025 to ensure all priorities are funded and usage is maximized.

Table 1

**Regular budget utilization: actual 2023–2024 and forecast 2025**

(Millions of United States dollars)

	2023 full year		2024 full year		2025 forecast	
	Budget	Actual	Budget	Actual	Budget	Forecast
Regular budget	175.71	171.70	183.41	182.59	190.51	188.80
Percentage utilization		97.7		99.55		99.1

## III. 2026 cost drivers and budget proposal

### A. 2026 priorities and cost drivers

9. During 2026, Management will continue to prioritize strengthened operational delivery and increase funding to bolster private sector engagement through additional expertise. The organization will also enhance support in fragile contexts, recalibrate communications and external relations, and ensure sufficient resources for key enabling functions in preparation for IFAD14. As a result of IFAD's ongoing institutional transformation and efficiency agenda, these needs have been met without requiring additional financial resources.

**Operational delivery (including fragility and mainstreaming themes)**

10. Management aims to deliver the bulk of the programme of loans and grants (PoLG) during the first two years of the replenishment cycle to avoid concentration of IFAD13 delivery in the final year. The estimated value of projects targeted for approval in 2026 amounts to US\$1.5 billion or 46 per cent of the IFAD13 PoLG.
11. Specifically, the 2026 budget will finance 21 full project designs, 11 additional financings and 21 partial designs, which will be transmitted to the Executive Board for approval in 2026 and 2027. In addition, 14 new country strategic opportunities programmes (COSOPs) and two country strategy notes are planned for 2026.

12. A high-quality ongoing portfolio requires increased investment in project start-up, quality assurance and tailored implementation support, particularly in fragile and conflict-affected contexts. Therefore, Management is maintaining the project start-up mission allocation at US\$25,000 per project (increased from US\$15,000 for the 2025 budget) and the supervision cost for a country in a fragile situation at US\$100,000 per project (increased from US\$91,000 for the 2025 budget). Management will monitor performance closely throughout 2026 and repurpose funds to meet unforeseen needs, which could include projects being subject to higher external risk or greater fragility.

#### **Private sector engagement**

13. IFAD13 set an ambition to increase the magnitude of private sector engagement significantly in order to expand and diversify its funding base and draw on new expertise for rural transformation. The Private Sector Operations Division is key to achieving this and requires adequate staffing with highly specialized expertise.
14. The 2026 budget will finance the design of 10 non-sovereign operations (NSOs) and the supervision of 15 ongoing NSOs. The budget incorporates the need for resources for investment appraisals, partnership development, legal structuring and due diligence.
15. The expansion of private sector operations requires enhanced financial and risk management systems. A gap analysis and benchmarking with peers of disbursement services and investment structuring functions and systems will be conducted in 2025/2026 to ensure that IFAD is fit-for-purpose to support the growing complexity as private sector operations and financing structures mature.

#### **Enabling functions**

16. While the standard one-time replenishment budget for IFAD14 will cover the External Chair and other ring-fenced costs, the 2026 budget will enable effective participation in global forums amid increasing competition for official development assistance and geopolitical challenges. This support includes outreach, communications and stakeholder engagement, all of which are critical to securing the resources needed to fulfil IFAD's mandate.
17. Consistent with the Report of the Consultation on the Thirteenth Replenishment of IFAD's Resources, the 2026 budget proposal incorporates minor amounts of funding for piloting new product innovations (e.g. partial credit guarantees). The need to maintain sufficient funding for the fiduciary, financial control and treasury aspects of IFAD's operations has also been reflected in the 2026 proposal.
18. In parallel, IFAD must invest in workforce capacity and digital infrastructure. Strategic workforce planning will ensure that the workforce meets current and future demands, while funding for cybersecurity, core system maintenance and the roll-out of enterprise tools will ensure that IFAD's digital capabilities remain effective. Finally, Management will continue providing critical corporate services and facilities for a workforce now evenly distributed between IFAD headquarters and the regions where IFAD operates.

#### **Savings and trade-offs**

19. To avoid a real increase in the budget, Management has identified both savings and trade-offs to repurpose resources primarily towards key priority areas (such as increasing private sector engagement and strengthening delivery in fragile contexts). Savings have been achieved from: structural changes arising from the 2024 recalibration, repurposing of staffing positions (at no additional cost), consolidation of PoLG operations into larger projects, and initial savings from decentralization such as leveraging joint back offices in the field.
20. The final budget document for 2026 will incorporate a table highlighting in detail the savings and trade-offs (and associated monetary amounts) that have resulted

in funds being repurposed to priority areas. At this high-level preview stage, these are summarized as follows:

- (i) The set-up of the regional offices in Asia and the Pacific and Latin America and the Caribbean has allowed for the phasing out of General Service staff positions in headquarters, as administrative functions are carried out by in-country personnel.
  - (ii) Consolidation of the project portfolio, with the number of fully supervised projects decreasing from 199 to 185, has allowed a reduction in the core supervision budget.
  - (iii) A review of the decentralization staffing metrics has indicated potential savings in staff costs in regions with lower portfolio demands.
  - (iv) Travel and representation budgets have been further rationalized, particularly in support functions, to preserve resources for operational and replenishment-related missions and outreach.
  - (v) Efficiency gains stemming from recalibrated structures, sharpened delivery of knowledge products, consolidation of corporate services, and expanded use of digital tools (e.g. procurement and human resources self-service platforms) are also expected to contribute to lower administrative costs.
21. In summary, maintaining zero real growth over the next two years requires deliberate trade-offs in several areas, while also implying that unplanned and/or emerging priorities can only be met through funding cuts to critical functions.

## **B. Price-related cost drivers and exchange rate**

22. Based on an initial assessment of inflation trends, a net price increase of approximately 2.1 per cent has been applied to the 2026 budget. In line with the approved methodology,<sup>1</sup> IFAD will apply differentiated price factors to the various expenditure categories. The proposed approach for adjusting the 2026 regular budget for inflation and price increases is outlined in annex I. The inflation adjustment incorporates the impact of projected increases in staff costs, consultancy rates, travel-related services and ICT contracts.
23. These price increase assumptions will be revisited in the final budget submission, considering market indicators available by the end of the third quarter of 2025 and accurate calculation of staff standard costs based on actualized salary scales. While current global and sectoral trends suggest persistent cost pressures, IFAD will continue to absorb, whenever possible, part of these increases through internal efficiencies as described above.
24. Based on the 12-month historical average of the United Nations monthly exchange rate, IFAD has adjusted the EUR:US\$ exchange rate to EUR 0.922:US\$1.

## **C. 2026 budget proposal**

25. IFAD's 2026 net regular budget is estimated at US\$194.51 million, reflecting zero real growth and a provisional net price adjustment of 2.1 per cent. Table 2 provides IFAD's 2026 high-level budget split between real increases and price increases.

---

<sup>1</sup> [AC 2015/136/R.6](#).



Table 2  
**Net regular budget**  
(Millions of United States dollars)

(A) 2025 approved budget	(B) 2026 estimated real increase (0% of A)	(C) 2026 price increase (2.1% of A)	(D) 2026 nominal budget (A+B+C)
190.51	0.00	4.00	194.51

26. Management will continue to monitor overall efficiency with its current suite of agreed efficiency ratios. The final budget document will include the new efficiency ratios introduced last year along with the existing efficiency ratio. Given the current constrained budgetary environment, a key focus going forward will be to ensure that budget allocations are increasingly directed towards outputs that contribute directly to country-level results.

#### **IV. Enhancing results-based management and planning**

27. IFAD continues to refine its results-based budgeting and results-based management (RBM) methodology to enhance transparency, accountability and the alignment of institutional resources with development outcomes.
28. Management is committed to enhancing RBM as a core enabler of operational agility and impact. RBM anchors IFAD in its core mandate and orients the whole organization towards this vision; ensures that budget allocations are guided by replenishment commitments; facilitates resource mobilization; provides a line of sight from individual activities to organizational outputs and to strategic outcomes; shifts the focus from activities to results; supports efficient use of resources; and enhances accountability. In the medium term, Management will:
- (i) Enhance the link between strategic objectives, replenishment commitments and the associated results management framework, and annual delivery – anchored in a rolling three-year comprehensive planning cycle as of 2028. A medium-term planning horizon sits better with the three-year replenishment cycle and the multi-year nature of project delivery and will support prioritization across the organization. Prioritization may include consideration of areas that IFAD should no longer be involved in.
  - (ii) Ensure that a core set of multi-year planning assumptions, centred on operational delivery in the field, underpins resource allocation. Non-operational departments will align their work to the joint operational planning assumptions.
  - (iii) Further strengthen the link between budget allocations and results, which will involve allocating resources to outputs (i.e. the planned, tangible results), not to detailed activities.
  - (iv) Enhance the allocation of staff costs to results.
  - (v) Simplify internal budget mechanisms while also ensuring that internal budget submissions are underpinned by planned results and coordination between departments.
29. Management will also develop an approach to multi-year strategic workforce planning, which is another core enabler of operational agility. Strategic workforce planning will better position the organization to anticipate and address workforce needs to meet its strategic objectives and priorities by providing mid- to long-term guidance for succession planning, recruitment, reskilling and upskilling, staff mobility, composition of project teams, repurposing of positions and proactive changes in the workforce.

## V. 2026–2028 budget outlook

30. This high-level preview includes a three-year indicative budget trajectory for 2026–2028. The outlook supports early engagement and transparency in financial planning and will be refined in future budget submissions to reflect evolving priorities, inflation trends and the outcomes of the IFAD14 Consultation.
31. As presented in table 3, the 2027–2028 trajectory reflects Management’s continued commitment to strong budget discipline and a zero real growth approach. For both years, only price-based adjustments – provisionally estimated at around 2 per cent annually – are foreseen, maintaining the real value of resources allocated to institutional priorities.
32. In 2027, the final year of the IFAD13 cycle, the focus will remain on delivering the full programme of work as well as developing the IFAD14 pipeline. This will require sustained allocations for project design, supervision and implementation support (including for private sector operations). Operational delivery, decentralized support, private sector engagement, and cross-cutting technical capacities (e.g. climate, gender, youth, nutrition) will remain key cost drivers.
33. Budget planning for 2028, the first year of IFAD14, will depend on the scope and ambition of that replenishment. While Management will continue pursuing efficiency gains, any significant change will require a reassessment of the budget path. As an integral part of its improved planning exercise, in IFAD14, efforts will be made to cost commitments that result in additional activities and therefore imply incremental costs.
34. Some key assumptions for the medium term are: full staffing for the key substantive priorities (private sector, fragility, biodiversity and climate); decentralization will not need an incremental investment; and unplanned priorities will require significant resource deviation from planned allocations.

Table 3  
**2026–2028 budget trajectory**  
(Millions of United States dollars)

	2025 approved budget	%	2026 proposed budget	%	2027 projected	%	2028 projected
Real growth	1.18	0	0	0	0	0	0
Price adjustment	2.69	2.10	4.00	2.00	3.89	2.00	3.97
Nominal increase/ (decrease)	3.87	2.10	<b>4.00</b>	2.00	<b>3.89</b>	2.00	<b>3.97</b>
<b>Grand total</b>	<b>190.51</b>		<b>194.51</b>		<b>198.40</b>		<b>202.37</b>

## VI. 2026 capital budget

35. As in prior years, the 2026 capital budget is split into:
  - (i) Capital expenditures that are cyclical or regular in nature, and have an economic lifetime of more than one year (e.g. annual replacement of computers, and replacement of vehicles in IFAD country offices);
  - (ii) Major corporate ICT and other investment projects.
36. For 2026, Management is proposing a capital budget envelope of up to US\$5.5 million. This reflects IFAD’s ongoing approach of budgetary restraint and careful prioritization of capital expenditure, in line with the regular budget zero real growth trajectory envisaged in the medium term.

37. Recognizing the constrained budgetary environment and the need to safeguard resources for core programme delivery, Management intends to concentrate capital investments in a limited number of high-value digital initiatives. These include further automation of business processes, selective adoption of artificial intelligence tools, and continued upgrades to IFAD's digital infrastructure and cybersecurity capacity.
38. Capital allocations for infrastructure and vehicles will be kept to essential replacements only, and no major new infrastructure projects are foreseen in 2026. This focused and prioritized approach ensures that available capital resources are directed to where they generate the greatest operational impact, while avoiding fragmentation of investment efforts.

## **Part two – Preview of the results-based work programme and budget for 2026 and indicative plan for 2027–2028 of the Independent Office of Evaluation of IFAD**

### **I. Introduction**

1. This document reviews the status of activities conducted by the Independent Office of Evaluation of IFAD (IOE) in 2025 and outlines IOE priorities in 2026 and beyond. The document was informed by extensive consultations with IFAD's governing bodies and Management, including the Department for Country Operations (DCO) and the Office of Development Effectiveness (ODE). This document is aligned with the multi-year evaluation strategy presented to the Evaluation Committee at its 114<sup>th</sup> session and approved by the Executive Board at its 134<sup>th</sup> session in December 2021.<sup>2</sup> The multi-year strategy helps operationalize the 2021 Revised IFAD Evaluation Policy.<sup>3</sup> Based on the feedback received from the Audit Committee, Evaluation Committee and Executive Board at their respective sessions in September 2025, IOE will prepare a revised proposal for its work programme and budget for 2026 and indicative options for 2027 and 2028.

### **II. Activities in 2025**

2. This section provides an update on the progress made in 2025, budget utilization through June 2025 and projected 2025 year-end budget utilization. In line with the 2021 evaluation policy, the IOE budget is prepared independently of IFAD's administrative budget.

#### **A. Key evaluations and related initiatives**

3. IOE continued its efforts to expand its evaluative coverage and engage meaningfully in knowledge generation as a thought leader in the field. The progress made in selected evaluation activities is outlined below:
  - The thematic evaluation of IFAD's support to nutrition was finalized in early 2025 and presented to the Evaluation Committee at its 129<sup>th</sup> session in June 2025. The evaluation will inform the development of the new IFAD nutrition strategy.
  - The corporate-level evaluation (CLE) of the Eleventh Replenishment of IFAD's Resources (IFAD11) and IFAD12 is planned for completion in late 2025. The approach paper was discussed with the Evaluation Committee at its 126<sup>th</sup> session in September 2024.
  - The evaluation of IFAD's experience in small island developing states was completed in mid 2025. The report will be presented to the Evaluation Committee at its 131<sup>st</sup> session in November 2025.
  - A CLE of the IFAD human resources framework will commence in 2025 with expected completion in 2026. The approach paper will be presented to the Evaluation Committee in early 2026.
  - **Country strategy and programme evaluations (CSPEs).** The CSPEs in Dominican Republic, Egypt, Ghana, Lao People's Democratic Republic and Mauritania were completed in the first part of 2025. The main missions for the CSPEs in Plurinational State of Bolivia, Chad, Cote d'Ivoire, Djibouti, Honduras, Mexico, Senegal, Viet Nam and Zambia were conducted in the first half of 2025, and are planned for completion in 2025. The CSPEs for

---

<sup>2</sup> <https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf>.

<sup>3</sup> <https://webapps.ifad.org/members/eb/132/docs/EB-2021-132-R-5-Rev-1.pdf>.

Mozambique, Peru and Zimbabwe will start in the second half of 2025, with completion planned for 2026.

- **Annual Report on the Independent Evaluation of IFAD (ARIE).** IOE prepared its twenty-third ARIE for presentation to the Evaluation Committee at its 130<sup>th</sup> session and the Executive Board at its 145<sup>th</sup> session. In addition to the traditional time series analysis of ratings from project-level evaluations, the 2025 ARIE contains an analysis of the impact of fragility on ratings and performance, a summary of findings on non-lending activities from recent CSPEs, an in-depth analysis of performance on sustainability of benefits and a summary of findings on the implications of COVID-19 for projects and country programmes recently evaluated.
- **Project performance evaluations (PPEs)** are project-level evaluations that include country missions with field visits and are key to understanding IFAD's performance at a granular level. They serve as building blocks for country-level evaluations, evaluation syntheses, CLEs and the ARIE. The PPEs are progressing as planned. The report for Montenegro was finalized in early 2025. Field missions for Cambodia, Malawi and Nigeria took place in the first half of 2025, with completion planned by the end of 2025. The field mission of Tajikistan will take place in September–October 2025 with completion expected in early 2026.
- **Project completion report validations (PCRVs)** provide an evaluative and objective assessment of the performance and results of IFAD operations and of the quality of the project completion reports (PCRs) prepared by IFAD Management. In the first half of 2025, IOE completed eight PCRVs.
- **The Evaluation Advisory Panel**, commissioned by the IOE Director to further IOE's independence, credibility and utility, continued its advisory engagement in 2025. This panel comprises Dr Juha Uitto, former Director of the Independent Evaluation Office of the Global Environment Facility (Chair); Dr Doha Abdelhamid, Independent Consultant, Egypt; and Dr Mita Marra, Associate Professor at the University of Naples, Italy. IOE held the third annual workshop for the advisory panel in October 2024, which successfully resulted in a report focused on strategies to enhance evaluation influence, and ensuring findings contribute effectively to policy and programme improvements. The report provided a set of recommendations that IOE continues to implement, and the themes will be further developed at the fourth meeting of the panel in November 2025. Panel members will meet with representatives of the Evaluation Committee, Senior Management and IOE staff.
- **Knowledge management and communication.** Between 1 June 2024 and 31 May 2025, IOE published and disseminated 12 evaluation reports, 37 news items, 35 event pages and 5 infographics. It also published three issues of Independent Magazine and three newsletters. In addition, IOE created five episodes of the 60 Seconds with the Director video series, six feature promotional videos, three live event videos and one blog post.
- **Learning events in collaboration with IFAD Management.** Pursuant to the commitment to ensuring learning as part of the evaluation process, IOE has worked in partnership with Management to organize a series of learning workshops. These have maximized engagement by bringing in diverse country stakeholders to reflect more deeply on its work. Between 1 June 2024 and 31 May 2025, IOE learning workshops included events on financing agribusinesses for micro, small and medium-sized enterprises, the thematic evaluation on gender equality in IFAD, the 2025 ARIE and the Lao People's Democratic Republic CSPE.

- **Cooperation with evaluation networks, academic institutions and think tanks.** As Chair of the Evaluation Cooperation Group (ECG) for 2025, IOE hosted and organized its spring 2025 meeting and will host the fall 2025 meeting. IOE also participated in and contributed to: the African Evaluation Association conference in June 2025 as part of its 25<sup>th</sup> anniversary, including delivering the keynote address; the Wilton Park Artificial Intelligence and Knowledge Management in Evaluation Synthesis: Increasing impact and sustainability meeting (March 2025); the World Bank meeting on measuring long-term outcomes in March 2025; the International Research Group for Policy and Programme Evaluation (INTEVAL) 40<sup>th</sup> meeting; the Asian Development Bank Evaluation Week in May 2025; the Canadian Evaluation Society 2025 National Conference in May 2025; the ECG meeting in May 2025 on the evolving landscape of evaluation in multilateral development banks – challenges and opportunities for independent evaluation and strategic planning functions; and the AI for Good Global Summit in July 2025. In addition, IOE made substantive contributions to the academic debate through presentations at renowned institutions.

## B. 2024 and 2025 budget utilization

4. Table 1 shows IOE budget utilization in 2024 and up to June 2025, and the projected rate at year-end. In 2024, IOE utilized 99.3 per cent of its non-staff budget to implement its work programme.

Table 1

**IOE budget utilization in 2024 and projected utilization in 2025 (as of end-June 2025)**  
(United States dollars)

	Approved budget 2024	Budget utilization 2024	Approved budget 2025	Commitment as of end- June 2025	Expected utilization as of year- end 2025
<b>Non-staff costs</b>					
Travel costs		499 776		346 772	600 000
Consultant fees		1 822 696		1 560 394	2 200 000
Evaluation outreach, staff training and other costs		199 942		135 733	189 000
<b>Subtotal</b>	<b>2 540 000</b>	<b>2 522 413</b>	<b>3 050 000</b>	<b>2 042 900</b>	<b>2 989 000</b>
<b>Non-staff budget utilization</b>		<b>99.30%</b>		<b>66.98%</b>	<b>98.00%</b>
<b>Staff costs</b>	<b>3 604 000</b>	<b>3 240 358</b>	<b>4 207 000</b>	<b>3 614 470</b>	<b>3 796 295</b>
<b>Total</b>	<b>6 144 000</b>	<b>5 762 772</b>	<b>7 257 000</b>	<b>5 657 369</b>	<b>6 785 295</b>
<b>Total budget utilization</b>		<b>93.80%</b>		<b>77.96%</b>	<b>93.50%</b>

## III. IOE 2026 work programme

### A. Proposed work programme for 2026

5. The IOE multi-year evaluation strategy helps guide the choice of evaluative work to be undertaken in 2026 and was developed following consultations with management in DCO, ODE, the Office of Technical Delivery and the Corporate Services Department. The proposed programme of work comprises 25 evaluations: 6 higher-plane evaluations, 14 CSPEs and 5 PPEs. The objectives established in the multi-year strategy 2022–2027 are to:
  - (a) Contribute to forging IFAD's corporate culture as a transparent, learning-oriented and accountable organization by providing IFAD governing bodies, Management, governments and national development partners with assessments and knowledge that are critical to fulfilling the commitments made under IFAD11, IFAD12 and IFAD13;
  - (b) Improve evaluation coverage and promote transformative evaluations reflecting the scale and scope of IFAD operations, ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness;

- (c) Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD; and
  - (d) Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies by further strengthening the relevance of its work, promoting innovative approaches and the adoption of technology for evaluation and enhancing collaboration with evaluation functions in other organizations and with think tanks and universities.
6. In terms of contributing to IFAD's position as a transparent, learning-oriented and accountable organization, in 2025 IOE will complete the CLE on IFAD11 and IFAD12. This is a comprehensive institutional evaluation that assesses: (i) the evolution of IFAD's corporate strategy under IFAD11 and IFAD12, including the changes and innovations made over the path marked by the IFAD Strategic Framework 2016–2025; (ii) the available evidence on operational results achieved during the replenishment period, including under the thematic focus areas of natural resource management and climate change adaptation, gender, nutrition, youth and the targeting of vulnerable groups; (iii) the organizational structure, including the decentralization process and the recalibration initiative; and (iv) the support of IFAD's financial architecture to furthering the new strategic directions. The findings and recommendations of this CLE will help orient the IFAD14 Consultation.
  7. IOE has begun an independent CLE of IFAD's Human Resources Policy and its application, to be completed in 2026. The evaluation will address both the relevance of IFAD's Human Resources Policy and its actual application and the implications for IFAD's capacity to fulfil its developmental mandate, while ensuring the workforce's well-being, diversity and inclusivity. It will also identify lessons and recommendations for improving IFAD's human resources approach and performance.
  8. IOE will conduct a CLE of supplementary funding in 2026. The evaluation will be expected to inform strategic decisions on the direction of engagement for supplementary funds and their greater coherence within IFAD's strategic framework, overall trends and how they drive and/or complement the overall work of IFAD and their role in upcoming cycles, as well as monitoring and risk management arrangements. Supplementary resources are an important and growing development resource for IFAD; the level of supplementary funds mobilized in the first two years of IFAD12 (US\$718 million) showed an increase by more than 100 per cent compared to the funds mobilized in the same period of IFAD11 (US\$309 million). The CLE in 2026 will take place five years after the adoption of IFAD's Strategy for Supplementary Resources (2021), and the evaluation recommendations could feed into a new strategy.
  9. IOE will continue to issue the ARIE, which will retain the ratings analysis while providing more information on the full range of IOE activities. As in the past, the ARIE will present an annual topic that reflects findings from recent evaluations. IOE will select the topics, taking into consideration the discussions with the governing bodies and IFAD Management.
  10. IOE will conduct a subregional evaluation (SRE) of conflict-affected states in the Near East and North Africa, identified by both IOE and IFAD Management as a critical and pressing subject. This SRE will focus on strategic aspects of how IFAD engages and adapts in conflict-affected and fragile contexts in the region and will provide lessons applicable to IFAD engagement in similar contexts.
  11. In line with IOE's commitment to increase its country coverage of IFAD operations, there are 14 CSPEs planned for 2026. These represent a total portfolio value of US\$7.4 billion, which is a 40 per cent increase from the 2025 CSPE portfolio value of US\$4.4 billion. The CSPEs are Bangladesh, Cambodia, Central African Republic,

Jordan, Lebanon, Madagascar, Mozambique, Pakistan, Peru, United Republic of Tanzania, Togo, Tunisia, Uganda and Zimbabwe. The countries reflect geographic and portfolio diversity and were selected following a consultative process and consideration of key criteria including country strategic opportunities programme (COSOP) timing, evaluation coverage and portfolio size. The CSPEs for Mozambique, Peru and Zimbabwe will commence in the second half of 2025. These will be the first ever CSPEs of Central African Republic, Lebanon, Togo and Zimbabwe.

12. In 2026, IOE will conduct two project cluster evaluations (PCEs) exploring strategic engagement areas in two regions: water management in the Near East, North Africa and Europe (NEN) region and agroecology in the Latin America and the Caribbean (LAC) region.
13. In 2026, IOE will conduct PPEs for the following five projects: in Asia and the Pacific (APR), the Promoting Agricultural Commercialization and Enterprises Project (PACE) in Bangladesh and the Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihoods Improvement Programme (OPELIP) in India; in West and Central Africa (WCA), the Project to Revitalize Crop and Livestock Production in the Savannah (PREPAS) in Central African Republic; in NEN, the Agriculture Diversification and Modernization Project (ADMP) in Uzbekistan; and in LAC, the Resilient Rural Belize Programme (Be-Resilient) in Belize.
14. Following standard practices, IOE will conduct PCRVs of the available completion reports. Ratings from the PCRVs are reported in the ARIE time series. PCRVs are also a source of evidence for country-level, subregional and thematic evaluations, to be triangulated with other sources (e.g. stakeholder interviews, field visits).
15. In terms of evaluation capacity development, IOE will continue to support the capacity of IFAD staff for self-evaluation, based on the 2022 Evaluation Manual, in collaboration with Management. The Evaluation Manual is a living document, and IOE will add new modules, such as recent work on generative artificial intelligence (AI), as needed. Based on requests from Member States, IOE is available to organize ad hoc seminars on evaluation practices and evaluation methodology, offering practical examples on how to design, report, present and use evaluations. IOE will continue to support the Global Evaluation Initiative, led by the World Bank's Independent Evaluation Group, in collaboration with the Independent Evaluation Office of the United Nations Development Programme.
16. In terms of furthering IOE's leadership role in evaluation, in 2025 IOE chaired the ECG of the multilateral development banks, hosting two meetings in Rome. In 2026, IOE plans to continue engaging with international evaluation networks and related international initiatives, including international evaluation associations and the International Research Group for Policy and Programme Evaluation (IntEVAL). Some of these activities will result in co-authorship of published articles and books. IOE will continue to contribute actively to evaluation events and discussions at the country, regional and global level. In 2025 IOE also commenced substantive engagements with EvalforEarth and the Global Sustainable Development Goal (SDG) Synthesis Coalition, from which engagement is intended to expand in 2026.
17. IOE will engage with its Evaluation Advisory Panel to help refine its methodological approaches, fine-tune the design of its evaluation products and enhance the utility of its work for IFAD's strategy and operations. To this end, the annual workshop with the Evaluation Advisory Panel will be held in 2026 at IFAD headquarters.
18. **Preparation for the third external peer review of IFAD's evaluation function.** According to the 2021 Revised IFAD Evaluation Policy, an external review of the implementation of the evaluation policy is to be conducted every seven years. The latest review (second external peer review of IFAD's evaluation



function)<sup>4</sup> was completed in 2019. Subject to the approval of the Executive Board, the third external peer review of IFAD's evaluation function will be conducted in 2026 (data collection, analysis and reporting) but preparatory activities (identification of the review panel members, agreement on the key areas of analysis, development of the approach paper, consultation with IFAD's governing bodies and self-assessments) will be initiated in the second part of 2025. The panel members have been identified and presented to the Evaluation Committee at its 129<sup>th</sup> session in June 2025 and include senior-level representatives from the prominent international evaluation networks in which IOE is engaged: ECG (the panel chair), the United Nations Evaluation Group and the Evaluation Network of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC). The scope of the review will include both the independent and self-evaluation functions of IFAD. This is particularly important because the 2021 evaluation policy covers both independent and self-evaluation. IOE and Management will interact regarding their respective responsibility (independent and self-evaluation parts of the peer review).

19. The proposed list of IOE evaluation activities for 2026 is presented in annex II and the indicative plan for 2027–2028 appears in annex III.

## **IV. 2026 resource envelope**

### **A. Staff resources**

20. In 2026, IOE proposes a small increase to its staff complement, pending Executive Board approval, in line with the expected workload (table 2). IOE evaluations are led by IOE staff, who design the evaluation approach, conduct data collection in collaboration with a team of specialists, and are in charge of report writing, presentation, finalization and dissemination of findings and recommendations to IFAD's governing bodies, Management, counterpart governments and other stakeholders. This ensures consistently high-quality evaluation processes and documents and helps preserve knowledge and historical memory. Staff leadership of evaluation is a common model adopted by independent evaluation departments of international financial institutions and is more cost-effective than the contracting model commonly used in international agencies.
21. In line with trends in recent years, Management's demand for evaluations is high and CLEs and CSPEs have been particularly in demand. IOE is committed to ensure discipline in the use of its human and financial resources and does not envisage a significant increase in its budget. For this reason, it is selective in formulating the work programme proposed in this document and has consulted systematically with the relevant divisions of DCO and ODE, as well as with Senior Management.
22. In collaboration with the Planning, Organizational Development and Budget Division (POB), IOE elaborates specific estimates of its standard staffing costs, which are different than the standard IFAD staffing costs because IOE staff are all located at headquarters and do not receive the allowances and entitlements that apply to international staff posted in country offices.

---

<sup>4</sup> The first peer review of the evaluation function by IFAD was conducted in 2012, led by ECG.

Table 2  
**Staffing in 2025 and proposed staffing in 2026**

<i>Category</i>	<i>2025</i>	<i>2026 (proposed)</i>
<b>Professional staff</b>		
Director	1	1
Deputy Director	1	1
Lead evaluation officers	3	3
Senior evaluation officers	6	6
Senior evaluation knowledge and communication officer	1	1
Evaluation officers	5	6
Evaluation research analyst	2	2
<b>Subtotal - Professional staff</b>	<b>19</b>	<b>20</b>
<b>General Service staff</b>		
Administrative associate	1	1
Associate to Director	1	1
Assistant to Deputy Director	1	1
Evaluation assistants	5	5
<b>Subtotal - General Service staff</b>	<b>8</b>	<b>8</b>
<b>Grand total</b>	<b>27</b>	<b>28</b>

## B. Budget requirements

23. Table 3 presents the proposed budget by type of activity, and table 4 by strategic objective. Table 5 contains the IOE gender-sensitive budget, which indicates the budget distribution for gender-related activities.
24. **Assumptions.** The parameters used to develop the current proposed 2026 budget will be as follows: (i) IOE staff costs are provisionally estimated at a higher level as for 2025, and revised estimates will be prepared in collaboration with POB in September 2025; (ii) inflation will be absorbed insofar as possible; and (iii) the US\$:EUR exchange rate follows IFAD assumptions.

Table 3  
**Proposed budget for 2026 by type of activity and comparison with previous budgets**

<i>Type of activity</i>	<i>Approved 2023 budget (US\$)</i>	<i>Approved 2024 budget (US\$)</i>	<i>Approved 2025 budget (US\$)</i>	<i>Proposed 2026 budget (US\$)</i>	<i>Absolute number 2025</i>	<i>Absolute number 2026</i>
<b>Non-staff costs</b>						
ARIE, CLEs, thematic evaluations, evaluation syntheses and corporate-level reviews	625 000	630 000	574 000	575 000	4	4
SREs and CSPEs	975 000	1 080 000	1 605 000	1 760 000	9	15
Project-level evaluations (PCEs, PPEs, PCRVs and impact evaluations)	360 000	320 000	350 000	510 000	40	40*
Knowledge-sharing, publications, communication, evaluation outreach and partnership activities	290 000	280 000	280 250	373 750		
Evaluation capacity development, training and other costs	220 000	210 000	220 750	216 250		
Buffer for unforeseen evaluation work	20 000	20 000	20 000	20 000		
<b>Total non-staff costs</b>	<b>2 490 000</b>	<b>2 540 000</b>	<b>3 050 000</b>	<b>3 455 000</b>		
<b>Staff costs</b>	<b>3 481 000</b>	<b>3 604 000</b>	<b>4 207 000</b>	<b>4 350 000</b>		
<b>Total budget</b>	<b>5 971 000</b>	<b>6 144 000</b>	<b>7 257 000</b>	<b>7 805 000</b>		

\* This number is indicative, as the number of PCRVs depends on the number of PCRs that IOE receives each year. The actual number of PCRVs conducted may differ.

25. **Budget by divisional goals.** Table 4 shows the allocation of IOE's total proposed budget for 2026, including both staffing and non-staffing costs, against IOE's strategic objectives.

Table 4  
**Proposed 2026 budget allocation by strategic objective**

<i>Strategic objective</i>	<i>Budget</i>	<i>% of total budget</i>
Contribute to forging IFAD's corporate culture as a <b>transparent, learning-oriented and accountable organization</b> by providing IFAD governing bodies, Management, governments and national development partners with assessments and knowledge that are critical to fulfilling the commitments made under IFAD11, IFAD12 and IFAD13	2 107 350	27
Improve evaluation <b>coverage</b> and promote transformative evaluations reflecting the scale and scope of IFAD operations and ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness	4 136 650	53
Engage with Management, Member States and external partners to support <b>evaluation capacity</b> and use within and outside IFAD	858 550	11
Retain and deepen IOE's position as an <b>internationally recognized leader</b> in the evaluation of rural development programmes, policies and strategies, by further strengthening the relevance of its work, promoting innovative approaches and the adoption of technology for evaluation, and enhancing collaboration with evaluation functions in other organizations and with think tanks and universities	702 450	9
<b>Total</b>	<b>7 805 000</b>	<b>100</b>

Note: Percentages are rounded up.

26. **Gender-sensitive budget.** IOE evaluations placed a strong emphasis on examining gender-related issues in IFAD operations. The central transformative principle of the 2030 Agenda for Sustainable Development, "Leave No One Behind," is reflected in the 2022 Evaluation Manual and IOE's multi-year strategy. IOE thus conducts a thorough review of gender equality in its evaluations (including the issue of transformational change and intersectionality). The estimates presented in table 5 are based on historical figures on the time dedicated by IOE staff to assessing operational outcomes on gender equality and women's empowerment, as well as budget used for data collection analysis, presentation and sharing of findings with the stakeholders. The estimates also include IOE's contribution to IFAD's working groups on gender equality and to United Nations-supported initiatives such as the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), a system-wide accountability framework that reviews progress towards the achievement of gender equality and the empowerment of women.<sup>5</sup>

<sup>5</sup> <https://gendercoordinationandmainstreaming.unwomen.org/un-swap>.

Table 5  
**IOE 2026 gender-sensitive budget**

<i>Type of activity</i>	<i>Proposed 2026 budget</i>	<i>Gender component (percentage)</i>	<i>Gender component (US\$)</i>
<b>Non-staff costs</b>			
ARIE, CLEs, thematic evaluations, evaluation syntheses and corporate-level reviews, including UN-SWAP	575 000	14	80 500
SREs and CSPEs	1760 000	14	246 400
Project-level evaluations (PCEs, PPEs, PCRVs and impact evaluations)	510 000	13	66 300
Knowledge-sharing, publications, communication, evaluation outreach and partnership activities	373 750	10	37 375
Evaluation capacity development, training and other costs	216 250	10	21 625
Buffer for unforeseen evaluation work	20 000	<b>10</b>	2 000
<b>Subtotal non-staff costs</b>	<b>3 455 000</b>	<b>13.1</b>	<b>454 200</b>
<b>Staff costs</b>			
Gender focal point and alternate gender focal point*	322 000	16	52 960
Other evaluation staff members (Professional and directorate)	3 193 000	11	351 230
Other evaluation staff members (General Service)	690 000	4	27 600
<b>Subtotal staff costs</b>	<b>4 205 000</b>	<b>10.3</b>	<b>431 790</b>
<b>Total</b>	<b>7 660 000</b>	<b>11.6</b>	<b>885 990</b>

\* Assuming the collaboration of one P-4 and two P-3 staff members.

## V. IOE budget proposal and considerations for the future

27. **Current proposal.** The total proposed 2026 budget is US\$7.805 million, which is slightly higher than the approved budget for 2025 (US\$7.257 million). The proposed budget responds to the increase in total evaluation deliverables. IOE has produced a 140 per cent increase in the number of CSPEs from 2024 to 2025 (from 5 to 12 in absolute numbers) with a budget increase of only 18 per cent, representing significant efficiencies and value for money. In 2026, the increase from 2024 will be 180 per cent, and 330 per cent since 2021. The additional resources represent a right-sizing of the budget vis-a-vis the increased programme of work in response to higher demand for CSPEs.
28. IOE's budget as a percentage of IFAD's administrative budget has declined over the past decade (figure 2), thanks to efficiency gains (e.g. rationalizing the conduct of missions, optimizing the use of remote interviews, conducting virtual workshops at the conclusion of CSPEs, prioritizing attendance of international events). The main data collection missions are conducted in person.

Figure 1  
**IOE budget (2010-2026)**  
(Millions of United States dollars)

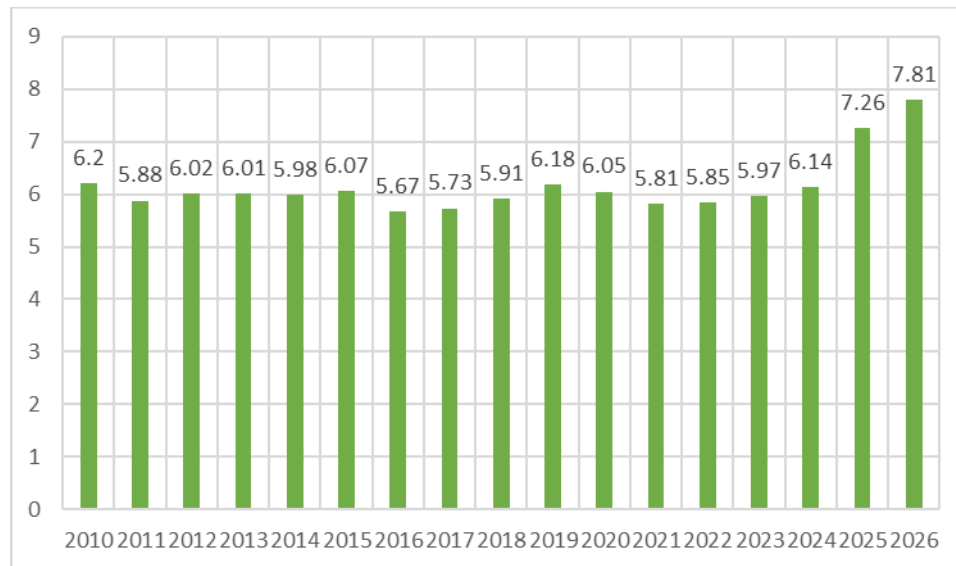
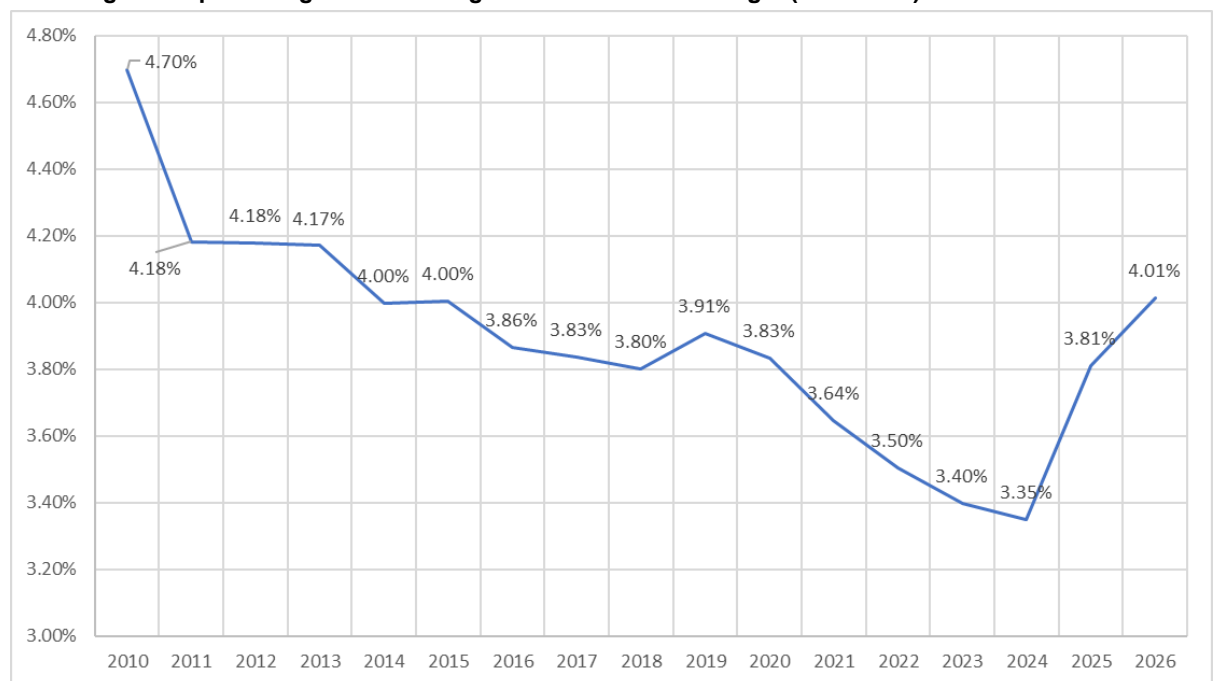


Figure 2  
**IOE budget as a percentage of IFAD's regular administrative budget (2010-2026)**



29. IOE's budget cap is fixed at 0.90 per cent of IFAD's programme of loans and grants (PoLG). As decided by the Executive Board at its 131<sup>st</sup> session, the ratio of the budget to the average PoLG, as a percentage, is calculated over the three years of a given replenishment period. At the time of preparation of this document, the expected total size of the PoLG for the IFAD13 period (2025–2027) was US\$3.405 billion. When spread over three years, this comes to US\$1.135 billion annually. Thus, IOE's proposed budget of US\$7.805 million represents approximately 0.69 per cent of IFAD's PoLG, well below the cap. Revised estimates will be included in the next iteration of this document to be presented to the Evaluation Committee in September 2025 and then to the Audit Committee and Executive Board in November and December 2025, respectively.

30. IFAD's budget rules allow for a limited carry-forward of the IFAD administrative budget and IOE budget from one year to next. IOE's level of carry-forward will reflect the agreement made for IFAD's administrative budget, and its utilization will be in line with the relevant organizational guidelines.

## Inflation assumptions for 2026

1. As in previous years, IFAD will apply differentiated price factors for the 2026 budget since inflation will have varying effects on different expenditure categories.
2. The price increase assumptions and corresponding rationale are outlined below:
  - **Staff costs.** The effect of the strengthened euro on the foreign exchange rate (based on the 12-month average of the United Nations EUR:US\$ exchange rate) is expected to slightly increase staff standard costs. Additionally, a potential rise in post-adjustment levels for some duty stations could exert further upward pressure. At the planning stage, it is proposed to use a price factor of 1.89 per cent for the adjustment of staff costs.
  - **Consultancy costs.** Management has analysed existing contract data for all consultants, from 2024 to mid-2025, and calculated the average daily fee increase based on the fee changes for every individual who worked for IFAD in at least two of the three years. Although the analysis revealed a more contained growth of the average daily fees compared to 2025,<sup>6</sup> Management is proposing a 2.28 per cent price increase for this expenditure category.
  - **Travel costs.** While travel-related inflation has moderated slightly compared to 2025, the costs of air tickets and accommodation continue to rise. Based on available data and a prudential approach, a projected 2.30 per cent price increase for this category is being applied at the planning stage.
  - **IT service costs.** For this category, and as per the approved methodology, the average of the world consumer price index (CPI) published by the International Monetary Fund<sup>7</sup> and the Italian CPI<sup>8</sup> published by the Italian National Institute of Statistics has been applied. Using the most recent available data, this leads to a weighted inflation adjustment of 3 per cent for these cost components.
  - **Other costs.** This expenditure category comprises the following subcategories:
    - Facility management;
    - Other staff costs;
    - Training costs;
    - Interpretation and translation costs;
    - Administrative costs;
    - Cooperating institutions costs.
3. Management has applied a 3 per cent increase to all subcategories within the "other costs" category, with the exception of "other staff costs", to which a 1.89 per cent price increase has been applied, in line with the price adjustment applicable to staff costs. This results in a weighted average adjustment of 2.45 per cent for the overall "other costs" category.

<sup>6</sup> The average daily fee increase foreseen in the high-level preview 2025 was 4.22 per cent.

<sup>7</sup> Related to April 2025.

<sup>8</sup> Related to May 2025.

## IOE Results Management Framework for 2025<sup>9</sup>

Table 1

### IOE key performance indicators for 2025

Key performance indicator	Baseline	Target	Achievement	Notes
<b>Adoption of evaluation findings and recommendations</b>				
1. Percentage of recommendations partially or fully agreed to	99% (2020 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions ([PRISMA])	95%	According to Management PRISMA (2024) self-reporting: 100% agreement (90% of recommendations were fully agreed to and the remaining 10% partially agreed to	Available via PRISMA
2. Percentage of agreed recommendations on higher-plane evaluations implemented satisfactorily and in a timely manner	n.a.	90%	According to the IOE comments on the PRISMA 2024: 26% of the recommendations were fully implemented, 57% were under implementation, and 7% were not fully addressed	Based on biannual verification by IOE on higher-plane evaluations <sup>10</sup>
<b>Coverage of IFAD programmes</b>				
3. Number of higher-level evaluation reports (corporate-level evaluations [CLEs], thematic evaluations, evaluation syntheses, country strategy and programme evaluations [CSPEs] and subregional evaluations [SREs]) published during the year	6	7-8	8	Computed on an annual basis
4. Proportion of active countries covered through subregional and country-level evaluations, project performance evaluations (PPEs), impact evaluations and project cluster evaluations (PCEs) on a two-year basis	25% (2019-2020) <sup>11</sup>	28%-33%	37% (2023-2024) <sup>12</sup>	Computed on a biannual basis
<b>Engagement, outreach and feedback received</b>				
5. Feedback received from the Executive Board and subsidiary bodies	n.a.	Tracked	Feedback is recorded in Evaluation Committee and Executive Board minutes and includes supportive remarks (examples in annex V)	To be reported on in qualitative terms
6. Feedback received from the Evaluation Advisory Panel on evaluation quality	n.a.	Tracked	To be presented in the Evaluation Advisory Panel's annual report	To be reported on in qualitative terms
7. Engagement events with Management and governments and feedback received	n.a.	Tracked	Per statements made at learning events (examples in annex V)	To be reported on in quantitative and qualitative terms

<sup>9</sup> Drawn from IOE's multi-year strategy.

<sup>10</sup> In fact, the verification has been done annually since 2022 and is based on IOE comments on the PRISMA report.

<sup>11</sup> Countries covered by CSPEs: 10; countries covered by PPEs: 13; average active countries in 2019-2020: 92

<sup>12</sup> Countries covered by SREs: 10; countries covered by CSPEs: 12; countries covered by PPEs: 8; countries covered by PCEs: 7, removing 5 duplications; number of countries with an active portfolio in 2023-2024: 93.



8. Number of visits to the IOE website	77 380 (2019)	80 000	92 000	Quantitative data tracked by IOE
9. Number of learning events (co-)organized by IOE	8 (2019)	10	18	Includes event at IFAD and those open to the public
10. Score assigned IOE by the United Nations System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women annual review <sup>13</sup>		Score equal to or above 9.0/12 (the threshold for exceeding requirements)	Score obtained in 2024: 11.5 (exceeds requirements)	Score from UN-SWAP, based on 12 IOE evaluations assessed in 2024
<b>Utilization of resources and cost-effectiveness</b>				
11. Percentage of non-staffing budget utilized	98.7% (2020)	95%-100%	99.3% (2024)	
12. Ratio of IOE budget to the programme of loans and grants	0.62% (2020)	≤0.90%	0.69% (2025)	The 0.90% cap was set by the Executive Board in 2008
13. Ratio of IOE budget to IFAD administrative budget	3.64%	Tracked	4.01% (2025)	

<sup>13</sup> The UN-SWAP on Gender Equality and the Empowerment of Women is a United Nations system-wide accountability framework designed to measure, monitor and drive progress toward a common set of standards to aspire and adhere to for the achievement of gender equality and the empowerment of women. It applies to all United Nations entities, departments and offices.

## IOE proposed evaluation activities for 2026

Table 1

### Proposed IOE work programme for 2026 by type of activity

<i>Type of work</i>	<i>Proposed activities for 2026</i>	<i>Start date</i>	<i>Expected completion date</i>
1. CLEs and reviews	Corporate-level evaluation of institutional and operational performance under IFAD11 and IFAD12	Jan-24	Feb-26
	Corporate-level evaluation of IFAD supplementary funding	Jan-26	Dec-26
	Corporate-level evaluation of IFAD's Human Resources Policy	Oct-25	Sep-26
2. SREs	Subregional evaluation of IFAD engagement in conflict-affected states in the Near East and North Africa	Jan-26	Dec-26
3. PCEs	Project cluster evaluation of water management in the Near East, North Africa and Europe (NEN) region	Oct-26	Sep-27
	Project cluster evaluation of agroecology practices in Latin America and the Caribbean (LAC)	June-26	May-27
4. CSPEs	Bangladesh	Jun-26	Jun-27
	Cambodia	Jun-26	Jun-27
	Pakistan	Jun-26	Jun-27
	Madagascar	Jan-26	Dec-26
	United Republic of Tanzania	Jun-26	May-27
	Uganda	Jun-26	Jun-27
	Tunisia	Oct-25	Sep-26
	Jordan	Jan-26	Dec-26
	Lebanon	Jan-26	Dec-26
	Central African Republic	Jan-26	Dec-26
	Togo	Jan-26	Dec-26
	Peru	Oct-25	Sep-26
	Mozambique	Oct-25	Sep-26
	Zimbabwe	Sep-25	Sep-26
5. Project completion report validations (PCRVs)	Validation of all project completion reports (PCRs) available in the year	Jan-26	Dec-26
6. PPEs	Asia and the Pacific (APR): India OPELIP	Feb-26	Oct-26
	APR: Bangladesh PACE	Feb-26	Oct-26
	NEN: Uzbekistan ADMP	Feb-26	Oct-26
	West and Central Africa (WCA): Central African Republic: PREPAS	Feb-26	Oct-26
	LAC: Be-Resilient	Feb-26	Oct-26
7. Engagement with governing bodies	Review of implementation of IOE's results-based work programme and budget for 2026 and preparation of results-based work programme and budget for 2027 and indicative plan for 2028-2029	Jan-26	Dec-26

<i>Type of work</i>	<i>Proposed activities for 2026</i>	<i>Start date</i>	<i>Expected completion date</i>
	Third external peer review of IFAD's evaluation function	Oct-25	Oct-26
	Annual Report on the Independent Evaluation of IFAD (ARIE)	Jan-26	Sept-26
	IOE comments on the PRISMA	Jun-26	Sept-26
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	Jun-26	Sept-26
	IOE comments on Management policies and strategies	Jan-26	Dec-26
	Participation in Evaluation Committee, Executive Board and Governing Council sessions, selected Audit Committee meetings and the 2026 Board country visit	Jan-26	Dec-26
	IOE comments on country strategic opportunities programmes (COSOPs), when related CSPEs are available	Jan-26	Dec-26
8. Communication and knowledge management activities	Evaluation reports, IOE website and communication activities	Jan-26	Dec-26
	Communicate the evaluation findings, disseminate the lessons and promote the utilization of evaluations	Jan-26	Dec-26
	EvalforEarth and other knowledge management platforms	Jan-26	Dec-26
9. Partnerships	Evaluation Cooperation Group (ECG), United Nations Evaluation Group (UNEG); Rome-based agency (RBA) collaboration	Jan-26	Dec-26
	Global Evaluation Initiative	Jan-26	Dec-26
	Collaboration with universities, think tanks and IntEVAL	Jan-26	Dec-26
	Contribution as external peer reviewer to evaluations by other multilateral and bilateral organizations, as requested	Jan-26	Dec-26
10. Methodology	Updating of artificial intelligence module of Evaluation Manual	Jan-26	Dec-26
	Annual workshop of the Evaluation Advisory Panel	May-26	Oct-26
11. Evaluation capacity development (ECD)	Engagement in ECD in the context of the Global Evaluation Initiative	Jan-26	Dec-26
	Organization of workshops in partner countries on evaluation methodologies and processes, as requested	Jan-26	Dec-26

## IOE's indicative plan for 2027–2028

Table 1  
IOE indicative plan for 2027–2028, by type of activity\*

Type of work	Indicative plan for 2027–2028	Year	Remarks
1. CLEs	IFAD's engagements supported by supplementary funding	2026–2027	To review the partnerships and initiatives in which IFAD is involved, as well as related funding sources, their management arrangements and their contribution to further IFAD's mandate.
	Use of information and communications technology for corporate processes and programmatic support	2028	To review the effectiveness and efficiency of IFAD's investment in information and communication technology for its business processes, as well as the progress made in harnessing the capabilities of digital technologies to better serve the needs of smallholder farmers and to provide Member States and IFAD with sharper tools for monitoring and evaluation and periodic in-depth assessments.
2. Thematic evaluations (TEs)	IFAD's engagement with the private sector	2028	After the first strategy approved in 2019, a new IFAD's private sector engagement strategy was approved in December 2024 for the period 2025–2030, which will reach its midterm in 2027. This thematic evaluation will provide an independent assessment of IFAD's private sector operations since its inception in 2019.
3. Independent rapid review	IFAD ex ante quality-at-entry processes for country strategies and operations	2027–2028	To review processes for internal quality assessment of COSOPs, loans, grants and other operations before submission to IFAD's governing bodies.
4. CSPEs	Indonesia	2027	
	Nepal	2027	
	Angola	2027	
	Eritrea	2027	
	Sao Tome and Principe	2027	
	Costa Rica	2027	
	Brazil	2028	
5. PCRVs	Validate all PCRs available in the year	2027–2028	
6. PCEs	Water management in the NEN region	2026–2027	
7. PPEs	East and Southern Africa (ESA): Mozambique: PRODAPE	2027	
	WCA: Sierra Leone, Agricultural Value Chain Development Project	2027	
	WCA: Niger, Family Farming Development Programme in Maradi, Tahoua and Zinder Regions, or Project to Strengthen Resilience of Rural Communities to Food and Nutrition Insecurity;	2027	
	WCA: The Gambia, Resilient Organizations for Transformative Smallholder Agriculture Project	2027	

<i>Type of work</i>	<i>Indicative plan for 2027–2028</i>	<i>Year</i>	<i>Remarks</i>
8. Engagement with governing bodies	Annual Report on the Independent Evaluation of IFAD	2027–2028	
	Ex post review of implementation of the recommendations of selected strategic evaluations	2027–2028	
	Preparation of the results-based work programme and budget for 2027 and indicative plan for 2028–2029	2027–2028	
	IOE comments on the PRISMA	2027–2028	
	IOE comments on the RIDE	2027–2028	
	IOE comments on selected IFAD operational policies and strategies prepared by Management for consideration by the Evaluation Committee	2027–2028	
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, and the annual country visit of the Board	2027–2028	
	Annual workshop with the Evaluation Advisory Panel	2027–2028	
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	2027–2028	
9. Communication and knowledge management activities	Evaluation reports, IOE website and communication activities	2027–2028	
	Communicate the evaluation findings and disseminate the lessons	2027–2028	
	Promote utilization of evaluations	2027–2028	
	EvalforEarth and other knowledge management platforms	2027–2028	
10. Partnership	ECG, UNEG	2027–2028	
	Global Evaluation Initiative	2027–2028	
	RBA collaboration on evaluation	2027–2028	
	Contribute as external peer reviewer to key evaluations by other multilateral and bilateral organizations, as requested	2027–2028	
	Collaborate with universities and think tanks, contribute to IntEVAL	2027–2028	
11. ECD	Capacity-building for Member States	2027–2028	

\* The topics and number of TEs, CLEs, CSPEs, PCEs, SREs and evaluation synthesis reports are tentative; actual priorities and number of activities to be undertaken in 2027 and 2028 will be confirmed or determined in 2026 and 2027, respectively.

## IOE products

1. This annex presents the spectrum of IOE products between 1 January and 31 December 2024 and documents progress in the areas of leadership and strategy, the advancement of established outputs, the generation of new products and the improvement of staff capability and communications. The work has focused both internally and externally, noting that IOE operates within a global oversight architecture with the independent evaluation and oversight functions of other international financial institutions and UNEG.

### A. Improve evaluation coverage

2. As per the multi-year evaluation strategy of IOE, one of the strategic objectives of the Office during the period 2022–2027 is to improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations, ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness.
3. In this context, between 1 January 2024 and 31 December 2024, IOE finalized 50 reports. Of these, 35 are publicly available on the IOE website, and 15 were pending final publication as of 31 December 2024.

#### Reports published

- **Annual Report on the Independent Evaluation of IFAD.** The 2024 ARIE is the twenty-second to be published by IOE. The report presents an overview of the performance of IFAD-supported operations, drawing from the evidence contained in IOE's independent evaluations. Project performance is derived from the ratings analysis of 297 projects completed and evaluated during the period 2013–2022. The analysis of non-lending activities in country programmes is derived from the 42 CSPEs conducted during the period 2014–2023. The 2024 ARIE focuses on two themes: (i) the relationship between cofinancing and project performance; and (ii) rural finance interventions.
- **Corporate-level evaluation of knowledge management practices in IFAD.** This report follows the evaluation, conducted by IOE, of knowledge management practices in IFAD in 2023. The evaluation flags the importance of a knowledge agenda that can underpin IFAD's ambition to become a leader on rural transformation. It acknowledges the quality of the many technical knowledge products, but also highlights the need to connect multiple kinds of knowledge, including local and contextual knowledge, in order to achieve transformative action. IFAD's growing field presence, together with the tangible nature of its interventions, position it well as a broker of local and contextual knowledge. The Fund has successfully mobilized multi-stakeholder processes for knowledge generation and sharing in many countries.
- **Subregional evaluation of IFAD's experience in the Dry Corridor of Central America.** IOE conducted its second SRE on IFAD's experience in the Dry Corridor of Central America. The SRE covered the period 2008 to 2023. The SRE found that IFAD has achieved a high coverage of municipalities in the Dry Corridor. Some interventions have promoted the socioeconomic transformation of rural areas. However, in the absence of specific strategic guidelines for the subregion and the Dry Corridor, it was difficult to adapt to the area's structural features. Project design did not take a territorial approach to prioritize and articulate interventions and generate a critical mass of investments.
- **Country strategy and programme evaluations.** The primary objective of a CSPE is to assess the performance and results of a country strategy and operations and provide lessons and recommendations to guide the preparation of the next country strategy. Its main users are divisional and

country directors, country teams and governments. During the reporting period, IOE published five CSPE reports:

- China CSPE
- Colombia CSPE
- Ethiopia CPSE
- Guinea-Bissau CSPE
- Kyrgyzstan CSPE
- **Project performance evaluations.** The primary objective of a PPE is to assess the performance and results of project-level operations funded by IFAD. Its main users are regional and country directors, technical advisors, operational staff and government counterparts. During the reporting period, IOE published two PPE reports:
  - Project to Improve the Resilience of Agricultural Systems in Chad (Chad)
  - Southern Laos Food and Nutrition Security and Market Linkages Programme (Lao People's Democratic Republic)
- **Project completion report validations.** The primary objective of a PCRV is to validate the project completion reports prepared by IFAD Management. Its main users are IOE and IFAD Management for reporting and feedback. During the reporting period, IOE published 25 PCRV reports:
  - Upper Tana Catchment Natural Resource Management Project, Kenya
  - Infrastructure and Rural Finance Support Programme, Armenia
  - Strategic Support for Food Security and Nutrition Project, Lao People's Democratic Republic
  - Rural Community Finance Project, Liberia
  - Public Services Improvement for Sustainable Territorial Development in the Apurimac, Ene and Mantaro River Basins Project, Peru
  - Kinshasa Food Supply Centre Support Programme, Democratic Republic of the Congo
  - Murat River Watershed Rehabilitation Project, Türkiye
  - Sustainable Development Project for Communities in Semi-arid Areas, Mexico
  - Dairy Value Chains Development Project, Uzbekistan
  - Integrated Participatory Development and Management of the Irrigation Project, Indonesia
  - Building Rural Entrepreneurial Capacities Project: Trust and Opportunity, Colombia
  - Convergence on Value Chain Enhancement for Rural Growth and Empowerment Project, Philippines
  - Adaptation for Smallholders in Hilly Areas Project, Nepal
  - Enhanced Smallholder Agribusiness Promotion Programme, Zambia
  - Ghana Agricultural Sector Investment Programme, Ghana
  - Agropastoral Value Chains Project in the Governorate of Médenine, Tunisia

- Youth Agropastoral Entrepreneurship Promotion Programme, Cameroon
- Rural Finance Expansion Programme, Zambia
- Haor Infrastructure and Livelihood Improvement Project, Bangladesh
- Kayonza Irrigation and Integrated Watershed Management Project – Phase I, Rwanda
- Rwanda Dairy Development Project, Rwanda
- Outer Islands Food and Water Project, Kiribati
- National Agricultural Technology Programme – Phase II Project, Bangladesh
- Rural Sustainable Development Project in the Semi-arid Region of Bahia (Pro-Semi-arid Project), Brazil
- Project for Restoration of Livelihoods in the Northern Region, Uganda

### **Reports completed**

- Corporate and thematic evaluations:
  - Thematic evaluation of gender equality and women’s empowerment
  - Thematic evaluation of nutrition
- Country strategy and programme evaluations:
  - Argentina CSPE
  - Dominican Republic CSPE
  - Ghana CSPE
  - India CSPE
  - Mauritania CSPE
  - Rwanda CSPE
- Project performance evaluations:
  - Bosnia and Herzegovina PPE
  - Cabo Verde PPE
  - Lesotho PPE
  - Solomon Islands PPE
  - Sri Lanka PPE

## **B. Engage strategically with IFAD governance and Management**

4. As per the multi-year evaluation strategy of IOE, one of the strategic objectives of the Office during the period 2022–2027 is to engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.
5. In this context, during the reporting period IOE has placed increasing emphasis on engagement with Member States and IFAD Management, with a view to further promoting learning, accountability and reflection through independent evaluation. These efforts have taken shape through a series of corporate learning workshops, country learning workshops and an Executive Board field mission, in addition to engagement across IFAD’s governance structure, including in the Governing Council, Executive Board, Evaluation Committee and Audit Committee.



**Corporate learning workshops**

- Learning event on the thematic evaluation on IFAD's support to gender equality and women's empowerment
- Learning event on the corporate-level evaluation of knowledge management practices in IFAD

**Country learning workshops**

- Dominican Republic, 16 December 2024
- Ghana, 22 October 2024
- India, 7 October 2024
- Mauritania, 1 October 2024
- Argentina, 10 September 2024
- Dry Corridor of Central America, 3 July 2024
- Türkiye, 16 April 2024
- Rwanda, 5 March 2024

**Executive Board field mission**

6. The IOE Director joined a high-level delegation of IFAD's Executive Board members and IFAD senior staff for a working visit to Tunisia, from 3 November to 8 November 2024. During the mission, the delegation met with high-level government officials, and travelled to IFAD-supported projects in the country to see progress and meet with community members and rural farmers.

**IFAD governance**

- Governing Council:
  - On 15 February, at its forty-seventh session, the IFAD Governing Council approved the IOE results-based work programme and budget for 2024 and indicative plan for 2025-2026.
- Executive Board:
  - On 22 April, the Executive Board retreat took place. During the retreat, Dr Naidoo delivered a presentation on the role of IOE in support of the Board. The presentation focused on the IOE evaluation model, and how the Office is fostering learning, driving impact and supporting change in IFAD.
  - On 24 April, the 141<sup>st</sup> session of the Executive Board took place. During the meeting, the Colombia CSPE was positively reviewed.
  - On 18 and 19 September, the 142<sup>nd</sup> session of the Executive Board took place. Items positively reviewed included the 2024 ARIE, the CLE on knowledge management, and the thematic evaluation on gender.
  - On 11 and 12 December, the 143<sup>rd</sup> session of the Executive Board took place. Documents positively discussed included IOE's results-based work programme and budget for 2025 and indicative plan for 2026-2027; the Argentina CSPE; and the China CSPE.
- Evaluation Committee:
  - On 22 March, the 124<sup>th</sup> session of the Evaluation Committee took place. Reports and documents well received included: the Rwanda CSPE; the PCE on rural finance in the ESA region; the approach paper for the thematic evaluation of IFAD's support to nutrition; and the SRE on IFAD's experience in the Dry Corridor of Central America.

- On 19 June, the 125<sup>th</sup> session of the Evaluation Committee took place. Reports well received included the Türkiye CSPE; the CLE on knowledge management; the thematic evaluation on gender; and the proposed dates for sessions of the Evaluation Committee in 2025.
- On 6 September, the 126<sup>th</sup> session of the Evaluation Committee took place. Reports positively received included the 2024 ARIE, IOE comments on the 2024 RIDE, IOE comments on the PRISMA, the approach paper for the CLE on IFAD11 and IFAD12, and the work programmes for 2025 and 2026–2027.
- On 31 October, the 127<sup>th</sup> session of the Evaluation Committee took place. Documents positively received were the India CSPE; the revised results-based work programme and budget for 2025 and indicative plan for 2026–2027 of IOE; the provisional agenda of the Evaluation Committee for 2025; and the Argentina CSPE.

### **C. Expand and deepen IOE's leadership role in building global evaluations**

7. As per the multi-year evaluation strategy of IOE, one of the strategic objectives of the Office during the period 2022–2027 is to retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies by further strengthening the relevance of its work, promoting innovative approaches and enhancing collaboration with other organizations, and with think tanks and universities.
8. In this context, during the reporting period, a set of initiatives seeking to overall advance the quality of evaluations in IFAD were completed, each of which introduces an element to support effective planning and a common terminological and methodological understanding, and advance the capacity of staff.

#### **Improvement of IOE evaluation quality**

- **IOE knowledge management toolbox.** As part of its CLE on knowledge management, IOE developed a toolbox to evaluate knowledge management practices. The toolbox comprises three distinct but related resources: (i) mapping of knowledge-sharing and dissemination of selected IFAD signature solutions, which have improved the lives of rural people; (ii) tracking of IFAD's knowledge management practices through a rubric that evaluates outcomes in terms of transformation on a country-by-country basis; and (iii) capturing local and Indigenous knowledge through two remote participatory video evaluation pilots in Brazil and Peru.
- **IOE Evaluation Advisory Panel.** The second IOE Evaluation Advisory Panel (EAP) held its first annual meeting on 14 and 15 November 2023. EAP affirmed that IOE is one of the best evaluation offices in the multilateral development system. IOE's evaluations are very participatory, especially since the evaluators are very much in touch with the beneficiaries and other stakeholders. Distinguished country representatives of the IFAD Evaluation Committee attended the event, alongside representatives of IFAD Management.
- **Research publications.** IOE improves the quality of evaluative products through the production of a suite of new substantive research publications. Each of these publications aims to improve the conceptual and methodological underpinnings of independent evaluation at IFAD. Pieces produced during 2024 include the following:
  - Review of the implementation of Management's response to the 2018 corporate-level evaluation of IFAD's financial architecture.

- Review of the IFAD12 Results Management Framework.
- **IOE staff.** The professional development of IOE staff has been enhanced through the hiring of new staff and a process of continuous training and skills building.

### Professionalization

- **Evaluation Cooperation Group (ECG).** IOE actively participated in the ECG spring meeting on 12 and 13 March 2024. The four key themes of the session were: evaluation of private sector operations; advances by multilateral development banks on their path to becoming key green financiers; methodology of evaluation synthesis; and evaluating capital increase and corporate strategies of parent institutions [[here](#)]. IOE also actively participated in the ECG fall 2024 meeting, on 13 November 2024, during which Dr Naidoo presented some of the conceptual underpinnings, structural specifications and logistical arrangements of the next two ECG meetings, which will be held in Rome and chaired by IOE.
- **Global Evaluation Initiative (GEI).** On 6 December 2024, IOE hosted the GEI partnership council meeting at IFAD headquarters in Rome.
- **United Nations Evaluation Group.** IOE actively contributed to the UNEG EvalWeek 2024, which took place in Malaga from 29 January to 2 February 2024. IOE presented a strong offering, with a five-person team in attendance. On 30 January, Dr Naidoo and Dr Alexander Voccia delivered a joint presentation in the Evaluation Practice Exchange (EPE) seminar titled “What does it take to build a credible, independent evaluation function?” Later the same day, Fabrizio Felloni, Dr Kouessi Maximin Kodjo and Massiel Jiménez hosted a session titled “The crisis of linear thinking: Combining theory of change and systems thinking in complex strategic and policy evaluations”, in which they also delivered a joint presentation. In addition, Mr Felloni acted as a presenter during the EPE session titled “Evaluating policy influence”.

### Participation

- **Global invitations.** IOE staff were invited to deliver presentations and participate in 11 international events:
  - Global Impact Evaluation Forum 2024;
  - SAMEA 9<sup>th</sup> Biennial Conference;
  - European Evaluation Society Biennial Conference 2024;
  - African Development Bank Development Evaluation Week 2024;
  - United Nations High-level Political Forum 2024;
  - Introductory Monitoring and Evaluation Capacity-Building Programme, organized by Innovations for Poverty Action and the International Rice Research Institute;
  - Food and Sustainability Certificate Programme on-site experience;
  - gLOCAL 2024;
  - 11<sup>th</sup> International Conference of the African Evaluation Society;
  - 4<sup>th</sup> International Conference on Evaluating Environment and Development; and
  - 10<sup>th</sup> Annual Meeting of the Middle East and North Africa Evaluation Network (EvalMENA) and First National EgyEval Meeting.

- **International Research Group for Policy and Programme Evaluation (INTEVAL).** IOE participated in the 39<sup>th</sup> Annual Meeting of INTEVAL, a multidisciplinary constellation of world-renown expert evaluation leaders and distinguished authors. INTEVAL's members addressed the key strategic issues that define the evolution of the evaluation function, with the aim of shaping the international debate and advancing the discipline within the context of the everchanging global landscape.

## **D. Enhance IOE strategic communication, outreach and knowledge management**

9. A range of communication resources defines IOE's visual persona and brand identity, embodying its independent status. Through this assortment of products, IOE continues to build safe spaces for user interaction that invite its stakeholders to continuously reach out and engage with the Office's outputs in a more accessible manner.

### **Public resources**

- **IOE website.** The website, for which IOE maintains full intellectual ownership, is structured to best meet the specific needs of IOE, with the adoption of dynamic functionalities that maximize opportunities for user engagement. It also ensures an intuitive, easy navigation experience as the Office moves forward in building evaluation capacity across IFAD, advancing the IOE conduct model, and building bridges through evaluation dialogues to enhance understanding and improve performance. Following the launch of the website in March 2022, an independent Google Analytics tracking dashboard was finalized in April 2022. Since the launch of the dashboard, the website has totalled 300,000 views from 92,000 users across 218 countries and dependent territories, as of 31 December 2024.
- **Independent Magazine.** As IOE's flagship communication product, *Independent Magazine* brings to the forefront of the global development dialogue the major efforts undertaken by IOE, while seeking to advance IFAD's vision of vibrant, inclusive and sustainable rural economies, where people live free from poverty and hunger. In 2024, IOE published three editions of the magazine, bringing the cumulative total number of readers to 40,000 across 130 countries as of 31 December 2024.
- **Social media.** IOE has a strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated in real time of its latest endeavours, while ensuring that its stakeholders are able to interact with the Office in an ongoing and fluid fashion. In 2024, IOE has continued to grow its following on X, reaching 3,600 followers; LinkedIn, reaching 7,700 followers; and YouTube, reaching 776 subscribers, as of 31 December 2024.
- **IOE newsletter.** The IOE newsletter promotes transparency and shares knowledge with partners and stakeholders about key developments related to IOE's work. The newsletter is aligned with IOE's visual identity and strategic approach to communications. The broad readership of the newsletter ensures that IOE stakeholders have quick access to the latest outputs of the Office. In 2024, IOE published three issues of the newsletter.
- **News items.** The IOE news items capture the undertakings of the Office, highlighting key take-home messages. The breadth of issues addressed by the items ranges from the publishing of reports, to meetings, events, new products and opportunities for engagement with the Office. In 2024, IOE published 32 news items.

- **Video series.** In 2024, IOE published 24 videos. This reflects a broadened list of video products, which now include five separate formats: *60 seconds with the Director* [[here](#)]. The video series offer easy-to-digest insights into the IOE Director's perspectives on a number of salient, evaluation-related issues. In 2024, IOE published five instalments in the series.
  - **Report-sharing videos.** Through its promotional videos, IOE provides enhanced visibility to key substantive issues at the heart of the international evaluation debate, while bringing to the forefront important new outputs produced by the Office. In 2024, IOE produced three promotional videos.
  - **Podcast interviews.** Podcast interviews offer the opportunity to delve into specific evaluation issues. Discussions focus on key areas of interest, which are addressed through open and candid conversations, during which interviewer and interviewee exchange thoughts, opinions and perspectives. In 2024, IOE published one podcast interview.
  - **Events.** Event videos present corporate learning workshops with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members. The series also features country learning workshops, on a select basis. In 2024, IOE published one event video.
  - **Participatory video evaluation pilots (PVEs).** The eight PVEs carried out in Brazil and Peru look for innovative approaches to enhance the impact of IFAD's programmes and include the voices of local and Indigenous communities. In particular, they help to: address underrepresentation and remote access; gain a deeper understanding of the needs and successes of these communities; and ensure that their voices are included in evaluations.
- **IOE Coffee Talk series.** Each instalment of the previously presented talk series is captured through new fact sheets. In 2024, IOE published six Coffee Talk sheets.
- **IOE blogs.** Blogs advance IOE's critical thinking vis-à-vis issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and debate. In 2024, IOE staff published three blogs.
- **Infographics.** IOE's re-envisioned infographics offer an invaluable compendium to its evaluation reports. Each infographic presents soundbite report extracts, packaged in visually appealing solutions.

### Internal resources

- **Media coverage reports.** IOE issued two media coverage reports, in January 2024 and June 2024, covering the last semester of 2023 and the first semester of 2024, respectively. The reports present the latest data, statistics and trends relative to the Office's website, social media platforms and select IOE products. Findings include IOE's continued leadership role in methodological and strategic debates at the international level, and IOE's strong presence in the spotlight at critical decision-making times for IFAD.
- **Director's bulletin.** The bulletin responds to the IOE Director's personal commitment to transparent and proactive internal communication. The bulletin serves as a valuable resource to record IOE outputs, engagements and activities. In 2024, IOE issued 10 editions of the bulletin.

## Examples of feedback from governing bodies and from Management received by IOE

Table 1

### Examples of feedback from governments

#### Argentina CSPE [10 Sept 2024]

“Also, our thanks to IOE for the excellent job. As the Regional Director of IFAD just said, they had to do this work in a short period of time, in a very large country such as Argentina, where it is not that easy to get to every single corner of the county. Small-scale family farmers have benefited greatly from your efforts.”

- **Mr Raúl Castellini, Director of Management and Monitoring of Sectoral and Special Programmes and Projects of the Ministry of Economy**

#### Mauritania CSPE [1 Oct 2024]

“Before concluding, I would like to congratulate IFAD for its constant and efficient support for Mauritania's development, and also the Independent Office of Evaluation of IFAD on the quality of the evaluation report, whose main conclusions and recommendations are shared, and support the country's strategic development levers.”

- **Mr Moustapha Ould Sidi Mohamed, Economic Advisor in charge of Development, Acting Secretary General of the Ministry of Economy and Finance**

#### Ghana CSPE [22 Oct 2024]

“I also wish to commend the Independent Office of Evaluation of IFAD for an excellent job. Indeed, the evaluation findings as presented are a true reflection of the two country strategic opportunities programmes for 2013–2018 and 2019–2024. [...] I have carefully looked at the evaluation recommendations on the orientations of future interventions and I support all five recommendations by the IOE. These are not different from the Government's position going forward. [...] It is my hope that these recommendations will guide the design of future IFAD strategy in Ghana.”

- **The Honourable Dr Bryan Acheampong, Minister for Food and Agriculture**

#### Egypt CSPE [17 Feb 2025]

“In conclusion, we would like to express our appreciation and gratitude to the evaluation team of IFAD and its team in Egypt. We thank them for their considerable efforts. We appreciate the recommendations arising from this evaluation and in that respect the Ministry of Agriculture will continue to meet its obligations and uphold its commitment in working together with IFAD, and to work towards a better collaboration and partnership with IFAD and other institutions.”

- **Dr Naeem Moselhy, Minister's Advisor for Follow-up and Evaluation and National Coordinator of the Promoting Resilience in Desert Environments (PRIDE) Project, Ministry of Agriculture and Land Reclamation**

#### Lao People's Democratic Republic CSPE [6 May 2025]

“On behalf of the Government, I would like to express our sincere thanks to the Independent Office of Evaluation of IFAD for the comprehensive country strategy and programme evaluation [...] I am pleased to note that during today's platform we were informed on the important findings of the first country strategy and programme evaluation for the Lao People's Democratic Republic. Covering 13 years of investments between IFAD and the Government, from 2011 to 2023, we also found insightful the discussion on the key strategies, technical recommendations and suggestions [...] for improving the implementation of our partnership project between the Lao People's Democratic Republic and IFAD, and to serve as key input for IFAD13 considerations, namely the new COSOP for 2026-2031 [...]. Again, the Government of the Lao People's Democratic Republic is in full agreement with the five recommendations of the CSPE and we will continue working to cover them in our strategic thinking and realistic planning to support the upcoming development of the new COSOP.”

- **Ms Sifong Oumavong, Deputy Director General, External Finance Department, Ministry of Finance**

Table 2

**Examples of feedback from Management****Argentina CSPE [10 Sept 2024]**

"I would also like to recognize the wonderful job carried out by the Independent Office of Evaluation of IFAD, which carried out an external evaluation on rural development for over a decade in such a diverse country as Argentina, which is not an easy task. And in addition, if we consider the complexity of the governance and the execution of the portfolio that includes different ministries, different governmental bodies and different local municipal government bodies, universities, research institutes and social and productive networks, we can reach the conclusion that we are actually up against a very difficult task, and despite all of this the evaluation report does provide us with very relevant information on the achievements, learnings and challenges that have come up in the last decade. We are on the verge of approving a new country strategy and so the findings of this evaluation are extremely important to the Argentinian Government and to those who will be our main partners in the future."

- **Ms Rossana Polastri, Regional Director, Latin America and the Caribbean Division**

**Egypt CSPE [17 Feb 2025]**

"I would like to take this moment to extend my gratitude to the Government of the Arab Republic of Egypt, and to IFAD's Independent Office of Evaluation, for this valuable evaluation. This is a very important report as I said, and it is giving us clear recommendations and clear directions on where we can improve in working together and improve the portfolio. [...] We appreciate the detailed analysis and feedback stemming from this evaluation exercise. We will utilize the findings to further enhance our operations and foster the sustainability of our interventions, especially those related to marketing and value chains. [...] Let me close by expressing the commitment that together we will use this evaluation to build a more effective and efficient IFAD country programme, ultimately delivering the best possible development impact for the rural people of Egypt."

- **Mr Naoufel Telahigue, Regional Director, Near East, North Africa and Europe Division**

**Thematic evaluation on IFAD's support to gender equality and women's empowerment [9 Dec 2024]**

"Again, thanks a lot to the team. This [evaluation] is really guiding our work to take forward and bring to an increased level of effectiveness our work on GEWE."

- **Mr Juan Carlos Mendoza Casadiegos, Director, Environment, Climate, Gender and Social Inclusion Division**

**Egypt CSPE [17 Feb 2025]**

"Last but not least, I would like to thank IFAD's Independent Office of Evaluation for this rigorous evaluation and for ensuring that its timing is aligned with the design of the new country strategic opportunities programme that is being developed for the period 2025-2030 [...] I am confident that our deliberations will be instrumental in paving the way to an even better and stronger country strategy going forward."

- **Mr Donal Brown, Associate Vice-President, Department for Country Operations**



## Summary infographic

