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**IFAD's 2025 results-based programme of work, regular and capital budgets, and budget outlook for 2026–2027, the Independent Office of Evaluation of IFAD's results-based work programme and budget for 2025 and indicative plan for 2026–2027, and the HIPC, PBAS and BRAM progress reports**

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**Action:** The Governing Council is invited to approve the recommendations contained in part five of this document and to adopt the draft resolution contained on page 46.

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Summary infographic

## Executive summary

1. The Thirteenth Replenishment of IFAD's Resources (IFAD13) recognized the significant challenges involved in transforming food systems and achieving the Sustainable Development Goals (SDGs). Increased investments are needed to address the root causes of poverty and food insecurity, and to achieve resilience in the face of shocks and crises. As a result, IFAD13 sets an unprecedented ambition to mobilize US\$2 billion in new funding to deliver a programme of work of US\$10 billion. This will improve the income of over 100 million rural people.
2. In addition to this record level of programme of work, Management agreed with Members States the priorities and targets for the IFAD13 period (2025–2027). These priorities include sharpening the focus on fragile contexts, increasing investments in biodiversity and climate resilience of small-scale producers, increasing engagement with the private sector and ensuring inclusivity, particularly for marginalized groups. Potential cost-saving measures also agreed during IFAD13 will be assessed to partially offset incremental priority requirements.
3. In alignment with the IFAD13 priorities, the primary cost drivers for the 2025 budget relate to delivering on IFAD's core mandate through operations and strengthening IFAD's work in three areas: fragility, climate change and biodiversity, and leveraging the private sector to deliver on the SDGs. These priorities are critical in 2025, not only as the first year of IFAD13, but also as a year in which the global community will convene for critical events such as the United Nations Food Systems Summit +4 Stocktaking Moment, COP30, and the Fourth International Conference on Financing for Development. Any other cost increases outside of these priority areas have been offset by trade-offs.
4. Following on the discussion of the high-level budget preview at the 142<sup>nd</sup> session of the Executive Board in September 2024, Management is now providing a final budget proposal based on the detailed submissions provided by each department. This final budget proposal addresses the feedback received and provides greater granularity as requested by the Executive Board in September, particularly on the composition of cost drivers and trade-offs.
5. The proposed 2025 budget aims to resource corporate priorities while also focusing on minimizing budget growth. Similar to the proposal in the high-level budget preview, **a real increase of 1.18 per cent is proposed, resulting in a 2025 high-level nominal budget proposal of US\$190.51 million.** This amount incorporates a 2.69 per cent net price increase based on a more detailed assessment of inflation trends and exchange rate adjustments.
6. As advised previously, this document provides three new elements, as follows: (i) a preliminary linkage of resource allocations to deliverables has been included with the aim of enhancing transparency, accountability and overall effectiveness and efficiency; (ii) in addition to the agreed IFAD12 efficiency indicators, two additional indicators have been included as requested by the Executive Board; and (iii) as also requested, a medium-term budget trajectory for 2025–2027 is provided in table 1.

Table 1

### 2025–2027 IFAD regular budget outlook (Millions of United States dollars)

<i>Fiscal year</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>
Projected budget	190.51	196.51	200.44
Real growth	1.18%	0.85%	0.00%
Price adjustment	2.69%	2.30%	2.00%

7. The gross budget proposal for 2025 amounts to US\$203.01 million (US\$190.51 million regular budget and US\$12.50 million supplementary fund fees) compared with US\$193.13 million (US\$183.41 million and US\$9.72 million) in

2024. Approval is being sought only for the proposed 2025 net regular budget of US\$190.51 million.

8. IFAD is expected to utilize 98.7 per cent of its 2024 regular budget, which is in line with the Executive Board request for IFAD to return to a carry-forward level below 3 per cent.
9. For 2025, a capital budget envelope of US\$5.48 million is proposed, to cover cyclical or business continuity capital expenditures, strategic priorities and focus areas and other cross-cutting initiatives. Major areas for investment in 2025 are focused around cyclical and business continuity investments, which comprise 70 per cent of the envisioned capital expenditures.

# IFAD's 2025 results-based programme of work, regular and capital budgets, and budget outlook for 2026-2027, and IOE's results-based work programme and budget for 2025 and indicative plan for 2026-2027

## Part one – IFAD's 2025 results-based programme of work, regular and capital budgets, and 2026-2027 budget outlook

### I. Introduction

1. This document presents IFAD's proposed 2025 results-based regular and capital budgets. As anticipated in the high-level budget preview, the key cost drivers align with programme delivery and key commitments under the Thirteenth Replenishment of IFAD's Resources (IFAD13). All other incremental requirements are offset by trade-offs.
2. Feedback from the Audit Committee and Executive Board review of the high-level budget preview in September has been addressed. In particular, greater level of details have been provided on the relative size of cost drivers and the trade-offs made to contain the level of real growth.
3. As introduced in the high-level preview, this budget proposal includes three new items, namely: (i) a preliminary linkage of resource allocations to deliverables has been included with the aim of enhancing transparency, accountability and overall effectiveness and efficiency; (ii) in addition to the agreed IFAD12 efficiency indicators, two additional indicators have been included as requested by the Executive Board; and (iii) as also requested, a medium-term budget trajectory for 2025–2027.
4. The document is organized as follows: section II sets out the planning context, including an overview of 2024 budget implementation; section III highlights the 2025 planned programme of work; section IV presents the proposed 2025 net regular budget; section V presents the medium-term budget outlook; and section VI introduces the capital budget.

### II. Context

5. As noted above, the 2025 budget focuses on the delivery of the programme of work and the IFAD13 commitments, which include fragility, climate change and biodiversity, and leveraging the private sector to deliver on the Sustainable Development Goals.
6. IFAD is committed to strengthening its work in:
  - **Fragile contexts** by dedicating resources to design with a fragility lens, capacity-building and implementation support in vulnerable regions;
  - **Climate change and biodiversity** by integrating climate finance into core funding and promoting nature-based solutions to enhance long-term food security; and
  - **Private sector engagement** by aiming to create enabling environments, catalyse investments and assemble large-scale investment platforms. Through these initiatives, IFAD13 seeks to leverage private sector resources, foster innovation and promote sustainable livelihoods in rural areas.

## Update on the 2024 programme of loans and grants (IFAD12)

### Projected delivery for 2024

7. By the end of 2024, 36 new investment projects/programmes and 21 additional financing proposals are expected to have been approved for a total of US\$2.04 billion.
8. IFAD Management continues to closely monitor the IFAD12 programme of loans and grants (PoLG) pipeline and is actively managing any risks of slippage in this final year. As of 9 October 2024, there were four projects considered at very high risk of slippage, valued at US\$195 million. These relate to the global economic situation with rising indebtedness, and changes in government priorities, policies and administration. While such factors are largely outside of IFAD's control, multiple actions are being taken to deliver the entire IFAD12 PoLG target, including engaging with the relevant governments on a weekly basis.
9. Management has developed several projects over and beyond the IFAD12 PoLG to mitigate against any risk of slippage. These projects will be brought forward for approval in the fourth quarter of 2024 in case of need or remain as scheduled for 2025 approval.

### Portfolio

10. As at 9 October 2024, there were 189 operations under implementation for a value of US\$7.9 billion (IFAD financing only). This PoLG supports a total ongoing programme of work of US\$20.6 billion.<sup>1</sup> The active grant portfolio comprises 44 grants valued at US\$62.9 million. The total programme of work has grown more than five times between 2016 and the projected final 2024 figure. The percentage of the portfolio addressing fragility has also grown significantly during the same timeframe, from 19 per cent to 27 per cent of financing covering currently 60 ongoing projects.

## 2024 regular budget utilization and carry-forward

### 2023 actual utilization

11. Actual 2023 regular budget expenditures amounted to US\$171.7 million or 97.7 per cent of the approved budget. The utilization rate was slightly higher than in 2022 and was driven by increased 2023 delivery costs and additional supervision and implementation support missions, including in fragile contexts, to address projects at risk. As a result, a 2023 carry-forward of approximately US\$4 million (2.3 per cent of the regular budget) was available in 2024.

Table 1

### Regular budget utilization – actual 2022–2023 and forecast 2024

(Millions of United States dollars)

	2022 full year		2023 full year		2024 forecast	
	Budget	Actual	Budget	Actual	Budget	Actual
Regular budget	166.93	162.53	175.71	171.72	183.41	181.03
<b>Percentage utilization</b>	<b>97.4</b>		<b>97.7</b>		<b>98.7</b>	

### 2024 forecast

12. Based on actual budget usage at the end of the third quarter, actual expenditure in 2024 is projected to reach US\$181.03 million for a 98.7 per cent utilization rate compared to the 99 per cent estimated at the time of the high-level preview. Management has monitored budget execution throughout 2024, including quarterly

<sup>1</sup> The programme of work is defined as the total PoLG (IFAD PoLG + IFAD managed PoLG) plus international and domestic cofinancing not managed by IFAD. International cofinancing not managed by IFAD includes investment financing from other multilateral development banks, contributions from other United Nations agencies and supplementary funds from the international agencies, the European Commission, donor governments, the private sector and other sources.

discussions at the Executive Management level, allowing timely reprioritization of resources (including vacant position funds) towards emerging needs.

### **2023 carry-forward allocation and actual utilization**

13. The carry-forward procedure, effective since 2004, allows for any unutilized appropriation at financial year closure to be carried forward into the subsequent fiscal year, provided that the amount does not exceed 3 per cent of the previously approved annual budget.
14. In relation to the 2023 carry-forward funds of approximately US\$4 million, Management allocated funds to: meet IFAD12 commitments and finance the design of IFAD13 projects planned for approval in 2025; participate in international forums such as COP29 and support activities associated with the Indigenous Peoples' Forum; fund the costs of producing the 2024 Rural Development Report; provide funding to the human resources function to support recruitment processes; and fund recalibration efforts and workplace culture initiatives. The detailed breakdown of allocations is set out in annex III.

## **III.2025 programme of work**

15. The first year of the IFAD13 cycle will be 2025. As the IFAD13 country allocations have yet to be confirmed, they had not been discussed with governments at the time of writing. Country teams have estimated the PoLG for the next three-year cycle of performance-based allocations based upon forecasted government demand.
16. At present, Management is planning an estimated PoLG of US\$1.3 billion – consisting of 36 projects – for approval in 2025. All are expected to be new projects with the exception of one planned additional financing operation (see annex I). The current pipeline includes 10 projects (or 28 per cent) in fragile contexts requiring fragility assessments for design; and 8 projects (or 22 per cent) in low-income countries. Additional several project designs will be completed in 2025, with approval expected in 2026.
17. The pipeline aims to align mainstreaming ambitions in 2025 with those of IFAD13 targets. Accordingly, 45 per cent of resources will be directed to climate finance, 60 per cent of projects will be youth-sensitive and nutrition-sensitive, and 35 per cent of projects will be gender-transformative at design.
18. The planned level of delivery is aligned with the resources available for commitment and country eligibility to access the Borrowed Resource Access Mechanism (BRAM) as established by the Office of Enterprise Risk Management. In addition, IFAD will continue its efforts to mobilize and manage supplementary funds, particularly in the form of climate finance, to support ongoing and stand-alone operations.
19. As noted above, the proportion of projects in fragile and conflict-affected situations within IFAD's portfolio has been steadily increasing. As a result, IFAD's ongoing portfolio has recorded a decline in overall quality since 2021. This is particularly evident in the levels of quality assessed for project management, financial management, efficiency and sustainability. Projects in fragile contexts are far more likely to experience significant issues at start-up, often leading to implementation delays that consequently impact the effectiveness and sustainability of the projects. In 2025, IFAD will seek to address these shortcomings through strengthened implementation support at start-up and during implementation. Management is committed to ensuring that operational budgets are used efficiently and effectively, despite the numerous demands and competing priorities.
20. Two key 2025 priorities are: (i) ensuring a strong delivery pipeline in 2025, which will also cover project designs planned for approval in 2026; and (ii) driving improvements in the quality of the ongoing portfolio through targeted support.



21. Based on the annual departmental pipeline planning exercise, 24 global, regional and other grants are expected to be approved in 2025 for a total value of US\$26.8 million.

Table 2

**Actual and projected PoLG approvals**

(Millions of United States dollars)

	<i>Actual<sup>a</sup></i>					<i>Forecast<sup>b</sup></i>	<i>Planned<sup>c</sup></i>
	2019	2020	2021	2022	2023	2024	2025
IFAD loans (including loan component grants) and Debt Sustainability Framework grants	1 635	783	1 026	881	529	2 048	1 310
IFAD grants	25	30	15	3.4	6	22.8	26.8
Rural Poor Stimulus Facility <sup>d</sup>	-	40	-	-	-	-	-
Non-sovereign operations	-	25	-	-	-	-	15
IFAD Climate Facility	-	-	10	-	-	-	-
<b>Total IFAD PoLG</b>	<b>1 660</b>	<b>878</b>	<b>1 051</b>	<b>884</b>	<b>535</b>	<b>2 071</b>	<b>1 352</b>
Other funds under IFAD management <sup>e</sup>	262	93	336	241	220	177	11
<b>Total PoLG</b>	<b>1 922</b>	<b>971</b>	<b>1 387</b>	<b>1 125</b>	<b>755</b>	<b>2 248</b>	<b>1 363</b>
Cofinancing, international (net of IFAD-managed cofinancing) and domestic	3 156	1 041	2 012	959	1 886	4 957	1 508
<b>Total PoW</b>	<b>5 078</b>	<b>2 012</b>	<b>3 399</b>	<b>2 085</b>	<b>2 641</b>	<b>7 205</b>	<b>2 871</b>
<b>PoLG portfolio under implementation<sup>f</sup></b>	<b>7 051</b>	<b>8 608</b>	<b>7 727</b>	<b>8 640</b>	<b>8 685</b>	<b>7 865</b>	<b>7 956</b>

<sup>a</sup> Source: Grants and Investment Projects System as at 9 October 2024. Current amounts reflect any increase (decrease) in financing during implementation, including additional domestic and international cofinancing.

<sup>b</sup> Other funds managed by IFAD, including under the Adaptation for Smallholder Agriculture Programme (ASAP), enhanced Adaptation for Smallholder Agriculture Programme (ASAP+) the Least Developed Countries Fund (LDCF) of the Global Environment Facility (GEF), the Global Agriculture and Food Security Program (GAFSP), European Commission and European Union, and the Green Climate Fund (GCF), in addition to bilateral supplementary and complementary grants. Actual numbers recalibrated following system alignment.

<sup>c</sup> This column is a preliminary estimate based upon expected country demand for IFAD13 resources. As such, it is subject to change once IFAD13 country allocations are confirmed.

<sup>d</sup> Includes US\$1.2 million from the regular grants envelope earmarked for the Climate Finance Design Gap 2021, to cover GCF design costs, US\$2.0 million utilized to fund the multi-donor African Agricultural Transformation Initiative Trust Fund and US\$2.0 million seed money for the IFAD Fund for Gaza and the West Bank.

<sup>e</sup> Including under the ASAP, the Spanish Trust Fund, GEF LDCF, GAFSP, European Commission and European Union, and GCF, in addition to bilateral supplementary and complementary grants.

<sup>f</sup> 2024 and 2025 projected figures are based on data available as of mid-September 2024 on the assumption that all concerned projects are approved, enter into force and are completed as currently planned.

## IV. 2025 IFAD's regular budget

### A. Prioritization and trade-offs

22. In developing the 2025 budget, Management has aimed to balance increased funding to essential IFAD13 priority areas with constraining real budget growth in other areas through trade-offs.

#### Cost drivers

##### **Programme delivery including fragility and climate aspects (+US\$1.632 million)**

- (i) To enhance the quality and frontload programme delivery, a higher level of funding will be allocated to finance project design, supervision and implementation support. These activities aim to improve oversight and accelerate project start-up, especially for high-risk or complex projects. Total incremental requirements include: (a) an additional US\$10,000 per project for environmental and social assessments (SECAP) in specific countries under the SECAP framework, and two new staff positions for SECAP specialists amounting to US\$334,000; and (b) additional costs for design and supervision

in fragile contexts amounting to approximately US\$680,000.<sup>2</sup> The staffing of the new fragility unit is not incremental as it was resourced from repurposed positions during recalibration.

**Private sector (+US\$0.447 million)**

- (ii) IFAD's commitment to strengthen private sector engagement is reflected in the creation of the new Private Sector Operations Division within the Department for Country Operations with three new staff positions from the regular budget planned in 2025. This division will be decentralized, with private sector specialists located in regional offices and at IFAD headquarters. In addition, although the creation of the division is budget neutral at a corporate level, four positions within the regular budget have been transferred from the Sustainable Production, Markets and Institutions Division (PMI) and two positions have been repurposed from the Global Engagement, Partnership and Resource Mobilization Division.

**South-South and Triangular Cooperation (SSTC) (+US\$0.354 million)**

- (iii) In response to calls from Members for IFAD to step up its engagement in SSTC as a means to respond to global challenges and to harness the full potential of Member States, the SSTC function has been realigned within IFAD's institutional architecture. A dedicated SSTC Unit has been established within the Department of Country Operations (DCO) (formerly Programme Management Department [PMD]). An integral part of this structural change is to mainstream SSTC commitments into IFAD's programmatic delivery. The 2025 budget includes one new SSTC staff position and includes four existing positions that have been repurposed and assigned to the new unit. As a result, an SSTC specialist is being relocated to Africa, the SSTC functions in Asia are being further strengthened, a recalibrated global technical coordination function is being located at IFAD headquarters, additional support is being provided to the Near East, North Africa and Europe (NEN) region and an additional non-staff resources have been allocated. This has resulted in an increase of US\$354,000 in the budget allocated to SSTC.

**Financial architecture (+US\$0.490 million)**

- (iv) As part of IFAD's focus on strengthening financial operations, additional funds are being allocated to improve asset and liability management and the design of new funding solutions (approximately US\$268,000); and to roll out the treasury accounting and risk management systems and debt servicing operations (approximately US\$222,000). These investments are designed to support the growing complexity of IFAD's financial portfolio and ensure long-term financial sustainability to support an increased programme of work from diverse sources.

**Institutional functions and systems (+US\$0.744 million)**

- (v) Recurrent costs for maintaining and upgrading IFAD's information technology (IT) infrastructure represent an unavoidable annual cost. Investments in infrastructure and applications are key to ensure smooth operations across IFAD's global workforce and to maintain the robustness of IT systems that support programme delivery and administrative functions (US\$461,000).
- (vi) Costs related to organizing and hosting the Governing Council have increased due to the scale and level of quality of this fundamental annual governance event. With a noted preference on the part of Members to hold the Governing Council sessions at IFAD headquarters to facilitate broader engagement with IFAD staff, additional annual investments in the temporary structure are

<sup>2</sup> The average cost of supervising a project has been increased to US\$75,000 (as compared to US\$65,000 in 2024). Thirty-three full supervision missions are planned in fragile and conflict-affected situations (FCAS) in 2025. Similarly, for designs, the average cost has increased to US\$250,000 (from US\$200,000), seven of which are planned in FCAS in 2025.

required (approximately US\$283,000). Alternatives have been explored, but were assessed to be more costly.

### **Trade-offs and savings**

23. To offset the incremental requirements not associated directly with IFAD13-stated commitments, IFAD has identified several trade-offs as set out below.

#### **Programme delivery (non-lending) (-US\$0.335 million)**

- (i) Savings have been achieved through technology investment for the implementation of the Online Project Procurement End-to-End System (OPEN), which is part of the broader People, Processes and Technology Plan (PPTP) initiative. This system has shortened the review process for procurement plans, which has materially reduced the review time by procurement experts in the regional divisions and at project level.
- (ii) Management has offset the incremental delivery requirements associated with the IFAD13 commitments by reducing initial allocations for country-level policy engagement and knowledge management activities. The impact of these cuts will be mitigated by optimizing the use of global and regional grants to support non-lending activities.

#### **Communication and global engagement (-US\$0.635 million)**

- (iii) Savings have been identified in two key areas: communication and global engagement. In relation to communication, a more streamlined approach will be adopted by consolidating the production of social media content, podcasts, and multimedia communication materials. This will allow for more targeted communication efforts while maintaining effectiveness.
- (iv) Regarding global engagement and partnerships, the organization has reshaped outreach and partnership activities with foundations and reduced travel and consultancy support for global events. This ensures that resources are focused on critical partnerships and on concentrating efforts where they can have the most impact.

#### **Institutional functions, services and systems (-US\$0.534 million)**

- (v) The savings identified in this area included: efficiencies in the loan disbursement function, as part of the technology investment within the PPTP initiative, resulted in lower consultancy costs in the Financial Operations Department (FOD); cuts were made to consultancy and temporary staff costs and non-essential travel costs; and reductions in senior staff and administrative positions occurred due to recalibration.
24. Table 3 provides an overview of incremental requirements and trade-offs and the resulting proposed real increase in the 2025 budget.

Table 3  
**2025 budget proposal: prioritization process results**  
 (Millions of United States dollars)

<i>Cost drivers (2025 incremental requirements)</i>	
<b>Key IFAD13 commitments:</b>	
Programme delivery – including fragility and climate	1.632
Private sector engagement	0.447
<b>A. 2025 incremental requirements for IFAD13 commitments</b>	<b>2.079</b>
<b>Other incremental requirements:</b>	
South-South and Triangular Cooperation	0.354
Financial architecture	0.490
Institutional functions and systems	0.744
<b>B. 2025 other high priority incremental requirements</b>	<b>1.588</b>
<b>C. (A+B) 2025 incremental requirements subtotal</b>	<b>3.667</b>
<b>Trade-offs and savings</b>	
Programme delivery (non-lending)	(0.335)
Communication and global engagement	(0.635)
Institutional functions, services and systems	(0.534)
<b>D. 2025 trade-offs, subtotal</b>	<b>(1.504)</b>
<b>E. (C-D) Net incremental requirements</b>	<b>2.163</b>

25. The net increase of US\$2.163 million represents a real increase of 1.18 per cent.

## **B. Budget parameters and assumptions**

### **Exchange rate and inflation rate**

26. Using the agreed upon foreign exchange rate calculation methodology,<sup>3</sup> the exchange rate for 2025 is EUR 0.926:US\$1, compared to last year's exchange rate of EUR 0.935:US\$1. It is marginally different than the rate used in the 2025 budget preview (EUR 0.925:US\$1).
27. The shift has been factored into the 2025 budget, resulting in a marginal increase in the cost of euro-denominated components included in staff standard costs and other administrative expenditures.
28. The inflation adjustment for the 2025 budget has been calculated using the agreed upon methodology, by applying differentiated price factors to the different expenditure categories. For other costs, a weighted average of global and Italian consumer price indices is used.
29. The proposed method for adjusting the 2025 regular budget for inflation and price adjustments is as follows:
- **Consultancy costs.** A detailed review of consultancy contracts was conducted, analysing the average daily fees of consultants for whom contracts were issued in both 2023 and 2024. The price adjustment for consultancy costs is calculated based on the difference in the average daily fees for the same consultants over the two years. As a result, Management is recommending a **2.25 per cent increase for this expenditure category to be applied to the budget baseline.** The lower price adjustment than proposed in the preview has resulted from a wider population sample of consultancy contracts used for comparison.

<sup>3</sup> [AC 2015/136/R.6](#), Methodology for calculating foreign exchange and inflation assumptions in annual budgets.

- **Travel costs.** The price adjustment for travel costs budget is based on an analysis by IFAD's travel management company, which tracks trends in airfares, hotel rates and event costs. After several years of price fluctuations, air travel costs have stabilized, with global business airfares rising by 1.9 per cent in early 2024. For 2025, air ticket prices are expected to increase by 2.5 per cent, while hotel rates are forecasted to rise by 3.5 per cent. Meeting and event costs are also projected to grow by 2.5 per cent. As a result, Management is recommending a **2.50 per cent increase for this expenditure category to be applied to the budget baseline**, absorbing any price fluctuations with savings from a reduction in travel not linked to programme delivery activities.
- **IT services costs.** The inflation adjustment has been calculated using the approved methodology, which applies an average of the world consumer price index published by the International Monetary Fund and the Italian consumer price index from the Italian National Institute of Statistics. Based on recent data and forecasts for 2025,<sup>4</sup> to account for anticipated global and local inflation trends in IT services, Management is proposing a **3.25 per cent increase for this expenditure category to be applied to the budget baseline**. The proposed price adjustment also includes the increase in IT software and hardware fees attributable to unavoidable price indexation.
- **Other costs.** This category includes facility management, other staff-related expenses, training, interpretation and translation services, administrative costs and cooperating institutions costs. In line with the approved methodology, Management is proposing a **3.25 per cent increase to all subcategories within the "other costs" category, with the exception of "other staff costs" to which a 2.63 per cent price increase is being proposed**, in line with the price adjustment applicable to staff costs.
- **Staff costs.** In line with previous years, 2025 staff costs are derived from a revision of standard staff costs. These costs were calculated separately for each grade level and adjusted based on the weighted distribution by salary step, using actual data of IFAD's staff population. A review of staff costs was conducted for both General Service and Professional staff categories at headquarters and IFAD Country Offices (ICOs), taking into account actual payroll costs, salary scales, post adjustment trends, relevant exchange rates and increased mobility of Professional staff.

The standard costs for 2025 include the following adjustments:

- Within-grade step increment for base salaries (impact on standard costs – minor increase);
- Average post adjustment variation, including applicable multipliers for all IFAD duty stations (impact on standard costs – increase);
- Foreseen adjustment to the General Service salary scale resulting from the International Civil Service Commission survey of best prevailing conditions of employment in Rome (impact on standard costs – increase);

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<sup>4</sup> Global headline inflation is expected to decline from 5.9 per cent in 2024 to 4.4 per cent in 2025, with advanced economies seeing a more gradual drop in inflation due to persistent price pressures in services and higher-than-anticipated commodity prices. Despite this, inflation is forecasted to return to target levels by the end of 2025. Emerging market and developing economies will experience a slower disinflation process, with inflation remaining higher than in advanced economies ([World Economic Outlook Update – July 2024 – International Monetary Fund](#)). According to the forecast of Italian inflation published by the Italian National Institute of Statistics, the 2025 consumer price index variation expected is +2.0 per cent ([Outlook for the Italian economy 2024-2025 - ISTAT](#)).

- (iv) Salary scale and exchange rate variations for field-based General Service and national Professional staff (impact on standard costs – slight increase);
- (v) The EUR 0.926:US\$ exchange rate for 2025, which affects General Service staff and some entitlements for Professional staff at headquarters (impact on standard costs – minor increase); and
- (vi) Allowances and benefits related to staff mobility, relocations, hardship duty stations and security emergencies (impact on standard costs – slight increase).

30. **As a result of the above, the overall compound inflation rate applied to the 2025 IFAD administrative budget is 2.69 per cent** (with the associated increase in staff costs within this overall total being 2.63 per cent) as shown in table 4.

Table 4

**Price adjustment 2025 budget proposal**

(Millions of United States dollars)

<i>Expenditure category</i>	<i>Baseline</i>	<i>Price adjustment factors</i>	<i>Total inflation</i>
Staff	110.09	2.63%	2.90
Consultants	24.20	2.25%	0.54
Duty travel	11.34	2.50%	0.28
ICT non-staff costs	7.33	3.25%	0.24
Other costs	30.45	3.21% (3.25% for all subcategories except for "other staff costs" 2.63%)	0.98
<b>Total</b>	<b>183.41</b>	<b>2.69% (compounded rate)</b>	<b>4.94</b>

31. Table 5 shows the price adjustment and real increase in the IFAD regular budget over the last two replenishment cycles (IFAD11 and IFAD12). The real increase proposed for 2025 is the lowest level in four years, which is a significant achievement given the extent of the ambition in IFAD13. Management has committed to continue this decreasing trend in 2026 and to reach zero real growth by 2027. With regards to the price adjustment, the proposed increase for 2025 aligns with the price increase in 2024. The 2025 price increase reflects specific increases in General Service staff compensation as well as the impact of global inflation on overall price increases now that almost 50 per cent of IFAD staff are in the field.

Table 5

**Price adjustment and real increase embedded into IFAD regular budget from 2019 to 2025**

(Millions of United States dollars)

		<i>Real increase</i>		<i>Price increase</i>		<i>Nominal increase</i>		<i>Budget</i>
		%	US\$	%	US\$	%	US\$	US\$
IFAD11	2019	0.00	0.00	1.70	2.64	1.70	2.64	<b>158.21</b>
	2020	0.00	0.00	(0.19)	(0.30)	(0.19)	(0.30)	<b>157.91</b>
	2021	0.00	0.00	0.96	1.52	0.96	1.52	<b>159.41</b>
IFAD12	2022	3.22	5.13	1.50	2.39	4.72	7.52	<b>166.93</b>
	2023	2.93	4.84	2.33	3.89	5.26	8.73	<b>175.71</b>
	2024	1.70	2.99	2.68	4.71	4.38	7.70	<b>183.41</b>
IFAD13 (proposed)	2025*	1.18	2.16	2.69	4.94	3.87	7.10	<b>190.51</b>
	2026**	0.85	1.62	2.30	4.38	3.15	6.00	<b>196.51</b>
	2027**	0.00	0.00	2.00	3.93	2.00	3.93	<b>200.44</b>

\* Proposed budget.

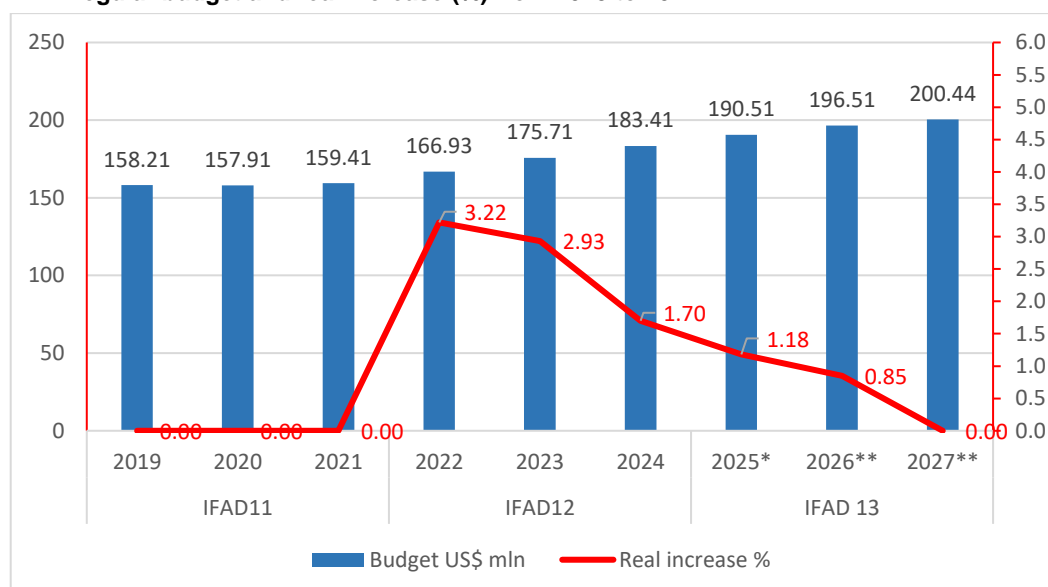
\*\* Forecast budget.

32. Figure 1 charts the IFAD regular budget and the monetary amount of the real increase over the last two replenishment cycles (IFAD11 and IFAD12). After the

necessary increases stemming from Decentralization 2.0, which started in 2022, Management expects to reach zero real growth by 2027.

Figure 1

**IFAD regular budget and real increase (%) from 2019 to 2027**



\* Proposed budget.

\*\* Forecast budget.

## C. Staffing

33. The proposed annual staffing composition for 2025 reflects the IFAD13 priorities and initial impact of the recalibration exercise. IFAD's proposed regular budget staffing level for 2025 is 860 full-time equivalents (FTEs). This is a net decrease of 1 FTE from the 2024 baseline with 21 new FTEs offset by 22 abolished/repurposed FTEs. Of the total 860 FTEs funded by the 2025 regular budget, approximately 412 positions will be field based, representing 48 per cent of the workforce.<sup>5</sup>
34. Based on IFAD13 priorities, 21 new FTEs are being proposed in the 2025 budget, in order to strengthen IFAD's capacity in several key functions as set out below:
  - The repurposed Executive Management positions are envisaged to lead the new Office of Technical Delivery (OTD) and the new Office of Development Effectiveness (ODE).
  - To boost private sector engagement, an increase in capacity and expertise in this area is proposed within the reengineered Private Sector Operations Division (PSD). The 2025 budget includes the repurposed director, new lead officer and senior investment officers.
  - Additional technical roles being proposed to strengthen SECAP, SSTC, GIS and the thematic areas, such as nutrition and fisheries and aquaculture. In addition, one technical financial role is being proposed in FOD to enhance financial modelling and planning functions in the treasury division.
35. The increase in 21 FTEs is fully offset by a reduction of 22 FTEs linked to the recalibration exercise and reductions foreseen by the decentralization structure. These reductions relate primarily to the abolishment of positions in the previous Strategy and Knowledge Department and Operational Policy and Results Division, as well as the reduction of administrative and programme assistant positions arising from the consolidation of field support functions.

<sup>5</sup> Staff based in IFAD's liaison offices are considered as headquarters based.

36. In addition to the 860 regular positions included on an indicative basis in the regular budget, an additional 3.65 FTEs will be financed by supplementary fund management fees, resulting in a total of 37 FTEs financed with such fees. It should be noted that the level of supplementary funds and the associated fees are subject to change depending on the mobilization of additional funds over the course of the year.

## D. Net and gross regular budget proposal

### Net regular budget proposal

37. The 2025 net regular budget is proposed at US\$190.51 million, representing a 3.87 per cent nominal increase over the 2024 budget of US\$183.41 million.
38. In line with the prioritization and trade-offs as outlined in section A, the real increase amounts to US\$2.16 million, representing real growth of 1.18 per cent. In addition, there is a net price increase of approximately US\$4.94 or 2.69 per cent.

Table 6

#### Regular budget

(Millions of United States dollars)

(A) 2024 approved budget	(B) 2025 price increase (2.69%)	(C) 2025 estimated real increase	(D) 2025 nominal budget (A+B+C)	Real growth (C/A)	Nominal growth (D-A)/A
183.41	4.94	2.16	190.51	1.18% increase	3.87% increase

### Budget proposal by summary cost category

39. A comparison between the 2024 approved budget and 2025 budget proposal across major cost categories is shown in table 7.

Table 7

#### Regular budget by cost category, 2024 approved budget versus 2025 proposal

(Millions of United States dollars)

Cost category	2024	2025	% Variance
Staff	110.09	114.36	3.88
Consultants	24.20	26.33	8.80
Duty travel	11.34	10.93	(3.62)
ICT non-staff costs	7.33	7.85	7.09
Other costs	30.45	31.04	1.94
<b>Total</b>	<b>183.41</b>	<b>190.51</b>	<b>3.87</b>

40. The price variances between 2024 and 2025 across the different cost categories are described below:
- (i) The staff cost increase of 3.88 per cent is driven mainly by the inflation adjustment. Although the net effect on the proposed workforce is a decrease of 1 FTE, the moderate increase in staff costs is in part due to the creation of new positions that are at a higher grade than those abolished or repurposed.
  - (ii) The increase in consultant costs of 8.80 per cent reflects the growing need for support, primarily in the areas of programme delivery and project supervision. This is especially important in fragile and conflict-affected situations where external expertise is essential for implementation support.
  - (iii) The reduction in duty travel costs of 3.62 per cent is due to a deliberate reduction in non-essential travel and cost containment measures. The decrease is especially evident in travel linked to global events and forums, as Management aims to find savings without compromising core operations in the field.
  - (iv) Information and communication technology (ICT) non-staff costs increase of 7.09 per cent reflects the continued technological upgrades and infrastructure improvements to connect a growing global decentralized workforce and the wider footprint of technology solution investments across the organization,



providing efficiencies and enabling systems to support new instruments and business needs.

### **IFAD regular budget by results pillars and cost classification**

41. IFAD introduced the concept of budgeting by results pillars to align the annual budgeting process to the IFAD Strategic Framework 2016-2025. Since its introduction, Management has been committed to enhancing its use.
42. Table 8 shows the 2025 regular budget proposal by the results pillars set out in the strategic framework. Annex V provides a further breakdown of the 2025 regular budget by results pillar and institutional output group and a comparison to the 2023 and 2024 budgets.

Table 8

**Indicative breakdown of regular budget by direct and indirect costs and by results pillar, 2024 approved and 2025 proposed**  
(Millions of United States dollars)

<i>Cost classification</i>	<i>Pillar description</i>	<i>2024 budget</i>	<i>2024 %</i>	<i>2025 proposed budget</i>	<i>2025 %</i>
Direct	Pillar 1: Country programme delivery	105.00	57.25	109.53	57.49
	Pillar 2: Knowledge-building, dissemination and policy engagement	14.21		14.50	
Indirect	Pillar 3: Financial capacity and instruments	10.12	42.75	10.39	42.51
	Pillar 4: Institutional functions, services and systems	54.08		56.10	
<b>Grand total</b>		<b>183.41</b>	<b>100</b>	<b>190.51</b>	<b>100</b>

43. Direct costs have grown to 57.49 per cent of the total budget in 2025 versus 57.25 per cent in 2024. This demonstrates IFAD's continued efforts to channel increased levels of resources directly towards programme delivery and impact on the ground.

### **Linking budget to outputs**

44. As noted in the high-level preview, the 2025 budget provides, for the first time, a direct link between resource allocations and outputs. Doing so enhances transparency, accountability and the overall effectiveness and efficiency of resource allocations. Annex IV provides a preliminary overview of the main outputs for each results pillar. This list is indicative, with resource requirements to be refined in future budget cycles.

### **Gross budget proposal**

45. In recent years, IFAD has been effective in mobilizing a growing portfolio of supplementary funds, reflecting IFAD's catalytic role as an assembler of development finance and recognition of IFAD's ability to deliver results and impact. These resources complement IFAD's core operations, adding to the overall programme of work.
46. In 2023, the supplementary funds portfolio reached US\$1.697 billion,<sup>6</sup> having doubled compared to 2019 and increased further in 2024. This rapid growth, largely driven by international organizations and climate and environment funds, highlights the significant role and contribution of supplementary funds in enhancing IFAD's ability to address key global challenges.
47. Looking ahead to 2025, IFAD expects further increases in supplementary funds, driven by stronger partnerships and expanded thematic initiatives aligned with its core mandate, with a particular focus on climate, mainstreaming themes and fragility. As a result, IFAD anticipates higher management fees as supplementary funds grow.

<sup>6</sup> [EB 2024/142/R.39](#).

48. The gross budget comprises both the net regular budget and the resources needed to manage and administer activities financed through supplementary funds, which are financed through the associated management fees. This separation ensures that regular resources are not used to finance activities resulting from supplementary funds agreements.
49. In 2025, as set out in table 9, a total budget allocation of US\$12.5 million is expected, which represents an increase of US\$2.78 million from 2024. This cost will be fully covered by the annual management fee income from multilateral and bilateral contributions. This amount is being shared to provide a comprehensive picture of the cost of IFAD operations. However, Executive Board approval is sought solely for the proposed net regular budget of **US\$190.51 million** and not the gross budget of US\$203.01 million.

Table 9

**Indicative gross and net budget for 2025**

(Millions of United States dollars)

<i>Cost category</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>
Gross budget	193.13	203.01
Costs to support supplementary fund activities	(9.72)	(12.50)
<b>Net regular budget</b>	<b>183.41</b>	<b>190.51</b>

## E. Efficiency ratios

50. Management has agreed a standard set of IFAD12 efficiency indicators to track the way in which IFAD is managing its costs relative to its programmatic outputs and portfolio size, which it will continue to use:
- Efficiency ratio 1: Total costs/PoLG including other IFAD-managed funds;
  - Efficiency ratio 2: Total costs/programme of work; and
  - Efficiency ratio 3: Portfolio/total costs
51. Efficiency ratio 1 measures total costs in relation to the PoLG and other IFAD-managed funds. This ratio projects a dip in efficiency levels in 2025 (based on the projected PoLG), from 9 per cent in 2024 to 15 per cent in 2025. This is primarily due to the exceptionally large PoLG in 2024 while the variance for 2025 is less when compared to the projected average efficiency rate of 13 per cent for IFAD12. This slight worsening in the ratio compared to IFAD12 period is most likely attributable to increased costs required to support the growing complexity of IFAD's portfolio, which are proportionally slightly higher than the nominal increase in the projected PoLG.
52. Efficiency ratio 2, which compares total costs to the overall programme of work, is expected to be 7 per cent in 2025 compared to 3 per cent in 2024, and 5 per cent for the full IFAD12 three-year cycle. The 2024 ratio is distorted by the exceptionally large PoW in 2024. The 2025 comparison to IFAD12 once again shows that while the total cost of operations is expected to rise, the overall programme of work is growing at a slightly lower rate.
53. Efficiency ratio 3 measures the portfolio to total cost ratio, which is expected to decline slightly from 1:40 in 2024 to 1:39 in 2025 – indicating that for every dollar of budget expenditure, the value of the portfolio managed has decreased slightly. As IFAD's portfolio grows in complexity, maintaining the same level of efficiency in portfolio management becomes more challenging. This can be attributed largely to the increased cost of operating in fragile and conflict-affected situations, as well of maintaining robust institutional and management practices and procedures, such as enterprise risk management and quality assurance and compliance.
54. The total programme of work increased by approximately 14 per cent between IFAD11 and IFAD12, from US\$10.49 billion to US\$11.98 billion, reflecting

substantial growth in operations. Despite this growth, efficiency ratio 1 recorded a slight decrease in efficiency rates from 11 per cent to 13 per cent, while efficiency ratio 2 remained relatively stable between the cycles at 4 per cent and 5 per cent respectively.

55. In addition to the current corporate efficiency ratios (existing indicators from the IFAD12 Results Management Framework) for IFAD13 as requested by the Executive Board, the following new efficiency ratios are proposed:
- (i) **Administrative expenses/value of active portfolio**, calculated as the indirect costs of the IFAD's administrative budget over the active project portfolio for the year; and
  - (ii) **Administrative expenses/total programme expenses**, calculated as the indirect costs of the IFAD's administrative budget over direct budget costs plus the projected PoLG for the year.
56. In 2025, the administrative expense over the active project portfolio and the administrative expense over total project expenses are projected to be 1 per cent and 6 per cent, respectively. These values will form the baseline for future budgets. Efficiency ratios are shown in table 10.

Table 10  
**Efficiency ratios**  
(Millions of United States dollars)

	IFAD11 (2020/2021)	Actual 2022	Actual 2023	Projected 2024	IFAD12 (2022/2024)	Projected 2025
<b>Programme of work</b>						
PoLG	3 589	884	535	2 071	3 490	1 352
Other IFAD-managed funds	691	241	220	177	638	11
<b>Subtotal</b>	<b>4 280</b>	<b>1 125</b>	<b>755</b>	<b>2 248</b>	<b>4 128</b>	<b>1 363</b>
Cofinancing*	6 209	959	1 886	4 957	7 802	1 508
<b>Total PoW</b>	<b>10 489</b>	<b>2 084</b>	<b>2 641</b>	<b>7 205</b>	<b>11 930</b>	<b>2 871</b>
<b>Value of portfolio under implementation at end of period**</b>	<b>-</b>	<b>8 640</b>	<b>8 685</b>	<b>7 865</b>	<b>-</b>	<b>7 956</b>
<b>Total costs</b>						
Regular budget	445.26	162.53	171.72	183.41	517.66	<b>190.51</b>
Direct and programmatic costs	n.a.	n.a.	97	105	n.a.	110
Indirect costs	n.a.	n.a.	79	78	n.a.	81
Costs to support supplementary fund activities	14.10	6.80	8.30	9.79	24.89	12.50
<b>Total costs</b>	<b>459.36</b>	<b>169.33</b>	<b>180.02</b>	<b>193.20</b>	<b>542.55</b>	<b>203.01</b>
<b>Efficiency ratio 1: Total costs/PoLG including other IFAD-managed funds</b>	11%	15%	24%	9%	13%	15%
<b>Efficiency ratio 2: Total costs/PoW</b>	4%	8%	7%	3%	5%	7%
<b>Efficiency ratio 3: Portfolio/total costs</b>	n.a.	51	48	41	n.a.	39
<b>Administrative expense over active project portfolio: Indirect expense budget / Active project portfolio</b>	n.a.	n.a.	n.a.	n.a.	n.a.	1%
<b>Administrative expense over total programme expense: Indirect expense budget / (direct expense budget + PoLG projected)</b>	n.a.	n.a.	n.a.	n.a.	n.a.	6%

\* Actual numbers recalibrated following systems alignment.

\*\* 2024 figures are based on data available as of 9 October 2024 based on the assumption that all concerned projects are approved, enter into force and complete as currently planned.

## V. 2026-2027 budget outlook and way forward

57. As anticipated in the high-level preview, Management is providing a medium-term budget outlook (table 11). Based on current assumptions, the forecast indicates a real increase of 0.85 per cent for 2026, with a zero real growth budget estimated for 2027 on the basis that estimated incremental costs will be offset by savings.

Table 11  
**2025–2027 budget trajectory**  
 (Millions of United States dollars)

	2024 <i>Approved budget</i>	% <i>increase/ (decrease)</i>	2025 <i>proposed budget (US\$)</i>	% <i>increase/ (decrease)</i>	2026 <i>projected (US\$)</i>	% <i>increase/ (decrease)</i>	2027 <i>projected (US\$)</i>
Real growth		1.18	2.16	0.85	1.62	0.00	0
Price adjustment		2.69	4.94	2.30	4.38	2.00	3.93
Nominal <u>increase</u> (decrease)		3.87	<u>7.10</u>	3.15	<u>6.00</u>	2.00	<u>3.93</u>
<b>Grand total</b>	<b>183.41</b>		<b>190.51</b>		<b>196.51</b>		<b>200.44</b>

58. Although Management remains committed to achieving flat real budget growth by 2027, there are challenges in doing so. These include the need to reassess field staffing metrics due to the growing size and complexity of the active project portfolio, increasing costs of United Nations Department for Safety and Security cost-sharing tied to IFAD's decentralized model, and potential costs related to the establishment of offices in fragile situations which are currently deferred.

## VI. 2025 capital budget

59. The total 2025 capital budget requests from the departments totalled US\$8.80 million, distributed across IT (US\$7.47 million) and non-IT-related proposals (US\$1.33 million). Considering the existing projects pipeline, capital investment requests have been prioritized to ensure alignment with 2025 corporate priorities and future recurrent costs to be embedded into future regular budgets.
60. The 2025 capital budget envelope amounts to US\$5.48 million, comprising:  
 (i) US\$1.14 million related to corporate priorities and focus areas;  
 (ii) US\$3.82 million to cover cyclical or business continuity capital expenditures;  
 and (iii) US\$0.52 million for other cross-cutting corporate initiatives.
61. The total amount of US\$5.48 million is comprised of US\$5.03 million for IT project-related requests and US\$0.45 million earmarked primarily for headquarters security requirements needed to meet United Nations Security Management System policy requirements as well as minor ICO enhancements.

Table 12  
**Capital budget request, 2025**  
 (Millions of United States dollars)

<i>Category</i>	<i>US\$ (millions)</i>	<i>%</i>
Strategic priorities and focus areas	1.14	21
Cyclical and business continuity	3.82	70
Other cross-cutting investments	0.52	9
<b>Total</b>	<b>5.48</b>	<b>100</b>

## Part two – Results-based work programme and budget for 2025, and indicative plan for 2026–2027 of the Independent Office of Evaluation of IFAD

### I. Introduction

62. This document reviews the status of activities conducted by the Independent Office of Evaluation of IFAD (IOE) in 2024 and outlines IOE priorities in 2025 and beyond. The document was informed by extensive consultations with IFAD's governing bodies and Management, including the Department for Country Operations (DCO)<sup>7</sup> and the Office of Technical Delivery (OTD).<sup>8</sup> 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>9</sup> The multi-year strategy helps operationalize the 2021 Revised IFAD Evaluation Policy.<sup>10</sup> Based on the feedback received from the Audit Committee, Evaluation Committee and Executive Board at their respective sessions in September 2024, IOE has prepared a proposal for its work programme and budget for 2025 and indicative options for 2026 and 2027.

### II. Activities in 2024

63. This section provides an update on the progress made in 2024, budget utilization through mid-September 2024 and projected 2024 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

64. The progress made in selected evaluation activities is outlined below:
- The corporate-level evaluation (CLE) on knowledge management and the thematic evaluation on gender equality were finalized in the first quarter of 2024 and presented to the Evaluation Committee at its 125<sup>th</sup> session in June 2024 and to the Executive Board at its 142<sup>nd</sup> session in September 2024.
  - The CLE on the Eleventh and Twelfth Replenishments of IFAD's Resources (IFAD11 and IFAD12) started in 2024 and the approach paper is set for discussion with the Evaluation Committee at its 126<sup>th</sup> session in September 2024. Its completion is planned for 2025.
  - The thematic evaluation on food and nutrition security started in 2023 and the approach paper was discussed with the Evaluation Committee at its 124<sup>th</sup> session in March 2024. Country case studies are being conducted with data collection to conclude in October 2024 and the report finalization is planned for early 2025.
  - The subregional evaluation on the Dry Corridor of Central America was completed in January 2024 and presented to the Evaluation Committee at its 124<sup>th</sup> session in March 2024.
  - The evaluation on IFAD's experience in small island developing states started in mid-2024, with country missions fielded between May and October 2024. It is planned for completion in 2025.
  - **Country strategy and programme evaluations (CSPEs).** The CSPEs in India, Mauritania, Rwanda and Türkiye were completed in the first part of 2024. The main missions for the CSPEs in Argentina, the Dominican Republic

<sup>7</sup> Formerly the Programme Management Department.

<sup>8</sup> Formerly the Strategy and Knowledge Department.

<sup>9</sup> <https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf>.

<sup>10</sup> <https://webapps.ifad.org/members/eb/132/docs/EB-2021-132-R-5-Rev-1.pdf>.

and Ghana were conducted in March and May 2024, and they are planned for completion in 2024. The CSPEs in Egypt and Lao People's Democratic Republic have started and the country missions were completed in August 2024. The CSPE for the Plurinational State of Bolivia will start in late 2024, with data collection and report writing planned for 2025. The CSPE for Zimbabwe, originally scheduled to start in 2024, will start in 2025, given that the country strategic opportunities programme (COSOP) for this country has been extended through 2026. IOE will instead start preparatory activities in the fourth quarter of 2024 for a new CSPE in Viet Nam.

- **Annual Report on the Independent Evaluation of IFAD (ARIE).** IOE prepared its twenty-second ARIE for presentation to the Evaluation Committee at its 126<sup>th</sup> session and the Executive Board at its 142<sup>nd</sup> session. In addition to the traditional time series analysis of ratings from project-level evaluations, the 2024 ARIE contains an analysis of the relation between cofinancing and project performance, a summary of findings on rural finance from recent evaluations 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 are building blocks for country-level evaluations, evaluation syntheses, CLEs and the ARIE. PPEs are progressing as planned. Approach papers have been prepared for PPEs in Cabo Verde, Lesotho, Montenegro and Sri Lanka and the related field missions were completed by July 2024.
- **Evaluation Advisory Panel.** The Director of IOE has formed a new Evaluation Advisory Panel to further IOE's independence, credibility and utility. This panel will comprise Mr Juha Uitto, former Director of the Independent Evaluation Office of the Global Environment Facility (Chair), Ms Doha Abdelhamid, Independent Consultant, Egypt, and Ms Mita Marra, Associate Professor at the University of Naples, Italy. IOE will hold the annual workshop for the advisory panel in October 2024. Panel members will meet with representatives of the Evaluation Committee, Senior Management and IOE staff.
- **Knowledge management and communication.** Between 1 June 2023 and 31 May 2024, IOE published and disseminated 11 evaluation reports, 4 infographics, 38 news items, 28 event pages, 9 Coffee Talk fact sheets and 2 evaluation reviews. It also published 3 issues of Independent Magazine and 3 newsletters. In addition, it created 4 blog posts, 4 episodes of the "60 Seconds with the Director" video series, 5 feature promotional videos, 2 video podcast interviews, 2 episodes of the IOE video interview series, 8 instalments of the remote participatory video evaluation pilots and the IOE knowledge management toolbox.
- **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 2023 and 31 May 2024, IOE held learning workshops for the CLE on knowledge management practices in IFAD, Türkiye CSPE, Rwanda CSPE, CLE on IFAD's decentralization experience 2023, project cluster evaluation on rural finance in East and Southern Africa, China CSPE and Ethiopia CSPE.
- **Cooperation with evaluation networks, academic institutions and think tanks.** IOE participated in and contributed to: Evaluation Cooperation Group (ECG) meetings (fall 2023 and spring 2024); European Evaluation

Society (EES) 2024 conference; African evaluation week 2024; the 2024 European Bank for Reconstruction and Development Evaluation Week; the 4<sup>th</sup> Conference on Evaluating Environment and Development; the 10<sup>th</sup> Middle East and North Africa Evaluation Network Annual Meeting and First National Egyptian Association for Evaluation; United Nations Evaluation Group (UNEG) Evaluation Week 2024; Food and Sustainability Certificate Programme; COP28; Global Evaluation Initiative Partnership Council Meeting 2023; Evaluation Symposium of the Islamic Development Bank titled "The Future of Development Evaluation: Adapting to a Changing Landscape"; Asian Evaluation Week 2023; 2023 Canadian Evaluation Society Conference; and Peer-to-Peer Career Advisory Sessions for Young and Emerging Evaluators.

- In addition, IOE made substantive contributions to the academic debate through presentations at renowned institutions, including the University of Arizona, the Wits University School of Governance and the University of KwaZulu-Natal School of Education.

## B. 2023 and 2024 budget utilization

65. Table 1 shows IOE budget utilization in 2023 and up to mid-September 2024, and the projected rate at year-end. In 2023, IOE utilized 99.1 per cent of its non-staff budget to implement its work programme. Total budget utilization has been adversely affected by vacant staff positions.<sup>11</sup>

Table 1

**IOE budget utilization in 2023 and projected utilization in 2024 (as of end-September 2024)**  
(United States dollars)

<i>Evaluation work</i>	<i>Approved budget 2023</i>	<i>Budget utilization 2023</i>	<i>Approved budget 2024</i>	<i>Commitment as of mid- September 2024</i>	<i>Expected utilization as of year- end 2024</i>
<b>Non-staff costs</b>					
Travel costs		403 933		457 309	480 000
Consultant fees		1 803 293		1 463 732	1 850 000
Evaluation outreach, staff training and other costs		260 881		153 474	160 000
<b>Subtotal</b>	<b>2 490 000</b>	<b>2 468 107</b>	<b>2 540 000</b>	<b>2 074 514</b>	<b>2 490 000</b>
<b>Non-staff budget utilization</b>		<b>99.1%</b>		<b>81.67%</b>	<b>98.03%</b>
<b>Staff costs</b>	<b>3 481 000</b>	<b>3 116 811</b>	<b>3 604 000</b>	<b>3 209 775</b>	<b>3 243 600</b>
<b>Total</b>	<b>5 971 000</b>	<b>5 584 918</b>	<b>6 144 000</b>	<b>5 284 289</b>	<b>5 733 600</b>
<b>Total budget utilization</b>		<b>93.53%</b>		<b>86.01%</b>	<b>93.32%</b>

## III. IOE 2025 work programme

### A. Proposed work programme for 2025

66. The IOE multi-year evaluation strategy helps guide the choice of evaluative work to be undertaken in 2025 and the detailed consultation with all division heads in DCO and OTD, as well as the department heads. The objectives established in the multi-year strategy 2022-2027 are to:
- 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;
  - Improve evaluation coverage and promote transformative evaluations reflecting the scale and scope of IFAD operations, ensuring methodological

<sup>11</sup> Specifically, recruitment processes are under way for a new P-4 position, two P-5 positions vacant due to staff retirement (one of which has been filled as of the date of this report), and a vacant D-1 position following the departure of the incumbent.

- 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.
67. 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 and will assess: (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 these replenishment periods, 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 its new strategic directions. The findings and recommendations of this CLE will help orient the IFAD14 Consultation.
  68. IOE will start an independent corporate-level rapid review of IFAD's Human Resources Policy and its application. The rapid review is a new type of evaluation product introduced by IOE in 2023 that allows assessing corporate-level items, with more focused scope and reduced resource requirements compared to a CLE, while maintaining solid methodological rigour. The review 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.
  69. In 2025, IOE will also complete the evaluation on IFAD's experience in the small island developing states, covering the period 2014–2024, during which IFAD prepared a paper on its approach in small island developing states (2014)<sup>12</sup> and a Strategy for Engagement in Small Island Developing States (2022–2027).<sup>13</sup>
  70. The report of the thematic evaluation on IFAD-funded interventions on nutrition will be finalized in early 2025 and a learning event will be held. The evaluation will include, inter alia, case studies in Africa, Asia and Latin America.
  71. 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 ARIE topics, following discussions with IFAD Management
  72. In terms of improving evaluation coverage to reflect the scale and scope of IFAD operations, IOE will complete the CSPEs in Egypt, the Plurinational State of Bolivia and Viet Nam.<sup>14</sup> IOE will start new CSPEs in Chad, Djibouti, Honduras, Zambia and Zimbabwe (originally planned to start in 2024),<sup>15</sup> as well as launch the CSPEs of Côte d'Ivoire, Mozambique and Paraguay (initially planned for 2026). The CSPEs in

<sup>12</sup> <https://www.ifad.org/documents/38714170/39135645/IFAD%27s+approachin+Small+Island+Developing+States+-+A+global+response+to+island+voices+for+food+security.pdf/9b62896e-10e3-420a-804a-5fffaa8821d2?t=1510322602000>.

<sup>13</sup> <https://www.ifad.org/en/-/ifad-strategy-for-engagement-in-small-island-developing-states-2022-2027>.

<sup>14</sup> The CSPEs of Lao People's Democratic Republic and the Dominican Republic, also implemented in 2024, will be fully completed after their presentation to the Evaluation Committee in 2025.

<sup>15</sup> As noted, the COSOP for Zimbabwe has been extended through 2026.



Chad, Côte d'Ivoire, Djibouti, Honduras, Paraguay and Zimbabwe will be the first conducted by IOE in these countries.

73. In 2024, IOE will conduct PPEs for the following projects: in Asia and the Pacific (APR), the Accelerating Inclusive Markets for Smallholders Project in Cambodia; in East and Southern Africa (ESA), the Sustainable Agricultural Production Programme in Malawi; in West and Central Africa (WCA), the Value Chain Development Programme in Nigeria; and in the Near East, North Africa and Europe (NEN), the Community-Based Agricultural Support Project in Tajikistan.
74. Following standard practices, IOE will conduct project completion report validations (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).
75. 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 the recent work on neurosciences) 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. IOE will also contribute to the National Evaluation Capacities Conference, which will be organized in Beijing, China in October 2024 and, in collaboration with DCO, is exploring the option of supporting the participation of key government representatives in borrowing countries that have management and monitoring and evaluation responsibilities for IFAD-funded programmes.
76. 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 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 will chair the ECG and host two meetings of the group in Rome.
77. 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 2025 at IFAD headquarters.
78. **Preparation for the third external peer review of IFAD's evaluation function.** According to the 2021 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>16</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 (terms of reference, data collection, analysis and reporting) but preparatory activities (identification of the review panel members, agreement on the key areas of analysis, consultation with IFAD's governing bodies) will be initiated in the second part of 2025. It is proposed that, as in the past, the external peer reviews of the evaluation function be led by ECG, of which IFAD is a member. ECG elaborated a framework for this type of peer review. Members of other prominent international

<sup>16</sup> The first peer review of the evaluation function by IFAD was conducted in 2019, led by ECG.

evaluation networks, such as UNEG and the Evaluation Network of the Development Assistance Committee of the Organisation for Economic Cooperation and Development may also integrate the review panel. Also, as in the past, 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 and encourages collaboration between the two functions. IOE and Management will interact regarding their respective responsibility (independent and self-evaluation part of the peer review).

79. The proposed list of IOE evaluation activities for 2025 is presented in annex II and the indicative plan for 2026–2027 appears in annex III.

## **IV. 2025 resource envelope**

### **A. Staff resources**

80. In 2025, IOE proposes to increase its staff complement (table 2) to respond to the expected workload linked to the expansion of countries covered by CSPEs, and upgrade one existing staff position. This is needed as IOE evaluations are led by IOE staff, who design the evaluation and conduct the data collection, with contributions from external experts (consultants) as deemed necessary. They are also responsible for 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 of 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.
81. In line with trends in recent years, the demand for CSPEs and CLEs has increased. Regarding the CSPEs, IOE has so far been able to respond to less than 50 per cent of the needs of having CSPEs completed before the approval of new COSOPs.<sup>17</sup> IOE is committed to ensuring discipline in the use of its human and financial resources and is therefore proposing a moderate expansion of CSPE coverage, by adding three additional countries for 2025 (as mentioned above), considering prior consultations with the relevant divisions of IFAD and Management.
82. The requested budget increase for 2025 (from 0.55 to 0.60 per cent of IFAD's programme of loans and grants [PoLG], against a ceiling of 0.9 per cent) corresponds to a 5.5 per cent increase, generating a 13 per cent increase in coverage of planned COSOPs through prior CSPEs (from 44 to 57 per cent) in the next two years. A higher number of CSPEs would also yield more evidence-based knowledge feeding into CLEs, and more of IFAD funding being evaluated, besides and beyond an increase in IOE coverage, as per IOE's multi-year evaluation strategy.
83. In collaboration with the Planning, Organizational Development and Budget Division (POB) of IFAD, IOE elaborates specific estimates of its standard staffing costs, which are different (lower) than standard across the board 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>17</sup> Data collected for 2024/2025 show that the CSPEs conducted (or to be conducted) cover 44 per cent of countries that will be developing new COSOPs in 2025/2026. This rate varies from year to year and may be lower if the demand for increased coverage is significantly higher.

Table 2  
Staffing in 2024 and proposed staffing in 2025

Category	2024	2025 (proposed)
<b>Professional staff</b>		
Director	1	1
Deputy Director	1	1
Lead evaluation officers	3	3
Senior evaluation officers	5	6
Senior evaluation knowledge and communication officer	1	1
Evaluation officers	4	5
Evaluation research analyst	1	2
<b>Subtotal - Professional staff</b>	<b>16</b>	<b>19</b>
<b>General Service staff</b>		
Administrative associate	1	1
Associate to Director	1	1
Assistant to Deputy Director	1	1
Evaluation assistants	4	5
<b>Subtotal - General Service staff</b>	<b>7</b>	<b>8</b>
<b>Grand total</b>	<b>23</b>	<b>27</b>

## B. Budget requirements

84. 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.
85. **Assumptions.** The parameters used to develop the current proposed 2025 budget will be as follows: (i) IOE staff costs are estimated considering the additional positions, and using the revised estimates provided by POB in September 2024; (ii) inflation will be absorbed insofar as possible; and (iii) the US\$:EUR exchange rate follows IFAD assumptions.

Table 3  
Proposed budget for 2025 by type of activity and comparison with previous budgets

Type of activity	Approved 2022 budget (US\$)	Approved 2023 budget (US\$)	Approved 2024 budget (US\$)	Proposed 2025 budget (US\$)	Absolute number 2024	Absolute number 2025
<b>Non-staff costs</b>						
ARIE, CLE, thematic evaluation, evaluation synthesis and corporate-level reviews	570 000	625 000	630 000	574 000	4	4
SREs and CSPEs	950 000	975 000	1 080 000	1 605 000	10	13
Project-level evaluations (PCEs, PPEs, PCRVs and impact evaluations)	420 000	360 000	320 000	350 000	40	40*
Evaluation Manual	30 000	-	-	-		
Knowledge-sharing, publication, communication, evaluation outreach and partnership activities	270 000	290 000	280 000	280 250		
Evaluation capacity development, training and other costs	200 000	220 000	210 000	220 750		
Buffer for unforeseen evaluation work	20 000	20 000	20 000	20 000		
<b>Total non-staff costs</b>	<b>2 460 000</b>	<b>2 490 000</b>	<b>2 540 000</b>	<b>3 050 000</b>		
<b>Staffing costs</b>	<b>3 388 338</b>	<b>3 481 000</b>	<b>3 604 000</b>	<b>4 207 000</b>		
<b>Total budget</b>	<b>5 848 338</b>	<b>5 971 000</b>	<b>6 144 000</b>	<b>7 257 000</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.

86. **Budget by divisional goals.** Table 4 shows the allocation of IOE's total proposed budget for 2025, including both staffing and non-staffing costs, against IOE's strategic objectives.

Table 4

**Proposed 2025 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	1 596 540	22
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	4 281 630	59
Engage with Management, Member States and external partners to support <b>evaluation capacity</b> and use within and outside IFAD	798 270	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	580 560	8
<b>Total</b>	<b>7 257 000</b>	<b>100</b>

Note: percentages are rounded up.

87. **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.<sup>18</sup> 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>19</sup>

Table 5

**IOE 2025 gender-sensitive budget**

<i>Type of activity</i>	<i>Proposed 2025 budget</i>	<i>Gender component (percentage)</i>	<i>Gender component (US\$)</i>
<b>Non-staffing costs</b>			
ARIE, CLE, thematic evaluation, evaluation synthesis and corporate-level reviews, including UN-SWAP	574 000	15	86 100
SREs and CSPEs	1 605 000	14	224 700
Project-level evaluations (PCEs, PPEs, PCRVs and impact evaluations)	350 000	12	42 000
Knowledge-sharing, publication, communication, evaluation outreach and partnership activities	280 250	10	28 025
Evaluation capacity development, training and other costs	220 750	10	22 075
Buffer for unforeseen evaluation work	20 000	10	2 000
<b>Subtotal non-staffing costs</b>	<b>3 050 000</b>	<b>13.2</b>	<b>404 900</b>
<b>Staffing costs</b>			
Gender focal point and alternate gender focal point*	322 000	15.0	48 300
Other evaluation staff members	3 885 000	11.0	427 350
<b>Subtotal staffing costs</b>	<b>4 207 000</b>	<b>11.4</b>	<b>475 650</b>
<b>Total</b>	<b>7 257 000</b>	<b>12.1</b>	<b>880 550</b>

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

<sup>18</sup> In 2025, IOE will undertake an assessment of the method used to estimate the "gender share" in its overall budget.

<sup>19</sup> <https://gendercoordinationandmainstreaming.unwomen.org/un-swap>.

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

88. **Current proposal.** The total proposed 2025 budget is US\$7.257 million, which is higher than the approved budget for 2024 (US\$6.144 million).
89. 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 (2010-2025)**  
(Millions of United States dollars)

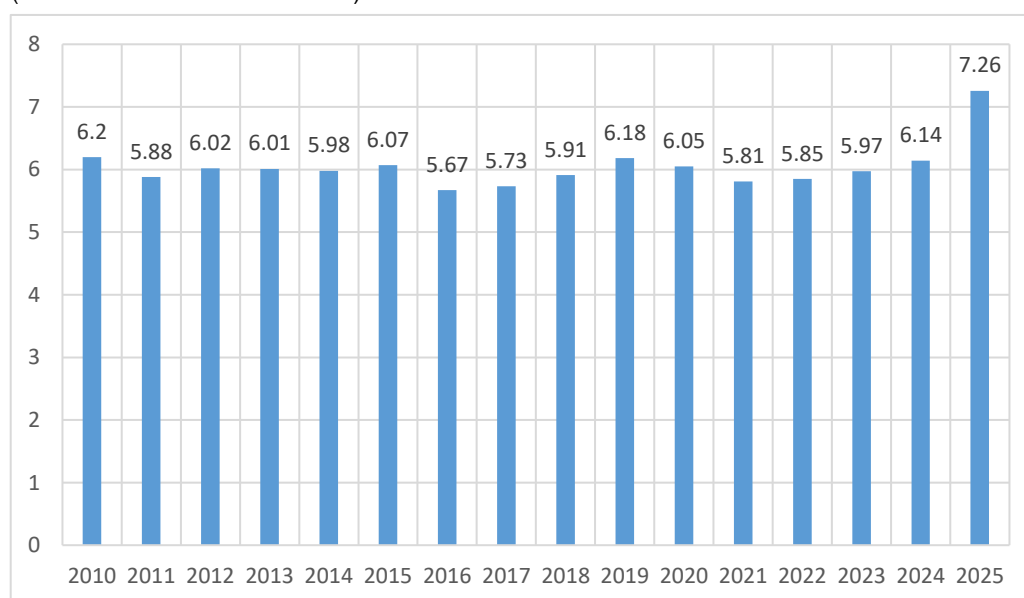
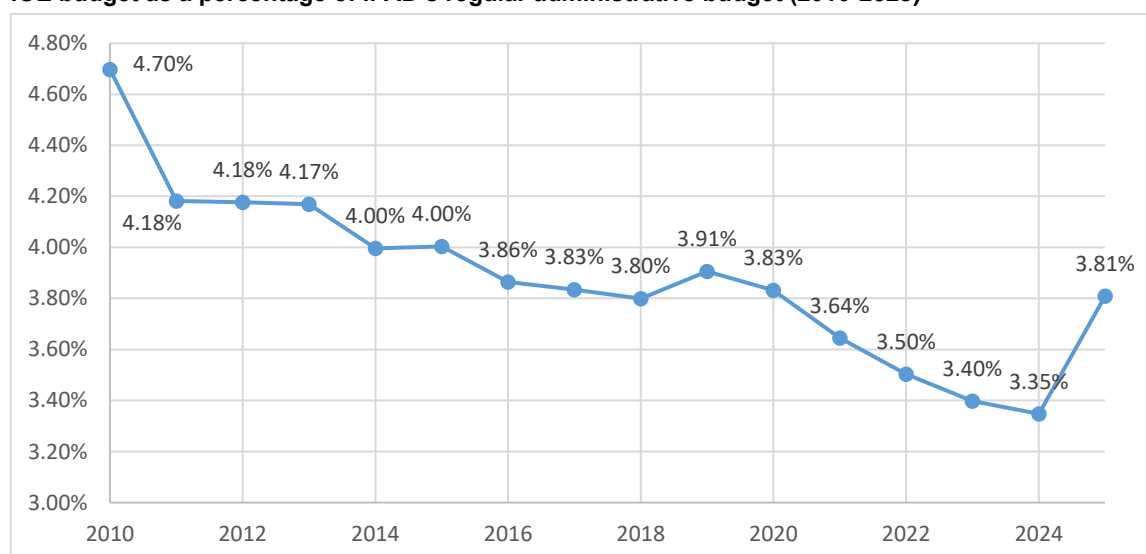


Figure 2  
**IOE budget as a percentage of IFAD's regular administrative budget (2010-2025)**



90. IOE's budget cap is fixed at 0.90 per cent of IFAD's 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 assumed to be US\$3.6 billion.<sup>20</sup> When spread over three years, this comes to US\$1.2 billion annually. Thus, IOE's proposed budget of US\$7.257 million represents approximately 0.60 per cent of IFAD's PoLG, well below the cap.

91. 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

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<sup>20</sup> IFAD13 target figure provided by DCO.

## Part three – Enhanced Heavily Indebted Poor Countries Initiative progress report for 2024

### I. Introduction

92. The objective of this progress report as at 30 September 2024 is to:
- Inform the Executive Board of the status of implementation of the enhanced Heavily Indebted Poor Countries (HIPC) Initiative and of IFAD's participation in the initiative; and
  - Seek Executive Board approval for submitting the substance of this progress report to the Governing Council at its forthcoming session for information.

### II. Background

93. The HIPC Initiative was established in 1996 as a joint collaboration between the World Bank and the International Monetary Fund (IMF) and other multilateral institutions, including IFAD, with the aim of providing debt assistance to eligible developing countries. The HIPC Initiative does not affect the preferred creditor status of participating institutions. Neither is it seen as a mechanism to settle arrears, and indeed one of the preconditions for a country's eligibility to become a beneficiary of the HIPC Initiative is not having arrears. A percentage of debt is forgiven, on a pay-as-you-go basis, by all participating lenders following satisfactory economic performance/reforms.<sup>21</sup>
94. The Governing Council, at its twentieth session held in February 1997, approved IFAD's participation in the IMF and World Bank Debt Initiative for Heavily Indebted Poor Countries as an element of IFAD's broader policy framework for managing operational partnerships with countries that have arrears with IFAD, or that face the risk of having arrears in the future because of their debt-service burden (see EB 96/59/R.73 and GC 20/L.6, resolution 101/XX). The Governing Council delegated authority to the Executive Board to approve, on a country-by-country basis, the debt relief required from IFAD as part of the overall HIPC Initiative effort to reduce a country's debt to a sustainable level.
95. In February 1998 IFAD established a HIPC Trust Fund to receive resources to fund the HIPC Initiative, specifically dedicated as compensation to the loan-fund account(s) for agreed reductions in loan repayments under the initiative. Contributions may be denoted either for the relief of debt of specific countries, or for the general relief of those countries included in the HIPC programme. In 2006, to mitigate the impact of debt relief on resources available for commitment to new loans and grants, Member States supported IFAD's formal access to the HIPC Trust Fund administered by the World Bank (subsequently renamed the Debt Relief Trust Fund [DRTF]). Since then, two thirds of HIPC debt relief has been funded by the DRTF.
96. HIPC debt relief is provided upon reaching certain milestones, which are closely monitored by the World Bank and IMF:
- **Pre-decision point:** Countries are monitored by IMF and the World Bank to determine arrears settled or going to be settled, as well as for indications of macroeconomic reforms.
  - **Decision point:** The World Bank and IMF review macroeconomic conditions in the country and, if satisfactory, declare the decision point to have been reached, upon which debt relief is quantified. A number of assumptions such

<sup>21</sup> The enhanced HIPC Initiative was adopted by the World Bank and IMF in the fall of 1999 to accelerate the delivery of HIPC Initiative assistance and link debt relief more firmly and transparently to poverty reduction. At the same time, the enhancements more than doubled the projected amount of relief to be provided under the original initiative.

as the discount factor or common reduction factor are defined at decision point.

- **Interim debt relief:** In some cases, as endorsed by the World Bank and IMF, interim debt relief is provided on debt service falling due in the period between the HIPC decision and completion points.
- **Completion point:** Debt relief is provided.

97. Debt relief is provided through the reduction by up to 100 per cent of the respective country's semi-annual debt-service obligations to IFAD (principal, service charges and interest payments), as these fall due, up to the aggregate net present value amount approved.

### III. Progress in the implementation of the HIPC Initiative

#### Completion point countries

98. Progress has been made in the implementation of HIPC since the initiative's inception. Approximately 95 per cent of eligible countries (36 out of 38) have reached completion point, thereby benefiting from HIPC assistance (see table 1 below). Completion point countries are entitled to debt relief for an amount of about US\$525.6 million. As at 30 September 2024, debt relief already provided amounted to US\$517.6 million, with a remaining balance of approximately US\$8.0 million in debt relief to be provided to completion point countries in future periods.

#### Somalia

99. In March 2020, by approving the decision point, the IMF and International Development Association (IDA) determined that Somalia had taken the necessary steps to begin receiving debt relief under the enhanced HIPC Initiative. Since then, several steps have been taken to ensure smooth implementation. In April 2022, at its 135th session, IFAD's Executive Board approved the decision point for Somalia. Subsequently, in November 2023, Somalia reached the completion point.<sup>22</sup>
100. As at September 2024, Somalia's long-outstanding loan arrears<sup>23</sup> had been fully cleared. This was possible thanks to the support received from several countries, which provided contributions for arrears clearance (Belgium EUR 2.5 million; Italy EUR 0.5 million; Sweden SEK 10.0 million; and Germany EUR 6.0 million). HIPC debt relief amounted to SDR 13.8 million overall in nominal terms. In this respect, on an exceptional basis, IFAD received compensation from the DRTF<sup>24</sup> equivalent to 85 per cent of the entitlements, rather than the traditional 67 per cent.

#### Decision point countries

#### Sudan

101. The IMF and IDA executive boards have agreed to support a comprehensive debt-reduction package for Sudan under the enhanced HIPC Initiative. In April 2022, at its 135th session, the IFAD Executive Board approved the decision point. At completion point, Sudan will be entitled to HIPC debt relief for an amount of SDR 72.4 million in nominal terms.<sup>25</sup> Completion point conditions are closely monitored by the IMF and World Bank and are subject to the implementation of the rural poverty reduction strategy.

#### Pre-decision point countries

102. As at 30 September 2024, Eritrea was still at the pre-decision point stage and has yet to start the process of qualifying for debt relief under the initiative. Debt relief is

<sup>22</sup> IMF Country Report, volume: 2023, issue: 424.

<sup>23</sup> Somalia overall arrears amounted to SDR 21.4 million.

<sup>24</sup> DRTF compensation amounted to US\$14.4 million.

<sup>25</sup> Sudan debt relief is projected at SDR 65.3 million in net present value terms. Completion point conditions are monitored by the DRTF. The IFAD Executive Board has not approved interim debt relief.



projected at approximately SDR 15.3 million. The main debt relief assumptions and conditions have yet to be confirmed by the World Bank and IMF.

103. The table below provides an illustrative summary of countries participating in the enhanced HIPC Initiative by stage.

Table 1

**Member States participating in the enhanced HIPC Initiative, by stage**

<i>Completion point countries (36)</i>	<i>Decision point countries (1)</i>	<i>Pre-decision point countries (1)</i>
Benin	Sudan	Eritrea
Bolivia (Plurinational State of)		
Burkina Faso		
Burundi		
Cameroon		
Central African Republic		
Chad		
Comoros		
Congo		
Côte d'Ivoire		
Democratic Republic of the Congo		
Ethiopia		
Gambia (The)		
Ghana		
Guinea		
Guinea-Bissau		
Guyana		
Haiti		
Honduras		
Liberia		
Madagascar		
Malawi		
Mali		
Mauritania		
Mozambique		
Nicaragua		
Niger		
Rwanda		
Sao Tome and Principe		
Senegal		
Sierra Leone		
Somalia		
Togo		
Uganda		
United Republic of Tanzania		
Zambia		

## IV. Total IFAD commitments to the HIPC Initiative

104. The Fund's participation in the overall enhanced HIPC Initiative corresponds to US\$644.6 million, including future debt relief entitlements, as indicated in table 2 below. The actual amount may vary from the current estimates depending on changes in economic conditions, HIPC discount rates and potential delays in the remaining countries reaching the decision and completion points.

Table 2

**HIPC commitments**

(Millions of SDR and millions of United States dollars)

	<i>NPV</i>		<i>Nominal</i>	
	<i>SDR</i>	<i>US\$*</i>	<i>SDR</i>	<i>US\$*</i>
Completion point countries ( <i>approved</i> )	259.3	351.4	388.0	525.6
Decision point countries	65.3	88.5	72.4	98.0
Pre-decision point countries	13.8	18.7	15.3	21.0
<b>Total</b>	<b>338.5</b>	<b>458.6</b>	<b>475.7</b>	<b>644.6</b>

\* Exchange rate prevailing on 30 September 2024 of 1.3549

105. As at 30 September 2024, the Fund had provided debt relief amounting to US\$517.6 million to eligible countries at completion point, while future debt relief already approved for completion point countries is equivalent to US\$8.0 million. It should be noted that IFAD future commitments, including cases yet to be approved, will amount to US\$127.0 million, as shown in table 3 below.

Table 3

**HIPC debt relief for completion point countries**

(Millions of SDR and millions of United States dollars)

		<i>Nominal</i>	
<b>Debt relief provided</b>		<i>SDR</i>	<i>US\$*</i>
Completion point countries		382.0	517.6
<b>Subtotal - debt relief provided</b>		<b>382.0</b>	<b>517.6</b>
<b>Future debt relief</b>			
Completion point countries	<i>Approved</i>	6.0	8.0
Decision point countries	<i>Approved</i>	72.4	98.0
Pre-decision point countries	<i>To be approved</i>	15.3	21.0
<b>Subtotal - future debt relief</b>		<b>93.7</b>	<b>127.0</b>
<b>Total</b>		<b>475.7</b>	<b>644.6</b>

\* Exchange rate prevailing on 30 September 2024 of 1.3549

## V. Financing IFAD HIPC debt relief<sup>26</sup>

106. IFAD has funded its participation in the HIPC Initiative with external contributions (either paid directly to IFAD or transferred through the DRTF) and its own resources from 1998 to 2024<sup>27</sup> as follows:
- External contributions<sup>28</sup> paid, amounting to about US\$301.5 million (52.9 per cent);
  - Contributions from IFAD's own resources, amounting to about US\$260.3 million (45.6 per cent); and
  - Investment income from the IFAD HIPC Trust Fund, amounting to approximately US\$8.5 million.
107. To mitigate the impact of debt relief on resources available for commitment for new loans and grants, Member States have supported IFAD's formal access to the DRTF administered by the World Bank. As agreed in 2006, and in accordance with the enhanced HIPC Initiative procedures, two thirds of HIPC entitlements are compensated by the DRTF, while the remaining portion is funded by IFAD resources, which may include additional contributions from Member States. Since 2006 IFAD has signed several grant agreements, bringing the total received to date to US\$301.5 million to cover completion point debt relief, while giving priority to ensuring that the IFAD HIPC Trust Fund is adequately financed.
108. Management continues to encourage Member States to provide additional resources to help finance IFAD's participation in the HIPC Initiative.

<sup>26</sup> Contributions balances calculated in United States dollars at historical exchange rates

<sup>27</sup> Resources pertain to funding for HIPC debt relief entitlements for completion point countries and interim debt relief.

<sup>28</sup> External contributions include contributions from Member States in the amount of US\$71.5 million and contributions from the DRTF in the amount of US\$230.0 million.

## Part four – Progress report on implementation of the performance-based allocation system and the Borrowed Resource Access Mechanism, and 2025 lending terms

### I. Implementing the performance-based allocation system and the Borrowed Resource Access Mechanism during the IFAD12 period

109. **Background.** During a special session of the Executive Board in February 2022, Management presented a list of the countries accessing PBAS and BRAM resources for IFAD12. It also shared the individual country PBAS allocations, and indicative amounts of BRAM resources that eligible countries could access based on demand. For IFAD12, Management made a number of commitments in relation to the share of core resources allocated to Africa, sub-Saharan Africa, low-income countries (LICs) and lower-middle-income countries (LMICs), and countries with fragile situations. These commitments applied to the share of resources at the beginning of the IFAD12 cycle, and they have all been met.<sup>29</sup>
110. The IFAD12 cycle concluded at the end of 2024. The following paragraphs report on the implementation of IFAD12, the reallocation processes that took place, and the actual use of resources as at end-of-cycle.
111. **IFAD12 programme of loans and grants (PoLG).** The IFAD12 PoLG volume at the beginning of the cycle stood at US\$3.5 billion. Throughout the replenishment cycle, Management informed the Executive Board on the status of IFAD12 contributions received<sup>30</sup> and, in December 2023,<sup>31</sup> the Board was advised that the overall volume of the IFAD12 PoLG was to be lowered to US\$3.354 billion to ensure that it reflected the actual level of contributions and concessional partner loan resources mobilized. This reduction did not affect the volume of resources available to individual countries with approved or planned investment projects in the pipeline.
112. During the IFAD12 cycle, two additional elements affected the distribution of resources across the PoLG. The first was the shift to Debt Sustainability Framework (DSF) eligibility of two countries that, at the beginning of the cycle, had access to IFAD loans. This led to the utilization of the DSF reserve – created in IFAD12 specifically for this purpose – and therefore to an increase in the volume of DSF resources delivered compared to the original IFAD12 amount (as reflected in table 1). The second element related to the various reallocations of both core and borrowed resources. To optimize the delivery of IFAD resources, and in line with standard operating practice in previous cycles, Management undertook reallocations as they became necessary. In doing so, while safeguarding the financial sustainability of the Fund, some small shifts across the funding sources within the PoLG took place.
113. These shifts within the PoLG are reflected in table 1, which shows (i) IFAD12 PoLG volume and composition at the beginning of the cycle, (ii) the volume of resources resulting from the reduction in late 2023, (iii) the final composition as a result of the shifts in resources in 2024, and (iv) the resources delivered by the end of the cycle. Overall, IFAD delivered 99 per cent of the total IFAD12 PoLG, 100 per cent of its core resources and 98 per cent of BRAM resources.

<sup>29</sup> EB 2022/S12/R.2.

<sup>30</sup> Update on the Sustainable Level of IFAD12 PoLG: EB 2021/133/R.13 and EB 2022/136/R.10/Rev.1.

<sup>31</sup> EB 2023/140/R.10.

Table 1

**IFAD12 PoLG size and composition throughout the cycle and actual delivery**  
 (Millions of United States dollars)

<i>Financing source</i>	<i>Original PoLG composition</i>	<i>PoLG 2023</i>	<i>PoLG 2024</i>	<i>PoLG delivered</i>	<i>% delivery</i>
PBAS loans	1 860	1 836	1 847	1 846	100
DSF	425	434	432	432	100
BRAM	1 091	1 042	1 042	1 025	98
Regular grants	75	40	32	32	100
DSF reserve	50	-	-	-	
<b>Total</b>	<b>3 501</b>	<b>3 354</b>	<b>3 354</b>	<b>3 336</b>	<b>99</b>

114. **IFAD core resources (PBAS and DSF) delivery.** At the beginning of the IFAD12 cycle, a total of 66 countries were eligible to access PBAS and DSF resources: 24 LICs and 42 LMICs. During the cycle, two additional countries with access to IFAD core resources entered the IFAD12 country list: Somalia (DSF) and Zambia (PBAS). The total number of countries therefore remained within the limit of 80. Looking at the totality of core resources throughout the IFAD12 cycle, the amount of PBAS and DSF resources approved stands at US\$2.27 billion. Changes in the distribution of resources across regions and income categories are due to the release of resources by some countries and their reallocation to others as per usual practice. This is reflected in tables 2 and 3.

Table 2

**Core resources available at the beginning of IFAD12 and approvals by regional division at the end of the cycle**

<i>Regional division</i>	<i>Initial allocations</i>			<i>Actual approvals</i>		
	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>
APR	14	592.2	26	12	556.2	24
ESA	16	705.3	31	17	829.6	36
LAC	4	52.0	2	4	67.0	3
NEN	10	259.0	11	7	180.5	8
WCA	22	663.0	29	21	645.6	28
<b>Total</b>	<b>66</b>	<b>2 271.6</b>	<b>100</b>	<b>61</b>	<b>2 278.8</b>	<b>100</b>

Table 3

**PBAS and DSF funds available at the beginning of IFAD12 and approvals by income category at the end of the cycle**

<i>Income category</i>	<i>Initial allocations</i>			<i>Actual approvals</i>		
	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>
LICs	24	957.7	42	21	931.6	41
LMICs	42	1 313.9	58	40	1 347.2	59
<b>Total</b>	<b>66</b>	<b>2 271.6</b>	<b>100</b>	<b>61</b>	<b>2 278.8</b>	<b>100</b>

115. **Borrowed resources delivery.** The BRAM was implemented in IFAD12 for the first time. At the beginning of IFAD12, a total of 48 countries<sup>32</sup> were assessed as being eligible for BRAM resources and confirmed interest in accessing them: 8 LICs, 28 LMICs and 12 upper-middle-income countries (UMICs). Since then, one additional BRAM-eligible country has entered the IFAD12 country list (Bosnia and Herzegovina). Among the reasons for the reduction in the number of countries accessing BRAM resources are changes to the international economic context and in countries' fiscal landscapes, the decision of countries to programme operations

<sup>32</sup> A total of 52 countries were considered BRAM-eligible ahead of the beginning of the cycle. Some became ineligible soon after due to issues related to debt distress, shifts to a de facto government, or changes in government position. The BRAM resources associated with these countries were used in 2023 to reduce the volume of BRAM resources within the IFAD12 PoLG, as reflected in table 1. Therefore, the four countries in question and their associated amounts were not included in the analysis provided in this section.

using only the PBAS resources available to them, and specific country situations. Furthermore, as BRAM accessibility depends on creditworthiness and risk implications, in some cases the eligibility status of countries may have varied during the cycle. At the end of the cycle, the number of countries accessing BRAM resources stood at 32: 6 LICs, 20 LMICs and 6 UMICs.

116. The total amount of BRAM resources approved in IFAD12 is US\$1,025 million. These resources were approved in 32 countries (6 LICs, 20 LMICs and 6 UMICs). Table 4 shows the distribution of total BRAM resources by regional division and income category. Changes in the distribution of resources are due to the release of resources by some countries and their reallocation to others as per usual practice.

Table 4

**BRAM funds available at the beginning IFAD12 and approvals by region and income category at the end of the cycle**

<i>Initial amounts</i>				<i>Actual approvals</i>			
<i>Regional division</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	
APR	13	434.1	42	6	416.5	41	
ESA	7	52.5	5	7	57.5	6	
LAC	10	278.7	27	6	182.0	18	
NEN	9	160.7	15	6	154.8	15	
WCA	9	116.5	11	7	214.6	21	
<b>Total</b>	<b>48</b>	<b>1 042.4</b>	<b>100</b>	<b>32</b>	<b>1 025.3</b>	<b>100</b>	

<i>Initial amounts</i>				<i>Actual approvals</i>			
<i>Income category</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	
LICs	8	63.5	6	6	49.7	5	
LMICs	28	477.1	46	20	573.2	56	
UMICs	12	501.8	48	6	402.5	39	
<b>Total</b>	<b>48</b>	<b>1 042.4</b>	<b>100</b>	<b>32</b>	<b>1 025.3</b>	<b>100</b>	

117. IFAD12 was the first cycle in which the BRAM was implemented. Throughout the cycle, Management has identified several important lessons that will inform the future implementation of the BRAM, including in IFAD13. Comparing the number of countries that were eligible to access BRAM resources in IFAD12 and the number of countries that actually absorbed BRAM resources, one observation is that BRAM demand seems more volatile than the demand for IFAD core resources. As done in IFAD12, in IFAD13 IFAD will ensure flexibility in the management of BRAM resources, balancing availability with the demand for funds.
118. As regards other factors, the size of the BRAM envelope that a country can access does not appear to have an impact on the uptake of such resources by country partners. When additional resources are available, a healthy demand for additional BRAM resources exists.
119. **IFAD12 PoLG delivery.** This section consolidates the IFAD12 delivery across its three funding sources (PBAS loans, DSF grants and the BRAM). IFAD delivered 99 per cent of the IFAD12 PoLG, as shown on table 5.

Table 5

**IFAD12 PoLG and delivery by funding source**

(Millions of United States dollars)

<i>Financing source</i>	<i>PoLG October 2024</i>	<i>IFAD12 PoLG delivered</i>	<i>% delivery</i>
PBAS loans	1 847	1 846	100
DSF	432	432	100
BRAM	1 042	1 025	98
Regular grants	32	32	100
DSF reserve	-	-	-
<b>Total</b>	<b>3 354</b>	<b>3 336</b>	<b>99</b>

120. The volume of approvals by region and income category is shown in table 6, which also compares the resources distributed at the beginning of the cycle with actual approvals at the end of the cycle. By the end of IFAD12, a total of US\$3.3 billion was delivered across 67 countries: 21 LICs, 40 LMICs and 6 UMICs. The APR and ESA regions absorbed most of the core and borrowed resources, followed by WCA, NEN and LAC. The shares of overall resources (core and BRAM) across regions have seen only slight variations during IFAD12 – never exceeding 4 percentage points, as shown in table 6. The same behaviour can be observed across income categories.

Table 6

**Core and BRAM funds distribution at the beginning of IFAD12 and approvals at the end of the cycle, by region and income category\***

<i>Initial resources</i>				<i>Actual approvals</i>			
<i>Regional division</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	
APR	15	1 026.3	31	13	972.6	29	
ESA	16	757.8	23	17	887.1	27	
LAC	11	330.7	10	7	249.0	8	
NEN	14	419.7	13	9	335.3	10	
WCA	22	779.5	24	21	860.2	26	
<b>Total</b>	<b>78</b>	<b>3 314.0</b>	<b>100</b>	<b>67</b>	<b>3 304.2</b>	<b>100</b>	

<i>Initial resources</i>				<i>Actual approvals</i>			
<i>Income category</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	<i>No. of countries</i>	<i>US\$ million</i>	<i>%</i>	
LICs	24	1 021.2	31	21	981.3	30	
LMICs	42	1 791.0	54	40	1 920.4	58	
UMICs	12	501.8	15	6	402.5	12	
<b>Total</b>	<b>78</b>	<b>3 314.0</b>	<b>100</b>	<b>67</b>	<b>3 304.2</b>	<b>100</b>	

\* The difference in the total approvals in table 6 and the projected delivery in table 5 is that table 6 does not include funds from the regular grants programme.

## II. Implementing the PBAS and the BRAM during the IFAD13 period

121. **PBAS, BRAM and core additional climate contributions.** The PBAS and BRAM will remain the two key resource distribution mechanisms for public sector lending in IFAD13. The PBAS will be used to define country allocations associated with core resources for LICs and LMICs, while resources accessed through BRAM will be available to eligible LICs, LMICs and UMICs. In addition, in IFAD13, IFAD also launched additional climate contributions (ACCs) as a new form of voluntary additional contributions to the Fund's core resources, which will be distributed using the PBAS formula and approach.<sup>33</sup>
122. **Introduction to the performance-based allocation system.** IFAD adopted the PBAS to allocate resources to partner countries in 2003. Since then, the application of the PBAS has provided IFAD with a transparent and predictable approach to resource allocation. Following consultations with Members through the Executive Board Working Group on the PBAS, the current PBAS formula was approved by IFAD's Executive Board in 2017 and is the result of enhancements that took place following a corporate-level evaluation by the Independent Office of Evaluation of IFAD in 2015 and 2016. The formula reads as follows:

$$(RuralPop^{0.405} \times GNIpc^{-0.265}) \times IVI^{0.95} \times (0.35RSP + 0.65PAD)^1$$

123. The above PBAS formula has been used to generate the allocations for IFAD11, IFAD12 and IFAD13. The formula has performed well and has enabled IFAD to comply with the commitments made on the distribution of resources among

<sup>33</sup> GC 47/L.5, annex VII.

countries in different income categories across the three cycles. Table 7 provides an overview of the features of each formula variable, its function within the formula and how it affects the allocations. As per international best practices and in line with the approach of other multilateral organizations<sup>34</sup> that use a performance-based approach to the allocation of concessional resources, the PBAS formula comprises two components, one that focuses on country performance and a second one with a focus on country needs.

Table 7  
**IFAD12 PBAS formula variables**

	<i>Variable</i>	<i>Function within the formula</i>
<b>Country needs component</b>	Gross national income per capita (GNIpc)	This variable is used as a poverty measure indicator, and hence is negatively correlated with the allocation (with an exponent of -0.265). The lower the per capita income, the higher the allocation.
	Rural population	This variable complements GNIpc as a measure of a country's need. The size of the rural population positively affects allocations (with an exponent of +0.405). The higher the rural population, the higher the allocation.
	IFAD Vulnerability Index (IVI)	The IVI is an IFAD-specific index that complements the other two variables in the needs component by capturing the multidimensionality of rural poverty. It is an index of 12 indicators that measures rural vulnerability in terms of exposure, sensitivity and lack of adaptive capacity to endogenous and exogenous causes and/or events. Each of these sub-indicators can be associated with one or more IVI focus areas (food security, nutrition, inequality and climate vulnerability). The IVI positively impacts allocations, with an exponent of 0.95. The higher the IVI, the higher the allocation.
<b>Country performance component</b>	Rural sector performance assessment (RSPA)	The RSPA is tailored to IFAD's mandate and measures the quality of policies and institutions in areas related to rural development and rural transformation, as well as governance and macroeconomic performance. The RSPA captures robust information about a country's policy framework, focusing on the rural sector and areas influencing it. The RSPA affects allocations positively (with a weight of 0.35). The higher the RSPA, the higher the allocation.
	Portfolio performance and disbursement (PAD)	The PAD variable measures the overall performance of the portfolio by combining two complementary measures. A positive measure – disbursement – is used as a proxy for the agility and pace of portfolio implementation. A negative one – actual problem projects – measures the percentage of the ongoing portfolio in which implementation is unsatisfactory.

124. **Implementing the performance-based allocation system in IFAD13.** As in previous cycles, the PBAS will be used to distribute IFAD core resources and define country allocations for low-income countries (LICs) and lower-middle-income countries (LMICs). IFAD will implement core ACCs for the first time during the IFAD13 period. These climate top-ups have also been allocated through the PBAS and boost predictability and ex ante integration of climate finance within IFAD's regular programmes.<sup>35</sup> PBAS-eligible countries, as well as eligible small island developing states will benefit from climate top-ups.<sup>36</sup>
125. **Borrowed Resource Access Mechanism.** IFAD13 will be the second replenishment cycle in which the BRAM is implemented. In doing so, IFAD will benefit from the experience gained during the IFAD12 period. In line with the principles underpinning BRAM creation, borrowed resources are accessible to all eligible LICs, LMICs and upper-middle-income countries (UMICs).<sup>37</sup>
126. **IFAD13 commitments on resources distribution.** For IFAD13,<sup>38</sup> IFAD has committed to continue allocating 100 per cent of core resources to LICs and LMICs. Commitments were also made on the share of core resources to be allocated

<sup>34</sup> International Development Association, African Development Bank, Asian Development Bank, Caribbean Development Bank, Inter-American Development Bank.

<sup>35</sup> IFAD13/4/R.2.

<sup>36</sup> GC 47/L.5.

<sup>37</sup> IFAD13/4/R.2.

<sup>38</sup> GC 47/L.5, annex I.

through the PBAS to various country groupings, to maximize resources to those most in need:

- (a) **Monitorable action 10:** Allocate at least 30 per cent of core resources to countries with fragile situations (based on the 2024 World Bank list of countries with fragile and conflict-affected situations).
- (b) **Monitorable action 28:** Increase the share of core resources allocated to LICs to 45 per cent. Continue to allocate 100 per cent of core resources to LICs and LMICs, aim to allocate 60 per cent to Africa, and 55 per cent to sub-Saharan Africa, while also ensuring that UMICs can access between 11 and 20 per cent of the IFAD13 PoLG through the use of borrowed resources.

127. **IFAD13 PoLG volume and composition.** The IFAD13 PoLG stands at US\$3.405 billion; the composition of the PoLG is reflected in table 8. IFAD investment projects (i.e. sovereign operations) will be funded through DSF grants, PBAS loans, ACC DSF grants, ACC loans and BRAM funding. The country-level PBAS and core ACC allocations (both loans and DSF grants), as well as the BRAM indicative country amounts reflected in annex XI were produced using the volumes of resources detailed in table 8.

Table 8

**IFAD13 PoLG volume and composition**

(Millions of United States dollars)

<i>Type of resources</i>	<i>IFAD13 amount</i>	<i>IFAD12 PoLG 2023</i>
DSF	435	434
PBAS loans	1 873	1 836
ACC DSF	20	-
ACC loans	55	-
BRAM	857	1 042
Regular Grants	50	40
DSF reserve	25	-
Private Sector	90	-
<b>Total</b>	<b>3 405</b>	<b>3 354</b>

128. **Countries accessing IFAD13 resources.** As agreed during the IFAD13 Consultation, country selectivity principles have been applied, and the number of countries accessing new financing during the cycle remains within the maximum number of 80. The country selectivity criteria ensure country readiness and enhance the efficient use of IFAD's resources. These three actionable criteria include strategic focus (a valid country strategy is available early in the cycle); absorptive capacity (all operations effective for more than one year must have disbursed funds at least once in the previous 18 months) and ownership (no approved loans pending signature for more than 12 months).<sup>39</sup> Following the application of the country selectivity criteria, 22 LICs, 39 LMICs and 19 UMICs have been identified to access IFAD13 resources; the distribution by region and income category is reflected in table 9.

Table 9

**IFAD13 country list, by region and income category**

<i>Region</i>	<i>Income Category</i>			<i>Total</i>
	<i>LICs</i>	<i>LMICs</i>	<i>UMICs</i>	
APR	0	11	4	15
ESA	9	7	1	17
LAC	0	2	9	11
NEN	2	8	4	14
WCA	11	11	1	23
<b>Total</b>	<b>22</b>	<b>39</b>	<b>19</b>	<b>80</b>

<sup>39</sup> IFAD13/4/R.2.



129. **Alignment with IFAD13 resource distribution commitments. All IFAD13 commitments on the distribution of core resources to LICs, LMICs, LICs, Africa, sub-Saharan Africa (SSA) and countries with fragile situations have been met.** This is reflected in table 10. Regarding the commitment on access by **UMICs** to between 11 and 20 per cent of the IFAD13 PoLG through BRAM, based on the **BRAM indicative amounts** reflected in annex I, **UMICs may currently access 15 per cent of the IFAD13 PoLG.**

Table 10

**Performance against IFAD13 commitments on the distribution of core resources**

<i>Country groupings</i>	<i>IFAD13</i>	
	<i>Achieved</i>	<i>% target</i>
Core resources to LICs & LMICs	Yes	100%
Core resources to LICs	Yes	45%
Africa	Yes	>=60%
SSA	Yes	>=55%
Countries with fragile situations	Yes	>=30%

130. **Factors affecting resource distribution at the country level in IFAD13.** Three main<sup>40</sup> elements determine the volume of resources that are available at individual country level in the IFAD13 cycle: the volume of resources available, the number of countries that access such resources, and the specific commitment the organization has made during the replenishment process in relation to the distribution of resources to LICs. Each of these elements has an impact on country-level resources in absolute terms, both individually and through a combined effect.
131. The first element, i.e. the **volume of resources available**, is reflected in table 8.
132. **Number of countries.** Eighty countries will have the opportunity to access IFAD13 resources. At the start of the IFAD12 cycle, 78 countries were identified to access resources. While the difference in the overall figures is small, there are significant variations in the number of countries that can access each source of funds. In IFAD12, the number of LICs, LMICs and small states that could access IFAD's core resources stood at 66; as compared to 63 for IFAD13.<sup>41</sup> This decrease is the result of some shifts in income classifications across the cycle – for example, two LMICs shifted to UMIC status – while some countries were not prioritized for IFAD13 either because country level circumstances do not allow the channelling of resources or because IFAD13 will focus on the implementation of operations approved in IFAD12.
133. Looking at this list more closely, and at DSF-eligible countries specifically, the number of countries that can access DSF grants in IFAD13 has grown to 19, compared to 15 in IFAD12. In addition, some of these countries were not in the IFAD12 list or were not DSF-eligible in IFAD12. The combination of a stable volume of DSF resources and an increase in the number of countries accessing it, together with changes in the individual country composition of the DSF-eligible country list leads to an overall decrease in resources for individual DSF countries.
134. Regarding countries accessing PBAS loans, there have been significant shifts in resources and in the number of countries accessing them. In line with the IFAD13 commitment to ensure access by LICs to 45 per cent of IFAD's core resources, the overall resources available to this country income group have increased with respect to IFAD12. At the same time, compared to IFAD12, the number of LICs that

<sup>40</sup> For resources distributed using the PBAS formula and approach, the values associated with each of the variables in the formula for each country would also affect the resulting resources, both at individual country level and, collectively, for all countries accessing resources.

<sup>41</sup> IFAD's Graduation Policy, under pillar 1, foresees special provisions for small states to allow them to access IFAD's concessional resources. This is reflected in the Guidelines for IFAD Financing Terms and Conditions. In line with this, in IFAD13 the list of countries that are eligible to access core resources includes Fiji and Tonga.

will access PBAS loan resources in IFAD13 has decreased from 12 to 9.<sup>42</sup> The combined increase in resources and decrease in the number of countries accessing them has led to an increase in the resources to individual LICs accessing PBAS loans.

135. Conversely, the **increase in core resources to LICs in IFAD13** leads to a decrease in the volume of core resources that LMICs can access. This is the case, specifically, for LMICs that access PBAS loans. While there are fewer PBAS-borrowing LMICs in IFAD13 than in IFAD12 (34 versus 39 respectively), the decrease in resources and some changes to the composition of the list of countries have led to a decrease in resources at country level for several LMICs accessing PBAS loans in IFAD13, when compared to the previous cycle.
136. As regards BRAM, 45 countries have been assessed as BRAM eligible<sup>43</sup> in IFAD13, compared to 52 at the start of IFAD12. Given the overall volume of BRAM resources in IFAD13, some countries see an increase in individual BRAM resources available, while in other cases a reduction is observed when compared to the previous cycle. This is offset by a higher level of concessionality compared to IFAD12, both in terms of PBAS versus BRAM (PBAS accounted for approximately 68 per cent of the PoLG in IFAD12, while in IFAD13 it represents 70 per cent), and in terms of further optimization of IFAD's concessional offer (56 per cent in IFAD12 compared to 60 per cent in IFAD13).
137. **Overall PBAS and BRAM resources distribution.** Tables 11 and 12 show the IFAD13 overall distribution of resources by region and by income group for PBAS (including ACCs/climate top-ups) and BRAM resources. When core (PBAS and ACCs/climate top-ups) and BRAM resources are combined, LMICs receive 51 per cent of the total resources, followed by LICs (34 per cent) and UMICs (15 per cent). From a regional perspective, APR has the largest share (30 per cent), followed by ESA (27 per cent) and WCA (24 per cent).

Table 11

**IFAD13 allocated total resources (PBAS, ACCs and BRAM) by region**

(Millions of United States dollars)

<i>Region</i>	<i>IFAD13 US\$</i>	<i>%</i>
APR	966	30
ESA	879	27
LAC	251	8
NEN	362	11
WCA	781	24
<b>Subtotal</b>	<b>3 240</b>	<b>100</b>
DSF reserve	25	-
<b>Total</b>	<b>3 265</b>	<b>-</b>

<sup>42</sup> The decrease is due to some LICs that were in the IFAD12 list not being included in the IFAD13 list, and to some LICs that were eligible to access PBAS loans in IFAD12 becoming DSF-eligible in IFAD13.

<sup>43</sup> In addition to the selectivity criteria applied to all countries accessing IFAD resources in IFAD13, to access the BRAM, countries need to comply with a further criterion of eligibility based on their level of indebtedness. Other principles governing access to borrowed resources through the BRAM are: (i) supply of borrowed resources; (ii) risk-based country limits; (iii) differentiated financing conditions; and (iv) demand-based access. (EB 2021/134/INF.2.)

Table 12

**IFAD13 allocated total resources (PBAS, ACCs and BRAM) by income category**  
(Millions of United States dollars)

<i>Income category</i>	<i>IFAD13 US\$</i>	<i>%</i>
LICs	1 091	34
LMICs	1 653	51
UMICs	494	15
<b>Subtotal</b>	<b>3 240</b>	<b>100</b>
DSF reserve	25	-
<b>Total</b>	<b>3 265</b>	<b>-</b>

138. The following sections examine the distribution of resources for each source of funding (PBAS, core ACCs and the BRAM).
139. **PBAS implementation in IFAD13.** For the 63 countries<sup>44</sup> that are eligible to access PBAS resources (PBAS loans and DSF) in IFAD13, the individual country allocations were derived using the PBAS formula. In line with the PBAS approach, minimum and maximum allocations have also been applied.<sup>45</sup> The resulting distribution by region is reflected in table 13. Table 14 shows the distribution by income, highlighting the 45 per cent of core resources allocated to LICs as per the IFAD13 commitment.

Table 13

**IFAD13 PBAS allocations by region**  
(Millions of United States dollars)

<i>Regional division</i>	<i>US\$ million</i>	<i>Share of traditional core resources (%)</i>
APR	565.86	25
ESA	792.42	34
LAC	32.44	1
NEN	237.36	10
WCA	679.92	29
<b>Total</b>	<b>2 308</b>	<b>100</b>

Table 14

**IFAD13 PBAS allocations by income category**  
(Millions of United States dollars)

<i>Income category</i>	<i>IFAD13 US\$</i>	<i>IFAD13 %</i>
LICs	1 039	45
LMICs	1 264	55
<b>Total</b>	<b>2 308</b>	<b>100</b>

140. For five countries (table 15), Management has capped the allocations derived from the formula to the volume of resources the countries received in IFAD12, based on the following rationale: (i) potential absorption capacity; and/or (ii) size and/or performance of the ongoing portfolio in the country, where a focus on consolidation is believed to be more appropriate than further expansion.

<sup>44</sup> IFAD's Graduation Policy, under pillar 1, foresees special provisions for small states to allow them to access IFAD's concessional resources. In line with this, Fiji and Tonga are included in IFAD13 in the list of countries that eligible to access core resources.

<sup>45</sup> Minimum allocations are set at US\$4.5 million, and the maximum volume of resources an individual country can access is equivalent to 5 per cent of the total volume of resources available for sovereign operations. This is in line with the PBAS approach and methodology approved by the Executive Board in 2017.

Table 15

**IFAD13 capped allocations**  
(Millions of United States dollars)

<i>Region</i>	<i>Country</i>	<i>Formula-based allocation</i>	<i>Capped amount</i>
WCA	Burkina Faso	83.8	58.2
WCA	Democratic Republic of the Congo	88.6	40.8
WCA	Mali	62.1	49.2
WCA	Niger	108.7	80.4
ESA	South Sudan	15.8	10.0

141. **Core ACCs/climate top-ups.** Core ACCs will be implemented in IFAD13 for the first time. ACCs will boost predictability and ex ante integration of climate finance within IFAD's regular programmes in the form of climate top-ups allocated through the PBAS formula and approach.<sup>46</sup> Core ACCs will exclusively finance climate activities, classified according to the multilateral development banks (MDBs) methodology. These climate top-ups will be made available to countries on their usual lending terms and financing conditions, including for countries eligible for grant financing under the DSF. Core ACCs will support activities that directly contribute to climate adaptation and/or climate mitigation, which are eligible to be reported as 100 per cent climate finance according to the MDB methodology. The ACC climate finance will be over and above the 45 per cent of PoLG climate finance target that IFAD has committed to deliver in IFAD13.
142. The volume of climate top-ups allocated stands at US\$75 million, to reflect the volume of ACC contributions received to date and the minimum expected volume of planned contributions.<sup>47</sup> As core ACCs follow the same approach as other IFAD core resources that finance sovereign operations, these are divided into ACC loans (US\$55 million) and ACC DSF grants (US\$20 million). These resources were distributed to countries eligible to access core resources using the PBAS formula (63 countries). A minimum amount of ACCs per country has been set at US\$0.8 million, to facilitate programming. The resulting distribution by region and by country income group is shown in tables 16 and 17.

Table 16

**IFAD13 ACC distribution by region**  
(Millions of United States dollars)

<i>Region</i>	<i>IFAD13 US\$</i>	<i>Share (%)</i>
APR	19.2	26
ESA	21.0	28
LAC	1.6	2
NEN	9.8	13
WCA	23.1	31
<b>Total</b>	<b>75.0</b>	<b>100</b>

Table 17

**IFAD13 ACC distribution by income category**  
(Millions of United States dollars)

<i>Income Category</i>	<i>IFAD13 US\$</i>	<i>Share (%)</i>
LICs	28.0	37
LMICs	46.2	62
<b>Total</b>	<b>75.0</b>	<b>100</b>

143. **BRAM implementation in IFAD13.** As regards **borrowed resources**, these will be accessed based on demand and in line with the principles outlined in the BRAM document approved by the Board in April 2021. In addition to complying with the

<sup>46</sup> GC 47/L.5.<sup>47</sup> Should this not materialize then the volumes will be reduced during the cycle.

country selectivity criteria mentioned above, in order to access the BRAM, countries need to comply with a further criterion of eligibility based on their level of indebtedness. Countries at high risk of or in debt distress will not be eligible to access borrowed resources.<sup>48</sup> Based on the selectivity and eligibility criteria, 45 out of the 80 IFAD13 countries have been identified as BRAM eligible. Out of these, 5 are LICs, 22 are LMICs and 18 are UMICs. For the purposes of assessing the total amount of resources available to BRAM-eligible countries, Management has developed a BRAM distribution scenario that identifies indicative country amounts that would be available should all BRAM-eligible countries access available resources. These indicative amounts are provided to facilitate programming, and do not yet reflect countries' confirmed demand. An additional process to assess real demand in eligible countries is ongoing to determine envelopes based on availability and demand. In setting the current indicative BRAM amounts, the maximum volume of resources set to be accessed by any country (core and borrowed resources) has been taken into account.

Table 18  
**Number of BRAM-eligible countries by region and income**

<i>Region</i>	<i>Income category</i>			<i>Total per region</i>
	<i>LICs</i>	<i>LMICs</i>	<i>UMICs</i>	
<b>APR</b>	0	6	3	9
<b>ESA</b>	3	4	1	8
<b>LAC</b>	0	0	9	9
<b>NEN</b>	0	5	4	9
<b>WCA</b>	2	7	1	10
<b>Total</b>	<b>5</b>	<b>22</b>	<b>18</b>	<b>45</b>

Table 19  
**BRAM distribution across regions**  
(Millions of United States dollars)

<i>Region</i>	<i>IFAD13 US\$</i>	<i>Share (%)</i>
APR	381.5	45
ESA	65.5	8
LAC	217.0	25
NEN	115.0	13
WCA	78.0	9
<b>Total</b>	<b>857.0</b>	<b>100</b>

Table 20  
**BRAM distribution across income country groups**  
(Millions of United States dollars)

<i>Income Category</i>	<i>IFAD13 US\$</i>	<i>Share (%)</i>
LICs	25.0	3
LMICs	342.5	40
UMICs	489.5	57
<b>Total</b>	<b>857.0</b>	<b>100</b>

144. **Country lending terms for 2025.** The lending terms and financing conditions provided to borrowers are determined in accordance with the Policies and Criteria for IFAD Financing<sup>49</sup> and the Framework on Financing Conditions,<sup>50</sup> primarily based on two criteria: (i) the borrower's GNIpc as calculated by the World Bank Atlas

<sup>48</sup> Special attention is given to countries in moderate debt distress to review carefully their exposure to shocks within the overall creditworthiness assessment and their capacity to absorb additional semi-concessional debt. Other principles governing access to borrowed resources through BRAM are: (i) supply of borrowed resources; (ii) risk-based country limits; (iii) differentiated financing conditions; and (iv) demand-based access. EB 2021/134/INF.2.

<sup>49</sup> <https://www.ifad.org/en/w/corporate-documents/legal/policies-and-criteria-for-ifad-financing>.

<sup>50</sup> <https://www.ifad.org/en/w/corporate-documents/legal/framework-on-ifad-financing-conditions>.

methodology; and (ii) an assessment by the President of IFAD, taking into account the country's creditworthiness.

### **III. Implementation of the IFAD Graduation Policy**

#### **A. Introduction**

145. The Executive Board approved the IFAD Graduation Policy<sup>51</sup> in September 2021. The policy is guided by the principle of universality and IFAD's mandate to serve its developing Member States, while focusing on poor, food-insecure and vulnerable rural people. Graduation is firmly based on a process of consensus-building and consultation with Member States and is guided by criteria established in the policy and agreed targets to ensure full transparency. The policy comprises four pillars and provides clarity on the distribution of IFAD's financial resources (pillar 1) and the financing conditions and pricing of borrowed IFAD resources (pillar 2). Pillars 3 and 4 articulate in detail the criteria and process, and address situations of possible reversal of the socioeconomic development of an IFAD Member State. In line with the commitment made in the policy, the sections below report on the policy's implementation.

#### **B. Implementation status by pillar**

##### **Pillar 1. Distribution of IFAD's financial resources**

146. As per the policy, IFAD's core resources are fully allocated to LICs and LMICs, with lending to UMICs funded from borrowed resources managed under the BRAM. UMICs receive between 11 and 20 per cent of the overall PoLG and, at present, are projected to receive 15 per cent for IFAD13. IFAD Management is reporting annually to the Executive Board on the status of the allocations, the distribution of resources among country groups, and changes in Member States' gross national income (GNI) per capita relative to the Graduation Discussion Income (GDI).<sup>52</sup>

##### **Pillar 2. Financing conditions and pricing of borrowed resources**

147. As set out in pillar 2 of the policy, IFAD's financing conditions and pricing are set to ensure that IFAD recovers the cost of borrowing and differentiates among countries in different income groups, while remaining competitive and attractive vis-à-vis countries' other sources of development financing. This differentiation in the financing terms is reflected in different elements of pricing, with tailored maturity periods, grace periods and maturity premiums. Recent updates on ordinary loan pricing<sup>53</sup> and the revised Integrated Borrowing Framework<sup>54</sup> are aligned with the requirements of the policy.

##### **Pillar 3. Trajectory for UMICs reaching GDI threshold**

148. **Update of country strategic opportunities programme (COSOP) guidelines.** Following the approval of the policy, IFAD updated the guidelines and procedures for COSOPs to provide guidance to country teams on the preparation of new COSOPs for countries that have passed the GDI threshold for three consecutive years. The guidelines are available on IFAD's website.
149. **Prioritization of country strategy and programme evaluations (CSPEs).** As set out in the policy, Management liaised with the Independent Office of Evaluation of IFAD (IOE) to prioritize the undertaking of CSPEs for countries that have per capita incomes above GDI for three consecutive years. This was to ensure that, to the extent possible and resources permitting, new COSOPs are informed by the recommendations emanating from CSPEs. In the IOE work programme for 2023 and 2024, IOE has made provision for CSPEs for Argentina, China, Dominican Republic and Türkiye. As communicated to the Membership at the September 2024

<sup>51</sup> EB 2021/133/R.5.

<sup>52</sup> EB 2022/137/R.3 and EB 2022/137/R.3/Add.1/Rev.2.

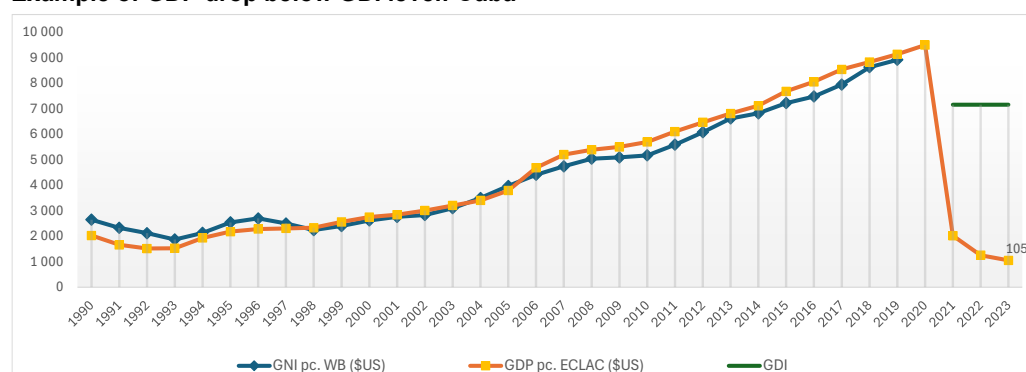
<sup>53</sup> EB 2023/138/R.7.

<sup>54</sup> EB 2023/138/R.8.

Executive Board, and as envisioned in the policy, the undertaking of CSPEs has not been possible in all cases, due to issues of timing, budget and human resources.

150. **Preparation of CSPEs and COSOPs for countries above GDI.** As outlined in the annex of the policy, in 2021, before the beginning of the current replenishment cycle, a total of eight Member States – Argentina, Brazil, China, Cuba, Dominican Republic, Mexico, Montenegro and Türkiye – were above the GDI threshold for three years consecutively.
151. The CSPE process has been completed in China, Argentina and Türkiye and is well advanced in Dominican Republic.
152. The new COSOPs were programmed for discussions with the Executive Board in either 2024 or 2025.
153. Country-by-country progress is shown below:
  - (b) **Argentina.** A CSPE has been completed (in October 2024) and a new COSOP was reviewed by the Executive Board in December 2024.
  - (c) **Brazil.** A discussion was held with IOE on the possibility of a CSPE, but given that a new COSOP design process had already been scheduled for early 2023 with the incoming Government, the timing was not conducive. The new COSOP for Brazil was reviewed by the Executive Board in September 2024.
  - (d) **China.** The CSPE was finalized in September 2023. The new COSOP was reviewed by the Executive Board in December 2024.
  - (e) **Cuba.** In 2021, the Government discontinued the convertible Cuban peso, leaving the Cuban peso as the only remaining local currency.<sup>55</sup> As a result of this monetary unification, the GDP per capita decreased significantly and has stayed well below the GDI<sup>56</sup> (figure 1). Consequently, it is recommended that Cuba be removed from the list of eight countries.

Figure 1  
Example of GDP drop below GDI level: Cuba



- (f) **Dominican Republic.** IOE is currently conducting a CSPE, which is expected to conclude in March 2025. A new COSOP will be presented for Executive Board review in December 2025.
- (g) **Mexico.** Given that the most recent CSPE was published in 2019 and that a COSOP for the period 2020–2025 is already in place, a new COSOP is not scheduled until 2025.
- (h) **Montenegro.** A new COSOP was reviewed by the Executive Board in December 2024. The design of the COSOP has incorporated insights gained from a recent programme performance evaluation of the Rural Clustering and

<sup>55</sup> <https://www.granma.cu/file/pdf/especiales/goc-2020-ex68%20Implementaci%C3%B3n%20Porceso%20ordenamiento,%20precios%20bodega.pdf>.

<sup>56</sup> United Nations Economic Commission for Latin America and the Caribbean (ECLAC) statistics: <https://statistics.cepal.org/portal/cepalstat/dashboard.html?theme=2&lang=en>.

Transformation Project. Montenegro last received IFAD funding during the IFAD10 cycle.

- (i) **Türkiye.** IOE completed a CSPE in June 2024. The insights gained are feeding into a new COSOP, which will be reviewed by the Executive Board in May 2025.
- 154. As shown above, by the end of IFAD12, and with the removal of Cuba from the list, for three out of seven countries above GDI (Argentina, China, Türkiye), IOE expects to have completed a CSPE, providing recommendations to feed into new COSOPs. A fourth CSPE will be concluded in the first quarter of 2025 for Dominican Republic.
- 155. As already communicated to the Executive Board in December 2022 and December 2023, while it was originally hoped that Management would approve all new COSOPs by the end of 2024, several of them (Türkiye, Dominican Republic and Mexico) were deferred to 2025 to allow time for IOE to complete its assessments and for the CSPEs to inform the new COSOPs. By the end of 2024, four COSOPs were finalized, for Argentina, Brazil, China and Montenegro. The remaining COSOPs – for Türkiye, Dominican Republic and Mexico – will be finalized in 2025.
- 156. The COSOPs for countries that have surpassed the GDI for three consecutive years are being prepared in line with the COSOP guidelines, published on IFAD's website in July 2024, which reflect the criteria and process set out in the policy. IFAD country teams and technical specialists are preparing the COSOPs in close consultation with the Member States concerned. In line with the policy, IFAD is committed to supporting partner countries throughout the whole COSOP process. At the completion of the COSOP period, both IFAD and the Member State will assess the country's progress and readiness to graduate from IFAD's financial support. The decision will be based on a discussion between the Member State and IFAD on the basis of the criteria of the policy. The universality principle governs IFAD's relationships with its Member States, and all countries will continue to have access to diverse support and services related to the sharing of knowledge, technical expertise and policy engagement, including through instruments such as South-South and Triangular Cooperation (SSTC) and reimbursable technical assistance.<sup>57</sup>

#### **Pillar 4. Addressing reversals due to economic shocks**

- 157. None of the eight countries mentioned in the policy has graduated, hence pillar 4 does not yet apply. With respect to seven of the eight countries listed, it can be confirmed that all of them have an applicable GNI per capita above the latest GDI of US\$7,895, issued by the World Bank in July 2024. As outlined earlier, it is recommended that Cuba be removed from the list.

### **C. Post-graduation**

- 158. IFAD continues to engage with a wide range of Member States across all Lists, including those that do not access IFAD financial resources, in various forms of partnership and cooperation including knowledge-sharing and policy engagement on Sustainable Development Goal (SDG) 2, climate and other IFAD-relevant themes, as well as SSTC and reimbursable technical assistance.

### **D. Reporting on implementation progress**

- 159. As envisaged in the policy, Management has reported annually on implementation progress. A first annual update was presented as part of the results-based programme of work to the Executive Board at its session held in December 2022,<sup>58</sup> and subsequently to the Governing Council in February 2023. A second update was presented in December 2023<sup>59</sup> and subsequently in February 2024 to the Governing Council. This constitutes the third annual update. As envisaged in the policy, IFAD

<sup>57</sup> GC 44/L.6/Rev.1.

<sup>58</sup> EB 2022/137/R.3/Add.1/Rev.2.

<sup>59</sup> EB 2023/140/R.15/Add.1.



also presented a progress report to the IFAD13 Consultation on 2 November 2023.<sup>60</sup>

160. In addition to formal reporting commitments to governing bodies, IFAD convened an informal seminar on 30 October 2024 to provide further opportunities to Member States to discuss implementation of the policy.

**Key learning from the Executive Board consultation.**

161. All IFAD COSOPs are presented to Executive Board consultations and, if requested by members, can also be included in the agenda for in-session discussion. The Brazil COSOP was discussed at a Board consultation on 11 September 2024 and, in response to a request from members, was included for in-session discussion on 18 September 2024. A summary of key learning is provided below:
- (i) IFAD continues to ensure broad in-country consultations with the development community during the design of COSOPs.
  - (ii) IFAD is placing greater emphasis on how new COSOPs and associated projects shift focus in line with the Graduation Policy.
  - (iii) IFAD is ensuring that the SDGs selected are closely linked with IFAD's areas of work, as per criterion 3 of the Graduation Policy.
  - (iv) IFAD is ensuring the application of realistic COSOP completion targets – a standard that ensures achievable and measurable outcomes.
  - (v) IFAD will seek to ensure that Executive Board comments are integrated during annual COSOP implementation reviews, therefore reinforcing accountability and responsiveness.
  - (vi) IFAD is actively learning from other international financial institutions with graduation policies, such as the International Bank for Reconstruction and Development (IBRD) and the Asian Development Bank.
  - (vii) IFAD will continue to make every effort to prioritize undertaking CSPEs ahead of COSOPs, and will continuously incorporate lessons learned to guide and improve future designs.

**E. IFAD Member States above the GDI threshold**

162. As per the policy, the starting point for the process is triggered when a country remains above the GDI, as defined and annually updated by IBRD, for at least three consecutive years prior to an IFAD financing cycle. This minimizes the risk of a country starting the process and then shortly afterwards facing a reversal.
163. For IFAD12, the 2021 GDI threshold of US\$7,155 was applied. For IFAD13, a new 2024 GDI threshold of US\$7,895, issued in July 2024, will be applied. Based on this new figure, two new countries have surpassed the GDI threshold for three years consecutively: Costa Rica and Serbia. Only Costa Rica is being proposed for IFAD financing during IFAD13. Management will engage with Costa Rica to develop a new COSOP during the IFAD13 period, for approval before the end of 2027.

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<sup>60</sup> IFAD13/3/INF.2/Rev.1.

## Part five – Recommendations

164. In accordance with article 7, section 2(b), of the Agreement Establishing IFAD, the Executive Board has approved and is transmitting to the Governing Council:

- The programme of loans and grants for 2025 at a level of up to SDR 1,004 million (US\$1,337 million), which comprises a lending programme of SDR 984 million (US\$1,310 million) and a gross grant programme of SDR 20 million (US\$26.8 million). It is noted that the programme of loans and grants has been approved at this level for planning purposes and will be adjusted as needed during 2025 in accordance with available resources.

165. In accordance with article 6, section 10, of the Agreement Establishing IFAD and regulation VI of the Financial Regulations of IFAD, the Executive Board recommended by consensus and without objection that the Governing Council approve:

- The administrative budget comprised of, first, the regular budget of IFAD for 2025 in the amount of US\$190.51 million, which has been prepared on a cost classification basis<sup>61</sup> and includes US\$80.98 million of management resources to cover indirect costs and US\$109.53 million of programme resources to cover direct costs; second, the capital budget of IFAD for 2025 in the amount of US\$5.48 million; third, the budget of the Independent Office of Evaluation of IFAD for 2025 in the amount of US\$7.257 million;
- That unobligated appropriations at the close of the financial year 2024 may be carried forward into the 2025 financial year up to an amount not exceeding 3 per cent of the corresponding appropriations.

166. The Executive Board also recommended the submission of the following to the forty-eighth session of the Governing Council for information:

- The substance of the progress report on IFAD's participation in the Heavily Indebted Poor Countries Initiative; and
- A progress report on the implementation of the performance-based allocation system and the Borrowed Resource Access Mechanism, and 2025 lending terms, based on the report provided in part four of the present document.

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<sup>61</sup> The Executive Board, at its 134<sup>th</sup> session, approved the preparation and submission of the IFAD regular budget on a cost classification basis, and the incorporation of the decision into the Governing Council resolution for approval of the administrative budget of IFAD. [EB 2021/134/R.7](#).

## Draft resolution .../XXXXXX

### **Administrative budget comprising the regular budget and capital budgets of IFAD and an Independent Office of Evaluation of IFAD budget for 2025**

#### **The Governing Council of IFAD,**

**Bearing in mind** article 6.10 of the Agreement Establishing IFAD and regulation VI of the Financial Regulations of IFAD;

**Noting** that, at its 143<sup>rd</sup> session, the Executive Board reviewed and agreed upon a programme of loans and grants of IFAD for 2025 at a level of SDR 1,004 million (US\$1,337 million), which comprises a lending programme of SDR 984 million (US\$1,310 million) and a gross grant programme of SDR 20 million (US\$26.8 million);

**Having considered** the review of the 143<sup>rd</sup> session of the Executive Board concerning the proposed regular budget, capital budget and the Independent Office of Evaluation of IFAD budget for 2025;

**Aware** that, in 2004, Governing Council resolution 133/XXVII authorized the amendment of regulation VI, paragraph 2 of the Financial Regulations of IFAD to allow a maximum 3 per cent carry forward of unobligated appropriations;

**Conscious** that the aforementioned 3 per cent carry-forward currently applies to the regular budget and the Independent Office of Evaluation of IFAD budget, and noting the need for a 3 per cent cap for carrying forward unspent unobligated balances in the current financial year into the following financial year to support delivery of certain corporate priorities;

**Approves** the administrative budget comprised of, first: the regular budget of IFAD for 2025 in the amount of US\$190.51 million, which has been prepared on a cost classification basis and that includes US\$80.98 million of management resources to cover indirect costs and US\$109.53 million of programme resources to cover direct costs; second, the capital budget of IFAD for 2025 in the amount of US\$5.48 million; and third, the budget of the Independent Office of Evaluation of IFAD for 2025 in the amount of US\$7.257 million, as set forth in document GC 48/L.3, determined on the basis of a rate of exchange of EUR 0.926:US\$1; and

**Determines** that, in the event the average value of the United States dollar in 2025 should change against the euro rate of exchange used to calculate the budget, the total United States dollar equivalent of the euro expenditures in the budget shall be adjusted in the proportion that the actual exchange rate in 2025 bears to the budget exchange rate.

## Indicative list of countries with projects in the pipeline for 2025 (new projects and additional financing for ongoing projects)

<i>West and Central Africa</i>	<i>East and Southern Africa</i>	<i>Asia and the Pacific</i>	<i>Latin America and the Caribbean</i>	<i>Near East, North Africa and Europe</i>
<b>New projects</b>				
Benin	Angola	Bangladesh (2)	Bolivia (Plurinational State of)	Djibouti
Burkina Faso	Burundi	Cambodia	Brazil	Sudan
Cameroon	Ethiopia	Fiji	Costa Rica	Uzbekistan
Central African Republic	United Republic of Tanzania	India (2)	Dominican Republic	
Congo	Zambia	Indonesia	Peru	
Côte d'Ivoire		Sri Lanka (2)		
Equatorial Guinea		Tonga		
Gambia (The)				
Guinea				
Guinea-Bissau				
Mali				
Sao Tome and Principe				
<b>12</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>3</b>
<b>Additional financing proposals</b>				
			Brazil	
			<b>1</b>	
Total new projects		35		
Total additional financing		1		
<b>Total investments</b>		<b>36</b>		

## Capital budget, 2016–2024

(Thousands of United States dollars)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
<b>ICT initiatives</b>										
Loans and grants	-	-	-	-	175	419	-	-	-	594
Human resources reform	480	286	-	-	-	-	-	-	-	766
ICO infrastructure enhancement – IT and communications	-	-	-	-	-	260	-	-	-	260
Institutional efficiency	975	775	-	210	200	-	600	850	1 984	5 594
Delivering as One	-	-	-	-	-	-	-	-	-	-
Knowledge management	-	-	-	-	-	1 015	400	-	-	1 415
IT infrastructure	470	890	900	640	981	1 515	1 490	840	900	8 626
Budget and planning systems	375	-	-	150	-	-	-	-	-	525
Transparency/accountability	-	-	500	-	-	110	120	-	-	730
Borrowing and financial systems	-	-	300	1 250	2 045	2 044	790	2 100	406	8 935
Corporate analytics	-	-	150	195	-	737	530	300	405	2 317
<b>Subtotal ICT initiatives</b>	2 300	1 951	1 850	2 445	3 401	6 100	3 930	4 090	3 695	29 762
<b>Non-IT headquarters projects</b>	-	-	-	100	541	-	240	247	380	1 508
<b>Non-IT ICO projects (incl. Decentralization Priority Plan)</b>	-	-	-	-	-	375	1 970	1 794	1 525	5 664
<b>ICO security and vehicles/MOSS compliance*</b>	100	454	100	100	500	275	360	369	500	2 758
<b>Total</b>	<b>2 400</b>	<b>2 405</b>	<b>1 950</b>	<b>2 645</b>	<b>4 442</b>	<b>6 750</b>	<b>6 500</b>	<b>6 500</b>	<b>6 100</b>	<b>39 692</b>

\* MOSS = United Nations Minimum Operating Security Standards.

## 2023 carry-forward funds

<i>Priority</i>	<i>Description of use of carry-forward funds</i>	<i>2023 3% carry- forward</i>
IFAD13/IFAD12 projects	Design processes for several new projects and additional financing, including key initiatives in Bangladesh and India; finalization of impact assessments and development of a microsite to support the delivery of the IFAD12 Impact Assessment Report	<b>1 640 000</b>
International forums	Preparation and execution of the Indigenous Peoples' Forum; IFAD's engagement in COP29 activities; Finance in Common Summit (FiCS) 2024 in China	<b>614 740</b>
Outreach and communications	Production and publication of the 2024 edition of the Rural Development Report; enhancement of outreach initiatives in regional offices to strengthen engagement and partnerships	<b>821 000</b>
Human resources and staff engagement	Enhance and expedite the recruitment processes and reduce the vacancy ratio; carry out recalibration efforts, including upgrades and support for human resources IT systems; staff workplace culture activities and events	<b>793 405</b>
Unallocated		<b>141 341</b>
<b>Total</b>		<b>4 010 486</b>

## Indicative sample of planned outputs of 2025 proposed regular budget by results pillar

(Millions of United States dollars)

<i>Pillar description</i>	<i>Planned outputs</i>	<i>Budget component</i>	<i>2025 proposed budget</i>
<b>Pillar 1. Country programme delivery</b>	<b>Country strategic opportunities programmes (COSOPs) and country strategy notes (CSNs):</b>	<b>Staff</b>	<b>66.25</b>
		<b>Non-staff</b>	<b>43.29</b>
	(i) 23 new COSOPs and 3 CSNs (including fragility assessments where applicable)		
	(ii) 9 COSOP midterm reviews, 13 COSOP completion reviews and 4 CSN completion reviews		
	(iii) 39 COSOP annual reviews		
	<b>Project design:</b>		
	(iv) 35 new project designs approved and 1 additional financing operation funded from the 2025 budget; 6 approved projects funded by 2024 budget and 3 additional financing operations funded by 2024 budget		
	(v) 4 non-sovereign operation (NSO) designs		
	(vi) 3 new NSO due diligence missions		
	(vii) 1 NSO farmers' organization platform		
	<b>Project supervision and implementation support:</b>		
	(viii) Total of approximately 507 supervision and implementation support missions, with a special focus on Social, Environmental and Climate Assessment Procedures (SECAP) compliance:		
	<ul style="list-style-type: none"> <li>• 45 project start-ups</li> <li>• 194 full supervisions</li> <li>• 25 partial supervisions</li> <li>• 11 midterm project reviews</li> <li>• 194 implementation support missions</li> <li>• 38 project completion missions</li> </ul>		
	<b>Sample of non-lending outputs and enabling costs:</b>		
	(ix) 1 new action plan on youth is delivered		
	(x) 1 new 2025 gender policy is delivered		
	(xi) Approximately 150 operational policy review outputs provided for country operations		
	(xii) Production of 507 detailed aide-memoires and performance/completion reports		
	(xiii) Active contribution to 74 policy studies, forums and strategic engagement processes to ensure comprehensive project monitoring and policy support		
	(xiv) SECAP, procurement, IFAD's Operations Academy and other operational delivery training		
	(xv) IFAD country office and liaison offices rent/common services are provided and host country agreements with relevant governments are established, including the establishment of Asia and the Pacific (APR) and Latin America and the Caribbean (LAC) regional offices		
<b>Subtotal pillar 1. Country programme delivery</b>			<b>109.53</b>
<b>Pillar 2. Knowledge-building, dissemination and policy engagement</b>	<b>Sample of knowledge management related outputs and enabling costs:</b>	<b>Staff</b>	<b>10.22</b>
		<b>Non-staff</b>	<b>4.28</b>
	(i) SSTC Facility and its funded projects are maintained to achieve the results set in line with SSTC Strategy and related IFAD13 commitment		
	(ii) IFAD at COP30 in Brazil aligned to IFAD13 commitment on climate change		
	(iii) Indigenous Peoples' Forum organized		
	(iv) 10 IFAD13-related impact assessments delivered		
	(v) All IFAD12 impact assessments completed and disseminated		
	(vi) 1 ecological impact indicator related IFAD13 commitment developed		
	(vii) Strategy and policy insight notes produced, including knowledge management products on the private sector, information and communications technologies for development (ICT4D) and other thematic areas including research and impact assessments		
	(viii) Global, regional and country-level knowledge events organized, including mainstreaming themes related events		
	(ix) 1 fishery stocktake completed		
	(x) Innovation guidelines prepared		

	(xi) Coordination and editing of corporate IFAD publications and documents (Annual Report, country donor factsheets, IFAD at a glance, etc.)		
	(xii) Effective implementation of foundations and philanthropic partnerships action plan		
<b>Subtotal pillar 2. Knowledge-building, dissemination and policy engagement</b>			<b>14.50</b>
<b>Pillar 3: Financial capacity and instruments</b>	<b>Sample of finance related outputs and enabling costs:</b>	<b>Staff</b>	<b>8.54</b>
	(i) Financial strategy action plan is implemented	<b>Non-staff</b>	<b>1.85</b>
	(ii) Preparatory work for efficient use of derivatives is completed		
	(iii) Collateral function for funding and investment activities is created		
	(iv) Asset and liability management function is implemented		
	(v) Ensure compliance with evolving International Financial Reporting Standards		
	(vi) Set up financial and system arrangements for new supplementary funds and initiatives, including improving existing payroll and payments systems		
	(vii) TRACE Blockchain project for disbursement traceability is expanded (phase 3)		
	(viii) New financial products (e.g. partial credit guarantees) with various support activities are piloted		
	(ix) Set-up of a single donor financing facility, and IFAD's accreditation to the Pandemic Fund		
<b>Subtotal pillar 3: Financial capacity and instruments</b>			<b>10.39</b>
<b>Pillar 4: Institutional functions, services and systems</b>	<b>Sample of corporate and enabling costs:</b>	<b>Staff</b>	<b>29.36</b>
	(i) Organization and delivery of IFAD's governing body meetings, including the 48 <sup>th</sup> session of the Governing Council, 4 Audit Committee meetings, 4 Evaluation Committee sessions and 3 Executive Board sessions	<b>Non-staff</b>	<b>26.73</b>
	(ii) UNDSS jointly financed security services are provided to IFAD worldwide		
	(iii) Administrative and corporate services are provided to headquarters and IFAD offices worldwide		
	(iv) Vacancy rate is reduced		
	(v) Corporate operational and non-operational systems are maintained, technically supported and upgraded, including relevant licensing		
	(vi) Occupational health services are provided, and medical related systems supported		
	(vii) Production of web/graphic and video content for multiple channels communication purposes		
	(viii) 1 strategic framework, 1 high-level preview and 1 final budget document		
<b>Subtotal pillar 4: Institutional functions, services and systems</b>			<b>56.10</b>
<b>Grand total</b>			<b>190.51</b>



## Indicative breakdown of 2025 regular budget by results pillar and institutional output group

Pillar	2023		2024		2025	
	US\$	% of total	US\$	% of total	US\$	% of total
<b>Pillar 1 – Country programme delivery</b>						
Country strategies and programmes	6.22	4	7.12	4	6.99	4
Design of new loan and grant financed projects	25.26	14	22.05	12	23.95	13
Supervision and implementation support	31.46	18	34.50	19	35.72	19
Enable and support	26.89	15	34.02	19	34.98	18
Enabling management functions	3.02	2	3.86	2	4.36	2
Country-level policy engagement	1.87	1	1.32	1	1.34	1
Allocable corporate costs	2.23	1	2.13	1	2.19	1
<b>Subtotal pillar 1</b>	<b>96.96</b>	<b>55</b>	<b>105.00</b>	<b>57</b>	<b>109.53</b>	<b>57</b>
<b>Pillar 2 – Knowledge building, dissemination and policy engagement</b>						
Corporate knowledge and research	1.34	1	0.91	0	1.04	1
Communication and outreach	5.30	3	5.88	3	5.89	3
South-South and Triangular Cooperation	0.87	0	0.95	1	1.43	1
Impact assessments	2.28	1	1.96	1	2.06	1
Global policy engagement and global partnerships	3.93	2	2.54	1	2.47	1
Enable and support	1.46	1	0.45	0	0.49	0
Enabling management functions	1.29	1	1.51	1	1.11	1
Allocable corporate costs	0.00	0	0.00	0	0.00	0
<b>Subtotal pillar 2</b>	<b>16.48</b>	<b>9</b>	<b>14.21</b>	<b>8</b>	<b>14.50</b>	<b>8</b>
<b>Pillar 3 – Financial capacity and instruments</b>						
Replenishment	0.19	0	0.22	0	0.20	0
Resource mobilization and management of additional resources	4.12	2	4.08	2	3.84	2
Corporate financial management and reporting	1.27	1	1.39	1	1.39	1
Corporate fiduciary and financial risk management	0.56	0	0.74	0	0.69	0
Corporate controllership	0.42	0	0.32	0	0.30	0
Financial projections, products, strategic and operational liquidity planning/management	0.50	0	0.53	0	0.81	0
Investment portfolio management	0.59	0	0.63	0	0.66	0
Enable and support	2.34	1	0.60	0	0.49	0
Enabling management functions	1.29	1	1.41	1	1.46	1
Allocable corporate costs	0.18	0	0.19	0	0.35	0
Unallocable corporate costs	0.00	0	0.00	0	0.20	0
<b>Subtotal pillar 3</b>	<b>11.46</b>	<b>7</b>	<b>10.12</b>	<b>6</b>	<b>10.39</b>	<b>5</b>
<b>Pillar 4 – Institutional functions, services and governance</b>						
Enabling information technology environment	6.04	3	8.00	4	8.68	5
Client-oriented transaction services	0.62	0	0.65	0	0.69	0
Effective and sustainable administrative services	1.91	1	2.04	1	2.18	1
Headquarters security services	1.36	1	1.24	1	1.25	1
Effective and sustainable facilities management	3.21	2	3.62	2	3.71	2
Human resource management	5.51	3	5.34	3	5.29	3
Corporate planning, budgeting and reporting	0.63	0	0.65	0	0.66	0
Internal oversight and risk management	5.59	3	5.98	3	6.13	3
Corporate legal services	3.41	2	3.58	2	3.70	2
IFAD management functions	3.16	2	3.00	2	3.06	2
In-house communications	0.00	0	0.00	0	0.00	0
Ethics Office	0.61	0	0.61	0	0.67	0
Governing bodies	3.83	2	3.97	2	4.88	3
Membership and protocol	0.57	0	0.53	0	0.50	0
Enable and support financial institutional functions	2.51	1	2.69	1	3.11	2
Enabling management functions	3.95	2	3.95	2	4.12	2
Allocable corporate costs	3.49	2	3.52	2	2.59	1
Unallocable corporate costs	4.42	3	4.70	3	4.90	3
<b>Subtotal pillar 4</b>	<b>50.81</b>	<b>29</b>	<b>54.08</b>	<b>29</b>	<b>56.10</b>	<b>29</b>
<b>Total</b>	<b>175.71</b>	<b>100</b>	<b>183.41</b>	<b>100</b>	<b>190.51</b>	<b>100</b>

## IOE Results Management Framework for 2024<sup>62</sup>

Table 1

### IOE key performance indicators for 2024

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 (2023) self-reporting: 100% agreement (97% of recommendations were fully agreed to and the remaining 3% 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 2023: 53% of the recommendations were fully implemented, 41% were under implementation, 3% were not fully addressed and 3% were not yet due	Based on biannual verification by IOE on higher-plane evaluations <sup>63</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	7	Computed on an annual basis
4. Proportion of active countries covered through subregional and country-level evaluations, project performance evaluations (PPE), impact evaluations and project cluster evaluations (PCEs) on a two-year basis	25% (2019-2020) <sup>64</sup>	28%-33%	37% (2023-2024) <sup>65</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>62</sup> Drawn from IOE's multi-year strategy.

<sup>63</sup> In fact, the verification has been done annually since 2022 and is based on IOE comments on the PRISMA report.

<sup>64</sup> Countries covered by CSPEs: 10; Countries covered by PPEs: 13; Average active countries in 2019-2020: 92.

<sup>65</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.

8. Number of visits to the IOE website	77 380 (2019)	80 000	109 000	Quantitative data tracked by IOE
9. Number of learning events (co-)organized by IOE	8 (2019)	10	12	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>66</sup>		Score equal to or above 9.0/12 (the threshold for exceeding requirements)	Score obtained in 2023: 11.6 (exceeds requirements)	Score from UN-SWAP, based on 10 IOE evaluations assessed in 2023
<b>Utilization of resources and cost-effectiveness</b>				
11. Percentage of non-staffing budget utilized	98.7% (2020)	95%-100%	99.1% (2023)	
12. Ratio of IOE budget to the programme of loans and grants	0.62% (2020)	≤0.90%	0.55% (2024)	The 0.90% cap was set by the Executive Board in 2008
13. Ratio of IOE budget to IFAD administrative budget	3.64%	Tracked	3.35% (2024)	

<sup>66</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 2025

Table 1

### Proposed IOE work programme for 2025 by type of activity

<i>Type of work</i>	<i>Proposed activities for 2025</i>	<i>Start date</i>	<i>Expected completion date</i>
1. CLEs and reviews	Corporate-level evaluation on institutional and operational performance under IFAD11 and IFAD12	Jan-24	Dec-25
	Corporate-level rapid review of IFAD's Human Resources Policy	Oct-25	Sep-26
2. Thematic evaluations	IFAD-funded interventions in human nutrition	Sep-23	Feb-25
3. SREs	IFAD's strategy and operations in small island developing states	June-24	Sep-25
4. CSPEs	Egypt	June-24	Jun-25
	Bolivia (Plurinational State of)	Nov-24	Nov-25
	Viet Nam	Jan-25	Dec-25
	Zambia	Jan-25	Dec-25
	Honduras	Jan-25	Dec-25
	Chad	Feb-25	Feb-26
	Djibouti	Jan-25	Dec-25
	Zimbabwe	Sep-25	Sep-26
5. Project completion report validations (PCRVs)	Validation of all project completion reports (PCRs) available in the year	Jan-25	Dec-25
6. PPEs	Asia and the Pacific (APR): Cambodia, Accelerating Inclusive Markets for Smallholders Project	Feb-25	Oct-25
	East and Southern Africa (ESA): Malawi, Sustainable Agricultural Production Programme	Feb-25	Oct-25
	Near East, North Africa and Europe (NEN): Tajikistan, Community-Based Agricultural Support Project	Feb-25	Oct-25
	West and Central Africa (WCA): Nigeria, Value Chain Development Programme	Feb-25	Oct-25
7. Engagement with governing bodies	Review of implementation of IOE's results-based work programme and budget for 2025 and preparation of results-based work programme and budget for 2026 and indicative plan for 2027-2028	Jan-25	Dec-25
	Third external peer review of IFAD's evaluation function	Oct-25	Oct-26
	Annual Report on the Independent Evaluation of IFAD (ARIE)	Jan-25	Sept-25
	IOE comments on the PRISMA	Jun-25	Sept-25
	IOE comments on the Report on IFAD's Development Effectiveness (RIDE)	Jun-25	Sept-25
	IOE comments on Management policies and strategies	Jan-25	Dec-25
	Participation in Evaluation Committee, Executive Board and Governing Council sessions, selected Audit Committee meetings and the 2025 Board country visit	Jan-25	Dec-25

<i>Type of work</i>	<i>Proposed activities for 2025</i>	<i>Start date</i>	<i>Expected completion date</i>
	IOE comments on country strategic opportunities programmes (COSOPs), when related CSPEs are available	Jan-25	Dec-25
8. Communication and knowledge management activities	Evaluation reports, IOE website and communication activities	Jan-25	Dec-25
	Communicate the evaluation findings, disseminate the lessons and promote the utilization of evaluations	Jan-25	Dec-25
	EvalForward and other knowledge management platforms	Jan-25	Dec-25
9. Partnerships	Evaluation Cooperation Group (ECG), United Nations Evaluation Group (UNEG); Rome-based agency (RBA) collaboration	Jan-25	Dec-25
	Global Evaluation Initiative (GEI)	Jan-25	Dec-25
	Collaboration with universities, think tanks and IntEVAL	Jan-25	Dec-25
	Contribution as external peer reviewer to evaluations by other multilateral and bilateral organizations, as requested	Jan-25	Dec-25
10. Methodology	Updating of new Evaluation Manual and electronic annexes	Jan-25	Dec-25
	Annual workshop of the Evaluation Advisory Panel	May-25	Oct-25
11. Evaluation capacity development (ECD)	Engagement in ECD in the context of the Global Evaluation Initiative	Jan-25	Dec-25
	Organization of workshops in partner countries on evaluation methodologies and processes, as requested	Jan-25	Dec-25

## IOE's indicative plan for 2026–2027

Table 1

### IOE indicative plan for 2026–2027, by type of activity\*

Type of work	Indicative plan for 2026–2027	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	2027	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	2026–2027	To review processes for internal quality 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	2026	
5. CSPEs	Mozambique	2026	Anticipated to start in 2025
	Uganda	2027	
	Côte d'Ivoire	2026	Anticipated to start in 2025
	Togo	2027	
	Tunisia	2026	
	Jordan	2027	
	Paraguay	2026	Anticipated to start in 2025
	Peru	2027	
	Brazil	2027	
6. PCRVs	Validate all PCRs available in the year	2026–2027	
7. PCEs	Water management in the NEN region	2026–2027	
	Agroecology practices in LAC	2026–2027	
8. PPEs	ESA: Burundi, Project to Support Agricultural and Rural Financial Inclusion in Burundi	2026	
	ESA: Comoros, Family Farming Productivity and Resilience Support Project	2027	
	WCA: Central African Republic, Project to Revitalize Crop and Livestock Production in the Savannah; or Sierra Leone, Agricultural Value Chain Development Project	2026	

<i>Type of work</i>	<i>Indicative plan for 2026–2027</i>	<i>Year</i>	<i>Remarks</i>
	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; or The Gambia, Resilient Organizations for Transformative Smallholder Agriculture Project	2027	
	LAC: Nicaragua, Nicaraguan Dry Corridor Rural Family Sustainable Development Project	2026	
	LAC: Belize, Resilient Rural Belize Programme	2027	
	APR: China, Sustaining Poverty Reduction through Agribusiness Development in South Shaanxi	2026	
9. Engagement with governing bodies	Annual Report on the Independent Evaluation of IFAD	2026–2027	
	Ex post review of implementation of the recommendations of selected strategic evaluations	2026–2027	
	Preparation of the results-based work programme and budget for 2026 and indicative plan for 2027–2028	2026–2027	
	IOE comments on the PRISMA	2026–2027	
	IOE comments on the RIDE	2026–2027	
	IOE comments on selected IFAD operational policies and strategies prepared by Management for consideration by the Evaluation Committee	2026–2027	
	Participation in all sessions of the Evaluation Committee, Executive Board and Governing Council, and the annual country visit of the Board	2026–2027	
	Annual workshop with the Evaluation Advisory Panel	2026–2027	
10. Communication and knowledge management activities	IOE comments on COSOPs when related country programme evaluations/CSPEs are available	2026–2027	
	Evaluation reports, IOE website and communication activities	2026–2027	
	Communicate the evaluation findings and disseminate the lessons	2026–2027	
	Promote utilization of evaluations	2026–2027	
11. Partnership	EvalForward and other knowledge management platforms	2026–2027	
	ECG, UNEG	2026–2027	
	Global Evaluation Initiative	2026–2027	
	RBA collaboration on evaluation	2026–2027	
	Contribute as external peer reviewer to key evaluations by other multilateral and bilateral organizations, as requested	2026–2027	
12. ECD	Collaborate with universities and think tanks, contribute to IntEVAL	2026–2027	
	Capacity-building for Member States	2026–2027	

\* 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 2026 and 2027 will be confirmed or determined in 2025 and 2026, respectively.

## IOE products

1. This annex presents the spectrum of IOE products between 1 January and 31 December 2023 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 and 31 December 2023, IOE finalized 47 reports. Of these, 35 are publicly available on the IOE website, and 12 were pending final publication as of 31 December 2023.

#### Reports published

- **Annual Report on the Independent Evaluation of IFAD.** The ARIE for 2023 is the twenty-first version of the report to be published. It analyses performance ratings from 288 project-level evaluations and 45 country strategy and programme evaluations, as well as findings from corporate-level, thematic and project cluster evaluations. The report confirms many observations made in previous years. For example, performance varies across the evaluation criteria, with the strongest being registered in environment and natural resources management and climate change adaptation, and the worst in efficiency. The report found that performance in terms of effectiveness and rural poverty impact have declined considerably since 2018, especially in projects under conditions of fragility.
- **Corporate-level evaluation on IFAD's decentralization experience.** This 2023 report follows the evaluation conducted by IOE covering IFAD's decentralization efforts and experience during the period 2003–2015. The evaluation concludes that decentralization is necessary to improve the development results achieved on the ground. However, decentralization needs to be done right and realize this potential. Decentralization efforts since 2016 have enjoyed strong support and commitment from IFAD's Senior Management. However, there is a clear need for more strategic planning, careful resource allocation and fit-for-purpose country presence of IFAD.
- **Subregional evaluation of countries with fragile situations in West and Central Africa: Learning from experiences of IFAD's engagement in the G5 Sahel countries and northern Nigeria.** IOE conducted its first subregional evaluation (SRE) to assess how IFAD's engagement and support have addressed common rural development challenges in six countries in WCA: Burkina Faso, Chad, Mali, Mauritania, Niger and the northern area of Nigeria. As fragility was the central theme, the SRE identified five categories of fragility drivers: socioeconomic issues, social disruption, environmental/climate change issues, institutional weaknesses/weak social contracts, and insecurity and conflict issues.
- **Project cluster evaluation on rural enterprise development.** This is the first PCE to be conducted by IOE. The choice of rural enterprise development as the topic reflects the focus areas laid out in the IFAD Strategic Framework 2016–2025, which include diversified rural enterprise and employment opportunities. The PCE reviewed four ongoing projects focusing on rural



entrepreneurship, enterprise and business development, and employment creation in Bangladesh, Cameroon, Ghana and Nepal.

- **Project cluster evaluation on rural finance in East and Southern Africa.** The PCE on rural finance in ESA covers three projects: the Programme for Rural Outreach of Financial Innovations and Technologies in Kenya; the Rural Finance Expansion Programme in Zambia; and the Rural Financial Intermediation Programme II in Ethiopia. All three projects aimed to reduce poverty rates among smallholder farmers and improve food security and nutrition of rural households by increasing the provision of financial services, although with different strategies.
- **Evaluation synthesis note: Targeting in IFAD-supported projects.** IOE prepared its first evaluation synthesis note (ESN) on targeting in IFAD-supported projects. The ESN consolidated evidence from IOE evaluations on IFAD's achievements and challenges in targeting poor rural people, in order to provide timely inputs to the updating of the IFAD Poverty Targeting Policy. The ESN confirms that targeting poor rural people is central to IFAD's mandate and to realizing its comparative advantage. IFAD's updated 2019 Revised Operational Guidelines on Targeting are more in line with the 2030 Agenda and its mandate to "leave no one behind".
- **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 four CSPE reports:
  - Uzbekistan CSPE
  - Eswatini CSPE
  - Malawi CSPE
  - Indonesia 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 four PPE reports:
  - Promotion of Rural Incomes through Market Enhancement Project (Egypt)
  - National Rural Entrepreneurship Project (Togo)
  - Smallholder Productivity Promotion Programme (Zambia)
  - Cooperative Rural Development Project in the Oriental Region (Cuba)
- **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 21 PCRv reports:
  - National Programme for Food Security and Rural Development in Imbo and Moso (Burundi)
  - Participatory Natural Resource Management and Rural Development Project in the North, Centre-North and East Regions (Burkina Faso)
  - Inland Fisheries and Aquaculture Project (Congo)
  - Rural Youth Vocational Training, Employment and Entrepreneurship Support Project (Mali)
  - Artisanal Fisheries and Aquaculture Project (Angola)

- Agriculture Services Programme for Innovation, Resilience and Extension (Cambodia)
- Agricultural Recovery Project (Angola)
- Project for Financial Inclusion in Rural Areas (Uganda)
- Fisheries, Coastal Resources and Livelihood Project (Philippines)
- Rural Markets Promotion Programme (Mozambique)
- Livestock Marketing and Resilience Programme (Sudan)
- Productive Partnerships in Agriculture Project (Papua New Guinea)
- Support Programme for Rural Microenterprise Poles and Regional Economies (Madagascar)
- Project to Strengthen Rural Actors in the Popular and Solidary Economy (Ecuador)
- Value Chain Development Programme – Phase II (Burundi)
- Rural Development Programme in the Mountain Zones – Phase I (Morocco)
- Semi-arid Sustainable Development Project in the State of Piauí (Brazil)
- Adapted Rural Financial Services Development Project (Benin)
- Jharkhand Tribal Empowerment and Livelihoods Project (India)
- Agropastoral Development and Local Initiatives Promotion Programme in the South-East – Phase II (Tunisia)
- National Agriculture Project (Eritrea)

#### **Reports completed**

- Country strategy and programme evaluations:
  - Guinea-Bissau
  - Ethiopia
  - Kyrgyzstan
  - China
  - Colombia
- Project performance evaluations:
  - Southern Laos Food and Nutrition Security and Market Linkages Programme (Lao People's Democratic Republic)
- Project completion report validations:
  - Kinshasa Food Supply Centre Support Programme (Congo)
  - Public Services Improvement for Sustainable Territorial Development in the Apurimac, Ene and Mantaro River Basins Project (Peru)
  - Rural Community Finance Project (Liberia)
  - Strategic Support for Food Security and Nutrition Project (Lao People's Democratic Republic)
  - Infrastructure and Rural Finance Support Programme (Armenia)
  - Upper Tana Catchment Natural Resource Management Project (Kenya)

## **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 subregional evaluation of IFAD's engagement in the G5 Sahel countries and northern Nigeria
- Learning event on the project cluster evaluation on rural enterprise development
- Learning event on the project cluster evaluation on rural finance in East and Southern Africa
- Learning event on the corporate-level evaluation on IFAD's decentralization experience 2023

### **Country learning workshops**

- Kyrgyzstan, 1 March 2023
- Colombia, 21 March 2023
- Ethiopia, 6 June 2023
- China, 23 June 2023

### **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 Uganda, from 27 November to 2 December 2023. 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, the IFAD Governing Council approved the IOE results-based work programme and budget for 2023 and indicative plan for 2024–2025, during its forty-sixth session.
- Executive Board:
  - On 10 and 11 May the 138<sup>th</sup> session of the Executive Board took place. Items discussed included the CLE on IFAD's decentralization experience. Board members also discussed the new IFAD policy on targeting, which benefited from the IOE synthesis note on targeting.
  - On 12 and 13 September, the 139<sup>th</sup> session of the Executive Board took place. Items discussed included the preview of IOE's results-based work programme and budget for 2024 and indicative plan for 2025–2026, and the 2023 ARIE.
  - On 11 and 12 December, the 140<sup>th</sup> session of the Executive Board took place. During the event, IOE's results-based work programme and budget for 2024 and indicative plan for 2025–2026 was approved.
- Evaluation Committee:
  - On 4 April, the 120<sup>th</sup> session of the Evaluation Committee took place. Items discussed included: approach paper for the thematic evaluation of IFAD support for gender equality and women's empowerment; CLE on IFAD's decentralization experience 2022; and approach paper for the CLE on knowledge management practices in IFAD.
  - On 21 June, the 121<sup>st</sup> session of the Evaluation Committee took place. During the meeting, the following reports were presented and well

received: Kyrgyz Republic CSPE; Guinea-Bissau CSPE; and Colombia CSPE.

- On 5 September, during the 122<sup>nd</sup> session of the Evaluation Committee, the following documents were presented and well received: China CSPE; IOE comments on the PRISMA; the ARIE 2023; and preview of the results-based work programme and budget for 2024, and indicative plan for 2025–2026 of IOE; and IOE comments on the RIDE.
- On 6 October, the 123<sup>rd</sup> session of the Evaluation Committee took place. Items positively received included: Ethiopia CSPE; review of IFAD12 Results Management Framework; provisional agenda of the Evaluation Committee for 2024; review of the implementation of Management response to the 2018 CLE on IFAD's financial architecture; and the results-based work programme and budget for 2024 and indicative plan for 2025–2026 of IOE.
- Audit Committee:
  - On 20 November, the 171<sup>st</sup> session of the Audit Committee took place. During the meeting, the results-based work programme and budget for 2024 and indicative plan for 2025–2026 of IOE was presented and received positive feedback.

## 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 - IFAD Evaluation Manual. Annex for communicating evaluation findings.** IOE has published an annex to the third edition of the IFAD Evaluation Manual. In just over 10 pages, the publication successfully articulates the rationale for applying brain science to the field of evaluation in order to increase the effectiveness of communication. The main insights and perspectives of this complex subject matter are woven together through the use of simple language and intuitive arguments. With an eye on the practicality and applicability of the concepts discussed, the document offers concrete actions and implementation steps at the end of each short chapter.
  - **Brain science online training course.** IOE has launched a fully interactive online training course, to accompany the aforementioned 'annex for communicating evaluation findings. Through an audio-visual immersive experience, users will learn about how to leverage neuroscience-based principles to enhance the effectiveness of communication efforts. The course may benefit IFAD and IOE staff and consultants, external evaluation and rural development practitioners, and national authorities and implementing agencies.
  - **IOE Evaluation Advisory Panel.** The IOE Evaluation Advisory Panel held its second annual workshop on 14 and 15 November 2023. The panel affirmed that they believe the IOE evaluation processes to be among the best in

international development organizations. The event featured presentations on the formulation of IOE recommendations and follow-up, on “leaving no knowledge behind”, and on climate change adaptation funding. 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 2023 include the following:
  - **Research paper series.** Geospatial tools and applications to support IOE;
  - **Learning notes series.** Technical note on the use of geographical information systems from the Ethiopia CSPE.
- **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

- **ECG.** On 27 and 28 March 2023, IOE participated in the ECG spring meeting in Washington, D.C. IOE contributed to the event in several ways by engaging in different sessions at multiple levels. Dr Naidoo, IOE Director, delivered a presentation on the first theme of the session, “opportunities and challenges to improve evaluation influence”. Mr Felloni, IOE Deputy Director, delivered a presentation on the fourth theme of the session, “innovative methods in evaluation”. In addition, on 29 March 2023, Dr Naidoo acted as session chair and Mr Felloni as a panellist during the ECG spring webinar series. The session was titled “Food security and broader resilience using an evaluation lens”. On 18 and 20 October 2023, IOE participated in the ECG fall meeting in Abidjan. Dr Naidoo attended in person and was joined remotely by Mr Felloni and Dr Nanthikesan, IOE Lead Evaluation Officer, who delivered presentations online.
- **GEI.** On 24 May 2023, IOE participated in the GEI Partnership Council that took place in Paris. Mr Felloni briefed the Council members on a new initiative to build monitoring and evaluation capacity in Uzbekistan. On 16 November, Dr Naidoo attended the second yearly GEI Partnership Council that took place in Paris.
- **UNEG.** On 24–26 January 2023, Dr Naidoo and Mr Felloni attended the UNEG Annual General Meeting. Items discussed during the meeting included, among others: evaluating during times of crisis; use of artificial intelligence in evaluation; review of the UNEG Strategy 2020–2024 and preparation for the Strategy 2025–2029; and drafting the UNEG workplan 2023. On 23 March 2023, Dr Lomeña-Gelis, IOE Senior Evaluation Officer, delivered a presentation during a UNEG evaluation practice exchange seminar, titled “Evaluation of transformational change for agricultural development”. On 29 March 2023, Dr Nanthikesan delivered a presentation during a UNEG evaluation practice exchange seminar, titled “Evaluating sustainable pathways to climate resilience: Recent experiences from UNEG evaluations”.

### Participation

- **Global invitations.** IOE staff have been invited to deliver presentations and participate in 16 international events, including: European Investment Bank high-level conference: “Picking up the pace: Evaluation in a rapidly changing world”; two UNEG evaluation practice exchange sessions; the ECG spring webinar series; a lecture at the Yale University School of Management; a talk

at the European Institute of Innovation for Sustainability; the 2023 Annual Meeting of the International Research Group for Policy and Program Evaluation (INTEVAL); the event titled “Project cluster evaluations – sharing lessons from AfDB, FAO, IFAD and UNODC”;<sup>67</sup> a peer-to-peer career advisory session for young and emerging evaluators; the 2023 Canadian Evaluation Society Conference; a lecture at the Wits University School of Governance; a lecture at the University of KwaZulu-Natal; the Asian Evaluation Week 2023; the Evaluation Symposium of the Islamic Development Bank titled “The Future of Development Evaluation: Adapting to a Changing Landscape”; COP28; and the event titled “What did we learn? Policy evaluation in the era of COVID-19”.

- **IOE-led seminars and events.** IOE organized and co-hosted two international seminars and events: the 13<sup>th</sup> issue of the IFAD Innovation Talk series, titled “Evaluation through the lens of brain science - Building a humanized approach for better results”; and the “Targeting of the Poor” conference, held at the University of Arizona.
- **INTEVAL.** IOE hosted and funded the 38<sup>th</sup> annual meeting of INTEVAL. The event took place at IFAD headquarters, in Rome. INTEVAL is a multidisciplinary constellation of world-renowned expert evaluation leaders and distinguished authors. INTEVAL’s members addressed the key strategic issues that define the evolution of the evaluation function, shaping the international debate and advancing the discipline within the context of the ever-changing global landscape.
- **Coffee Talk series.** IOE hosted 11 sessions of its Coffee Talk series, aimed at providing an informal forum in which to address a variety of evaluation-related topics. Sessions featured a mix of internal and external speakers, including Tomasz Bartos, Associate Director, Evaluation Department, European Bank for Reconstruction and Development.

#### **Publication**

- The book “Policy Evaluation in the Era of COVID-19” has been published and is now available online, including through open access. Published by Routledge and financially supported by IFAD, the book was co-edited by the IOE Director with Pearl Eliadis, Associate Professor at McGill University, and Ray Rist, former Director of the International Program for Development Evaluation Training. The book is the first to offer a broad canvas that explores government responses and ideas to tackle the challenges that evaluation practice faces in preparing for the next global crisis.

### **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

<sup>67</sup> AfDB = African Development Bank; FAO = Food and Agriculture Organization of the United Nations; UNODC = United Nations Office on Drugs and Crime.

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 206,000 views from 83,000 users across 217 countries and territories, as of 31 December 2023.

- **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 2023, IOE published three editions of the magazine and the cumulative total number of readers reached 27,800 across 116 countries as of 31 December 2023.
- **Social media.** IOE has a strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated in real time on its latest endeavours, while ensuring that its stakeholders are able to interact with the Office in an ongoing and fluid fashion. In 2023, IOE has continued to grow its following on Twitter, reaching 3,436 followers [@IFADeVal]; LinkedIn, reaching 5,967 followers; and YouTube, reaching 570 subscribers, as of 31 December 2023.
- **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 2023, 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 2023, IOE published a record-breaking 48 news items – an average of almost one every week of the year.
- **Video series.** In 2023, IOE published 23 videos. This reflects a broadened list of video products, which now include five separate formats:
  - **60 seconds with the Director.** The video series offer easy-to-digest insights into the IOE Director's perspectives on a number of salient, evaluation-related issues. In 2023, IOE published two instalments in the series.
  - **Promotional 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 2023, IOE produced four promotional videos.
  - **Video interview series.** Through one-on-one interviews, each episode offers 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. The use of accessible language, complemented by an informal setting, create a welcoming atmosphere where seemingly complex topics are presented in a user-friendly fashion. In 2023, IOE published two video interviews.
  - **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 2023, IOE published three event videos.

- **Evaluation pills.** The evaluation pills offer succinct, one-minute takeaways on select topics related to the practice of evaluation and how it can be enhanced through the tailored application of neuroscience principles. The pills feature the IOE Director and Dr Srin Pillay. In 2023, IOE published 12 instalments.
- **Evaluation briefs.** Evaluation briefs are ad hoc publications that document and provide insights on specific events, topics, themes and issues pertaining to IOE's work. In 2023, IOE published four briefs.
- **IOE Coffee Talk series.** Each instalment of the previously presented talk series is captured through new fact sheets. In 2023, IOE published 11 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 2023, IOE staff published two 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 June 2023 and January 2024, covering the first and second semester of the year, 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 2023, IOE issued nine editions of the Bulletin.



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

Table 1

### Examples of feedback from governing bodies

#### 141<sup>st</sup> session of the Executive Board [24 April 2024]

“Canada also welcomes the new COSOP for Colombia and we commend IFAD for implementing the lessons learned and the recommendations from the previous evaluation into this new programme.”

- **Representative of Canada**

“We note very much the way that IFAD has responded to the evaluation findings and recommendations.”

- **Representative of United Kingdom**

“I also want to highlight IOE’s contributions to the document. [...] Additionally, as highlighted by IOE’s evaluation, it is also necessary to improve communication with the community about the fruits of IFAD’s joint work with the Colombian Government.”

- **Representative of Brazil**

#### CSPE Rwanda [5 March 2024]

“So we are happy to be part of this workshop and hear about the findings from the Independent Office of Evaluation of IFAD [‘s colleagues] who are presenting us the evaluation that was carried out on IFAD’s programme and projects here in Rwanda. We are looking forward to the discussion of findings and methodology [...]. I think the purpose [of this discussion] is to ensure better implementation in the future and, most importantly, sustainability of our projects; and then I think this informs both the design, the implementation and the long-term planning looking ahead.”

- **Honourable Dr Ildephonse Musafiri, Minister of Agriculture and Animal Resources of Rwanda**

#### 122<sup>nd</sup> session of the Evaluation Committee [5 September 2023]

The Evaluation Committee welcomed the country strategy and programme evaluation (CSPE) for the People’s Republic of China [...], which provides important inputs that will facilitate the consultations between IFAD and the People’s Republic of China. [...] Members noted that the CSPE was the first such report on one of the eight IFAD Member States in the process to approach graduation, and together with other such reports would generate important lessons learned.

- **Evaluation Committee Chair**

“First, I would like to express our gratitude to IOE and the evaluation team. We appreciate the professionalism and expertise they have demonstrated in this excellent evaluation work, which generates fruitful and insightful findings as well as recommendations. [...] China welcomes the fruitful evaluation outcomes. [...] We welcome the five recommendations proposed in this report to inform the upcoming COSOP. [...] These five recommendations are based on China’s national conditions and IFAD’s comparative advantages and will be conducive to deepen China-IFAD cooperation. China expects to work jointly with IFAD to translate them into pragmatic actions through the proposed follow-up agreed in the ACP.”

- **Mr Mei Hongyong, Counsellor and Deputy Permanent Representative of the People’s Republic of China to the United Nations Agencies for Food and Agriculture in Rome**

“The reason for which I think this is an important document is because, as has been said, since 1981, China has been the main country where IFAD actions have taken place. [...] This is also a remarkable document because it covers a 10-year lifespan which spreads over two COSOPs. [...] This is also an important document because it is the first country assessment which has to do with one of the eight Member States of IFAD which looked at a process of graduation mechanism. These are all the reasons for which I believe that this is an important document and should very much inform our discussions within the Committee, within the Executive Board and in IFAD13 as well.”

- **Representative of France**

“I think this is really exemplary of what a CSPE should look like. [...] We should all learn from this CSPE.”

- **Representative of Indonesia**

“I personally believe this is one of the key reports for the 139<sup>th</sup> session. It contains, in my opinion, very relevant information that can be used to support IFAD and also to guide IFAD into the future.”

- **Evaluation Committee Chair**

“Many thanks to IOE for this ARIE report, which, of course, as usual, has exceptionally high-quality standards.”

- **Representative of Ireland**

Table 2

**Examples of feedback from Management****CSPE Rwanda [5 March 2024]**

"I always look forward to reading the country strategy and programme evaluation reports, as they provide rich and constructive insights, that not only provide lessons, but also hold us collectively to account for the performance of the portfolio and improve our effectiveness. [...] I would also like to thank IFAD's Independent Office of Evaluation for, as ever, their high-quality evaluation report, and the learning from which we will inform the future direction of our collaboration with the Government of Rwanda. And I appreciate the effort to deliver this evaluation in time to make sure it can properly inform the new country strategy we are going to develop with the Government. [...] IFAD Management is very committed to ensure that the recommendations from this evaluation are incorporated in the new COSOP, working with the Government".

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

"First of all, I would like to appreciate the contribution and the richness of the discussion on the CSPE. I think evaluations in general are [needed] to give a fresh look and eyes at what we are doing, what is working well or what areas we can improve. We might not always agree with all the assessments, but I think it really helps us to see through and understand how we can improve our impacts and do better. I want to thank the team leading this CSPE, I think the overall feedback was positive. Over the past years I have been in the country, and I have seen the extent of the positive work and the impact our colleagues have done through IFAD's programme, so thank you for that."

- **Mr Dagmawi Habte-Selassie, Country Director for Rwanda, East and Southern Africa Division, IFAD**

**CSPE Türkiye [16 April 2024]**

"I would also like to thank IFAD's Independent Office of Evaluation for the rigorous evaluation, and for ensuring that its timing is aligned with the design of the new country strategic opportunities programme (COSOP) which will be developed later this year for 2025–2030."

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

"So, with this [vision going forward], and with a diversified portfolio, I think we will be definitely in a position to respond to the evaluation's recommendations on the one hand, but also increase the impact of our operations in the country, working hand in hand with the Government at all levels, and with our development partners."

- **Mr Liam Chicca, Head of IFAD Multi-country Office/Country Director, Near East, North Africa and Europe Division, IFAD**

"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 Türkiye."

- **Ms Dina Saleh, Regional Director, Near East, North Africa and Europe Division, IFAD**

**122<sup>nd</sup> session of the Evaluation Committee [5 September 2023]**

"Management welcomes the second country strategy programme evaluation for China. It provides many useful insights and lessons for the new COSOP. [...] Going forward, we will continue to work closely with the Government to ensure that lessons emerging from this evaluation and the agreed recommendations will feed into the current and future programmes in the next COSOP."

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

"As the Management response said, there are a number of really important issues in the CSPE which we will be taking to the new COSOP. [...] As we move forward, and where this CSPE will be very helpful is the challenge for us under the new COSOP."

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

"Thank you to Indran and to Joanna for this evaluation, which I found really useful, and on behalf of Management, we found it very useful. [...] I really want to credit the evaluation on noting the extent to which innovation has been taken on board."

- **Ms Jyotsna Puri, Associate Vice-President, Strategy and Knowledge Department, IFAD**

"Management very much appreciates the improved format and learning perspective in the 2023 ARIE, like the 2022 one. [...] This obviously helps inform the design and implementation of our projects and country strategies. [...] Management looks forward to strengthening the ongoing collaboration with IOE on the ARIE, as on other evaluation products under its multi-year strategy."

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

## 2024 PBAS country scores and IFAD13 resources distribution for 2025–2027

Table 1  
Asia and the Pacific (APR)

Country	IFAD13 PBAS formula variables					Lending terms 2025	IFAD13 PBAS allocations	ACC allocations	BRAM tentative envelopes
	GNIpc (US\$) <sup>1</sup>	Rural population <sup>2</sup>	IVI score	RSPA score	PAD score				
Bangladesh	2 860	103 186 611	1.43	4.00	5.93	Blend	71 667 000	2 221 000	35 000 000
Bhutan	3 590	440 646	1.38	4.30	5.73	80% SHC/20% HC	7 114 000	800 000	4 500 000
Cambodia	1 810	12 555 214	1.34	3.70	5.91	Blend	31 608 000	980 000	15 000 000
China	13 400	514 625 547	1.22	4.10	5.66	O			130 000 000
Fiji	5 580	388 571	1.39	3.90		HC	4 500 000*	800 000*	7 000 000
India	2 540	909 103 694	1.36	4.10	5.13	O	154 665 000	4 793 000	
Indonesia	4 870	115 929 739	1.38	4.20	4.52	O			65 000 000
Lao People's Democratic Republic	2 120	4 698 466	1.46	3.50	4.66	Blend	18 290 000	800 000	N/A
Nepal	1 370	23 949 789	1.36	4.10	4.64	HC	38 892 000	1 205 000	15 000 000
Pakistan	1 500	146 871 954	1.48	3.50	5.89	Blend	97 271 000	3 014 000	N/A
Papua New Guinea	2 840	8 762 681	1.50	4.00	2.90	Blend	17 265 000	800 000	N/A
Philippines	4 230	60 124 523	1.29	4.20	5.91	O	47 443 000	1 470 000	65 000 000
Sri Lanka	3 540	17 913 898	1.42	3.90	5.85	Blend	32 624 000	1 011 000	N/A
Tonga	5 000	82 161	1.51	3.50	5.76	D	4 500 000	800 000	N/A
Viet Nam	4 180	60 110 890	1.25	3.90	5.76	O	44 521 000	1 380 000	45 000 000
<b>Total APR</b>								<b>966 634 000</b>	
<b>Total IFAD</b>								<b>3 240 000 000</b>	

Acronyms: GNIpc = gross national income per capita; IVI = IFAD Vulnerability Index; RSPA = rural sector performance assessment; PAD = portfolio performance and disbursement measure; D = grant under Debt Sustainability Framework; HC = highly concessional; O = ordinary; B = blend; SHC/HC = super highly concessional/highly concessional; PBAS = performance-based allocation system; ACC = additional climate contribution; BRAM = Borrowed Resource Access Mechanism.

\* These amounts were not included in document EB 2024/143/R.17/Add.1 and have now been included to more accurately reflect the eligibility of small states for core resources. The overall PoLG level will remain unchanged, as resources will be rebalanced in the course of the three-year replenishment cycle.

Table 2  
East and Southern Africa (ESA)

Country	IFAD13 PBAS formula variables					Lending terms 2025	IFAD13 PBAS allocations	ACC allocations	BRAM tentative envelopes
	GNIpc (US\$) <sup>1</sup>	Rural population <sup>2</sup>	IVI score	RSPA score	PAD score				
Angola	2 130	11 357 911	1.49	4.00	4.42	O	26 784 000	830 000	5 000 000
Botswana	7 620	730 881				O			25 000 000
Burundi	230	11 033 140	1.64	3.60	4.67	D	36 765 000	1 320 000	N/A
Eritrea	610	2 113 634	1.50	1.80	5.82	D	13 790 000	800 000	N/A
Eswatini	3 860	906 244	1.35	3.70	5.87	HC	8 930 000	800 000	4 500 000
Ethiopia	1 130	95 419 819	1.59	3.60	5.93	D	66 843 000	2 400 000	N/A
Kenya	2 110	38 365 351	1.48	3.90	5.89	Blend	53 130 000	1 646 000	N/A
Lesotho	1 160	1 615 275	1.36	3.80	5.88	Blend	15 788 000	800 000	5 000 000
Madagascar	530	17 802 497	1.65	3.40	5.89	80% SHC/20% HC	135 243 000	1 862 000	4 500 000
Malawi	640	16 737 373	1.48	3.90	5.92	D	36 539 000	1 312 000	N/A
Mozambique	530	20 382 557	1.55	3.70	5.92	D	42 883 000	1 539 000	N/A
Rwanda	980	11 335 032	1.52	3.80	5.95	80% SHC/20% HC	91 410 000	1 259 000	7 000 000
South Sudan	1 040	8 640 034	1.61	1.60	3.94	D	10 000 000	800 000	N/A
United Republic of Tanzania	1 210	41 469 278	1.49	3.90	5.67	HC	62 145 000	1 926 000	10 000 000
Uganda	980	34 867 562	1.40	3.80	5.88	80% SHC/20% HC	132 606 000	1 826 000	4 500 000
Zambia	1 320	10 856 322	1.54	3.90	5.90	D	26 186 000	940 000	N/A
Zimbabwe	1 740	11 035 651	1.53	3.60	5.74	HC	33 382 000	1 034 000	N/A
<b>Total ESA</b>	<b>879 018 000</b>								
<b>Total IFAD</b>	<b>3 240 000 000</b>								

Acronyms: GNIpc = gross national income per capita; IVI = IFAD Vulnerability Index; RSPA = rural sector performance assessment; PAD = portfolio performance and disbursement measure; D = grant under Debt Sustainability Framework; HC = highly concessional; O = ordinary; B = blend; SHC/HC = super highly concessional/highly concessional; PBAS = performance-based allocation system; ACC = additional climate contribution; BRAM = Borrowed Resource Access Mechanism.

Table 3

**Latin America and the Caribbean (LAC)**

Country	IFAD13 PBAS formula variables					Lending terms 2025	IFAD13 PBAS allocations	ACC allocations	BRAM tentative envelopes
	GNIpc (US\$) <sup>1</sup>	Rural population <sup>2</sup>	IVI score	RSPA score	PAD score				
Argentina	12 520	3 538 169	1.40	4.00	5.85	O			10 000 000
Bolivia (Plurinational State of)	3 600	3 567 293	1.35	3.90	5.77	O	15 896 000	800 000	N/A
Brazil	9 070	26 802 756	1.21	4.00	5.86	O			60 000 000
Colombia	6 870	9 303 087	1.24	4.20	5.58	O			35 000 000
Costa Rica	13 850	931 164	1.23	4.60		O			10 000 000
Dominican Republic	9 700	1 814 255	1.23	4.30	3.58	O			10 000 000
Ecuador	6 510	6 375 065	1.38	3.90	3.63	O			10 000 000
El Salvador	4 920	1 599 772	1.26	3.50	5.75	O			7 000 000
Haiti	1 740	4 771 013	1.70	3.20	5.15	D	16 539 000	800 000	N/A
Mexico	12 100	23 851 973	1.20	4.20	4.96	O			45 000 000
Peru	6 990	7 246 510	1.24	4.20	5.87	O			30 000 000
<b>Total LAC</b>								<b>251 035 000</b>	
<b>Total IFAD</b>								<b>3 240 000 000</b>	

Acronyms: GNIpc = gross national income per capita; IVI = IFAD Vulnerability Index; RSPA = rural sector performance assessment; PAD = portfolio performance and disbursement measure; D = grant under Debt Sustainability Framework; HC = highly concessional; O = ordinary; B = blend; SHC/HC = super highly concessional/highly concessional; PBAS = performance-based allocation system; ACC = additional climate contribution; BRAM = Borrowed Resource Access Mechanism.

Table 4  
Near East, North Africa and Europe (NEN)

Country	IFAD13 PBAS formula variables					Lending terms 2025	IFAD13 PBAS allocations	ACC allocations	BRAM tentative envelopes
	GNIpc (US\$) <sup>1</sup>	Rural population <sup>2</sup>	IVI score	RSPA score	PAD score				
Bosnia and Herzegovina	8 160	1 624 323	1.23	4.10	5.87	O			7 000 000
Djibouti	3 450	242 299	1.59	3.40	5.88	D	4 500 000	800 000	N/A
Egypt	3 900	63 288 984	1.44	3.60	5.87	O	52 620 000	1 631 000	10 000 000
Jordan	4 460	920 216	1.35	3.90	5.86	O	8 759 000	800 000	10 000 000
Kyrgyzstan	1 700	4 345 338	1.32	3.50	5.84	80% SHC/20% HC	20 254 000	800 000	4 500 000
Montenegro	11 500	196 601	1.28	3.60	5.56	O			7 000 000
Morocco	3 700	13 261 106	1.42	4.30	4.06	O	22 843 000	800 000	42 000 000
Somalia	610	9 269 800	1.84	2.20		D	15 134 000	800 000	N/A
Sudan	990	30 017 260	1.77	2.80	5.92	D	45 360 000	1 628 000	N/A
Tajikistan	1 440	7 165 189	1.39	3.60	5.77	D	18 921 000	800 000	N/A
Tunisia	3 770	3 680 902	1.33	3.90	5.90	O	15 908 000	800 000	N/A
Türkiye	11 650	19 491 054	1.28	4.10	5.88	O			20 000 000
Ukraine	5 070	11 918 960	1.32	4.00		O			4 500 000
Uzbekistan	2 360	17 659 618	1.35	3.30	5.86	Blend	33 061 000	1 025 000	10 000 000
<b>Total NEN</b>	<b>362 244 000</b>								
<b>Total IFAD</b>	<b>3 240 000 000</b>								

Acronyms: GNIpc = gross national income per capita; IVI = IFAD Vulnerability Index; RSPA = rural sector performance assessment; PAD = portfolio performance and disbursement measure; D = grant under Debt Sustainability Framework; HC = highly concessional; O = ordinary; B = blend; SHC/HC = super highly concessional/highly concessional; PBAS = performance-based allocation system; ACC = additional climate contribution; BRAM = Borrowed Resource Access Mechanism.

Table 5  
West and Central Africa (WCA)

Country	IFAD13 PBAS formula variables					Lending terms 2025	IFAD13 PBAS allocations	ACC allocations	BRAM tentative envelopes
	GNIpc (US\$) <sup>1</sup>	Rural population <sup>2</sup>	IVI score	RSPA score	PAD score				
Benin	1 440	6 737 804	1.47	3.80	5.90	Blend	28 742 000	891 000	10 000 000
Burkina Faso	850	15 444 193	1.61	3.70	5.91	HC SSE	58 200 000	1 550 000	N/A
Cabo Verde	4 280	192 536	1.38	3.90	5.74	HC	4 744 000	800 000	5 000 000
Cameroon	1 650	11 519 271	1.44	3.60	3.36	Blend	22 484 000	800 000	N/A
Central African Republic	470	3 180 355	1.53	3.00	5.76	D	19 247 000	800 000	N/A
Chad	710	13 459 197	1.60	3.30	5.86	D	33 464 000	1 201 000	N/A
Democratic Republic of the Congo	660	52 646 504	1.53	2.60	3.57	80% SHC/20% HC	40 800 000	1 638 000	4 500 000
Congo	2 470	1 866 395	1.47	3.40	4.92	Blend	12 571 000	800 000	N/A
Côte d'Ivoire	2 670	13 332 774	1.41	3.70	5.76	Blend	30 070 000	932 000	12 000 000
Equatorial Guinea	5 240	435 193	1.38	2.90		O			7 000 000
Gambia (The)	830	978 107	1.56	3.40	5.78	D	10 781 000	800 000	N/A
Ghana	2 340	13 852 530	1.32	4.00	4.64	Blend	26 135 000	810 000	N/A
Guinea	1 360	8 638 099	1.38	3.60	5.77	80% SHC/20% HC	29 362 000	910 000	5 000 000
Guinea-Bissau	900	1 157 142	1.52	2.50	2.18	D	5 096 000	800 000	N/A
Liberia	730	2 489 270	1.50	3.40	5.93	80% SHC/20% HC	51 584 000	800 000	N/A
Mali	860	12 326 936	1.56	3.40	4.81	80% SHC/20% HC	49 200 000	1 149 000	N/A
Mauritania	2 150	2 040 577	1.63	3.50	4.47	Blend	13 998 000	800 000	5 000 000
Niger	600	21 788 903	1.69	3.40	5.92	80% SHC/20% HC	80 400 000	2 011 000	N/A
Nigeria	1 930	101 577 732	1.48	3.30	5.88	Blend	77 319 000	2 396 000	15 000 000
Sao Tome and Principe	2 480	55 153	1.41	3.00	5.79	D	4 500 000	800 000	N/A
Senegal	1 660	8 815 832	1.54	3.90	2.34	Blend	17 969 000	800 000	10 000 000
Sierra Leone	560	4 832 942	1.62	3.40	5.85	D	23 952 000	860 000	N/A
Togo	1 030	4 961 543	1.43	3.50	3.27	HC SSE	39 303 000	800 000	4 500 000
<b>Total WCA</b>							<b>781 069 000</b>		
<b>Total IFAD</b>							<b>3 240 000</b>	<b>000</b>	

Acronyms: GNIpc = gross national income per capita; IVI = IFAD Vulnerability Index; RSPA = rural sector performance assessment; PAD = portfolio performance and disbursement measure; D = grant under Debt Sustainability Framework; HC = highly concessional; O = ordinary; B = blend; SHC/HC = super highly concessional/highly concessional; PBAS = performance-based allocation system; ACC = additional climate contribution; BRAM = Borrowed Resource Access Mechanism.

## Footnotes

<sup>1</sup> World Bank Atlas methodology <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD>.

<sup>2</sup> World Bank Rural Population <https://databank.worldbank.org/source/world-development-indicators/Series/SP.RUR.TOTL>.

## 2024 rural sector performance assessment (RSPA) scores

Table 1  
Asia and the Pacific

<i>RSPA indicator</i>	<i>Bangladesh</i>	<i>Bhutan</i>	<i>Cambodia</i>	<i>Fiji</i>	<i>India</i>	<i>Lao People's Democratic Republic</i>	<i>Nepal</i>	<i>Pakistan</i>	<i>Papua New Guinea</i>	<i>Philippines</i>	<i>Sri Lanka</i>	<i>Tonga</i>	<i>Viet Nam</i>
<b>1) Policies and legal framework</b>	4.2	4.2	3.4	4.2	4.7	3.8	4.6	4.3	4.1	4.5	4.6	4.0	4.3
1.1) Policies and framework for rural development and rural poverty alleviation	4.4	4.7	3.7	4.5	4.6	4.5	4.4	4.4	4.1	4.5	4.6	4.5	4.7
1.2) Legal frameworks for and autonomy of rural people's organizations	4.2	4.2	3.0	3.4	4.5	3.1	4.4	3.6	4.3	4.9	4.3	3.5	3.4
1.3) Representation and influence of rural organizations and rural people	4.1	3.6	3.4	4.7	5.0	3.9	5.0	5.0	3.9	4.2	5.0	n/a	4.7
<b>2) Rural governance, transparency and public administration</b>	3.7	4.9	2.5	3.8	4.3	3.1	3.6	3.2	3.7	3.7	3.6	3.5	3.3
2.1) Quality and transparency of allocation of resources for rural development	4.8	5.1	2.8	3.5	4.9	3.8	3.8	4.0	4.3	4.2	4.2	3.5	3.4
2.2) Accountability, transparency and corruption	2.7	4.8	2.1	4.0	3.8	2.4	3.3	2.5	3.2	3.2	3.0	3.5	3.2
<b>3) Natural resources and environmental policies and practices</b>	4.4	4.7	4.3	4.7	3.5	3.7	4.1	3.8	3.9	4.1	4.0	3.5	3.9
3.1) Environmental assessment policies and grievance mechanisms	4.0	4.7	3.5	4.9	3.7	4.1	4.4	3.6	3.5	4.3	4.6	3.0	3.5
3.2) National climate change policies	4.5	4.5	4.5	4.5	3.1	3.7	3.8	3.9	4.7	3.4	4.0	n/a	4.0
3.3) Access to land	3.8	4.2	4.4	4.6	3.6	3.7	3.7	3.0	3.4	4.0	3.1	4.0	3.7
3.4) Access to water	5.2	5.4	4.7	4.7	3.7	3.3	4.7	4.5	4.0	4.7	4.3	n/a	4.3
<b>4) Financial policy, access to services and markets</b>	4.2	4.0	3.6	3.6	4.2	2.8	4.1	3.7	4.5	4.1	3.8	3.3	3.0
4.1) Access to and use of rural financial services	4.0	4.3	3.6	4.3	3.9	2.5	4.9	3.7	4.3	4.5	3.3	3.5	2.9
4.2) Investment climate for rural business	3.9	4.0	3.5	3.3	4.3	1.6	3.6	3.9	4.6	4.1	4.3	3.0	2.2
4.3) Access to agricultural input and produce markets	3.9	3.5	2.7	4.0	4.3	2.6	4.1	3.8	3.9	3.4	3.9	n/a	2.9
4.4) Access to extension services	5.0	4.1	4.5	2.6	4.4	4.5	3.8	3.2	5.3	4.3	3.8	3.5	4.0
<b>5) Nutrition and gender equality</b>	4.1	4.5	4.4	3.8	3.8	4.1	4.1	3.3	3.7	4.3	4.1	3.0	4.5
5.1) Nutrition policy framework and outcomes	4.7	5.0	4.9	3.6	4.1	4.6	4.1	3.6	4.2	4.9	5.0	3.0	4.7
5.2) Policy framework for gender equality	3.4	4.0	3.9	4.0	3.5	3.6	4.1	3.1	3.2	3.8	3.2	3.0	4.4
<b>6) Macroeconomic policies and conditions for rural development</b>	3.6	3.6	4.3	3.4	4.0	3.6	3.8	2.9	3.9	4.3	3.5	3.5	4.7
6.1) Monetary and exchange rate policies	3.8	3.1	4.7	3.4	4.3	4.4	4.5	3.3	5.2	4.2	3.7	3.5	5.3
6.2) Fiscal policy and taxation	3.0	4.4	3.8	3.1	3.2	3.2	3.6	2.8	2.6	3.8	2.8	3.5	3.8
6.3) Debt policy	4.6	2.9	4.9	3.9	4.5	3.1	4.2	2.6	4.1	4.4	3.5	3.0	4.9
6.4) Trade policy	3.0	3.8	3.6	3.3	4.1	3.5	3.1	3.1	3.8	4.8	3.8	4.0	4.7
<b>RSPA overall score</b>	<b>4.0</b>	<b>4.3</b>	<b>3.7</b>	<b>3.9</b>	<b>4.1</b>	<b>3.5</b>	<b>4.1</b>	<b>3.5</b>	<b>4.0</b>	<b>4.2</b>	<b>3.9</b>	<b>3.5</b>	<b>3.9</b>



Table 2  
East and Southern Africa

<i>RSPA indicator</i>	<i>Angola</i>	<i>Burundi</i>	<i>Eritrea</i>	<i>Eswatini</i>	<i>Ethiopia</i>	<i>Kenya</i>	<i>Lesotho</i>	<i>Madagascar</i>	<i>Malawi</i>	<i>Mozambique</i>	<i>Rwanda</i>	<i>South Sudan</i>	<i>United Republic of Tanzania</i>	<i>Uganda</i>	<i>Zambia</i>	<i>Zimbabwe</i>
<b>1) Policies and legal framework</b>	4.4	3.9	2.3	4.2	3.7	4.5	4.2	4.3	4.3	4.1	4.0	1.5	4.2	4.1	4.1	4.3
1.1) Policies and framework for rural development and rural poverty alleviation	4.5	3.7	2.5	4.3	4.6	4.4	4.9	3.7	4.3	4.2	4.5	2.0	3.8	4.1	4.0	5.1
1.2) Legal frameworks for and autonomy of rural people's organizations	3.7	3.5	2.0	3.8	3.1	4.1	3.9	4.1	4.6	3.2	3.7	1.0	4.2	3.5	4.4	3.6
1.3) Representation and influence of ROs and rural people	5.0	4.7	n/a	4.4	3.3	5.0	3.9	5.0	3.9	5.0	3.9	n/a	4.7	4.7	3.9	4.2
<b>2) Rural governance, transparency and public administration</b>	3.3	2.5	1.0	2.6	2.4	3.3	3.7	2.7	3.7	2.4	3.7	1.0	3.9	3.4	3.5	3.0
2.1) Quality and transparency of allocation of resources for rural development	3.8	3.2	1.0	2.7	2.3	3.7	3.5	2.4	4.0	2.3	3.7	1.0	4.5	4.1	4.2	4.0
2.2) Accountability, transparency and corruption	2.7	1.8	1.0	2.5	2.6	3.0	3.8	3.0	3.4	2.6	3.7	1.0	3.4	2.6	2.8	2.0
<b>3) Natural resources and environmental policies and practices</b>	4.2	3.9	1.8	3.5	4.0	4.4	4.0	3.8	4.0	3.8	4.2	1.3	4.2	4.3	4.5	3.7
3.1) Environmental assessment policies and grievance mechanisms	4.7	3.0	2.0	3.6	4.1	4.5	3.5	4.2	3.1	3.6	3.3	1.0	4.8	4.1	4.9	3.7
3.2) National climate change policies	4.4	4.4	n/a	4.1	4.2	4.0	4.0	3.6	4.5	3.8	4.5	n/a	3.5	4.6	4.4	4.5
3.3) Access to land	3.8	4.0	1.5	2.2	4.4	4.5	3.5	4.2	3.8	4.1	4.3	1.5	4.5	4.0	4.6	2.8
3.4) Access to water	3.8	4.0	n/a	4.2	3.5	4.4	4.9	3.4	4.8	3.7	4.5	n/a	3.8	4.4	4.0	3.7
<b>4) Financial policy, access to services &amp; markets</b>	4.3	4.0	1.8	3.9	4.0	4.4	3.8	2.8	4.3	4.2	4.0	2.0	4.0	4.0	4.2	3.9
4.1) Access to and use of rural financial services	4.2	3.9	1.0	4.3	4.2	4.9	4.0	3.0	4.2	4.3	4.1	2.0	4.1	4.7	4.2	3.9
4.2) Investment climate for rural business	3.9	3.9	1.0	4.1	3.4	3.9	3.6	1.8	4.4	3.9	4.0	1.5	3.9	3.9	3.6	3.3
4.3) Access to agricultural input and produce markets	3.9	3.4	n/a	3.3	4.0	3.7	3.1	3.3	3.9	3.9	3.0	n/a	3.8	4.1	3.7	3.8
4.4) Access to extension services	5.0	4.8	3.5	3.9	4.3	4.9	4.4	3.0	4.9	4.6	4.9	2.5	4.1	3.4	5.2	4.7
<b>5) Nutrition and gender equality</b>	4.2	4.3	2.5	4.0	4.3	3.5	3.6	3.2	4.1	4.3	3.6	1.5	4.0	4.1	3.7	4.1
5.1) Nutrition policy framework and outcomes	4.3	4.7	3.0	4.2	4.3	3.2	3.6	3.4	4.5	4.0	2.5	1.5	4.3	4.1	3.8	3.9
5.2) Policy framework for gender equality	4.2	4.0	2.0	3.7	4.3	3.8	3.7	3.0	3.6	4.6	4.6	1.5	3.8	4.1	3.6	4.2
<b>6) Macroeconomic policies and conditions for rural development</b>	3.5	2.7	1.5	4.0	3.1	3.1	3.7	3.6	3.0	3.5	3.1	1.9	3.3	3.1	3.6	3.0
6.1) Monetary and exchange rate policies	4.2	2.1	1.5	4.3	3.5	3.7	4.1	3.8	2.4	3.0	2.9	1.5	4.0	3.4	3.8	3.1
6.2) Fiscal policy and taxation	4.2	2.6	1.5	3.7	3.2	3.0	4.7	3.2	3.4	4.1	3.4	2.0	2.9	2.8	3.2	2.5
6.3) Debt policy	3.0	3.2	1.5	4.4	3.2	2.7	2.8	4.0	2.9	3.4	3.6	1.5	3.7	3.5	4.2	3.6
6.4) Trade policy	2.8	2.9	1.5	3.8	2.7	3.1	3.1	3.3	3.3	3.7	2.7	2.5	2.7	2.7	3.1	2.6
<b>RSPA overall score</b>	<b>4.0</b>	<b>3.6</b>	<b>1.8</b>	<b>3.7</b>	<b>3.6</b>	<b>3.9</b>	<b>3.8</b>	<b>3.4</b>	<b>3.9</b>	<b>3.7</b>	<b>3.8</b>	<b>1.6</b>	<b>3.9</b>	<b>3.8</b>	<b>3.9</b>	<b>3.6</b>

Table 3

**Latin America and the Caribbean**

<i>RSPA indicator</i>	<i>Bolivia (Plurinational State of)</i>	<i>Haiti</i>
<b>1) Policies and legal framework</b>	4.6	3.8
1.1) Policies and framework for rural development and rural poverty alleviation	4.4	3.1
1.2) Legal frameworks for and autonomy of rural people's organizations	4.4	3.8
1.3) Representation and influence of ROs and rural people	5.0	4.4
<b>2) Rural governance, transparency and public administration</b>	3.6	1.4
2.1) Quality and transparency of allocation of resources for rural development	4.3	1.1
2.2) Accountability, transparency and corruption	3.0	1.8
<b>3) Natural resources and environmental policies and practices</b>	4.1	3.4
3.1) Environmental assessment policies and grievance mechanisms	4.5	2.5
3.2) National climate change policies	3.2	4.1
3.3) Access to land	4.5	3.2
3.4) Access to water	4.1	3.7
<b>4) Financial policy, access to services and markets</b>	3.3	3.6
4.1) Access to and use of rural financial services	2.7	4.3
4.2) Investment climate for rural business	3.5	2.0
4.3) Access to agricultural input and produce markets	2.6	3.8
4.4) Access to extension services	4.4	4.5
<b>5) Nutrition and gender equality</b>	4.7	3.3
5.1) Nutrition policy framework and outcomes	4.6	3.7
5.2) Policy framework for gender equality	4.7	2.8
<b>6) Macroeconomic policies and conditions for rural development</b>	2.8	3.6
6.1) Monetary and exchange rate policies	3.3	3.6
6.2) Fiscal policy and taxation	2.1	2.7
6.3) Debt policy	2.9	4.7
6.4) Trade policy	2.9	3.6
<b>RSPA overall score</b>	<b>3.9</b>	<b>3.2</b>

Table 4

**Near East, North Africa and Europe**

<i>RSPA indicator</i>	<i>Djibouti</i>	<i>Egypt</i>	<i>Jordan</i>	<i>Kyrgyzstan</i>	<i>Morocco</i>	<i>Somalia</i>	<i>Sudan</i>	<i>Tajikistan</i>	<i>Tunisia</i>	<i>Uzbekistan</i>
<b>1) Policies and legal framework</b>	3.8	4.0	3.9	4.4	4.5	2.5	2.9	3.7	4.4	3.1
1.1) Policies and framework for rural development and rural poverty alleviation	4.5	4.7	4.1	4.2	4.5	3.0	1.5	4.7	4.4	4.0
1.2) Legal frameworks for and autonomy of rural people's organizations	2.9	3.2	3.5	4.4	4.1	2.0	3.2	2.6	4.3	2.5
1.3) Representation and influence of ROs and rural people	4.1	4.1	4.2	4.7	5.0	n/a	3.9	3.8	4.4	2.8
<b>2) Rural governance, transparency and public administration</b>	2.9	2.8	3.3	2.1	4.1	2.0	1.5	2.5	3.5	2.2
2.1) Quality and transparency of allocation of resources for rural development	3.4	2.9	2.9	1.7	4.5	2.5	1.3	3.2	3.5	2.3
2.2) Accountability, transparency and corruption	2.3	2.8	3.7	2.6	3.7	1.5	1.6	1.8	3.5	2.1
<b>3) Natural resources and environmental policies and practices</b>	3.5	4.5	4.4	4.2	4.4	1.8	3.4	4.1	4.2	3.9
3.1) Environmental assessment policies and grievance mechanisms	3.3	4.3	4.2	3.8	3.9	2.5	3.2	3.7	3.5	3.7
3.2) National climate change policies	3.0	5.1	5.3	4.6	5.0	n/a	3.7	4.5	4.8	4.5
3.3) Access to land	3.2	3.9	3.4	4.1	3.9	1.0	3.6	3.9	4.1	3.5
3.4) Access to water	4.6	4.8	4.8	4.5	4.7	n/a	3.2	4.2	4.4	4.0
<b>4) Financial policy, access to services and markets</b>	2.9	3.5	3.9	2.6	4.6	2.2	3.6	3.2	4.5	3.2
4.1) Access to and use of rural financial services	2.6	3.8	2.1	3.3	3.9	2.0	3.4	4.0	4.0	4.0
4.2) Investment climate for rural business	3.7	3.4	4.0	2.4	4.6	2.0	3.2	1.8	4.5	4.0
4.3) Access to agricultural input and produce markets	2.0	3.0	4.7	2.5	5.1	n/a	3.4	3.7	4.5	3.2
4.4) Access to extension services	3.1	3.7	4.9	2.0	4.6	2.5	4.4	3.2	5.1	1.7
<b>5) Nutrition and gender equality</b>	3.2	3.5	4.1	4.0	4.3	2.3	3.4	4.5	3.7	3.6
5.1) Nutrition policy framework and outcomes	2.9	3.3	5.1	4.2	5.0	2.0	4.5	4.9	3.6	3.7
5.2) Policy framework for gender equality	3.6	3.6	3.1	3.7	3.6	2.5	2.2	4.2	3.8	3.5
<b>6) Macroeconomic policies and conditions for rural development</b>	4.2	3.2	3.9	3.8	3.8	2.4	2.0	3.6	3.2	3.7
6.1) Monetary and exchange rate policies	5.2	2.6	4.0	3.3	4.3	2.5	1.9	4.0	3.4	3.5
6.2) Fiscal policy and taxation	4.0	3.7	4.2	4.2	3.5	2.5	1.8	3.1	3.5	3.5
6.3) Debt policy	3.9	2.8	3.4	3.8	4.0	2.0	2.5	3.8	3.2	3.9
6.4) Trade policy	3.4	3.7	4.1	4.0	3.4	2.5	1.9	3.7	2.5	3.6
<b>RSPA overall score</b>	<b>3.4</b>	<b>3.6</b>	<b>3.9</b>	<b>3.5</b>	<b>4.3</b>	<b>2.2</b>	<b>2.8</b>	<b>3.6</b>	<b>3.9</b>	<b>3.3</b>

Table 5  
West and Central Africa

RSPA indicator	Benin	Burkina Faso	Cabo Verde	Cameroon	Central African Republic	Chad	Democratic Republic of the Congo	Congo	Côte d'Ivoire	Gambia (The)	Ghana	Guinea	Guinea-Bissau	Liberia	Mali	Mauritania	Niger	Nigeria	Sao Tome and Principe	Senegal	Sierra Leone	Togo
<b>1) Policies and legal framework</b>	3.9	3.7	3.8	4.0	4.0	3.6	3.0	4.3	3.8	3.8	4.4	4.1	2.0	3.4	3.9	3.5	4.0	4.1	3.0	4.1	4.0	3.8
1.1) Policies and framework for rural development and rural poverty alleviation	3.3	2.9	3.5	4.1	4.1	3.0	2.7	4.4	3.0	4.2	4.9	4.7	2.0	2.8	3.2	3.6	4.2	4.4	3.0	3.4	4.5	3.1
1.2) Legal frameworks for and autonomy of rural people's organizations	3.6	3.7	4.0	3.3	3.6	3.1	2.6	3.6	3.8	3.4	4.5	3.0	2.0	3.5	3.9	3.2	3.5	3.9	3.0	4.4	3.6	3.5
1.3) Representation and influence of ROs and rural people	4.7	4.7	n/a	4.7	4.2	4.7	3.8	5.0	4.7	3.9	3.9	4.7	n/a	3.9	4.7	3.6	4.4	3.9	n/a	4.4	3.9	4.7
<b>2) Rural governance, transparency and public administration</b>	3.5	2.8	4.0	3.3	2.1	2.1	2.1	2.6	2.7	3.0	4.2	2.7	1.8	2.8	2.2	3.1	3.1	2.3	3.0	3.7	3.3	3.1
2.1) Quality and transparency of allocation of resources for rural development	3.6	2.5	3.5	4.2	2.3	2.1	2.6	2.9	2.2	2.7	4.0	3.3	2.0	2.9	2.0	3.2	3.2	2.2	2.5	3.9	3.2	3.3
2.2) Accountability, transparency and corruption	3.4	3.1	4.5	2.3	1.8	2.0	1.7	2.3	3.2	3.3	4.5	2.1	1.5	2.7	2.5	3.0	3.1	2.5	3.5	3.5	3.4	2.9
<b>3) Natural resources and environmental policies and practices</b>	4.4	4.3	4.0	3.6	3.8	4.0	2.7	3.9	3.9	3.8	4.4	3.9	2.5	4.0	4.2	3.5	3.5	3.6	3.3	3.8	3.8	4.0
3.1) Environmental assessment policies and grievance mechanisms	4.5	4.7	4.0	3.4	3.5	4.5	3.2	3.7	4.7	3.4	4.5	4.5	3.0	4.4	3.4	2.7	3.6	3.4	3.5	3.7	3.5	3.3
3.2) National climate change policies	5.0	5.1	n/a	4.0	4.2	4.0	3.3	4.8	3.4	4.4	4.8	4.0	n/a	4.7	4.6	4.4	3.3	4.3	n/a	3.3	4.6	4.4
3.3) Access to land	3.6	3.5	4.0	2.8	3.3	3.3	2.5	3.5	4.7	3.5	4.3	4.1	2.0	3.9	4.3	3.5	3.9	2.9	3.0	3.5	3.4	4.4
3.4) Access to water	4.5	3.8	n/a	4.1	4.2	4.3	1.9	3.8	2.8	3.7	4.2	3.0	n/a	3.2	4.4	3.4	3.2	3.8	n/a	4.7	3.9	3.7
<b>4) Financial policy, access to services and markets</b>	3.5	3.8	4.0	4.0	2.4	2.8	2.2	2.6	4.4	3.2	4.3	3.6	2.3	4.1	3.2	3.7	3.5	3.4	3.0	4.2	3.3	3.7
4.1) Access to and use of rural financial services	2.7	2.3	3.5	2.5	1.6	2.3	2.0	2.3	3.9	3.3	4.0	3.8	2.0	4.5	3.1	3.9	2.9	4.3	2.5	4.0	3.1	3.3
4.2) Investment climate for rural business	3.7	3.8	4.0	4.3	2.5	4.1	2.6	3.0	4.4	2.4	4.6	4.4	2.5	3.9	4.1	3.0	2.9	4.4	3.0	4.0	2.5	3.1
4.3) Access to agricultural input and produce markets	3.2	4.6	n/a	4.3	3.3	3.1	2.1	3.3	4.2	3.4	3.5	2.7	n/a	3.1	3.9	2.5	3.4	2.0	n/a	3.8	2.8	3.4
4.4) Access to extension services	4.4	4.4	4.5	4.8	2.0	1.9	2.2	1.7	5.0	3.9	5.1	3.5	2.5	4.9	1.7	5.3	4.8	3.1	3.5	4.8	4.9	5.0
<b>5) Nutrition and gender equality</b>	3.9	3.9	4.0	3.3	2.5	3.6	2.5	3.2	3.9	3.6	3.8	4.1	2.5	3.3	3.4	3.4	2.9	3.4	3.0	4.4	2.9	3.1
5.1) Nutrition policy framework and outcomes	4.6	4.4	4.0	3.7	2.3	3.9	3.0	2.9	4.4	4.5	4.1	4.5	2.5	3.8	4.5	3.9	2.6	4.4	3.5	4.6	2.4	3.1
5.2) Policy framework for gender equality	3.2	3.3	4.0	2.9	2.8	3.3	2.1	3.5	3.4	2.6	3.5	3.7	2.5	2.8	2.3	2.9	3.1	2.5	2.5	4.2	3.4	3.1
<b>6) Macroeconomic policies and conditions for rural development</b>	3.7	3.7	3.8	3.2	3.2	3.5	3.2	3.7	3.7	3.2	3.0	3.3	3.1	3.0	3.5	3.6	3.4	3.1	2.8	3.4	3.2	3.4
6.1) Monetary and exchange rate policies	4.3	4.1	3.5	4.7	3.6	4.1	3.4	4.8	4.4	3.8	2.9	2.9	2.5	2.4	3.8	3.6	4.3	3.1	2.5	3.9	3.2	4.2
6.2) Fiscal policy and taxation	2.7	2.8	4.0	3.0	2.7	3.5	2.2	3.8	2.6	3.4	2.6	2.5	3.5	3.0	3.0	3.5	2.7	2.1	2.5	2.9	3.4	3.1
6.3) Debt policy	3.8	4.4	3.0	3.2	3.9	4.2	4.5	3.1	3.7	3.2	3.5	4.3	2.5	3.6	3.9	3.5	3.4	4.3	2.0	3.3	3.4	3.7
6.4) Trade policy	3.8	3.4	4.5	1.9	2.5	2.2	2.5	3.0	4.1	2.5	3.1	3.5	4.0	3.0	3.4	3.7	3.2	3.0	4.0	3.6	3.0	2.6
<b>RSPA overall score</b>	<b>3.8</b>	<b>3.7</b>	<b>3.9</b>	<b>3.6</b>	<b>3.0</b>	<b>3.3</b>	<b>2.6</b>	<b>3.4</b>	<b>3.7</b>	<b>3.4</b>	<b>4.0</b>	<b>3.6</b>	<b>2.5</b>	<b>3.4</b>	<b>3.4</b>	<b>3.5</b>	<b>3.4</b>	<b>3.3</b>	<b>3.0</b>	<b>3.9</b>	<b>3.4</b>	<b>3.5</b>

## Summary infographic

