

IOE



Investing in rural people

Independent Office of Evaluation

Food &
Sustainability
On-site
Experience



Connecting
sustainable
minds.

Keynote address: Food and Sustainability Certificate Program

17 January 2024

Dr Indran A. Naidoo
Director
IOE, IFAD

Introduction

**You have
acquired
new
skills**

- Link theory to practice.
- Be agile.
- See different perspectives.
- Be critically minded.
- Distinguish between fact and fantasy.
- Be able to work in any context.

You are part of IFAD international credibility



IFAD has 177 Member States, and counting. More countries join on a regular basis because of IFAD's unique role and value proposition as a development partner.

IFAD is the only multilateral development institution that focuses exclusively on transforming rural economies and food systems.

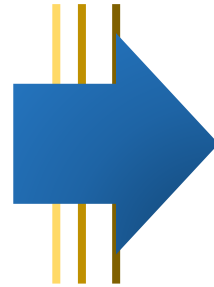
IFAD works in remote regions of developing countries and fragile situations, where few aid agencies or international financial institutions venture

IFAD invests in the very people most likely to be left behind: poor small-scale producers, women, youth, indigenous peoples and other vulnerable groups.

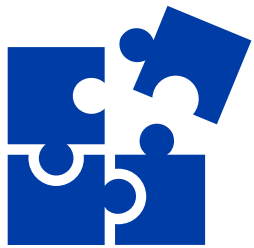
IFAD acts as a catalyst for increasing public and private investments in agriculture and the development of rural enterprises.

The role of IOE

IOE foundational **bedrocks** in place



- ✓ Safeguard independence
- ✓ Invite dialogues and debates
- ✓ Uphold quality assurance



Promote accountability and learning through independent, credible and useful evaluations of IFAD's work.



Institutional safeguards to protect and advance critical dialogue stemming from independent evaluation

“We believe that the IOE evaluation processes are among the best that we can find in international development organizations”

Evaluation Advisory Panel
16 November 2023

History



[\[click to access\]](#)

20 years of independent evaluation

IOE looks at all aspects of IFAD operations



+750

Evaluation reports

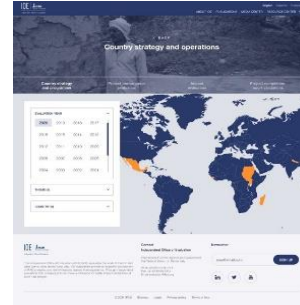


+200k

People reached (since 2021)

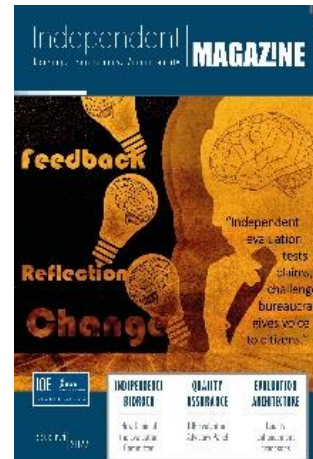
Transparency

[\[click to access\]](#)



Independent website

[\[click to access\]](#)



Independent Magazine

Capacity

2024



35

Events organized & attended



209

Countries and non-sovereign territories reached online



4.5bn

US\$ of CSPE portfolios



26

Countries where evaluative work was done



43k

People reached online



40

Reports published

Big messages from IOE

Annual Report on Independent Evaluation 2023

FLAGSHIP REPORT OF THE INDEPENDENT OFFICE OF EVALUATION OF IFAD (IOE)

PURPOSES:

- 1.** Present a more comprehensive account of IOE's evaluation activities to IFAD governing bodies
- 2.** Further contribute to learning by extracting findings and lessons from evaluations
- 3.** It analyses time series of ratings to identify performance trends of IFAD-supported operations as part of its accountability function

ANALYSIS:

RECENT
PROJECT
PERFORMANCE

71

Project-level
evaluations completed
2019-2021

LONG-TERM
PERFORMANCE
TRENDS

288

Project-level
evaluations completed
2012-2021

45

Country strategy
and programme
evaluations (CSPEs)
conducted 2013-2022

2023

Corporate-level
evaluation of IFAD's
decentralization
experience

Conversations on the ground in 2023

China CSPE

[\[click to access\]](#)



Mr. Lu Jin and Ms Liu Fang, DDG,
Ministry of Finance
Dr Indran A. Naidoo, Director, IOE,



Mr Cheng Zhijun, DG, Ministry of
Finance, China
Dr Indran A. Naidoo, Director, IOE,

Ethiopia CSPE

[\[click to access\]](#)



Dr Kouessi Maximin Kodjo, Lead Evaluation Officer, IOE; Dr Indran A. Naidoo,
Director, IOE; Prof. Eyasu Elias, State Minister, Ministry of Agriculture,
Ethiopia; Ms Sara Mbago-Bhunu, Regional Director, East and Southern
Africa, IFAD.

Instilling a mindset shift



We need to move from
evaluation phobia to
evaluation embracing

IOE's work on neuroscience-based communication

Innovation
Talk

Evaluation
Pills

Evaluation
Manual

On-line
training



IFAD Innovation Talk

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

IFAD INNOVATION talks

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

IFAD
Investing in rural people

[[here](#)]



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.

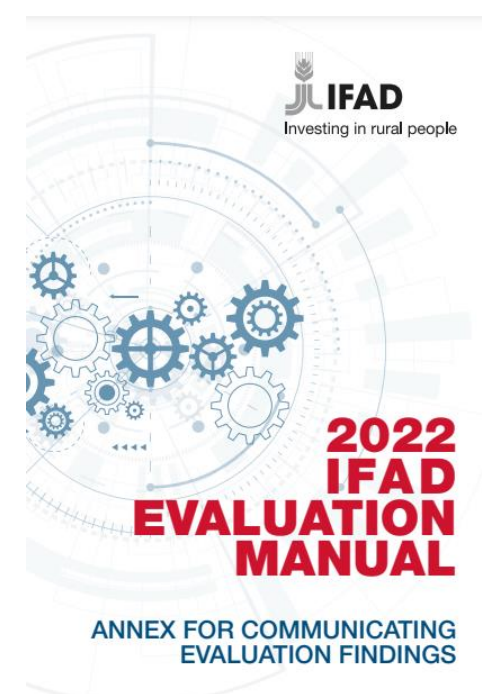
#2 How is IOE testing neuroscience principles' application to help improve IFAD's effectiveness?
We are bringing about evaluative conversations. This is because the process is more important than the evaluation report, insofar as it is where the learning takes place.

#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.

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

Evaluation through the lens of brain science

[[here](#)]



IFAD
Investing in rural people

2022 IFAD EVALUATION MANUAL

ANNEX FOR COMMUNICATING EVALUATION FINDINGS

[[here](#)]

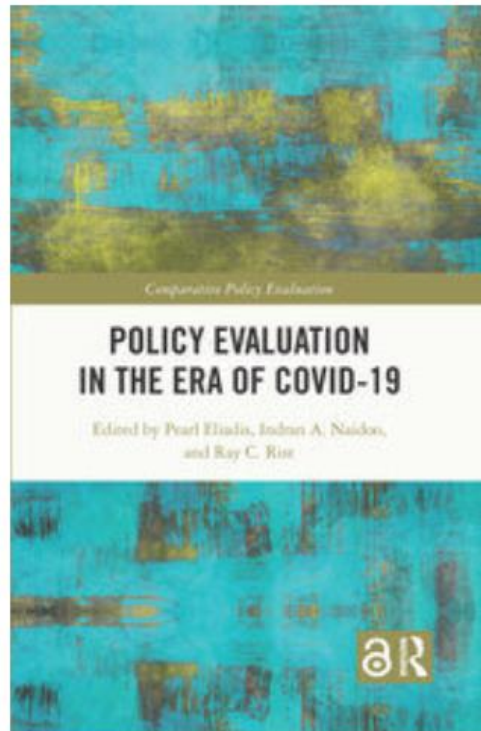


[[here](#)]

Conclusions

COVID-19

The effects of COVID-19 will continue for the next few decades.



[[Free access](#)]

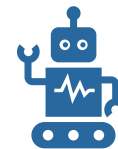
Future employment opportunities



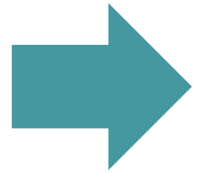
Many young people may struggle to find a formal job in the next 20 years



Employment opportunities may move back to the rural world



High-tech and artificial intelligence will affect the job market



Great personal experience teaching at the programme

My experience at EIS



[Access [here](#) 1]

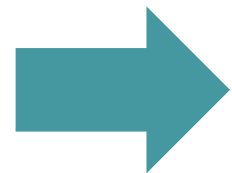
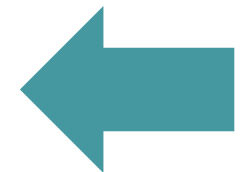
[Access [here](#) 2]

My experience at Yale



[Access [here](#)]

Very important for multilateral international senior officials, in general, and IFAD officials in particular to share knowledge with students



Equipped with the right skill set, youth can positively impact global development trends and trajectories

Talking truth to power



[Access [here](#)]

Resources

Evaluation and independence

- Naidoo, I. (2021). “Evaluation for Transformational Change: Learning from Practice”. Chapter 2. In Transformational Change for People and the Planet. Sustainable Development Goals Series, Juha. Uitto and Geeta Batra (Eds), Springer [[here](#)].
- Naidoo, I. (2021). ‘Evaluation Capacities to Advance Sustainable Development for All’, Japanese Evaluation Society Journal Special Edition, vol.21, n.2 [[here](#)].
- Independent Evaluation Office (2016). ‘Evaluation and Independence: existing evaluation policies and new approaches’. UNDP [[here](#)].
- Sheikh, A., Atun, R., & Bates, D. W. (2014). The need for independent evaluations of government-led health information technology initiatives. BMJ quality & safety, 23(8), 611-613 [[here](#)]
- Weaver, C. (2010). The politics of performance evaluation: Independent evaluation at the International Monetary Fund. Rev Int Organ 5, 365–385 (2010) [[here](#)].

Methodological pluralization

- Naidoo, I. (2022). 'Building strategic alliances that enable transformational action'. Opening statement, Wilton Park dialogue: Transformational change towards a sustainable future [[here](#)]
- Naidoo, I. (2013). "Growth and Integration in the Evaluation Profession: Some Perspectives for Consideration", in the American Journal of Evaluation, Volume 34, Number 4 [[here](#)].
- Bamberger, M., Rao, V., & Woolcock, M. (2010). Using mixed methods in monitoring and evaluation: experiences from international development. World Bank Policy Research Working Paper, (5245) [[here](#)].
- Woolcock, Michael (2009) 'Toward a Plurality of Methods in Project Evaluation: A Contextualized Approach to Understanding Impact Trajectories and Efficacy' Journal of Development Effectiveness 1(1): 1-14 [[here](#)].
- Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation designs. Educational evaluation and policy analysis, 11(3), 255-274 [[here](#)]

Crossing boundaries

- Naidoo, I., and Soares A. (2020). 'Lessons Learned from the Assessment of UNDPs institutional effectiveness jointly conducted by the Independent Evaluation Office and Office of Audit and Investigation of UNDP'. In: Barrados, M. and Lonsdale, J. (Eds.), Crossover of Audit and Evaluation Practices. Routledge [[here](#)].
- Naidoo, I. (2018). 'Audit and Evaluation: Working Collaboratively to Support Accountability', Evaluation, vol 26(2) [[here](#)].
- UNDP (2017). Joint Assessment of the Institutional Effectiveness of UNDP [[here](#)].
- Bemelmans-Videc, M.L., Lonsdale, J., & Perrin, B. (2007). Making Accountability Work: Dilemmas for Evaluation and Audit. New Brunswick, NJ: Transaction Publishers.
- Leeuw, F.L. (1996). Auditing and Evaluation: whither the Relationship? In Carl Wisler (Ed.), Evaluation and Auditing: Bridging a Gap, Worlds to Meet? (pp. 51–60). San Francisco, CA: Jossey-Bass Publishers.

Psychological dimensions of evaluation

- Independent Office of Evaluation of IFAD (2022). 'Performance appraisal and feedback myths debunked'. Independent Magazine, issue 4 [[here](#)]
- Voccia, A. (2022). 'Communicating independence' or 'independently communicating', that is the question. IFAD IOE [[here](#)]
- Voccia, A. (2021). 'Behind the glossy cover: six reflections on communicating evaluations.' Evalforward [[here](#)].
- Independent Office of Evaluation of IFAD (2021). Mindset Strategies for Post-Evaluation Transformation [[seminar - video](#)]
- van Woerkom, M., & Kroon, B. (2020). The Effect of Strengths-Based Performance Appraisal on Perceived Supervisor Support and the Motivation to Improve Performance. *Frontiers in Psychology*, 11, 1883 [[here](#)]