

European
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Society

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Results and Evaluation Systems in Large International Organizations

Fabrizio Felloni, Deputy Director
Independent Office of Evaluation of IFAD

Renewing the Independent Evaluation Function

Since 2003 IFAD Independent Office of Evaluation (IOE) reports to the Executive Board, not to Management

2019 Peer Review of the Evaluation Function at IFAD

Key recommendations:

- Elaborate a revised Evaluation policy in collaboration with Management, covering independent and self-evaluation. Uphold Independence
- Prepare a multi-year strategy for independent evaluation
- Prepare a new Evaluation Manual, together with Management and covering self and independent evaluation
- Revise and broaden product mix of the evaluation office

Highlights of the process

A hand is shown writing the word "POLICY" in blue capital letters on a whiteboard. The word is underlined with a blue line.

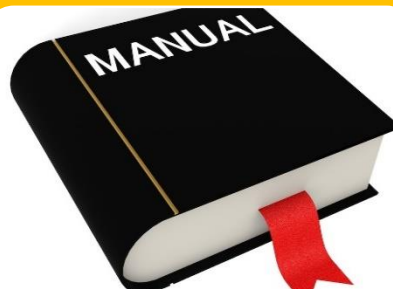
Preparation of the revised evaluation policy in collaboration with Management

- Slow and a times contentious. **But**, after finalization and approval (2021) brought about need for **mutual respect** and collaboration



Multi-year evaluation strategy


- More flexible **mix of evaluation products**
- Among new products: cluster evaluations, sub-regional evaluations, concept of quasi-real time evaluations



Revised evaluation manual in collaboration with Management

- Slow and sometimes cumbersome process
- But in the end Manual for independent evaluation and management, **common principles**

On-going changes

- Manual: common methodological reference for IOE and Management
- Several levels of analysis for both, with complementarity 
- IOE and Management continue to use **rating system** for projects and country-level evaluation **but**
 - Annual IOE reporting adding 'weight' to qualitative **thematic findings** (*what works and why*)
 - IFAD Management analysis becoming more nuanced, less emphasis on showcasing 'positive findings'

IFAD'S EVALUATION ARCHITECTURE

Management's self-evaluation

IOE's independent Evaluation

CORPORATE

- RIDE
- Corporate Impact Assessment Report

- ARIE
- Corporate Level Evaluations
- Evaluation Synthesis
- Thematic Evaluations

COUNTRY

- COSOP Results Review
- COSOP Completion Review

- CSPEs
- Sub-regional Evaluations

PROJECT

- DEM
- PSR
- MTR
- PCR
- Impact Assessment

- Project Performance Evaluation
- PCRV
- Impact Evaluation
- Project Cluster Evaluations

On-going changes – cont.

- Systematic engagement in learning events by both evaluation and Management
- Management request for evaluations is increasing (notably for project cluster, country programme and sub-regional evaluations)
- Management planning to introduce on-line tracking of recommendation action
- IOE planning *ex-post* review of selected recommendation implementation
- Starting collaboration on evaluation capacity development for national agencies