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

- JOE 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:
   - 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**)