

IOE

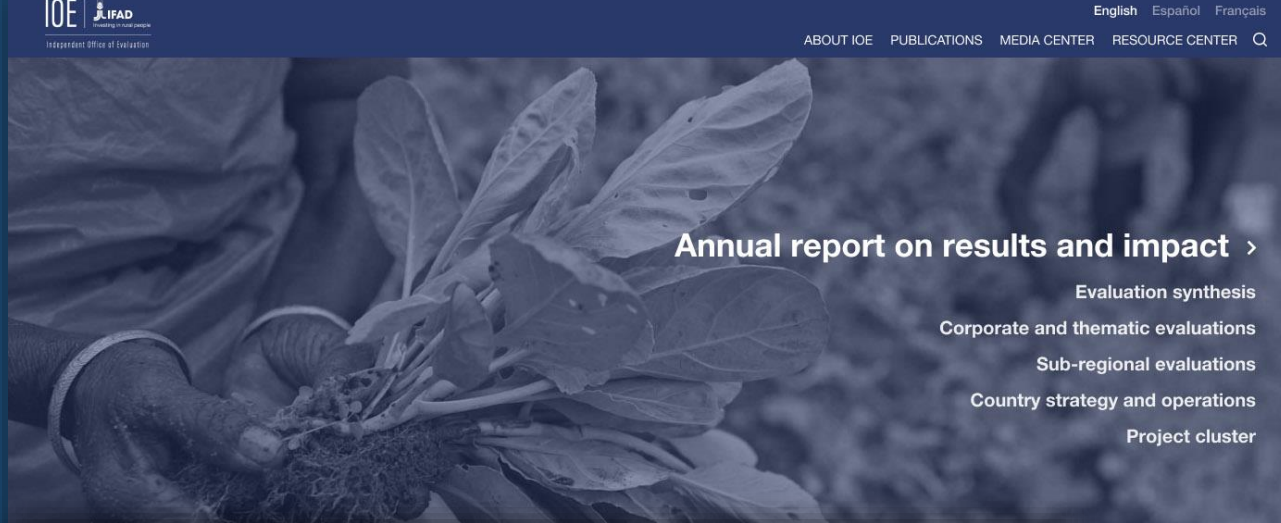


Investing in rural people

Independent Office of Evaluation

Corporate Induction

October 2024



IFAD Corporate Induction

- Prepared by a task force IOE and Management (per Peer Review 2019); for the first time, covers self-evaluation (IOE) and independent evaluation (management)
- Promotes: (i) accountability; (ii) learning; and (iii) collaboration between IOE and Management

Safeguard elements to independence

- IOE reports to the Executive Board (EB), supported by the Evaluation Committee
- Only the EB can appoint and remove the Director IOE
(single tenure, 6 years, no reemployment by IFAD)
- EB and Gov Council approve IOE's work programme and budget
- Director IOE clears reports without need of external authorization
- Director IOE has autonomy in selecting and managing staff

Objectives



1. Contribute to forge IFAD as a **transparent, learning-oriented and accountable** organization



2. Improve evaluation **coverage**, promote **transformative evaluations**, ensuring rigour, and cost-effectiveness.



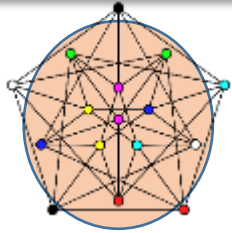
3. Engage with Management, member states and other external partners to support **evaluation capacity inside and outside IFAD**



4. Retain and deepen IOE's position as an **internationally recognised leader** in rural development evaluation

Key elements

A) Selectivity of evaluation topics; B) Rebalancing evaluation products; C) Strengthen engagement with Management; D) Evaluation capacity development; E) Raise the bar



Institution-wide coverage (IOE and Management)

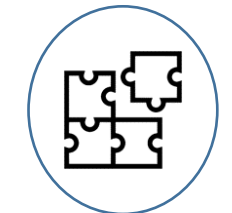


COLLABORATION

Foster collaboration and synergies between Self Evaluation and Independent Evaluation



Includes evaluation approaches that emerged in the recent years (e.g., transformative change, complexity and systems thinking, social justice, gender intersectionality)



Part 1: Evaluations in IFAD (general principles and methodology)
Part 2: Guidance on self and independent evaluation products



Electronic document with hyperlinks for references to videos / presentations. **Virtual training module**

- ❑ Corporate-level evaluation of institutional and operational performance under IFAD11 and IFAD12
- ❑ Thematic evaluation of IFAD-funded interventions in human nutrition
- ❑ IFAD's strategy and operations in Small Island Developing States
- ❑ Country Strategy and Programme Evaluations in: Argentina, Bolivia, Dominican Republic, Egypt, Ghana Lao People's Democratic Republic, Zimbabwe.
- ❑ Project-level evaluations in: Cabo Verde, Lesotho, Montenegro and Sri Lanka.



What happens when an evaluation is completed?

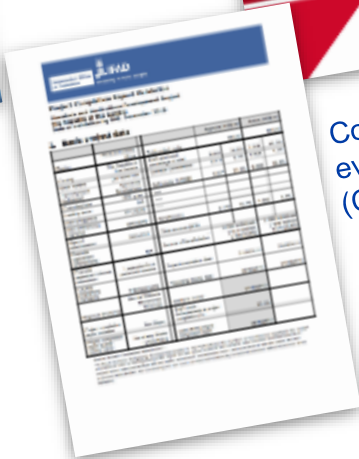
- ❑ Management prepares a 'Management Response' highlighting what actions it will take to address the recommendations
- ❑ In the case of a country programme evaluation, the Response is jointly prepared by Management and the Government and is called *Agreement at Completion Point*
- ❑ Management reports to the Executive Board its follow up to evaluation recommendations. From 2024, Management will have an online database of its follow-up to the recommendations
- ❑ IOE and Management engage in learning events on major evaluations



Evaluation reports



Annual Report on Independent Evaluation (ARIE)



Project Completion Report Validations (PCRVs)



Corporate-level evaluations (CLEs)



Project Performance Evaluations (PPEs)



Impact evaluations



Evaluation synthesis reports



Country strategy and programme evaluations (CSPEs)



- 1) IFAD role in elevating the **operational knowledge** to inform the rural transformation debate at global level.
- 2) Decisive shift away from its overly centralized KM architecture and allocate sufficient **human and financial resources** across decentralised levels.
- 3) Monitor **KM effectiveness** and focus on cost-effective KM practices and products at global and operational levels.
- 4) IFAD's upcoming strategic framework to define IFAD's KM as **driver of rural transformation** within a global context of uncertainty and crisis.

<https://webapps.ifad.org/members/eb/142/docs/EB-2024-142-R-23.pdf>

<https://webapps.ifad.org/members/eb/142/docs/EB-2024-142-R-23-Add-1.pdf>

Independent | **MAGAZINE**
Accountability. Learning. Partnership.

THE NEW DIRECTOR
Dr Indran A. Naidoo: Captain on board

BREAKING THE MOULD
Discussing pandemic-shaped evaluations

INFRASTRUCTURE
Most successful IFAD investments

Issue n.1 | 2021

Magazine

IOE | IIFAD
Investing in rural people
Independent Office of Evaluation

Evaluation **NEWS**
Issue No.35 – October 2021

Feature:
Evaluation for transformational change award

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Director's Column

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INDRAN NAIDOO, PhD

Latest evaluation reports

Project Performance Evaluations
Support to Agricultural Development and Rural Entrepreneurship Programme

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Impact Evaluations
Community based integrated Natural Resources Management Project in Ethiopia

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IFAD corporate Induction



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Independent Office of Evaluation

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NEW IOE Website

Annual report on results and impact >

- Evaluation synthesis
- Corporate and thematic evaluations
- Sub-regional evaluations
- Country strategy and operations
- Project cluster



CAPTURING LOCAL AND INDIGENOUS KNOWLEDGE

Addressing under-representation and remote communities, through participatory videos

Participatory videos

TRACKING KNOWLEDGE MANAGEMENT PRACTICES ACROSS DIFFERENT TRANSFORMATIVE LEVELS

Evaluate the immediacy, medium and long-term outcomes on a country-by-country basis

Rubric

MAPPING KNOWLEDGE SHARING AND DISSEMINATION

Map the knowledge journey and identify good practices on how to scale up solutions

Signature solutions



<https://ioe.ifad.org/en/w/knowledge-management>

TO EVALUATE KNOWLEDGE PRACTICES

Evaluation Pills

#1 How can we apply neuroscience-based principles to improve evaluation processes?

As an evaluator, you want change in a positive direction. If you can understand what is going on in the brain of the evaluand, you have a greater likelihood of improving that change.



VIDEO



VIDEO

#4 How do you reconcile the independence construct & desire to build engagement with the evaluand?

You shift the conversation and the culture to get people to become more self-critical rather than defensive. Now, there is a demand for evaluations, in IFAD, because we are credible.

#2 How is IOE testing neuroscience principles' application to help improve IFAD's effectiveness?

We are bringing about evaluative conversations. This is because the process is more important than the evaluation report, insofar as it is where the learning takes place.



VIDEO

#5 What enables people to positively affect change?

Factors that allow people to feel motivated to change are: autonomy (how free am I to do what I need to do); competence (do I have the necessary skills); social relations.



VIDEO

#3 How we can communicate eval findings based on neuroscience to trigger uptake of recommendations?

Coming to a meeting with a positive intention is important because you want that to mirror in the other person's brain.



VIDEO

#6 What hinders people from positively affecting change?

People become very insecure when change occurs at a rapid pace. When people are insecure, they become more fixed and rigid in their own opinions.



VIDEO

#7 How can an evaluator foster positive change?

You are more likely to achieve change when you are focused on removing barriers to the work of the evaluand, and if this intention is aligned with the desire of the evaluand.



VIDEO



FULL VIDEO

IFAD Innovation Talks #13
Building a humanized
approach for better results

Evaluation
through the
lens of brain
science

A conversation with
Dr Indran A. Naidoo
Director, Independent Office of Evaluation
IFAD
Dr Srin Pillay, M.D.
CEO, NeuroBusiness Group

Evaluation Pills

#8 To what extent are the principles of engagement applied across the UN system in the eval context?

It's a cookie cutter approach. In the bureaucratic UN processes, you cannot get the space for the deeper discussion and engagement. Very few offices have the latitude to do so.



VIDEO



VIDEO

#11 How can we handle conflicting interests b/w management & evaluators with brain science principles?

We agree to disagree, agreeably. We are not always going to get consensus, and that's fine. The challenge is in the fact that there is an element of ego to overcome.

VIDEO



#9 How can we overcome habit pathways that inhibit positive change?

Decrease stress, promote a culture that flourishes in agility, and foster a growth mindset where there is an understanding that errors can be course corrected with hard work.

#12 How can we decrease stress and anxiety in the context of an evaluation?

Prioritize tasks; focus on the 'here and now'; remember that 'this too shall pass'; address what you can control; and shift your attention from the problem to the solution.



VIDEO

#10 How important is the human element in evaluation?

Evaluation is a human business. Having information does not translate into changing the situation. More important than the result is the conversation to bring about the change.



VIDEO

VIDEO



#13 What constitutes objectivity?

Reality is not just about quantitative information, but also qualitative information. The range of what constitutes evidence is very broad. There is no 'one size fits all' methodology. We hope people become more thoughtful in terms of how evaluations are carried out and received.



FULL VIDEO

Mindset Strategies for Post-Evaluation Transformation

3

Evaluation through the lens of brain science



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A conversation with

Dr Indran A. Naidoo

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4