Evaluation principles and practices for the New Development Bank (NDB) to consider to improve transparency and accountability

Lesson from IEO UNDP and IOE IFAD

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Director IOE

12 January 2023
19:00-19:05  Opening of session by Mr. Ashwani K. Muthoo, Director General, Independent Evaluation Office, NDB

19:05-19:20  Keynote statement by Mr. Alvaro Lario, IFAD President

19:20-19:30  Remarks by Mr. Marcos Prado Troyjo, NDB President

19:30-19:40  Remarks by Mr. Indran Naidoo, Director, Independent Office of Evaluation of IFAD – Evaluation principles and practices for NDB to consider to improve transparency and accountability: Experiences of UNDP IEO and IFAD IOE

19:40-19:55  Interaction with participants

19:55-20:00  Closing remarks by Mr. Anil Kishora, NDB Vice-President and Chief Risk Officer
Agenda

Quality assurance: a consistent process

Lessons from UNDP, IEO

Lessons from IFAD, IOE

Considerations for NDB, IEO
Quality assurance: a consistent process

Foundational bedrocks in place

Architecture for oversight, especially independent evaluation needs to be robust and principled

IEO of NDB will project:
✓ openness
✓ invite dialogues and debates
✓ and ensure quality assurance

Institutional safeguards to protect and advance critical dialogue stemming from independent evaluation

Rapid advancement made already by Independent Evaluation Office of the New Development Bank

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NDB IEO lecture series

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Lessons from UNDP, IEO

Allocates 0.3% of UNDP’s combined programmatic resources to independent evaluation

Expands IEO’s oversight on UNDP’s decentralized evaluation function

Director IEO (tenure: 2012-2020)

2019 Evaluation Policy entrenched independence at all levels

[2019] Final agreement by Board led to clarity on tenure, budget and oversight and led to 5X output increase

Pre-2011 Policy in place, with ambiguity on tenure and budget

2014 Policy review found need for major overall

Long contentious process to finalize new policy

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Lessons from IFAD, IOE

- Policy review helped to clarify roles and responsibilities
- Multi-year evaluation strategy helped enable implementation
- New communication strategy helped enable engagement
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
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: 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
Key elements

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

IOE objectives (Multi-year Evaluation Strategy: 2022-2027)
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 May 2021)

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Considerations for NDB, IEO

NDB, IEO has credible leadership in place and a good evaluation policy.

Optimal time geographically as NDB expands its offerings.

IEO is central in guiding the work of the new organization as it further develops.

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Related 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
Learning resources

- Online training on IOE Evaluation Manual [here]

- IOE video series [here]

- International Programme for Development Evaluation (IPDET): online workshops or on-site programme in Switzerland [here]

- International Training Center of the International Labour Organization: Monitoring and Evaluation certification programme [here]

Tip: The Competency Framework of the United Nations Evaluation Group (UNEG) provides a guide to develop skills for development evaluation [here]

- The future of Monitoring and Evaluation (The Wits School of Governance) [here]

- IPDET 2018 – keynote speech [here]

- IPDET 2016 – Ethics, independence and credibility for evaluations [here]

- IPDET 2016 – Opportunities and challenges for evaluators [here]

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National Evaluation Capacities (NEC) conference 2022

- Opening session [here]
- In an era of complexity and uncertainty, can we do without national systems [here]
- Evaluating beyond the 2030 Agenda [here]
- Rethinking evaluation to address the crisis in the Anthropocene [here]
- Fragility and Crisis as the New Normal [here]
- Reference documents [here]
IOE Evaluation Advisory Panel (EAP)

- Evaluation and social justice [here]
- Evaluation and Sustainable Development [here]
- The revised evaluation criteria [here]
- Measuring multidimensional poverty [here]
- Indigenous evaluations [here]
- EAP seminar series fact sheets [here]
Information and Guidance

- IFAD Evaluation Policy [here]
- IOE Evaluation Manual [here]
- IFAD country operations [here]
- Manual of the use of Geographic Information Systems (GIS) to monitor and evaluate IFAD projects [here]
- Better Evaluation (guidance and learning on evaluation design) [here]
- OECD DAC Evaluation Criteria [here]

Multimedia resources

- Independent Office of Evaluation (IOE) of IFAD [here]
- Independent Magazine [here]
- IOE media [here]
- IOE Twitter [here]
- IOE LinkedIn [here]