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## **Results-based work programme and budget for 2024, and indicative plan for 2025-2026 of the Independent Office of Evaluation of IFAD**

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**Action:** The Evaluation Committee is invited to review the results-based work programme and budget for 2024, and indicative plan for 2025-2026 of the Independent Office of Evaluation of IFAD.

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## I. Introduction

1. **Learning from the evaluation experience under COVID-19**, in-person missions have now resumed but the COVID-19 experience has been capitalized upon.<sup>1</sup> The Independent Office of Evaluation of IFAD (IOE) is now conducting preparatory missions remotely for country strategy and programme evaluations (the main data collection mission is undertaken in person). It is also extending the use of virtual interviews and the use of geo-based tools (based on satellite imaging) to complement its physical presence missions in the field.
2. **Emerging priorities.** This document reviews IOE activities in 2023, presents IOE priorities and proposed area of work for 2024 and beyond, and their relevance to the IOE multi-year evaluation strategy 2022-2027<sup>2</sup> and resource implications. The document was informed by extensive consultations with IFAD's governing bodies and Management, including the Programme Management Department and the Strategy and Knowledge Department. This document is aligned with the multi-year evaluation strategy presented to the Evaluation Committee at its 114<sup>th</sup> session and to the Executive Board at its 134<sup>th</sup> session in December 2021. The multi-year strategy helps operationalize the 2021 Revised IFAD Evaluation Policy.<sup>3</sup> This document builds upon the comments received from the Audit Committee, the Evaluation Committee and the Executive Board during the consultation process.

## II. Activities in 2023

3. This section provides an update on the progress made in 2023, budget utilization through mid-September 2023 and projected 2023 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

4. The progress made in selected evaluation activities is outlined below:
  - **Corporate-level evaluation (CLE) of IFAD's decentralization experience.** The CLE was finalized in January 2023, taking Management's comments into account. The report was presented to the Evaluation Committee at its 120<sup>th</sup> session in April 2023 and to the Executive Board at its 138<sup>th</sup> session in May 2023.
  - The approach paper for both the **CLE on knowledge management** and the **thematic evaluation on gender equality** was discussed with the Evaluation Committee at its 120<sup>th</sup> session in April 2023. Data collection has taken place, including country case studies. These two evaluations are slated for completion in late 2023.
  - **The thematic evaluation on food and nutrition security** will begin in September 2023. It will carry forward and complete in 2024.
  - **The subregional evaluation on the Dry Corridor of Central America** began in the first part of 2023, and the country case studies were conducted between June and July. The focus is on four countries – El Salvador, Guatemala, Honduras and Nicaragua – and agroecological areas characterized not only by vulnerability to natural shocks and climate change but conflicts, violence and emigration as well. This subregional evaluation will help: (i) identify development challenges and strategic opportunities for IFAD in the Dry Corridor; (ii) assess the performance and results of intervention approaches supported by IFAD; and (iii) based on the analysis, formulate recommendations to boost effectiveness and collaboration with national

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

<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>.

authorities and subregional and international organizations working in the Dry Corridor. The plan is to finalize the evaluation in the first quarter of 2024.

- **Country strategy and programme evaluations (CSPEs).** The CSPEs in China and Ethiopia (begun in 2022) were completed in the second quarter of 2023. In-person workshops were held in Addis Ababa and Beijing in June 2023. IOE began new CSPEs in India, Mauritania, Türkiye and Rwanda. The CSPE in the Dominican Republic will begin in the last quarter of 2023, with data collection slated for 2024. The CSPE for Haiti is on hold, due to security concerns in the country. CSPEs are a key IOE product, covering an extended period of IFAD cooperation with the country in question (in many cases around 10 years) and informing the preparation of new strategies (country strategic opportunities programmes).
- **Annual Report on the Independent Evaluation of IFAD (ARIE).** IOE prepared its twenty-first ARIE for presentation to the Evaluation Committee at its 122<sup>nd</sup> session and the Executive Board at its 139<sup>th</sup> session. The ARIE contains time series analysis of ratings from project-level evaluations, as well as ratings for non-lending activities generated by country-level evaluations. The 2023 edition of the ARIE covers findings from recent evaluations on IFAD's institutional efficiency, rural enterprise development and agricultural advisory services, further contributing to institutional learning.
- **Project cluster evaluations (PCEs).** These are project-level evaluations conducted on a group of projects that share similar characteristics in several countries. PCEs can cover ongoing, as well as closed, projects and include field visits. In 2023, IOE has completed PCEs on rural finance projects in the East and Southern Africa region, focusing on projects in Ethiopia, Kenya and Zambia. It held a learning event in July 2023.
- **Project performance evaluations (PPEs).** These are project-level evaluations that include country missions with field visits and are key to understanding IFAD's performance at a granular level. They are building blocks for country-level evaluations, evaluation syntheses, corporate-level evaluations and the ARIE. PPEs are progressing as planned. Approach papers have been prepared for all PPEs in Bosnia and Herzegovina, Chad and the Solomon Islands. International missions have already been carried out in Bosnia and Herzegovina and in the Solomon Islands. The country mission to Chad is planned for the third quarter of 2023.
- IOE has also conducted **independent reviews of:** (i) Management follow-up on the CLE on financial architecture, and (ii) the Results Management Framework of the Twelfth Replenishment of IFAD's Resources (IFAD12). The independent review is a new type of evaluation activity envisaged by the IOE multi-year evaluation strategy that allows for an assessment on specific, carefully defined topics within a short timeframe. The two reviews will be presented to the 123<sup>rd</sup> session of the Evaluation Committee in October 2023.
- IFAD has applied the **2022 Evaluation Manual** to all its evaluations. The manual covers self- and independent evaluations and reflects recognized international good evaluation standards and practices, such as those of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC), the Evaluation Cooperation Group (ECG) and the United Nations Evaluation Group (UNEG). In 2023, the translation of the manual into Arabic was completed, and the document is now available in all the official languages of IFAD. IOE is also planning to prepare a module to enhance evaluation engagement, building on neuroscience literature, holding training activities to disseminate it. In 2023,

IOE has also produced guidance on geospatial tools and applications to enhance the evidence base of its evaluations.<sup>4</sup>

- **Evaluation Advisory Panel.** The Director of IOE has formed an Evaluation Advisory Panel to further IOE's independence, credibility and utility. IOE will hold the second workshop for the advisory panel in November 2023. Panel members will meet with representatives of the Evaluation Committee, Senior Management and IOE staff.
- **Knowledge management and communication.** Between 1 June 2022 and 30 September 2023, IOE published and disseminated 16 evaluation reports, 1 infographic, 59 news items, 42 event pages, 14 "coffee talk" fact sheets, 1 learning note, 2 research papers and 3 evaluation briefs to internal and external audiences. It also published 3 issues of *Independent Magazine* and 3 newsletters. In addition, it created 2 blog posts, 4 episodes of the "60 Seconds with the Director" video series, 3 feature promotional videos, 8 fully live learning event videos and 13 video event excerpts from the Innovation Talk.
- **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 2022 and 30 September 2023, IOE held online learning workshops for the China CSPE, Ethiopia CSPE, Guinea-Bissau CSPE, Colombia CSPE, Kyrgyzstan CSPE; the PCE on rural finance in East and Southern Africa and the PCE on rural enterprise development; the subregional evaluation of countries with fragile situations within the West and Central Africa Division of IFAD; and an IOE thematic evaluation workshop on IFAD's support for gender equality and women's empowerment.
- IOE also hosted the IFAD Innovation Talk "Evaluation through the lens of brain science: Building a humanized approach for better results". Management collaborated in these events as keynote speakers, presenters and panellists.
- Looking ahead, IOE will organize a learning workshop for the CLE on IFAD's decentralization, in October 2023.
- **Cooperation with evaluation networks, academic institutions and think tanks.** IOE participated in and contributed to: (i) ECG meetings (fall 2022 and spring 2023); (ii) the third dialogue in the Wilton Park series on transformational change; (iii) Asian Evaluation Week 2023; (iv) the 2022 IDEAS Conference and Global Assembly, and Award on Evaluation for Transformational Change; (v) the 2022 National Evaluation Capacities Conference (NEC); (vi) the UNEG Annual General Meeting 2023; (vii) the European Investment Bank's high-level conference "Picking up the pace: Evaluation in a rapidly changing world"; (viii) the gLOCAL Evaluation Week; (ix) the 2023 Canadian Evaluation Society Conference; and (x) two UNEG evaluation practice exchange seminars.
- IOE hosted the 2023 Annual Meeting of the International Research Group for Policy and Programme Evaluation (IntEVAL), held at IFAD headquarters in May. A report was produced on the event. As a part of its engagement with the group, IOE contributed to co-editing the book *Policy Evaluation in the Era of COVID-19*, published in 2023 and has supported open access publishing of the book, to broaden the audience.

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<sup>4</sup> <https://ioe.ifad.org/en/w/geospatial-tools-and-applications-to-support-ioe>.

- In addition, IOE made substantive contributions to the academic debate through presentations at world-renowned institutions, including the Yale School of Management, the European Institute of Innovation for Sustainability, the University of Witwatersrand School of Governance, the University of KwaZulu-Natal School of Education, and the Graduate School of Public Administration of Seoul National University.
- Looking ahead, IOE will be involved in the Islamic Development Bank's evaluation symposium on the future of development evaluation, in October 2023. IOE will also host a seminar on the evaluation being carried out by the European Bank for Reconstruction and Development on the implementation of its Agribusiness Strategy, in November 2023, and will co-organize a conference on targeting the poor at the University of Arizona, Tucson, in November 2023.

## B. 2022 and 2023 budget utilization

5. Table 1 shows IOE budget utilization in 2022 and in 2023, up to mid-September, and the projected rate at year-end. In 2022, IOE utilized 94 per cent of its non-staff budget to implement its work programme. Total budget utilization in 2022 was adversely affected by lengthy vacancies in four staff positions during the year. Moreover, IOE found that the standard IFAD staff budget estimates needed to be adjusted to IOE's requirements. In consultation with the Office of Strategic Budgeting (OSB), IOE has revised its staff budget estimate. This is explained further below.

Table 1

### IOE budget utilization in 2022 and projected utilization in 2023 (as of end-June 2023)

(United States dollars)

<i>Evaluation work</i>	<i>Approved budget 2022</i>	<i>Budget utilization 2022</i>	<i>Approved budget 2023</i>	<i>Commitment as of mid-September 2023</i>	<i>Expected utilization as of year-end 2023</i>
<b>Non-staff costs</b>					
Travel costs		302 445		370 640	400 000
Consultant fees		1 748 630		1 410 472	1 820 000
Evaluation outreach, staff training and other costs		271 241		168 212	220 200
<b>Subtotal</b>	<b>2 460 000</b>	<b>2 322 316</b>	<b>2 490 000</b>	<b>1 949 324</b>	<b>2 440 200</b>
<b>Non-staff budget utilization</b>		<b>94%</b>		<b>78%</b>	<b>98%</b>
<b>Staff costs</b>	<b>3 388 338</b>	<b>2 705 572</b>	<b>3 481 000</b>	<b>3 299 917</b>	<b>3 299 917</b>
<b>Total</b>	<b>5 848 338</b>	<b>5 027 888</b>	<b>5 971 000</b>	<b>5 249 241</b>	<b>5 740 117</b>
<b>Total budget utilization</b>		<b>86%</b>		<b>88%</b>	<b>96%</b>

## III. IOE 2024 work programme

### A. Proposed work programme for 2024

6. The IFAD Executive Board approved an IOE multi-year evaluation strategy in 2021, which helped guide the choice of evaluative work to be undertaken in 2024 and the detailed consultation with all division heads in the Programme Management and Strategy and Knowledge Departments, as well as the department heads. 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 the Eleventh Replenishment of IFAD's Resources (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.
7. In terms of contributing to IFAD's position as a **transparent, learning-oriented and accountable organization**, in 2024 IOE will complete a thematic evaluation on IFAD-funded interventions on human nutrition. The latter became a priority theme of IFAD's strategic agenda under IFAD10 and was further emphasized under IFAD11 and IFAD12, leading to two action plans (2016-2018 and 2019-2025). The evaluation will assess progress made at the strategic, policy and operational levels. The evaluation will also review selected pre-IFAD11 projects to assess their degree of impact on nutrition. Nutrition-sensitive projects designed under IFAD11 and IFAD12 are at the midterm review stage and thus may not allow for a full impact assessment. The desk review for this evaluation will begin in September 2023, and the approach paper will be presented to the Evaluation Committee in 2024.
  8. In 2024, IOE plans to begin a CLE on IFAD11 and IFAD12, to be completed in 2025, in line with the first objective of the IOE multi-year strategy. This evaluation will cover the implementation period of the two replenishment cycles (2019-2021 and 2022-2024). Similar "comprehensive" institutional evaluations have been or are being conducted in other international financial institutions – for example, the Asian Development Bank, the Inter-American Development Bank and the Global Environment Facility. In 2013, IOE conducted a CLE on IFAD Replenishment focusing on the replenishment consultation process. The proposed new CLE will assess: (i) the strategic directions promoted by IFAD11 and IFAD12 consultations; how they interfaced and supported the longer-term directions adopted by the IFAD Strategic Framework 2016-2025; (ii) the progress of IFAD-funded operations in furthering the replenishment agenda, the results achieved thus far, the lessons learned and the extent to which they have been incorporated in the IFAD13 Consultation; (iii) the specific progress made in thematic areas such as natural resource management and climate change adaptation, gender, nutrition, youth and the targeting of vulnerable groups; (iv) organizational adjustment (including human resource matters) that have taken place at IFAD and the extent to which they support IFAD's engagement with its Member States and other development partners; and (v) the evolution of IFAD's financial architecture and how it helps IFAD meet rural development needs in the countries in which it operates.
  9. The evaluation will provide recommendations that can pave the way for the IFAD14 Consultation and can be completed in time to submit the main findings to IFAD's Management and governing bodies to enable them to prepare for the consultation. IOE will engage with the governing bodies and Management in the preparation of the approach paper to ensure that this CLE responds to their needs and to facilitate the use of its findings and recommendations.
  10. IOE will continue to issue the Annual Report on the Independent Evaluation of IFAD (ARIE) – a revamped version of the Annual Report on Results and Impact of IFAD Operations (ARRI) – which was introduced in 2022. The ARIE will retain the ratings analysis while providing more information on the full range of IOE activities. The 2024 ARIE will include an analysis of cofinancing, with special attention to

international cofinancing of IFAD-funded projects. It will also review evidence of the effects of COVID-19 on IFAD operations.

11. In terms of **improving evaluation coverage to reflect the scale and scope of IFAD operations**, IOE will complete the CSPEs in Argentina and Türkiye, begun in 2023; work on data collection for new CSPEs in Egypt, the Dominican Republic, Ghana, the Lao People’s Democratic Republic and Zimbabwe; and conduct preparatory activities for a CSPE in the Plurinational State of Bolivia (with data collection and reporting planned for 2025). It should be noted that this is the first time that country-level evaluations are being conducted for the Dominican Republic, the Lao People’s Democratic Republic and Zimbabwe. IFAD’s cumulative loans approved in these countries amount to US\$1.93 billion.
12. In 2024, IOE will complete a subregional evaluation (SRE) on the Dry Corridor of Central America and begin an evaluation of IFAD operations in small island developing states, to be completed in 2025. In 2014, IFAD prepared a paper on its approach in small island developing states.<sup>5</sup> In 2022, IFAD presented a new Strategy for Engagement in Small Island Developing States, covering the period 2022-2027.<sup>6</sup> This evaluation will take stock of the evidence on IFAD’s experience since 2014, its trajectory in more recent years and the changes that have occurred since approval of the recent strategy. The evaluation will include country case studies conducted through in-person missions.
13. In 2024, IOE will conduct PPEs for the following four projects: (i) Cabo Verde Rural Socio-economic Opportunities Programme; (ii) Lesotho Wool and Mohair Promotion Project; (iii) Montenegro Rural Clustering and Transformation Project; and (iv) Sri Lanka Smallholder Tea and Rubber Revitalization Project. The PPE in Cabo Verde will support IOE’s planned evaluation on small island developing states by providing empirical evidence at the project level. The PPEs in Cabo Verde and Montenegro are the first in these countries. Total IFAD financing for these projects amounts to US\$111.4 million.
14. IOE will continue to conduct project completion report validations (PCRVs). Ratings from the PCRVs are used for time series analyses of ratings presented in the ARIE. Furthermore, substantive findings from the PCRVs are used as evidence for country-level, subregional and thematic evaluations, which is 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 linked to relevant material (on methodology and evaluation management skills) as further reference material for staff interested in improving their knowledge about evaluation.
16. IOE will also continue to support the Global Evaluation Initiative, led by the World Bank’s Independent Evaluation Group, in collaboration with the United Nations Development Programme (UNDP) Independent Evaluation Office. In particular, as part of this initiative, a proposal to support monitoring and evaluation capacity in the International Strategic Centre for Agri-food Development of the Republic of Uzbekistan is under review and reconnaissance missions have been conducted.
17. In terms of **furthering IOE’s leadership role in evaluation**, IOE plans to continue engaging with international evaluation networks and related international initiatives, including international evaluation associations and IntEVAL. IOE will continue to contribute actively to evaluation events and discussions at the country, regional and global level.

<sup>5</sup> <https://www.ifad.org/documents/38714170/39135645/IFAD%27s+approach+in+Small+Island+Developing+States+-+A+global+response+to+island+voices+for+food+security.pdf/9b62896e-10e3-420a-804a-5fffaa8821d2?t=1510322602000>.

<sup>6</sup> <https://www.ifad.org/en/-/ifad-strategy-for-engagement-in-small-island-developing-states-2022-2027>.



18. IOE will continue engaging with its Evaluation Advisory Panel to improve the quality of its work and remain at the cutting edge of the rural development evaluation field. To this end, the annual workshop with the Evaluation Advisory Panel will be held in 2024 at IFAD headquarters.
19. The proposed list of IOE evaluation activities for 2024 is presented in annex II and the indicative plan for 2025-2026, in annex III.

## **IV. 2024 resource envelope**

### **A. Staff resources**

20. Until 2023, the IOE staff budget followed IFAD standards per category and grade level. However, IFAD's overall standard costs for the Professional-and-higher grade category reflect changes in salary components typical of a decentralized staff population (e.g. higher post-adjustments, indemnities and other allowances). These do not apply to IOE, since its Professional staff are based in Rome only. OSB has provided IOE with updated estimates for its staff budget, which are lower than IFAD standard staff costs and have been used to calculate IOE's staff budget for 2024.
21. IOE received feedback on the preview of its programme of work and budget at the 122<sup>nd</sup> session of the Evaluation Committee, the 170<sup>th</sup> meeting of the Audit Committee and the 139<sup>th</sup> session of the Executive Board in September 2023. Members noted the decline in the IOE budget in recent years, both in absolute numbers and as a percentage of IFAD's overall administrative budget. Some members expressed concern as to whether the current level of resources was a constraint to IOE's programme delivery.
22. IOE takes a cautious approach to assessing its human and financial resource needs. After receiving the above feedback, it revised its staff complement proposal taking into account: (i) its multi-year strategy for 2022-2027; and (ii) the request for country-level evaluations and other strategic evaluations that emerged during its interactions with divisions in the Programme Management Department and the Strategy and Knowledge Department. IOE proposes adding a new post at the P-4 level to enhance its capacity to conduct strategic evaluations such as CSPEs and, selectively, subregional evaluations and evaluation syntheses.
23. At present, the demand for country-level evaluations and for subregional and synthesis work from IFAD's Management exceeds IOE's workforce capacity. As an example, with its current staff resources IOE is able to cover about half of the country strategic opportunities programmes that reach the end of their time frame. Yet IFAD's operations take place in developing countries, where the benefits to rural people are generated. Moreover, evaluation becomes even more important in a decentralized structure. The above proposal would ensure, in the long term, better coverage of IFAD's portfolio and thematic areas of focus.
24. With these changes, IOE will reach the level of resources and required seniority of staff complement to better pursue the objective of its multi-year strategy. IOE will continue to plan its work programme size prudently, acknowledging that IFAD Management requires human and financial resources to cooperate in the evaluation process and to follow up on the recommendations.
25. In sum, the 2024 proposal for IOE's staff budget combines two cost drivers: (i) an upward revision in the staff complement; (ii) a slight reduction in unit staff costs, after the reassessment undertaken in collaboration with OSB. The net effect is a small increase in staff costs as explained in the next sections.

Table 2  
**Staffing in 2023 and proposed staffing in 2024**

<i>Category</i>	<i>2023</i>	<i>2024 (proposed)</i>
<b>Professional staff</b>		
Director	1	1
Deputy Director	1	1
Lead evaluation officers	3	3
Senior evaluation officers	4	5
Evaluation officers	4	4
Evaluation research analyst	1	1
Evaluation knowledge and communication officer	1	1
<b>Subtotal – Professional staff</b>	<b>15</b>	<b>16</b>
<b>General Service staff</b>		
Administrative associate	1	1
Associate to Director	1	1
Assistant to Deputy Director	1	1
Evaluation assistants	4	4
<b>Subtotal – General Service staff</b>	<b>7</b>	<b>7</b>
<b>Grand total</b>	<b>22</b>	<b>23</b>

## **B. Budget requirements**

26. 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.
27. **Assumptions.** The parameters used to develop the current proposed 2024 budget are as follows: (i) IOE-specific staff costs re-estimated in consultation with OSB; (ii) inflation absorbed to the extent possible; and (iii) the US\$:EUR exchange rate per IFAD's assumptions.

Table 3  
**Proposed budget for 2024 by type of activity and comparison with previous budgets**

<i>Type of activity</i>	<i>Approved 2021 budget (US\$)</i>	<i>Approved 2022 budget (US\$)</i>	<i>Approved 2023 budget (US\$)</i>	<i>Proposed 2024 budget (US\$)</i>	<i>Absolute number 2023</i>	<i>Absolute number 2024</i>
<b>Non-staff costs</b>						
ARRI/ARIE, CLE, thematic evaluation, evaluation synthesis and corporate-level reviews	400 000	570 000	625 000	630 000	7	4
SREs and CSPEs	1 140 000	950 000	975 000	1 080 000	8	10
Project-level evaluations (PCEs, PPEs, PCRVs and impact evaluations [IE])	340 000	420 000	360 000	320 000	40*	40*
Evaluation Manual	80 000	30 000	-	-		
IOE multi-year strategy	10 000	-	-	-		
Knowledge-sharing, publication, communication, evaluation outreach and partnership activities	270 000	270 000	290 000	280 000		
Evaluation capacity development, training and other costs	120 000	200 000	220 000	210 000		
Buffer for unforeseen evaluation work	70 000	20 000	20 000	20 000		
<b>Total non-staffing costs</b>	<b>2 430 000</b>	<b>2 460 000</b>	<b>2 490 000</b>	<b>2 540 000</b>		
<b>Staffing costs</b>	<b>3 388 338</b>	<b>3 388 338</b>	<b>3 481 000</b>	<b>3 604 000</b>		
<b>Total budget</b>	<b>5 818 338</b>	<b>5 848 338</b>	<b>5 971 000</b>	<b>6 144 000</b>		

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

28. **Budget by divisional goals.** Table 4 shows the allocation of IOE's total proposed budget for 2024, including both staffing and non-staffing costs, against IOE's strategic objectives.

Table 4  
**Proposed 2024 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	1 720 320	28
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	3 379 200	55
Engage with Management, Member States and external partners to support <b>evaluation capacity</b> and use within and outside IFAD	552 960	9
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	491 520	8
<b>Total</b>	<b>6 144 000</b>	<b>100</b>

Note: percentages are rounded up.

29. **Gender-sensitive budget.** Gender-sensitive budgeting was first introduced by IOE in 2015 and, at that time, the gender component of the budget was estimated at 5.8 per cent of the total.<sup>7</sup> Subject matter and methodological experience on addressing gender equality have grown since then and have been applied to the evaluation cycle, including scoping, data collection, peer review, and report finalization and dissemination. This is in line with the heightened priority that the theme has been given at IFAD. The central transformative principle of the 2030 Agenda for Sustainable Development – to leave no one behind – is reflected in the 2022 Evaluation Manual and IOE’s multi-year strategy. IOE 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 an assessment of the time and resources that are typically devoted to gender equality in several types of evaluation activities.
30. The figures in table 5 also reflect the finalization and communication activities foreseen for 2024 regarding the thematic evaluation on gender equality and the importance of gender equality as a part of the thematic evaluation on nutrition. Figures on staffing costs related to gender equality have been revised upwards for 2024, as increased resources will be allocated to the IOE gender focal point. Moreover, the estimated percentage of staff costs to be devoted to gender equality has been brought in line with relevant percentages of non-staff resources. Estimates for the total gender budget proportion have more than doubled since 2015.

Table 5  
IOE 2024 gender-sensitive budget

<i>Type of activity</i>	<i>Proposed 2024 budget</i>	<i>Gender component (percentage)</i>	<i>Gender component (US\$)</i>
<b>Non-staffing costs</b>			
ARIE, CLEs, thematic evaluations, evaluation synthesis and corporate-level reviews	630 000	20	126 000
SREs and CSPEs	1 080 000	13	140 400
Project-level evaluations (PCEs, PPEs, PCRVs and IEs)	320 000	11	35 200
Knowledge-sharing, communication, evaluation outreach and partnership activities	280 000	10	28 000
Evaluation capacity development, training and other costs	210 000	10	21 000
Buffer for unforeseen evaluation work	20 000	10	2 000
<b>Total non-staffing costs</b>	<b>2 540 000</b>	<b>13.9</b>	<b>352 600</b>
<b>Staffing costs</b>			
Gender focal point and alternate gender focal point*	473 000	15	70 950
Other evaluation staff members	3 131 000	11	344 410
<b>Total staffing costs</b>	<b>3 604 000</b>	<b>11.5</b>	<b>415 360</b>
<b>Total</b>	<b>6 144 000</b>	<b>12.5</b>	<b>767 960</b>

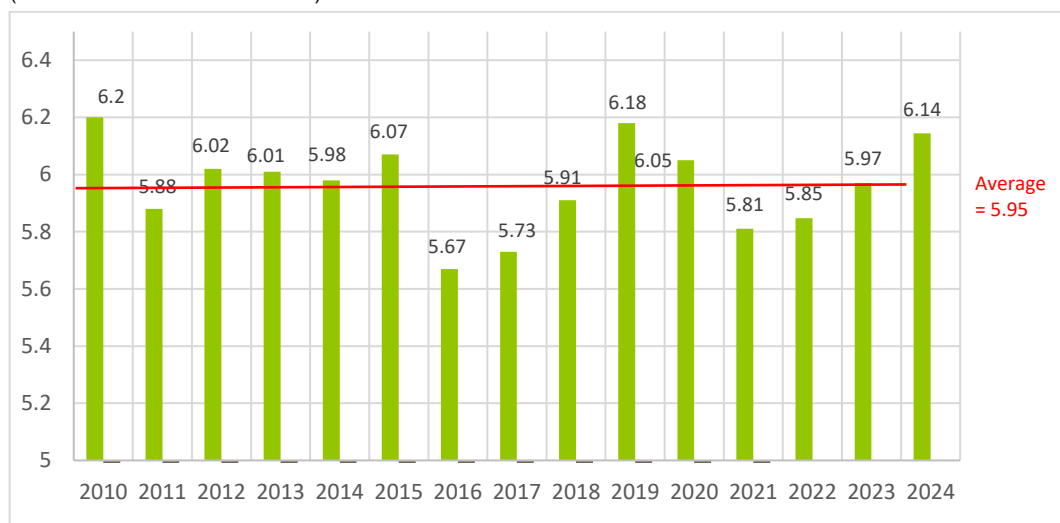
\* Assuming the collaboration of one P-4 and two P-3 staff members.

<sup>7</sup> <https://webapps.ifad.org/members/ec/89/docs/EC-2015-89-W-P-3.pdf>.

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

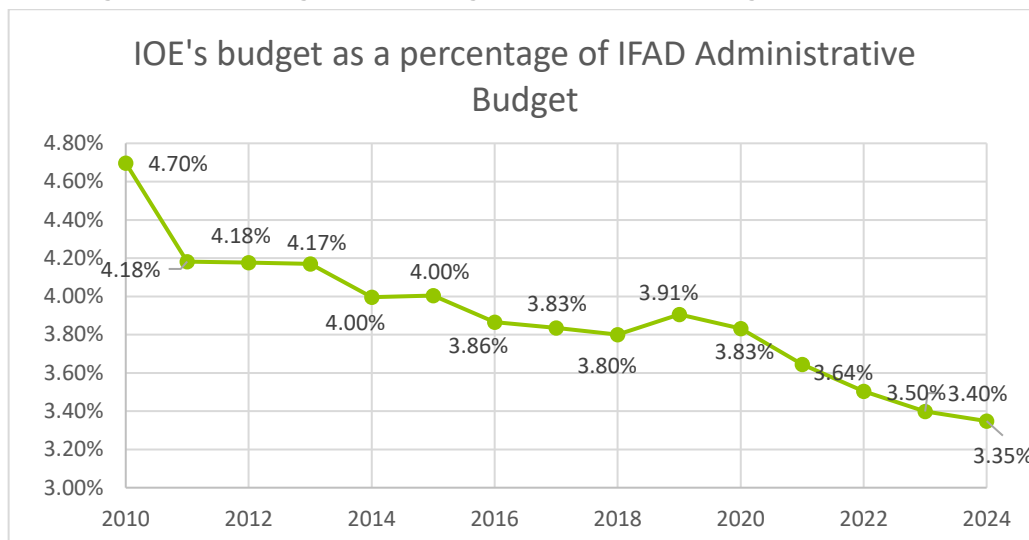
31. **Current proposal.** The total budget proposed for 2024 is US\$6.144 million, which corresponds to the addition of one staff post; it reflects a small increase over the approved budget for 2023 (US\$5.971 million) and is higher than estimated in the preview presented in September 2023 (US\$5.952 million). As noted, the revised staff budget incorporates a re-estimation of IOE’s budget requirements for Professional-and-higher-category posts, undertaken in collaboration with OSB. The non-staff budget has been kept at the same level as in the September 2023 preview. In nominal (and real) terms, IOE’s total budget is still slightly below the 2010 and 2019 levels (figure 1).
32. IOE’s budget as a percentage of IFAD’s administrative budget has declined over the past decade (figure 2) and this trend will continue in 2024 under the proposed budget.<sup>8</sup> Such decline follows IOE’s efforts to generate efficiency gains by fine-tuning its evaluation products and the modality used to conduct evaluations.
33. The changes proposed in this document will help IOE better cover IFAD-funded operations (notably through country-level evaluations) and their development results, and contribute to institutional learning. They will provide more space for collaborative work with Management and flexibility to respond to requests from the governing bodies.

Figure 1  
**IOE budget (2010-2024)**  
 (Millions of United States dollars)



<sup>8</sup> In figure 2, IOE is using the level of IFAD administrative budget presented in the 2024 preview as a base for computing the ratio for 2024.

Figure 2  
IOE budget as a percentage of IFAD's regular administrative budget (2010-2024)



34. 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 IOE budget to the average PoLG is calculated over the three years of a given replenishment period. For the IFAD12 period (2022-2024), IFAD's total PoLG is expected to be US\$3.5 billion, which, when spread over three years, comes to US\$1.16 billion annually. Thus, IOE's proposed budget of US\$6.144 million represents approximately 0.53 per cent of IFAD's PoLG, well below the cap.
35. IFAD's budget rules allow for a limited carry-over of the IFAD administrative budget and IOE budget from one year to next. IOE's level of carry-over will reflect the agreement made for IFAD's administrative budget, and its utilization will be in line with the relevant organizational guidelines.

## IOE Results Management Framework for 2023<sup>9</sup>

Table 1  
IOE key performance indicators for 2023

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 (2022) self-reporting: 100% agreement (94% of recommendations were fully agreed to and the remaining 6% 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 2022: 64% of the recommendations were fully implemented, 33% were under implementation and 3% 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 (PPE), impact evaluations (IE) and project cluster evaluations (PCEs) on a two-year basis	25% <sup>11</sup> (2019-2020)	28%-33%	34.4% (2022-2023) <sup>12</sup>	Computed on a biannual basis

<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 2021-2022: 93.

<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
8. Number of visits to the IOE website	77 380 (2019)	80 000	127 000	Quantitative data tracked by IOE
9. Number of learning events (co-)organized by IOE	8 (2019)	10	25	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 2022: 10.5 (exceeds requirements)	Score from UN-SWAP, based on 13 IOE evaluations assessed in 2022
<b>Utilization of resources and cost-effectiveness</b>				
11. Percentage of non-staffing budget utilized	98.7% (2020)	95%-100%	94.40% (2022)	
12. Ratio of IOE budget to the programme of loans and grants	0.62% (2020)	≤0.90%	0.51% (2023)	The 0.90% cap was set by the Executive Board in 2008
13. Ratio of IOE budget to IFAD administrative budget	3.64%	Tracked	3.40% (2023)	

<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 2024

Table 1  
Proposed IOE work programme for 2024 by type of activity

<i>Type of work</i>	<i>Proposed activities for 2024</i>	<i>Start date</i>	<i>Expected completion date</i>
1. Corporate-level evaluations and reviews	Corporate-level evaluation of institutional and operational performance under IFAD11 and IFAD12	Jan-24	Dec-25
2. Thematic evaluations	IFAD-funded interventions in human nutrition	Sep-23	Dec-24
3. SREs	Dry Corridor in Central America	June-23	June-24
	IFAD's strategy and operations in small island developing states	June-24	Dec-25
4. CSPEs	Argentina (completion)	Oct-23	Oct-24
	Türkiye (completion)	Jun-23	Jun-24
	Dominican Republic	Dec-23	Dec-24
	Lao People's Democratic Republic	Jan-24	Dec-24
	Ghana	Jan-24	Dec-24
	Egypt	Jan-24	Dec-24
	Zimbabwe	Jun-24	Jun-25
	Bolivia (Plurinational State of)	Nov-24	Nov-25
5. Project completion report validations (PCRVs)	Validation of all project completion reports (PCRs) available in the year	Jan-24	Dec-24
6. PPEs	Cabo Verde Rural Socio-economic Opportunities Programme	Jan-24	Dec-24
	Lesotho Wool and Mohair Promotion Project	Jan-24	Dec-24
	Montenegro Rural Clustering and Transformation Project	Jan-24	Dec-24
	Sri Lanka Smallholder Tea and Rubber Revitalization Project	Jan-24	Dec-24
7. Engagement with governing bodies	Review of implementation of IOE's results-based work programme and budget for 2024 and preparation of results-based work programme and budget for 2025 and indicative plan for 2026-2027	Jan-24	Dec-24
	Annual Report on the Independent Evaluation of IFAD (ARIE)	Jun-24	Sept-24
	IOE comments on the PRISMA	Jun-24	Sept-24
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	Jun-24	Sept-24
	IOE comments on Management policies and strategies	Jan-24	Dec-24
	Participation in Evaluation Committee, Executive Board and Governing Council sessions, selected Audit Committee meetings and the 2024 Board country visit	Jan-24	Dec-24
	IOE comments on country strategic opportunities programmes (COSOPs), when related CSPEs, are available	Jan-24	Dec-24

<i>Type of work</i>	<i>Proposed activities for 2024</i>	<i>Start date</i>	<i>Expected completion date</i>
8. Communication and knowledge management activities	Evaluation reports, IOE website and communication activities	Jan-24	Dec-24
	Communicate the evaluation findings, disseminate the lessons and promote the utilization of evaluations	Jan-24	Dec-24
	Contribute to knowledge management platforms	Jan-24	Dec-24
9. Partnerships	Evaluation Cooperation Group (ECG), United Nations Evaluation Group (UNEG); Rome-based agency (RBA) collaboration	Jan-24	Dec-24
	Global Evaluation Initiative	Jan-24	Dec-24
	Collaboration with universities, think tanks and IntEVAL	Jan-24	Dec-24
	Contribution as external peer reviewer to evaluations by other multilateral and bilateral organizations, as requested	Jan-24	Dec-24
10. Methodology	Updating of new Evaluation Manual and electronic annexes	Jan-24	Dec-24
	Annual workshop of the Evaluation Advisory Panel	May-24	Oct-24
11. Evaluation capacity development (ECD)	Engagement in ECD in the context of the Global Evaluation Initiative	Jan-24	Dec-24
	Organization of workshops in partner countries on evaluation methodologies and processes, as requested	Jan-24	Dec-24

## IOE's indicative plan for 2025-2026

Table 1  
IOE indicative plan for 2025-2026, by type of activity\*

<i>Type of work</i>	<i>Indicative plan for 2025-2026</i>	<i>Year</i>	<i>Remarks</i>
1. CLEs	IFAD external engagements	2025-2026	To review international global 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.
2. Thematic evaluations (TEs)	IFAD's support to the private sector	2025-2026	IFAD's private sector engagement strategy was approved in 2019. This thematic evaluation will provide an assessment of IFAD's private sector operations.
3. Independent rapid review	IFAD ex ante quality-at-entry processes for country strategies and operations	2025-2026	To review processes for assessment of COSOPs, loans, grants and other operations before submission to IFAD's governing bodies
4. Subregional evaluations	Conflict-affected states in the Near East and North Africa region	2025	
	Viet Nam	2025	
	Cameroon/Chad	2025	
5. CSPEs	Jordan	2025	
	Honduras	2025	
	Mozambique	2025-2026	
	Democratic Republic of Congo/Togo/Sierra Leone	2026	
6. PCRVs	Validate all PCRs available in the year	2025-2026	
7. PCEs	Water management in the NEN region	2025-2026	
8. PPEs	About 4-6 PPEs per year	2025-2026	
	Annual Report on the Independent Evaluation of IFAD	2025-2026	
	Ex post review of implementation of the recommendations of selected strategic evaluations	2025-2026	
9. Engagement with governing bodies	Preparation of the results-based work programme and budget for 2025 and indicative plan for 2026-2027	2025-2026	
	IOE comments on the PRISMA	2024-2025	
	IOE comments on the RIDE	2025-2026	

<i>Type of work</i>	<i>Indicative plan for 2025-2026</i>	<i>Year</i>	<i>Remarks</i>
	IOE comments on selected IFAD operational policies and strategies prepared by Management for consideration by the Evaluation Committee	2025-2026	
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, and the annual country visit of the Board	2025-2026	
	Annual workshop with the Evaluation Advisory Panel	2025-2026	
	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	2025-2026	
10. Communication and knowledge management activities	Evaluation reports, IOE website and communication activities	2025-2026	
	Communicate the evaluation findings and disseminate the lessons	2025-2026	
	Promote utilization of evaluations	2025-2026	
	Contribute to knowledge management platforms	2025-2026	
11. Partnership	ECG, UNEG	2025-2026	
	Global Evaluation Initiative	2025-2026	
	RBA collaboration on evaluation	2025-2026	
	Contribute as external peer reviewer to key evaluations by other multilateral and bilateral organizations, as requested	2025-2026	
	Collaborate with universities and think tanks, contribute to IntEVAL	2025-2026	
12. ECD	Capacity-building for member countries	2025-2026	

\* The topics and number of TEs, CLEs, CSPEs, PCEs, SREs and evaluation synthesis reports (ESRs) are tentative; actual priorities and number of activities to be undertaken in 2025 and 2026 will be confirmed or determined in 2024 and 2025, respectively.

## IOE products

1. This annex presents the spectrum of IOE products between 1 January and 31 December 2022 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 the United Nations Evaluation Group.

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

2. A series of initiatives seeking to improve the quality of evaluations in IFAD overall were completed, each introducing an element to support effective planning, common terminological and methodological understanding and staff capacity-building.

#### Improvement of IOE evaluation quality

- **Evaluation Manual, third edition** [[here](#)]. The third edition of the IFAD Evaluation Manual was published on 17 June 2022. The manual implements IFAD's 2021 Evaluation Policy, with which it is aligned. It seeks to revamp, update and consolidate current guidelines. The manual provides a comprehensive institution-wide approach under which self- and independent evaluation will be planned, conducted and used. IOE interacted and coordinated with Management in the preparation of the manual, which covers self- and independent evaluation.
- **Online training course** [[here](#)]. IOE has launched a fully interactive online training course that is also available to users outside IFAD. Through an immersive audiovisual experience, users will learn about the principal contents of part 1 of the 2022 IFAD Evaluation Manual. The training was officially launched on 10 October 2022.
- **IOE Evaluation Advisory Panel** [[here](#)]. The IOE Evaluation Advisory Panel held its inaugural annual meeting on 12-14 July 2022. Panel deliberations confirmed that IOE is on the right path and that it is important for the Office to continue striving for constructive engagement with stakeholders. The panel has brought a wealth of global expertise and remains a valuable sounding board for IOE and IFAD, as it advances evaluation culture and practice. The meeting benefited from extensive participation by members of the IFAD Executive Board and Senior Management, as well as the heads of Rome-based evaluation offices.

The panel also provided comments on key evaluation reports during 2022, including the thematic evaluation of IFAD's support to smallholder climate change adaptation and the corporate-level evaluation on knowledge management.

- **Research publications.** IOE improves the quality of evaluation products through the production of a suite of new substantive research publications, each designed to improve the conceptual and methodological underpinnings of independent evaluation at IFAD. Publications produced in 2022 include the following:
  - Research paper series. Efficiency – Economic analysis for evaluation [[here](#)]
  - Learning notes series. Working in the context of decentralized policies [[here](#)]

## Professionalization

- **Global evaluation networks.** IOE has formal membership in three global professional evaluation networks comprising the United Nations and international financial institutions, namely the [United Nations Evaluation Group \(UNEG\)](#), the [Evaluation Cooperation Group \(ECG\)](#) and the [Global Evaluation Initiative \(GEI\)](#).
  - **GEI.** On 3-4 May, IOE participated in the GEI Partnership Council, held in Paris, France. Key outcomes of the event include GEI members' endorsement of the overall direction of GEI's work, its new fundraising strategy and the proposed evaluation methods for each of GEI's business lines. Indran A. Naidoo attended the event [\[here\]](#).
  - **ECG.** On 10 June, IOE participated in the ECG spring meeting in Washington, D.C., contributing to the event in several ways in different sessions at multiple levels. The purpose of the meeting was to discuss how ECG members are finding new ways to support accountability and enhance learning in their institutions [\[here\]](#). On 14-15 November, IOE attended the fall 2022 meeting of the ECG. IOE presented examples of transformative and impactful corporate-level evaluations that have made a significant contribution to IFAD's work in recent years [\[here\]](#)
  - **UNEG.** On 20 October, IOE hosted a meeting with Oscar Garcia, UNDP Independent Evaluation Office (IEO) Director (former IOE Director). Mr Garcia shared insights on the use and impact of artificial intelligence in evaluation. RBA evaluation office representatives attended the one-day hybrid meeting, which also included discussions on the future directions of UNEG and insights into the NEC 2022 Conference [\[here\]](#).
- **National Evaluation Capacities (NEC)** [\[here\]](#). The 7<sup>th</sup> National Evaluation Capacities (NEC) Conference was held at the ITC-ILO Conference and Training Centre in Turin, Italy, from 25 to 28 October 2022. The conference was co-organized by the UNDP IEO and the GEI and benefited from the firm support of IOE. In addition to bursaries, IOE played an active role in the event by providing substantive input in various sessions.

## Participation

- **Global invitations.** IOE staff have been invited to give presentations and participate in 19 international events, including: the second and third Wilton Park dialogue series on climate change [\[here\]](#) and [\[here\]](#); the 3<sup>rd</sup> International Conference of the Asia Pacific Evaluation Association and EVALFEST [\[here\]](#); the inaugural lunch of the Regent Business School Journal Club [\[here\]](#); the 10<sup>th</sup> African Evaluation Association International Conference [\[here\]](#); the Islamic Development Bank Group Evaluation Symposium entitled "Reshaping evaluation through the lens of recovery" [\[here\]](#); the International Research Group for Policy and Programme Evaluation (IntEVAL) annual meeting [\[here\]](#); two events during the gLOCAL Evaluation Week 2022 [\[here\]](#) [\[here\]](#); four events during the 14<sup>th</sup> European Evaluation Society's biennial conference [\[here\]](#) [\[here\]](#) [\[here\]](#) [\[here\]](#); the Czech Evaluation Society Annual Conference 2022 [\[here\]](#); the evaluation practitioners network session at the UK Department for Business, Energy & Industrial Strategy [\[here\]](#); Asian Evaluation Week (AEW) 2022 [\[here\]](#); 2022 IDEAS Conference and Global Assembly [\[here\]](#); "Impact Evaluations: Lessons learned from IEU's Learning-Oriented Real-Time Impact Assessment and other international organizations" [\[here\]](#); and the Centre for International Development Evaluation [\[here\]](#).
- **IOE-led seminars and events.** IOE organized and co-hosted two international seminars and events: "Insights from recent studies on targeting of the poor and the ultra-poor" [\[here\]](#); "The 2022 IFAD Evaluation Manual as a new tool for rural development practitioners" [\[here\]](#).

- **Evaluation Advisory Panel seminars** [\[here\]](#). IOE hosted three seminar presentations delivered by members of the Evaluation Advisory Panel:
  - The revised evaluation criteria, delivered by Hans E. Lundgren on 3 March 2022.
  - Measuring multidimensional poverty, delivered by Gonzalo Hernandez Licona on 7 April 2022.
  - Indigenous evaluations, delivered by Bagele Chilisa on 17 June 2022.
- **Coffee Talk series** [\[here\]](#). IOE hosted 14 sessions of its Coffee Talk series, an informal forum for discussing a variety of evaluation topics. Sessions that featured external speakers included:
  - The importance of values in evaluation when goals collide. Talk by Ida Lindkvist, Senior Advisor, Department for Evaluation, Norad [\[here\]](#).
  - Evaluation in fluid and volatile contexts. Talk by Hur Hassnain (Senior Evaluation Advisor, European Commission) and Inga-Lill Aronsson (Senior Lecturer, Uppsala University, Sweden) [\[here\]](#).
  - Leveraging GIS for evaluation. Talk by Oliver Mundy, Athur Mabiso and Rakhat Zhanuzakov (IFAD, GIS specialists) [\[here\]](#)
  - Fast-tracking knowledge management - Experience from China. Talk by Bruce Boyes (Director of RealKM Magazine) [\[here\]](#)
  - Mindset Strategies for Post-Evaluation Transformation. Talk by Srin Pillay, M.D. (CEO and Founder NeuroBusiness Group) [\[here\]](#)
  - Transformational change for people and planet. Talk by Juha Ilari Uitto (Director of the Independent Evaluation Office of the Global Environment Facility) and Geeta Batra (Chief Evaluator and Deputy Director for evaluation at the Independent Evaluation Office of GEF) [\[here\]](#)

### **Publications**

IOE staff members authored, co-authored and edited the following books, peer-reviewed journal articles and publications:

- *Transformational Change for People and the Planet*, book published by Springer. Indran A. Naidoo and Suppiramaniam Nanthikesan were among the co-authors [\[here\]](#)
- *Transformational Evaluation for the Global Crises of Our Times*, published by IDEAS. Fabrizio Felloni was among the co-authors [\[here\]](#)
- *Japanese Journal of Evaluation Studies*, Vol. 21, No. 2. Indran A. Naidoo authored an article [\[here\]](#)
- "Evaluations under COVID-19: how the pandemic affected the evaluation of the performance of the Coastal Climate Resilient Infrastructure project in Bangladesh, and what we learned", *eVALUation Matters* Vol. 2, 2021, co-authored by Fabrizio Felloni [\[here\]](#)
- *Evaluation through narratives: A practical case of Participatory Narrative Inquiry in women empowerment evaluation in Niger* Evaluation 1–20, Sage Publisher, co-authored by Fabrizio Felloni [\[here\]](#)
- "Combining participatory narrative methods with quantitative approaches to evaluate impact: Experiences in Cameroon and Niger"; *eVALUation Matters* Vol. 1, 2022, co-authored by Fabrizio Felloni [\[here\]](#)

## B. Improve evaluation coverage

Between January and December 2022, the IOE Director oversaw the publication of 30 evaluation reports.

### Evaluation reports published

- **2022 Annual Report on the Independent Evaluation of IFAD.** Since 2003, IOE has produced an Annual Report on Results and Impact of IFAD Operations. On the 20<sup>th</sup> anniversary of this flagship report, it was re-pitched and renamed as the Annual Report on the Independent Evaluation of IFAD (ARIE), reflecting upgraded contents and a broader scope. In providing an overview of the performance of IFAD-supported operations based on independent evaluations, the ARIE continues to be pivotal in ensuring accountability for results [[here](#)].
- **Evaluation synthesis reports (ESRs).** The primary objective of an ESR is to contribute to knowledge generation by consolidating findings from past evaluations. Its main users are Senior Management, directors, regional and technical division staff and members of IFAD's governing bodies. During the reporting period, IOE published "Government performance in IFAD-supported operations (2010-2020)" [[here](#)].
- **Country strategy and programme evaluations (CSPEs).** 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 preparation of the next country strategy. Its main users are divisional and country directors, country teams and governments. During the reporting period, IOE published CSPE reports for Morocco [[here](#)], Pakistan [[here](#)] and Burundi [[here](#)].
- **Project performance evaluations (PPEs).** 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 advisers, operational staff and government counterparts. During the reporting period, IOE published five PPE reports: India [[here](#)], The Gambia [[here](#)], United Republic of Tanzania [[here](#)], Uzbekistan [[here](#)] and Indonesia [[here](#)].
- **Project completion report validations (PCRVs).** 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 20 PCRV reports for Brazil [[here](#)], Georgia [[here](#)], Morocco [[here](#)], Nicaragua [[here](#)], Republic of Moldova [[here](#)], China [[here](#)], Ecuador [[here](#)], Congo [[here](#)], Plurinational State of Bolivia | ACCESOS [[here](#)], Argentina [[here](#)], India [[here](#)], Djibouti [[here](#)], Tajikistan [[here](#)], Plurinational State of Bolivia | VIDA-PEEP [[here](#)], Nigeria [[here](#)], Philippines [[here](#)], Kyrgyzstan [[here](#)], Côte d'Ivoire [[here](#)], India | Andhra Pradesh Drought Mitigation Project [[here](#)] and Brazil | Paulo Freire Project [[here](#)].

### Reports completed

In addition to the reports already disseminated, listed above, IOE also completed the following 15 reports, which are pending publication.

- **Thematic evaluations.** The primary objective of a thematic evaluation is to provide evidence of the development effectiveness, performance and results of operations on a thematic topic. Its main users are Senior Management, directors, regional and technical division staff and members of IFAD's governing bodies. During the reporting period, IOE conducted a thematic evaluation of IFAD support to smallholder farmers' adaptation to climate change.



- **Subregional evaluation (SRE).** The primary objective of an SRE is to assess strategy, common intervention approaches and IFAD organizational arrangements in a set of countries that share salient characteristics. Its main users are regional and country directors, technical advisers, operational staff and government counterparts. During the reporting period, IOE conducted a subregional evaluation of fragile states in West and Central Africa.
- **Project cluster evaluation (PCE).** The primary objective of a PCE is to assess the experience of several projects with a common theme or common major component. Its main users are regional and country directors, technical advisers, operational staff and government counterparts. During the reporting period, IOE conducted a PCE on rural enterprise development.
- **Country strategy and programme evaluations (CSPEs):** Colombia; Eswatini; Indonesia; Malawi; Uzbekistan; and Guinea-Bissau
- **Project performance evaluations (PPEs):** Cuba; Zambia; Togo; Egypt
- **Project completion report validations (PCRVs):** India | JTELP; Tunisia; Eritrea

### C. Engage strategically with IFAD governance and Management

IOE has increasingly emphasized engagement with Member States and IFAD Management, with a view to furthering learning, accountability and reflection through independent evaluation. These efforts have taken shape through a series of briefings, corporate and country learning workshops and an Executive Board field mission.

#### Corporate learning workshops

- IOE held two corporate learning workshops with the involvement and participation of IFAD Senior Management, regional and country directors and other staff: Thematic evaluation of IFAD support to smallholder farmer's adaptation to climate change [[here](#)]; and Evaluation synthesis on Government performance in IFAD-supported operations (2010-2020) [[here](#)]

#### Country learning workshops

- IOE held five country learning workshops with the involvement and participation of government representatives, national partner agencies, IFAD staff and international development agencies, including multilateral and bilateral partners: Eswatini, 28 January 2022 [[here](#)]; Uzbekistan, 24 February 2022 [[here](#)]; Indonesia, 18 March 2022 [[here](#)]; Malawi, 17 May 2022 [[here](#)]; and Guinea-Bissau, 12 December 2022 [[here](#)]

#### Executive Board field missions

- The IOE Director joined a high-level delegation of IFAD Executive Board members and senior staff for a working visit to Sierra Leone from 19 to 26 November 2022. During the mission, the delegation met with high-level government officials and travelled to IFAD-supported projects in the country to view progress and meet with community members and rural farmers [[here](#)].

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

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.

- **IOE Media Coverage Report.** In September 2022, IOE issued its first Media Coverage Report, which came four months after the launch of the new IOE

website. The report, which will be issued biannually, presents the latest data, statistics and trends relative to our website, social media platforms and select IOE products, such as the 3rd edition of the Evaluation Manual, the 2022 Evaluation Policy and *Independent Magazine*.

- **Independent Magazine** [[here](#)]. As IOE's flagship communication product, *Independent Magazine* brings the major efforts of IOE to the forefront of the global development dialogue, while seeking to advance IFAD's vision of vibrant, inclusive and sustainable rural economies, where people live free of poverty and hunger. In 2022, IOE published two editions of the magazine, reaching over 11,000 readers in 76 countries across all continents during the reporting period. This brings the cumulative total number of readers since the launch of the magazine to 18,500 in 97 countries.
- **IOE website** [[here](#)]. The website, the exclusive intellectual property of IOE, is structured to best meet the specific needs of IOE, with dynamic functionalities that maximize opportunities for user engagement. It also ensures an intuitive, easy navigation experience as the Office moves towards building evaluation capacity across IFAD, advancing the IOE conduct model and building bridges through evaluation dialogues to increase understanding and improve performance. In 2022, 32,000 people accessed the website from 199 different countries a total of 122,000 times. IFAD has 177 Member States comprised of developing, middle- and high-income countries from every region in the world. This means that the IOE website has reached 22 countries more than those comprising IFAD's membership. It should be noted that the new IOE website was officially launched on 15 March 2022. On 28 April, an independent Google Analytics tracking dashboard was finalized. Thus, the data presented in this section refer only to an eight-month period – that is, 28 April 2022 – 31 December 2022.
- **Social media.** IOE has a strong, active and vibrant social media presence, which allows the Office to keep its stakeholders up to date on its latest endeavours in real-time, while ensuring that they can smoothly interact with the Office in an ongoing fashion. In 2022, IOE has continued to grow its following on Twitter, reaching 3,082 followers [[@IFADeval](#)]; on LinkedIn, reaching 3,875 followers [[here](#)]; and on YouTube, reaching 486 subscribers [[here](#)].
- **IOE Newsletter** [[here](#)]. 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. Its broad readership ensures that IOE stakeholders have speedy access to the Office's latest outputs. In 2022, IOE published three issues of the Newsletter.
- **News items** [[here](#)]. IOE news items capture the work of the Office, highlighting key take-homes. The breadth of issues addressed by the items ranges from the publication of reports to meetings, events, new products and opportunities for engagement with the Office. In 2022, IOE published a record-breaking 40 news items.
- **Video series: 60 seconds with the Director** [[here](#)]. This video series offers easy-to-digest insights into the IOE Director's perspectives on a number of salient evaluation issues. In 2022, IOE published three instalments of the series.
- **Promotional videos** [[here](#)]. Through its promotional videos, IOE lends enhanced visibility to key substantive issues at the heart of the international evaluation debate, while bringing important new outputs produced by the Office to the forefront. In 2022, IOE produced three promotional videos.

- **Director’s Bulletin.** The Bulletin is a response to the IOE Director’s personal commitment to transparent, proactive internal communication, serving as a valuable resource to record IOE outputs, engagements and activities. In 2022, IOE issued nine issues of the Bulletin.
- **IOE Coffee and Gender talk series** [[here](#)]. Each instalment of this talk series is captured through new fact sheets. In 2022, IOE published 14 Coffee Talk sheets featuring 17 different presenters.
- **Advisory Panel Seminar series.** Each instalment of the aforementioned seminar series is captured through two new communication products, namely the fact sheets and re-live videos [[here](#)].
- **IOE blogs** [[here](#)]. Blogs advance IOE’s critical thinking on issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and discussions. In 2022, IOE staff published four blogs.

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

Table 1

### Examples of feedback from governing bodies

**Evaluation Committee, 120<sup>th</sup> session** [4 April 2023]

#### **Corporate-level evaluation of IFAD's decentralization experience 2022**

"To my prepared remarks, I wanted to say, from Ireland's perspective, that it is really hard to overstate the importance of this corporate-level evaluation on decentralization. The timing is really important, coming, as it does, so new into the tenure of President Alvaro Lario, and at a time when uncertainty is the prevailing backdrop of our conversation. Donal referenced COVID-19. I think it is worth keeping that in the frame. It has been a turbulent few years. As others have said, the decentralization project is fundamental to IFAD's ability to deliver on its mandate and as an Evaluation Committee member, today I really feel a great weight of responsibility as we dig this hole, as we get into these discussions. It is great to see that the report validates decentralization as the right thing to do in order to maximize IFAD's impact. And I propose that we strongly welcome this finding and dwell on it no more, really, beyond that."

- Representative of Ireland

"[...] As you said, Chair, I think that indeed if there is a merit to this document, it is to show that decentralization is not always effective in all contexts everywhere and in these identical forms. I do pay tribute to the quality of the analysis provided. I think that this confirms an intuition that we all have but it is supported by rather accurate data."

- Representative of France

#### **Approach paper for the thematic evaluation of IFAD's support to gender equality and women's empowerment**

"So I suppose just to start by saying we are delighted to see the evaluation, as others have mentioned, that the timing is wonderful. A lot has changed both for rural women and indeed in the global context since the last corporate level evaluation and of course IFAD has itself approved a number of documents. So, it is a really great time to take stock of the impact of IFAD's gender work, and of course the impact of wider trends, such as COVID 19 and climate change. I am particularly happy to see the comprehensive scope of the evaluation. It is good that it is going to look at IFAD's internal institutional framework, resourcing, culture, and the impact of projects. Something we have emphasized for a long time, as you know, is the impact of IFAD's broader influencing and capacity building of partners, and so it is really good that this evaluation will look at the value-added that IFAD brings on gender."

- Representative of Ireland

"We note the intention of IFAD to develop a thematic evaluation to support gender equality and women's empowerment. I am always happy to see work on how to improve gender equality and women's empowerment."

- Representative of Indonesia

Table 2  
**Examples of feedback from Management**

**CSPE Ethiopia** [6 June 2023]

"I would like to thank the Independent Office of Evaluation for this rigorous evaluation, and for ensuring a participatory approach to the evaluation, despite the limitations imposed by prevailing conflicts in some project sites."

- Mr Donal Brown, Associate Vice-President, Programme Management Department, IFAD

**Evaluation Committee, 120<sup>th</sup> session | Corporate-level evaluation of IFAD's decentralization experience 2022** [4 April 2023]

"I would like to begin by saying how much Management welcomes this corporate learning evaluation and we thank IOE for its comprehensive review, which has many useful insights. The report recognizes IFAD's successful shift from a country presence to a decentralized model in a short period but, clearly, there is always room for improvement. [...] Overall the report is very useful and especially the conclusions and recommendations. [...] As a result, IFAD is therefore recalibrating the D2.0 implementation plan based on our own lessons learned, based on the recommendations in this report and further on the Member State feedback, now and at the Board meeting, while continuing to look at the original targets and timelines. [...] Management welcomes the five recommendations addressed to Management and agrees to them, fully concurring with three and partially with the remaining two."

- Mr Donal Brown, Associate Vice-President, Programme Management Department, IFAD

**CSPE Colombia** [21 March 2023]

"We are here today to really be able to respond to the priorities of the countries that we are supporting; so this is why evaluations are so important, or standards are increasingly higher while we increasingly aim to attain the reality of the countries we work for. So, evaluations come at a very specific point in time; we are now working on a COSOP, and the recommendations and suggestions coming from this evaluation will be very helpful for the new strategy and programme, and I believe that all of your suggestions will be most welcomed in future programmes [...]"

(Translation provided by live interpreters)

- Ms Rossana Pollastri, Regional Director, Latin America and the Caribbean Division, IFAD

**CSPE Kyrgyzstan** [1 March 2023]

"Let me close by expressing the hope that together, we will use this evaluation to build an ever relevant, effective and efficient IFAD country programme that ultimately delivers the best possible development impact for the rural people of Kyrgyzstan".

- Ms Dina Saleh, Director, Near East, North Africa and Europe Division, IFAD (representing Donal Brown, Associate Vice President, Programme Management Department, IFAD)

**PCE Rural Enterprise Development** [31 March 2023]

"From the self-evaluation lens, we are really welcoming this new type of evaluation – the project cluster evaluation. We find it really enhances learning through comparative analysis and a shorter preparation process; and this learning event is a testament to that as well, and to the rich lessons that we were able to get from these different project evaluations. Secondly, and more on the content, the topic of rural enterprise development for this PCE is extremely relevant. It presents significant lessons to inform the design and implementation of future projects, as well as country strategic opportunities programmes, corporate as well as regional strategies. We also find the evaluation very useful in terms of IFAD's work with the private sector, which has been discussed heavily. But I want to highlight how important this is for our replenishment process, not just the current one – IFAD12, but also it is a key priority going forward in the future. As OPR, we are deeply involved in the development of our IFAD business model for our next replenishment cycle –IFAD13, and this is a priority area [...] We experienced a very participatory process and engagement with IOE in developing and preparing this PCE. So we really look forward to that, as we go towards the next PCE that is planned for the Eastern and Southern Africa region".

- Ms Chitra Deshpande, Lead Advisor, Results & Resources, Operational Policy and Results Division (OPR), IFAD

**SRE Fragile States** [27 February 2023]

"I just want to reiterate my sincere thanks to Indran, Max and the IOE team for organizing this event and for inviting me to deliver some perspectives in the closing session. I must say it has been a very interesting discussion, highly relevant for IFAD's future. The evaluation provides really valuable lessons to help us sharpen the approach, and also the tools, to work in fragile contexts, not just in WCA, but also in other regions

where we have a large number of fragile contexts: particularly NEN, but also other regions, including APR. The recommendations in the evaluation are very pertinent, helpful, and indeed Management has agreed with all of them”.

- Mr Nigel Brett, Director, Operational Policy and Results Division, IFAD

# Summary infographic

# 2022



**IOE** | **LIFAD**  
Investing in rural people  
Independent Office of Evaluation

Engage strategically with IFAD governance & management

Expand IOE learnership in building global evaluations

Improve evaluation coverage

**45** Evaluation Reports



**9** Country Strategy & Programme  
**9** Project Performance

**22** Project Completion Report Validation



Annual Report on Independent Evaluation 2022

Government performance synthesis report



Thematic evaluation on climate change adaptation



**5** Country learning workshops

Sub-regional evaluation of fragile states in West and Central Africa



Project cluster evaluation on rural enterprise



**2** Corporate learning events

## EVALUATION QUALITY



On-line training course



Research publications



Evaluation Manual 3<sup>rd</sup> edition



IOE staff development



Evaluation Advisory Panel

## EVALUATION PROFESSIONALIZATION



Membership of global networks

**2** International seminars hosted by IOE

IOE staff authored, co-authored and edited

**6** books, peer reviewed

journal articles & publications



IOE staff invited to deliver presentations in **19** international events

## STRATEGIC COMMUNICATION



IOE Website

n. countries

> **199**

n. views

> **122,000**



Independent Magazine

n. countries

> **76**

n. readers

> **11,000**



Newsletter

**x3**



On-line training



News items

**x40**



Coffee Talk

**x14**



Video series

**1.9k** views



3,875 followers



486 subscribers



3,082 followers