

IOE



Investing in rural people

Independent Office of Evaluation



Yale SCHOOL OF
MANAGEMENT

Yale School of
Management:
Program
Evaluation,
Spring 2023



Research in action through independent evaluation for change

Dr Indran A. Naidoo

Director, Independent Office of Evaluation of IFAD

5 April 2023

IOE



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Agenda

The background of the slide is a historical, ornate map of the world, titled "A NEW AND ACCURATE MAP OF THE WORLD". The map features a circular design with various geographical details, including continents, oceans, and decorative elements like wind heads and sailing ships. The map is rendered in a muted, aged color palette.

Evaluation and independence

Methodological pluralization

Crossing boundaries

**Psychological dimensions of
evaluation**

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



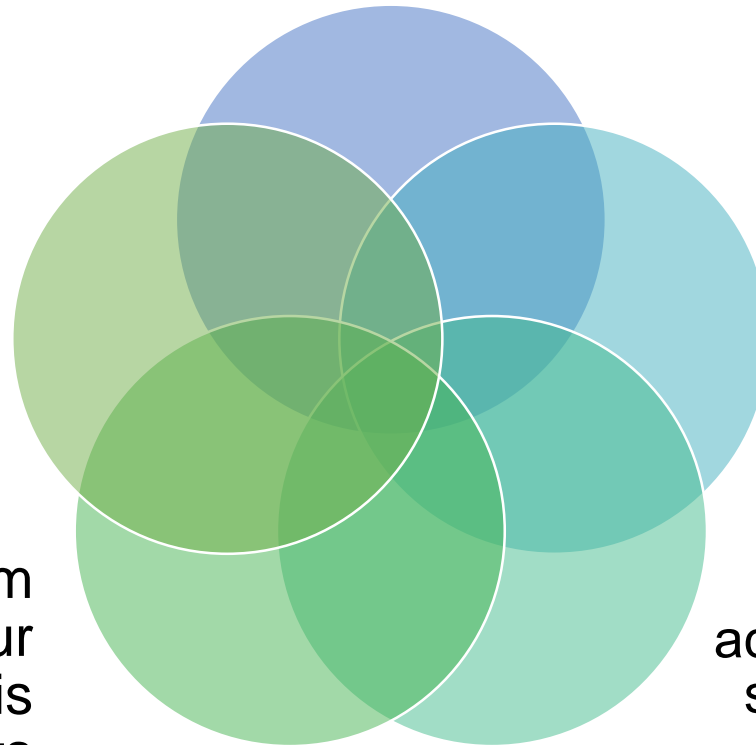
Need for a unit able to conduct its work without fear, favor or prejudice

Evaluators and evaluands can learn and deepen their understanding through a very interactive process.

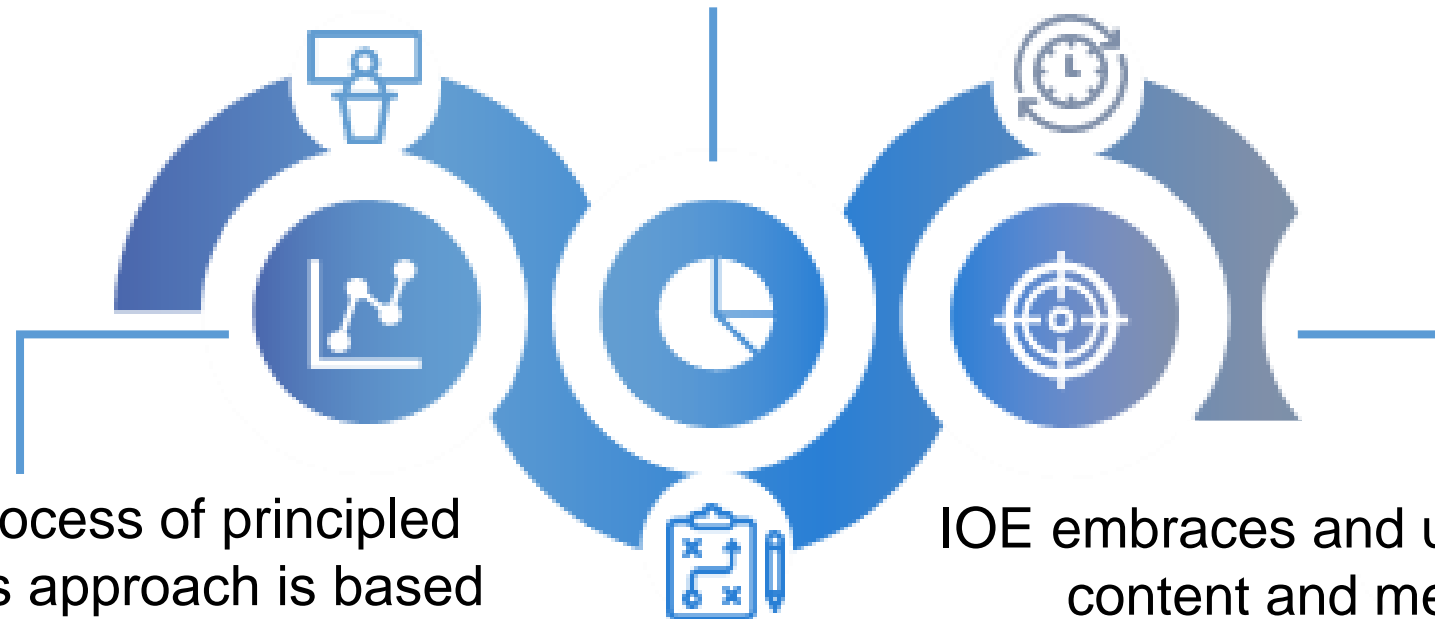
Evaluative work is political. There is always pressure.

Learning comes from receiving frank feedback. Our job is to provide this feedback. formants

Focus on learning and accountability. It's not just about saying what is right or wrong.



The construct of all evaluation needs to accept engagement as a part of process credibility, and seen as necessary for generating ongoing reflection as part of the learning process to build understanding.



IOE advances a process of principled engagement. IOE's approach is based on dynamic and engaging process of triangulation that is based on together independence, credibility and utility.

IOE embraces and understands new content and methodologies that provide both real time information on change and impact.

INAUGURAL MEETING OF THE IOE

EVALUATION ADVISORY PANEL

EAP Seminar Series

EAP Brochure

EAP Booklet

[\[here\]](#)



DONNA
MERTENS



ROB D.
VAN DEN
BERG



BAGELE
CHILISA



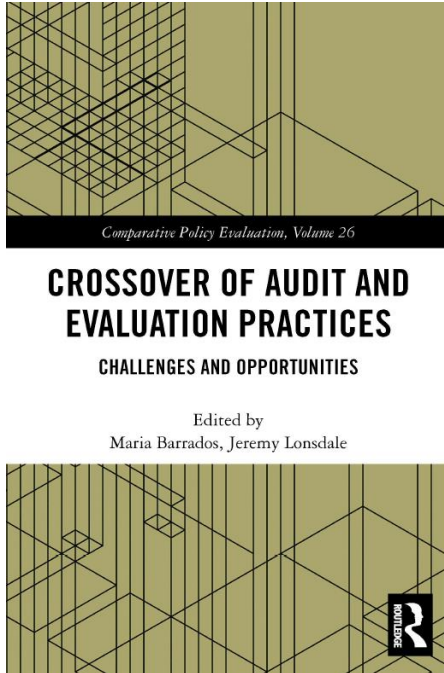
GONZALO
HERNÁNDEZ
LICONA



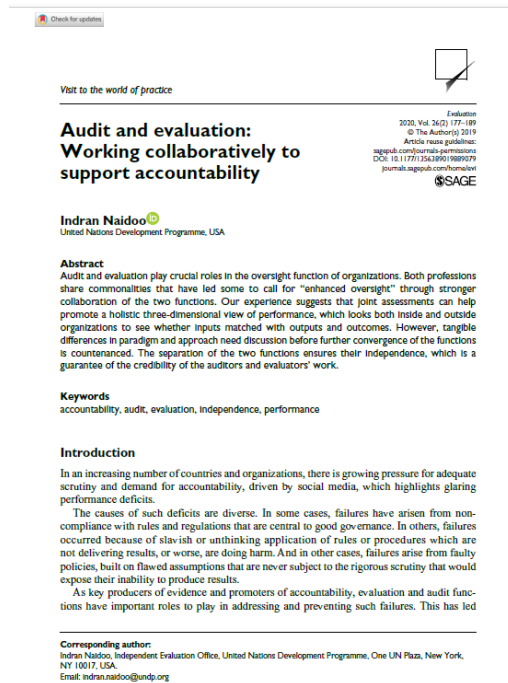
HANS
LUNDGREN



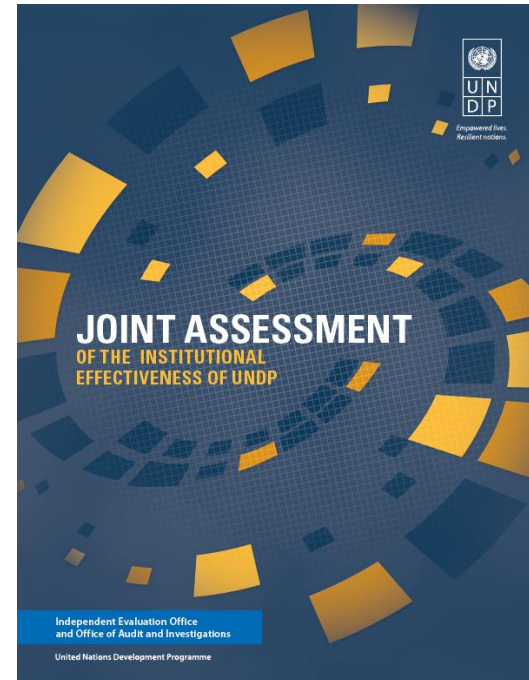
**IOE Evaluation Advisory Panel
Inaugural annual meeting**
[\[here\]](#)



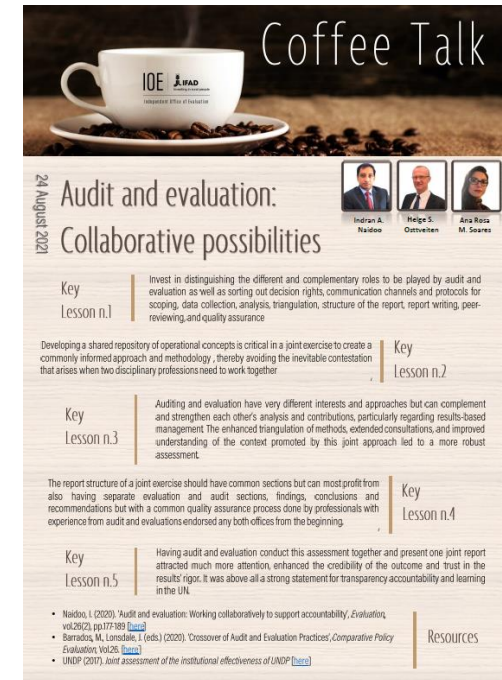
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Methodological pluralization: audit and evaluation

Both professions share commonalities that have led some to call for “enhanced oversight”


Joint assessments can help promote a holistic three-dimensional view of performance, which looks both inside and outside organizations

Collaboration between auditors and evaluators could contribute to increasing efficiency and cost-effectiveness of activities

Tangible differences in paradigm and approach need discussion before further convergence of the functions is countenanced

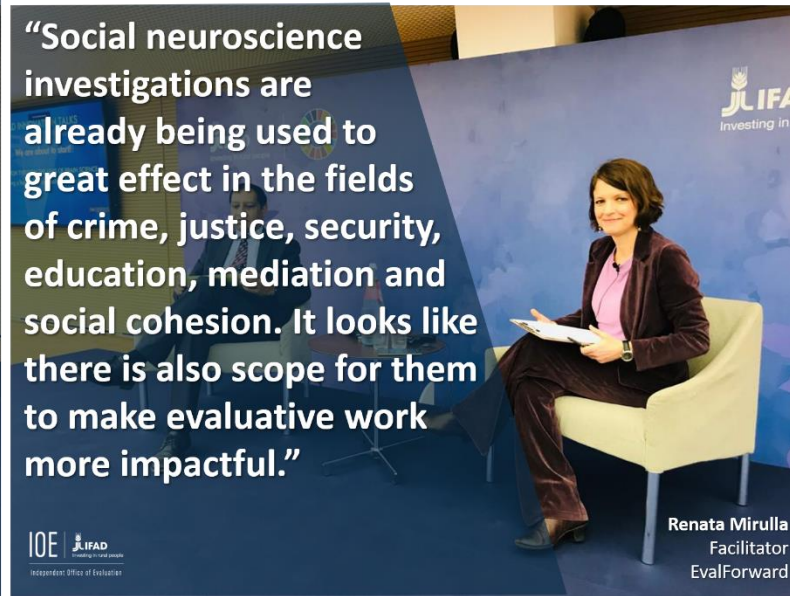
Other existing gaps in common expectations on what constitutes quality evidence and adequate data-gathering methodologies

Psychological dimensions of evaluation



“IOE has begun a process of using the principles of neuroscience. We are striving to engage in a more dynamic way throughout the evaluation process, which is as important as the report. This is where learning happens.”

Dr Indran A. Naidoo
Director
Independent Office of Evaluation of IFAD



“Social neuroscience investigations are already being used to great effect in the fields of crime, justice, security, education, mediation and social cohesion. It looks like there is also scope for them to make evaluative work more impactful.”

Renata Mirulla
Facilitator
EvalForward

IFAD Innovation Talk


EVALUATION THROUGH THE LENS OF BRAIN SCIENCE:
Building a humanized approach for better results

Dr. Indran A. Naidoo
Director
Independent Office of Evaluation
IFAD

Dr. Srin Pillay, M.D.
CEO
NeuroBusiness Group

Renata Mirulla
Facilitator
EvalForward
Community of Practice

Wednesday 22 March 2023
14:00-15:00 CET
Italian Room or via Zoom



“Having a deeper understanding of what is going on in the brain can help us understand both the evaluator and the evaluand. By understanding the principles of brain science, we can most likely improve evaluative outcomes.”

Dr Srin Pillay
CEO
NeuroBusiness Group

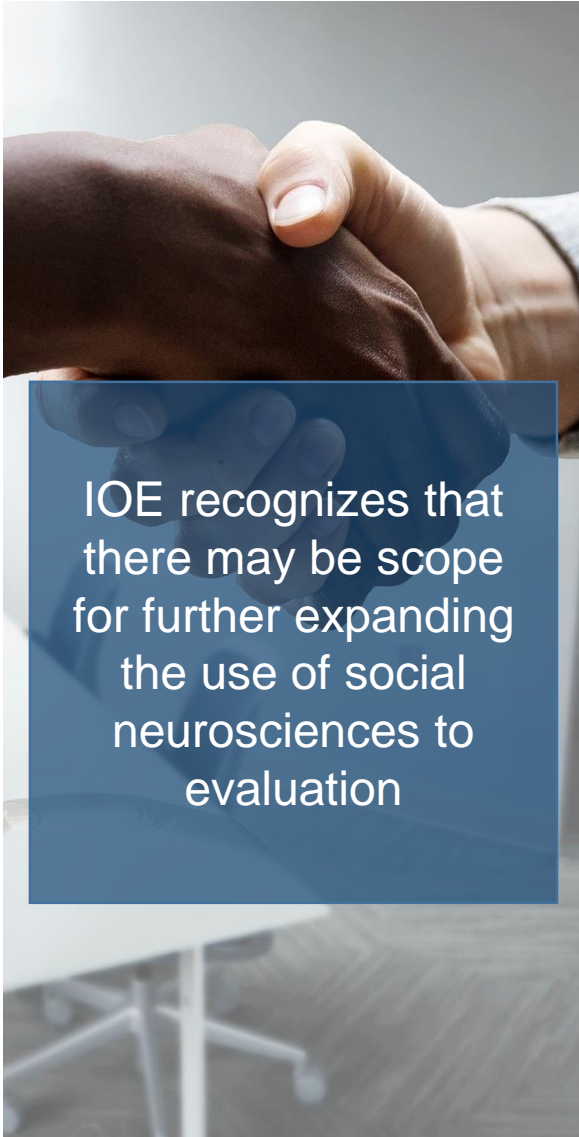


There is scope for applying the principles of social neuroscience investigations to the field of evaluation. Doing so would likely enhance the transformative potential of evaluation by helping evaluators to find the mechanisms that make policies, programmes and interventions work.

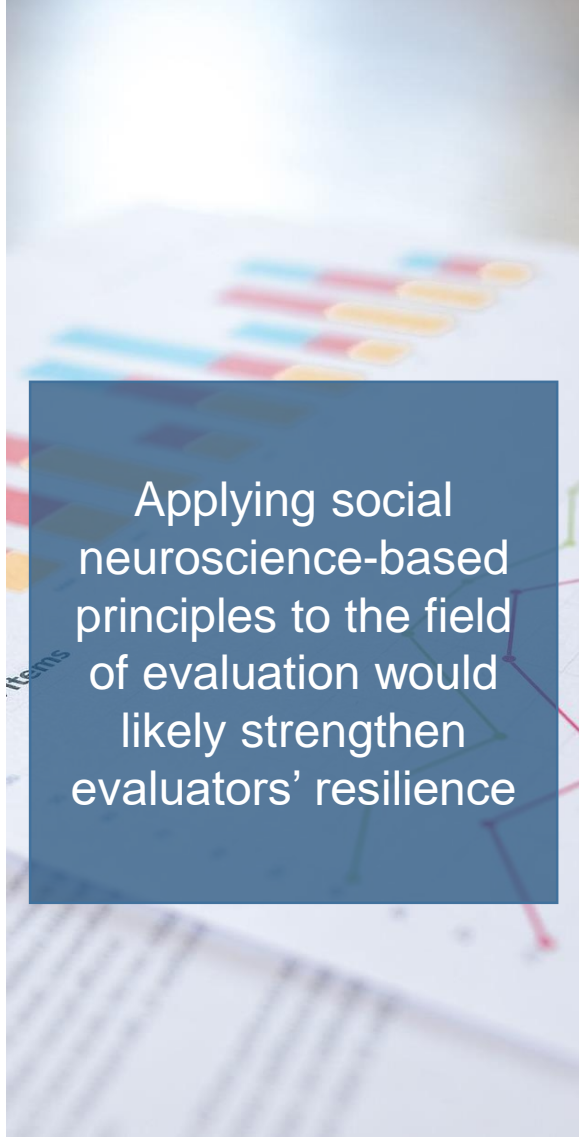
IFAD Innovation Talk
Evaluation through the lens of brain science:
Building a humanized approach for better results

[\[access\]](#)

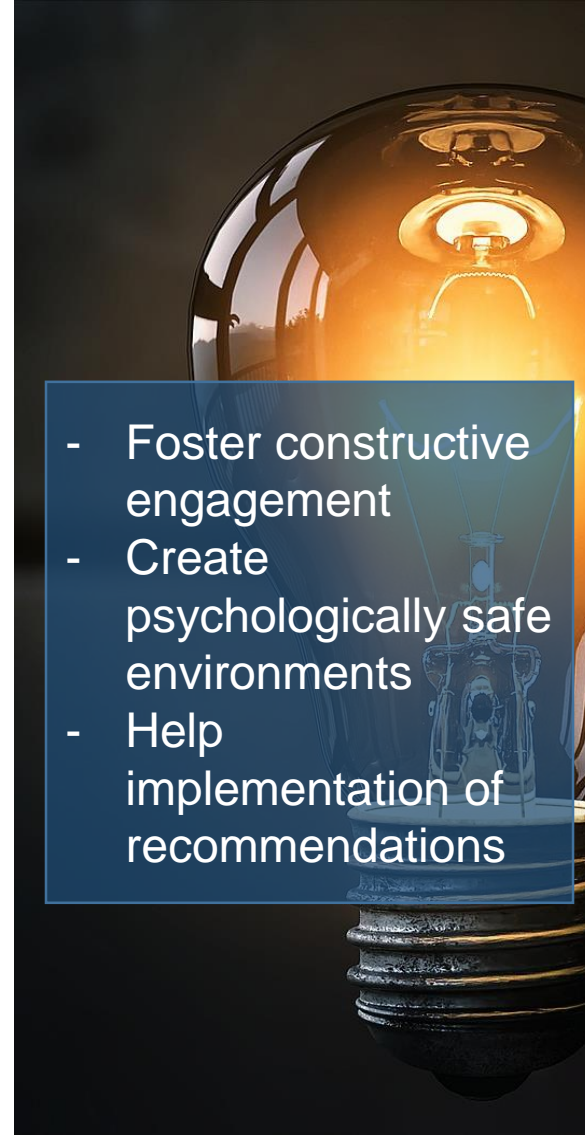
Psychological dimensions of evaluation



IOE recognizes that there may be scope for further expanding the use of social neurosciences to evaluation



Applying social neuroscience-based principles to the field of evaluation would likely strengthen evaluators' resilience



- Foster constructive engagement
- Create psychologically safe environments
- Help implementation of recommendations



Evaluation communication must shift from 'communicating independence' to 'independently communicating'.

Evaluation and independence

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- 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](#)].

Additional resources

- IPDET 2018 – keynote speech [[here](#)]
- IPDET 2016 – Opportunities and challenges for evaluators [[here](#)]
- IPDET 2016 – Ethics, independence and credibility for evaluations [[here](#)]



NEC 2019: Opening speech



National Evaluation
Capacities Conference
(NEC) 2019 -
Proceedings

Methodological pluralization

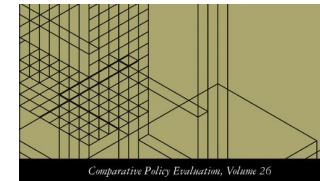
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Additional resources



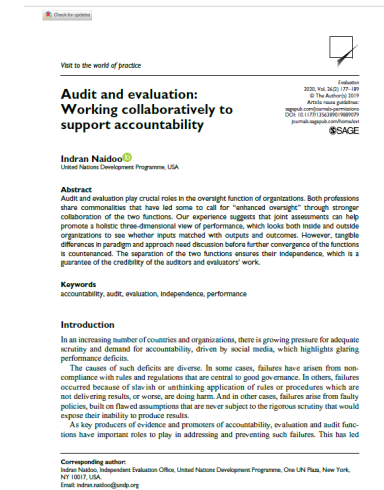
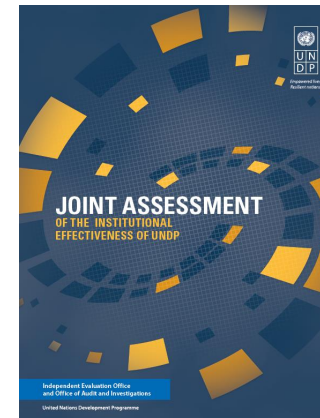
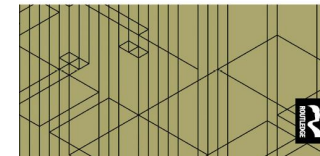
Crossing boundaries

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CROSSOVER OF AUDIT AND EVALUATION PRACTICES CHALLENGES AND OPPORTUNITIES

Edited by
Maria Barrados, Jeremy Lonsdale



Audit and evaluation: Working collaboratively to support accountability

Indran Naidoo
United Nations Development Programme, USA

Abstract
Audit and evaluation play crucial roles in the oversight function of organizations. Both professions share commonalities that have led some to call for "enhanced oversight" through stronger collaboration of the two functions. Our experience suggests that joint assessments can help promote a holistic, three-dimensional view of performance, which looks both inside and outside organizations to see whether inputs matched with outputs and outcomes. However, tangible differences in paradigm and approach need discussion before further convergence of the functions is countenanced. The separation of the two functions ensures their independence, which is a guarantee of the credibility of the auditors and evaluators' work.

Keywords
accountability, audit, evaluation, independence, performance

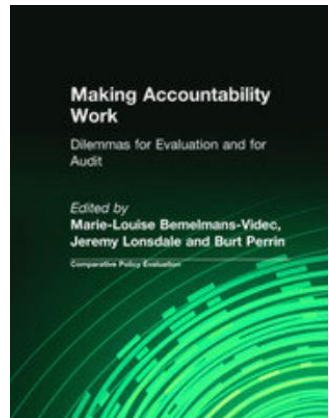
Introduction

In an increasing number of countries and organizations, there is growing pressure for adequate scrutiny and demand for accountability, driven by social media, which highlights glaring performance deficits.

The causes of such deficits are diverse. In some cases, failures have arisen from non-compliance with rules and regulations that are central to good governance. In others, failures occurred because of slippage or withstanding application of rules or procedures which are not delivering results, or worse, are doing harm. And in other cases, failures arise from faulty policies, built on flawed assumptions that are not subject to the rigorous scrutiny that would require their scrutiny to produce results.

As key producers of evidence and promoters of accountability, evaluation and audit functions have important roles to play in addressing and preventing such failures. This has led

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Psychological dimensions of evaluation

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