



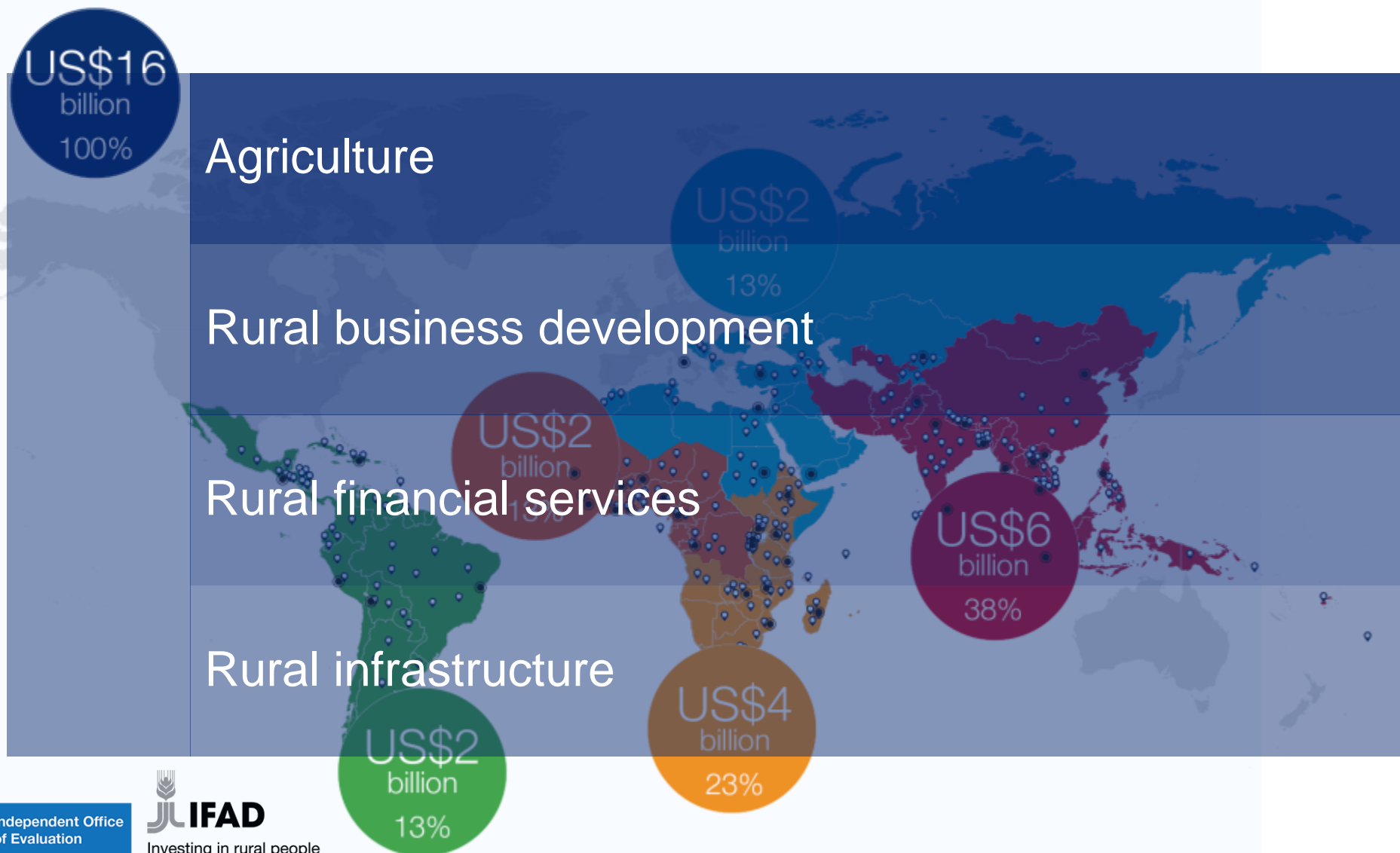
Independent Evaluation for Accountability and Learning

The Independent Evaluation Function at IFAD

Johanna Pennarz, Lead Evaluation Officer, Independent Office of Evaluation (IOE)

Prague, 22 November 2017

A snapshot of IFAD



Independent Office of Evaluation (IOE): What we do

IOE conducts **independent evaluations** of IFAD-financed policies, strategies and operations to promote accountability and learning. The main **purpose** is to contribute to improving IFAD's and its partners' performance in supporting rural transformation in development Member countries.

Mission: To promote accountability and learning through independent, credible and useful evaluations of IFAD's work.

Vision: Increasing the impact of IFAD's operations for sustainable and inclusive rural transformation through excellence in evaluation.

Timeline – independent evaluation

1978

Monitoring and Evaluation Unit

1982

Monitoring and Evaluation Division

1994

Office of Evaluation and Studies

2003

Office of Evaluation
(*Evaluation Policy: independent evaluation function*)

2011

Independent Office of Evaluation
(*Revised Evaluation Policy*)

Purpose of Independent Evaluation

- Promote accountability and learning through independent evaluation of IFAD-financed policies, strategies, operations and business processes
- Evaluation standard follows international good practices
- Contribute to enhancing IFAD's self-evaluation capacities

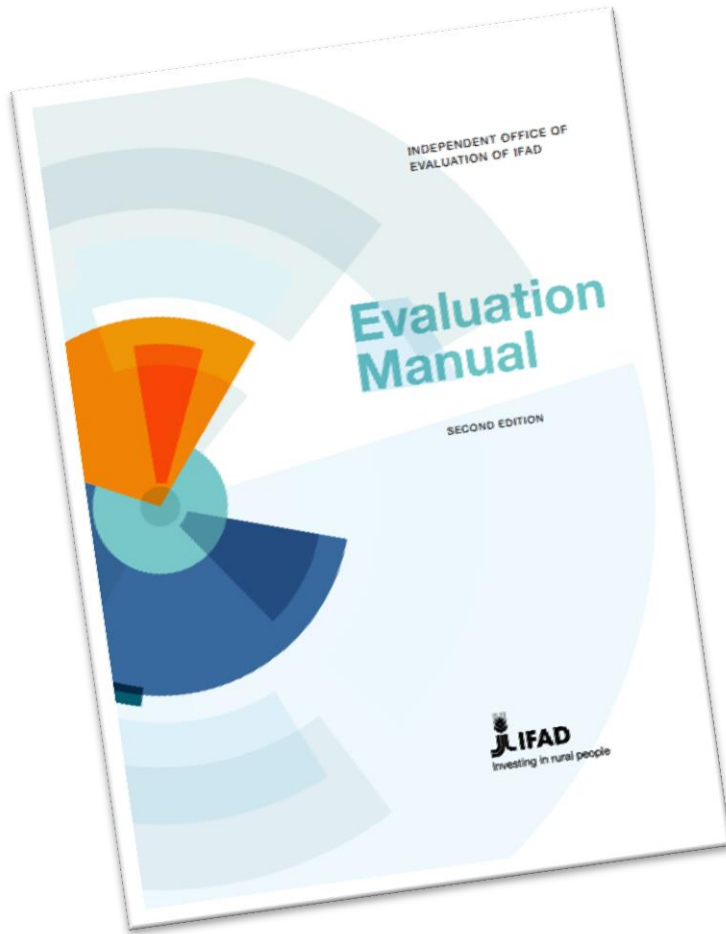
Evaluation Policy: main principles

- **Independence** of IOE, its work programme, budget, staffing, disclosure, etc.
- **Accountability** of performance and results and
- **Learning** to ensure usefulness of evaluation recommendations
- **Independence** of IOE, its work programme, budget and staffing
- **Credibility** - Evidence-based analysis
- **Use** - Partnerships for a transparent and informed process

Evaluation Oversight


- **Executive Board** directly supervises IOE, approves IOE's annual work programme and budget; selects, appoints and dismisses IOE Director; assesses impact of IFAD's operations
- **Evaluation Committee** - sub-committee of the Executive Board; ensures full implementation of and compliance with IFAD Evaluation Policy. Reviews selected evaluation reports and IOE's annual work programme and budget

Evaluation Manual – second edition



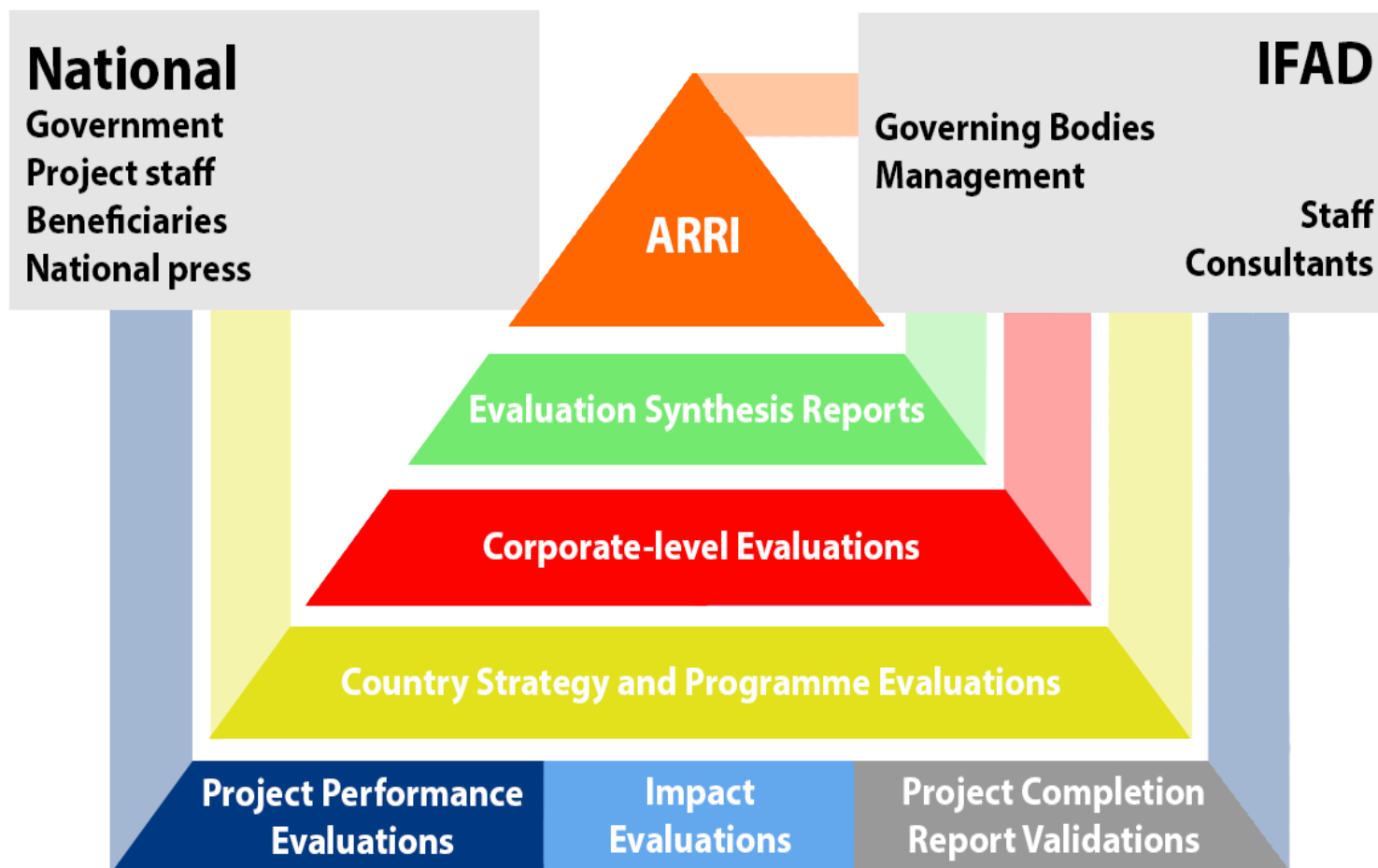
- Contains the **core methodology** used by IOE in conducting evaluations
- **Guides staff and consultants** involved in evaluation work
- Incorporates **new international evaluative trends**
- Available in **English, French, Spanish and Arabic**

Independent Evaluation & Self Evaluation in IFAD



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

Architecture of IOE Evaluation Products



Strengthening evaluation use

- **Stakeholder participation** (Core Learning Partnership)
- **Evaluation architecture**, with key findings summarised in Annual Report on Results and Impact (ARRI)
- **Evaluation Communication Unit** (ECU) to enhance IOE's profile as a knowledge producer, reach out to difference audiences and share key lessons from evaluations
- **Management Response** or Agreement at Completion Point at the end of every evaluation

Follow-up to Evaluations



Management prepares a formal written response to all recommendations



In cases of disagreement needs to explain why

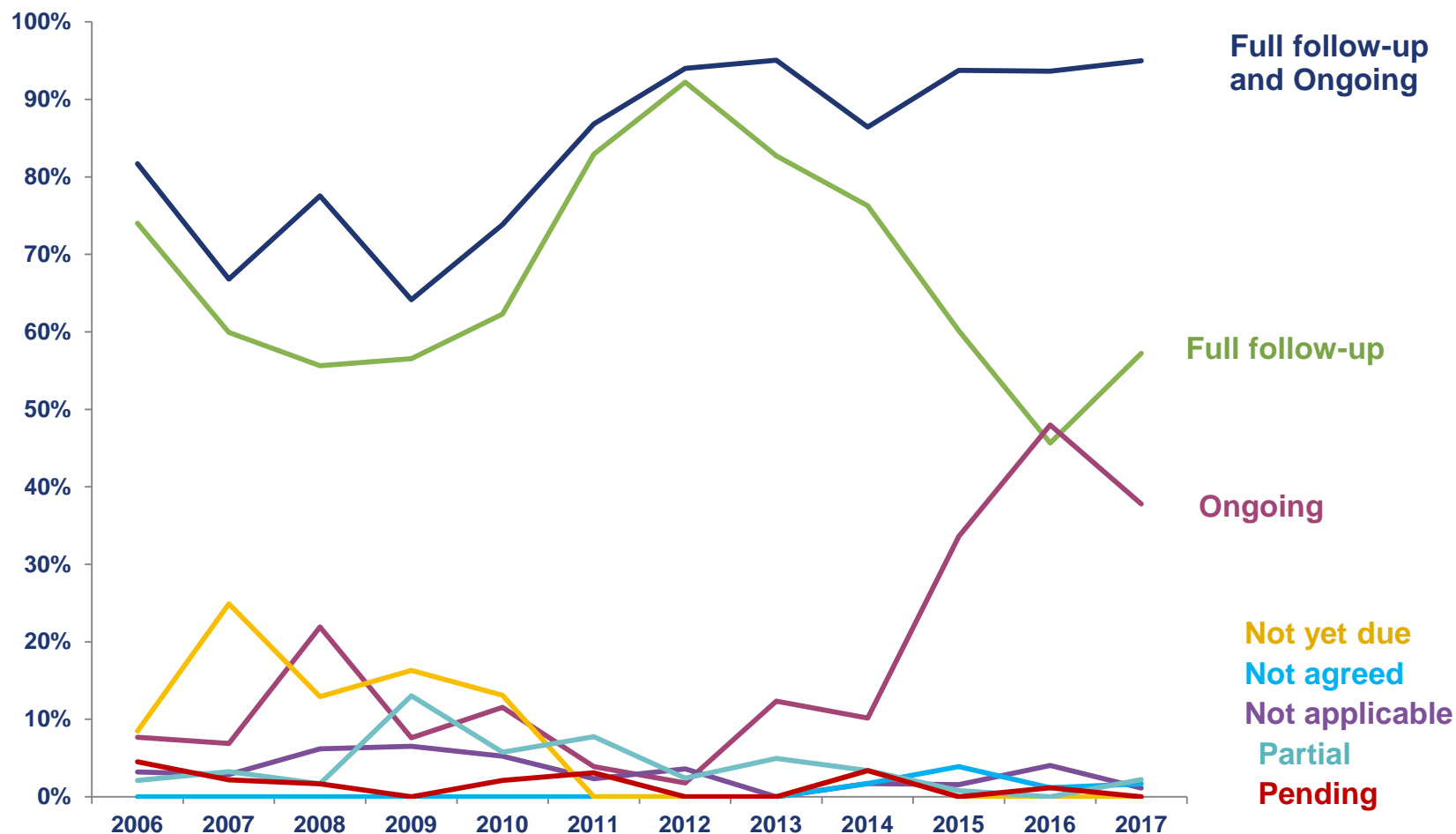
In the case of country-level evaluation, a response is jointly prepared by Management and the Government (Agreement at Completion Point)

Management prepares an annual report (“PRISMA”) categorizing the recommendations received in previous year and status of implementation



IOE provides comments on PRISMA

Recommendation Uptake Trends (historical)



Learning workshops

Learning workshops are organized as a final step in the evaluation process for the following types of evaluations:

Country strategy and programme evaluation: national workshop

Corporate-level evaluation: In-house, sometimes in-country workshops

Impact evaluation: in-house and national workshop

Evaluation synthesis report: In-house learning workshop

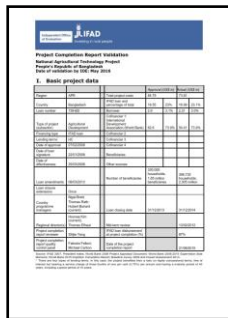
Annual Report on Results and Impact of IFAD Operations: In-house learning workshop



IOE Products

Evaluation reports

Project completion report validation



Project performance



Impact



Evaluation synthesis

Country strategy and programme



Corporate-level



ARRI

Evaluation briefs

- **Profiles** - summary of the evaluation report, focusing on 3 or 4 key recommendations from the evaluation.
- **Insights** - focus on ONE key learning issue emerging from the evaluation.



IOE products

Visual tools



Fact sheets

Videos



Infographics

Quarterly newsletter



Overall Conclusions

- **Organizational independence** – promote accountability and learning through independent, credible and useful evaluations
- **Evaluation architecture** – range of products for specific purposes and users
- **Self-evaluation and independent evaluation** – mutually support accountability and learning
- **Uptake of evaluations** – follow-up institutionalised in IFAD; integrated into evaluation process
- **Communication** provides vital link between evaluators and users;
- Wide range of communication tools tailored to target different audiences and intended purposes