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Draft Action Plan for the Implementation of the Main Actions and Recommendations of the Peer Review of IFAD's Evaluation Function

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Contents

I.	Background	1
II.	Structure of the Document	1
III.	Roles and responsibilities	1
	Annex I. Main Actions and Recommendations of the Peer Review Report	3
	Annex II. Recommendations from the External Peer Review	5
	Annex III. Roadmap for Recommendations	6

I. Background

1. As commissioned by the Executive Board, the Evaluation Cooperation Group of the multilateral development banks undertook a Peer review of IFAD's Evaluation Function in 2018/2019. This was the second peer review of the evaluation function; the first took place in 2009/2010. At its 127th session in September 2019, the Board discussed the draft final report together with the comments of IFAD Management and the Independent Office of Evaluation of IFAD (IOE).
2. The Executive Board reviewed the report with appreciation and took note of the recommendations contained therein. In considering the report, the Board mandated the Evaluation Committee to take forward the implementation of recommendation 2 on the Terms of Reference (ToRs) of the Evaluation Committee. The Board further requested Management and IOE to prepare a joint draft action plan to be reviewed by the Evaluation Committee at its 107th session in October 2019 and subsequently by the Board at its 128th session in December 2019.
3. This draft action plan has been prepared jointly by Management and IOE and serves as a basis for the implementation of the findings and recommendations of the peer review report.

II. Document structure

4. The purpose of the document is to outline the plan to address all the recommendations and key issues raised by the External Peer Review. These include the production of specific documents, as well as other deliverables and sub-actions. The action plan specifies timelines and responsibilities for all stakeholders involved in the implementation of the recommendations and actions proposed. The document is organized in four parts. Section III provides an overview of the main documents that need to be produced for consideration first by the Committee and thereafter by the Executive Board. The same section outlines the roles and responsibilities of the Executive Board, Evaluation Committee, Management and IOE. Section III also includes a brief discussion on any external professional advisory support that may be required. Finally, annex I presents the draft action plan that sets out the milestones to be achieved under each recommendation, the respective roles and responsibilities and the deadlines for each milestone. Annex II contains a summary of the recommendations of the External Peer Review and annex III presents a roadmap for the deliverables.

III. Main documents to be produced, roles and responsibilities

5. Documents. Three main documents will need to be produced in order to implement the findings and recommendations of the peer review. These are (i) a revised Evaluation Policy, (ii) revised Terms of Reference of the Evaluation Committee and (iii) a new Evaluation Manual. A new harmonization agreement may be drawn up, if necessary. These documents will incorporate most of the recommendations and findings of the peer review. Following a thorough review by the Evaluation Committee, the first two documents will be submitted for the approval of the Executive Board.
6. Management and IOE may need to prepare additional papers when producing the three main documents and as a follow on from the aforementioned deliverables (e.g. reviews of the independent and self-evaluation product mix).

7. Roles and responsibilities. As noted by the peer review, in order for evaluation to contribute to superior institutional performance, it needs to be a shared responsibility, with specific roles and responsibilities clearly set out for IOE, Management, the Evaluation Committee and the Executive Board. The roles and responsibilities should be as follows (details are provided in annex I):
 - (i) The Evaluation Committee will be responsible for reviewing and revising the ToRs of the Evaluation Committee.
 - (ii) Management and IOE will jointly revise the Evaluation Policy, while the Committee will be responsible for reviewing and commenting on the revised Evaluation Policy.
 - (iii) IOE will take the lead in revising its product mix, the Evaluation Manual and a multi-year strategy and share early drafts for inputs and comments from Management.
 - (iv) Management will be responsible for a parallel review of its self-evaluation products and share early drafts with IOE for comments and inputs.
 - (v) The Executive Board will be responsible for approving the revised Evaluation Policy and the revised ToRs of the Evaluation Committee, once the Evaluation Committee has reviewed these documents and reached consensus on their content.
8. In addition to taking the lead in the review and revision of its ToRs, the Evaluation Committee will have a central role in overseeing the implementation of the recommendations.
9. The Committee will also be responsible for keeping the Board informed on the follow-up to the action plan. This will be done through the oral reports of the Chairperson of the Evaluation Committee to the Executive Board. These oral reports are based on the minutes of Committee sessions, which are shared with the Board for information. Management and IOE will be responsible for providing a periodic update on the implementation status of the action plan to the Evaluation Committee.
10. Finally, external advisory support may be needed to comment on draft deliverables produced, particularly with respect to the revised Evaluation Policy and Evaluation Manual. This may consist of a small panel of international evaluation experts. These experts could be hired by IOE and financed through the additional budget requested for this purpose by IOE in the budget for 2020. These consultants will support both IOE and Management and will provide a written report to the Evaluation Committee at the conclusion of their engagement.

Draft action plan for the implementation of the Main Actions and Recommendations of the Peer Review Report

Recommendations	Milestone	Lead Responsibilities for preparation	Approving entity	Deadline
1. Revise the Evaluation Policy¹		Management and IOE jointly	Executive Board	
	a. IOE-Management task force to revise the Evaluation Policy established	IOE and Management.		October 2019
	b. Zero draft of the revised policy prepared	IOE and Management.		January 2019
	c. Draft finalized after IOE and Management. consultations	IOE and Management.		March 2020
	d. Submission to 109th Evaluation Committee	IOE and Management.		May 2020
	e. Submission to 130th Executive Board	IOE and Management.		July 2020
2. Revise the role (Terms of Reference) of the Evaluation Committee.		Evaluation Committee	Executive Board	
	a. Guidance to be provided by the Evaluation Committee			
3. Substantially simplify IOE internal processes and procedures.		IOE	IOE	
	a. Oral presentation by the IOE Director to the 109th (July) Evaluation Committee			May 2020
4. IOE should revise its product mix.		IOE	Executive Board through the Evaluation Policy	
	a. Zero draft note on revised product mix prepared	IOE		March 2020
	b. Draft note finalized after IOE- Programme Management Department consultations	IOE and Management.		April 2020
	c. Submission to 109th (June) Evaluation Committee	IOE and Management.		May 2020
5. Management should conduct a parallel review of its self-evaluation products.		Management		May 2020
6. IOE should prepare a multi-year strategy to implement the	IOE	Executive Board		

¹ This is the current planned timeframe but which may be subject to change on the basis of the follow up to recommendations 4 and 5.

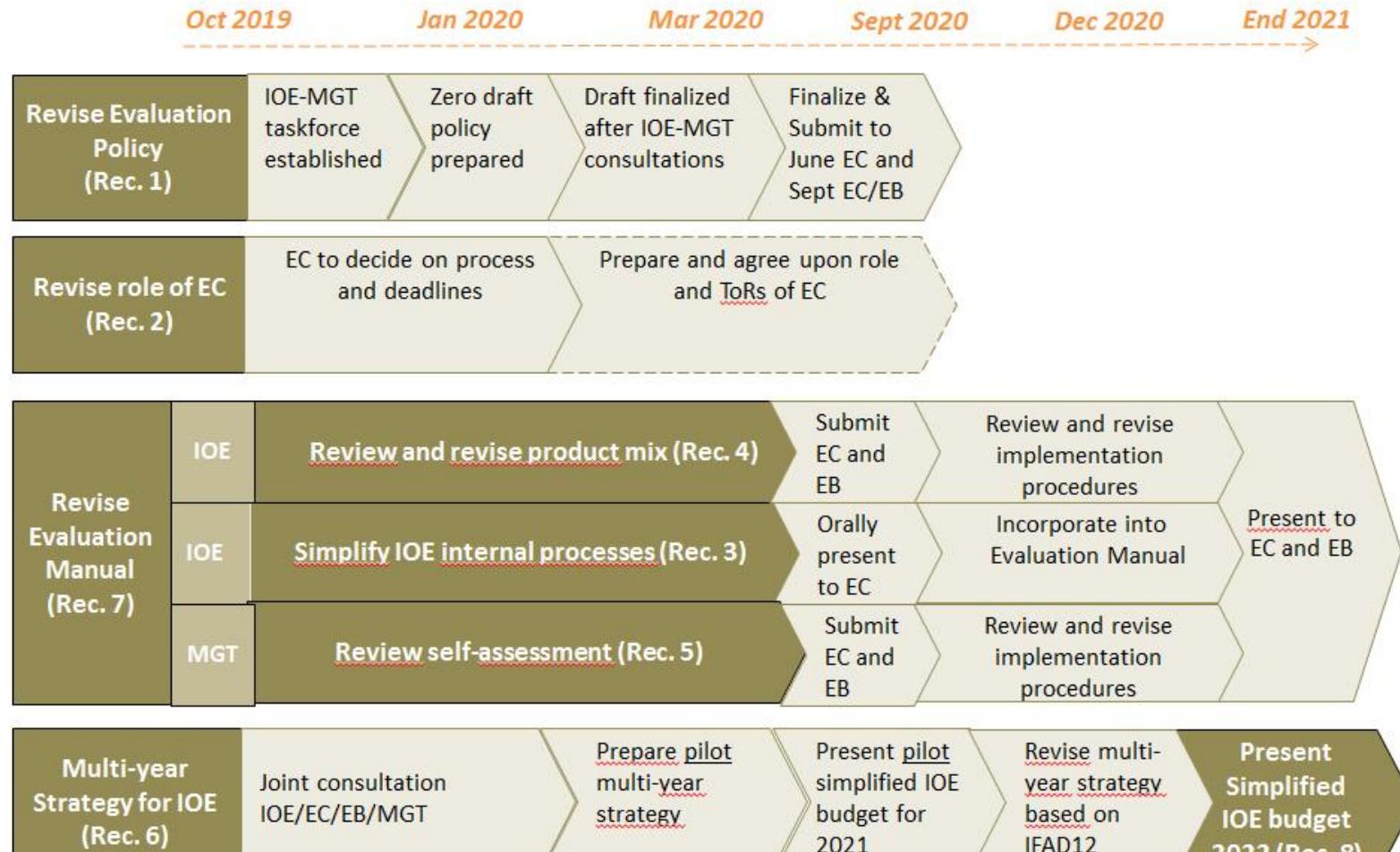
Recommendations	Milestone	Lead Responsibilities for preparation	Approving entity	Deadline
Evaluation Policy.	a. Joint consultation involving IOE, Evaluation Committee, Executive Board and Management.			September 2020
	b. Present multi-year strategy to 113th Evaluation Committee	IOE		May 2021
	c. Present multi-year strategy to 133 rd Executive Board	IOE		July 2021
7. A new Evaluation Manual should be prepared.	IOE			
	a. IOE and Management. review their respective Implementation Procedures and Arrangements	IOE and Management.		December 2020
	b. Consultations between IOE and Management. on the draft manual	IOE and Management.		June 2021
	c. Present revised IFAD Evaluation Manual to Evaluation Committee and Executive Board (December 2021) for review	IOE and Management.		October 2021
	d. Develop Harmonization Agreement ²	IOE and Management.		March 2022
	e. Present the Harmonization Agreement to the Evaluation Committee of June 2022	IOE and Management.		May 2022
	f. Present the Harmonization Agreement for information to the Evaluation Committee of September 2022	IOE and Management.		July 2022
8. IOE's budget should be significantly simplified and harmonized in terms of overall structure with IFAD's overall administrative budget.	IOE	Executive Board/ Governing Council		
	a. Present revised IOE pilot budget for 2021 to September Evaluation Committee and September Executive Board (2020)	IOE		September 2020
	b. Present streamlined budget for 2022 to September Evaluation Committee and September Executive Board (2021)	IOE		September 2021

² The development of the Harmonization Agreement is to be confirmed.

Recommendations from the External Peer Review of the Evaluation Function in IFAD

1. Revise the Evaluation Policy to focus more strongly on strategic issues, provide greater institutional utility and value, and establish appropriate roles and responsibilities across the multiple components of IFAD's Evaluation System.
2. Revise the role (Terms of Reference) of the Evaluation Committee to ensure full oversight of evaluation and results reporting functions IFAD-wide. Secretariat services should be provided on the same basis as for other Board Committees.
3. Substantially simplify IOE internal processes and procedures to reduce their resource intensity, increase internal delegation and scope for initiative and encourage constructive engagement between IOE and Management. This should include product specific processes, designated methodologies, and engagement between IOE staff and Management.
4. IOE should revise its product mix based on accurate resource requirements for individual products, and a detailed survey of the views of all key audiences on existing and prospective products, including intended purposes and perceived value.
5. Management should conduct a parallel review of its self-evaluation products to clarify objectives and responsibilities, and ensure value and utilization.
6. IOE should prepare a multi-year strategy to implement the Evaluation Policy, in consultation with Management and for Board approval, setting out short to medium term objectives and responsibilities. Coordination with the IFAD replenishment cycle should be explored.
7. A new Evaluation Manual should be prepared. It should encompass evaluation-related issues, products and processes institution-wide and ensure extended cover of evaluation issues such as gender and rights. Clarity and simplicity should be guiding objectives. IOE should lead the process but it must be engaged and consultative with Management.
8. IOE's budget should be significantly simplified and harmonized in terms of overall structure with IFAD's overall administrative budget. The current high rigidity and over-specification should be reduced to allow more flexible and effective resource management by IOE.

Roadmap for addressing External Peer Review Recommendations



----- Indicative, pending EC guidance