Building an Evaluation culture

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

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<th>Time</th>
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| 2:00 – 2:30 pm | Welcome to PAHO to IFAD IOE visitors  
• 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  
• PAHO staff quick introduction, IEO guest introduction | Meeting room #912 |
| 2:40 – 3:40 pm | Presentation and open discussion  
• Building an Evaluation Culture. Challenges, Solutions | 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.

A short history of our evaluation function

- 1978: Monitoring and Evaluation Unit
- 1982: Monitoring and Evaluation Unit
- 1994: Office of Evaluation and Studies
- 2003: Office of Evaluation
- 2011: Independent Office of Evaluation
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

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Seminar with PAHO
23 January 2023
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
Key elements

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

✓ 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

Fewer individual project performance evaluations, covering:
- recently closed projects
- ongoing, approaching completion
- projects closed years before

Strengthen learning opportunities (in addition to accountability)

Test quasi-real time evaluation modality
Independent and self-evaluation products

Independent evaluation products

- Global evaluations
  - Corporate Level Evaluation
  - Evaluation Synthesis
  - Thematic Evaluation

- Sub-Regional and Country Level evaluations
  - Sub-Regional Evaluation
  - Country Strategy and Programme Evaluation

- Project level evaluations
  - Project Completion Report Validation
  - Project Performance Evaluation
  - Project Cluster Evaluation
  - Impact Evaluation

Self-evaluation products

- Global evaluations
  - Corporate Impact Assessment Report

- Sub-Regional and country level evaluations
  - COSOP Results Review
  - COSOP Completion Review

- Project level evaluations
  - Development Effectiveness Matrix +
  - Project Supervision Reports/Mid-term Reviews
  - Project Completion Reports
  - Impact Assessments
The recommendation loop

Board discussion and feedback / decision

Evaluation recommendations

Tracked management responses (PRISMA) and IOE comments share with Executive Board

Management response

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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

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New IOE Website (since April 2022)

199 COUNTRIES

122k VIEWS

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Challenges

- 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