



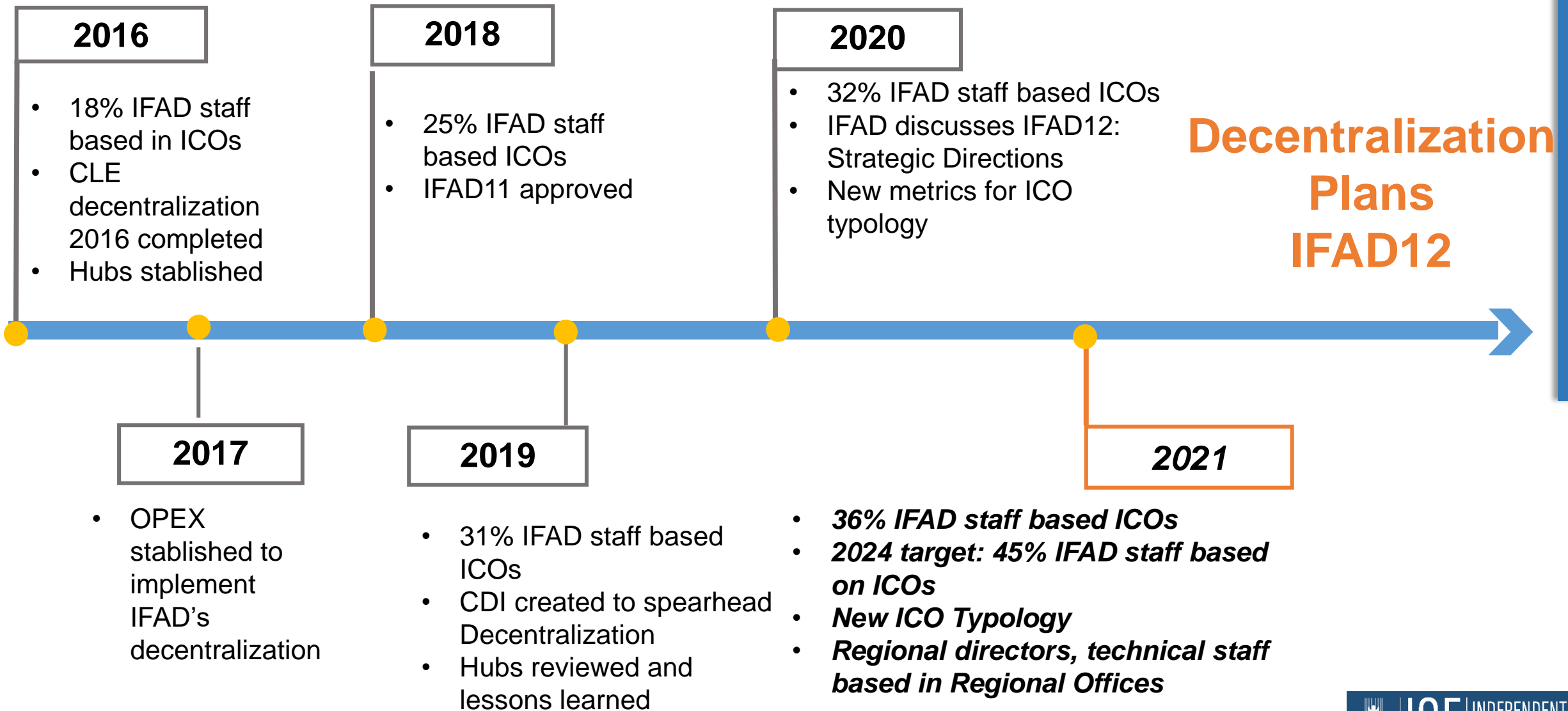
115th
Evaluation
Committee

Second Corporate-level evaluation of IFAD's Decentralization Experience

Approach Paper

19 October 2021

Key milestones of IFAD's Decentralization efforts

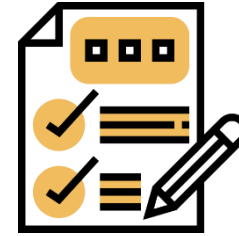


2016 CLE Decentralization - Approach and findings



Evaluation coverage and approach

- From **2003-2015**
- **Assessment** of IFAD's policy framework
- Review of **different ICO models**
- **Formative CLE**, with attention to learning and feedback throughout the evaluation
- **Mixed methods** for data collection and analysis using triangulation



Main findings

- Decentralization was **relevant**, but **areas for improvement remained**
- **ICOs** contributed to **enhancing IFAD's portfolio**
- **Not all opportunities** for cost-efficiency gains **were explored**

2016 CLE IFAD's Decentralization Experience

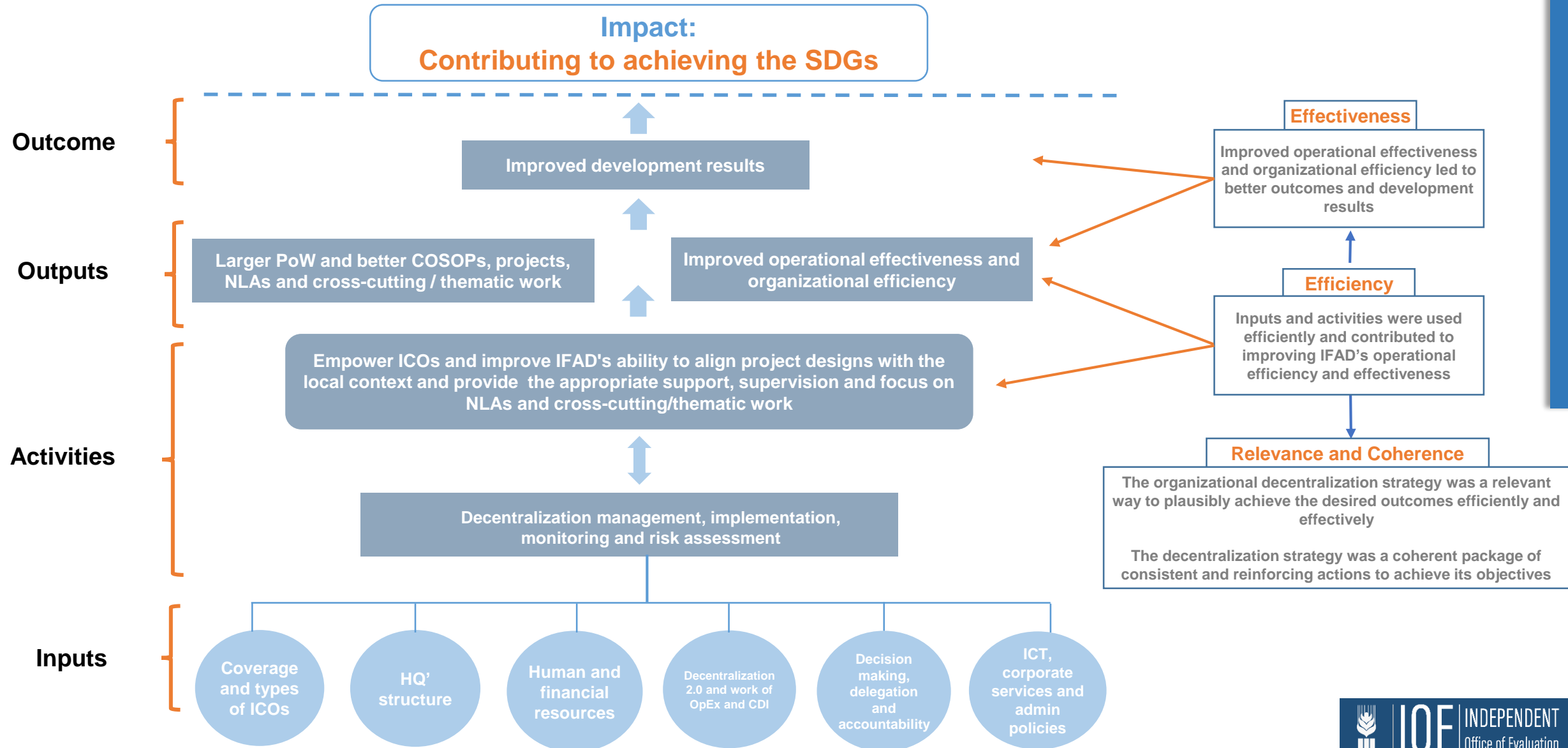
Objective

“ Asses the extent to which decentralization contributed to IFAD delivering better development results in an effective and efficient manner ”



- Follows the 2016 CLE of IFAD’s decentralization experience
- Asses decentralization efforts since 2016
- The CLE will identify contributions of decentralization to improving development results.
- The evaluation to be completed in 2022, to inform IFAD13

Theory of Change



Evaluation Criteria and Questions

Relevance

- To what degree was organizational decentralization relevant for improving IFAD's operational performance?

Coherence

- Is decentralization strategy a coherent package to transform IFAD from a headquarters-centered into a decentralized organization?

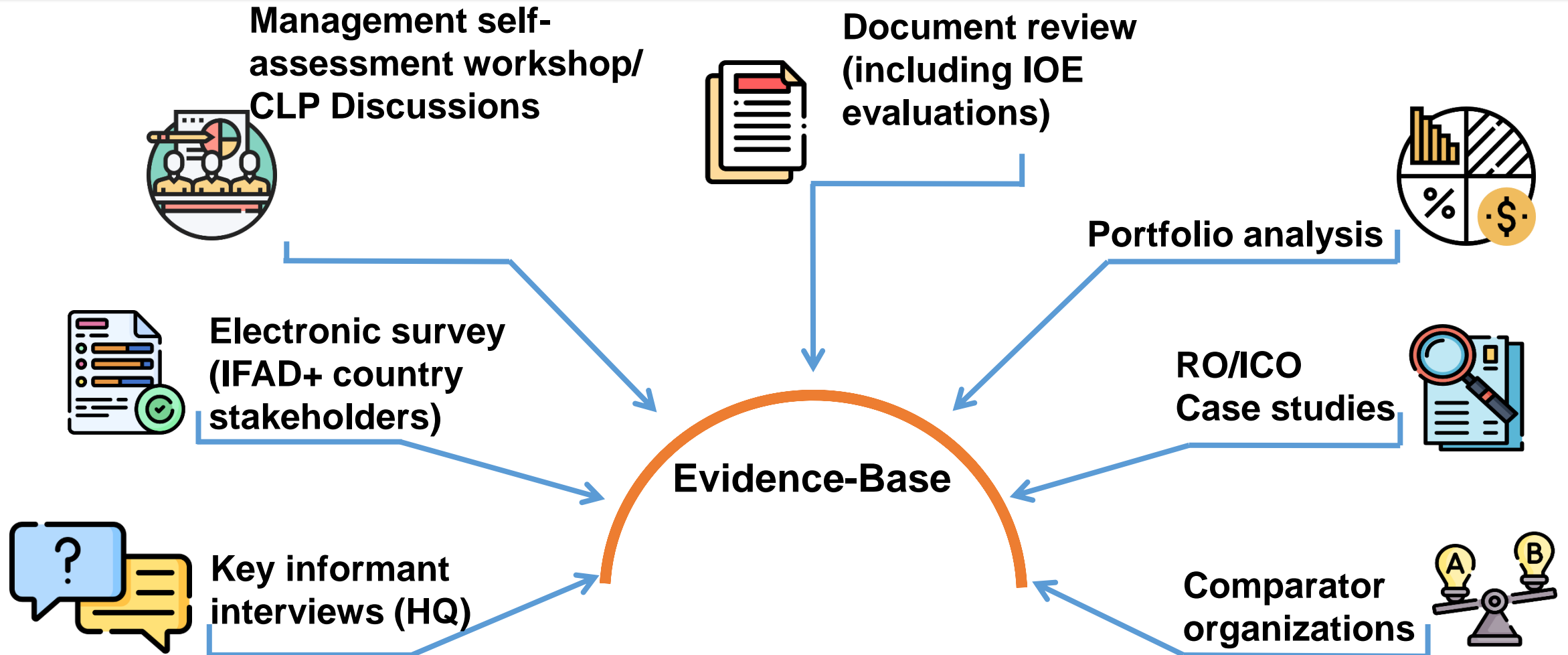
Effectiveness

- Did organizational decentralization contribute to IFAD delivering better development results?

Efficiency

- Did IFAD efficiently plan, manage and implement decentralization towards IFAD becoming a more efficient organization while avoiding unnecessary incremental costs?

Sources of Evidence



CLE Decentralization: Timeline



Assumption: Key processes related to Decentralization 2.0 are functioning and their performance can be assessed during the data collection period.

Thank You &

Questions/Observations?