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Implementation of the recommendations of the Peer Review of IFAD's Office of Evaluation and Evaluation Function

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Evaluation Committee — Sixty-fourth Session
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For: Review

Implementation of the recommendations of the Peer Review of IFAD's Office of Evaluation and Evaluation Function

I. Background

1. As requested by the Executive Board, the Evaluation Cooperation Group (ECG) of the multilateral development banks undertook a Peer Review of IFAD's Office of Evaluation and Evaluation Function in 2009/10. The final Peer Review report¹ together with the comments of IFAD Management and the IFAD Office of Evaluation (IOE) were discussed by the Executive Board during its ninety-ninth session in April 2010.
2. There was "broad endorsement by all parties of the seven overarching recommendations arising from the report."² In considering the final report, the Board decided that the Evaluation Committee would be responsible for the review of outstanding issues and would benefit from the full assistance and support of Management and IOE in this regard.
3. During its sixty-third session held in July 2010, the Evaluation Committee discussed the way forward with regard to the Peer Review.³ In particular, it discussed: (i) the areas of disagreement identified by IFAD Management on certain recommendations contained in the final report; (ii) how to proceed with the revision of the IFAD Evaluation Policy and the Evaluation Committee's Terms of Reference and Rules of Procedure, which are the two main deliverables expected from the implementation of the Peer Review's recommendations; (iii) how to mobilize the professional support (i.e. a consultant) needed; (iv) arrangements for supervising IOE's and Management's implementation of the recommendations falling within their respective areas; and (v) the ways and means to consult with the Board and keep it informed during the process.
4. As a result of discussions at its sixty-third session, the Evaluation Committee has requested "IOE and Management to prepare draft terms of reference for the proposed consultant and estimated costs, including a detailed timeline for implementation of Action Plan deliverables. This proposal – which would also address the roles and responsibilities of the Committee, IOE and Management relative to the deliverables – will be discussed at the next session of the Evaluation Committee and would form the basis for the selection of the consultant."⁴

II. Structure of the document

5. This document is organized in four parts. Section III provides an overview of the main documents that need to be produced for consideration first by the Committee, and thereafter by the Executive Board. The same section outlines the roles and responsibilities of the Committee, Management and IOE. Section IV includes a discussion of possible candidates to be hired as a consultant to assist in the implementation of action plan deliverables. The detailed terms of reference of the consultant contained in annex II build on the guidance offered by the Committee at its July 2010 session. The section also includes a summary of the estimated costs for hiring the consultant and the funding source. Finally, annex I summarizes the main deliverables, the respective roles and responsibilities, and the timeline for the production and review of the various documents.

¹ See document EB 2010/99/R.6.

² See draft Decisions and deliberations of the ninety-ninth session of the Executive Board (EB 2010/99/INF.9).

³ See document EC 2010/63/W.P.2/Rev.1.

⁴ See document EB 2010/100/R.6.

III. The main deliverables, roles and responsibilities

6. **Deliverables.** Two main documents will have to be produced in order to implement the principal recommendations included in the final Peer Review report. These are: (i) a revised IFAD Evaluation Policy;⁵ and (ii) revised Terms of Reference and Rules of Procedure of the Evaluation Committee.⁶ These documents will incorporate most of the Peer Review's recommendations. The two documents will be submitted to the Executive Board for approval only at such time that the Evaluation Committee is satisfied with their content and quality.
7. Management and IOE will have to produce, respectively, additional documents to ensure that any remaining recommendations – i.e. those not addressed by either the revised IFAD Evaluation Policy or the revised Terms of Reference and Rules of Procedure of the Evaluation Committee – are fully implemented. These documents include: (i) a costed action plan to strengthen the IFAD self-evaluation system; (ii) a revised harmonization agreement between the Management and IOE on independent and self-evaluation methods and processes; and (iii) methodology and processes for project completion report (PCR) validation and the undertaking of project performance assessments (PPAs) by IOE starting in 2011.
8. **Roles and responsibilities.** IFAD Management will be responsible for preparing the revised Terms of Reference and Rules of Procedure of the Evaluation Committee and the costed action plan to enhance the IFAD self-evaluation system. IOE will be the originator of the revised IFAD Evaluation Policy and harmonization agreement, and will also develop the methodology and processes for PCR validations and the undertaking of PPAs. IOE will work closely with IFAD Management in the preparation of the revised IFAD Evaluation Policy and harmonization agreement, and will seek Management's input before the documents are finalized. Similarly, IFAD Management will request comments from IOE on the draft revised Terms of Reference and Rules of Procedure of the Evaluation Committee, before these are presented to the Committee.
9. The Evaluation Committee will have responsibility for reviewing and commenting on the three deliverables listed in paragraphs 6-7 above, namely: (i) the IFAD Evaluation Policy; (ii) the Terms of Reference and Rules of Procedure of the Evaluation Committee; and (iii) the costed action plan to strengthen the IFAD self-evaluation system. The Evaluation Committee must be in agreement with the documents before they can be submitted to the Executive Board for approval. The remaining two deliverables – the harmonization agreement and the methodology and processes related to PCRs and PPAs – will be shared with the Committee and the Board for information.
10. In addition, the Evaluation Committee will be responsible for advising the Board and keeping it informed as the process unfolds. This will be achieved through the report of the Evaluation Committee's Chairperson, which is prepared after each Committee session and shared with the Board for its consideration.
11. Finally, the role and responsibility of the consultant to be hired will be covered in section IV below.

IV. The mobilization of professional support

12. At its July 2010 session, the Evaluation Committee discussed possible candidates (consultants) to assist in the implementation of the action plan deliverables and their role in the process.
13. **Role of the consultant.** In a nutshell, the role of the consultant would be to: (i) comment on the draft deliverables produced by Management and IOE before

⁵ The first IFAD Evaluation Policy was approved by the Board in April 2003.

⁶ The current Terms of Reference and Rules of Procedure of the Evaluation Committee were approved by the Board in December 2004.

their submission to the Evaluation Committee, ensuring that they duly reflect the corresponding recommendations in the final Peer Review report ; and
 (ii) ensure that the implementation of the action plan deliverables follows the timeline agreed with the Evaluation Committee (see annex I), and inform the Committee of the progress made. The consultant will be hired by IOE, but will report to the Chairperson of the Evaluation Committee for all substantive matters related to the assignment. IOE will mobilize supplementary funds to finance the costs of the consultant. Annex II contains the detailed terms of reference for the consultant.

14. **Possible candidates.** With regard to the candidates considered by the Committee at its July 2010 session, there was broad agreement that three candidates could be suitable for the task: Mr Nurul Alam, Mr Bruce Murray and Mr Robert Picciotto.⁷ Their curriculum vitae had been circulated to members by the Chairperson, ahead of the Committee's July 2010 session.
15. **Costs.** It is proposed that the consultant be hired for 20 working days, in line with the proposed terms of reference in annex II, and as soon as possible following the sixty-fourth session of the Evaluation Committee on a "retainer basis" until end-July 2011 (given that presentation to the Board of the revised IFAD Evaluation Policy and the Terms of Reference and Rules of Procedure of the Evaluation Committee is expected at the September 2011 session). It is estimated that the daily fee of the consultant would be in the range of US\$1,000-1,500 per day, for a total maximum cost of between US\$20,000 and US\$30,000. Some funds would also need to be allocated for travel to Rome and daily subsistence allowance.⁸

⁷ Mr Alam is a former Deputy Director of Evaluation at the United Nations Development Programme and Secretary of the United Nations Evaluation Group; Mr Murray is a former Director-General of the Independent Evaluation Department at the Asian Development Bank and Chairperson of the ECG Peer Review Panel; and Mr Picciotto is a former Director-General of the World Bank's Independent Evaluation Group.

⁸ In this regard, the consultant would be expected to participate in the Evaluation Committee session in 2011 planned before the Board session in September 2011. This will require providing the consultant with daily subsistence allowance for three days, for a total of around US\$1,000 (the current rate is US\$337 per day for Rome). In addition, around US\$5,000 will be reserved for the consultant's travel costs to Rome from her/his home station.

Deliverables, roles and responsibilities and timelines

<i>Deliverable^a</i>	<i>Responsible Entity</i>	<i>Reviewing entity</i>	<i>Date</i>
Draft revised IFAD Evaluation Policy	IFAD Office of Evaluation	Consultant	February 2011
Revised IFAD Evaluation Policy	IFAD Office of Evaluation	Evaluation Committee followed by Executive Board	March 2011 Evaluation Committee session, followed by May 2011 session of Executive Board
Draft revised Terms of Reference and Rules of Procedure of the Evaluation Committee	IFAD Management	Consultant	February 2011
Revised Terms of Reference and Rules of Procedure of the Evaluation Committee	IFAD Management	Evaluation Committee followed by Executive Board	March 2011 Evaluation Committee session, followed by May 2011 session of Executive Board

^a All other deliverables to be produced by the IFAD Office of Evaluation and IFAD Management (see paragraph 7 above) will be shared with the Evaluation Committee and Executive Board for information before the end of 2011.

Terms of reference of the consultant

1. The consultant will meet with IFAD Management and IOE to agree on the broad areas of the work to be accomplished – as required by the Peer Review report – and the outline of the presentation, and review and provide written comments on the draft outputs. In particular, s/he will review and provide written comments to the:
 - (i) IFAD Office of Evaluation on the draft revised IFAD Evaluation Policy (3 days);
 - (ii) IFAD Management on the draft revised Terms of Reference and Rules of Procedure of the Evaluation Committee (3 days);
 - (iii) IFAD Management on the draft costed action plan to strengthen IFAD's self-evaluation capabilities (3 days); and
 - (iv) IFAD Office of Evaluation on the: (i) draft revised harmonization agreement between IFAD Management and the IFAD Office of Evaluation on the independent and self-evaluation systems; and (ii) project completion report validation and project performance assessment guidelines (5 days).
2. In undertaking the above tasks, the consultant will ensure that the main recommendations contained in the final Peer Review report have been adequately reflected. S/he will also provide clearance to IFAD Management and the IFAD Office of Evaluation to transmit through the Office of the Secretary, as per standard practice, the final deliverables to the Evaluation Committee for its review.
3. In addition, the consultant will:
 - (v) participate in the Committee session(s) that will consider items (i), (ii) and (iii) above (3 days);
 - (vi) Provide an oral update to the Evaluation Committee at each of its sessions between now and end-September 2011 on work done to date, and raise any emerging issues that the Committee should be made aware of to facilitate its work (no days are allocated for this task, as they are included in (v) above); and
 - (vii) Prepare a final written report for consideration by the Evaluation Committee at its session immediately before the September 2011 Board session on the implementation process, highlighting any issues that warrant the attention of the Committee, and through the latter, the Executive Board (3 days).
4. The consultant will be hired for a total of 20 days. In terms of administration, s/he will be hired by the IFAD Office of Evaluation, however s/he will report to the Chairperson of the Evaluation Committee for all substantive matters related to the assignment. All travel costs and daily subsistence allowance will be provided at standard IFAD rates.