IOE Multi-year Evaluation Strategy

114th Evaluation Committee, 1 September 2021
Policy

• EB approved revised Evaluation Policy in April 2021

Strategy

• Bridges between the Evaluation Policy and WPB
• Provides medium/long-term strategic framework for IOE and guides IOE future work programme
• Covers two replenishment periods – IFAD12 and IFAD13: 2022-2027

WPB

• Work programme and budget will continue to be approved on annual basis
Objectives of the strategy and key elements

Objectives

1. Contribute to forge IFAD as a transparent, learning-oriented and accountable organization

2. Improve evaluation coverage, promote transformative evaluations, ensuring rigour, and cost-effectiveness.

3. Engage with Management, member states and other external partners to support evaluation capacity inside and outside IFAD

4. Retain and deepen IOE’s position as an internationally recognised leader in rural development evaluation

Key elements

A) Selectivity of evaluation topics;  B) Rebalancing evaluation products;  C) Strengthen collaboration with Management;  D) Evaluation capacity development;  E) Raise the bar
A. Selectivity principles for evaluations

Targeting evaluations and optimizing their ‘impact’.

- Relevance to Strategic Framework 2016-2025, IFAD11, IFAD12 & 13 commitments, and Development Effectiveness Framework

- Demands from IFAD Governing Bodies and Management to underpin:
  - Improvements to the business and country programming model
  - New policies and strategic priorities

- Evaluability and cost-effective building of evidence

- Review and validation of self-evaluation

- Opportunities for methodological innovation and state-of-the-art approaches
Tentative topics for future evaluations

Following the selectivity principles, some tentative evaluation topics for consideration:

- Evolving financial architecture of IFAD (IFAD11, IFAD12), its contribution to IFAD’s mandate and to the Fund’s financial sustainability
- Progress made in reforming IFAD’s country programme delivery model
- IFAD’s contribution to the SDG principle of ‘nobody left’ behind (equity, social justice)
- IFAD’s collaboration with private sector entities
- IFAD and digital agriculture for smallholder farmers
- IFAD self-evaluation function and quality assurance processes
- Outcomes of IFAD11 and IFAD12 replenishments
## B. Rebalancing evaluation products

### Revising existing products:
- Corporate-level / Thematic Evaluations
- Country Strategy and Programme Evaluations (slightly increase numbers)
- Evaluation Syntheses
- ARRI

### New products:
- Sub-regional evaluations
- Project cluster evaluations

### Fewer individual project performance evaluations, covering:
- recently closed projects
- ongoing, approaching completion
- projects closed years before

### Strengthen learning opportunities (in addition to accountability)

### Test quasi-real time evaluation modality
C. Initiatives for enhanced collaboration with Management

...requires commitments from both sides...

- Planning of evaluation work
- Consistency IOE Strategy and DEF
- Consultation throughout evaluation processes
- Review ex-post follow-up to recommendations
- Cooperate on capacity development
- Validation of self-evaluations
D. External Partnerships & Evaluation Capacity building

Evaluation capacity development for external partners in the area of rural development

• Collaborate with GEI and other global initiatives. Bilateral collaboration on very selective basis

Enhance collaboration with other evaluation offices and evaluation networks

• FAO, WFP: joint evaluations and syntheses; Communities of practice (e.g., EvalForward);
• Networks: UNEG, ECG, Professional Associations
• GEF, UNEP, UNDP, e.g., climate resilience

Universities and think tanks

• Topic-specific
• Methodology and technology for evaluation
E. Raising the Bar

> Updated Guidance (New Evaluation Manual)
> Evaluation Advisory Panel for feedback from renowned experts
> Invest in ICT (GIS, software, artificial intelligence)
> Streamline and re-engineer processes and products for greater efficiency
> Enhance use of recommendations: (i) improve quality; (ii) strengthen tracking and ex-post review
> Monitor key areas of IOE performance (Key Performance Indicators)
Resource implications

- This Strategy can help IOE better support IFAD’s mandate through independent evaluation and evaluation capacity development
- In the medium/long-term, it may require larger resource envelope

IOE to take a phased and combined approach:
- Efficiency gains (simplify products and processes)
- Piloting and assessing value added and resource requirements
- Discuss with EC, AC, EB resource implication in the context of the WPB annual proposal