

Document: EB 2021/134/R.35
Agenda: 18(a)
Date: 12 November 2021
Distribution: Public
Original: English

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Annex I of the Revised IFAD Evaluation Policy

Note to Executive Board representatives

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Executive Board — 134th Session
Rome, 13-16 December 2021

For: Approval

Recommendation for approval

The Executive Board is invited to approve annex I of the Revised IFAD Evaluation Policy, as attached hereto, which should form an integral part of the policy.

1. At its 132nd session in April 2021, the Executive Board approved the Revised IFAD Evaluation Policy and tasked the Evaluation Committee with reviewing annex I of the policy, based on a benchmarking exercise to be conducted by the Independent Office of Evaluation of IFAD (IOE) with members of the Evaluation Cooperation Group (ECG) of the Multilateral Development Banks.¹ The annex, duly revised if deemed necessary, would be submitted for consideration to a future session of the Executive Board.
2. IOE conducted the benchmarking exercise. The findings were submitted for the consideration of the Evaluation Committee at its 115th session in October 2021 (document [EC 2021/115/W.P.8](#)).
3. Based on the results of the benchmarking exercise, the Evaluation Committee was invited to review annex I of the Revised IFAD Evaluation Policy. The Evaluation Committee agreed that no additional revisions were required, and endorsed the submission of the annex to the 134th session of the Executive Board for approval.

¹ Members of ECG are: the African Development Bank, Asian Development Bank, Black Sea Trade and Development Bank, European Bank for Reconstruction and Development, European Investment Bank, IFAD, Inter-American Development Bank, International Monetary Fund, Islamic Development Bank, World Bank Group.

Detailed procedures to select, appoint and dismiss the Director, IOE

A. Selection and appointment of the Director, IOE

1. The selection process is led by a search panel consisting of three Executive Board members who, for the duration of the search panel process are neither members of the Evaluation Committee nor serving as Convenors of their respective Lists and/or sub-Lists (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). A representative of IFAD's Senior Management participates in the panel as a non-voting member. The Executive Board search panel members choose a chairperson who is not one of the independent experts nor the Management representative.
2. IFAD Management provides administrative and legal support and advice to the search panel. Such support and the recruitment process and procedures are consistent with established IFAD policies, rules and procedures to the extent that they are not superseded by the provisions of the evaluation policy.
3. The search panel develops the position description and ensures that the position is advertised. A professional headhunting firm may be engaged to help ensure that a number of well-qualified candidates are provided to the panel. The search panel decides whether to engage a professional headhunting firm and approves the selection of the firm.
4. From the applicants obtained either through advertising or a professional headhunting firm or both, the search panel draws up a shortlist of candidates, interviews and assesses them, and ranks them in order of merit.
5. The search panel requests the Human Resources Division to verify that the academic and professional credentials of those candidates shortlisted 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 are checked at this stage by the Human Resources Division or the professional headhunting firm at the search panel's direction. Otherwise, the search panel requests 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 work.
6. After the search panel completes its work, the chairperson of the panel consults with the IFAD President to obtain her/his views with respect to the recommendations of the search panel.
7. The search panel then prepares a report on its work, which the chairperson of the search panel presents to a special/dedicated session of the Evaluation Committee. This report clearly mentions the views of the President with respect to the suitability of the recommended candidates, the order in which they are ranked, and any other concern the President may have about the candidates. Thereafter, the Evaluation Committee endeavours 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 consensus views of Committee members. In the event the Evaluation Committee cannot reach a consensus, it provides, 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, approved by all participating Committee members, constitutes the official record of

the 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 is suspended.

8. The Executive Board deliberates on the suitability of the candidates submitted by the Evaluation Committee taking into due account the President's views. The Executive Board may decide to endorse the recommendation of the Evaluation Committee, select a different candidate from among those proposed by the Evaluation Committee, or request the Evaluation Committee to restart the search process in case it concludes that none of the candidates are suitably qualified.
9. After the Executive Board has taken a decision on the candidate to select as Director, IOE, the President or his/her representative makes an employment offer to the candidate and the President will make the formal appointment.
10. In the process of recruiting and selecting the Director, IOE, 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 section C below.

B. Grounds and procedures for termination of appointment of the Director, IOE

11. The Executive Board may terminate the appointment of the Director, IOE on one of the following grounds, which, in the case of a staff member of IFAD would warrant the staff member's termination of appointment:
 - (i) Dismissal or summary dismissal, in case of serious unsatisfactory conduct;
 - (ii) Abandonment of position, including not taking up the position or has not taken up the position to which s/he is assigned;
 - (iii) Under-performance;
 - (iv) Incapacity to perform his/her duties for health reasons;
 - (v) Exceptionally and for unforeseen and justified circumstances, such as convincing evidence of sexual harassment, sexual exploitation and abuse, the discovery of unknown facts, the provision of misleading or untruthful information by the candidate after the letter of appointment has been signed and before the staff reports to duty; and
 - (vi) If the Director, IOE is no longer a national of a Member of the Fund.
12. In any event, termination of appointment would entail written documentation containing due notice about the reasons of the termination and provide the applicable notice period – with the exception of summary dismissal.
13. Unless specifically decided otherwise, IFAD will use the termination of appointment rules, regulations and procedures applicable to the staff of IFAD.
14. The recommendation for termination of appointment is made to the Executive Board by the Evaluation Committee, after hearing the person concerned and seeking the advice of the President on the legal, administrative and other relevant aspects of the matter.
15. The decision taken by the Executive Board is duly communicated by the President to the Director, IOE.
16. Normal IFAD procedures are followed for any misconduct investigations related to the Director, IOE with the results considered and decided by the Executive Board. Following the Executive Board decision, and unless otherwise decided by the

Executive Board, the President determines the appropriate disciplinary measures, if any, in line with the applicable rules and procedures followed for all other IFAD staff, with the exception of dismissal and summary dismissal, which is decided by the Executive Board.

C. Considerations for identifying and handling conflicts of interest in the selection of the Director, IOE

17. 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.
18. 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.
19. 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.
20. 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.
21. 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 20 above will be followed.