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Dar a la población rural
pobre la oportunidad
de salir de la pobreza

Informe del Presidente del Comité de Evaluación sobre el informe de situación acerca del plan de acción para la aplicación de las conclusiones y recomendaciones del Examen *inter pares* de la Oficina de Evaluación y la función de evaluación en el FIDA

Nota para los representantes en la Junta Ejecutiva

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Junta Ejecutiva — 103º período de sesiones
Roma, 14 y 15 de septiembre de 2011

Para **examen**

Informe del Presidente del Comité de Evaluación sobre el informe de situación acerca del plan de acción para la aplicación de las conclusiones y recomendaciones del Examen *inter pares* de la Oficina de Evaluación y la función de evaluación en el FIDA

Según lo decidido por los miembros del Comité de Evaluación, después de cada período de sesiones del Comité se producirá un informe por separado del Presidente para abarcar las deliberaciones relacionadas con el informe de situación acerca del plan de acción para la aplicación de las conclusiones y recomendaciones del Examen *inter pares* de la Oficina de Evaluación y la función de evaluación en el FIDA. Este es el tercer informe de este tipo y abarca las deliberaciones del Comité durante su 68º período de sesiones, celebrado en julio de 2011.

1. El Comité examinó el documento EC 2011/68/W.P.4, el "Informe de situación acerca del plan de acción para la aplicación de las conclusiones y recomendaciones del Examen *inter pares* de la Oficina de Evaluación y la función de evaluación en el FIDA". Según lo decidido en el 65º períodos de sesiones del Comité, celebrado los días 25 y 26 de noviembre de 2010, el informe contenía una matriz en la que se muestra el estado de aplicación de cada recomendación, junto con información más detallada sobre las medidas adoptadas hasta entonces y los cambios realizados marcados respecto de la versión anterior (presentada en el documento EC 2011/67/W.P.4).

2. El Comité tomó nota de los progresos realizados y pidió que se incluyera un plazo límite en los casos en que pudiera preverse una fecha de finalización de las medidas.

3. En cuanto al tema relativo al plan de acción para el fortalecimiento del sistema de autoevaluación, los miembros señalaron que, de ser preciso, se modificaría el tipo de acción que se esperaba de la Junta Ejecutiva (información o examen) en función del resultado de los debates mantenidos por los Coordinadores y Amigos.

Document: EC 2011/68/W.P. 4
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IFAD
Enabling poor rural people to overcome poverty

Progress report on the action plan for the implementation of the findings and recommendations of the Peer Review of IFAD's Office of Evaluation and Evaluation Function

Note to Evaluation Committee members

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Evaluation Committee — Sixty-eighth Session
Rome, 11-12 July 2011

For: **Review**

Action pPlan for the iImplementation of the rFindings and Recommendations of the Peer Review of IFAD's Office of Evaluation and Evaluation Function System:

Update as of 31 MarchMay14 June 2011

Table 1: Major written products and key actions

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/dDegree of implementation
		Draft to consultant	Draft to Evaluation CommitteeEC	Evaluation CommitteeEC discussion	EB Executive Board discussion			
1. Both IOE Office of Evaluation and Mmanagement prepare formal written responses to the Peer Review for the information of the Executive Board.	IFAD Management and its IOEOffice of Evaluation			1 April 2010	21-22 April 2010	Completed	No longerNot applicable any more.	-
2. The Executive Board, in considering the report of the Peer Review Panel as well as the views of the Evaluation Committee, IOEOffice of Evaluation and Mmanagement, 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 IOEOffice of evaluation can work together to develop detailed proposals to address the outstanding issues.	Executive Board				21-22 April 2010	Completed	No longer applicable.Not applicable any more.	AtIn 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 athe wWorking gGroup[1] to oversee revisions to the Evaluation Policy, President's Bulletin and Terms of Reference and Rules of Procedure of the	Executive Board with the advice of the Evaluation Committee				May 2010	Ongoing		As part of the delegation (see comment under point 2 above), the Evaluation

[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 Evaluation Committee	Evaluation Committee discussion	Executive Board discussion			
Evaluation Committee								Committee has been actively involved in the process of preparing these deliverables for Board approval.
4. Revised Evaluation Policy	IOE	21 February 2011	3 March 2011 (for review)	19-20 April 2011 (for review)	10-12 May 2011 (for approval)	Completed	Evaluation Policy	The committee reviewed the draft policy at its sixty-sixth session on 3rd March, and the final document at its sixty-seventh session on 19-20 April. Thereafter, the document was approved by the Board at its 102nd session (10-12 May 2011).
5. Revised President's Bulletin	IFAD Management and IOE				14-15 September 2011 (information)	Ongoing	President's Bulletin	IFAD Management will undertake this, working closely with IOE.
6. Revised Terms of Reference and Rules of Procedure	IFAD Management	22 March 2011			10-12 May 2011	Completed	Terms of Reference and	

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/degree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
of the Evaluation Committee			~~(review)~~	April 2011 (review)	~~14-15 September 2011~~ (approval)		Rules of Procedure of the Evaluation Committee	~~working closely with the Office of Evaluation in this process in conjunction with the revision of the Evaluation Policy and following its adoption. A draft will be submitted to the EC for review~~ The ~~E~~Committee reviewed the draft document at its sixty-seventh ~~67th~~ session on 19-20 April 2011. Thereafter, the document was approved by the ~~E~~Board~~b~~ at its 102nd session on 10-12 May 2011.
7. Revised Evaluation Manual	~~Office of Evaluation~~IOE	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~~IOE has been addressing the concerns raised by the Peer Review. It is: (i) devoting ~~enhanced~~ greater 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/dDegree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
							gender, climate change and scaling up	paper, the methodology and process are~~is~~ adequately tailored to the country/project context; and (iii) relying increasingly 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

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/~~d~~Degree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
								methodology for its new form of project evaluations, which has already been 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 was piloted in 2010 through 5 PCRVs and 1 PPA, which has produced elements for fine tuning the methods and processes before end 2010. The same document also

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/degree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
								includes further information about PCRV and PPAs (e.g., the number of PCRV and PPAs to be undertaken per year, the time required, etc). For 2011 ARRI, IOE and PMD have already started the process of reviewing PCRs and orienting staff.
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. The discussion took place at the EC's 66th session on 3 March 2011.
10. Costed-Action Plan for Further Development of the Self Evaluation System	IFAD Management	16 June 2011		~~14-15~~12-13 July 2011 (review)	14-15 September 2011 (approval)	Ongoing	Action Plan (AP)	IFAD management has ~~started working~~worked on a costed Action Plan,

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/dDegree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
								keeping also in view the central role the project completion reports will play in future and the high learning potential of these documents. ~~The development of the costed action plan is progressing well and is on track for submission to the EB in September 2011, and prior to that to EC.~~The document is ready and will be discussed in the EC at its 68th session on 12-13 July 2011, prior to submission to the EB.
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	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 purpose. In addition to undertaking tasks to strengthen financial management within

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/degree of implementation
		Draft to consultant	Draft to Evaluation Committee ~~EC~~	Evaluation Committee ~~EC~~ discussion	~~EB~~ Executive Board discussion			
								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 IOE WPB, discussed with the Evaluation Committee in its 63rd and 64th session, the Audit Committee and Board in their respective sessions in September 2010, the Audit Committee in November 2010, and the Board in December 2010.
12. Biannual Compliance Review of the Office of Evaluation with IFAD's Financial Management and Human Resources Policies and Practices	Evaluation Committee using resources allocated to the Committee.			Will be presented to the Evaluation Committee for information in 2012		Pending		In addition to the measures implemented in response to recommendation 11 above, the Peer Review

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/~~d~~Degree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
								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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	Evaluation Policy and President's Bulletin	The procedures has been ~~-~~captured in the ~~draft~~ approved Evaluation Policy and will be reflected accordingly in the 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

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/degree of implementation
		Draft to consultant	Draft to Evaluation Committee~~EC~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
								of Evaluation has: (i) acted upon the recommendation of 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 2011 following zero-based budgeting approach. The Office of Evaluation has

Product/Action	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/degree of implementation
		Draft to consultant	Draft to Evaluation Committee~~E C~~	Evaluation Committee~~EC~~ discussion	~~EB~~ Executive Board discussion			
								provided significantly additional amount of financial data to the Evaluation and Audit Committees as well 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~~Completed		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. The discussion took place in the EC at its 66th session on 3 March 2011. The revised Evaluation Policy was approved by the Board at its 102nd session on 10-12 May, confirming the Board's commitment to the principles of IFAD's independent evaluation function.
a. The institutional and behavioural independence of Office of Evaluation (OE) must be safeguarded by the Executive Board and not compromised.	Executive Board	21 February 2011	3 March 2011 (for review)	19-20 April 2011 (for review)	~~11~~10-12 May 2011 (for approval)	~~Ongoing~~Completed	Evaluation Policy (EP) and President's Bulletin (PB)	This is captured in the revised Evaluation Policy ~~as per the timelines indicated in this row~~which was approved by the Board in its 102nd session on 10-12 May 2011, and corresponding President's Bulletin (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	Executive Board	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB	This is captured in the revised Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May

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			
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 personnel decisions related to OE staff.								2011~~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).
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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP	This is captured in the revised Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011. 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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, Evaluation Committee's Terms of Reference and Rules of Procedure (EC TOR)	This is captured in the revised Evaluation Policy ~~as per the timelines indicated in this row~~, and the revised terms of reference of the Committee which were both approved by the Board in its 102nd session on 10-12 May 2011~~(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	Executive Board, Evaluation Committee	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB, EC TOR	This is captured in the revised Evaluation Policy as well as the Committee's TORs which were both approved by the Board in its 102nd session on 10-12 May 2011~~as per the timeline indicated in this row~~, and 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			
consulted but has no decision making authority.								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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, EC TOR	This is captured in the revised Evaluation Policy ~~as per timelines indicated in this row,~~ and the revised EC TOR which were both approved by the Board in its 102nd session on 10-12 May 2011~~(see recommendation 6 in table 1 for the timelines for delivery of the EC TOR)~~.
c. More active Evaluation Committee scrutiny of OE's budget request and financial management.	Evaluation Committee		15-16 July 2010 (review)	8 October 2010 (review)		Completed	EP, EC TOR	As per the request of the EC, IOE has provided a significant amount 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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB, EC TOR	This is captured in the revised Evaluation Policy ~~as per timelines indicated in this row,~~ and in the revised EC TOR which were both approved by the Board in its 102nd session on 10-12 May 2011~~(see recommendation 6 in table 1 for the timelines for delivery of the EC TOR)~~.
e. Harmonising OE and IFAD practices regarding staff recruitment,	Office of Evaluation	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB	This is captured in the revised Evaluation Policy which was approved by the Board in its

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			
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.								102nd session on 10-12 May 2011~~as per timelines in this row~~, and in the corresponding President's Bulletin 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 Completion Reports.						Completed		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.
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	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 was piloted in 2010 through 5 PCRVs and 1 PPA, which produced elements for fine tuning the methods and processes before end 2010. The same document also includes further information about PCRVs and PPAs (e.g., the number of PCRVs and PPAs to be

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			
								undertaken per year, the time required, etc). As stated, review for 2011 has already begun.
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	Note on Revised Process and Template for the Agreement at Completion Point (ACP)	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. In the July 2011 EC session, for the final time, IOE will provide members an update on the production of evaluation ACPs using the new process and template.
4. IFAD further strengthens the use of evaluation findings, learning and the feedback loop.						Ongoing		IOE is increasingly devoting greater attention to learning, knowledge management and evaluation feedback. In fact, in 2011, IOE undertook a thorough self-assessment of its communication and knowledge management work, to find ways and means to strengthen the independent evaluation feedback loop, with the aim of enhancing IFAD's development effectiveness. See below comments for details.
a. The Executive Board develops a strategy to use evaluation results better to support accountability and learning.	Executive Board	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, EC TOR	This is captured in the revised Evaluation Policy ~~as per the timelines indicated in this row,~~ and in the revised EC TOR which were both approved by the Board in its 102nd session on 10-12 May 2011~~(see recommendation 6 in table 1 for the timelines for 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			
								~~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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB	This recommendation is captured in the Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB	This recommendation is captured in the Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~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). Starting from 2011, IOE will not only participate in selected OSCs as in the past but also 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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB	This recommendation is captured in the Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~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 – inter-alia - in external platforms such as UNEG, ECG, IDEAS 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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, PB	This recommendation is captured in the Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~which will be produced as per the timelines indicated in this row~~, and corresponding President's Bulletin (see

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
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								recommendation 5 in table 1 for the timelines for the production of the President's Bulletin). IOE is represented in the in-house policy reference groups to prepare the Fund's corporate policies, respectively, on gender and private sector development. The aim of IOE's participation in the policy reference groups is to clarify further the lessons and recommendations from the corresponding evaluations completed recently by IOE.
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~~The preparation of the synthesis ~~has already commenced~~is ongoing. A synthesis on gender will be prepared in 2012 in the context of IOE's participation in the Evaluation Cooperation Group of the MDBs.
g. Management extracts information from the PCRs and the self-evaluation system.	IFAD Management	16 June 2011		~~14-15~~12-13 July 2011 (review)	14-15 September 2011 (approval)	Ongoing	AP	This forms part of the ~~will be reflected in the~~ costed Action Plan that has been ~~to be~~ developed and scheduled to be discussed in the July~~t~~ 2011 Evaluation Committee.~~according~~

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								~~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 has been ~~will be~~ put ~~in future~~ in using PCRs for sharing knowledge, however, in the Costed Action Plan.
h. OE broadens the forums used to disseminate evaluation findings.	Office of Evaluation	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, IOE WPB	This is captured in the new Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~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 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	Office of Evaluation	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, IOE WPB	This is captured in the new Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~to be developed as per~~

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corporate management and institutional support for corporate management.								~~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~~undertaking 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 practice.
c. Place greater reliance on validated information generated by the self-evaluation system.	Office of Evaluation	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	EP, AP	This is captured in the new Evaluation Policy which was approved by the Board in its 102nd session on 10-12 May 2011~~to be developed as per timelines indicated in this row~~, as well as in the costed action plan by the IFAD Management ~~(see~~

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								~~recommendation 10 in table 1 for timelines for the production of the costed Action Plan)~~which will be discussed in the EC at its 68th session on 12-13 July 2011 prior to submission to the Board. The 2011 ARRI will also be based also on data from the validation of PCRs. Management has already started supporting this process. The 2011 ARRI, as per standing practice, will be reviewed by the Committee and the Board.
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 why 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 performance. Individual evaluation reports also treat the

Recommendations and Actions	Accountable for delivery/action	Deadlines				Status	In which document?	Comment regarding status/Degree of implementation
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								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	21 February 2011	3 March 2011 (review)	19-20 April 2011 (review)	~~11~~10-12 May 2011 (approval)	~~Ongoing~~Completed	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 is captured in the revised Evaluation Policy, which was approved by the Board in its 102nd session on 10-12 May 2011~~which is 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 is -continuing 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	IFAD Management	16 June 2011		~~14-15~~12-13 July 2011 (review)	14-15 September 2011 (review)			IFAD management has ~~started working~~worked on a costed Action Plan (see timelines for its delivery in this row), keeping also

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establishes priorities and 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.								in view of the central role the project completion reports will play in future and the high learning potential of the PCRs. ~~It is on track for submission to September 2011 EB.~~The costed Action Plan will be discussed in the EC at its 68th session on 12-13 July 2011, prior to submission to the EB.
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	~~F~~Will ~~f~~forms part of the costed Action Plan that has been prepared to enhance the self evaluation system.
b. Continuing to take measures to improve the quality and use of PCRs.	IFAD Management					Ongoing	AP	Management has been ~~currently~~ monitoring ~~s~~ the quality of PCRs since 2006. The Costed Action Plan ~~P~~ has ~~will~~ proposed 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	9 February 2011		3 March 2011 (information)		Partly completed	AP, Harmonization agreement	~~1.~~ The harmonisation agreement between IOE and PMD has been completed and agreed to by Director IOE and Associate Vice President PMD. It has been shared with the EC for information. 2. A review of RIMS by PMD is on-going.
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	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

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necessary to undertake three surveys for every project as is envisioned in the design of the Results and Impact Management System.								fully optional henceforth.
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	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 IFAD Management. ~~Office of the Secretary.~~

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b. Other measures include changes in the use of the hybrid model, using lighter evaluations when possible, streamlining evaluation processes and strengthening OE's internal management and administrative processes.	Office of Evaluation					Completed	EP, IOE WPB	IOE has established a clearer division of labour between the consultants' team leader and the lead evaluation officer to eliminate 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	EP, IOE WPB	See the work programme and budget for 2011 of IOE.