

IOE

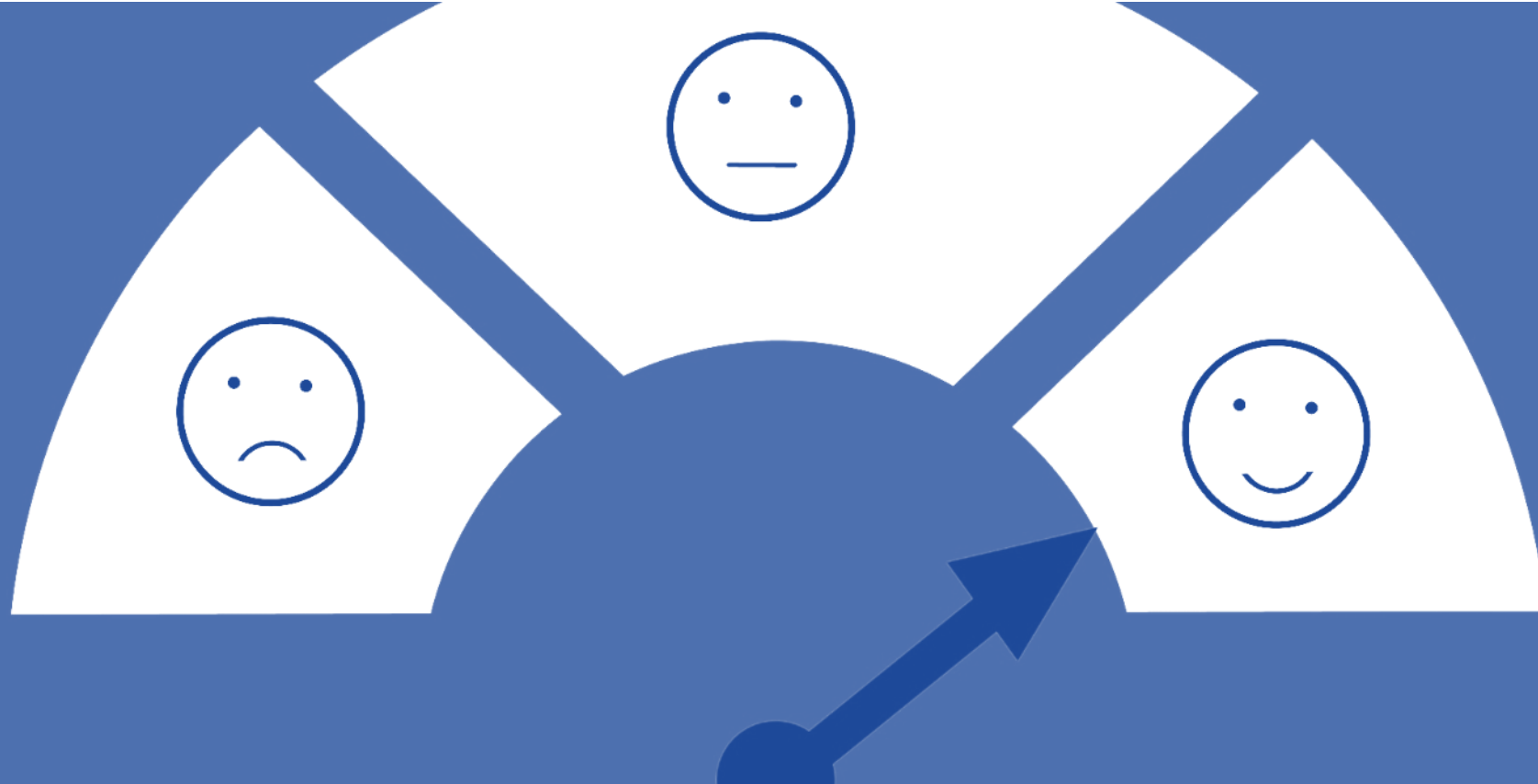


Investing in rural people

Independent Office of Evaluation

Seminar with
PAHO

23 January 2023



Building an Evaluation culture

*The experience of the Independent Office of
Evaluation of IFAD*

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Director, IOE-IFAD

Fabrizio Felloni [\[profile\]](#)
Deputy Director, IOE-IFAD

Monday 23rd January 2023

Moderator: Roberto La Rovere

Time	Item	
2:00 – 2:30 pm	Welcome to PAHO to IFAD IOE visitors <ul style="list-style-type: none"> • D.D. Mary Lou Valdez • PBE Director Rony Maza • Senior Evaluation Advisor Roberto La Rovere 	Meeting room #912
2:30 – 2:40 pm	Meeting starts and Introductions <ul style="list-style-type: none"> • PAHO staff quick introduction, IEO guest introduction 	Meeting room #912
2:40 – 3:40 pm	Presentation and open discussion <ul style="list-style-type: none"> • <i>Building an Evaluation Culture. Challenges, Solutions</i> 	Meeting room #912 Indran A. Naidoo Fabrizio Felloni
3:40 – 4:00 pm	Brief visit to the IMST, and closing	IMST

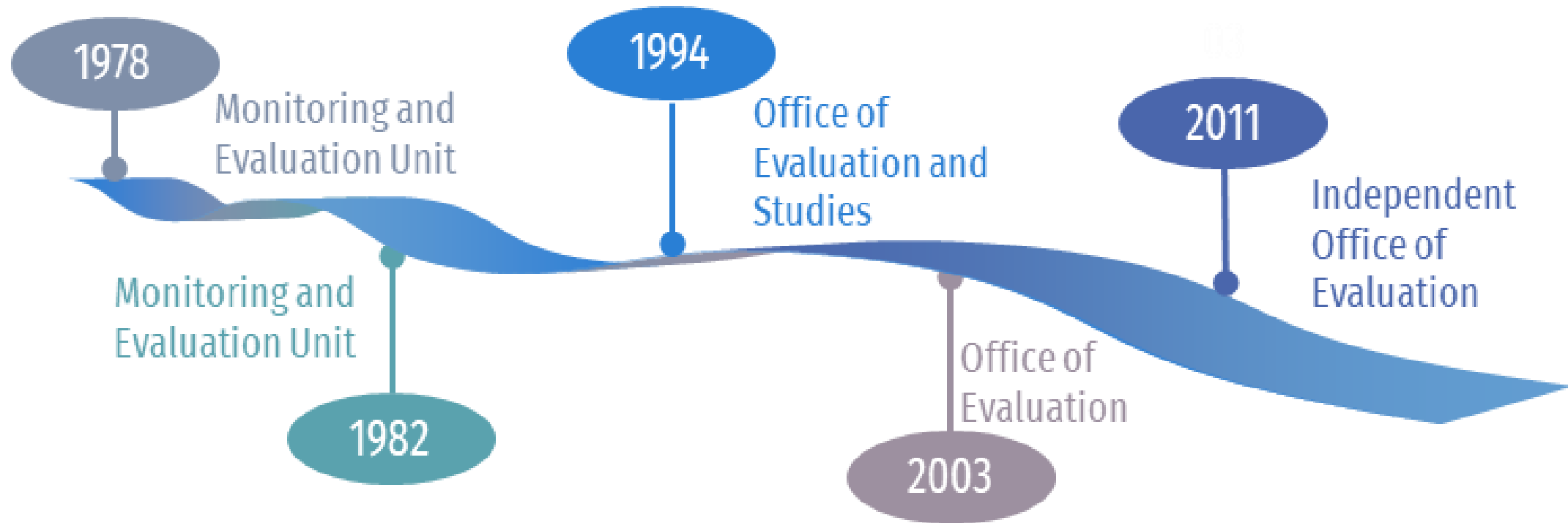
“*A culture which appreciates and deliberately demands data, empirical information on its performance and outcomes and uses findings to improve its performance and the achievement of outcomes.*”

An organization with a strong evaluation culture:

- (i) engages in self-reflection and self-examination;
- (ii) deliberately seeks evidence on what it is achieving;
- (iii) uses results information to challenge and support what it is doing;
- (iv) engages in evidence-based learning and makes time to learn;
- (v) encourage experimentation and change.

Mayne, J. (2010). Building an Evaluative Culture: The Key to Effective Evaluation and Results Management. The Canadian Journal of Program Evaluation Vol. 24 No. 2 Pages 1–30.

A short history of our evaluation function



What is New in the 2021 Evaluation Policy

1

**LOOKS AT THE
EVALUATION
ARCHITECTURE
AS A WHOLE
AND HOW IT
CONTRIBUTES TO
THE FUND'S MANDATE**

2

**MORE STRATEGIC
AND FLEXIBLE, LESS
PRESCRIPTIVE – FOCUS
ON CORE PRINCIPLES;
DETAILS OF
EVALUATION
PRODUCTS IN THE
(NEW) EVALUATION
MANUAL**

3

**STRENGTHENS
USE OF EVALUATIONS
AND SCOPE FOR
COLLABORATION
WITHIN THE
EVALUATION
SYSTEM**

Independent Evaluation

Conducted by IOE structurally,
functionally, and behaviorally
independent from those responsible for
the design and implementation
of the intervention



Self-evaluation

Conducted by operational units under the aegis of IFAD Management.
Provides robust measurement of results for accountability, corporate impact and the basis for operational performance management, learning and knowledge sharing

Common core principles of IFAD Evaluation

1 Usefulness

2 Partnership
and
collaboration

3 Value for
money/Cost
effectiveness



4 Impartiality,
Credibility, Ethical
Standards and
Equity

5 Transparency

6 Evaluability

Safeguards to IOE's independence

Three dimensions of independence

Organizational
Avoidance of conflicts of interest
Behavioural



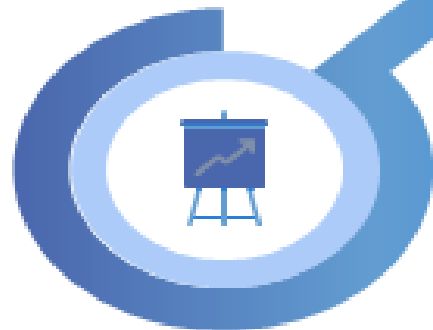
Safeguard elements

- 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



FORGE CORPORATE CULTURE

Contribute to forging IFAD's corporate culture as a transparent, learning-oriented and accountable organization.



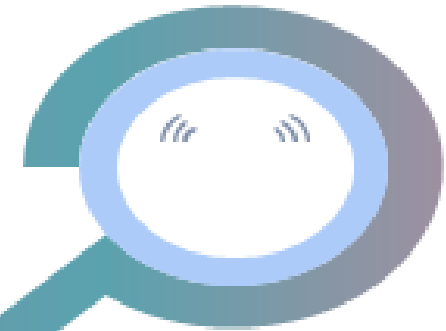
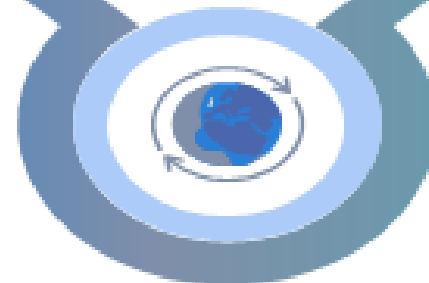
IMPROVE COVERAGE

Improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations.



BUILD EVALUATION DIALOGUES

Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.

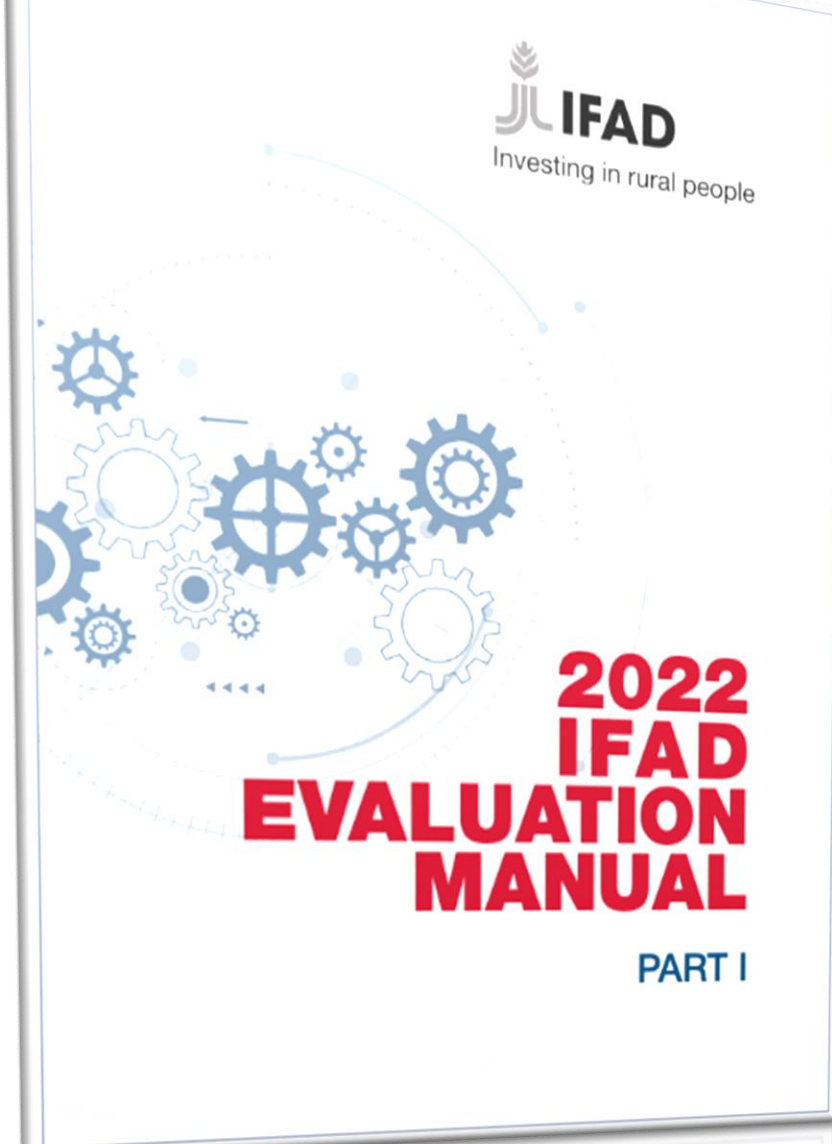


RETAIN & DEEPEN LEADERSHIP

Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies.

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) to foster **collaboration** between self and independent evaluation
- ✓ Include **contemporary** approaches to evaluation: Agenda 2030, Complexity and system thinking, Social Justice, Criteria OECD-DAC; ICT and Evaluation
- ✓ **Part 1**: Evaluations in IFAD (general principles and methodology) | **Part 2**: Guidance on self and independent evaluation products
- ✓ ‘Living’ electronic document available on a dedicated website **in 4 languages**, with periodic updates and hyperlinked references to videos
- ✓ **Web-based** training module to explain key elements of the Manual

Revising existing products:

- Corporate-level / Thematic Evaluations
- Country Strategy and Programme Evaluations (slightly increase numbers)
- Evaluation Syntheses
- ARIE

New products:

- Sub-regional evaluations
- Project cluster evaluations

Strengthen learning opportunities (in addition to accountability)

Fewer individual project performance evaluations, covering:

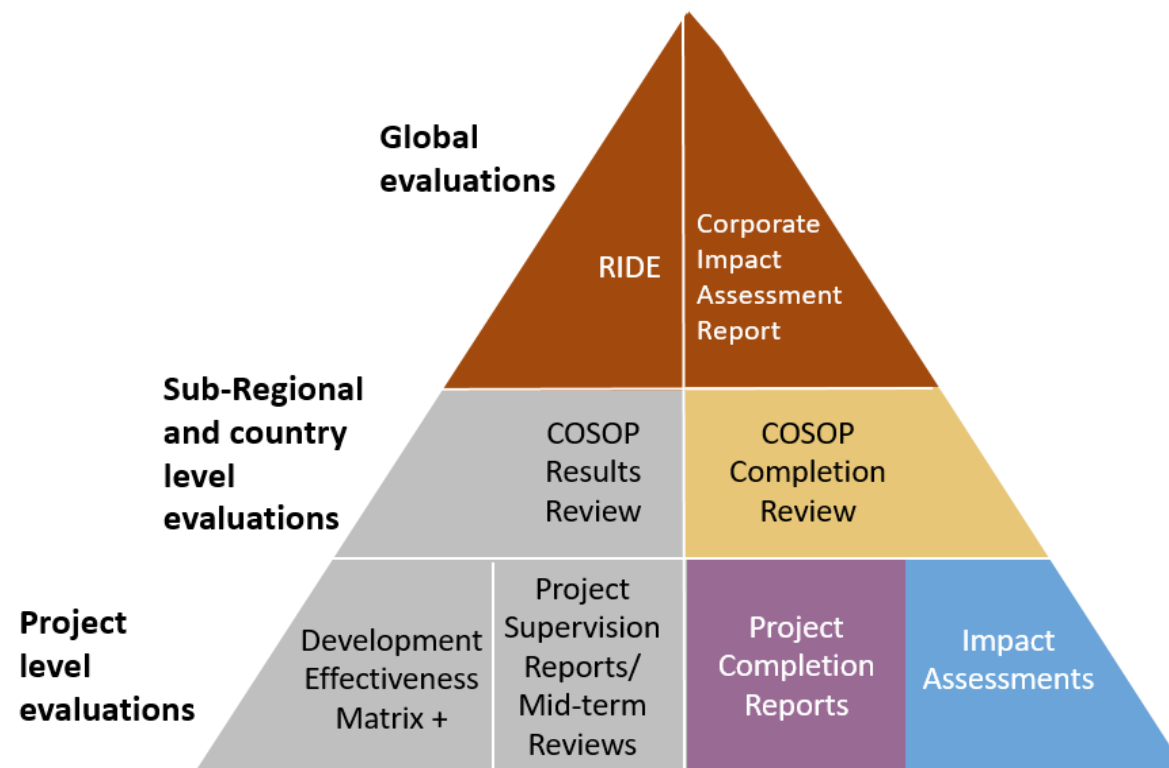
- recently closed projects
- ongoing, approaching completion
- projects closed years before

Test quasi-real time evaluation modality

Independent evaluation products



Self-evaluation products





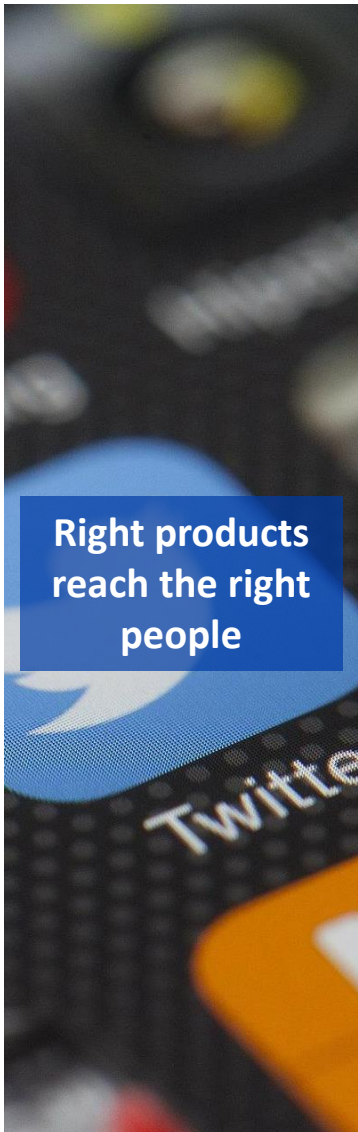
New communications strategic approach



Guarantee full communication transparency



Independently manage all content production, publishing, display and presentation



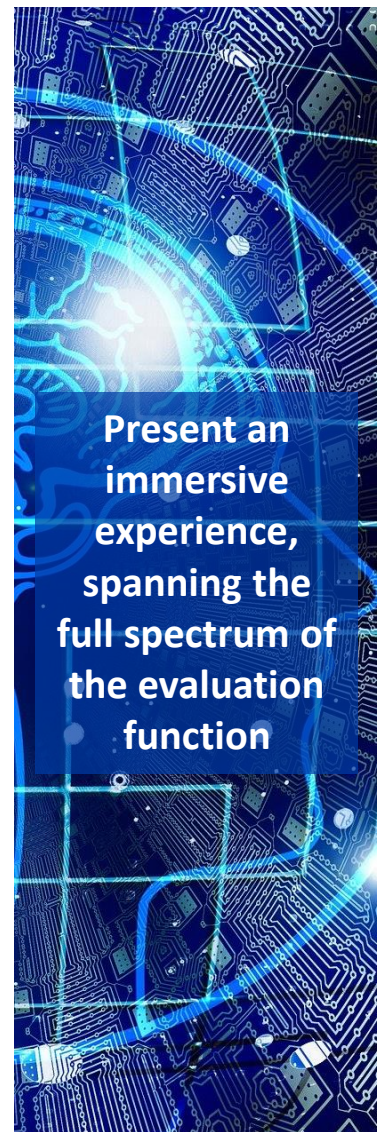
Right products reach the right people



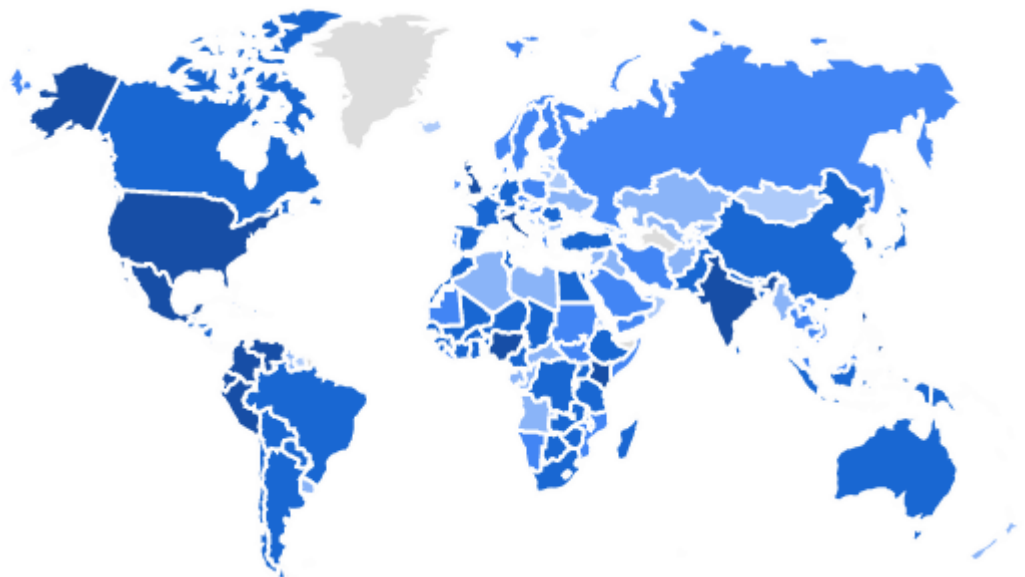
Most relevant messages brought to the forefront



Foster greater user engagement by speaking to the core of what IOE's audience looks for

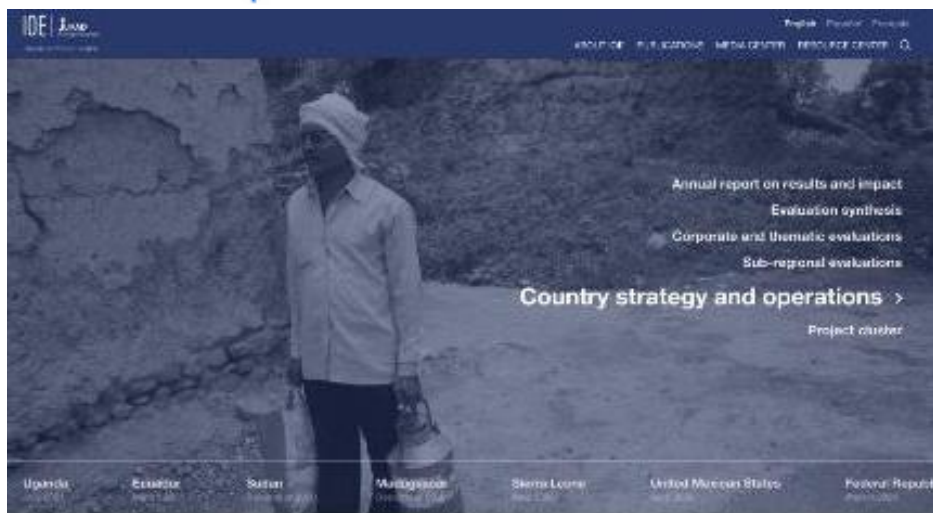


Present an immersive experience, spanning the full spectrum of the evaluation function



199
COUNTRIES

122k
VIEWS





97
COUNTRIES
18k
VIEWS



3.9 k Followers



486 Subscribers



3.1 k Followers

Feature:

Evaluation for transformational change award

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Director's Column

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INDRAN NAIDDOO, 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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Newsletter



- ❑ There is a limit to Management's space to be self-critical (self-evaluation)
- ❑ There is a limit to Management's absorption capacity from evaluation: need to prioritize carefully evaluation types and topics
- ❑ While processes exist that are conducive to learning from evaluation, incentives and resources vary. Learning is also challenged by staff turn-over
- ❑ The design of projects and country programmes is the result of consultation among several partners, with varying priorities