Independent Office of Evaluation of IFAD:
Strategic Context
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About IOE

**IOE GOVERNANCE & STRUCTURE**

**GUIDING PRINCIPLES**
Accountability, learning, independence and partnership are the principles that guide our work.

**HISTORY**
The IFAD’s evaluation function has evolved over more than 40 years of existence, from being discharged by a unit internal to the IFAD management into a fully-fledged independent evaluation outfit.

**MISSION**
Our mission is to promote accountability and learning through independent, credible and useful evaluations of IFAD’s work.

**QUALITY ASSURANCE**
We have supported two external peer reviews of IFAD’s evaluation function conducted by independent professionals in the field of evaluation (2009 and 2019).

**IOE JOURNEY**

**IOE DIRECTORS**
- Luciano Lavizzari, Director (1999)
- Ashwani Muthoo, Acting Director (2012)
- Kees Tuinenburg, Officer in Charge (2013)
- Oscar A. Garcia, Director (2014)
- Fabrizio Felloni, Acting Director (2020)
- Indran A. Naidoo, Director (2021)
INDEPENDENCE
Guarantees the avoidance of conflicts of interest by upholding the provisions that safeguard the behavioral, organizational and structural independence of the Office.

EVIDENCE-BASED MANAGEMENT
Reflects IFAD’s increasing focus on embracing a culture of evidence-based management to maximize development effectiveness, in which evaluation has a critical role to play.

LEARNING & ACCOUNTABILITY
Clarifies that accountability and learning are objectives of evaluation, and emphasizes the effective use of evaluation products to this end.

PRESENTS THE ROLES AND RESPONSIBILITIES OF THE EVALUATION COMMITTEE AND, OF ITS CHAIR, IN THE EVALUATION FUNCTION ON BEHALF OF THE EXECUTIVE BOARD.

IFAD EVALUATION POLICY:
Select highlights

IFAD EVALUATION COMMITTEE:
Roles & responsibilities

IOE WORK PROGRAMME
Reviews the IOE work programme and budget and makes recommendations to the Executive Board.

IOE INDEPENDENCY
Ensures that independent evaluations are shielded from external influences.

RECOMMENDATIONS
Makes recommendations to the Executive Board and oversees implementation of evaluation recommendations and agreed follow-up by IFAD Management.

IOE DIRECTOR APPRAISAL
The Chair of the Evaluation Committee is also responsible for the annual performance appraisal of the Director, IOE.

IOE DIRECTOR APPOINTMENT
Reviews the report of the search panel for the selection and appointment of the Director, IOE.

DOCUMENT REVIEW
Reviews selected evaluation documents to ensure learning and accountability from independent and self-evaluations.
## CURRENT COMPOSITION

<table>
<thead>
<tr>
<th>List</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>List A</td>
<td>France, Ireland, Luxembourg, Netherlands</td>
</tr>
<tr>
<td>List B</td>
<td>Indonesia, Nigeria</td>
</tr>
<tr>
<td>List C1</td>
<td>Cameroon</td>
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<tr>
<td>List C2</td>
<td>India</td>
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<tr>
<td>List C3</td>
<td>Mexico</td>
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</tbody>
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## SESSIONS 2021

- 115th session of the Evaluation Committee
  19 October 2021

- 114th session of the Evaluation Committee
  01 September 2021

- 113th session of the Evaluation Committee
  30 June 2021

- 112th session of the Evaluation Committee
  19 March 2021

- Seventh Special session of the Evaluation Committee
  21 January 2021

## SESSIONS 2022

- 116th session of the Evaluation Committee
  17 March 2022

- 117th session of the Evaluation Committee
  07 June 2022

- 118th session of the Evaluation Committee
  02 September 2022

- 119th session of the Evaluation Committee
  14 October 2022
INDEPENDENT EVALUATION SYSTEM:
IOE evaluation products

Sub-regional Evaluations
Primary objective
Assess strategy, common intervention approaches and IFAD organizational set up in a set of countries that share salient characteristics.
Main users
Regional and country director(s), technical advisors, operational staff, and government counterparts.

Evaluation Synthesis
Primary objective
Contribute to knowledge generation by consolidating findings from past evaluations.
Main users
Senior management, Directors, staff of regional and technical divisions, and members of governing bodies.

Thematic Evaluations
Primary objective
Provide evidence of development effectiveness, performance and results of operations in a thematic topic.
Main users
Senior management, Directors, staff of regional and technical divisions, and members of governing bodies.

Corporate Level Evaluations
Primary objective
Assess the organizational performance and institutional effectiveness of IFAD.
Main users
Senior management, Directors, staff of regional and technical divisions, and members of governing bodies.

Annual Report of Independent Evaluation
Primary objective
Report all of IOE’s evaluation activities in a given year, and presents a synthesis of IFAD’s performance, lessons and challenges.
Main users
Senior management, Directors, staff of regional and technical divisions, and members of governing bodies.

Project Completion Report Validations
Primary objective
Validate the project completion reports prepared by IFAD Management.
Main users
IOE and IFAD Management for reporting (ARIE and RIDE) and feedback.

Project Performance Evaluation
Primary objective
Assess the performance and results of project-level operations funded by IFAD.
Main users
Regional and country director(s), technical advisors, operational staff, and government counterparts.

Impact Evaluation
Primary objective
Provide a rigorous quantitative assessment of the impact on rural poverty of selected IFAD’s operations.
Main users
Regional and country director(s), technical advisors, operational staff, and government counterparts.

Project Cluster Evaluations
Primary objective
Assess the experience of several projects that have a common theme or common major component.
Main users
Regional and country director(s), technical advisors, operational staff, and government counterparts.

Country Strategy and Programme Evaluation
Primary objective
Assess performance and results of country strategy and operations and provide lessons and recommendations to guide preparation of next country strategy.
Main users
Divisional and country director, country team, and government.

SELF-EVALUATION SYSTEM:
Products assessed by IOE

PRISMA
RIDE
New IOE vision & Communication toolbox

NEW IOE VISION:
Core objectives: 2022 – 2027

FORGE CORPORATE CULTURE
Contribute to forging IFAD’s corporate culture as a transparent, learning-oriented and accountable organization.

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

RETAIN & DEEPEN LEADERSHIP
Retain and deepen IOE’s position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies.

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

IOE COMMUNICATION TOOLBOX:
New products: 2021 – 2022

INDEPENDENT MAGAZINE
IOE WEBSITE
SOCIAGE MEDIA
INFOGRAPHICS
DIRECTOR’S BULLETIN
COFFEE TALK SERIES
ADVISORY PANEL SEMINAR SERIES
60 SECONDS WITH THE DIRECTOR
GENDER TALK SERIES
IOE BLOGS
BILATERAL ENGAGEMENTS:
Members of the EC and non-borrowing members of the EB

STAKEHOLDER WORKSHOPS:
Country Strategy & Programme Evaluation workshops: 2021

COUNTRY VISITS:
IFAD Executive Board high-level country visit to Egypt