



**gLOCAL**  
EVALUATION WEEK  
2021

# Towards an organizational evaluation culture: IFAD's experience

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# Organizational Evaluation Culture

J. Mayne (2010):\* a culture which demands data, empirical information on performance and outcomes and uses findings to improve performance and the achievement of outcomes.

Markers of a strong evaluation culture:

- (i) engage in self-reflection and self-examination and deliberately seek evidence;
- (ii) use results information to challenge and support what it is doing;
- (iii) value candour, challenge and genuine dialogue;
- (iv) engage in evidence-based learning and make time to learn.

\*Building an Evaluative Culture: The Key to Effective Evaluation and Results Management. The Canadian Journal of Program Evaluation Vol. 24

# Implications

- Having good data is important but not sufficient to generate an evaluation culture
- Producing good quality evaluations is important but not sufficient to generate an evaluation culture

## What is needed:

- Capacity to analyse and interpret data
- A system that stores evaluation findings and recommendations and makes the accessible
- A feedback loop from evaluation, leading to changes in design and implementation
- A system of incentives that puts a value to evaluation use / sanctions non-utilisation

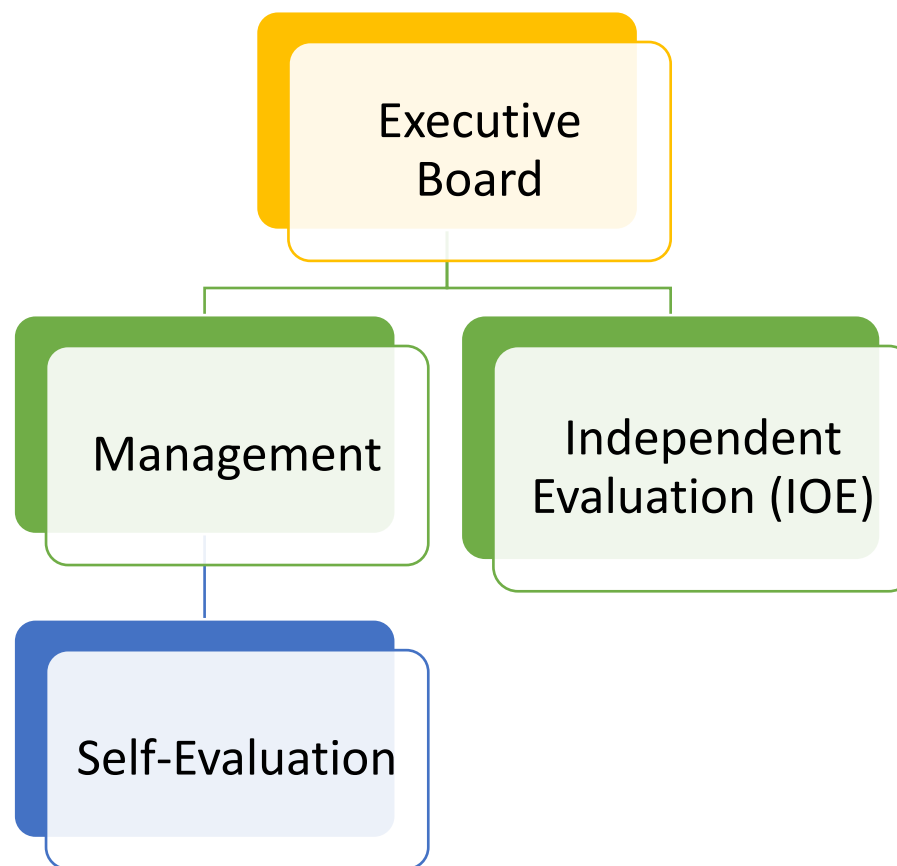




# International Fund for Agricultural Development (IFAD)

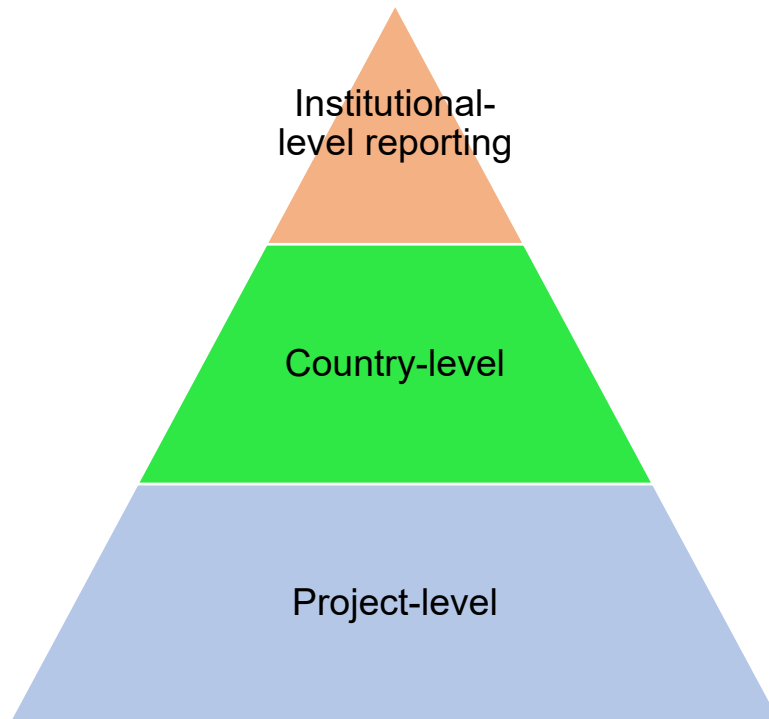
- UN Specialized Agency, based in Rome
- Finances rural development projects in developing countries
- Started operations in 1978
- Ongoing Project financing US\$ 7.5 billion
- Active in 90 countries

# The Evaluation system within IFAD

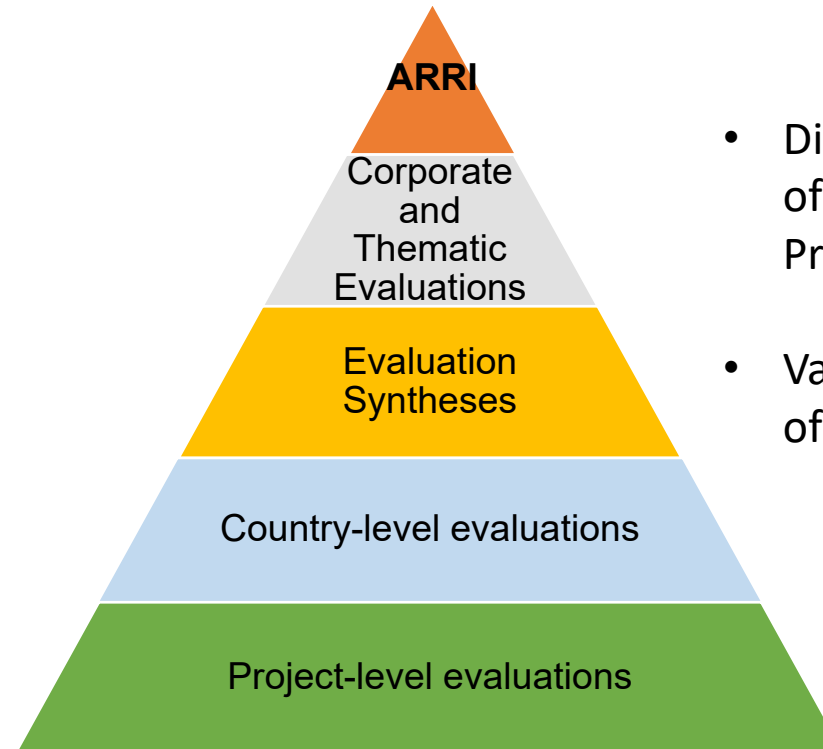


# The Evaluation System at IFAD – cont.

**Self-Evaluation: conducted by Management**

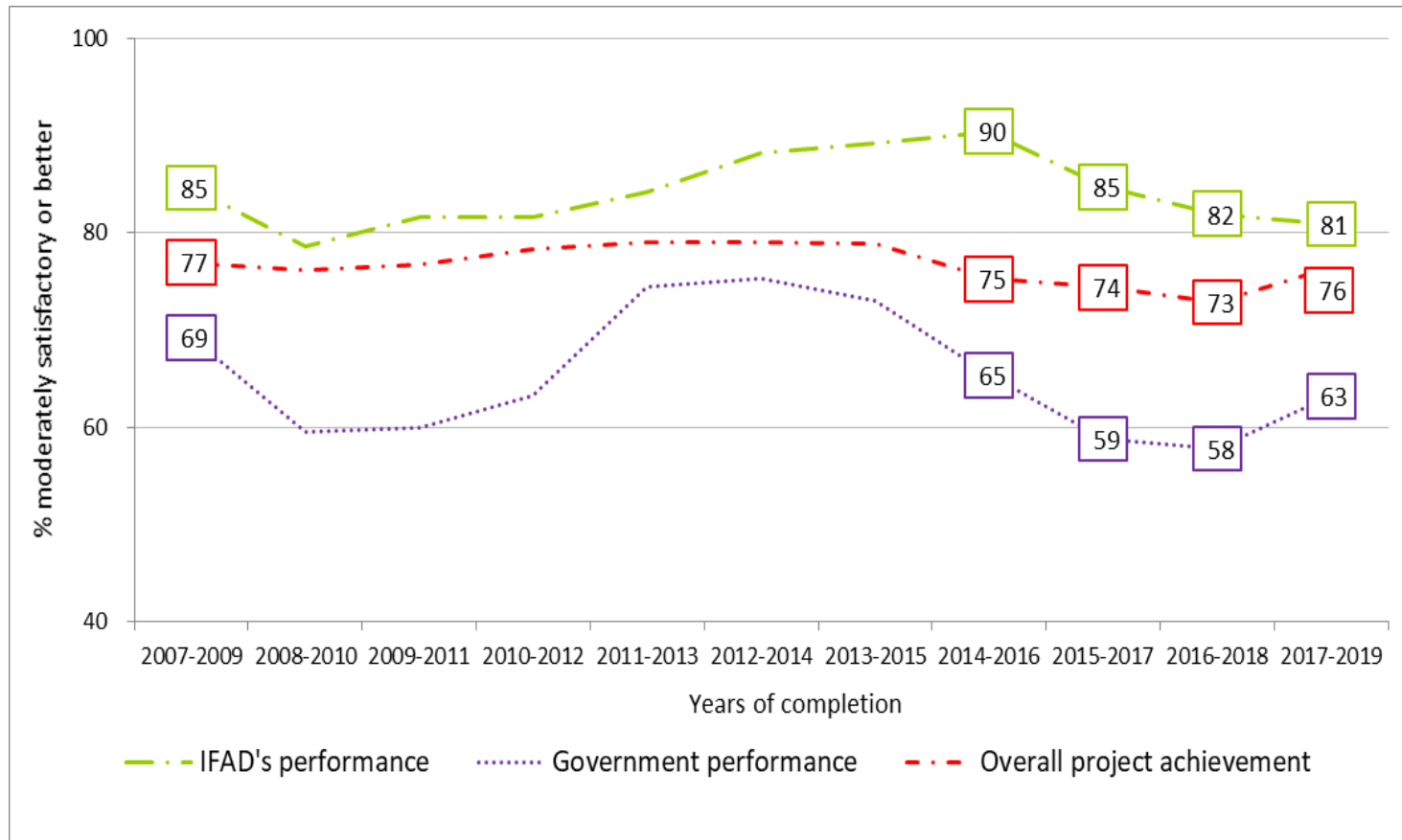


**Independent Evaluation: does not report to Management (IOE)**



- Differentiated types of Evaluation from Project to strategic
- Validates the quality of self-evaluation

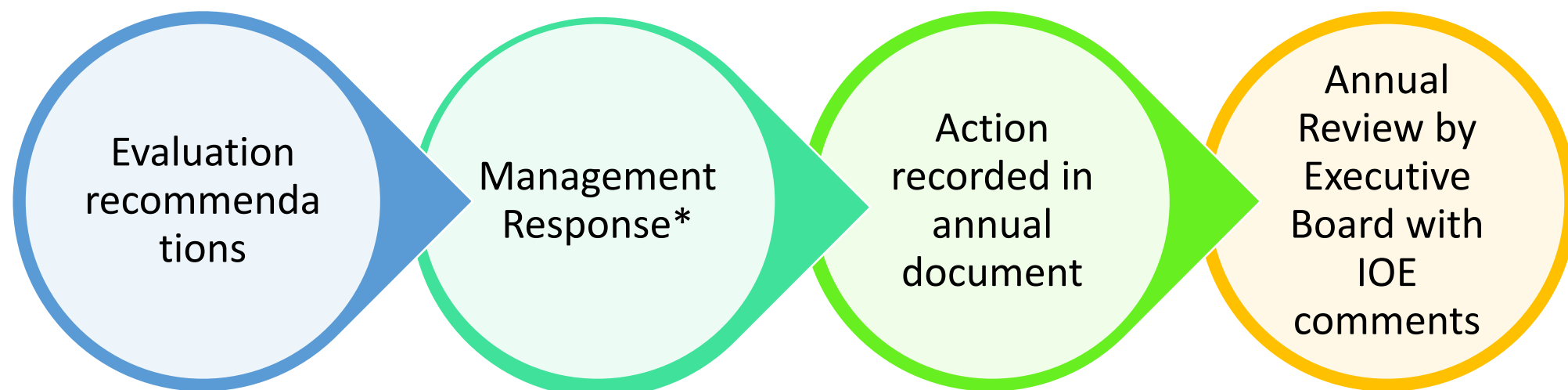
# Annual report to consolidate findings



- Since 2007
- 298 projects
- Time series of performance
- Database of ratings

# Follow-up on recommendations

- Critical aspect
- How to ensure, commitment, transparency and accountability



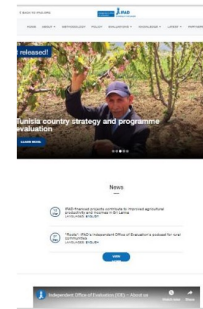
\* Joint with governments for country-level evaluations



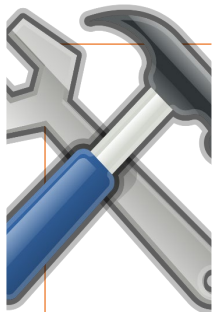
# How evaluation knowledge is captured



Evaluation syntheses



Evaluation website



Technical notes produced by  
Management

*CHECKLIST*



Quality assurance at design  
(Management)



# Areas for further work

- Considerable amount of report and information on Evaluation findings, and technical notes by Management. Need upgraded **search function** (Machine learning?)
- Introduce **electronic platform to track recommendations** and Management responses and to better run queries
- Need **ex-post** review of follow up to recommendations of selected evaluations



