

IOE



Investing in rural people

Independent Office of Evaluation



Review of the formulation of IOE recommendations and follow up

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14-15 Nov. 2023

Evaluation
Advisory Panel
Annual
workshop
Nov 2023

IOE



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Overview

Context

Formulation of
recommendations

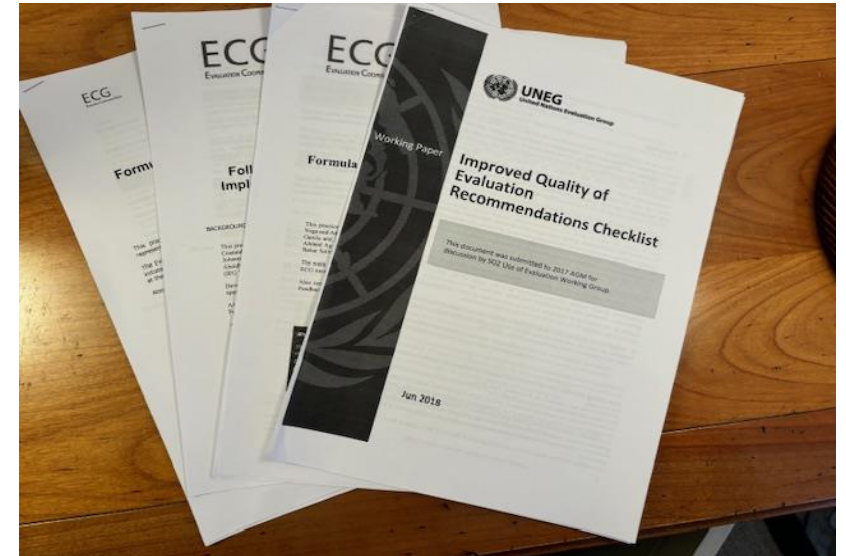
Findings

Conclusions

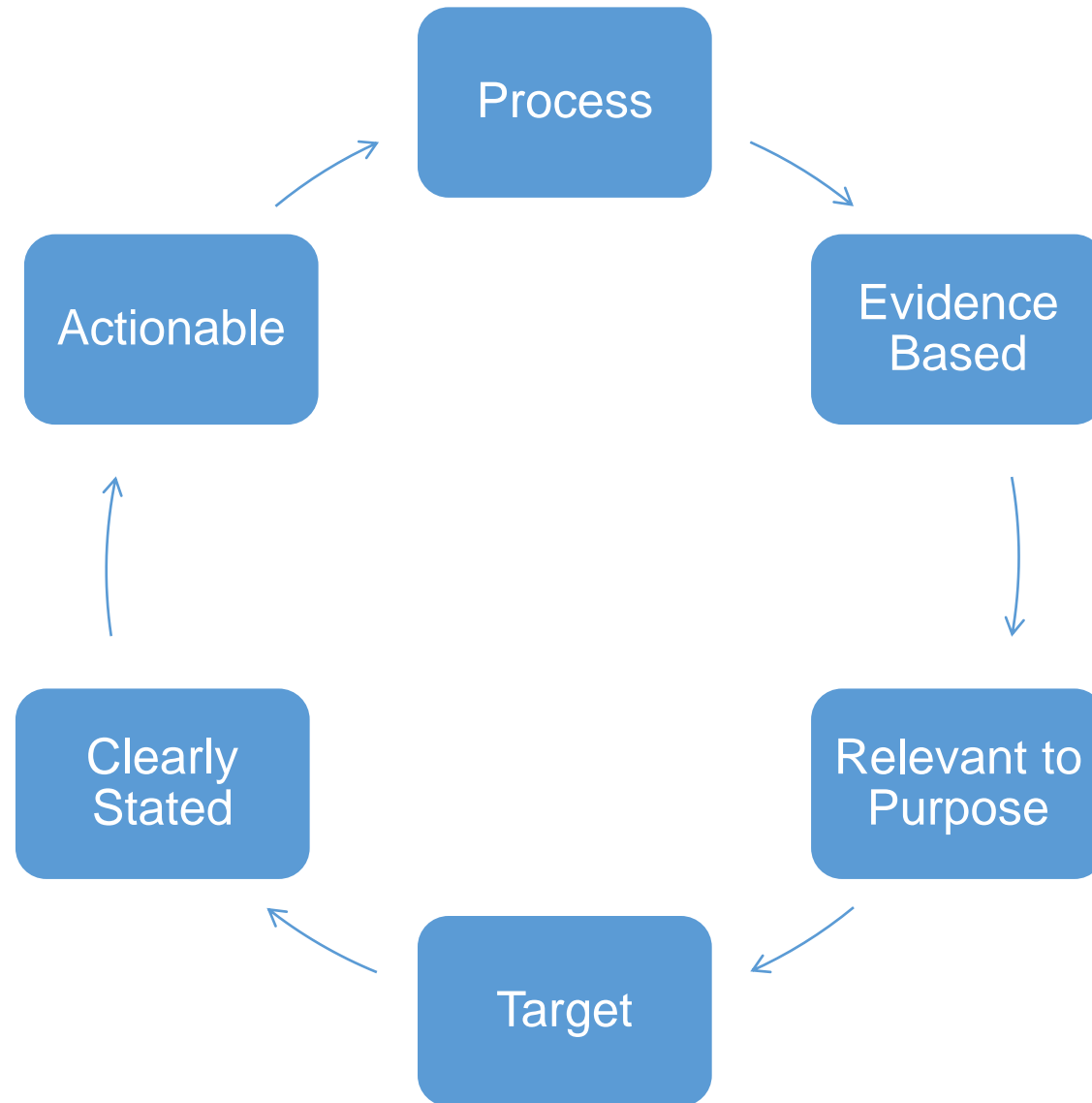
- The aim of evaluation recommendations is to strengthen IFAD's ability to achieve development results
- Implementing recommendations is considered an important milestone in IFAD's use of evaluations
- PRISMA a key instrument for promoting accountability and learning
- Overall, high management uptake and agreement on recommendations – in 2023 all 59 agreed, in 2022 management fully agreed with 65 out of 69 and partially agreed on 4.

- Evaluation Committee minutes indicates that the feedback mechanism is essential in addressing weaknesses and opportunities
- Trend analysis 2020-23 shows an increase in fully implemented recommendations for three years but dropped in 2023 – to less than half of the recommendations
- Certain differences in IEO and management assessments on the status of implementation – four were downgraded in 2023

- How to assess the formulation of recommendations and follow up? Against what criteria or standards?
- As IFAD is an MDB and a UN organisation, the most relevant are the UNEG checklist and the ECG Good Practice Notes.
- The IFAD Evaluation Manual contains references to these as well.
- Insights from extensive practical experience by panel members



IFAD Recommendations



Findings from the review

- PRISMA 2022 and 5 evaluations reviewed
- In all evaluations, it was clear what the Management response was to the recommendation
- Only for one evaluation reviewed (Mexico), the documents showed the institutions and partners responsible for the follow-up process
- All evaluations addressed the UNEG checklist for recommendations contained in the IFAD Manual. However, the process followed in developing the recommendations is not explained, including consultation with stakeholders
- Specific observations on the five evaluations

Findings from the review

- PRISMA 2023 and 5 evaluations reviewed
- Overall, very impressed with evaluation work by IFAD evaluators. Reports contain many important findings and suggestions for improving IFAD operations.
- The recommendations are based on findings and conclusions and are generally clearly stated and actionable. The target group for the recommendation is often clear but sometimes referred to just as IFAD generally.
- The ‘standard’ on the process followed in developing the recommendations is not always described more than in general terms

- We find that IOE and IFAD Management have a clear and transparent process of producing important recommendations and a strict follow-up process.
- Overall, very clear and well formulated recommendations. High management uptake with some slippage recently in terms of fully implemented recommendations – reasons to be explored
- We believe it is among the best evaluation processes we can find in an international development organisation.
- PRISMA is a useful instrument for accountability and learning and its utility could be further increased by rolling out an online version

- However, always room for improvement, here are some suggestions and issues for consideration:
- Enhanced learning for IFAD Management and governing bodies but could governments and the international community be benefitting more?
- Clarify the process for arriving at recommendations in the documentation
- Follow up by governments and countries – how can sustainability be checked and enhanced?
- ARIE is an important document, but it does not have a summary of things that changed due to IEO evaluations

- Some suggestions to improve the learning process within IFAD by a) matrix of what happened between the questions and the recommendations b) presenting findings to an executive management committee c) engage in finding what works from rigorous evaluations in international literature
- Issue of additional category of implementation status as suggested by IEO comments to PRISMA