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Enabling poor rural people  
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## **Revision of the procedures for selecting and appointing the Director of the Independent Office of Evaluation of IFAD contained in the IFAD Evaluation Policy**

### **Note to Evaluation Committee members**

#### Focal points:

#### Technical questions:

**Michael Gehringer**  
Director  
Human Resources Division  
Tel.: +39 06 5459 2820  
e-mail: m.gehringer@ifad.org

**Fabrizio Felloni**  
Officer-in-Charge  
Independent Office of Evaluation of  
IFAD  
Tel.: +39 06 5459 2361  
e-mail: f.felloni@ifad.org

#### Dispatch of documentation:

**Deirdre McGrenra**  
Head, Governing Bodies Office  
Tel.: +39 06 5459 2374  
e-mail: gb\_office@ifad.org

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**For: Approval**

## **Recommendation for approval**

The Executive Board is invited to approve the amendments to the procedures for selecting and appointing the Director of the Independent Office of Evaluation of IFAD, contained in the IFAD Evaluation Policy, as presented in the annex to the present document.

## **Revision of the procedures for selecting and appointing the Director of the Independent Office of Evaluation of IFAD contained in the IFAD Evaluation Policy**

### **I. Introduction**

1. Acting on the direction of the Evaluation Committee, pursuant to the decision taken by the Executive Board in July 2013, IFAD Management and the interim officer-in-charge of the Independent Office of Evaluation of IFAD (IOE) engaged an independent external consultant to review the procedures for the selection and appointment of the Director, IOE, contained in the 2011 Revised IFAD Evaluation Policy.
2. Taking into account the recommendations of the 2013 Ad Hoc Working Group on the Appointment of the Director, IOE, for revisions to these procedures, as well as comments provided by IFAD Management and IOE on an initial draft, the consultant proposed changes to the Revised Evaluation Policy.
3. The consultant also noted a procedural gap that had surfaced in the recent recruitment effort for the IOE Director concerning the procedures for handling corrective or disciplinary measures following integrity investigations of the IOE Director or IOE staff. Noting that such procedures were also not specified in the Revised Evaluation Policy and that Management wished to see this issue addressed in order to ensure clarity, changes were also proposed to paragraphs 64 and 82 of the Revised Evaluation Policy.
4. The proposed changes to the Revised IFAD Evaluation Policy were discussed by the Evaluation Committee at an informal meeting on 8 November and at the Committee's eightieth session on 18 November. Consensus was reached on the proposed amendments to the section pertaining to the procedures for selecting and appointing the Director, IOE, as presented in track changes in the annex to this document.
5. With respect to the proposed changes to paragraphs 64 and 82 of the Revised Evaluation Policy, it was agreed that this issue would be considered by the Evaluation Committee at its eighty-second session in March 2014, taking into consideration the concerns raised by IOE and allowing time for members to consult with capitals. Subsequent to this review, the Evaluation Committee would then submit a final proposal to the Executive Board for revisions to paragraphs 64 and 82 as appropriate.

## Proposed amendments to the Revised IFAD Evaluation Policy

### Chapter V: Human resource management

#### A. Procedure for selecting and appointing Director of IOE

58. The Director IOE shall be ~~selected~~appointed by the Board for a single, non-renewable period of six years.<sup>1</sup> The Fund shall enter into a contract with the Director IOE in accordance with the terms determined by the Executive Board, which shall be equivalent to D-2 rank positions at IFAD. The recruitment process for the Director should start at least six months before the expiration of the incumbent Director's contract or upon receipt of the incumbent's resignation, whichever is earlier. The following procedures will be applied for the selection and appointment of the Director IOE:
- (a) The selection process will be led by a search panel consisting of three ~~representatives of Executive Board~~ members who, for the duration of the search panel process are not~~neither -members~~ of the Evaluation Committee nor serving as Convenors of their respective Lists and/or sub-Lists including the Chairperson (one each from Lists A, B and C and nominated by the Convenors of the respective lists), and two independent experts identified by the Evaluation Committee with recognized evaluation experience (at least one of whom would have experience managing an independent evaluation department). ~~and a representative of IFAD's senior management~~A representative of IFAD's senior management will participate in the panel as a non-voting member. The Executive Board search panel members will choose a chairperson who shall not be one of the independent experts nor the management representative.
  - (b) IFAD Management shall provide administrative and legal support and advice to the search panel. Such support and the recruitment process and procedures should be consistent with established IFAD policies, rules, and procedures to the extent that they are not superseded by the provisions of the Evaluation Policy.
  - (c) The search panel shall develop the position description and, ensure that the position is advertised. A professional headhunting firm may be engaged to help ensure that a slate of well-qualified candidates is provided to the panel. The search panel will decide whether to engage a professional headhunting firm and approve the selection of the firm.~~prepare the short list of applicants, interview and assess the applicants and rank the candidates in order of merit.~~
  - (d) From the applicants obtained either through advertising and/or a professional headhunting firm or both, the search panel will draw up a short list of candidates, interview and assess them, and rank them in order of merit.
  - ~~(d)~~(e) The search panel will request the Human Resources Division to verify that the academic and professional credentials of those candidates short-listed for further consideration are valid before proceeding with its assessment of the shortlisted candidates. Subject to their agreement, personal and professional references of shortlisted candidates will also be checked at this stage by the Human Resources Division or the professional headhunting firm at the search panel's direction. Otherwise, the search panel will request the Human Resources Division or the professional headhunting firm to carry out reference checks after the search panel has identified its preferred candidate, with the results made available to the search panel before it completes its

<sup>1</sup> Key elements of the terms of reference of the Director of IOE is attached in Annex II.

- ~~work. To help ensure good quality candidates, if required, a professional head hunting firm may be engaged to help the search panel.~~
- (e)(f) After the search panel completes its work, the Chairperson of the ~~panel~~~~Evaluation Committee~~ will consult with the IFAD President to obtain her/his views with respect to the recommendations of the Search Panel.
- (f)(g) ~~The search panel Chair will~~~~ould~~ then prepare a report on its work, which the Chairperson of the Search Panel will present to a special/dedicated session of the Evaluation Committee.~~present the report of the search panel to the Evaluation Committee.~~ This report will clearly mention the views of the President with respect to the suitability of the recommended candidates, the order in which they are ranked~~and, and~~ any other concern the President may have about the ~~recommended~~ candidates. Thereafter, the Committee will endeavour to arrive at a consensus on the ranking of candidates in order to present in the Committee's report to the Executive Board, as far as possible, the unanimous views of Committee members. In the event the Committee cannot reach a consensus, it should provide along with the list of candidates a report setting out the different views expressed in the Committee and an explanation of why it has been unable to reach agreement or, if it deems none of the candidates qualified, why the search process should be restarted. This report, which shall be approved by all participating Evaluation Committee members, will constitute the official record of the Evaluation Committee's meeting. Reporting to the Board on this matter shall be governed by Rule 2.3 of the Terms of Reference and Rules of Procedure of the Evaluation Committee. For the purposes of the Evaluation Committee meeting(s) dedicated to consideration of the search panel's report, Rule 2.5 of the Terms of Reference and Rules of procedure of the Evaluation Committee shall be suspended.~~generate a common understanding on which candidate to recommend to the Executive Board for its decision or to re-start the search process again, in case it found the outcome of the search process unsatisfactory.~~
- (g)(h) \_\_\_\_\_ The Executive Board will deliberate on the suitability of the candidates ~~submitted~~~~recommended~~ by the Evaluation Committee taking into due account the President's views. The Board may decide to endorse the recommendation of the ~~Committee~~~~Committee~~, select a different candidate from among those proposed by the Evaluation Committee, or request the Evaluation Committee to re-start the search process in case it ~~does not~~ concludes that none of the candidates are suitably qualified.~~agree with the recommendation of the Evaluation Committee.~~
- (i) After the Executive Board has taken a decision on the candidate to ~~select~~~~appoint~~ as Director IOE, the President or his/her representative will make an employment offer to the candidate and the President will make the formal appointment.
- (j) In the process of recruiting and selecting the IOE Director, search panel members must avoid any situation that poses an actual conflict or the potential for or the appearance of a conflict between their individual interests and the performance of their official duties. Considerations for identifying and handling conflicts of interest are set out in Annex III.
- (h)(k) \_\_\_\_\_ If the position of Director falls vacant, the Deputy Director will be appointed as Interim Officer-in-Charge, pending the ~~appointment~~assumption of duties of a Director, unless otherwise decided by the Executive Board. Should the Deputy Director not be available to serve for any reason, the Chairperson of the Evaluation Committee, in consultation with the President, will appoint one of the senior Evaluation Officers to serve as Temporary Officer-in-Charge. If a longer-term Interim Officer-in-Charge is required, the

Chairperson of the Evaluation Committee, after consultation with the members of the Evaluation Committee, with the support of IFAD management and the Temporary Officer-in-Charge, and in consultation with the President, will identify and appoint such an individual.

~~(i)~~(l) The Director IOE shall not be eligible for other staff positions in IFAD upon the completion of his or her term.

## **Proposed amendments to the Revised IFAD Evaluation Policy**

### **Annex III: Considerations for identifying and handling conflicts of interest in the selection of the Director of IOE**

1. An actual conflict of interest involves a conflict between a search panel member's official duties as part of the recruitment and selection process and his/her individual interests that could improperly influence the performance of those official duties. A potential or apparent conflict of interest arises when it could reasonably be perceived that a search panel member's individual interests could improperly influence the performance of his/her official duties, even if this is not, in fact, the case.
2. Specifically, search panel members shall avoid any action which might result in, or create the potential for or the appearance of:
  - (i) giving unwarranted preferential or prejudicial treatment to any organization or person;
  - (ii) impeding the efficiency of the recruitment and selection process;
  - (iii) losing independence or impartiality of action;
  - (iv) affecting adversely the confidence of member countries or the public in the integrity of IFAD.
3. If an actual, potential, or apparent conflict arises, the search panel member shall promptly withdraw from participation in the recruitment and selection process and communicate in writing to the three List Convenors and the Chair of the Search Panel. In this communication, the search panel member shall set out the actual, potential, or apparent conflict of interest and seek the List Convenors' determination as to whether he/she should recuse himself/herself from the recruitment and selection process.
4. If the Convenors determine that an actual conflict of interest exists, the search panel member shall continue such recusal. If the Convenors determine that a potential or apparent conflict of interest exists, such recusal shall be required where necessary in the interests of IFAD. If necessary, a replacement for the search panel member who has withdrawn shall be nominated by the appropriate List(s) or, if the recused member was an independent external expert, the Evaluation Committee will select a new independent expert as provided for in Section 58 (a) of the Evaluation Policy.
5. Any member of the search panel may also communicate in writing to the Convenors and Chair of the Search Panel if he/she believes that another member of the search panel should recuse himself/herself because of an actual, potential, or apparent conflict of interest. Following consultation with the search panel member concerned, the procedure set out in paragraph 4 above will be followed.