Effective communication: a pivotal block to build credible evaluation functions

*Lessons from IOE*

Dr Indran A. Naidoo, Director, IOE, IFAD
Dr Alexander Voccia, Coordinator, ECU, IOE, IFAD
Various stages of maturity in UNEG evaluation functions, as per JIU report

Common denominator for sustaining mature offices and building others is focus on effective engagement and communication

ICU rubric, while dynamic, is held by a communication thread
Evaluation assumes we effect change and enhance quality. However, evidence, on its own, has not driven change.  

Organizations that develop initiatives to change mindsets are x2 more likely to succeed. 

70% of change initiatives fail.
Understanding the mindset shift required

Evaluands
“Evaluators are the secret police”

VS

Evaluators
“A neuroscience-based approach is just about being nice to the evaluand”

We need to move from evaluation phobia to evaluation embracing

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Why IOE adopted a neuroscience-based approach

If results do not translate into change we want to see, then we need to shift production, generation and assimilation modalities

Psychologically safe environments where people feel open to expressing themselves

People really look forward to your evaluation

Your evaluation approach is stress-free

Better evaluations

Better engagement

IOE’s approach results from a dynamic and engaging process of triangulation that is based on together independence, credibility and utility.
What we did: creating a neuroscience-based approach

Innovation Talk

Evaluation Pills

Evaluation Manual

On-line training

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Planning of IOE’s work programme

Evaluation design and preparation of approach paper

Evaluation data collection, analysis and reporting

- 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
- Web-based training module to explain key elements of the Manual

Enhancing opportunities for dialogue and mutual learning during the evaluation process

Generating opportunities for learning across divisions and
The value of communicating independently

Continued engagement by IOE in global dialogues and networks

**SO1**: Develop and safeguard professional norms, standards and guidance

**SO2**: Enhance professionalization and capacity

**SO3**: Influence policy-making and operational work through evaluations
What IOE did to fill the gap: Building-up communications

Where we were

IOE strategic communications assessment
[December 2020]

Low return on investment: production fatigue vs low stakeholder uptake

Untapped opportunities for innovative products and approaches

IOE was ‘communicating independence’, not ‘communicating independently’

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What we needed

1. Foster engagement
2. Build empathy
3. Cultivate audience
4. Feed the need
5. Capture presence
6. Bring value

COMMUNICATING EVALUATIONS

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IOE changes: What we offer today

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Customization: why and what

Communications cube

Reports

Messages

Products/channels

Stakeholders

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New IOE Website (since April 2022)

217 COUNTRIES

192k VIEWS

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Resources
Evaluation and independence

Methodological pluralization

Crossing boundaries

Psychological dimensions of evaluation

- Voccia, A. (2022). ‘Communicating independence’ or ‘independently communicating’, that is the question. IFAD IOE [here]