Development Effectiveness in the Decade of Action: An Update to IFAD’s Development Effectiveness Framework

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Development Effectiveness Framework (DEF)

DEF initially developed in 2016 making results a top corporate priority

Objective
IFAD a results-oriented institution

• Ensure evidence generation systematically collected and used in projects and strategies

• Create the necessary structure to facilitate evidence collection and use in operations
Why update?
Addressing global challenges, emerging and new priorities, evidence collected to assess progress and refine objectives

- **Address areas required to “turbo-charge” IFAD’s contributions to SDGs**
  - Shifting focus from generating evidence to using evidence
- **Build on four key pillars**
  - DEF 2016 review
  - IFAD12 Commitments
  - Revised IFAD’s Evaluation Architecture
  - Best practices and lessons from other institutions
Expected Outcomes
2016 - 2020

Accountability
Strong

Learning
Room for improvement

DEF was meant to enhance a culture of learning for evidence-based decisions.

- Strong linkages from project level to corporate results through use of Cls, RIDE and RMF
- New systems for data accountability
- DoA and design process also clarified accountability

Learning feedback loops remain weak and prevent full development effectiveness (MOPAN)
Expected Outputs

2016 - 2020

**PROJECT DEVELOPMENT EFFECTIVENESS**

- Relevance: Strong
- Inclusiveness: Moderate
- Efficiency: Room for improvement
- Sustainability: Room for improvement

Areas of weakness remain, e.g. efficiency and sustainability, could strengthen further on inclusion.

**PROJECT LOGIC**

- Strong

New tools ensure that the project logic is frequently reviewed; restructuring has increased proactivity to address problems.

**LEARNING FROM IMPACT ASSESSMENTS**

- Room for improvement

The DEF envisaged systematic ex ante impact assessments to ensure real time lesson and learning feedback loops. Need to link M&E to Impact Assessments.
Updated DEF in the decade of action to 2030

**Def 2.0**

**Adaptive Management**

**Improved Uptake of Quality Evidence for Decision Making**

**Objective 1:** Continue to strengthen the results focus of projects
- Enhance evidence-based, collaborative, and flexible designs; improving data quality during implementation and completion

**Objective 2:** Generate a culture of results in country programmes
- Improve COSOPs to include aggregate and systematized data, evidence and lessons learned from lending and non-lending activities

**Objective 3:** Promote data use, transparency and alignment
- Establish feedback loops to improve results monitoring; align reporting across the self-evaluation cycle and with international standards; adopt online tools for data accessibility and use

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**2016 DEF**

**IFAD12**

**Evaluation Architecture**
Cross-cutting areas

Learning
Create incentives, tools, mechanisms and approaches to focus on learning. Learning should not come at the expense of accountability, but a renewed focus on incentivizing learning is clearly needed.

Adaptive Management
Lessons cannot truly be learned if they are not applied, therefore, incentives and mechanisms for teams to make course corrections as they learn during the course of projects and country programmes must be created.
Objectives

Further enhance results focus in projects

Promote culture of results at country programme level

Promote data use, transparency and alignment

- Evidence, flexibility and co-ownership
- Implementation challenges and corrections
- Completion evaluation
- Robust M4E for learning loops

- Country level approach for development progress
- Information for tracking and analysis
- Measure and track non-lending

- Government ownership to adopt RBM
- Alignment with SDGs, ESF etc.
- Data accessibility for all
- Government data for evidence based policy making
Activities

**Enhanced Designs**
- Collaboration among stakeholders
- Evidence for validity ToC
- Learning loops
- Adaptive management
- Finance for **M&E capacities**, linked to risk

**Data quality for Implementation/completion**
- MIS, COI and their synergies
- Prompts for learning via systems
- Data collection & linkages to policy
- Supervision & completion guidelines
- Stakeholder feedback mechanisms

**Promote culture of results at country programme level**
- ORMS online for COSOPs and CSNs for better tracking of country programmes and non-lending activities
- **COSOP guidelines** to incorporate analysis for graduation and COSOP objectives
- Data and lessons more available to country teams during COSOP
- Creation of CI for COSOPs to capture non-lending

**Promote data use, transparency and alignment**

**Ownership**
- Knowledge on logframes
- Examples of pre-set metrics for project types
- Indicator quality and use in logframes
- Policy making with governments via 50 x 2030
- Capacity building grants for RBM

**Alignment**
- Links between CI, results & SDGs/ESF
- Rating systematization across project lifecycle
- Robust results tracking
- Systems to track adaptive management
- Online tracking of IOE recommendations

**Transparency and data accessibility**
- Results and impact website
- Develop data governance policy, dissemination protocol
- IFAD investment data available online
- Use GEO M&E in communications / projects
CONCLUSIONS

Implementing DEF 2.0

- Double down on areas currently underperforming
- Adapt to IFAD’s evolving business model
- Shift focus from project-level results to country-level results
- Funding gap: estimating costs for process and system upgrade, analysis and capacity building

Timeline

- 2022 to 2030
- Focus mainly on IFAD12
Thank you