IFAD

تمكين السكان الريفيين الفقراء
من التغلب على الفقر

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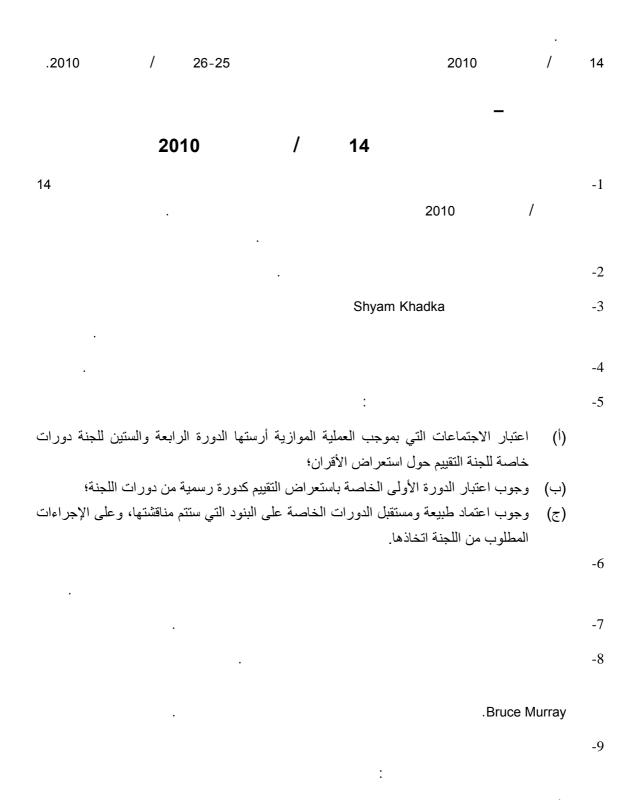
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l.chicca@ifad.org :   l.lavizzari@ifad.org :

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3-   Shyam Khadka

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(أ)   اعتبار الاجتماعات التي بموجب العملية الموازية أرستها الدورة الرابعة والستين للجنة دورات
خاصة للجنة التقييم حول استعراض الأقران؛

(ب)   وجوب اعتبار الدورة الأولى الخاصة باستعراض التقييم كدورة رسمية من دورات اللجنة؛

(ج)   وجوب اعتماد طبيعة ومستقبل الدورات الخاصة على البنود التي ستتم مناقشتها، وعلى الإجراءات
المطلوب من اللجنة اتخاذها.

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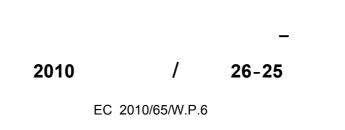8-   .
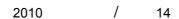
Bruce Murray.

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(أ)   وجوب إضافة عمود لتسليط الضوء على المجالات الخمسة التي ستندرج تحتها كل المخرجات؛

(ب) إدراج ملاحظة في عمود "الحالة"، تسلط الضوء تأجيل تحقيق بعض البنود المعنية؛

(ج) ستتم مناقشة الوثيقة بصورة أوسع في الدورة الخاصة التالية التي قد تعقد خلال الأسبوع من 25-29 أكتوبر/تشرين الأول 2010 في مقر الصندوق، سيرسل رئيس اللجنة التاريخ والوقت المحدد لانعقاد هذه الدورة لاحقاً.

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(أ) رحبت بالمعلومات الإضافية التي تم توفيرها، وبإدراج اقتراحات اللجنة في الاجتماعات السابقة؛

(ب) طلبت المزيد من الوضوح في عرض التحديثات، وقد وافقت اللجنة على أن تتلقى نسخ محدثة من خطة العمل مع الإشارة إلى التغييرات المدخلة، وإبراز التوصيات المستكملة؛

(ج) أعلمت اللجنة بتعيين السيد Bruce Murray، كمستشار للمساعدة في هذا تنفيذ البند، وطلبت اللجنة أن يكون لها اتصال مباشر مع هذا المستشار في الدورات المقبلة؛

(د) وفيما يتعلق بالمبادئ التوجيهية لتجنب تضارب المصالح المتعلقة بموظفي التقييم في مكتب التقييم وكما تمت الإشارة إليه في وثيقة خطة العمل. أكدت اللجنة إلى الحاجة لضمان تنفيذ المبادئ التوجيهية بصورة دقيقة بما يتماشى مع الروح والبنود العريضة الواردة في الوثيقة المذكورة؛

(ه) أثارت التساؤلات حول المدة المحددة لعرض خطة العمل المتضمنة لكافة تكاليف نظام التقييم الذاتي وقد أقرت اللجنة بأن هذا البند قد تم تحريكه بهدف الأخذ بعين الحسبان التعديلات المدخلة على سياسة التقييم والتي سوف يتم عرضها على المجلس التنفيذي للنظر فيها في دورة مايو/أيار 2011؛

(و) لاحظت اللجنة أنه بالإضافة إلى وثيقة خطة العمل سيتم توزيع مسودة سياسة التقييم على اللجنة في 11 فبراير/شباط 2011، قبل الدورة المخطط لها للجنة التقييم في 25 فبراير/شباط 2011؛

(ز) قررت تخصيص الوقت المناسب في دوراتها المقبلة للنظر مجدداً في هذا البند، علاوة على الدعوة لعقد دورة خاصة إذا ما تطلب الأمر؛

(ح) طلبت أن يكون إبلاغ المجلس التنفيذي عن التقدم المحرز في تنفيذ توصيات استعراض الأقران لمكتب التقييم ووظيفة التقييم في الصندوق من خلال تقرير منفصل يعده رئيس اللجنة ويكرسه لهذا البند، بما في ذلك الإشارة بصورة محددة إلى التقدم المحرز والإجراءات المطلوبة من المجلس وتوصيات اللجنة ذات الصلة (الرجاء الرجوع إلى الوثيقة EC 2010/65/W.P.6، خطة العمل الخاصة بتنفيذ نتائج وتوصيات استعراض الأقران لمكتب التقييم ووظيفة التقييم في الصندوق الملحقة بهذا التقرير، الذيل الأول).

Document:	EC 2010/65/W.P.6	
Agenda:	7	
Date:	19 November 2010	**E**
Distribution:	Public	
Original:	English	

IFAD

Enabling poor rural people
to overcome poverty

Action Plan for the Implementation of the Findings and Recommendations of the Peer Review of IFAD's Evaluation System

Note to Evaluation Committee members

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Evaluation Committee — Sixty-fifth Session
Rome, 25-26 November 2010

For: **Review**

Contents

Action Plan for the Implementation of the Findings and Recommendations of the Peer Review of IFAD's Evaluation System: Update as of 15 November 2010

Table 1: Major written products and key actions

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
1. Both Office of Evaluation and management prepare formal written responses to the Peer Review for the information of the Executive Board.	IFAD Management and its Office of Evaluation			1 April 2010	21-22 April 2010	Completed	Not applicable any more.	-
2. The Executive Board, in considering the report of the Panel as well as the views of the Evaluation Committee, Office of Evaluation and management, weighs options and provides guidance, particularly in areas where some of the parties disagree, on key principles and a framework within which the Evaluation Committee, management and Office of evaluation can work together to develop detailed proposals to address the outstanding issues.	Executive Board				21-22 April 2010	Completed	Not applicable any more.	In its April 2010 session, the Board decided that the Evaluation Committee would be responsible for reviewing outstanding issues and would benefit from the full support of Management and the Office of Evaluation in this regard.
3. Establish the Working Group[1] to oversee revisions to the Evaluation Policy, President's Bulletin and Terms of Reference and Rules of Procedure of the Evaluation Committee	Executive Board with the advise of the Evaluation Committee				May 2010	Ongoing		As part of the delegation (see comment under point 2 above), the Evaluation Committee is actively involved in the process related to the preparation of these deliverables for

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[1] The Working Group refers to the Working Group suggested in Para 141 (iv) of the report of the Peer Review of IFAD's Evaluation System.

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								Board approval.
4. Revised Evaluation Policy	Office of Evaluation	28 January 2011	25 February 2011 (for review)	19-20 April 2011 (for review)	4-5 May 2011 (for approval)	Ongoing	Evaluation Policy	The Office of Evaluation will work closely with the IFAD Management in this process.
5. Revised President's Bulletin	IFAD Management and Office of Evaluation				14-15 September 2011 (information)	Pending	President's Bulletin	IFAD Management will undertake this, working closely with the Office of Evaluation, once the revised Evaluation Policy is adopted by the Board.
6. Revised Terms of Reference and Rules of Procedure of the Evaluation Committee	IFAD Management	22 March 2011	19-20 April 2011 (review)	14-15 July 2011 (review)	14-15 September 2011 (approval)	Ongoing	Terms of Reference and Rules of Procedure of the Evaluation Committee	The IFAD Management will work closely with the Office of Evaluation in this process in conjunction with the revision of the Evaluation Policy and following its adoption.
7. Revised Evaluation Manual	Office of Evaluation	N.A.		25-26 November 2010 (information)	15-16 December 2010 (information)	Completed	Evaluation Manual, IOE's results-based work programme and budget for 2011 and indicative plan for 2012-2013 (IOE WPB), Note on expanding the IOE's Evaluation Manual to include questions for assessing	The Office of Evaluation has been addressing the concerns raised by the Peer Review. It is: (i) devoting enhanced attention to the 'why' analysis in individual evaluation reports and the ARRI; (ii) ensuring that while preparing the evaluation approach

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
							gender, climate change and scaling up	paper, the methodology and process is adequately tailored to the country/project context; and (iii) relying increasing on self evaluation data and reports to undertake independent evaluations. Addressing the aforementioned comments does not require a revision to the Evaluation Manual. However, based on recent CLEs and the evolving priorities areas for IFAD, IOE has expanded its methods to capture better the performance and lessons related to gender, climate change, and scaling up. In this regard, the indicators have been shared with the Committee before end 2010. Similarly, IOE has developed methodology for its new form of project evaluations, which has already been

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								shared with the Evaluation Committee and Executive Board.
8. Action Plan for Validation of Project Completion Reports and Project Performance Assessment	Office of Evaluation			8 October 2010 (information)	15-16 December 2010 (information)	Completed	IOE WPB	The Office of Evaluation has developed a dedicated methodology and process for the validation of project completion reports (PCRV) and project performance assessments (PPAs). A summary of the same is contained in an Annex of the 2011 work programme and budget document of the Office of Evaluation. The methodology is being piloted in 2010 through 5 PCRVs and 1 PPA, which will produce elements for fine tuning the methods and processes before end 2010. The same document also includes further information about PCRV and PPAs (e.g., the number of PCRV and PPAs to be undertaken per year, the time required,

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								etc). In 2011, IOE will conduct 25 PCRVs and 6 PPAs, as stated in the 2011 work programme document.
9. A paper prepared for the consideration of the Evaluation Committee that identifies options for the necessary changes to resolve any possible legal incompatibilities between the Evaluation Policy and the Agreement Establishing IFAD in a way that fully respects the wishes of the shareholders for an independent evaluation function, as expressed under the 6th Replenishment.	IFAD Management			25 February 2011 (information)		Completed		The paper was prepared by the General Counsel and provided to the Evaluation Committee at its 64th session in October. On that occasion, the Committee decided that the legal opinion would be considered at the same time when the revised Evaluation Policy will be discussed in 2011.
10. Costed-Action Plan for Further Development of the Self Evaluation System	IFAD Management	16 June 2011		14-15 July 2011 (review)	14-15 September 2011 (approval)	Ongoing	Action Plan (AP)	IFAD management has started working on a costed Action Plan, keeping also in view the central role the project completion reports will play in future.
11. Review of the Financial Management Systems of the Office of Evaluation	Office of Evaluation		15-16 July 2010 (information)	8 October 2010 (information)	15-16 December 2010 (information)	Completed (pending further consideration by the Board in December 2010)	IOE WPB	The Office of Evaluation has undertaken a review of its financial management system and is implementing the required activities as part of an Activity Plan that was developed for this

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								purpose. In addition to undertaking tasks to strengthen financial management within IOE, the Activity Plan also addresses other recommendations of the Peer Review related to IOE's human resources management (consultant management) and administrative systems. A summary of the Activity Plan as well as the main actions and improvements achieved have been provided in the 2011 work programme and budget document of the Office of Evaluation, discussed with the Evaluation Committee in its 63rd and 64th session, the Audit Committee and Board in their respective sessions in September 2011, and the Audit Committee in November 2011.
12. Biannual Compliance Review of the Office of Evaluation with IFAD's Financial Management and Human	Evaluation Committee using resources allocated to the			Will be presented to the Evaluation Committee for		Pending		In addition to the measures implemented in response to

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
Resources Policies and Practices	Committee.			information in 2012				recommendation 11 above, the Peer Review recommended that the Office of Evaluation undertake every two years a compliance assessment, to evaluate its adherence with IFAD's financial, administrative and HR rules and policies. The first review is foreseen in 2012 to allow for mainstreaming the results from the implementation of the above-mentioned Activity Plan.
13. Develop the procedures for appointing, dismissing and performance appraisal of the Director of the Evaluation Office	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	Evaluation Policy and President's Bulletin	The procedures will be captured in the revised Evaluation Policy and revised President's Bulletin.
14. Revise the Conflict of Interest Guidelines Covering both the Staff and Consultants of the Office of Evaluation	Office of Evaluation			25-26 November 2010 (information)		Completed	Guidelines to avoid conflict of interest related to IOE evaluation officers	The Office of Evaluation, as acknowledged by the Peer Review, already has comprehensive conflict of interest provisions for the hiring of consultants. However, the Office of Evaluation has: (i) acted upon the recommendation of

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								the Peer Review by streamlining the conflict of interest provisions for consultants, to ensure that IOE's capacity is not limited to hiring consultants from a restricted pool of persons available; and (ii) completed the preparation of the conflict of interest provisions for staff members. These have been shared for information with the Committee before the end of 2010.
15. A proposal prepared for the Evaluation Committee identifying how the detailed data available in IFAD's financial systems could best be analysed in the context of a results-based budget to strengthen its financial oversight of OE.	Office of Evaluation with support of the Finance and Administration Department		15-16 July 2010	8 October 2010	15-16 December 2010	Completed	IOE WPB	The Office of Evaluation reviewed the type of data available in IFAD's financial systems, and used them in monitoring its budget execution in 2010 and developing its results-based budget for the next year following zero-based budgeting approach. The Office of Evaluation has provided significantly additional amount of financial data to the Evaluation and Audit Committees as well

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								as Executive Board in 2010, to enhance their financial oversight of the Office of Evaluation. The Governing Bodies expressed their satisfaction with the data and information provided by the Office of Evaluation.

Table 2: Major actions to be taken on recommendations of the Peer Review

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
1. The Executive Board reaffirms its commitment to the principles of IFAD's independent evaluation function and asks the General Counsel to prepare a paper for its consideration that identifies options for the necessary changes to resolve any possible legal incompatibilities between the Evaluation Policy and the Agreement Establishing IFAD in a way that fully respects the wishes of the shareholders for an independent evaluation function, as expressed under the 6th Replenishment.	Executive Board					Ongoing		EB has broadly endorsed the Peer Review recommendations reaffirming its commitment to the principles of IFAD's independent evaluation function. A paper entitled 'Legal Issues Raised in the Report of the Peer Review of IFAD's Office of Evaluation and Evaluation Function' has been submitted for the consideration of the Evaluation Committee during the meeting being held on 8 October 2010. The EC however decided to consider this paper when reviewing the revised Evaluation Policy.
a. The institutional and behavioural independence of Office of Evaluation (OE) must be safeguarded by the Executive Board and not compromised.	Executive Board	28 January 2011	25 February 2011 (for review)	19-20 April 2011 (for review)	4-5 May 2011 (for approval)	Ongoing	Evaluation Policy (EP) and President's Bulletin (PB)	This will be captured in the revised Evaluation Policy as per the timelines indicated in this row, and corresponding President's Bulleting (see recommendation 5 in table 1 for dates of delivery of the PB).
b. The Executive Board must ensure that management does not create a perception of undermining OE's independence by raising questions about the legal interpretation of certain clauses in the Evaluation Policy concerning the delegation of powers to Director OE to make all	Executive Board	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB	This will be captured in the revised Evaluation Policy as per the timelines indicated in this row, and corresponding President's Bulletin (see recommendation 5 in table 1 for dates of delivery of the PB).

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
personnel decisions related to OE staff.								
c. The Executive Board must ensure that OE recognises that independence requires the transparent and responsible application of the IFAD's internal control framework.	Executive Board	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP	This will be captured in the revised Evaluation Policy. IOE has transparently provided a large amount of financial data in its work programme and budget document. IOE is also committed to undertaking the proposed biannual compliance review of IOE – in accordance with the Peer Review recommendation (see recommendation 12 in table 1).
2. The Executive Board, through the Evaluation Committee, strengthens the oversight and accountability of the Office of Evaluation and its independence from management.	Executive Board, Evaluation Committee	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, Evaluation Committee's Terms of Reference an Rules of Procedure (EC TOR)	This will be captured in the revised Evaluation Policy as per the timelines indicated in this row, and the revised terms of reference of the Committee (see recommendation 6 in table 1 for the timeline for delivery of the EC TOR).
a. The Executive Board, actively supported by the Evaluation Committee, is responsible for all procedures related to appointing, dismissing and supervising Director OE. Management is consulted but has no decision making authority.	Executive Board, Evaluation Committee	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB, EC TOR	This will be captured in the revised Evaluation Policy as per the timeline indicated in this row, and corresponding President's Bulletin, as well as the Committee's TORs (see recommendations 5 and 6, respectively, in table 1 for timelines for the delivery of PB and EC TOR).
b. Strengthening the Evaluation Committee and its role in the governance and oversight of OE, including having only Executive Board members and alternates as formal members of the Committee.	Executive Board, Evaluation Committee	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, EC TOR	This will be captured in the revised Evaluation Policy as per timelines indicated in this row, and Terms of Reference and Rural of Procedure of the Evaluation Committee (see recommendation 6 in table 1 for the timelines for delivery of the EC TOR)..
c. More active Evaluation Committee scrutiny of OE's	Evaluation Committee		15-16 July 2010	8 October 2010		Completed	EP, EC TOR	As per the request of the EC, IOE has provided a significant amount

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
budget request and financial management.			(review)	(review)				of additional financial data in its work programme and budget document in 2010. The Committee has expressed its satisfaction in this regard, since this has allowed the Committee to exercise more effectively its scrutiny of IOE's budget request and financial management.
d. Requiring consultation with the Evaluation Committee for any proposed special audit of OE and empowering it, in consultation with the chair of the Audit Committee, to agree to the audit proposal, prescribe an external audit or veto the proposed audit.	Evaluation Committee, Audit Committee	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB, EC TOR	This will be captured in the revised Evaluation Policy as per timelines indicated in this row, and in the revised Terms of Reference and Rules of Procedure of the Evaluation Committee (see recommendation 6 in table 1 for the timelines for delivery of the EC TOR).
e. Harmonising OE and IFAD practices regarding staff recruitment, appointment and promotion, approval of waivers for consultant fees and procurement, while retaining the delegation of the President's powers to Director OE in these areas and ensuring that any changes do not impinge adversely on OE's independence.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB	This will be captured in the revised Evaluation Policy as per timelines in this row, and in the corresponding President's Bulleting which will be presented as per timelines indicated under recommendation 5 in table 1.
3. OE harmonises its approach to evaluation with that of Evaluation Cooperation Group good practice by basing OE's portfolio and project assessments more heavily on evidence drawn from validated Project						Completed pending consideration by the Board in December 2010		This has been accomplished by transforming its project evaluation methodology and process, which will form the basis of the ARRI in 2011 onwards. See point 3a for details.

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
Completion Reports.								
a. The transition to validating Project Completion Reports (PCRs) should begin immediately with a target date to base the portfolio analysis in the 2011 Annual Report on Results and Impact of IFAD Operations on both validated PCRs and OE's project evaluations.	Office of Evaluation		15-16 July 2010 (review)	8 October 2010 (review)	15-16 December 2010 (approval)	Completed pending consideration by the Board in December 2010	IOE's results-based work programme and budget for 2011 and indicative plan for 2012-2013 (IOE WPB)	The Office of Evaluation has developed a dedicated methodology and process for the validation of project completion reports (PCRV) and project performance assessments (PPAs). A summary of the same is contained in an Annex of the 2011 work programme and budget document of the Office of Evaluation. The methodology is being piloted in 2010 through 5 PCRVs and 1 PPA, which will produce elements for fine tuning the methods and processes before end 2010. The same document also includes further information about PCRV and PPAs (e.g., the number of PCRV and PPAs to be undertaken per year, the time required, etc). In 2011, IOE will conduct 25 PCRVs and 6 PPAs, as stated in the 2011 work programme document. The 2011 ARRI will benefit from the data generated by the PCRV and PPAs.
b. Consistent with the ECG approach, management would take the lead for the Agreement at Completion Point process with strong input from OE.	IFAD management, Office of Evaluation			25-26 November 2010 (information)		Completed pending consideration by the EC in November 2010	Note on Revised Process and Template for the Agreement at Completion Point	IOE and management have finalised a new template and process which will also bring changes in the consultation and drafting process, giving a more enhanced role to the management. This note has been shared with the Evaluation Committee for information.
4. IFAD further strengthens the use of evaluation findings,						Ongoing		IOE is increasingly devoting greater attention to learning, knowledge management and

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
learning and the feedback loop.								evaluation feedback. See below comments for details.
a. The Executive Board develops a strategy to use evaluation results better to support accountability and learning.	Executive Board	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, EC TOR	This will be captured in the revised Evaluation Policy as per the timelines indicated in this row, and in the revised Terms of Reference and Rules of Procedure of the Evaluation Committee (see recommendation 6 in table 1 for the timelines for the delivery of the EC TOR).
b. Management develops incentives for IFAD to become a learning organisation, so that staff use evaluation findings to improve future operations and IFAD's development effectiveness.	IFAD Management	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB	This recommendation will be captured in the Evaluation Policy which will be produced as per the timelines indicated in this row, and corresponding President's Bulletin (see recommendation 5 in table 1 for the timelines for the production of the President's Bulletin). In recent years Management has put significant emphasis on learning from self and independent evaluation. A rigorous follow-up of the evaluation recommendations through PRISMA, participation of IOE in critical business processes, and significant increase in knowledge sharing events are some of the means used. Management also recognises the need for further enhancing the capture and sharing of knowledge generated from evaluation systems. The costed Action plan mentioned above will present broad strategies to achieve this goal.
c. OE contributes more actively to IFAD knowledge management work.	Office of Evaluation	28 January 2011	25 February 2011	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB	This recommendation will be captured in the Evaluation Policy which will be produced as per the

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
			(review)					timelines indicated in this row, and corresponding President's Bulletin (see recommendation 5 in table 1 for the timelines for the production of the President's Bulletin). Starting from 2011, IOE will not only participate in selected OSCs and CPMTs as in the past but also the QE and QA processes, as well as in key platforms that will enable it to share lessons and good practices based on evaluation. Efforts have already been deployed in 2010 towards this end, for example, by participating in in-house seminars (e.g., on scaling up, middle income countries, etc).
d. OE places more emphasis on knowledge management.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB	This recommendation will be captured in the Evaluation Policy which will be produced as per the timelines indicated in this row, and corresponding President's Bulletin (see recommendation 5 in table 1 for the timelines for the production of the President's Bulletin). In addition to what is mentioned in the preceding point, IOE will also participate in external platforms such as UNEG, ECG, and NONIE in order to exchange knowledge and lessons learned and remain engaged in the international debate on evaluation.
e. Greater OE engagement in existing IFAD mechanisms.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, PB	This recommendation will be captured in the Evaluation Policy which will be produced as per the timelines indicated in this row, and corresponding President's Bulletin (see recommendation 5 in table 1 for the timelines for the production

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								of the President's Bulletin).
f. OE produces more evaluation syntheses.	Office of Evaluation			7 October 2011 (review)		Ongoing	EP	Two evaluation syntheses have been included as a new product of IOE starting from 2011. They are on: (i) Different IFAD groups, different development strategies: A review of IOE's lessons in light of the new strategic framework's (2011-15) emphasis on farming as a business; (ii) Direct supervision and implementation support of IFAD-financed projects. Background work towards the preparation of the synthesis has already commenced. This new product will be discussed in the Evaluation Committee.
g. Management extracts information from the PCRs and the self-evaluation system.	IFAD Management	16 June 2011		14-15 July 2011 (review)	14-15 September 2011 (approval)	Ongoing	AP	This will be reflected in the costed Action Plan to be developed according to the timelines indicated in this row. This recommendation is already being implemented. In fact, RIDE draws heavily from the PCRs in reporting outcomes/impact. More emphasis will be put in future in using PCRs for sharing knowledge, however.
h. OE broadens the forums used to disseminate evaluation findings.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, IOE WPB	This will be captured in the new Evaluation Policy to be developed as per timelines indicated in this row, as well as in the annual IOE work programme and budget document. IOE will continue to participate actively in internal and external learning events (including international conferences on evaluation, meetings of evaluation societies, etc) to disseminate evaluation findings. A number of external websites are also used for

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								widening dissemination of evaluation lessons.
5. OE identifies ways to improve further the quality through use of a broader range of evaluation approaches and methodologies.						Nearly completed		A number of actions have been taken, which are documented in the below comments.
a. Change product mix to devote more resources to higher-order evaluations, including those covering aspects of operational corporate management and institutional support for corporate management.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Completed	EP, IOE WPB	This will be captured in the new Evaluation Policy to be developed as per timelines indicated in this row, as well as in the annual IOE work programme and budget document. IOE has for years shifted its emphasis to higher plane evaluations (corporate level evaluations and country programme evaluations), which has been documented in the division's work programme over the years. Moving forward, for example, corporate level evaluations on efficiency (including both project and institutional efficiency), on supervision and implementation support, and on policy dialogue are in IOE's work plan for the coming years. IOE is also planning to undertake in 2011 greater number of country programme evaluations.
b. Avoid an overly standardised evaluation approach.	Office of Evaluation					Ongoing		IOE continues to invest greater efforts and resources to the preparation of the evaluation Approach Paper, which is the place where the evaluation methodology and approach can be customized taking into account the specific context and requirements of the evaluation. This is an ongoing

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								practice.
c. Place greater reliance on validated information generated by the self-evaluation system.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP, AP	This will be captured in the new Evaluation Policy to be developed as per timelines indicated in this row, as well as in the costed action plan by the IFAD Management (see recommendation 10 in table 1 for timelines for the production of the costed Action Plan). The 2011 ARRI will be based on data from the validation of PCRs. Management has already started supporting this process. Next year's ARRI, as per standing practice, will be reviewed by the Committee and the Board in 2011.
d. Address issues related to ratings and measuring impact.	Office of Evaluation			25-26 November 2010 (information)		Completed	Note on new impact indicators to assess gender, scaling up, and climate change	IOE has made adjustments to the evaluation methodology to make evaluations rigorous and evidence based, and also address the emerging issues and priorities. In particular, IOE pays attention to reducing inter-evaluator variability by rigorous internal peer reviews and other methods. It is increasingly making use of control groups for impact assessment. Finally, IOE developed indicators for assessing gender, scaling up, and climate change, which has been shared with the Committee.
e. Continue efforts to address better the <u>why</u> question.	Office of Evaluation					Ongoing		Further efforts and resources will continue to be invested in understanding the proximate causes of performance. The 2010 ARRI clearly demonstrates IOE efforts in this regard by summarizing at the end of each section the underlying proximate causes of good or less good

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
								performance. Individual evaluation reports also treat the why question in more detail. This will continue to be a standing practice.
f. Strengthen OE's human resources in the areas of both evaluation expertise and operational experience through recruitment when vacancies arise, including encouraging the transfer of operational staff to OE, and through training and professional development of OE staff.	Office of Evaluation	28 January 2011	25 February 2011 (review)	19-20 April 2011 (review)	4-5 May 2011 (approval)	Ongoing	EP	IOE has been sending its staff to established evaluation training courses and will continue to do so in the future. Efforts are being made to encourage staff with background in operations to apply for vacancies in IOE. This will be captured in the revised Evaluation Policy, which will be produced as per the timelines indicated in this row.
g. More effective management and use of consultants.	Office of Evaluation					Ongoing		IOE has a dedicated internal working group devoted to finding ways and means to further improve consultants' managements. The group has contributed, inter-alia, to developing customised system for consultants' appraisals, determining the level of effort for team leaders and mission members, as well as developed a clearer definition on the division of labour and responsibilities between IOE staff and consultants in undertaking evaluations in order to eliminate possible duplications. The group will continue its work in 2011.
h. Address various methodological issues.	Office of Evaluation					Ongoing		See comments under recommendation 7 in table 1.
6. Management prepares a costed action plan (CAP) covering the next five years, which establishes priorities and	IFAD Management	16 June 2011		14-15 July 2011 (review)	14-15 September 2011 (review)			IFAD management has started working on a costed Action Plan (see timelines for its delivery in this row), keeping also in view of the central role the project

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
makes the case for additional funding and more staff time within a feasible resource envelope to strengthen the self-evaluation system, so that is it increasingly used to help achieve development results.								completion reports will play in future.
a. Identify ways to extract knowledge systematically to make the self-evaluation system more useful in supporting new policies, country strategies and projects.	IFAD Management					Ongoing	AP	Will form part of the costed Action Plan to enhance the self evaluation system.
b. Continuing to take measures to improve the quality and use of PCRs.	IFAD Management					Ongoing	AP	Management currently monitors the quality of PCRs. The CAP will propose the most optimum way to support the government and IFAD staff to enhance the quality further.
c. Harmonise the Results and Impact Management System with the self-evaluation and independent evaluation systems.	IFAD Management and Office of Evaluation	16 June 2011		14-15 July 2011 (information)		Ongoing	AP, Harmonization agreement	A review of RIMS is on-going. Necessary changes will be introduced and stated in the IOE evaluation methodology and revised harmonisation agreement. The harmonization agreement will be shared with the Evaluation Committee for information as per timelines in this row.
d. Develop practical ways to improve project level monitoring and evaluation, recognising that this will be a long-term endeavour, including considering whether it is feasible and necessary to undertake three surveys for every project as is envisioned	IFAD Management					Ongoing	AP	More grant resources will be invested in strengthening further the project level financial management and monitoring systems. The requirement for the RIMS mid-term survey is conditional now. It will be made fully optional henceforth.

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
in the design of the Results and Impact Management System.								
e. Identify the priorities and sequencing to request OE to evaluate systematically the various components of the self-evaluation system, using focused real-time evaluations	IFAD Management					Ongoing	AP	Management will work closely with IOE in undertaking such evaluations. IOE will do a CLE on supervision in 2012, and within the context of the CLE on efficiency in 2011 review selected components of the self evaluation system (e.g., quality assurance system).
7. OE improves its efficiency by using more cost efficient approaches, while enhancing quality and effectiveness, in carrying out its programme of work and more efficient ways of undertaking its work	Office of Evaluation					Ongoing		Efforts have been made through the implementation of a dedicated Activity Plan to enhance the IOE's efficiency as well as enhancing the quality and effectiveness in carrying out its work programmes. See below comments for more details.
a. Efficiency gains for the most part will come from doing things differently to achieve similar outcomes (e.g., validating PCRs; shifting support for the Evaluation Committee and for Executive Board field visits to the Secretary's Office; shifting responsibility for the Agreement at Completion Point process to Program Management Department).	Office of Evaluation		15-16 July 2010 (review)	8 October 2010 (review)	15-16 December 2010 (approval)	Completed pending consideration by the Board in December 2010	IOE WPB	Efficiency gains have been achieved through the transformation of IOE's project evaluation approach to PCR validations and PPAs, organizing simpler and less costly workshops with government taking the lead, and more systematic use of the evaluation manual. Savings come from the elimination of financial allocation for the annual country visit of the Evaluation from IOE budget, and transferring of main responsibilities for organizing EC sessions to the Office of the Secretary.
b. Other measures include changes in the use of the hybrid model, using lighter evaluations when	Office of Evaluation					Some completed, some ongoing	EP, IOE WPB	IOE has established a clearer division of labour between the consultants' team leader and the lead evaluation officer to eliminate

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
		Draft to consultant	Draft to EC	EC discussion	EB discussion			
possible, streamlining evaluation processes and strengthening OE's internal management and administrative processes.								possible duplication of tasks. IOE has also changed its approach to project evaluation to undertaking PCR validations and project performance assessments, which are less costly and can be undertaken more quickly. IOE has allocated fifty per cent time of one existing professional staff position to financial and administrative function. An activity plan to enhance IOE's financial systems, human resource management and administrative processes has been developed and is being implemented.
c. Some of these savings should be redeployed to other forms of evaluation activities (e.g., strengthening the feedback and learning loop, validating PCRs, preparing evaluation syntheses, and undertaking a greater number of lighter evaluations of a variety of policy issues and project assessments).	Office of Evaluation		15-16 July 2010 (review)	8 October 2010 (review)	15-16 December 2010 (approval)	Completed pending consideration by the Board in December 2010	EP, IOE WPB	See the work programme and budget for 2011 of IOE.

Guidelines to avoid conflict of interest related to evaluation officers in the IFAD Office of Evaluation

I.   Background

1.   The management and staff of IOE are committed to producing excellent evaluations with independence, impartiality and integrity. In this process, they are committed to avoiding conflicts of interests in their work.

2.   The Peer Review recognised that the IFAD Office of Evaluation (IOE) has comprehensive guidelines for avoiding conflict of interest of consultants[2] it employs for evaluation work. It recommended that the division also develop similar conflict of interest provisions for IOE staff members.

3.   The aim of this note therefore is to outline the guidelines to avoid conflict of interest of IOE staff. It relates to the conflict of interest of **professional staff** only, who ultimately are responsible for forming evaluative judgements and preparing evaluation reports related to IFAD-supported policies, strategies, business processes and operations. These guidelines build on similar existing guidelines used by evaluation outfits in other multilateral development organisations.

II. The Guidelines

4.   IOE staff will recuse themselves from evaluating any IFAD-funded policy, strategy, or operation they may have worked on, such as the design, implementation or supervision of an IFAD-financed project. Such staff, may however, be part of internal peer review processes within IOE, which are undertaken to ensure high quality evaluation deliverables.

5.   Moreover, an IOE staff previously worked in a regional division within IFAD's Programme Management Department will generally not be entrusted evaluations in the same regional division, for a specific period of time to be defined on a case by case basis, after joining IOE.

6.   IOE staff is invited to participate in in-house design processes, with the aim of clarifying lessons and recommendations emerging from previous evaluations. An IOE staff designated to evaluate a policy, strategy or project for which s/he may have provided such type of inputs at design stage shall not constitute a conflict on interest.

7.   IOE staff will not be allowed to take up an assignment (as staff or consultant) in an IFAD regional division of the Programme Management Department in which s/he may have had major responsibility for the overall management and contents of an evaluation. The Director IOE will examine the case of individual IOE staff wanting to take up assignments in the Programme Management Department, and on a case by case basis take a decision accordingly.

8.   With regard to the aforementioned, IOE Director expects a staff member to disclose if s/he plans to seek employment in an IFAD regional division. This will allow the Director to take this into account in assigning (or reassigning) responsibilities for evaluation work.

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[2] Which are included in Annex 6 of the IOE Evaluation Manual.

9.   An IOE staff member should offer to recuse him/herself from evaluating, supervising or managing the evaluation of an IFAD-funded project if s/he (or immediate family member) was previously employed in a decision-making position at a non-IFAD entity (e.g., an NGO) that was included in an IFAD-funded project.

10.   In a case when the potential conflict of interest or perception of conflict of interest is identified after an evaluation has started, IOE Director will decide if the assigned evaluator should thereafter recuse him/herself from the evaluation and, if so, whether the evaluation should be continued using the work undertaken to that point or restarted.

11.   Causes of possible conflict of interest that may emerge from working with governments and/or partners in borrowing countries will be evaluated on a case by case basis, and a decision accordingly taken by the Director IOE.

III. Responsibility and implementation

12.   The Director IOE would manage the guidelines and keep track of the issues and their resolution.

13.   In any case, the IOE Director and staff are required to exercise sound professional ethics and personal good judgement in applying these guidelines to themselves. IOE Director and staff are therefore responsible for conforming with the intent and spirit of the guidelines in all matters not specifically stated above. Should evaluators have any doubts with regard to their proper course of action in any matter related to a conflict of interest issue, they must seek advice of Director IOE.

14.   These guidelines extend to all IOE professional staff and will become effective immediately.

Date: 15 November 2010

Expanding the Office of Evaluation's Evaluation Manual to include questions for assessing gender, climate change and scaling up

I. Background

1. The Evaluation Manual[3] - issued in 2009 – contains the methodological fundamentals applied by IFAD's Office of Evaluation (IOE) in all evaluations it conducts. In particular, the manual also includes the methods and processes for project and country programme evaluations. At the same time, it is important to underline that the development of evaluation methodology is not a one-time exercise. Methodology needs to be fine-tuned, over-time, to reflect evolving development approaches and priorities.

2. The recent Peer Review of IFAD's Office of Evaluation and Evaluation Function noted that "the Evaluation Manual is a comprehensive and useful document…". However, the two recent corporate level evaluations on innovation and gender, respectively, and the introduction in April 2010 of IFAD's corporate climate change strategy underlined the increasing importance of these three thematic areas for IFAD-funded operation.

3. Therefore, it is essential for IOE evaluations to adequately assess and report on the performance of IFAD-funded operations and generate lessons in these areas. In this regard, this note contains key questions on scaling up, gender, and climate change that will be applied in each IOE evaluation in the future.

II. Why is there a need to expand the evaluation manual in these areas?

4. **Gender.** In agreement with the IFAD management, gender equality and women's empowerment is currently considered as an integral dimension embedded within the various evaluation criteria adopted by IOE (e.g. relevance, effectiveness, various impact domains, etc.). This follows the logic that gender is a cross-cutting theme, which is mainstreamed in IFAD-funded operations.

5. The corporate level evaluation on gender, which will be discussed with the Evaluation Committee and Executive Board before the end of 2010, recommended that IOE develop a distinct set of questions on the topic to be addressed by evaluation. Therefore, gender will be introduced as an additional criterion in the Evaluation Manual (under "other performance criteria", alongside sustainability, and innovation/scaling up). Each evaluation report will include a dedicated section, where a consolidated rating and lessons on gender can be presented.

6. **Scaling up** is assessed as part of the evaluation criterion on *innovation and scaling up* in the Evaluation Manual, which all evaluations are required to cover. However, the corporate level evaluation on innovation discussed with the Committee and Board in April 2010 underlined that evaluations should devote even deeper attention to assessing scaling up, given its importance in ensuring a wider impact on rural poverty. IOE will therefore continue to assess scaling up, but in a more comprehensive manner, as part of *the innovation and scaling up* criterion.

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[3] The Evaluation Manual was discussed with the Evaluation Committee in December 2008. It may be downloaded from the IFAD web site at: http://www.ifad.org/evaluation/process_methodology/index.htm.

7. **Climate change** is presently addressed as part of the rural poverty impact domain[4] on *natural resources and environment* of IFAD-funded operations. It is however timely to fine-tune the IOE questions to reflect the main provisions in the IFAD climate change strategy approved in April 2010. In fact, climate change is a major challenge for IFAD, as it affects the asset and resource base of the rural poor and can jeopardise their livelihoods. Climate change issues are becoming increasing important, and accordingly being integrated in each project designed and implemented by IFAD. Climate change is intrinsically related to IFAD's natural resource and environment work, which is also reflected by the fact that in 2010 the Fund established a dedicated Environment and Climate Division. Therefore, it is proposed that, in the future, IOE continue to assess and report on climate change issues, although in a more comprehensive manner, as part of the *natural resource and environment impact* domain[5].

8. **Process of developing the questions.** The proposed questions on gender, climate change, and scaling up may be seen in Annex 1 of this document. The questions have been developed by IOE, drawing upon the expertise of colleagues in other IFAD organisational outfits, namely the Operation Policy and Technical Advisory Division (as far as gender is concerned), the Climate and Environment Division (for climate change), and the Office of the Associate Vice President of the Programme Management Department (for scaling up).

9. **Implementation of the questions and reporting.** The enhanced questions developed by IOE for gender, scaling up, and climate change will be applied in each project and country programme evaluation starting from 2011[6]. All evaluation reports will include a greater coverage on each of the three topics. This will also allow the IOE Annual Report on the Results and Impact of IFAD Operations (ARRI) to treat gender, scaling up, and climate change in a more detailed manner in the future.

10. However, it is important to note that questions will be customised, if and as required, and additional questions included at the outset of the evaluation process, depending on the context of the project and/or country programme being evaluated. This will be done while developing the evaluation framework, which is included as part of the approach paper.

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[4] The rural poverty impact criterion is disaggregated into five impact domains, namely household incomes and assets, food security and agricultural productivity, institutions and policies, human and social capital and empowerment, and natural resources and environment.

[5] The Executive Board approved the Fund's climate change strategy in April 2010, and a natural resources and environment policy is being prepared for Board consideration in 2011.

[6] The questions contained in Annex 1 will henceforth be considered an integral part of the IOE Evaluation Manual.

Questions for assessing gender, climate change, and scaling up

A. Gender equality and women's empowerment

1. What is the relevance of design in terms of gender equality and women's empowerment? This will include assessing the results-framework of COSOPs and projects to assess whether IFAD's corporate objectives on gender are adequately integrated therein.

2. How effective have projects being in promoting gender equality and women's empowerment?

3. Were gender dimensions adequately included in the project's annual work plans and budgets?

4. What percentage of total project resources was invested for gender equality and women's empowerment activities?

5. What was the impact of the project in terms of promoting gender equality and women's empowerment? Among other issues, this would include assessing whether: there are changes to household members including women's workload, women's health, skills, income and nutritional levels; women have greater influence in decision-making; women have been empowered to gain better access to resources and assets; there are changes in gender relations within the households and communities in the project area; etc.

6. To what extent is the gender-related impact likely to be sustainable after the completion of the IFAD-funded project period?

7. To what extent did the project: (i) Monitor gender-disaggregated outputs to ensure gender equality and women's empowerment objectives were being met; (ii) Adapt project implementation as required to better meet gender equality and women's empowerment objectives; (iii) supervision and implementation support address and report on gender issues; (iv) Engage in policy dialogue to promote changes to government and other partner systems and processes that would improve gender equality and women's empowerment; and (iv) systematically analyse, document and disseminate lessons on gender equality and women's empowerment?

8. What were the strengths and weaknesses of the contributions of IFAD and the Government, respectively, in promoting gender equality and women's empowerment?

B. Questions for climate change (as part of assessing natural resources and environment and climate change criterion)

1. Discuss whether the approaches presented in the IFAD climate change strategy were adequately reflected in the COSOP and/or project being evaluated?

2. Evaluate whether climate change issues were treated as an integral dimension in the risk analysis that informed project/COSOP design?

3. Did the project contain specific adaptation[7] and mitigation activities[8] and what was their effect on the livelihoods of the rural poor?

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[7] Adaptation is defined by the Intergovernmental Panel on Climate Change (IPCC) as: '*Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which*

4. Did the adaptation and mitigation activities ensure the sustainability of rural livelihoods within changing climate conditions? If yes, what were the results achieved? Did the budget include all costs associated with these activities?

5. Did the project help the rural poor to restore the natural resources and environment base that (may) have been affected by climate change?

6. Were adequate funds allocated to measures aiming at mitigate the climate-change related risks identified in the risk analysis?

7. Did the project contain activities and resources to capture and disseminate across the organisation and externally experiences, lessons and innovations on climate change?

8. Provide an analysis of any disaster preparedness measures, for example, in terms of agrometeorological warning systems, drought contingency plans, response to flooding, weather-indexed risk insurance, etc?

C. Questions for assessing scaling up (as part of the innovation and scaling up evaluation criterion)

1. Did COSOP and project design have an explicit strategy and define pathways for scaling up, and was an ultimate scale target included?

2. Did the project design build on prior successful experiences and lessons with scaling up?

3. Did the project design documents – or related background documentation including, but not limited to, RB-COSOP and/or other sources - address what are the potential drivers and constraints that will affect the scale-up potential of the project?

4. Did project implementation – under this or any other complementary intervention supported by IFAD in the same country - support the development of relevant drivers (e.g., in terms of resources allocation for knowledge management) that are essential for scaling up?

5. Were proactive efforts made to identify and develop strategic partnerships with organisations which could potentially be involved in scaling up of successfully piloted innovations?

6. Did the projects M&E system – under this or any other complementary intervention supported by IFAD - help capture successful innovative activities that have potential for scaling up?

7. Were efforts related to scaling up assessed and reported upon in the MTR and periodic supervision processes?

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moderates harm or exploits beneficial opportunities'. (IPCC, 2001). Adaptation measures that would help build smallholder resilience include for example efficient irrigation systems, improved water management, erosion control measures, etc.

[8] For example, through reforestation and promotion of renewable energy

Revised Process and Template for the Agreement at Completion Point

I. Introduction

1. **Background.** As per the IFAD Evaluation Policy and the Evaluation Manual, an Agreement at Completion Point (ACP) is to be prepared for each evaluation undertaken by the Office of Evaluation (IOE). This includes corporate-level, thematic, country programme and project evaluations. In the future, however, ACPs will not be produced for validations of project completion reports and project performance assessments (the new form of project evaluations by IOE), given that they will cover projects that are closed and the applicability of recommendations from their evaluations will be limited.

2. **Why is there a need to revise the existing process and template?** In the recent past, disagreements between IFAD Management and governments on some of the recommendations contained in ACPs have absorbed a disproportionate amount of time and effort on the part of stakeholders (IFAD Management and government, but also IOE which is required to facilitate the process leading to conclusion of the agreement), and resulted in delays in finalizing ACPs and therefore the completion of evaluations.

3. The proposed revised process and template outlines an efficient and transparent approach to preparing and finalizing the ACP within a specific time frame. This would make it possible to clearly capture any differing views on the part of IFAD Management and/or the government with regard to finding(s) and/or recommendation(s) deriving from evaluation. It also allows IOE to convey its perspectives on any differences that may by articulated by the Government and/or the IFAD management on any particular evaluation finding(s) and/or recommendation(s). The process also outlines the way in which such differences may be resolved.

4. **Structure of the present document.** Part B of this document outlines the main steps in the process for preparing the ACP, together with the time frame, and the roles and responsibilities of all stakeholders involved. The role of the Evaluation Committee, if and when required, is also spelled out. The Evaluation Committee will review ACPs together with all evaluation reports they consider in a given year. They will also be included in the process for completing the ACP only when differing views emerge among the key partners. The provision for disclosure of the final ACP is also outlined. Part C sets out the new template, building upon the revised process outlined in Part B.

II. Process for preparing the Agreement at Completion Point

5. **Drafting the ACP.** As per the Evaluation Policy, IOE is only responsible for facilitating the process leading to preparation of the ACP and, to that end, it will help initiating the ACP process by drafting the sections on Introduction (paragraph 17) and Main evaluation findings (see paragraph 19) and send the document to PMD or another unit of IFAD management, as appropriate. The latter working closely with the concerned government will be responsible for drafting the section on Agreement at completion point (paragraph 20). As such, this section will be the joint response between the IFAD management and the concerned government, and will address all the recommendations contained in the final evaluation report. The responsibility for the timely completion of the ACP rests ultimately with the IFAD management and the concerned Government. The relevant sections of the draft

ACP will be first sent by IOE to the relevant regional division of the Programme Management Department (PMD) (for thematic and country programme evaluations) or to the Associate Vice-President, PMD, for corporate-level evaluations (CLEs) of operational policies and strategies. Once the joint response has been prepared, IFAD management will transmit the document back to IOE. The latter will then be responsible for transmitting the draft ACP to the government by fax (with a copy to PMD) for its review and comment or otherwise confirm the ACP.

6. In particular, the new template for the ACP (see part C, below) makes provision for one additional section compared with that used in the past. This section will be reserved for specific comments that IOE may wish to have recorded in the final ACP, especially in the event of disagreement with any of the finding(s) and/or recommendation(s) contained in the evaluation.

7. **Signing the ACP.** The ACP will be signed by designated representatives of IFAD Management and the government concerned.

8. For CLEs, the ACP will be signed by a representative of the President designated by him. The Associate Vice-President, PMD, will sign the ACP for a thematic evaluation and country programme evaluations (CPE). The concerned Government will designate a representative of appropriate seniority to sign the ACP on their behalf.

9. Given that thematic evaluations and CLEs mostly focus on internal policies and processes, IFAD Management will be the only party required to subscribe to the corresponding ACPs produced at the end of such evaluations.

10. **Time frames.** The signed final ACP will be included in, and form an integral part of, the main evaluation report to be published by IOE. As such, it is important that the ACP should be completed within specified timeframes to ensure a timely issuance of the final evaluation report. In particular, ACPs should be signed within three months of the date of the evaluation learning workshop organised by IOE in collaboration with PMD (and, as appropriate, the concerned Government).

11. **Discussion of the ACP at the Evaluation Committee and Executive Board.** ACPs will be discussed in the Evaluation Committee for all those evaluations considered by the Committee in a given year. Following the Board decisions related to new COSOPs, ACPs for evaluations of corporate policies and strategies will also be added as an annex in the revised corporate policy or strategy on the same topic, once the latter are presented to the Board for consideration.

12. For those evaluations that will not be considered by the Committee and in the event of delayed signature of an ACP or disagreement by IFAD Management and/or the government with regard to one or more evaluation finding or recommendation, fully or partly, IOE may request that the ACP in question be included in the provisional agenda of the Evaluation Committee. Taking account of IOE's comments, the aim of the Evaluation Committee discussion is to seek its guidance on the evaluation finding(s) and/or recommendation(s) that IFAD Management and/or the government disagrees with. The Committee will also, by means of its chairperson's report, explicitly recommend that the Executive Board should request IFAD Management and/or the government to take action on the recommendation(s) contested, as deemed appropriate.

13. IOE will inform the Evaluation Committee of any extra-ordinary delays in the provision of feedback from either the IFAD management and/or the government on the draft ACP, with the aim of informing them and seeking their guidance on the way forward.

14. **Disclosure.** As mentioned above, the signed ACP will be included as part of the final published evaluation report, to be disclosed in both printed and electronic

form. However, in order to ensure timely disclosure of the main evaluation results, an advance electronic copy of the final evaluation report (excluding the ACP) will be made available through the IOE web pages on IFAD's corporate website before the final evaluation learning workshop is held.

15. Once an evaluation is fully completed, IOE will inform members of the Executive Board through means of a letter/email that the final evaluation report inclusive of the ACP is now available on the IOE web pages.

16. **Entry into force.** This new template and process will become effective for all ACPs to be prepared in 2011 onwards.

III. Revised Template for the Agreement at Completion Point

17. **Introduction.** The introductory section of the ACP will provide an overview of the objectives of the evaluation and of key steps in the process leading to conclusion of the agreement, including the date of the learning workshop held at the end of the evaluation process.

18. A short statement will be included to explain what the ACP constitutes and who will sign the document for the government and IFAD, and describe IOE's role in facilitating the process leading to conclusion of the agreement. It will also explain that the recommendations agreed upon will be tracked through the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions. In all, this section should not exceed half a page.

19. **Main evaluation findings.** This section will summarize the key evaluation findings, which provide the basis for the evaluation's recommendations. The indicative length of this section will be around one page.

20. **Agreement at completion point.** This section will be drafted by the IFAD management, in consultation with the concerned government as appropriate. They will take all the recommendations from the final evaluation report, one by one, and clearly indicate the concrete measures that will be deployed to implement them. They will also suggest a deadline for implementation of each recommendation and for indicating the entity (within government, IFAD or both) responsible for acting on them. The IFAD management and concerned Government will also indicate how each evaluation recommendation will be implemented (e.g. preparation of a new corporate policy or procedure, a country strategic opportunities programme (COSOP) or project design) and any possible resource or other implications. For example, if an evaluation has generated two main recommendations, the following format will apply:

    - Recommendation 1.........[text to be taken from the final evaluation report]
      Deadline date for implementation: [suggested by PMD]
      Entities responsible for implementation: [suggested by PMD]
      This recommendation will be implemented during preparation of the COSOP.
    - Recommendation 2.........[text taken from the final evaluation report]
      Deadline date for implementation: [suggested by PMD]
      Entities responsible for implementation: [suggested by PMD]
      This recommendation will be implemented in the next project to be designed in the country concerned.

21. The Management and/or government will clearly specify if they do not agree with a particular recommendation and underline the reasons for the same, and specify how they intend to proceed alternatively. Any difference of opinion between the IFAD management and the Government on any of the recommendations will also be captured here.

22. **Comments by the Office of Evaluation.** This section is optional. If either IFAD Management and/or the government have expressed disagreement on any of the findings and/or on one or more of the recommendations, fully or partially, deriving from the evaluation, IOE will add a further section to the ACP. In this section, IOE will provide its final views on the disagreement of IFAD Management and/or the government on any of the finding(s) or recommendation(s) (or parts of recommendations), and share the final ACP with the Evaluation Committee for its consideration (see paragraphs 11-13).