



115TH SESSION OF THE EVALUATION COMMITTEE

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

DEVELOPMENT EFFECTIVENESS FRAMEWORK (DEF)



Expected Outcomes

2016 - 2020

DEF 2016
review

Accountability

Strong



Learning

Room for improvement

- Strong linkages from project level to corporate results through use of CIs, RIDE and RMF

- New systems for data accountability

- DoA and design process also clarified accountability

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

- 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

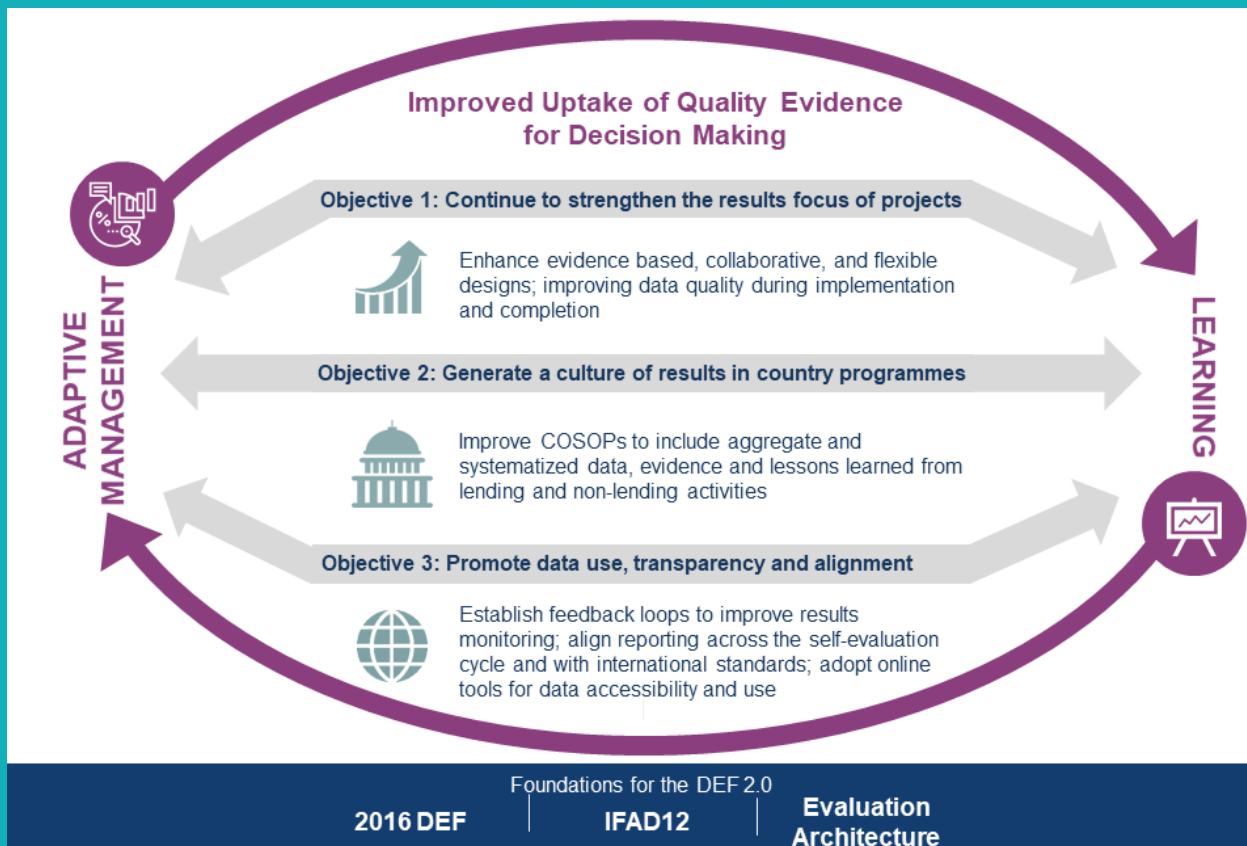
Room for improvement

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.

DEF 2016
review

Updated DEF in the decade of action to 2030

DEF 2.0



○ 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

DEF 2.0

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

Further enhance results focus in projects



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

