

IOE



Investing in rural people

Independent Office of Evaluation

**Evaluation
Committee
134th session**



Preview of IOE's Work programme and budget for 2027

4 September 2026

FORGE CORPORATE CULTURE

Contribute to forging IFAD's corporate culture as a transparent, learning-oriented and accountable organization.



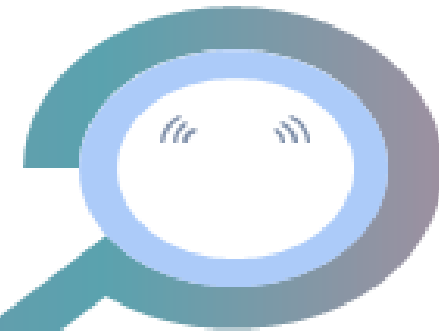
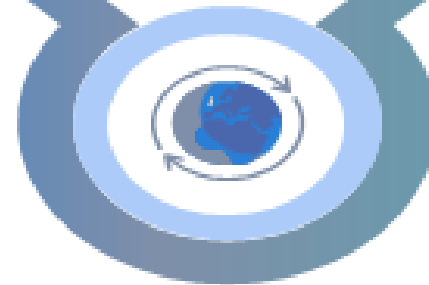
IMPROVE COVERAGE

Improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations.



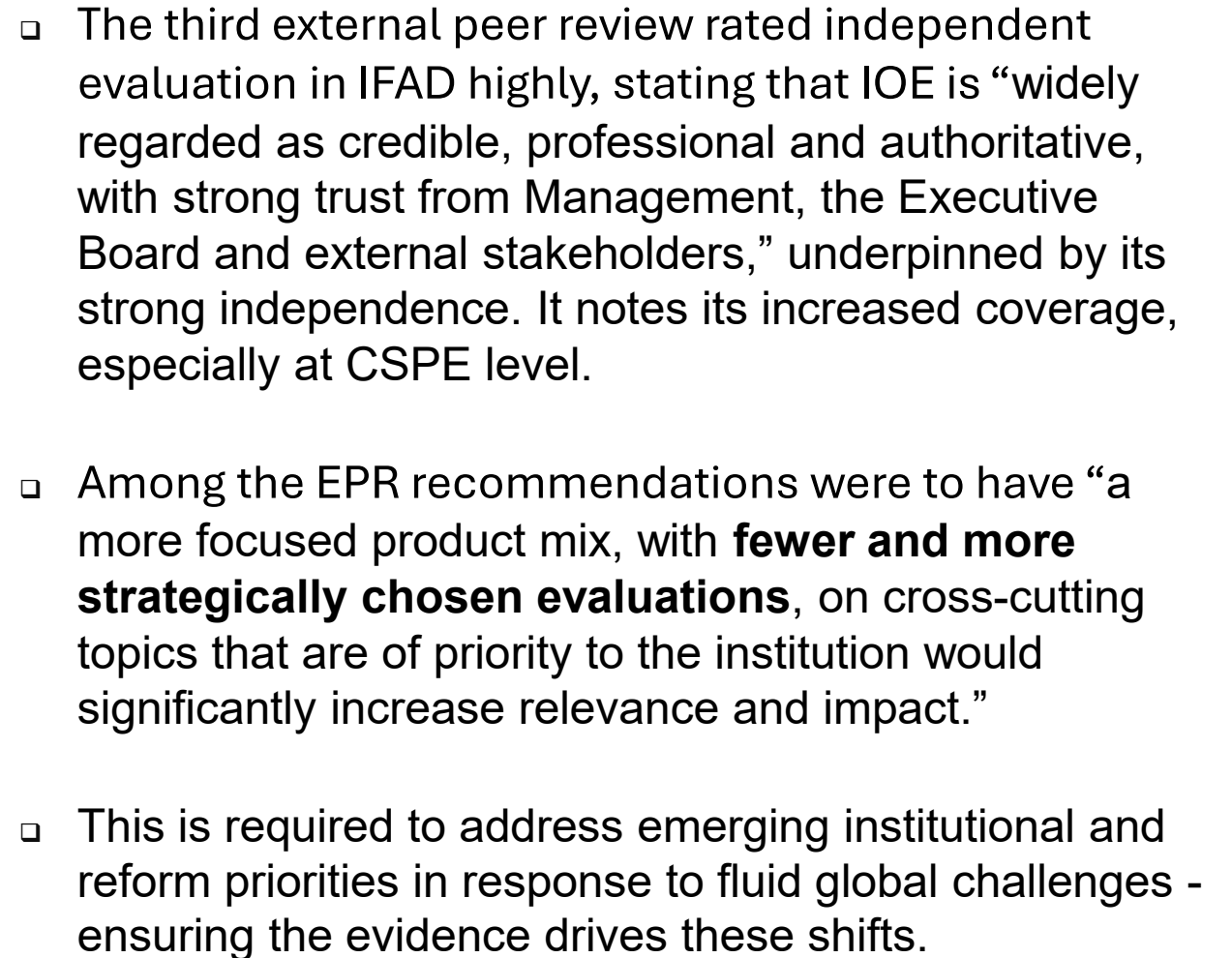
BUILD EVALUATION DIALOGUES

Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.



RETAIN & DEEPEN LEADERSHIP

Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies.



- ❑ IOE has fulfilled its commitment to increase coverage – in line with the second objective of the multi-year evaluation strategy and to IFAD demand. **CSPEs have more than doubled since 2021.**
- ❑ With coverage now right-sized and in response to EPR recommendations, IOE has developed its draft 2027 programme of work with a focus on **being more strategic** in its selection.
- ❑ *What this looks like in practice:*
 - ❑ Continued extensive consultations with IFAD management; regular liaison with AUO and ODE.
 - ❑ Review of evaluation results to identify emerging issues requiring further evaluative assessment
 - ❑ CSPEs' continued alignment with COSOP process timing
 - ❑ Not conducting CSPEs where no future lending is planned, or where there is just one active project (PPEs, case studies)
 - ❑ Reduced # of CSPEs from 2026 while maintaining overall higher level; but adding *an additional higher plane evaluation* to address corporate priorities
 - ❑ Creating space for learning products and syntheses



- ❑ Corporate-level evaluation (CLE) on the Eleventh and Twelfth Replenishments of IFAD's Resources (IFAD11 and IFAD12) completed
- ❑ Planned completion of CLE on IFAD's Management of Human Resources
- ❑ Annual Report on the Independent Evaluation of IFAD (ARIE), with analysis on private sector and youth engagement in value chain development
- ❑ Increased CSPE coverage – 6 completed and 6 scheduled for completion by end of 2026.
- ❑ Continued thought leadership and knowledge generation: Evaluation Cooperation Group, AfrEA, European Evaluation Society, EvalforEarth, UNEG, AI for Good Summit, ReLAC, IPDET, INTEVAL and more

- ❑ CLE of IFAD's Supplementary Resources to be completed
- ❑ CLE of IFAD's private sector engagement
- ❑ Thematic evaluations (TEs) on IFAD's engagement with youth, and IFAD's engagement with Indigenous Peoples
- ❑ Sub-regional evaluation (SRE) on conflict-affected states in the Near East and North Africa to be completed
- ❑ Continued increased coverage in 2027 with 22 total evaluations: 11 CSPEs, 4 PPEs, 2 project cluster evaluations, 1 SRE, 2 CLEs, 2 TEs
- ❑ Annual Report on the Independent Evaluation of IFAD (ARIE). Annual topic for the ARIE to be decided in consultation with the governing bodies and IFAD Management

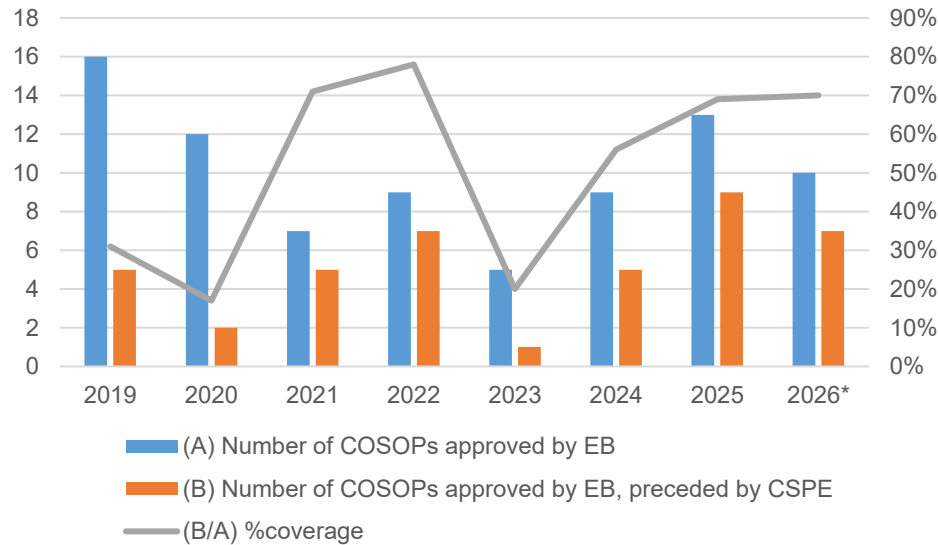




- ❑ CSPEs continue to be IOE's core area of work, with 11 planned for 2027* – maintaining a trend of increased coverage. Selection driven by COSOP preparation timing, portfolio size, evaluation coverage and consultations with Management.
- ❑ IOE's evidence base and analyses are also a key input
- ❑ An additional higher plane evaluation added, responding to the EPR recommendation on more strategic work planning to reflect corporate and cross-cutting priorities and trends: Supplementary resources, Private sector engagement, Youth and Indigenous Peoples

*Including carry over from 2026

Maintain increased evaluation coverage



*2026 includes Sept and Nov EC sessions

70%

of COSOPs preceded by a CSPE

- The total portfolio value covered by CSPEs in 2027 is **\$12.4 billion*** – over 3 times the average portfolio value covered in preceding years.
- This year's high value represents the inclusion of several of IFAD's largest portfolios – fulfilling IOE's accountability function

*Includes carry over from 2026 evaluations. For CSPEs commencing in 2027, the figure is \$6.2 billion

In 2027, IOE evaluations - CSPEs, PPEs and higher plane evaluations - are estimated to cover **over 30 countries** representing one-third of total IFAD operations

Furthering IOE's leadership in evaluation and accountability

- Coordinate with Management to develop an action plan to implement the recommendations from the 2026 **External Peer Review of the IFAD evaluation function**
- Prepare the new **Multi-Year Evaluation Strategy**, 2028-2033
- Engagement and leadership in international evaluation networks (ECG, UNEG, IntEVAL)
- Continue the surge in IOE international publications and presentations (22 in 2025/2026)
- Engage with its Evaluation Advisory Panel; hold the fifth workshop in February 2027

Capacity development

- IOE to continue to organize on-demand seminars on evaluation practices and evaluation methodology
- Continue engagement with IPDET, the premier global evaluation training academy. In 2026 IOE presented a module at the IPDET core course on evaluations in fragile and conflict-affected situations – a reflection of IOE's internationally recognized credibility and expertise
- Continue support to the Global Evaluation Initiative, led by the World Bank's Independent Evaluation Group, in collaboration with the CLEAR centres and in coordination with ODE



Honourable Mr Vangelis Horritatos,
Minister of Lands and Rural
Development

Dr Indran A. Naidoo
Director
Independent Office of Evaluation, IFAD

Honourable Anxious Jongwe Masuka,
Minister of Agriculture, Mechanisation
and Water Resources Development

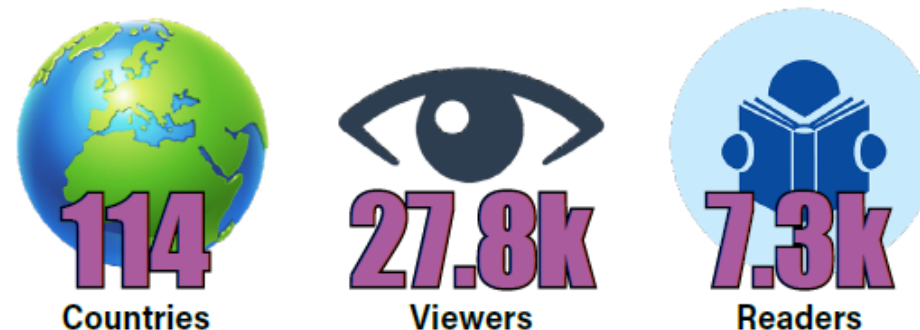
Dr Kouessi Maximin Kodjo
Chief of Section
Independent Office of Evaluation, IFAD



IOE website's strong global reach



Independent Magazine's increased readership

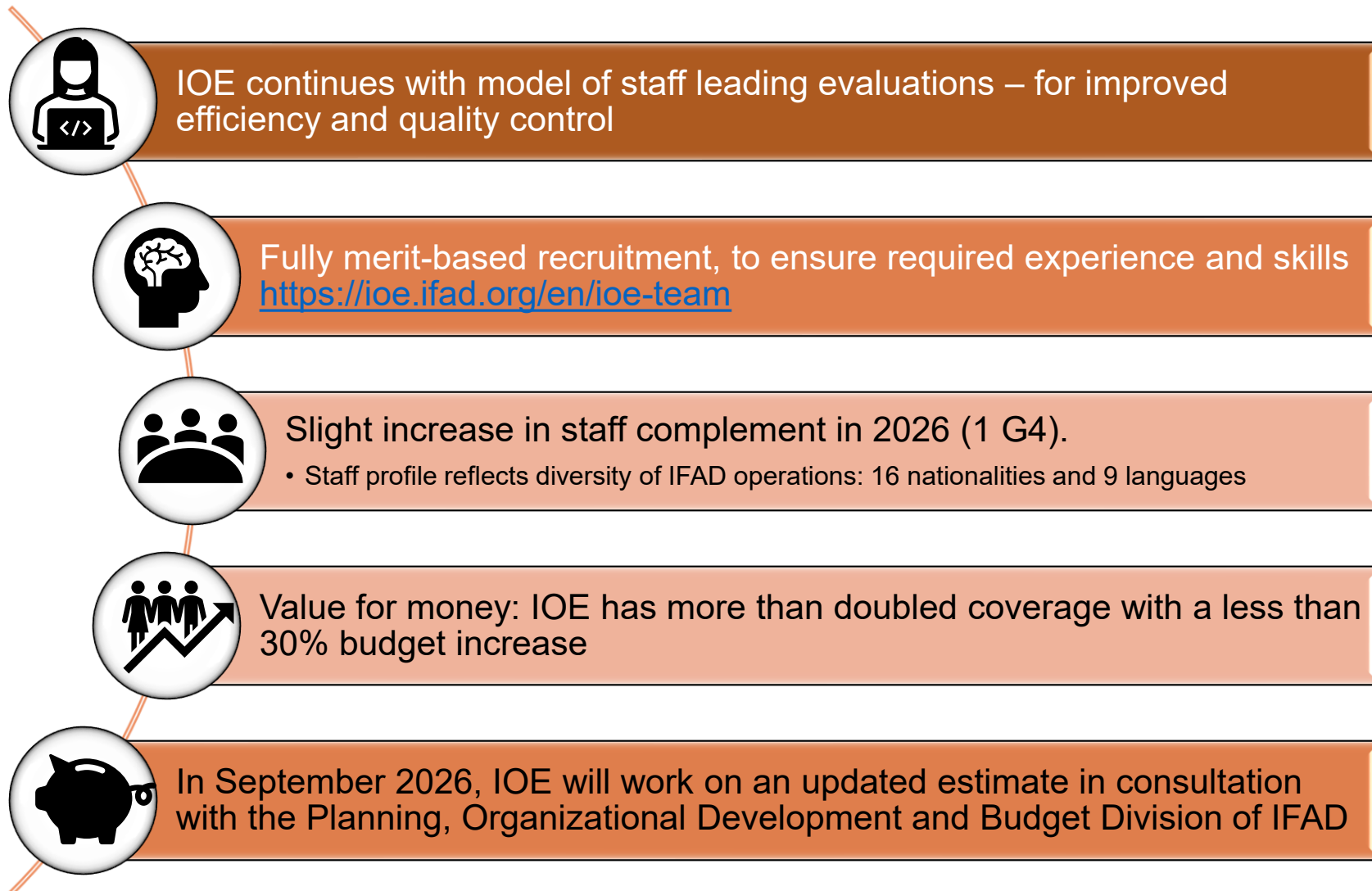


IOE reports published for transparency



Fast-growing social media engagement

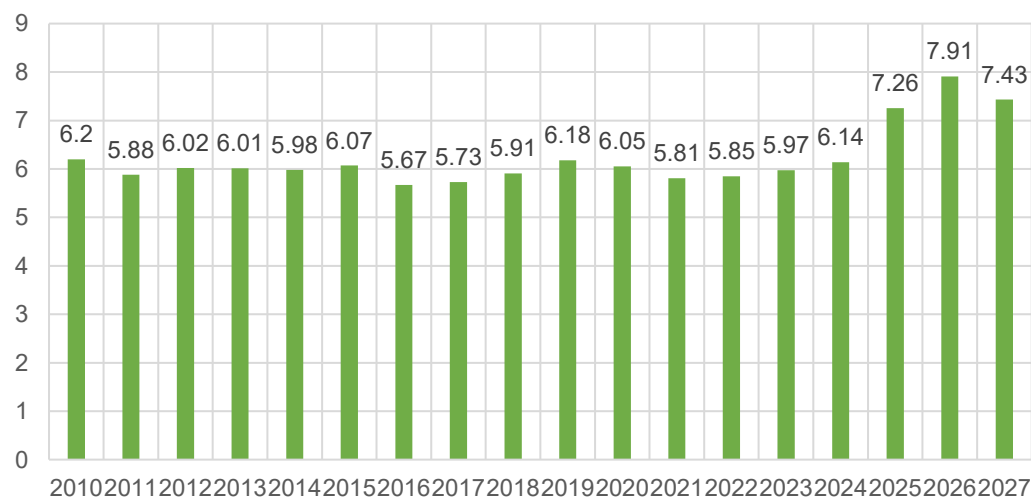




	Approved budget 2026 (000 US\$)	Proposed 2027 budget (000 US\$)
Non-staff costs	3 455	2 900
Staff costs	4 455	4 526
Total	7 910	7 426
% of POLG (est)	0.69%	0.65%

- IOE’s proposed budget is 0.65% of the estimated PoLG – well below its 0.9% cap
- IOE continues to promote measures to reduce costs, including through greater use of AI, data science and GIS, and more efficient use of staff resources
- During finalization following governing bodies review of the preview, IOE plans to add additional resources for learning products and capacity development

IOE budget in US\$ million (2010-2027)



Thank you for your continued support to IOE