

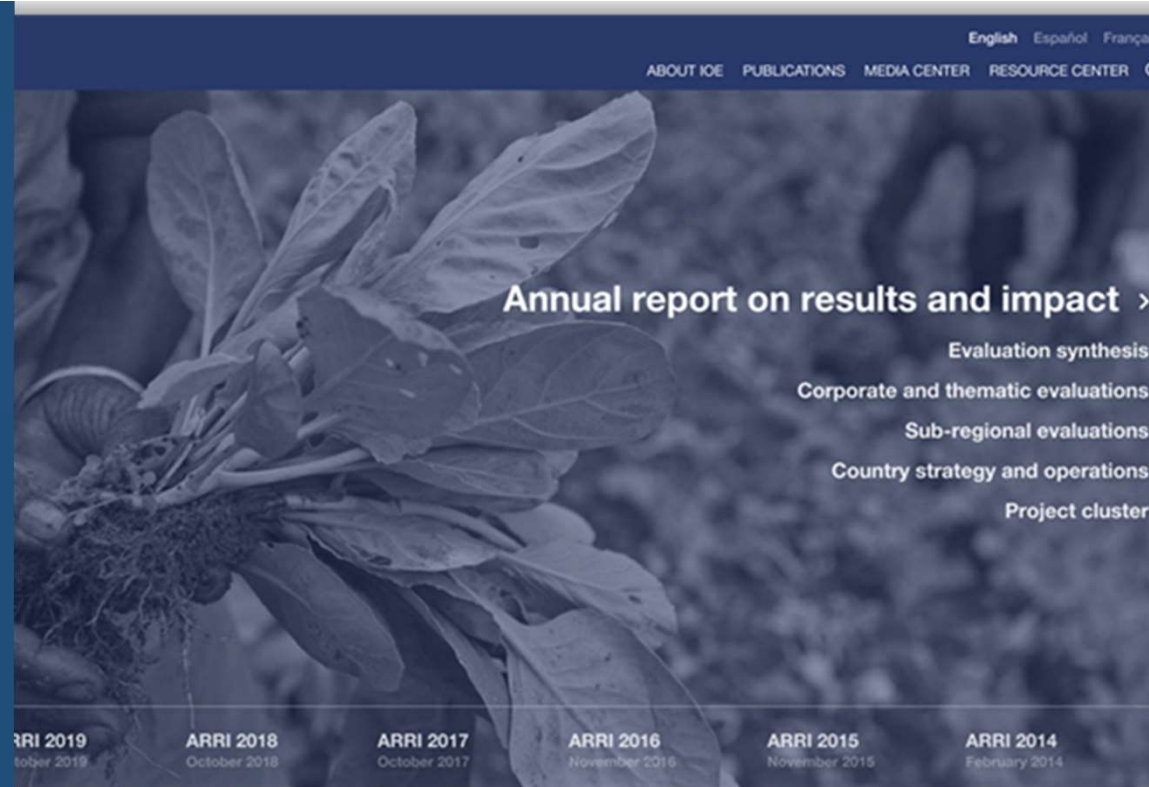
IOE



Investing in rural people

Independent Office of Evaluation

Corporate  
Induction &  
Senior  
Management  
Meet-and-Greet



## Impact for agricultural development

Dr Indran A. Naidoo, Director, IOE

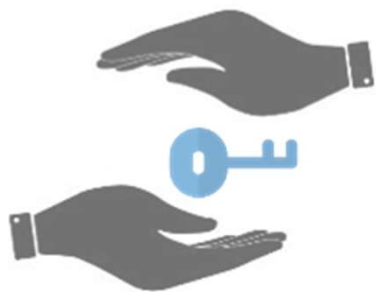
11 February 2025

# Latest Evaluation Policy: 2021

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

## Safeguard elements

- IOE reports to the Executive Board (EB)
- 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



# IOE Multi-year Evaluation Strategy: 2022-2027



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.



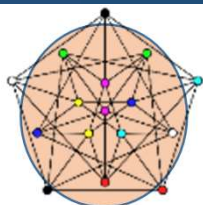
3. Engage with Management, member states and other external partners to support **evaluation capacity inside and outside IFAD**



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)

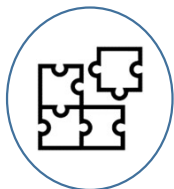


COLLABORATION

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**

## Evaluations that are currently on-going or starting soon

- Corporate-level evaluation (CLE) of institutional and operational performance under IFAD11 and IFAD12
- Thematic evaluation (TE) of IFAD-funded interventions in human nutrition
- IFAD's subregional evaluation (SRE) on strategy and operations in Small Island Developing States
- Country Strategy and Programme Evaluations (CSPEs) in: Egypt and Laos; start Bolivia, Chad, Côte d'Ivoire, Djibouti, Honduras, Mexico, Mozambique, Paraguay, Senegal, Sri Lanka, Viet Nam, Zambia and Zimbabwe
- Project-level evaluations (PPEs) in: Cambodia, Malawi, Nigeria and Tajikistan



# 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





- ARIE presents an annual overview of the performance of IFAD-supported operations, based on evaluation evidence
- Derived from the ratings analysis of 297 projects completed and evaluated during the period 2013–2022
- The analysis of non-lending activities in country programmes is derived from the 42 COSOP evaluations conducted during the period 2014–2023
- Two focus themes in 2024: (1) the relationship between cofinancing and project performance; and (2) rural finance interventions.
- Main findings are presented on IOE's website under [2024 Annual Report on the Independent Evaluation of IFAD](#)

# Differentiated Evaluations



**Annual Report  
on the  
Independent  
Evaluation of  
IFAD**



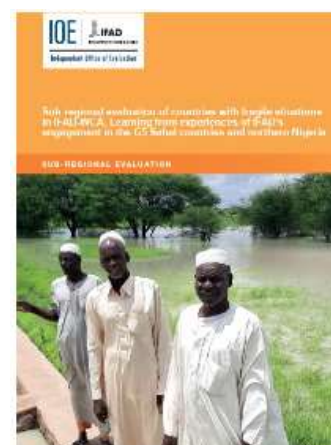
**Evaluation  
Synthesis**



**Corporate-level  
evaluation**



**Thematic  
evaluation**



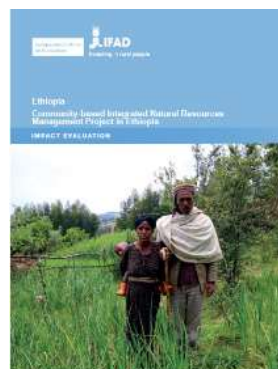
**Sub-regional  
evaluation**



**Country  
strategy and  
Programme  
Evaluation**



**Project  
Performance  
Evaluation**



**Project  
Performance  
Evaluation**



**Project Cluster  
Evaluation**



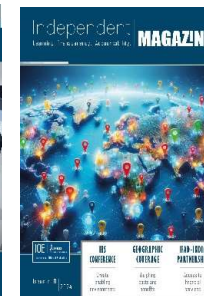
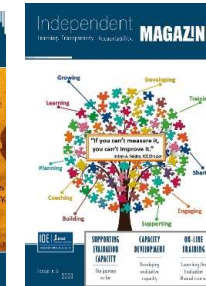
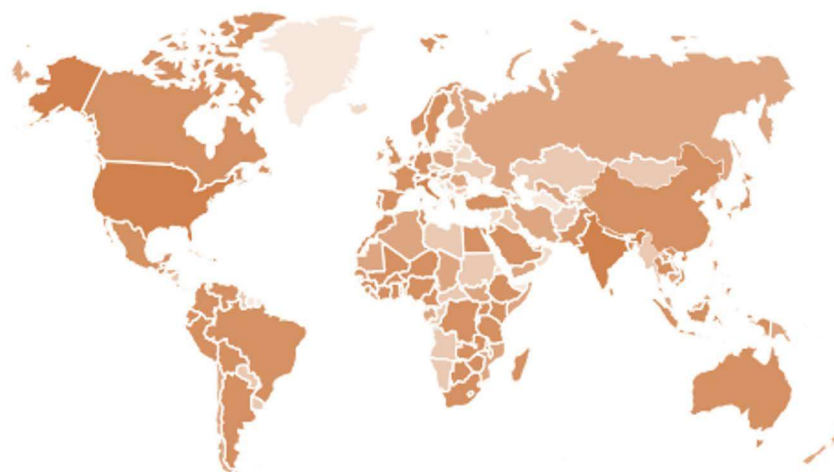
# Communication and knowledge sharing



**BIG  
PICTURE**



**BIG  
PICTURE**



## Innovation Talk

## Evaluation Pills

## Evaluation Manual Annex

## On-line training

### IFAD Innovation Talk

**EVALUATION THROUGH  
THE LENS OF BRAIN SCIENCE:**  
Building a humanized approach  
for better results

Dr. Indran A. Naidoo  
Director  
Independent Office of Evaluation  
IFAD

Dr. Srin Pillay, M.D.  
CEO  
NeuroBusiness Group

Renata Mirulla  
Facilitator  
EvalForward  
Community of Practice

Wednesday 22 March 2023  
14:00-15:00 CET  
Italian Room or via Zoom



### 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.



#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.



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

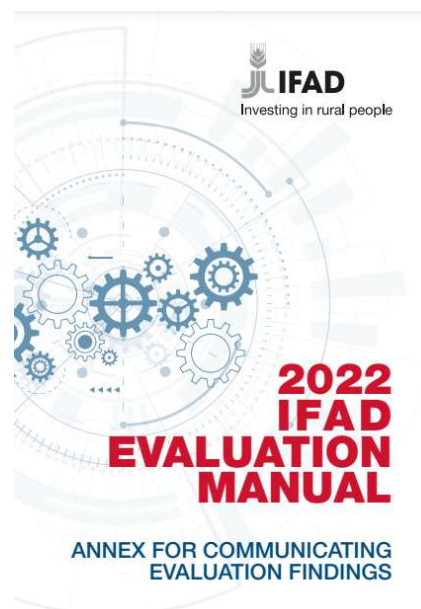
Coming to a meeting with a positive intention is important  
because you want that to mirror in the other person's brain.



FULL VIDEO

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

Evaluation  
through the  
lens of brain  
science



[\[here\]](#)

[\[here\]](#)

[\[here\]](#)

[\[here\]](#)





### 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

# TOOLBOX

## TO EVALUATE KNOWLEDGE PRACTICES