Corporate-level evaluations

Objectives

Corporate-level evaluations (CLEs) are conducted to assess the results of IFAD-wide corporate policies, strategies, business processes and organizational aspects. They are expected to generate findings and recommendations that can be used for the formulation of new and more effective corporate policies and strategies.

Objectives for CLEs would generally include three aspects:

- Assessing performance and results;
- Generating lessons and identifying areas of improvement; and
- Proposing recommendations.

Their main aim is to strengthen the organization's accountability framework and learning loops for enhanced rural transformation and better livelihoods. Topics for the CLEs are chosen following a set of criteria and a selectivity framework. In general, IOE considers topics that could (i) contribute to IFAD's strategic priorities and replenishment commitments; (ii) contribute to strengthening IFAD's institutional accountability; (iii) contribute to filling a critical knowledge gap in IFAD; (iv) generate results to feed into pertinent corporate policies, strategies and/or processes in a timely manner; or (v) help minimize critical corporate risks.

Methodology

CLEs are conducted in accordance with the directives of IFAD's Evaluation Policy[1] and follow the core methodology and processes outlined in IOE's Evaluation Manual.[2] Taking into account the main evaluation objectives, the design of a CLE includes articulating a clear notion of the results chain (e.g. in the form of a Theory of Change) including the underlying causalities, hypothesis and assumptions. An analytical framework is then developed and discussed in partnership with the stakeholders, to ensure maximum engagement and capturing of the most important views and perceptions.

IFAD's Peformance-based Allocation System
CORPORATE-LEVEL EVALUATION

IFAD's Engagement in Fragile and Conflict-affected States and Situations
CORPORATE-LEVEL EVALUATION

IFAD Policy for Grant Financing
**CORPORATE-LEVEL EVALUATION**

Process

Preparation, design and desk review phases.
These phases include the preparation of the evaluation approach paper and an inception phase. The approach paper is prepared well in advance with the aim of ensuring agreement on the objectives, scope, and evaluation design (including articulating the ToC, if this approach is used in the CLE), and is then shared with IFAD Management for comments. The purpose of the inception phase is to further develop the evaluation's design, key questions, instruments for data collection, plans for country visits and timelines.

During the desk review phase, the evaluation team collects and analyses relevant external and internal documents and data, and conducts interviews with IFAD Management, staff, and with external informants, such as members of the Evaluation Committee and Executive Board.
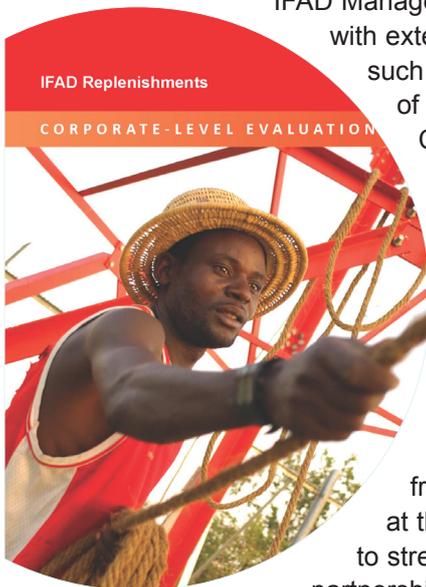
Data collection and analysis phases. The focus of the data collection phase is to capture evidence from key partners at the country level to strengthen the CLE's partnership dimension, analysis and conclusions. Once the information and data have been collected, they are to be categorized, systematized, interpreted and analysed.

During this phase it is also recommended that an "emerging findings workshop" be organized to (i) engage stakeholders in the process; (ii) ensure that findings resonate with staff and experts knowledgeable of the issue being evaluated; (iii) identify possible gaps or findings with insufficient evidence; and (iv) triangulate and possibly nuance key findings.

Report writing, comments and communication phases. During this phase, IOE prepares the draft final report, and shares it with the IFAD Management for comments. IFAD Management will prepare a written Management's response, which will be included in the final report when published. The final report is shared with the Evaluation Committee and the Executive Board.

Expected results

Increase IFAD's institutional effectiveness, development effectiveness and efficiency; provide guidance at the policy and strategic levels and influence IFAD's corporate development, corporate approaches and business model.
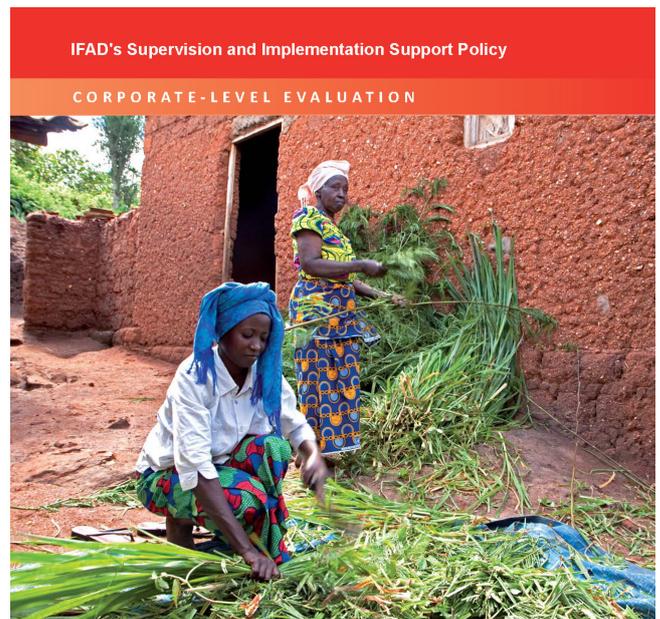
[1] www.ifad.org/en/evaluation/policy_and_methodology/tags/2085763.
[2] www.ifad.org/en/evaluation/policy_and_methodology/tags/5702569.