

Efficiency Evaluation: Process and Timeline

Independent Office of Evaluation
73rd Session of the Evaluation Committee
2 October 2012

Background

- The ARRI treated the topic of efficiency as a learning theme discussed in the Executive Board in December 2010.
- The Board approved in December 2010 the undertaking of the Corporate Level Evaluation on Efficiency in 2011-2012.
- The Efficiency Evaluation approach paper was discussed in the Evaluation Committee at its 66th session in March 2011.
- Following IFAD bidding process, the Emerging Markets Forum signed an institutional contract on 22 September 2011.

Evaluation Objectives

The main objectives of the evaluation are to assess:

- i. operations and administrative efficiency, and determine the main factors that affect IFAD's institutional efficiency;
- ii. the efficiency of IFAD governing bodies as it relates to the Fund's overall institutional efficiency;
- iii. the efficiency of recipient country government's institutions and processes that affect the efficiency of IFAD-supported projects;
- iv. how the efficiency of IFAD as well as the recipient government's institutions and processes affects project efficiency including the proximate causes for good or less good performance; and develop efficiency indicators, approaches and requirements for better assessing project level and IFAD's institutional efficiency; and
- v. the evaluation's fifth objectives is to develop recommendations to improve all four dimensions of efficiency, namely the efficiency of governments, IFAD, the Fund's governing bodies, and IFAD-financed projects.

Evaluation Deliverables

- Inception report produced in 2011, expanding on overall evaluation approach and methods
- Desk review phase completed with working papers available on:
 - (i) operational efficiency;
 - (ii) programme efficiency;
 - (iii) organization, decision-making and delegation of authority;
 - (iv) people management;
 - (v) results and budget management;
 - (vi) ICT;
 - (vii) legal processes;
 - (viii) oversight and support function; and
 - (ix) efficiency of Governing Bodies (draft being finalized).
- Interim report produced and shared with IFAD Management on 20 July 2012
- IOE expecting Management's written comments on Interim report on 30 Sept 2012

Additional Activities

- Survey of Board members (June 2012)
- Five country visits to India, Honduras, Mali, Tanzania and Uganda (July-August 2012)
- Discussions and collection of data and information from comparator organizations (August-September 2012)
- Preparation of draft final report

Some Reflections

- Unprecedented evaluation within and outside IFAD, with far-reaching objectives and coverage
- Complex methodology and processes
- Bidding process took longer than anticipated (March-September 2011)
- Included areas not originally foreseen to be covered: such as legal processes, and the results measurement system - which required mobilization of additional expertise and time for analysis

Next Steps

(Revised in line with the guidance of and the agreement with the Evaluation Committee on 2 October 2012)

- Consider IFAD Management comments on Interim Report (received on 8 October 2012)
- Further analysis and production of Draft Final Report – October/December 2012
- Presentation to the Evaluation Committee on 21-22 November 2012 of the main evaluation findings
- Share Draft Final Report with Management early January 2013
- IFAD Management comments –end January 2013
- IOE to finalize report based on further Management comments – February 2013
- IFAD Management to prepare their official response to the evaluation – March 2013
- Finalize report and present to April 2013 sessions of the Evaluation Committee and Executive Board

Benchmarking of time taken to conduct major evaluations

Internal

1. Joint Evaluation with AfDB on Agriculture in Africa:
 - Approach paper – January 2008
 - Final report discussed with Board – December 2009 **(24 months)**
2. Independent External Evaluation:
 - TORs discussed with the Evaluation Committee – July 2003
 - Final report discussed with Board – April 2005 **(22 months)**

External (IEG World Bank evaluations)

1. The Global Fund to Fight Aids, Tuberculosis and Malaria:
 - Approach paper discussed with CODE – February 2010
 - Final report discussed with CODE – December 2011 **(23 months)**
2. World Bank's Response to the Global Economic Crisis:
 - Approach paper – March 2010
 - Final report – December 2011 **(22 months)**