

IOE



Investing in rural people

Independent Office of Evaluation

Second
Independent
Evaluation
Office lecture,
NDB



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

Lesson from IEO UNDP and IOE IFAD

Dr. Indran A. Naidoo [[profile](#)]
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

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Agenda

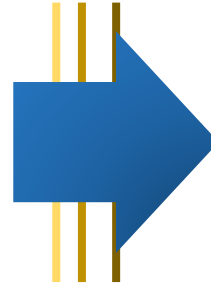
**Quality assurance:
a consistent process**

Lessons from UNDP, IEO

Lessons from IFAD, IOE

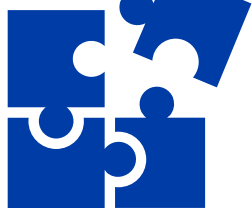
Considerations for NDB, IEO

Foundational **bedrocks** in place



IEO of NDB will project:

- ✓ **openness**
- ✓ **invite dialogues and debates**
- ✓ **and ensure quality assurance**

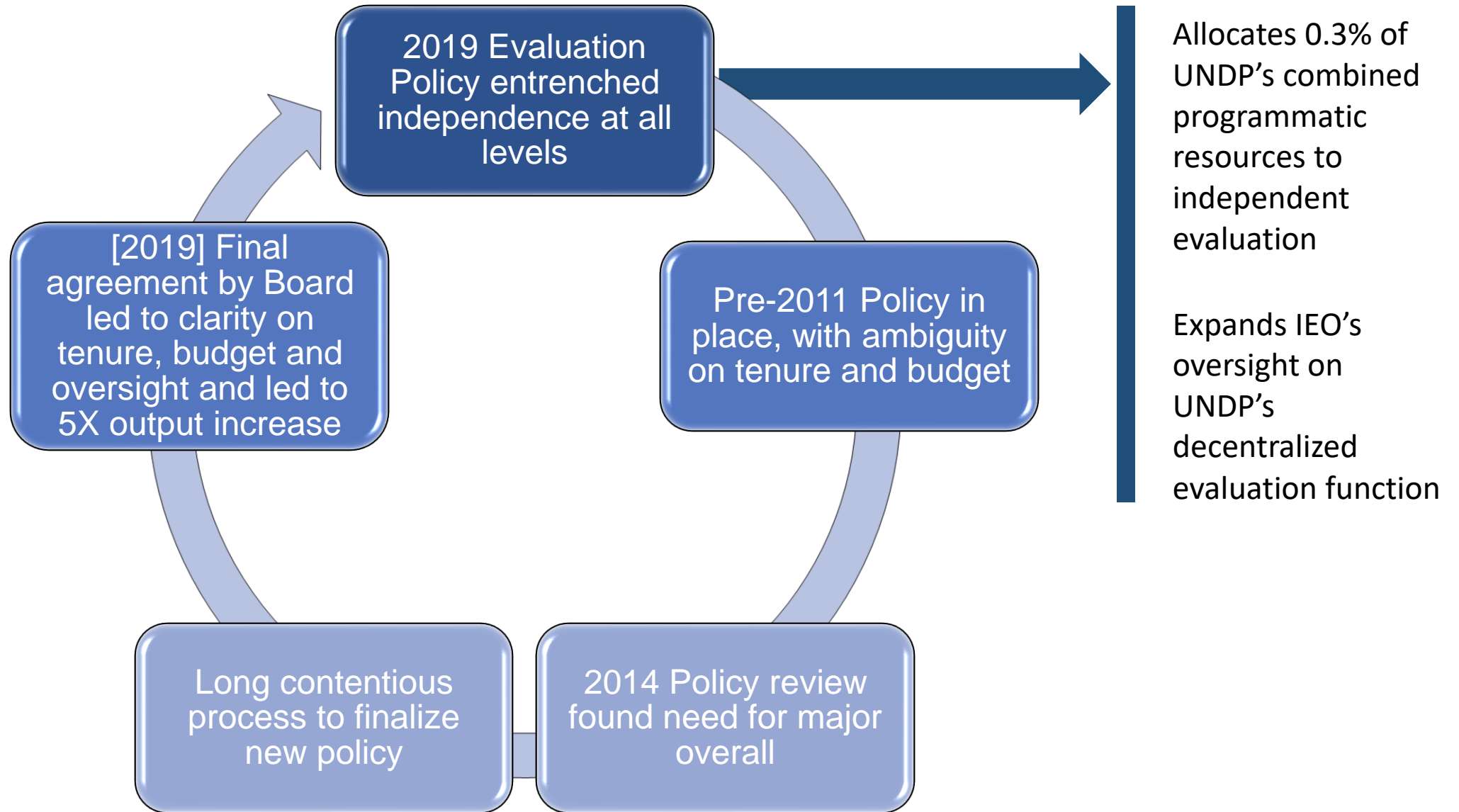


Architecture for oversight, especially independent evaluation needs to be robust and principled



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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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

- 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

1 Usefulness

2 Partnership and collaboration

3 Value for money/Cost effectiveness



4 Impartiality, Credibility, Ethical Standards and Equity

5 Transparency

6 Evaluability

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



FORGE CORPORATE CULTURE

Contribute to forging IFAD's corporate culture as a transparent, learning-oriented and accountable organization.



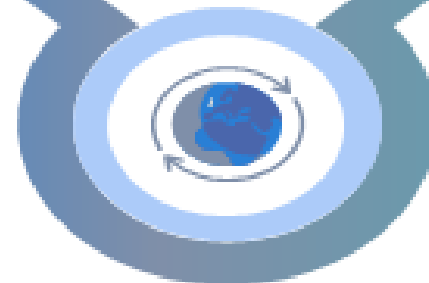
IMPROVE COVERAGE

Improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations.



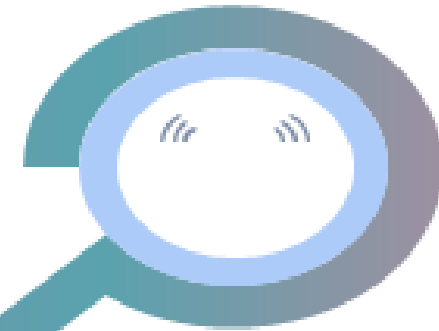
BUILD EVALUATION DIALOGUES

Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.



RETAIN & DEEPEN LEADERSHIP

Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies.



Key elements

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

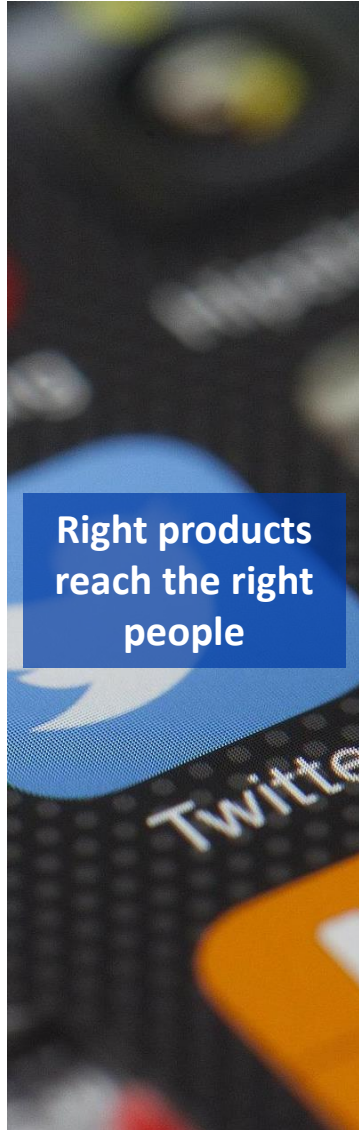
New communications strategic approach



Guarantee full communication transparency



Independently manage all content production, publishing, display and presentation



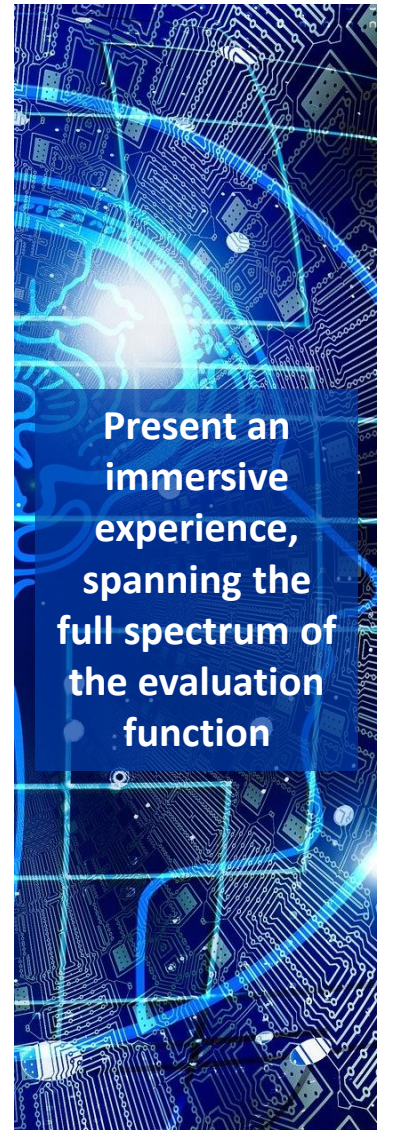
Right products reach the right people



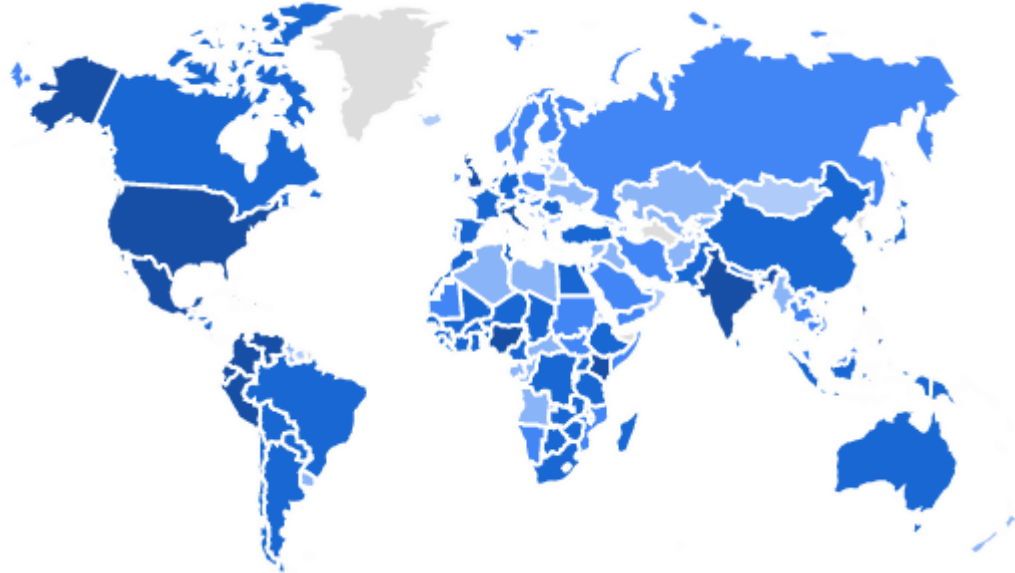
Most relevant messages brought to the forefront



Foster greater user engagement by speaking to the core of what IOE's audience looks for

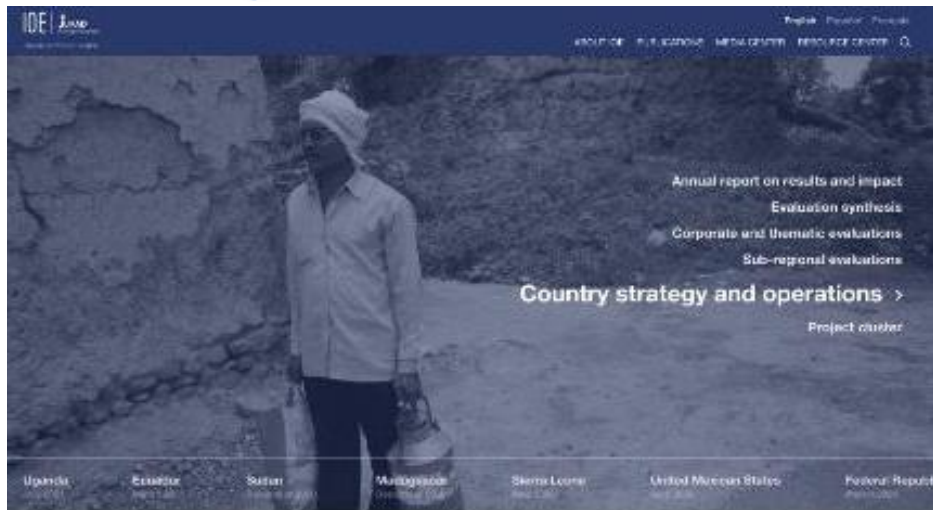


Present an immersive experience, spanning the full spectrum of the evaluation function



199
COUNTRIES

122k
VIEWS





97
COUNTRIES
18k
VIEWS



3.9 k Followers



486 Subscribers



3.1 k Followers



Issue No.35 – October 2021

Feature:

Evaluation for transformational change award

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Director's Column

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INDRAN NAIDOO, PhD



Latest evaluation reports

Project Performance Evaluations

Support to Agricultural Development and Rural Entrepreneurship Programme

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Impact Evaluations


Community based integrated Natural Resources Management Project in Ethiopia

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Newsletter



NDB, IEO has credible leadership in place good evaluation policy



Optimal time geo-politically 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

- **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](#)]
- **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](#)]

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

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 Resource Pack
[\[here\]](#)

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](#)]

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

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](#)]