



Independent Office of Evaluation

**16 December
2022**

Introduction to the Independent Office of Evaluation of the International Fund for Agricultural Development (IFAD): Governance and Evaluation methods

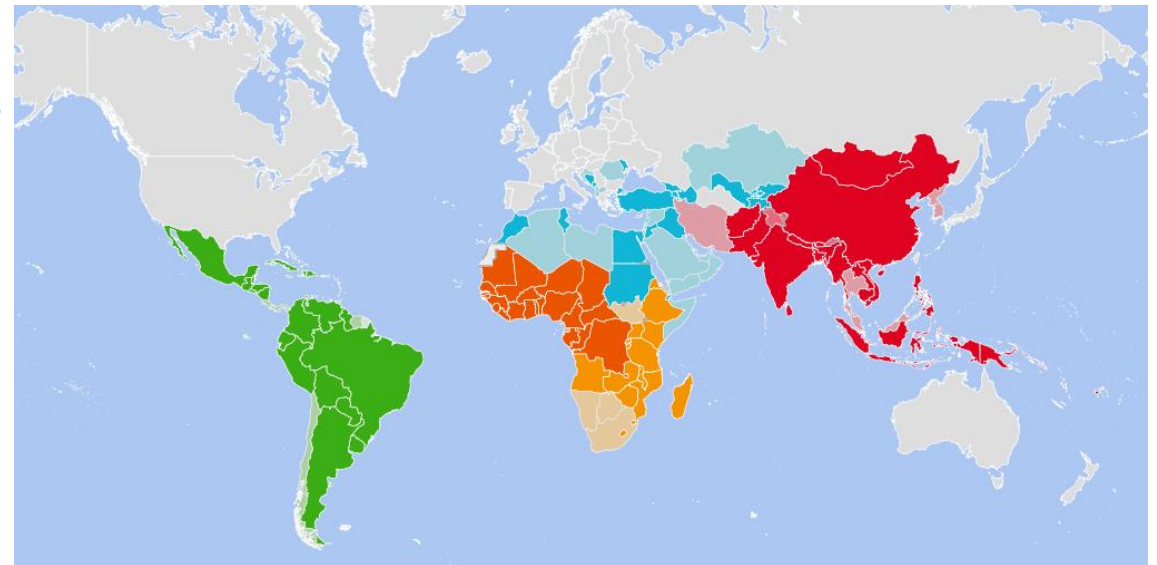
**Center for International Development Evaluation (CIDE)
Graduate School of Public Administration
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	Outline
30 - 40 minutes	Part 1. Introduction to the Independent Office of Evaluation (IOE) <ul style="list-style-type: none"> • IFAD Organizational structure • Guiding policies and principles • Safeguards for IOE's independence • Objectives of IOE • Evaluation products
	Part 2. IOE's methodologies for evaluation <ul style="list-style-type: none"> • IOE Manual: Evaluation design – how to choose evaluation methods • IOE most used methods • Data collection tools • Evaluation concepts in Agenda 2030
	Part 3. Global evaluation community and learning resources <ul style="list-style-type: none"> • Communities and professional networks for development evaluation • Learning resources
	Part 4. Working with IOE
20 minutes	Questions and discussion

Part 1. Introduction to the Independent Office of Evaluation (IOE)

- Established in 1977 as an international financial institution and United Nations Specialized Agency, based in Rome, Italy
- Established in a context of severe famine and malnutrition, debt overhang and energy crisis
- Vision: productive, resilient and sustainable rural economies and food systems
- IFAD currently operates in 93 countries with 209 investment projects, with a portfolio of around US \$ 8 billion
- IFAD is governed by its 177 member states and funded on voluntary basis



Organizational structure

IFAD ORGANIGRAM as of 1 October 2022



Evaluation Policy 2021 and principles

- Prepared by a task force IOE and Management (per Peer Review 2019); for the first time, covers self and independent evaluation*
- Promotes: (i) accountability; (ii) learning; and (iii) collaboration between IOE and Management

Common principles
(for self and
independent evaluation)

Usefulness

Impartiality and credibility

Transparency

Partnership, consultation and collaboration

Evaluability

Value for money / cost effectiveness

• Self eval= by Management;
Independent eval = by IOE

IOE ethical principles

IFAD evaluation function endorses UNEG's ethical principles for evaluation

INTEGRITY

the active adherence to moral values and professional standards, which are essential for responsible evaluation practice.

- Honesty and truthfulness in communication and actions.
- Professionalism based on competence, commitment, ongoing reflective practice and credible and trustworthy behaviour.
- Independence, impartiality and incorruptibility to mitigate or prevent conflicts of interest, bias or undue influence of others, which may otherwise compromise responsible and professional evaluation practice.

ACCOUNTABILITY

the obligation to be answerable for all decisions made and actions taken; to be responsible for honouring commitments, without qualification or exception; and to report potential or actual harms observed through the appropriate channels.

- Transparency of the evaluation, thereby increasing accountability for performance to the public.
- Responsiveness as questions or events arise. Where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified, it must be referred to appropriate channels.
- Taking responsibility for meeting the evaluation purpose and for actions taken.
- Justifying and fairly and accurately reporting decisions, actions and intentions to stakeholders.

RESPECT

involves engaging with all stakeholders of an evaluation in a way that honours their dignity, well-being and personal agency while being responsive to their sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability and to cultural, economic and physical environments.

- Access to the evaluation process and products by all relevant stakeholders – with due attention to factors that can impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- Meaningful engagement and fair treatment of all relevant stakeholders in the evaluation processes, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- Fair representation of different voices and perspectives in evaluation products.

BENEFICENCE

means striving to do good for people and the planet while minimizing harms arising from evaluation as an intervention.

- Explicit and ongoing consideration of risks and benefits from evaluation processes, products and longer-term consequences.
- Maximizing benefits at systemic (including environmental), organizational and programmatic levels.
- Doing no harm and not proceeding with an evaluation when harms cannot be mitigated.
- Ensuring evaluation makes an overall positive contribution to human and natural systems and to the mission of the United Nations.

Three dimensions of independence

Organizational: structural and institutional safeguards

Avoidance of conflicts of interest: objectivity of judgements

Behavioural: producing uncompromising evidence-based evaluations



Safeguard elements (Organizational independence)

- 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



IOE objectives (Multi-year Evaluation Strategy: 2022-2027)

Objectives



1. Contribute to forge IFAD as a **transparent, learning-oriented and accountable** organization



2. Improve evaluation **coverage**, promote **transformative evaluations**, ensuring rigour, and cost-effectiveness.



3. Engage with Management, member states and other external partners to support **evaluation capacity inside and outside IFAD**



4. Retain and deepen IOE's position as an **internationally recognised leader** in rural development evaluation

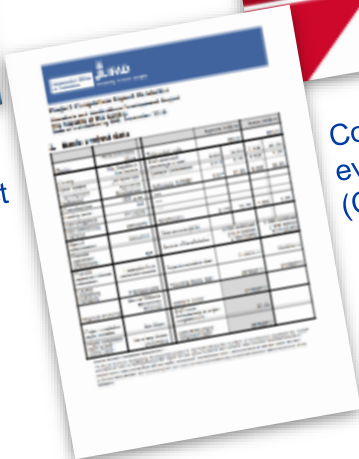
Key elements

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

Evaluation reports



Annual Report on Results and Impact of IFAD Operations (ARRI)



Project Completion Report Validations (PCRVs)



Corporate-level evaluations (CLEs)



Project Performance Evaluations (PPEs)



Impact evaluations



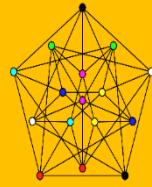
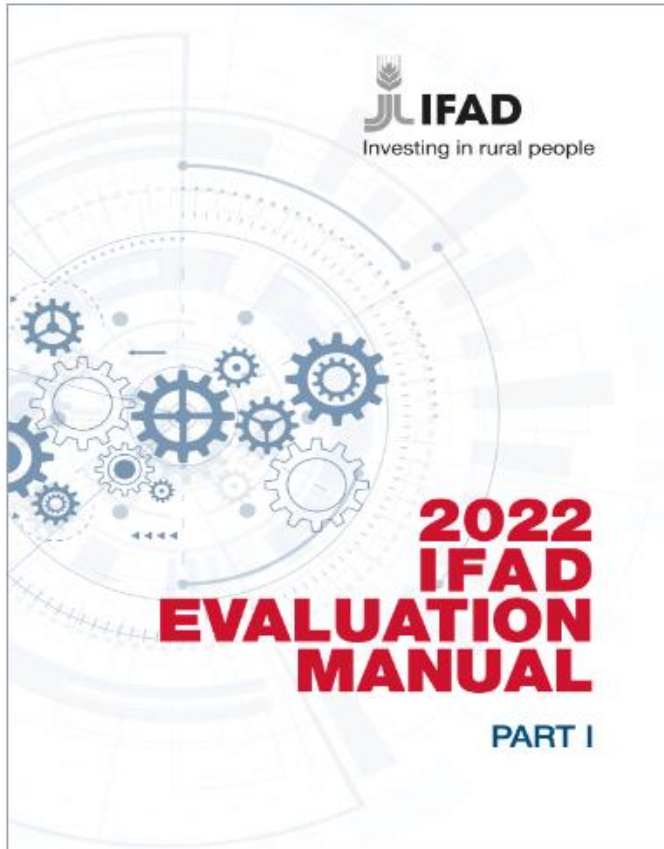
Evaluation synthesis reports



Country strategy and programme evaluations (CSPEs)

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Part 2. IOE's methodologies for evaluation



Institution-wide coverage (IOE and Management)



COLLABORATION

Foster collaboration and synergies between Self Evaluation and Independent Evaluation



Include contemporary approaches to evaluation

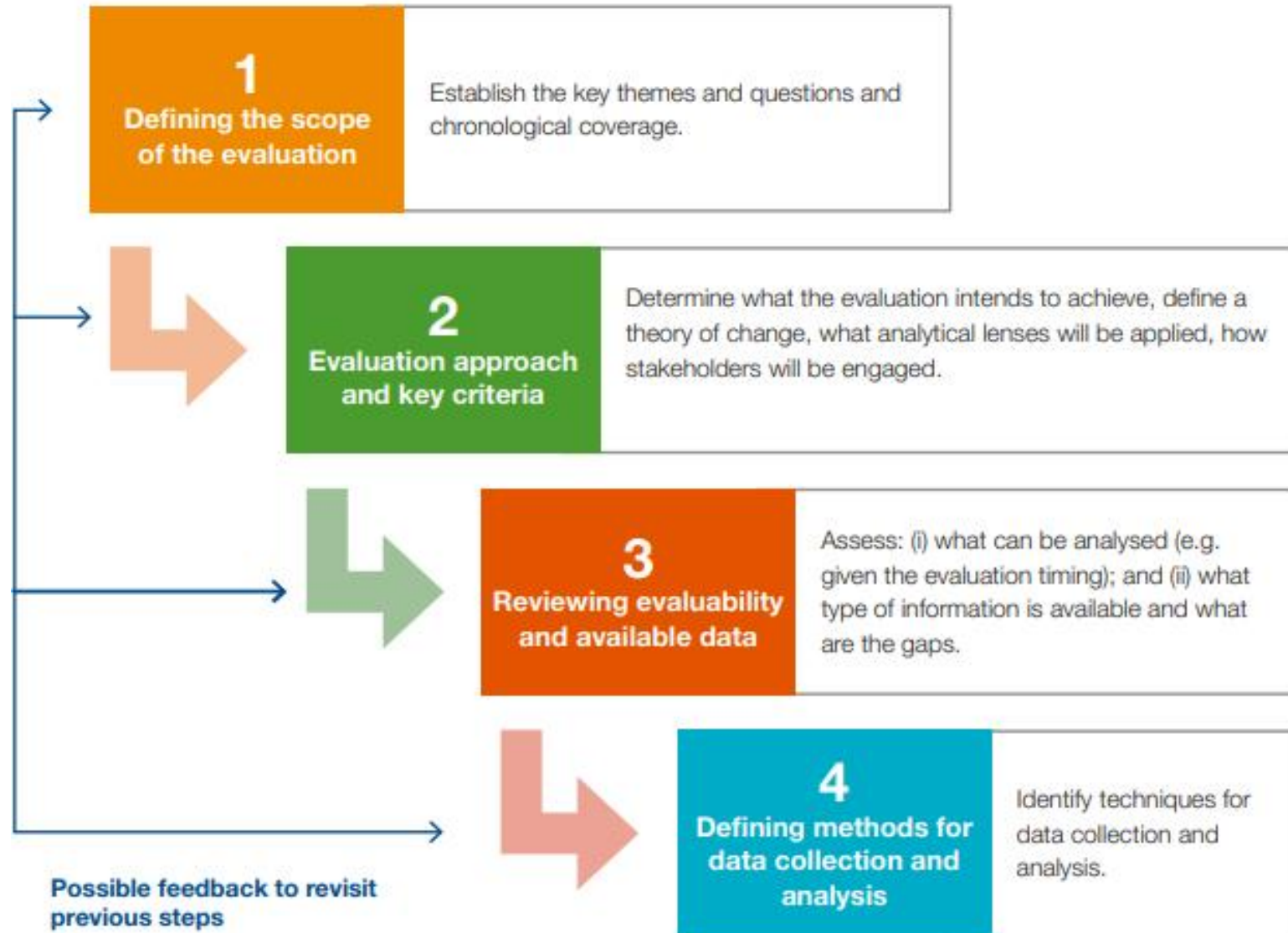


Part 1: Evaluations in IFAD (general principles and methodology)
Part 2: Guidance on self and evaluation products



Online version includes periodic updates and hyperlinks to videos / presentations. Web-based training module.

Evaluation Design – choosing evaluation methods



- The choice of evaluation approach and methods depends on several factors including: scope, objectives, resources (time and money), characteristics of evaluand
- Using a mix of methods and data sources is a recognized good practice. Theory based methods are a critical part of the method mix.
- Some of the most common approaches and methods used by IOE:
 - Contribution analysis
 - Outcome harvesting
 - Case study approach (for thematic evaluations)
 - Participatory rural appraisal
 - Quasi-experimental design for impact evaluations

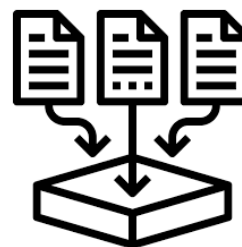
- Evaluability assessment



Is it timely to assess the results of an intervention?



Is there is enough secondary data? What are the data gaps?



To what extent it will be possible to collect primary data to fill the gaps?

- **Traditional methods**
 - Field or online surveys
 - Focus group discussions
 - Key informant interviews
- **Principles for the Use of ICT in evaluation**
 - People-centric
 - Inclusive
 - Mixed-methods and triangulation
 - Protecting privacy and preserving ethics



MOBILE DATA COLLECTION



REMOTE SENSING



GIS



DATA VISUALIZATION



MACHINE LEARNING



BIG DATA ANALYTICS

Agenda 2030 and its 17 SDGs influence the development of the evaluation practice

- **Implications for the work of IFAD as it strives towards adopting emerging and innovative approaches to achieve these goals, including in the evaluation sphere**



TRANSFORMATION

Transformative change involves changes of society that address the root causes of poverty, inequality, exclusion and pollution. Evaluations to contribute by using approaches and methods that will provide evidence on **transformational impact**.

Complexity and systems thinking requires more **dynamic approaches** to examine whether and how outcomes and transformational impact are achieved.



COMPLEXITY



RESILIENCE

Sustainability and Climate Resilience require evidence on whether actions to address climate change are on track for achievement of the SDGs. Evaluators to use different methods and engage with climatic data and analysis.



SOCIAL JUSTICE

Social justice – No one left behind are core to the SDGs. The UNEG Handbook provides a tool to integrate human rights and gender equality into the practice of evaluation.

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Part 3.

Global evaluation community and learning resources

- **United Nations Evaluation Group (UNEG)**
 - Includes 50 members and observers: evaluation offices of United Nations agencies
 - Produces studies, guidance documents and events on evaluation
 - E.g. [Norms and Standards for Evaluation](#), [Evaluation Competency Framework](#)
- **Evaluation Cooperation Group (ECG)**
 - Includes 13 members and observers: evaluation offices of Multilateral Development Banks (e.g. World Bank, Asian Development Bank etc.)
 - Promotes harmonization of evaluation practices
 - E.g. [ECG Big Book on Good Practice Standards](#)
- **Global Evaluation Initiative (GEI)**
 - Provides governments with capacity development for national evaluation functions

- Online training on IOE Evaluation Manual
<https://ioe.ifad.org/en/on-line-training-courses>
- IOE video series <https://ioe.ifad.org/en/videos>
- International Programme for Development Evaluation (IPDET): online workshops or on-site programme in Switzerland <https://ipdet.org/>
- International Training Center of the International Labour Organization: Monitoring and Evaluation certification programme (online)
<https://www.itcilo.org/courses/monitoring-and-evaluation-certification-programme-online>
- Language training (IFAD Languages: Arabic, English, French, Spanish)

Tip: The Competency Framework of the United Nations Evaluation Group (UNEG) provides a guide to develop skills for development evaluation
<http://www.uneval.org/document/detail/1915>

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Part 4. Working with IOE

IFAD Internship programme <https://www.ifad.org/en/internship-programme>

Requirements

- Be enrolled in a university or graduate school, have attended courses in the last 12 months, and have completed at least two years of undergraduate studies when joining IFAD through the programme or
- have recently completed university studies at the undergraduate or postgraduate level
- Fluency in English
- 30 years of age or younger

Desirable skills and experience for evaluation

- Research methods
- Data analysis (qualitative and/or quantitative)
- Communication skills (written and oral)
- Knowledge of IFAD's areas of work: finance, public investments, rural development, climate change, gender equality, food systems etc.

Thank you

Information and Guidance

Independent Office of Evaluation (IOE) of IFAD

<https://ioe.ifad.org/en/>

IFAD Evaluation Policy

<https://ioe.ifad.org/en/evaluation-policy>

IOE Evaluation Manual

<https://ioe.ifad.org/en/w/evaluation-manual-third-edition>

ECG Big Book on Good Practice Standards

<https://www.ecgnet.org/document/ecg-big-book-good-practice-standards>

IFAD country operations

<https://www.ifad.org/en/web/operations/regions>

Manual of the use of Geographic Information Systems (GIS) to monitor and evaluate IFAD projects

<https://www.ifad.org/en/web/knowledge/-/mapping-rural-development-how-to-use-gis-to-monitor-and-evaluate-projects>

Better Evaluation (guidance and learning on evaluation design)

<https://www.betterevaluation.org/>

Competency Framework of the United Nations Evaluation Group (UNEG)

<http://www.uneval.org/document/detail/1915>

OECD DAC Evaluation Criteria

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Training/Learning

IOE online training

<https://ioe.ifad.org/en/on-line-training-courses>

IOE video series

<https://ioe.ifad.org/en/videos>

IPDET Evaluation Training

<https://ipdet.org/>

Employment

IFAD Internship programme

<https://www.ifad.org/en/internship-programme>

IFAD consultancy programme

<https://www.ifad.org/en/consultancies>