IFAD
Investing in rural people
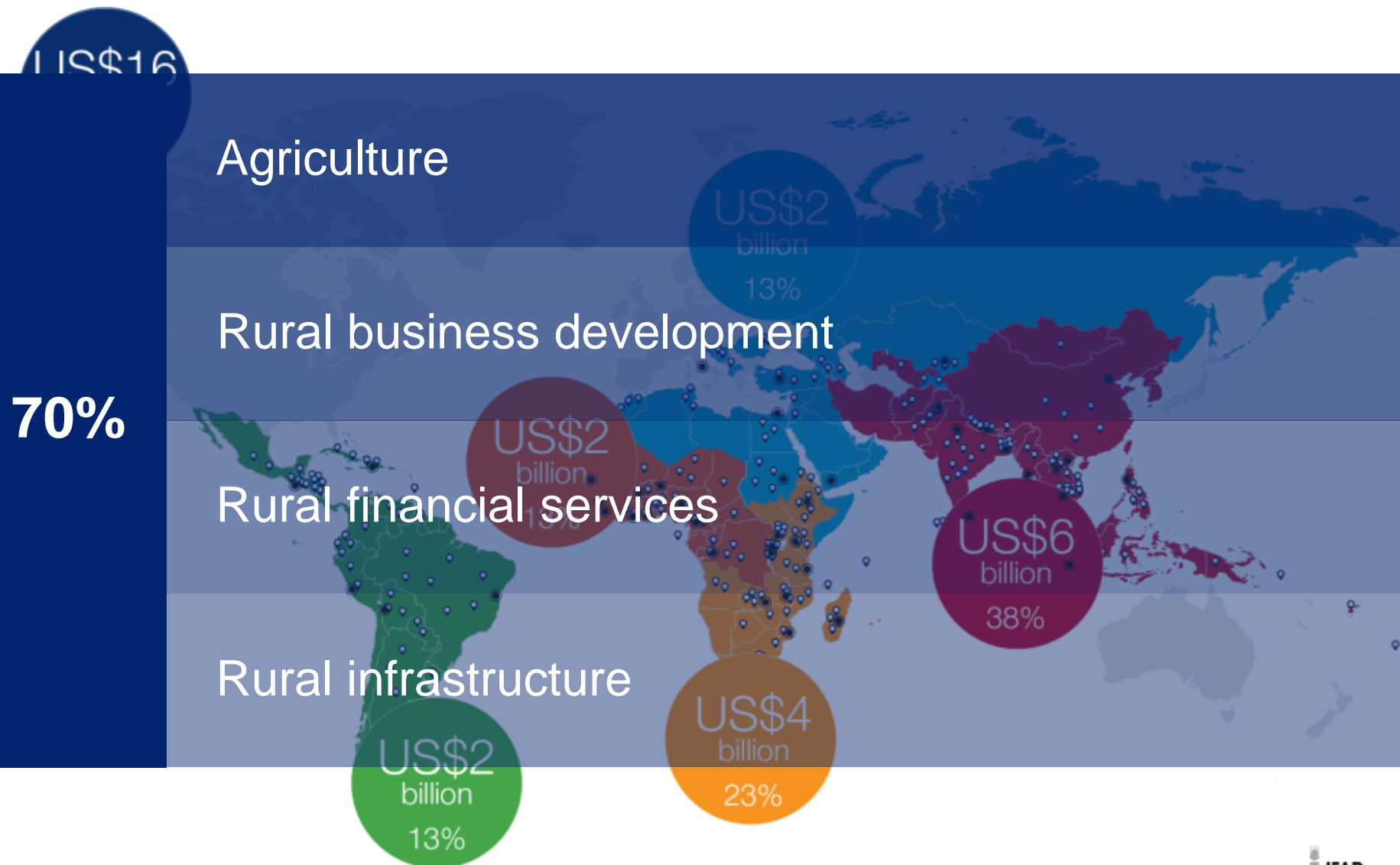
Self and independent evaluation systems: experiences from international financial institutions: the World Bank and IFAD
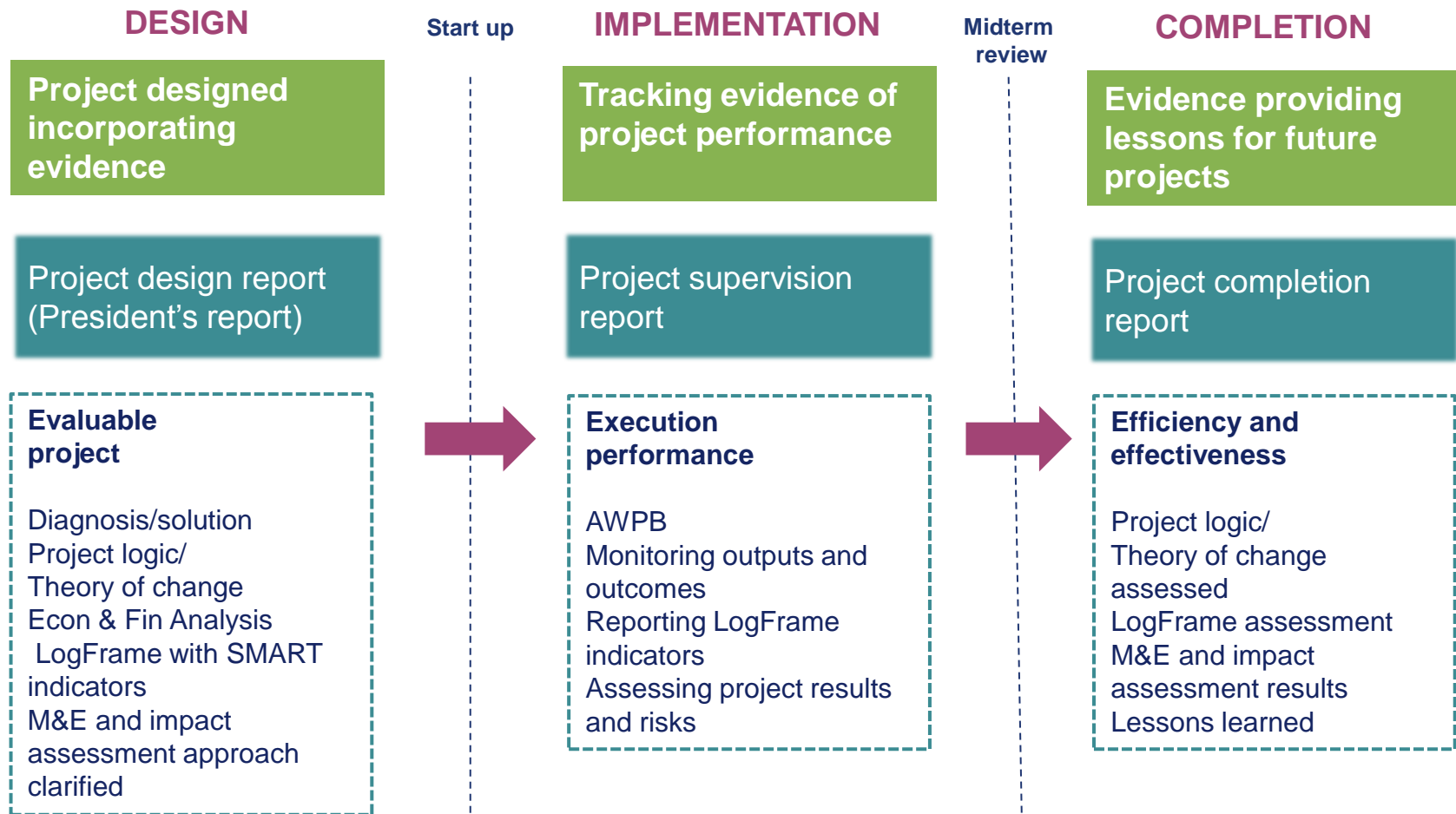
Fabrizio Felloni, Deputy Director, Independent Office of Evaluation

Lisandro Martin, Chief, Operational Programming and Effectiveness Unit Programme Management Department

November 2017

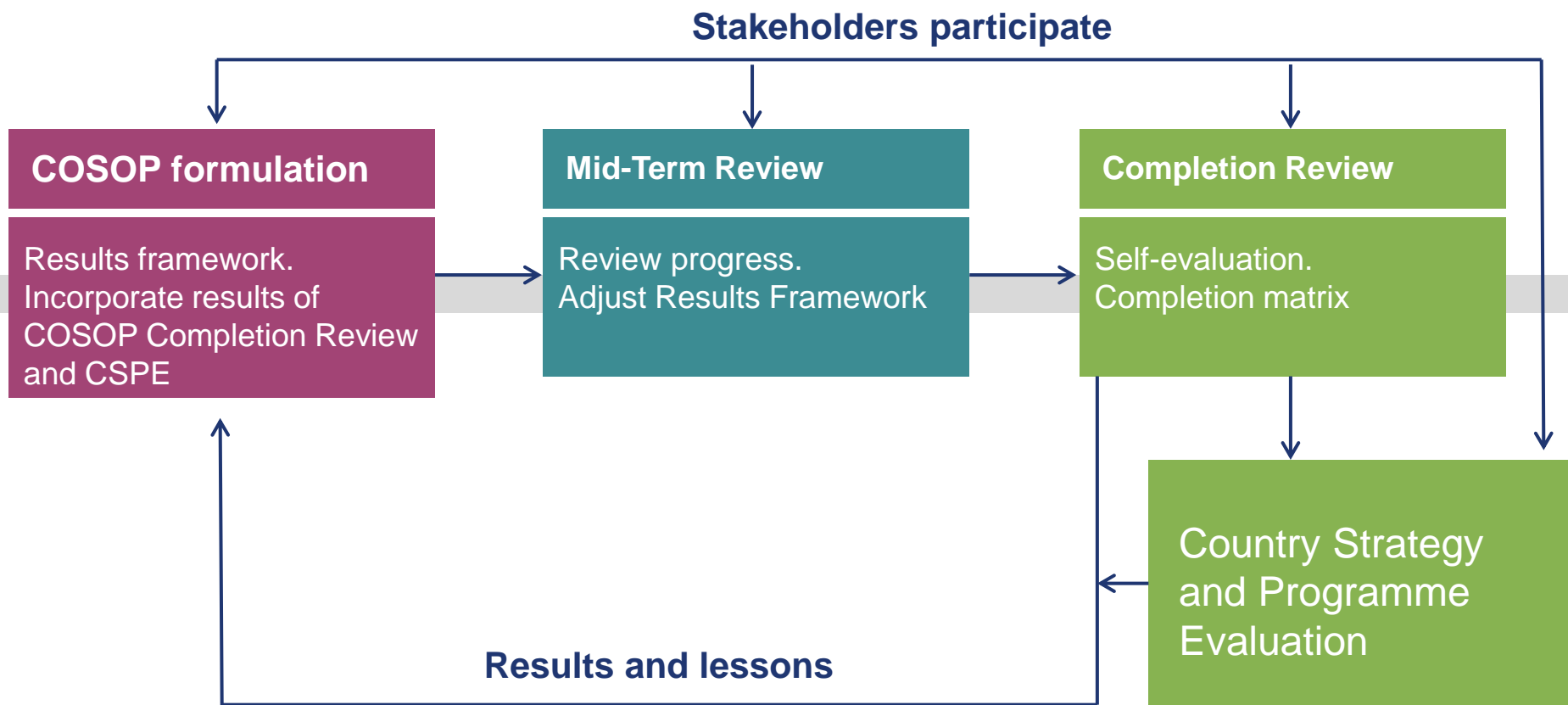# A picture of IFAD

US$16

70%

Agriculture

Rural business development

Rural financial services

Rural infrastructure

US$2 billion 13%

US$2 billion

US$6 billion 38%

US$4 billion 23%

US$2 billion 13%

IFAD
Investing in rural people

Self Evaluation at IFAD:
Focusing on results throughout the project cycle

DESIGN	Start up	IMPLEMENTATION	Midterm review	COMPLETION

Project designed incorporating evidence | | **Tracking evidence of project performance** | | **Evidence providing lessons for future projects**

Project design report (President's report) | | Project supervision report | | Project completion report

Evaluable project

Diagnosis/solution
Project logic/
Theory of change
Econ & Fin Analysis
 LogFrame with SMART indicators
M&E and impact assessment approach clarified

Execution performance

AWPB
Monitoring outputs and outcomes
Reporting LogFrame indicators
Assessing project results and risks

Efficiency and effectiveness

Project logic/
Theory of change assessed
LogFrame assessment
M&E and impact assessment results
Lessons learned

Automated, Tracked in Real-Time through Dashboard

IFAD
Investing in rural people

Focusing on results through the country strategy (COSOP) cycle

Stakeholders participate

COSOP formulation	Mid-Term Review	Completion Review
Results framework. Incorporate results of COSOP Completion Review and CSPE	Review progress. Adjust Results Framework	Self-evaluation. Completion matrix

Country Strategy and Programme Evaluation

Results and lessons

The COSOP Cycle

IFAD
Investing in rural people

Independent Evaluation at IFAD

Division of IFAD reporting to the Executive Board (member states) not to the Management

Evaluation Policy 2003, revised in 2011

Board appoints and dismisses Director

Operational authority over IOE staff is delegated to IOE Director

Work programme and budget approved independently by the Board

IFAD
Investing in rural people

Independent Evaluation Products
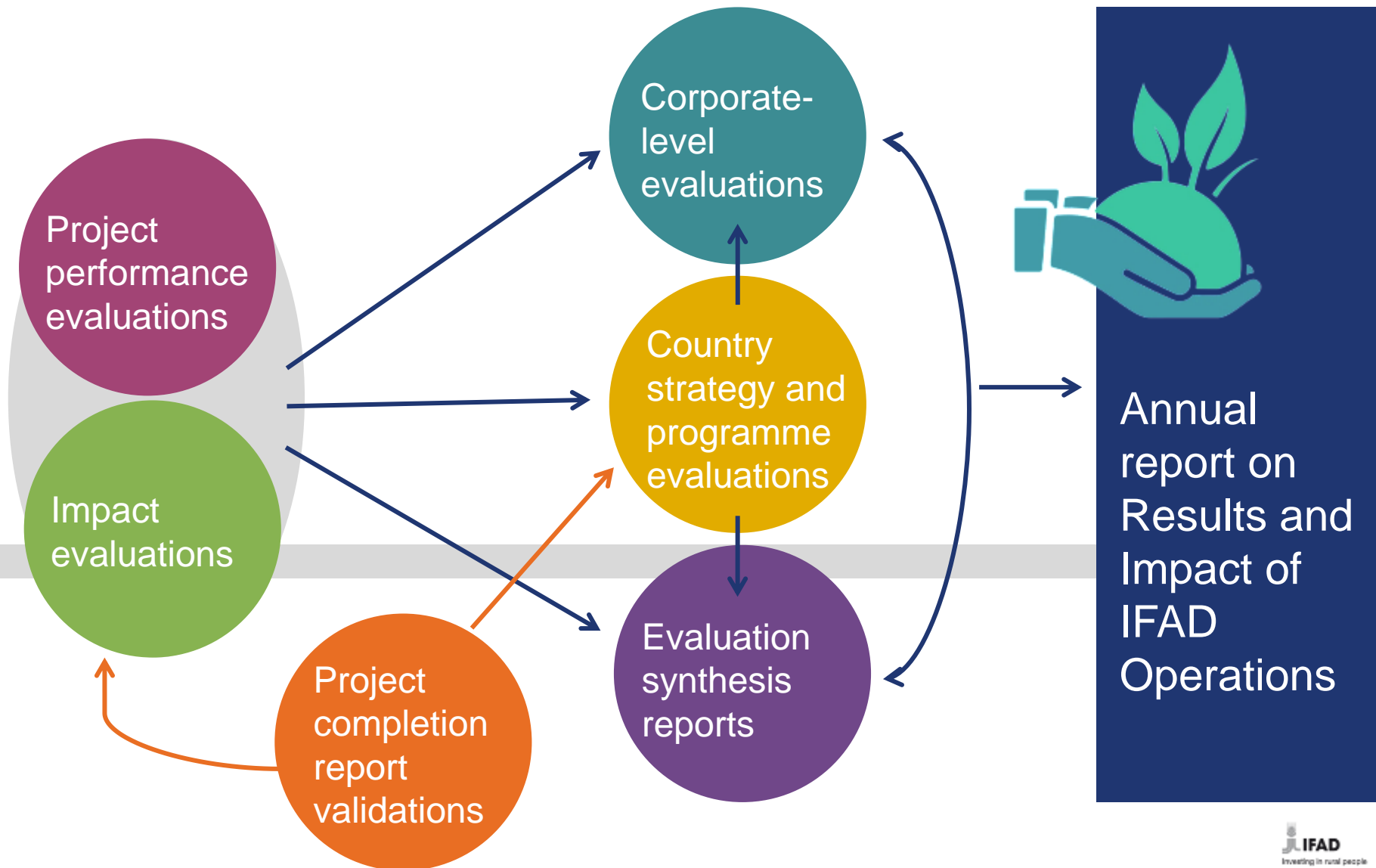
What the two systems assess

	Self-evaluation	Independent Evaluation
Project Level	Supervision	n.a.
	Mid-term Review	n.a
	Completion Report	Validation of Completion Report, Project Evaluations (PPEs, IEs)
Country-level	COSOP results review	n.a.
	COSOP completion review	Country-strategy and programme evaluation
Corporate level	Results Management Framework Quarterly reports	Corporate-level Evaluations
Comprehensive assessments	Report on IFAD's Development Effectiveness	Annual Report on Results and Impact of IFAD's Operations

IFAD
Investing in rural people

Harmonizing the two systems

Required by the Evaluation Policy

Ensure that definitions of evaluation criteria are the same

Entailed review of practices in other International Financial Institutions

Harmonization in 2006, 2011 and 2017 (first reporting in 2018), following issuance of new evaluation guidance documents

Applied to project-level and country-level evaluations

Agreed evaluation criteria

Evaluation criteria at the project level

Project level

Relevance

Effectiveness

Efficiency

Sustainability of benefits

Impact

Gender equality and women's empowerment

Innovation

Scaling-up

Environment and Natural Resource Management

Adaptation to climate change

Overall Project Achievements

Performance of partners
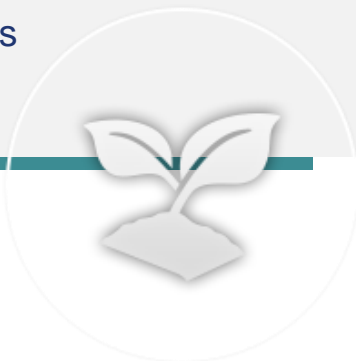
Evaluation criteria at the Country level

Country level

COSOP relevance

COSOP effectiveness

Non-lending activities

- ✓ Knowledge Management
- ✓ Partnership Development
- ✓ Policy Engagement

IFAD
Investing in rural people

Follow-up to Evaluations

Management prepares a formal written response to all recommendations

In cases of disagreement needs to explain why

In the case of country-level evaluation, a response is jointly prepared by Management and the Government (Agreement at Completion Point)

Management prepares an annual report ("PRISMA") categorizing the recommendations received in previous year and status of implementation
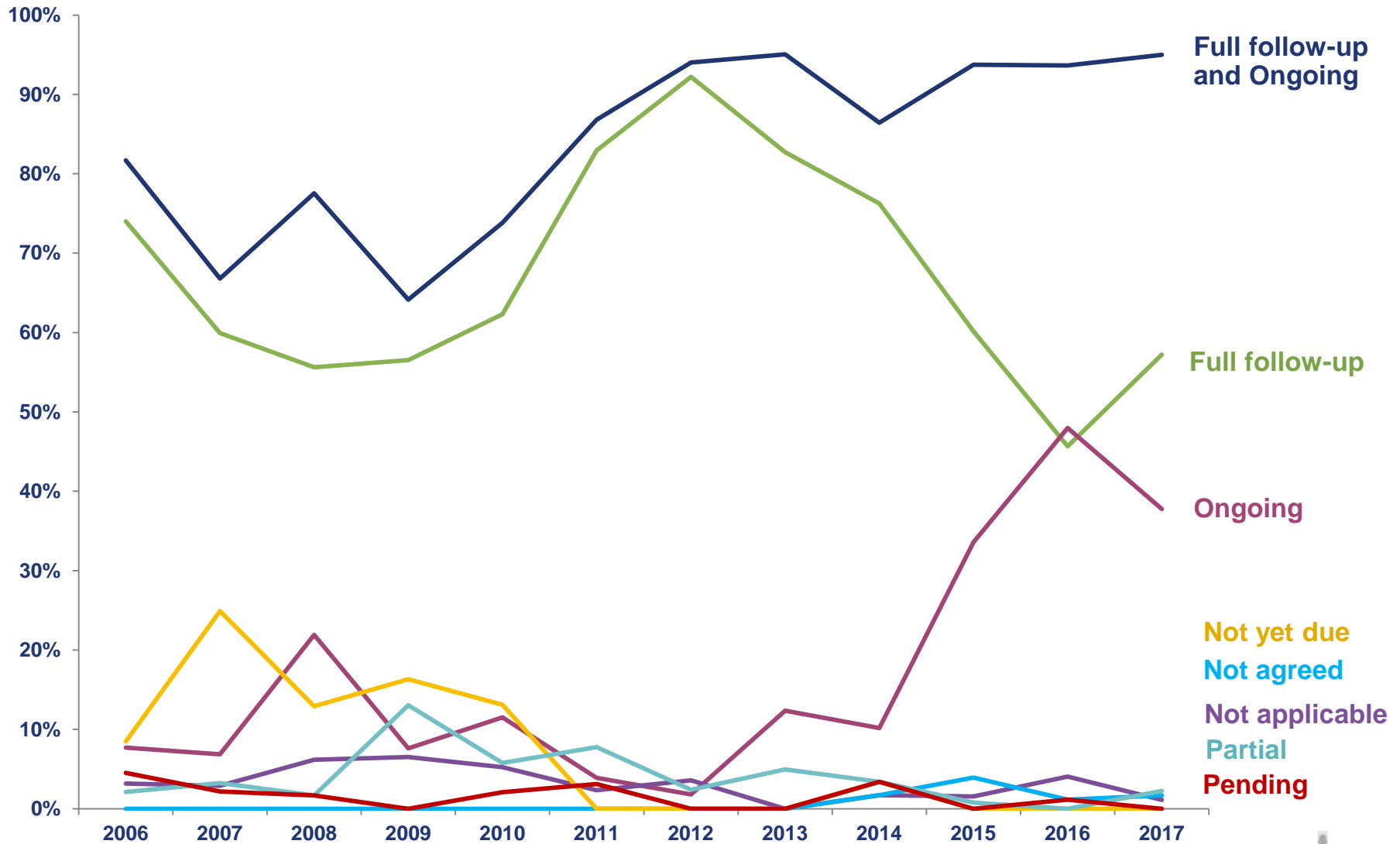
IOE provides comments on PRISMA

Follow-up to Evaluations

Recommendations
(Evaluation)

Management Response
(Management)

PRISMA
(Management)

Comments on PRISMA
(Evaluation)

Discussion with Executive Board
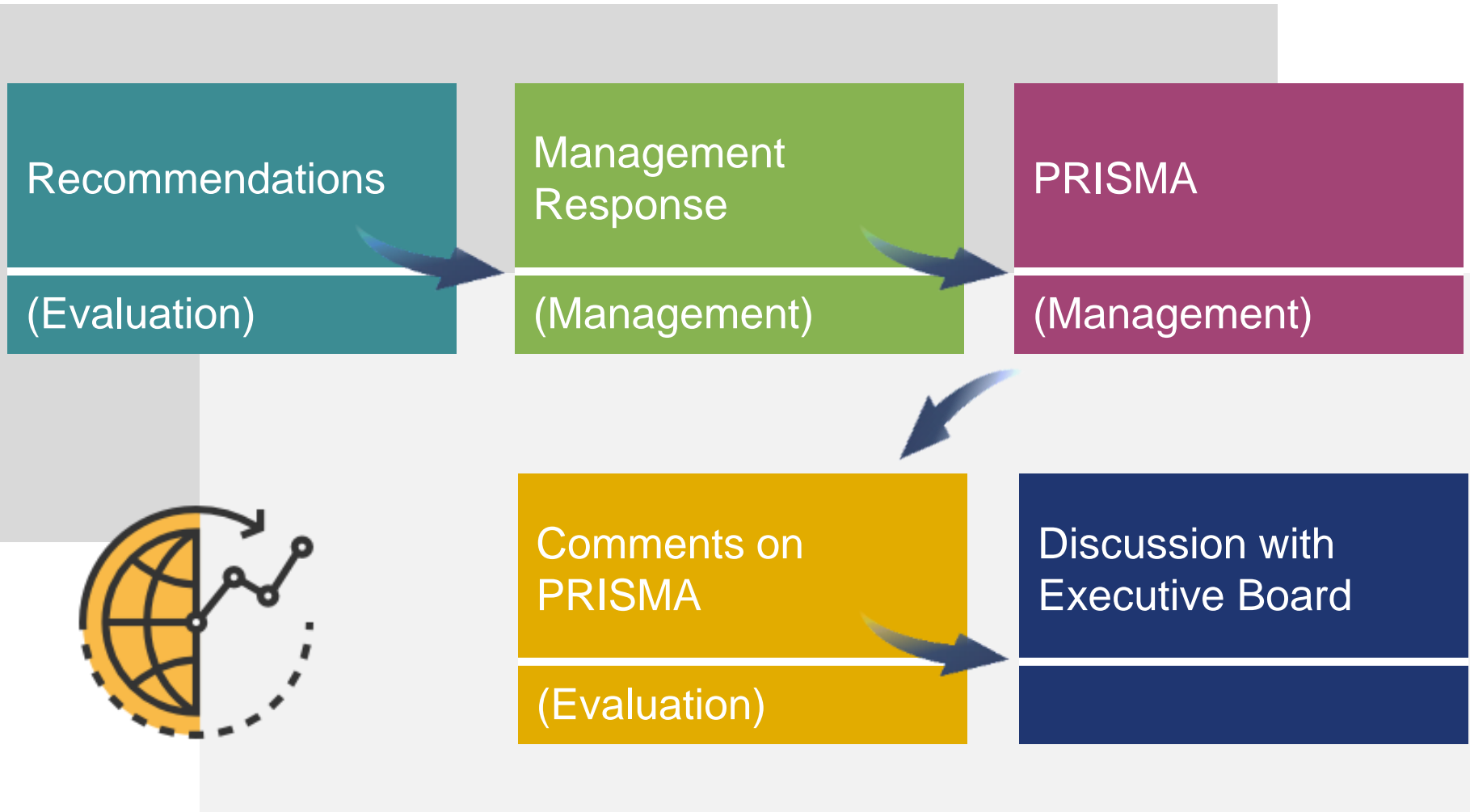
Recommendation Uptake Trends (historical)

Achievements (examples)

Important institutional changes and policy revision

(e.g. Direct Supervision, Country Presence and Decentralization, Grant Policy, Performance Based Allocation)

Commonality of approaches to project-level and country-level self and independent assessments

Transparent follow-up process on recommendation and documentation of agreement / disagreement

Issues and Challenges

Differences in rating reducing but persisting: will they decrease in 2018?

Build more informal spaces for dialogue and reflection

At the project level, find more direct ways to communicate knowledge to enhance project design

Review of self and independent evaluation system to be conducted in 2018-19

IFAD
Investing in rural people

14

Thank you for your attention