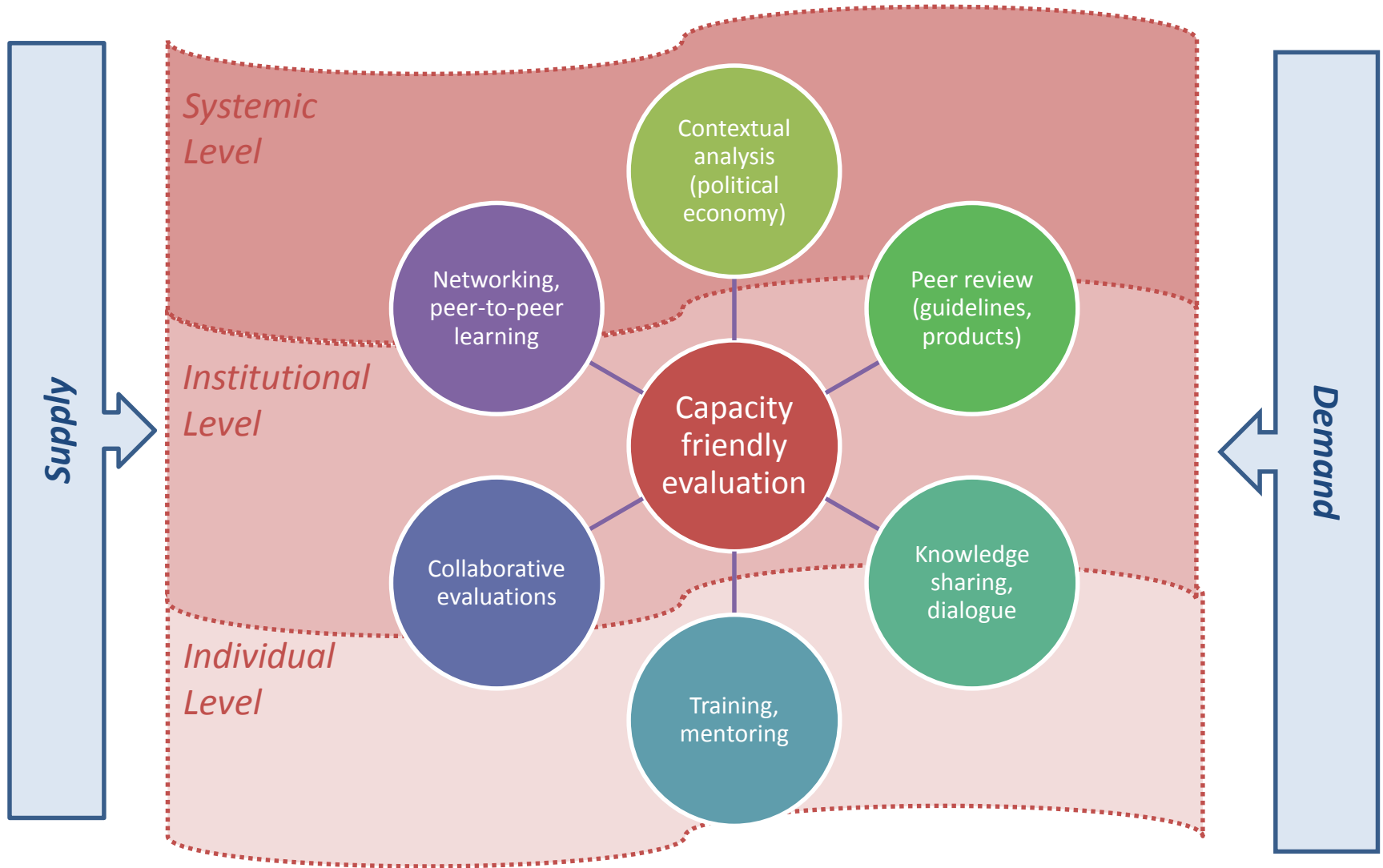




IFAD's approach to Evaluation Capacity Development

Emerging practices for peer-to-peer collaboration in China and Ethiopia

Elements of IFAD's peer-to-peer approach



Institutional Partners

- Institutional cooperation as starting point for ECD
 - **China:** Statement of Intent with Ministry of Finance of the Peoples Republic of China
 - **Ethiopia:** Planning and Programming Directorate (PPD) of the Ministry of Agriculture and Natural Resources and the Ministry of Livestock and Fisheries; Ethiopian Agriculture Transformation Agency (ATA); Ethiopian Evaluation Association (EEvA)
- **Entry point through formal cooperation partners**

Contextual analysis

- Evaluation Capacity Mapping provides contextual analysis
 - **China** : Cross-sectoral ministries (e.g. MOF) have evaluation functions, but limited capacity to guide sectors; sector guidance mainly on M less on E; institutional independence of evaluation not given; some individual capacities and nascent network, e.g. education;
 - **Ethiopia** : Very little tradition of evidence-based policy development; GoE commitment on M&E system and adoption of results-based approach; EEvA established, developing the Ethiopian Evaluation standard; Lack of systematic data management system, technical skills and adequate human capacity financial resources and dedicated budget
- **Evaluation Capacity Mapping helps to position cooperation within the political economy of evaluation**

Collaborative evaluation

- Participation of partners in field work and debriefing, less in design
 - Balancing IOE independence with partner involvement
 - **China:** Partners from MOF and MOA joined project evaluation mission; worked on selected evaluation question
 - **Ethiopia:** MoA PPD staff participation in the evaluation of the Poverty Investment Framework; pilot ex ante impact evaluation by ATA
 - Opportunity to enhance evaluation practice, pilot innovative methods
 - Useful for IOE to engage partners in evaluation practice; triangulate perspectives on project success and failures
- **Enhanced depth of exposure would require change of IOE evaluation practice:** e.g. Participation in design as an opportunity to unpack the theory of change underpinning the evaluation; larger team with more national evaluators; all requires additional resources.

Peer review

- Mutual review of guidelines and standards for learning and to strengthen credibility of evaluation standards, guidelines and products
 - **China:** MOF China guidelines for IOE comments
 - **Ethiopia:** Development of Ethiopia evaluation standards supported by IOE
 - IOE guidelines shared with partners
- **Process of reviewing guidelines** as opportunity to reflect on eval. practice, enhance common understanding of eval. principles and mobilise support from eval. peers

Training and Knowledge Sharing

- Strengthening evaluation skills and knowledge at individual level integral part of ECD
- **China: SHIPDET Spring 2015 (Shanghai)**
 - Well attended formal training, mainly targeted at evaluators and evaluation managers at the Provincial Departments of Finance
 - Useful event to present IFAD's approach to project evaluation
 - Interest to learn more about complex evaluations, e.g. country programme evaluations and synthesis
- **Ethiopia** Workshop on ECD TBC on 6th Nov.2015

Overall Lessons

- Greater appreciation of the **Independence** of evaluation through ongoing dialogue
- Evaluation often perceived as **control**; less seen as **learning opportunity** to improve performance
- **Practical evaluation cases** can demonstrate the utility of evaluation and that investing in evaluations generates benefits greater than its costs
- ECD is a **process** that stimulates interest and **demand**; increases usefulness, credibility and rigour on the **supply** side