

Independent Office of Evaluation



UNEG EvalWeek 2024

30 January 2024

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

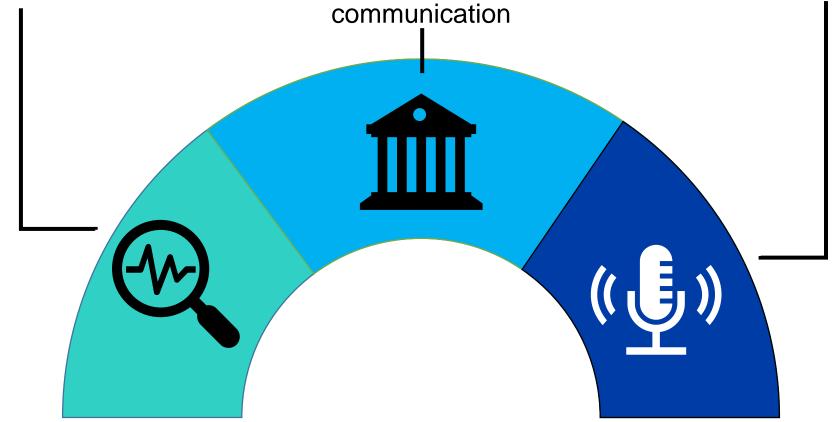


IOE input to session

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

ICU rubric, while dynamic, is held by a communication thread



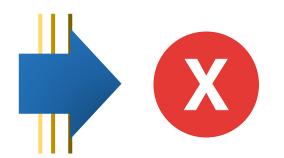


Is communication important for evaluation?



Evaluation assumes we effect change and enhance quality

However



Evidence, on its own, has not driven change



Mindsets need to change

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

70% of <u>change</u> initiatives fail



Understanding the mindset shift required



We need to move from evaluation phobia to evaluation embracing



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



from a dynamic and engaging process of triangulation that is based on together independence, credibility and utility.

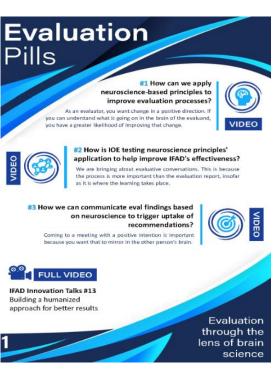


What we did: creating a neuroscience-based approach

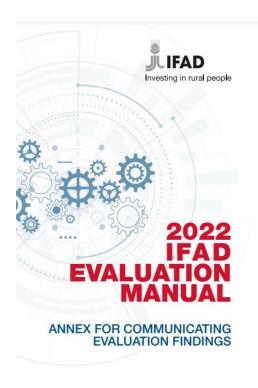
Innovation Talk



EvaluationPills



Evaluation Manual



On-line training



[here]

here

[here]

here



Action to engage: how it worked at IFAD



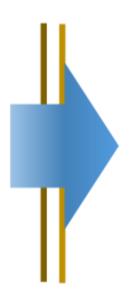
Planning of IOE's work programme



Evaluation design and preparation of approach paper



Evaluation data collection, analysis and reporting





Enhancing opportunities for dialogue and mutual learning during the evaluation process



Generating opportunities for learning across divisions and



- ✓ 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



Continued engagement by IOE in global dialogues and networks



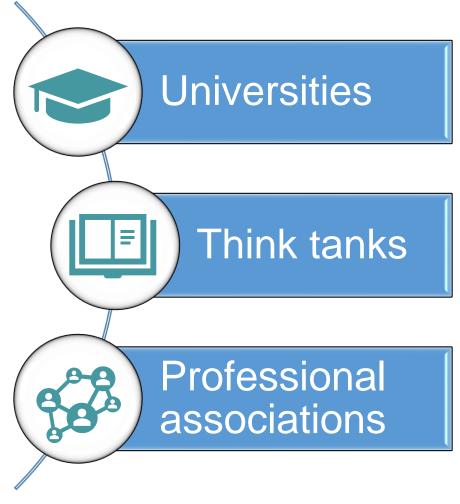
SO1: Develop and safeguard professional norms, standards and guidance

SO2: Enhance professionalization and capacity

SO3: Influence policy-making and operational work through evaluations



GIobal Evaluation Initiative





What IOE did to fill the gap: Building-up communications

Where we were

Low return on investment: production fatigue vs low stakeholder uptake

Untapped opportunities for innovative products and approaches

strategic communications assessment

[December 2020]

IOE was
'communicating independence', not
'communicating independently'

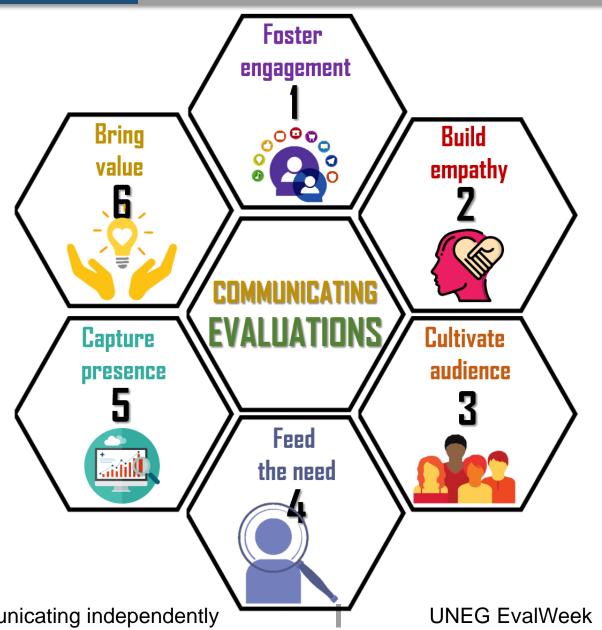


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The value of communicating independently



What we needed



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IOE changes: What we offer today









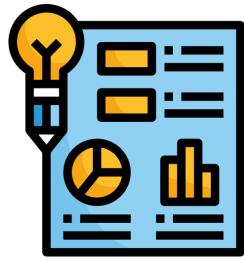


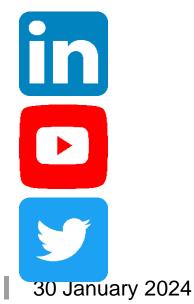








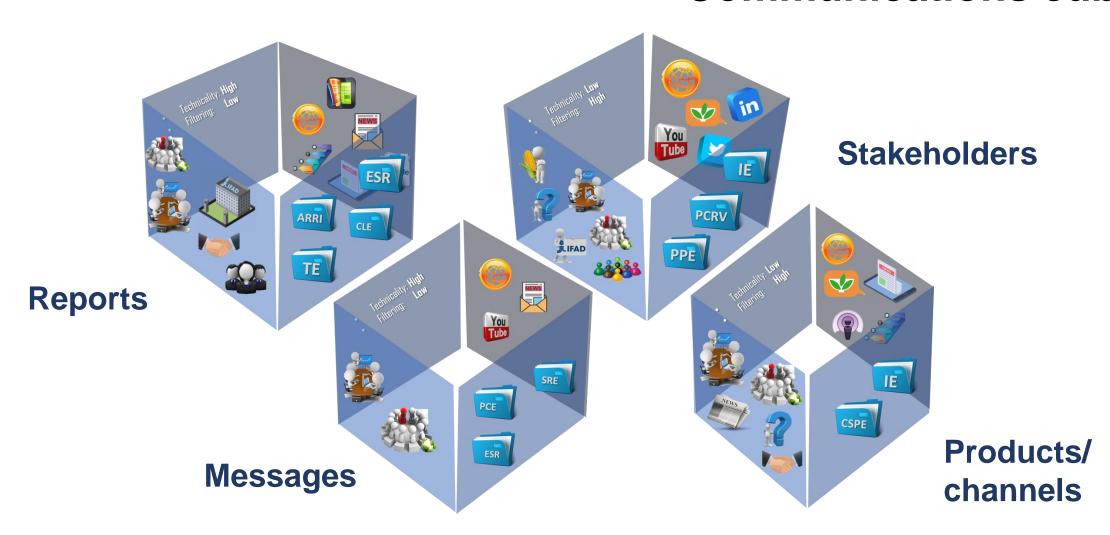






Customization: why and what

Communications cube





New IOE Website (since April 2022)



217 COUNTRIES

192k VIEWS



Country strategy and operations >

Annual report on results and impact



Independent Magazine (seven issues)









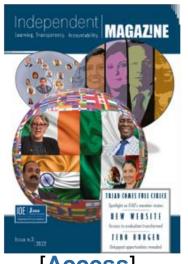
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Access



Access



Access



Access







Access



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

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- 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

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- 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]