

# 2022 ARIE

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Independent Office of Evaluation

2022 ANNUAL REPORT ON THE INDEPENDENT EVALUATION OF IFAD



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2022 ANNUAL REPORT ON THE INDEPENDENT EVALUATION OF IFAD

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# ABBREVIATIONS AND ACRONYMS

APR	Asia and the Pacific Division (IFAD)
ARRI	Annual Report on Results and Impact of IFAD Operations
ARIE	Annual Report on the Independent Evaluation of IFAD
CCA	climate change adaptation
CDD	community-driven development
COSOP	country strategic opportunities programme
CPM	country programme manager
CSPE	country strategy and programme evaluation
ENRM	environment and natural resources management
ESA	East and Southern Africa Division (IFAD)
ESR	evaluation synthesis report
FAO	Food and Agriculture Organization of the United Nations
GEWE	gender equality and women's empowerment
IE	impact evaluation
IFI	international financial institution
IOE	Independent Office of Evaluation of IFAD
LAC	Latin America and the Caribbean Division (IFAD)
M&E	monitoring and evaluation
NEN	Near East, North Africa and Europe Division (IFAD)
NGO	non-governmental organization
PCR	project completion report
PCRv	project completion report validation
PMD	Programme Management Department (IFAD)
PPE	project performance evaluation
RBA	Rome-based agency
SHG	self-help groups
SRE	subregional evaluation
WCA	West and Central Africa Division (IFAD)
WFP	World Food Programme

# FOREWORD

The Annual Report on Results and Impact of IFAD Operations (or ARRI, as it was known in the past), first published in 2003, has now reached its twentieth anniversary. On this occasion, the Independent Office of Evaluation of IFAD (IOE) has re-pitched and renamed the report as the Annual Report on the Independent Evaluation of IFAD (ARIE). The new structure and contents of the ARIE provide IFAD's Executive Board and Management with a more comprehensive account of the evaluation activities undertaken by IOE, their findings and lessons to be learned.

As in the past, the ARIE continues to analyse rating trends according to the established evaluation criteria. Following the evaluation standards adopted by the multilateral development banks, IFAD uses a six-point rating scale to assess performance under each evaluation criterion, according to which ratings 4 to 6 signal positive performance, while ratings 1 to 3 mark weak performance. Looking at the cohorts of projects completed between 2018 and 2020, the ARIE highlights that similar to the past, the majority of projects

is rated 4 or higher across the evaluation criteria, with environment and natural resources management, innovation and relevance as the top performing criteria. Instead, project efficiency, government performance and sustainability of results remain the criteria with the lowest percentage of ratings 4 or higher. They are therefore priority areas for attention by Management, governments and national development partners.

The ARIE draws on several corporate and thematic evaluations that are central to IFAD's work. Climate change has become a critical challenge. IOE's thematic evaluation of IFAD's support to smallholder climate change adaptation argues that the positive project performance attained on natural resources management and climate change was supported by the institutional efforts made by IFAD in the past decade. These included approval of relevant strategies, guidance tools, mobilization of climate financing and establishment of a dedicated operational unit. However, there are areas for improvement, such as enhancing the synergy between the design of climate change adaptation interventions and non-lending activities; and producing a results framework that will allow for better analysis of the performance of interventions.

The ARIE also notes that a recent evaluation synthesis sheds light on the decline of government performance in the projects that reached completion point between 2013 and 2018. While there is no single cause for this trajectory, IFAD-funded projects were increasingly implemented by ministries of agriculture and project design had become more complex, with value chain development objectives being added to primary production. Overall, the ministries did not have sufficient capacity, resources and expertise to manage these projects.

IFAD continues to operate in challenging environments marked by fragility, in both national and local terms. IOE's first subregional evaluation of IFAD's engagement in countries with fragile situations in West and Central Africa found that country strategies focused on several drivers of fragility, but gave less attention to weak public institutions and the effects of conflicts. At the project level, IFAD-funded operations were generally effective in addressing environmental and climate threats. However, IFAD experienced challenges that need to be addressed at the corporate level. For example, loans are not flexible enough to allow for swift adjustments during critical events. Grants may be flexible, but little financial volume is available in grant form.

This ARIE also reviews IFAD's experience in post-disaster interventions, based on cohorts of projects that were approved in response to the 2004 Indian Ocean earthquake and tsunami disaster. At that time, IFAD was under pressure by its member countries to intervene. However, IFAD's mandate and business model is geared to long-term engagement and the Fund does not have the instruments for real-time responses. Attempting to adopt a real-time modality led to incomplete designs and made it difficult to build a strategy to link recovery interventions to long-term development.

I hope that this ARIE will provide a richer account of the rural development and institutional challenges that IFAD faces, and enhance the reader's interest in IOE's work and the lessons that can be drawn from it. The annexes to the ARIE also provide information on IOE's evaluation publication and outreach activities.



Indran A. Naidoo, PhD

DIRECTOR  
Independent Office of Evaluation of IFAD



Farmers connect a small water pump in Kossoye, Ethiopia.

©IFAD/Petterik Wiggers

# OVERVIEW

## Introduction

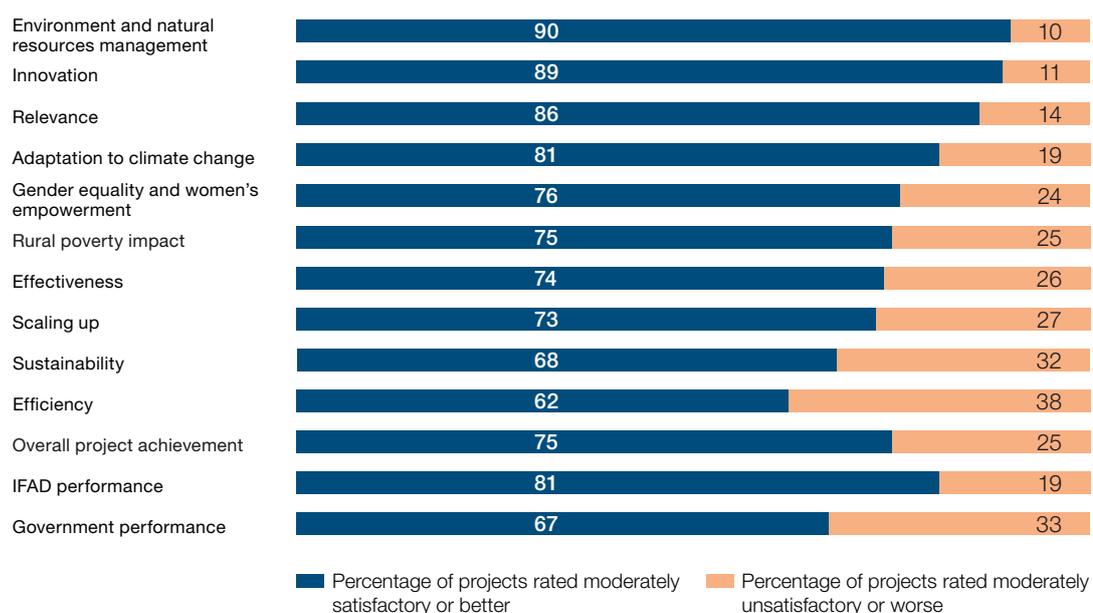
1. **Evolving structure of the report.** Every year since 2003 the Independent Office of Evaluation of IFAD (IOE) has prepared an annual report, known as the “Annual Report on Results and Impact of IFAD Operations (ARRI).”
2. In the occasion of the 20<sup>th</sup> ARRI anniversary, starting from the current edition, the report is renamed as the Annual Report on the Independent Evaluation of IFAD (ARIE), reflecting upgraded contents and a broader scope. The ARIE is in line with the 2021 Evaluation Policy, which emphasizes the creation of an overall evaluation culture (both independent and self-evaluation) and reinforces the importance of learning and collaboration.
3. As stated in the IOE Multi-year Evaluation Strategy 2022-2027, the purposes of the new ARIE are to: (i) present to the IFAD governing bodies and to IFAD Management a more comprehensive account of the evaluation activities undertaken by IOE, including evaluations that are not discussed with the Evaluation Committee; and (ii) further contribute to learning by extracting findings and lessons from the evaluations.
4. The ARIE is rooted in IOE’s traditional ARRI approach of comparing findings across evaluations and of presenting and analysing time series of ratings to identify performance trends. The ARIE also draws from the practices of evaluation offices of other international financial institutions in preparing an annual report that highlights major evaluations undertaken and their findings. The focus on the ARIE is on substantive findings and on adding value to the existing evaluations. The structure and content of the ARIE may vary annually, with the exception of the analysis of the ratings, which will be a constant feature.
5. In presenting an overview of the performance of IFAD-supported operations, based on independent evaluations, the ARIE remains key in ensuring accountability for results. In addition, the ARIE seeks to promote self-reflection and learning within IFAD by offering an analysis of the diverse evaluative evidence.

## Findings on project portfolio performance (2011-2020)

6. Similar to past ARRI editions, this ARIE shows that the **project-level evaluation criteria have ratings of “moderately satisfactory or better” (4 and above) in the majority of cases** (chart 1). The criterion that exhibits the highest percentage of positive ratings is environment and natural resources management (ENRM) with 90 per cent of ratings “4 and above”,

- followed by innovation (89 per cent) and relevance (86 per cent). On the other side of the spectrum, efficiency, government performance and sustainability continue to be the lower performing criteria, with less than 70 per cent of the projects rated 4 and above.
7. In terms of **geographic stratification**, projects in the Asia and the Pacific region of IFAD have obtained the highest proportion of ratings 4 and above for rural poverty impact, overall project achievement and government performance. While this is similar to performance in past years, it is notable that other IFAD regions such as East and Southern Africa, as well as Near East, North Africa and Europe are reducing the gap. The West and Central Africa region tends to lag behind in terms of positive ratings. It is to be appreciated that country contexts, as well as institutional and political factors, profoundly affect project performance and the ARIE analysis should not be considered equivalent to an assessment of individual IFAD regional division performance.
  8. The following discussion is based on a quantitative analysis of project performance ratings using inferential and descriptive statistics. This ARIE confirms the past ARRI finding that **a dip in performance for most project evaluation criteria is observed for the cohorts of projects that completed between 2013 and 2017** (e.g. for efficiency, sustainability, impact, gender equality, innovation, scaling up, performance of IFAD and of government).
  9. In terms of trends, **four different patterns** can be identified (table 1). First, some criteria exhibit an overall flat trajectory between 2011 and 2020: this is the case for relevance, effectiveness and overall project achievement. Second, there are criteria that, after a clear drop in performance in 2013-2017, have exhibited a partial recuperation although, in general, they have not reached the pre-drop levels. This is the case for efficiency and sustainability (which are both among the lowest performing but on an improving path), innovation, scaling up and government performance.

Chart 1 **Ranking of all criteria by share of projects with moderately satisfactory or better ratings (N=73)**



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

10. Third, other criteria (rural poverty impact, gender equality and the performance of IFAD) have experienced a decline in the percentage of ratings moderately satisfactory and above since the 2013 completion cohort, followed by a plateau. Fourth, only two criteria exhibited steady increase in the past decade: they were ENRM and climate change adaptation (table 1). As noted by the recent Thematic evaluation of IFAD's support to smallholder farmers' adaptation to climate change, the increased attention given to natural resource management and climate change adaptation since 2010, and the establishment of a dedicated unit may in part explain this trend.
11. **The criterion of impact is important but should not be considered in isolation from other criteria.** From a developmental perspective, benefits generated by a project make a more profound difference if they remain entrenched after external support ceases (i.e. if they are sustainable) and if they are scaled up. Moreover, an important concern is whether benefits generated by a development intervention are commensurate with the resources deployed for its implementation (i.e. efficiency). An examination of the rating data from the past 10 years shows that the percentage of projects rated 4 and above for impact is high (81 per cent). When the impact rating of 4 and above is considered in conjunction with a rating of 4 and above for sustainability, scaling up or efficiency (table 2), the majority of projects is still assessed 4 and above but percentages drop notably (down to 70 per cent for impact and scaling up, 61 per cent for impact and sustainability and 56 per cent for impact and efficiency).

Table 1 Different patterns in the time series of evaluation criteria (2011-2020)

Trend pattern	Related criteria
1. Overall constant across the period	Relevance; effectiveness; overall project achievement
2. Drop in performance in 2013-2017, have exhibited a partial recuperation	Efficiency and sustainability (among the lowest performing but on an improving path); innovation, scaling up; government performance
3. Drop in the performance since the 2013 completion cohort, followed by a plateau	Rural poverty impact, gender equality and women's empowerment; performance of IFAD
4. Steady increase	Environment and natural resource management; climate change adaptation

Source: IOE evaluation database (PCR/V/PPE/IE).

Table 2 Percentage of projects rated moderately satisfactory and above for impact and for other selected criteria (2011-2020)

Criteria	Percentage of projects rated moderately satisfactory and above
Impact	81%
Impact and scaling up	70%
Impact and sustainability	61%
Impact and efficiency	56%

Source: IOE evaluation database (PCR/V/PPE/IE).

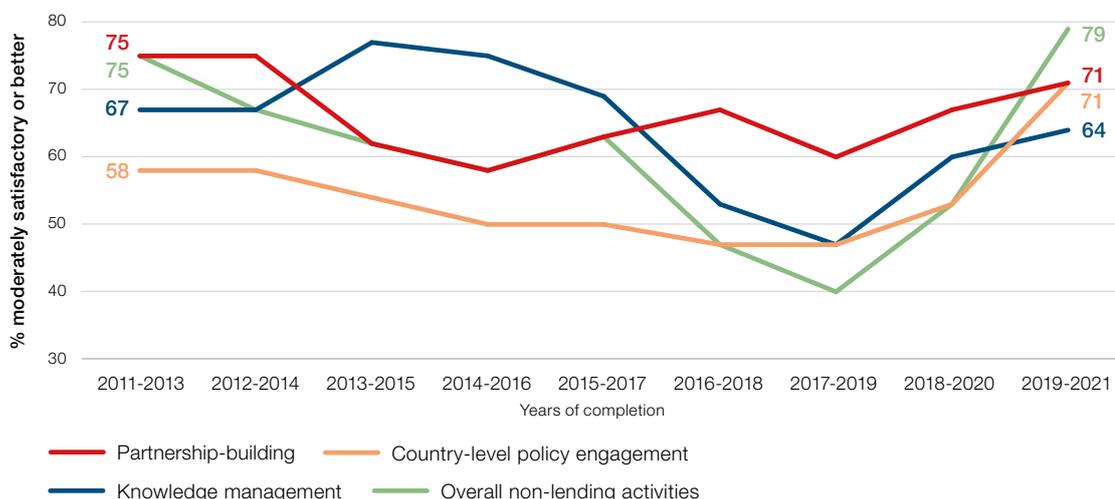
## Non-lending activities (2011-2021)

12. All country strategy and programme evaluations (CSPEs) assess the performance of non-lending activities. These include: knowledge management, partnership-building and country-level policy engagement. In the CSPEs conducted between 2019 and 2021, the share of evaluations with ratings of 4 and above increased for all non-lending activities, compared to previous years (figure 2). Among

the different areas of non-lending activities, knowledge management registered the lowest share of ratings of 4 and above. Overall, in the latest years the percentage of ratings 4 and above has reached similar levels to those of 10 years previously (figure 2). An important caveat is that the trends of non-lending activities are based on a smaller number of observations, compared to project-related rating trends, thus are more sensitive to the findings of a few evaluations.

Chart 2 Performance of non-lending activities

Percentage of country evaluations rated moderately satisfactory or better in 2011-2021 (by year of evaluation)



Source: IOE CSPE database as of April 2022 (49 evaluations conducted between 2011 and 2021).

## Insights from the evaluations conducted by IOE

### Findings from country strategy and programme evaluations

13. A closer review of CSPEs completed between 2018 and 2021 undertaken for this edition of the ARIE highlights selected factors behind the performance of country-level knowledge management. Given its importance, IOE has started a Corporate-level Evaluation on Knowledge Management in 2022, to be completed in 2023.
14. **For knowledge management, IFAD's strategic clarity, earmarked resources and partnership were success factors. Commitment and ownership from the government were key factors too.** The performance of knowledge management varied between countries, reflecting the diversity of contexts but also the degree of support provided by national partners and IFAD.
15. Cases of positive performance shared a set of common factors: (i) the country strategies (COSOPs) were explicit in envisaging a plan to operationalize knowledge management processes and did not limit themselves to listing a set of knowledge management goals; (ii) IFAD had forged operational partnerships for knowledge management with other development partners; (iii) IFAD had earmarked financial resources, such as grants (as in the case of grants funding 'learning route' experiences) or loan-based project components to support knowledge management activities; and, finally, (iv) government agencies were clearly engaged and showed leadership in capturing and using knowledge. It was crucial for the IFAD knowledge management objectives and processes to respond to the needs of national actors, bringing in the voices of the rural people, building on local knowledge management practices, and providing training and resources as required. It was also important to build national capacity. Skills required for the analysis and dissemination of knowledge were often not available at the project level.
16. **Lack of adequate M&E systems, unclear scope and insufficient resources undermined knowledge management performance.** Key common constraints to knowledge management were: (i) weak project M&E systems that impeded collecting primary information, which is necessary to analyse project successes and failures in order to generate lessons that can be leveraged; (ii) confusing knowledge management with communication activities: while preparing briefs on project experience was useful, further analytical work was necessary to extract findings and engage with national policymakers and other development partners; (iii) failure to allocate adequate human and financial resources: it was crucial to have budget allocations as well as staff dedicated to knowledge management in project teams and in IFAD country offices.

### IFAD country strategies addressing fragile situations. The first subregional evaluation in West and Central Africa

17. In 2021, IOE conducted its first subregional evaluation (SRE) of IFAD's engagement in countries with fragile situations within IFAD's West and Central Africa Division (WCA). The SRE covered the G5 Sahel countries – Burkina Faso, Chad, Mauritania, Mali and Niger – and IFAD operations in the northern region of Nigeria. The purpose was to assess IFAD's strategies and operations between 2010 and 2021 using fragility lenses.

18. **Strategies and portfolios focused on selected drivers of fragility but lacked an explicit and holistic assessment of fragility.** COSOPs and project design focused extensively on three categories of fragility drivers: economic/poverty, natural resources management/climate change, and social inequality. However, there was little analysis related to other two drivers: weak public institutions and insecurity/serious conflict. Moreover, there was little analysis of the interconnections between the drivers of fragility.
19. **Addressing environmental and climate threats.** Promoting income-generating activities, capacity-building and non-financial support to community-based organizations was critical in strengthening absorptive and adaptive capacities of beneficiaries in fragile contexts (i.e. ecological and climate-related fragility). Soil and water conservation practices promoted in those arid and semi-arid contexts were relevant in terms of climate-smart farming practices, as well as being critical to improve the resilience of beneficiaries and communities. Findings suggest that IFAD-funded projects have partially addressed the issue of **inequality and insecurity in land access**. In those contexts, women and the youth face restrictions to their land rights and insecure land access. Moreover, although pastoralism is an important issue in the Sahelian context, it received limited focus in IFAD-supported operations over the reviewed period (see also box 3 in the main report).
20. **Organizational challenges: financing instruments.** According to the SRE, loans, which are IFAD's main financing instrument, are better suited to delivering in non-fragile situations than in the G5+1<sup>1</sup> contexts. Loan financing was not sufficiently flexible to allow swift adjustments in case of critical events (e.g. severe drought, economic crisis, political disruption). The grant windows financing was in principle more appropriate and adaptive due to its higher flexibility (for disbursement and management) but the financial amounts available by this means were limited. On a positive note, funds made available by other international co-financiers (e.g. the Global Environment Facility and the Green Climate Fund) were instrumental to building resilience.
21. **In the past 10 years, IFAD has brought climate response to the centre of corporate priorities and its approach to climate change is evolving.** IFAD has prepared relevant corporate strategies, it has mobilized climate financing and increased the share of its programme of loans and grants on climate response (to 25 per cent under IFAD11; and up to 40 per cent under IFAD12). It has established a dedicated unit to mainstream climate responses and developed relevant guidance and tools to support implementation. Guidance on climate change adaptation responses has moved from managing risks to ensuring co-benefits to smallholders. Increasing attention is being paid to managing conflicts over natural resources.
22. **There are still important gaps to be addressed at the corporate level for IFAD to deliver on its IFAD12 commitments.** IFAD's mainstreaming efforts lack a clear corporate-level conceptual framework and operational guidance on how to strengthen smallholders' climate resilience together with environmental and socio-economic resilience.
23. In particular, the thematic evaluation highlighted a need for: (i) considering the sustainability of climate interventions by focusing on their consequences to the surrounding ecosystem, such as soil health, water management, land use; (ii) a shared vision between Management and staff to integrate climate change

**The Thematic evaluation of IFAD's support to smallholder farmers' adaptation to climate change**

<sup>1</sup> G5+1 refers to the five Sahel countries – Burkina Faso, Chad, Mauritania, Mali and Niger – and IFAD operations in the northern region of Nigeria.

adaptation in IFAD interventions and to deliver the increased commitments under IFAD12, in the context of the decentralization process; (iii) human resources investments to improve the design of climate change adaptation interventions and non-lending activities and to enhance technical capacity across IFAD and project units; (iv) a robust results framework for climate resilience and a monitoring system to track performance of interventions, learning from results and ensuring results-orientation of mainstreaming climate change adaptation.

### Joint evaluation of collaboration among the United Nations Rome-based agencies

24. The United Nations Rome-based agencies (RBAs) – FAO, IFAD and WFP – collaborate in many forms, from joint advocacy, policy and technical work to joint projects. The joint evaluation conducted by IOE in collaboration with the evaluation offices of FAO and WFP found that, **while RBA collaboration is relevant to the strategic direction of the United Nations Development System, it had mixed results in strengthening coordination.** Collaboration was uneven, with strong collaborative spirit in some countries; pragmatic recognition of complementarity in many countries; and, in other countries, little collaboration.
25. Gender, nutrition and emergency response were areas in which RBA collaboration enhanced the sharing of knowledge, lessons and good practice. Emergency response contexts provided a conducive framework for RBA collaboration within United Nations response structures. However, in development work, the RBAs have made limited progress in reducing overlap, competition and duplication. Outside formally structured project settings, these difficulties could be overcome through the ability of technical colleagues to work together, where they perceive mutual interest.

26. **The evaluation found conflicting signals about the support for collaboration from governments, RBA governing bodies and Management.** The official global structure and processes of RBA collaboration did not significantly strengthen coordination. There was a disconnect between donors' advocacy for RBA collaboration and how they supported it in practice. Also, RBA leadership's perspectives on collaboration ranged widely between support and scepticism.

### Evaluation synthesis on the performance of government

27. IOE conducted this evaluation synthesis in 2021, after the 2020 ARRI finding that the performance of government had declined in the period 2013-2018. While there is no single cause for the downward trajectory observed in the past, the evaluation synthesis found that, in the same period, IFAD-funded projects were increasingly implemented by ministries of agriculture and that their performance had declined. Project design had become more complex: projects were supporting value chain development in addition to primary production, and the ministries did not have sufficient capacity, resources and expertise to manage these projects.
28. Government **ownership, leadership and accountability** were closely connected and, together, they were key drivers of government performance. IFAD had supported government ownership through long-standing partnerships with preferred ministries and agencies or through responsive programme design and integration of government staff into management units. The performance of the lead agency, with the mandate and capacity to coordinate relevant stakeholders, was pivotal to ensure effective service delivery and outreach to IFAD's target groups, and for putting in place the required resources and institutional mechanisms for sustainability and scaling up.

29. **Country presence was important but, on its own, insufficient to improve implementation performance.** IFAD's country presence has been a contributing factor to support government performance. However, its influence on government performance also depends on the technical qualifications and seniority of IFAD staff as well as other "soft" factors shaping the operational relationship with government partners. The out-posting of senior IFAD staff members as country directors has enhanced oversight and contributed to improved implementation in a number of countries. However, IFAD's presence was usually insufficient in programmes stretching into remote locations and where the capacity of local governments was weak.
30. In some countries, the transition from decentralized implementation to national PMUs/programme coordination units has overstretched existing government capacities and systems. Frequent turnover of project staff and disbursement caps have negatively affected government engagement and trust. IFAD needs to provide critical support for effective engagement with government, such as technical advice, predictable resources and incentives for durable relationships. IFAD country directors need to play a pivotal role, by nurturing ownership and trust, enhancing institutional performance and supporting learning from experience.
- Project-level findings on community-driven development (CDD)**
31. IOE conducted an evaluation synthesis on community-driven development in 2019 which had global scope. The 2022 ARIE further reviews findings from selected project performance evaluations (PPEs) conducted between 2017 and 2021. Since its establishment, IFAD has delivered around one fifth of its financing through community-driven approaches.
32. **Long duration for CDD-based interventions is needed** to adjust operational processes, learn from experience, and improve performance. In the case of the recently evaluated projects, the duration ranged between 8 years (Tajikistan) and 14 years (India). There are trade-offs between the strengths of CDD with regard to effectiveness and sustainability and the time and costs required to build sustainable capacities and ownership at the community level.
33. **In spite of the challenges and variation in their performance, overall CDD-related operations have performed better than non-CDD operations in fragile, remote and marginal contexts.** While CDD delivers short-term benefits such as improved access to infrastructure and services even in fragile situations, the longer-term results such as sustainable institutions and enhanced governance mechanisms require substantial levels of engagement over time. However, insufficient capacity-building or empowerment of community organizations was a common problem. This gap included insufficient training on participatory approaches and attention to institutional sustainability, and inadequate links with local government.
34. **CDD projects create assets, such as infrastructure, and empower farmers and their grassroots organizations.** Apex bodies of grassroots organizations, such as self-help groups in India, can provide further social and economic support services and link communities to outside opportunities. In India, the federations of self-help groups became professionalized and financially self-reliant by charging fees to members for their services and developing other income-generating activities. The federations of self-help groups allowed for greater political empowerment and negotiated more advantageous terms of engagement with many stakeholders.

### IFAD and post-emergency interventions: lessons from the response to the tsunami disaster

35. IFAD response to the 2004 tsunami disaster was reviewed in an IOE evaluation synthesis on IFAD's support to livelihoods involving aquatic resources from small-scale fisheries, small-scale aquaculture and coastal zones (2018). Three recent PPEs add further evidence.
36. **IFAD had laudable intentions but lacked comparative strengths.** IFAD responded to the Indian Ocean earthquake and tsunami disaster of December 2004, offering assistance in the form of new loans to the affected countries. The 2018 evaluation synthesis noted that IFAD was under pressure to contribute to the global rehabilitation effort but had little experience in designing under post-disaster conditions and its business model was not geared to providing quasi real-time response.
37. **Short time to design and incorrect assumptions.** While project designs had important 'ingredients', such as community-driven development principles and a focus on natural resources, they were designed in less than six weeks (apart from one in the Maldives). In addition to design flaws, projects did not follow a clear strategy to link recovery interventions to long-term development. The three projects lacked a gender-sensitive poverty and vulnerability analysis to inform the whole design and implementation strategy.
38. Findings from PPEs in the Maldives, Sri Lanka and India exemplified some of the consequences. These projects took between 10 years (Sri Lanka) and 15 years (India) to implement. Projects suffered long delays to allow governments to meet the minimum criteria for project entry into force, which is at odds with the need to act quickly in an emergency situation.

39. **A positive outlier was a post-tsunami project in India, which managed to remain relevant in a changing context.** This project was arguably the most successful of the post-tsunami cohort. It contributed to increased household income, assets and strengthening of community resilience to shocks, including the COVID-19 pandemic, through a Vulnerability Reduction Fund. The latter supported women-led enterprises and savings funds. This led to income diversification, as was also found by an IFAD impact assessment survey, by increasing women's participation in other livelihoods activities (in addition to fish gutting) and, importantly, their contribution to the household economy.

### Key messages emerging from this ARIE

40. **Across the evaluation criteria, the majority of projects is rated moderately satisfactory or better,** with environment and natural resources management, innovation and relevance as the top three criteria for performance, while efficiency, government performance and sustainability remain the criteria with the lowest percentage of positive ratings.
41. Between 2011 and 2020, this ARIE finds **four rating trend patterns.** First, the ratings for relevance, effectiveness and overall project achievement remained stable and exhibited no change. Second, efficiency and sustainability, innovation, scaling up and government performance, after a drop in performance between 2013 and 2017, have shown a partial recovery. Third, rural poverty impact, gender equality and the performance of IFAD have experienced a decline, followed by a plateau. Fourth, ENRM and climate change adaptation demonstrated a steady increase in performance.

42. **The positive performance of ENRM and climate change may be linked, at least in part, to IFAD institutional efforts**, including the preparation of relevant strategies, guidance tools, the mobilization of climate financing and the establishment of a dedicated unit to mainstream climate responses. However, **there are still gaps** related to climate financing, in particular there is a need for: (i) a shared vision between Management and staff to integrate climate change adaptation in IFAD interventions; (ii) improving the design of climate change adaptation interventions and non-lending activities; and (iii) a results framework to track and allow analysis of the performance of interventions.
43. Regarding the **performance of government**, a recent evaluation synthesis noted that government ownership, leadership and accountability were closely connected and, together, they were key drivers of government performance. IFAD country presence was important but, on its own, was not enough to improve implementation performance. IFAD presence was not sufficient when operations were reaching into remote locations and in contexts with weak local government capacity.
44. The performance of **non-lending activities** (knowledge management, partnership development, country-level policy engagement) has shown notable improvements according to data from the cohort of CSPEs conducted between 2019 and 2021, compared to the past. A qualification of this finding is that it is based on a smaller number of observations, compared to project-related ratings.
45. With specific reference to **knowledge management**, recent CSPEs suggest that common factors for positive performance were: (i) articulating a plan to operationalize knowledge management processes; (ii) having earmarked financial resources; and (iii) securing the engagement and leadership of government agencies. Conversely, weak knowledge management was linked to: (i) non-performing M&E systems; (ii) conflating knowledge management and communication activities; (iii) failure to allocate adequate human and financial resources. Weak M&E systems hamper the capacity of both governments and IFAD to assess results, correct the course of implementation, and demonstrate success with favourable results.
46. A specific aspect of partnership development is the **collaboration between RBAs**. According to the joint evaluation conducted by IOE and the evaluation offices of FAO and WFP, gender, nutrition, and emergency response were areas in which RBA collaboration has enhanced the sharing of knowledge, lessons and good practice. However in other development areas, RBAs have made limited progress in reducing overlap, competition and duplication. Donor support for RBA collaboration was not consistently strong and RBA leadership expressed a spectrum of support and scepticism about collaboration.
47. IOE's first subregional evaluation of IFAD's engagement in **countries with fragile situations** in West and Central Africa found that country strategies and portfolios focused on several drivers of fragility but there was little analysis of two drivers: weak public institutions and the impact of conflict. Projects were broadly effective at addressing environmental and climate threats, through a combination of income-generating activities, capacity-building for community-based organizations, and soil

and water conservation practices. IFAD faces **corporate challenges**: loans are not flexible enough to allow swift adjustments during critical events. Grants may be flexible but little financial volume is available in grant form.

48. Adding to the above evidence, recent project evaluations and a dedicated evaluation synthesis found that **community-driven development operations have performed even better than others in fragile, remote and marginal contexts**. These operations often require a long implementation period to build sustainable institutions and enhanced governance mechanisms require substantial levels of engagement over time. While their benefits are well-established, challenges to community-driven development operations include insufficient capacity-building or empowerment of community organizations, and insufficient links with local government.
49. Finally, recent evaluations that have assessed **IFAD's response to the tsunami disaster** of 2004 have acknowledged the strong expectations of member countries for IFAD to intervene. However, they also noted **the challenge of responding to post-emergency situations**. IFAD's business model is geared to long-term engagement, not to quasi-real time responses and key problems experienced were hasty design and an unclear **strategy** to link recovery interventions to long-term development. While many post-tsunami projects performed poorly, a positive exception was found in India where a project remained relevant in a changing context and devoted attention to building community resilience by diversifying income sources through financial instruments, particularly for women.



Woman in a meeting in Kaba Kama village, Basse, The Gambia.

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# 1

## BACKGROUND

### Introduction

50. Every year since 2003 the Independent Office of Evaluation of IFAD (IOE) has prepared an annual report based on the evaluations it conducted, known as the “Annual Report on Results and Impact of IFAD Operations,” (ARRI) presenting a synthesis of IFAD’s performance, lessons and challenges to enhance its development effectiveness.
51. In the occasion of the 20<sup>th</sup> anniversary, the report is renamed as the “Annual Report on the Independent Evaluation of IFAD,” (ARIE), reflecting its upgraded contents and a broader scope. As stated in the IOE Multi-year Evaluation Strategy,<sup>2</sup> the purposes of the new ARIE are to: (i) present to the IFAD governing bodies a more comprehensive account of the evaluation activities undertaken by IOE and of their findings, including evaluations that are not presented to the Evaluation Committee; (ii) further contribute to learning by extracting findings and lessons from its evaluations.
52. The ARIE draws from IOE’s traditional ARRI approach of comparing findings across evaluations and presenting a time series analysis of ratings to identify performance trends. The ARIE also draws from practices of evaluation offices in other international financial institutions in preparing an annual

report highlighting major evaluations undertaken and their findings. The focus on the ARIE is on substantive findings and adding further value to the existing evaluations.

53. Accordingly, the ARIE will: (i) consolidate findings on IFAD-supported operations based on the evaluations conducted by IOE; (ii) highlight evaluation findings on key themes and issues around agriculture and rural development topics central to IFAD’s mandate. The structure and content of the ARRI may vary annually, with the exception of the analysis of rating which will be a constant feature.
54. This ARIE report is structured as follows. Chapter 1 presents the ARIE objectives and the report scope, followed by chapter 2 presenting a time series analysis of performance ratings for the projects completed between 2011 and 2020 and for non-lending activities, by the same methodology used in the past by the ARRI. Chapter 3 presents key findings from the Corporate-level Evaluation on the Collaboration of UN Rome-based Agencies, from the Thematic evaluation of IFAD’s support to smallholder farmers’ adaptation to climate change and from an evaluation synthesis on government performance.

<sup>2</sup> <https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf>.

55. Chapter 4 presents selected findings from country strategy and programme evaluations on the topic of knowledge management (2018-2021) as well as a summary of key findings of the first subregional evaluation, conducted by IOE in the West and Central Africa region of IFAD on countries with situations of fragility. Chapter 5 presents findings from recent project performance evaluations, organized along three thematic axes: community-driven interventions, watershed development

and post-tsunami interventions. While these themes were addressed by past evaluations, the project-level evaluations provide further illustration and opportunities for reflection.

## Coverage and approach

56. The main sources of evaluative data and findings used for chapters 2-4 are shown in table 1.

Table 1 **Summary of data sources of the 2022 ARIE**

Chapter	Types of analysis, key topics	Evaluations used as inputs
<b>Chapter 2</b> Time-series analysis on performance ratings on projects and non-lending activities in country programmes	<ul style="list-style-type: none"> <li>Recent project performance (quantitative analysis of performance ratings of projects completed between 2018 and 2020)</li> </ul>	<ul style="list-style-type: none"> <li>73 project-level evaluations (62 PCRVs, 9 PPEs, 2 IEs)</li> </ul>
	<ul style="list-style-type: none"> <li>Long-term performance trends (performance ratings of projects completed between 2011 and 2020)</li> <li>Performance of non-lending activities in CSPEs conducted between 2011 and 2021</li> </ul>	<ul style="list-style-type: none"> <li>284 project-level evaluations (208 PCRVs, 69 PPEs, 7 IEs)</li> <li>49 CSPEs</li> </ul>
<b>Chapter 3</b> Thematic, corporate-level evaluations and evaluation syntheses	<ul style="list-style-type: none"> <li>Narrative of key findings</li> </ul>	<ul style="list-style-type: none"> <li>Thematic evaluation of IFAD's support to smallholder farmers' adaptation to climate change</li> <li>Joint evaluation on the collaboration among United Nations Rome-based agencies</li> <li>Evaluation synthesis report on government performance</li> </ul>
<b>Chapter 4</b> Selected findings from recent country strategy and programme evaluations and from a subregional evaluation	<ul style="list-style-type: none"> <li>Lessons from CSPE assessment on knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>18 CSPEs conducted from 2018 to 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Narrative of key findings</li> </ul>	<ul style="list-style-type: none"> <li>Subregional evaluation of IFAD's engagement in countries with fragile situations within IFAD's West and Central Africa Division</li> </ul>
<b>Chapter 5</b> Thematic highlights from project-level evaluations	<ul style="list-style-type: none"> <li>Results and lessons from PPEs focusing on: community-driven development, watershed management and tsunami response</li> </ul>	<ul style="list-style-type: none"> <li>11 PPEs conducted between 2018 and 2021</li> </ul>

IE: impact evaluation; PCRV: project completion report validation; PPE: project performance evaluation

Source: IOE database.

57. Quantitative analysis in chapter 2 is based on: (i) project performance ratings along all evaluation criteria used in IOE evaluations; (ii) disconnect between performance ratings in the self-evaluations in project completion reports (PCRs) and in the independent evaluation ratings by IOE; and (iii) IOE assessment of PCR quality. More detailed information on the methodology and approach is provided in chapter 2.



Women leaders  
of the Tejaswini  
Mekalsuta  
Mahasangh  
Gorakhpur  
federation, India.

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## 2

# TIME-SERIES ANALYSIS ON PERFORMANCE RATINGS ON PROJECTS AND ON NON-LENDING ACTIVITIES

## Scope and methodology

58. As in past editions of the ARRI, this chapter presents the time-series analysis of project performance ratings, as well as of the performance of non-lending activities as assessed in the country strategy and programme evaluations (CSPEs).
59. **Project performance.** The analysis of performance ratings by IOE's evaluation criteria covers 284 projects that reached completion phase between 2011 and 2020 (see also table 1, chapter 1), with some comparison with self-ratings by IFAD Management (i.e. PCR ratings). For the 2022 ARIE, 30 projects were added to the analysis.<sup>3</sup>
60. Table 2 below presents the evaluation criteria and the two aggregate measures (project performance and overall project achievement) used for project performance assessment. The core criteria (relevance, effectiveness, efficiency, sustainability and impact) are consistent with international standards and practices.<sup>4</sup> Other criteria, such as gender equality and women's empowerment, innovation, scaling up, environment and natural resource management, climate change adaptation and the performance of partners are IFAD-specific criteria.
61. In line with the Good Practice Standard of the Evaluation Cooperation Group of the Multilateral Development Banks for Public Sector Evaluations, IFAD uses a six-point ratings scale to assess performance under each evaluation criterion.
62. The ARIE 2022 is based on the criteria established in the 2015 Evaluation Manual (table 2). In 2022, IOE in collaboration with IFAD Management, has introduced a new Evaluation Manual, with some reorganization of the evaluation criteria. ARIE reporting as set out in the new manual will start in 2023.
63. The analysis of project performance ratings is presented by year of project completion, consistent with the traditional ARRI approach. To establish the underlying trend of performance ratings over the 10-year period, a three-year moving average is utilized to smoothen the data and to mitigate inter-annual variations. Performance observation of the latest period is based on the performance ratings of the projects completed between 2018 and 2020.
64. The quantitative analysis is mainly derived from descriptive statistics, while inferential statistics were used where relevant: parametric and non-parametric tests were used to analyse rating disconnects between independent and self-evaluations.

<sup>3</sup> For the 30 newly-added evaluations, projects were completed in the following years: 2016 (one project); 2018 (three projects); 2019 (12 projects); and 2020 (14 projects). This reflects delays in the production of some PCRs, in part related to the COVID-19 crisis. This has resulted in some changes in the data for the 2017-2019 period, which was presented in the 2021 ARRI. Some fluctuations due to the addition of evaluations for the period already reported earlier are not something new, because the time lag between the preparation of PCRs and PCRVs or PPEs is inevitable.

<sup>4</sup> Notably, the definition on the evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development.

Table 2 Evaluation criteria used in assessment of project performance

Evaluation criteria
Relevance
Effectiveness
Efficiency
Sustainability of benefits
Project performance* (arithmetic average of the ratings in the above four criteria)
Rural poverty impact
Innovation
Scaling up
Gender equality and women's empowerment
Environment and natural resource management
Adaptation to climate change
Overall project performance (taking into consideration the performance in all criteria above)
Performance of IFAD
Government performance

Note: All criteria rated on a scale of 1-6 (see table 3) except for project performance\*.

Source: IOE Evaluation Manual (2015).

65. **Non-lending activities in country programmes.** This chapter also presents historical IOE ratings on non-lending activities in 49 CSPs conducted between 2011 and 2021. Similar to the analysis of project performance, a three-year moving average is used (by year of evaluation). Typically, a three-year period covers between 12 and 16 CSPs.

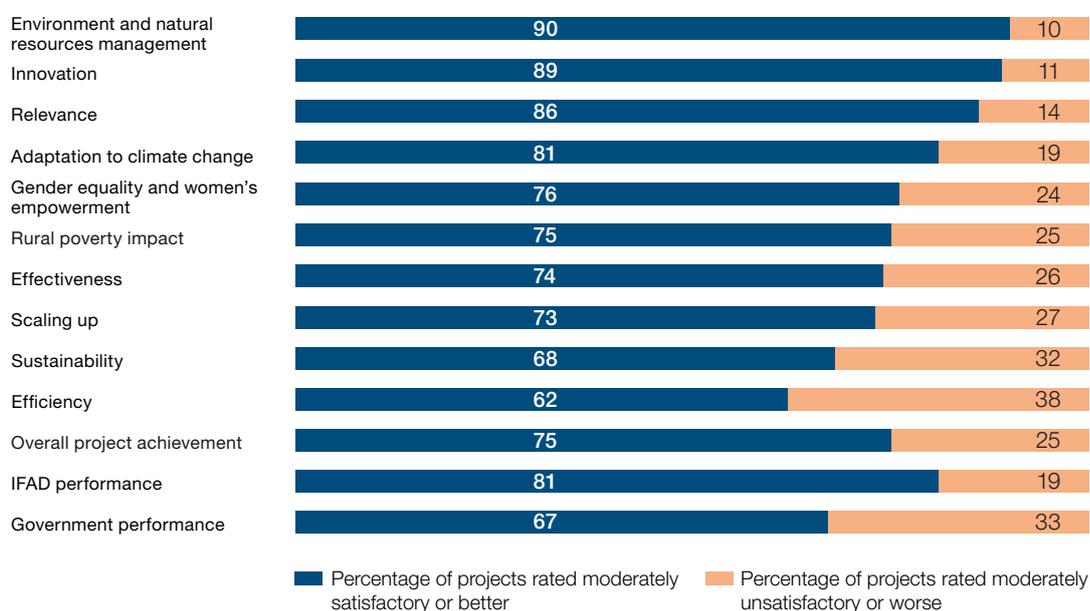
66. For project criteria ratings it is to be noted that, since 2016: (i) the project performance calculation includes the rating on sustainability of benefits; (ii) environment and natural resources management (ENRM) and climate change adaptation are rated as separate criteria; (iii) rural poverty impact is rated as an overarching criterion, hence, its subdomains such as household income and assets, human and social empowerment, are no longer rated separately. Moreover, since 2017, scaling up and innovation have been rated separately, per the revised harmonization agreement between IFAD Management and IOE.

## Recent performance (projects completed during 2018-2020)

67. **Most criteria continue to be rated moderately satisfactory and above. Sustainability, efficiency and government performance have a lower percentage of ratings moderately satisfactory and above.** Chart 1 presents an overview of the performance by evaluation criteria for projects completed between 2018 and 2020. Across all criteria, the majority of projects are rated moderately satisfactory or better (i.e. rated 4 and above on a scale of 1-6). ENRM, innovation and relevance are the top three criteria in terms of proportion of projects rated 4 and above. In contrast, efficiency, government performance and sustainability are rated 4 and above in fewer than 70 per cent of projects.

Chart 1 **Ranking of all criteria by share of projects with moderately satisfactory or better ratings (N=73)**

Percentage of projects with moderately satisfactory or better ratings, 2018-2020  
(by year of project completion)



Source: IOE evaluation database (PCR/PPE/IE), February 2022.

68. The overall project achievement is based on the analysis and ratings of all criteria except for the performance of IFAD and of government. Seventy-five per cent of the projects completed in 2018-2020 were rated 4 and above. Looking at partner performance criteria, the share of projects rated 4 and above is higher for IFAD performance than for government performance.

## Regional performance differences

69. **Asia and the Pacific region continues to exhibit the highest percentage of positive ratings. West and Central Africa generally posts lowest percentages of positive ratings. Contextual factors are largely responsible.** Table 3 shows project performance in rural poverty impact, overall

project achievement, IFAD performance and government performance criteria by region for projects completed between 2011 and 2020. This data should not be considered as equivalent to an assessment of individual IFAD regional division performance: various factors influence project performance, including the context in which projects operate, including the institutional context, the implementation capacity and the sense of ownership of project outcomes from government counterparts.

70. Over the 10 years, the Asia and the Pacific region shows a higher proportion of projects rated moderately satisfactory or better for three of the four criteria (rural poverty impact, overall project achievement and government performance) compared to other regions. The lowest proportion of projects rated at least moderately satisfactory is observed in the West and Central Africa region.

Table 3 **Project performance by regions**

Ratings on selected criteria by IFAD regional divisions, 2011-2020 (by year of project completion) – percentage of projects rated moderately satisfactory and better (MS+) and projects rated satisfactory or better (S+)

	Asia and the Pacific	Latin America and the Caribbean	East and Southern Africa	Near East, North Africa and Europe	West and Central Africa
<b>Number of projects</b>	<b>70 projects</b>	<b>42 projects</b>	<b>57 projects</b>	<b>51 projects</b>	<b>64 projects</b>
<b>Rural poverty impact</b>					
Percentage of projects rated moderately satisfactory or better	90	76	85	82	73
Percentage of projects rated satisfactory or better	31	29	22	25	22
<b>Overall project achievement</b>					
Percentage of projects rated moderately satisfactory or better	88	75	79	78	64
Percentage of projects rated satisfactory or better	42	30	18	18	14
<b>IFAD performance</b>					
Percentage of projects rated moderately satisfactory or better	90	93	84	86	77
Percentage of projects rated satisfactory or better	36	50	40	35	27
<b>Government performance</b>					
Percentage of projects rated moderately satisfactory or better	84	74	63	71	48
Percentage of projects rated satisfactory or better	41	29	19	20	11

Source: IOE evaluation database (PCR/V/PPE/IE), February 2022.

71. In the case of rural poverty impact, the Asia and the Pacific region has the highest proportion of projects rated moderately satisfactory or better (90 per cent) as well as those rated satisfactory (5 per cent) or better (31 per cent). While the Latin America and the Caribbean region has fared relatively modestly for projects rated moderately satisfactory or better (76 per cent), it was the second highest in terms of projects rated satisfactory (5 per cent) or better (29 per cent).
72. Government performance shows the largest variation across regions. The Asia and the Pacific region has the highest share of projects with moderately satisfactory or better (84 per cent) as well as satisfactory ratings (41 per cent). Less than half of the projects (48 per cent) in West and Central Africa were rated moderately satisfactory or better and only 11 per cent rated satisfactory or better.

73. For IFAD’s performance, the Latin America and the Caribbean region has a relatively higher proportion of projects rated moderately satisfactory (4) or better, followed by the Asia and the Pacific region and the Near East, North Africa and Europe region. Moreover, half of the projects in the Latin America and the Caribbean region rated satisfactory (5) or higher, which is the highest among all regions. The lowest proportion is in the West and Central Africa region but it remains high (77 per cent).

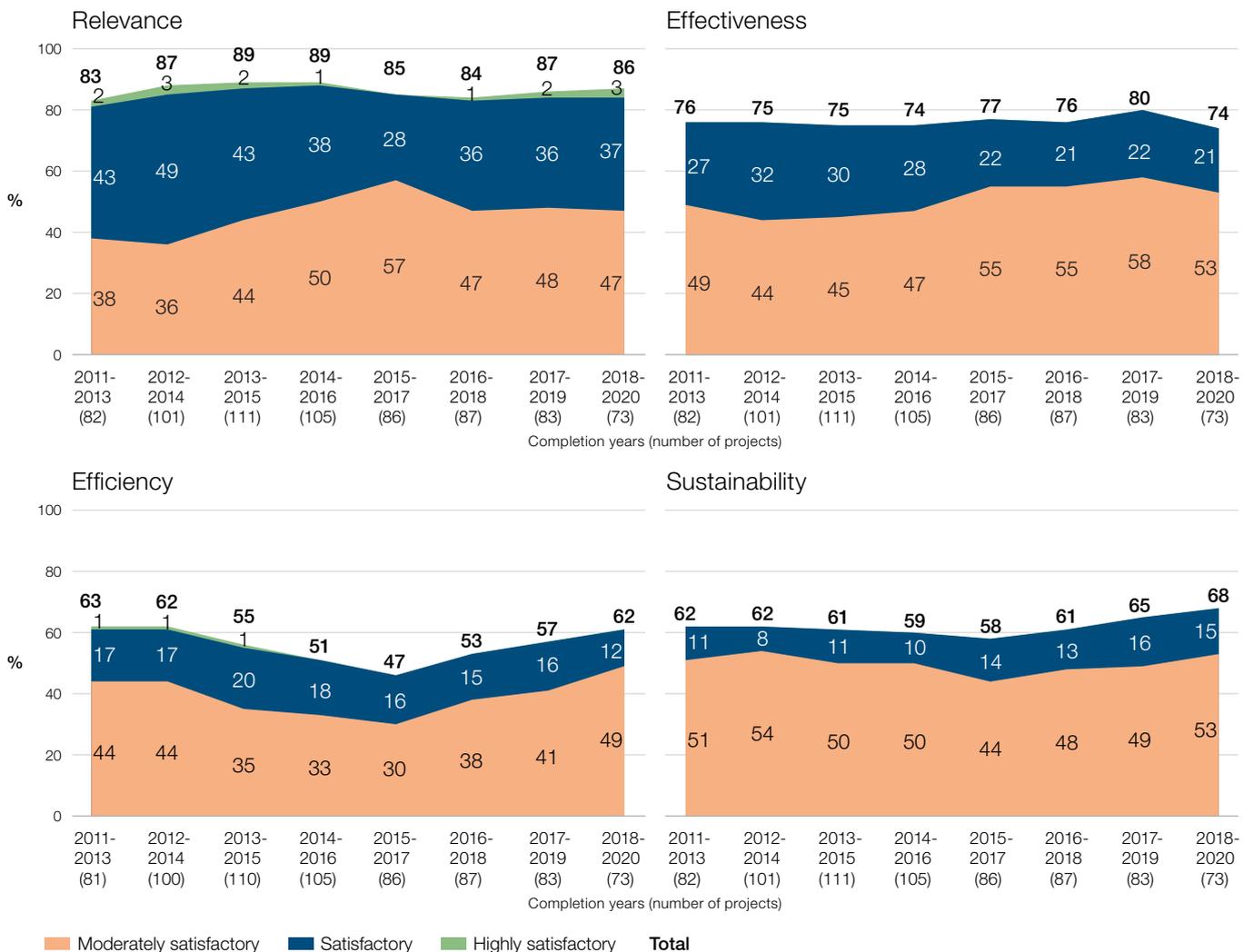
## Review of project performance by individual criteria

### Relevance, effectiveness, efficiency and sustainability

74. **A relatively flat trend for relevance and effectiveness over a long period.** Chart 2 presents a combined overview of performance across the criteria of relevance, effectiveness, efficiency and sustainability for projects completed between 2011 and 2020. No project was rated highly satisfactory (6 on a scale of 1-6), except in rare cases for relevance, and only in the earlier years for efficiency.

Chart 2 Overview of the core performance criteria using IOE ratings

Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCR/V/PPE/IE), February 2022.

75. Over the 10 years, projects have shown the best performance in terms of relevance followed by effectiveness, with more than 70 per cent of projects rated moderately satisfactory or better. Performance in relevance was relatively stable across the past 10 years. In the case of the effectiveness criterion, the trend was initially flat but in the latest period (projects completed in 2018-2020), the share of projects rated moderately satisfactory or better reduced by six percentage points compared to 2017-2019.<sup>5</sup> Disaggregation of performance by region (not shown in chart 2) suggests that all five regions experienced a decreasing performance for effectiveness, particularly marked for the Near East, North Africa and Europe region (by 10 per cent) and the West and Central African region (by 13 per cent).

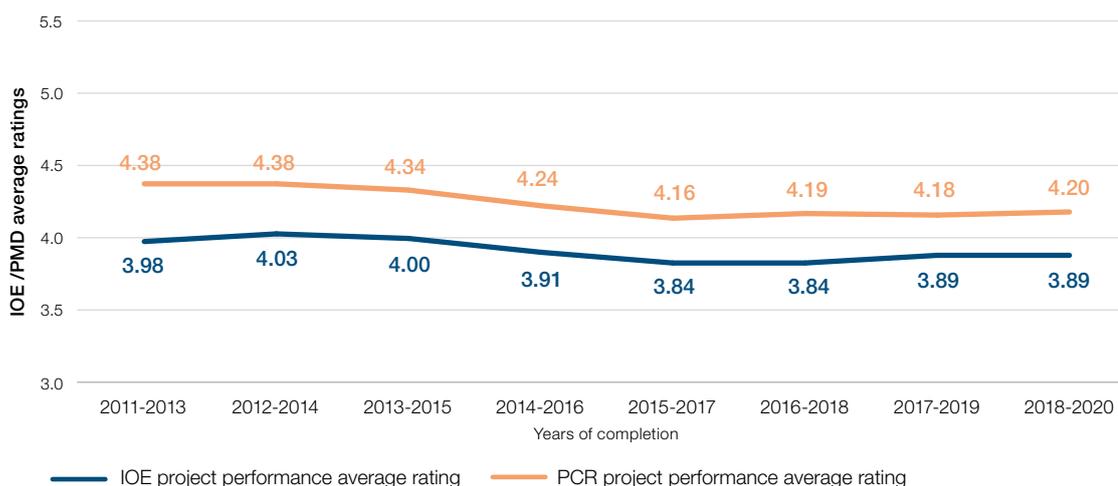
76. **Efficiency and sustainability are the criteria of lower performance but are on an improving trajectory.** As noted, projects perform worse in efficiency and sustainability compared to other criteria. However, these two criteria have shown improvement since

their lowest point in 2015-2017, consistent with observations made in the ARRI 2021. In the latest period (2018-2020), the share of projects rated moderately satisfactory or better in efficiency and sustainability are 62 per cent and 68 per cent, respectively (chart 2). Efficiency and sustainability criteria also have smaller proportions of projects rated satisfactory (ranging from 8 to 20 per cent) than relevance and effectiveness (ranging from 21 to 49 per cent) during the last 10 years.

77. Chart 3 shows historical trends of average project performance ratings from IOE and PCR ratings across 10 years for projects completed from 2011 to 2020. Project performance is an arithmetic average of the ratings of relevance, effectiveness, efficiency and sustainability criteria. Across the 10-year period, the mean of project performance from IOE ratings is consistently lower than of those from PCRs. While both series exhibit a slightly downward trend, the difference in absolute and relative terms between the average in 2011-2013 and the one in 2018-2020 is small.

<sup>5</sup> It should be noted that in the 2021 ARRI, the value for 2017-2019 was reported as 78 per cent, and with the addition of projects into this cohort, it increased to 80 per cent.

Chart 3 **Project performance (2011-2020, by year of project completion)**  
Average IOE and PCR ratings for project performance by three-year moving period



Source: IOE/PCR ratings, March 2022.

**Rural poverty impact and gender equality and women’s empowerment**

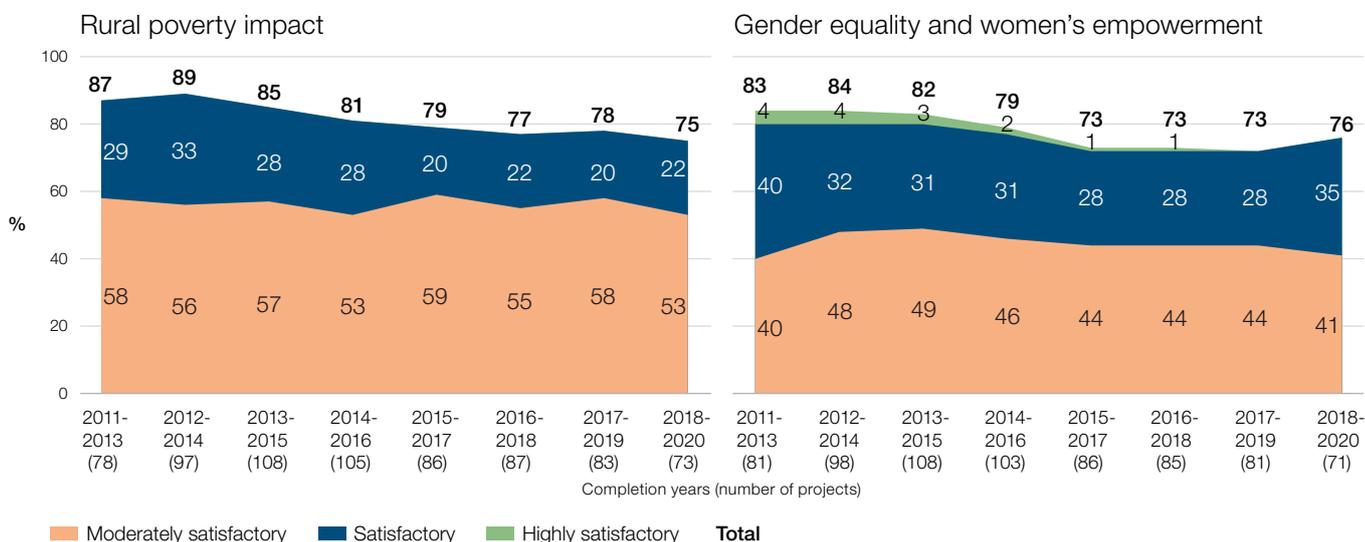
78. **While the majority of projects are rated moderately satisfactory and above for impact and gender equality, a declining pathway is observed since 2013.** Chart 4 provides an overview of the evolution of the ratings of rural poverty impact and gender equality and women’s empowerment (GEWE) over 10 years. Overall, performance in rural poverty impact has shown a downward movement since its peak in 2012-2014, when 89 per cent of projects were rated moderately satisfactory or better. A comparison between the latest period (2018-2020) and the previous one (2017-2019) shows a further slight decrease in the trend of impact. Disaggregation by region shows that four out of five regions experienced a declining performance, notably in the Near East, North Africa and Europe

region (by 12 per cent) and in the Asia and the Pacific region (by 9 per cent).

79. GEWE performance has also declined since its peak in the 2012-2014 period, then stabilized since 2015-2017, with the latest period showing a small uptick from 73 to 76 per cent. In terms of rating distribution, the GEWE criterion shows a better performance than rural poverty impact, which is indicated by higher proportions of projects rated satisfactory (5) across 10 years. None of the projects completed between 2011 and 2020 was rated highly satisfactory in rural poverty impact. On the other hand, GEWE started with small proportions of projects rated highly satisfactory, which has declined to zero in the last two periods. IOE will conduct a Thematic Evaluation on Gender Equality in 2022-2023 which may help shed further light on these trends.<sup>6</sup>

<sup>6</sup> Evaluations at IFAD (self- and independent) may have become more ‘demanding’ on the topic of gender, after the 2012 approval of an IFAD Policy on Gender Equality and since the 2017 IOE evaluation synthesis on the same topic.

**Chart 4 Overview of rural poverty impact and GEWE criteria using IOE ratings**  
Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCR/PPE/IE), February 2022.

### Innovation and scaling up

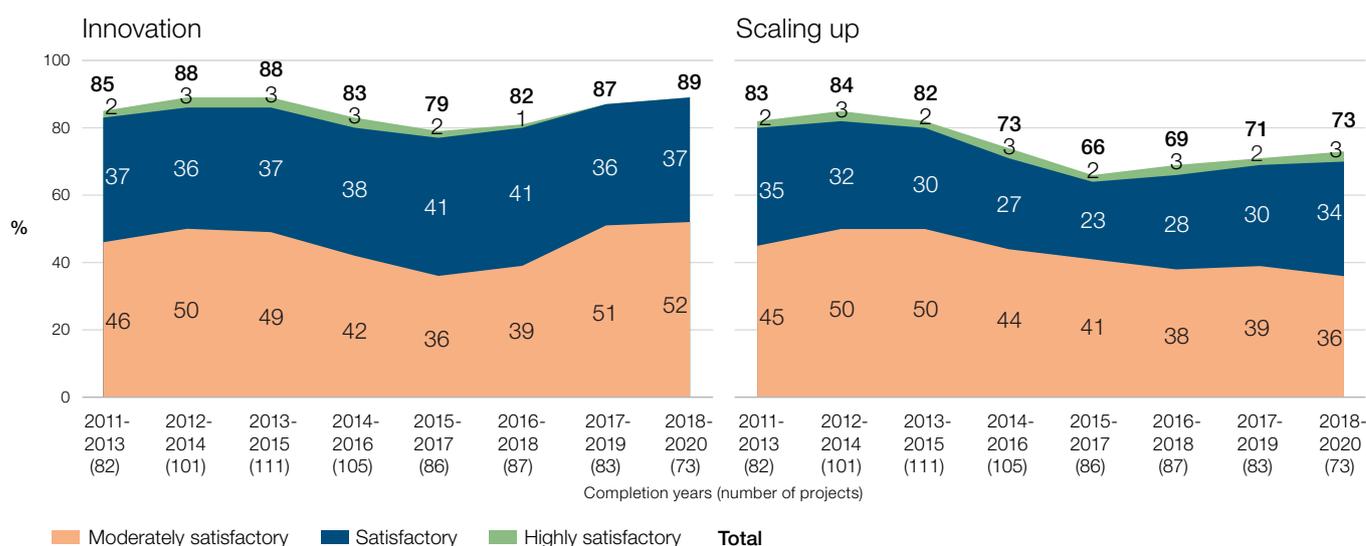
80. **Declined in the period 2013-2016, followed by partial recuperation in more recent years.** Performance in both the innovation and scaling up criteria shows steady improvement since the lowest performance in the 2015-2017 cohort (chart 5). The proportion of projects rated moderately satisfactory or better in innovation and scaling up are 89 per cent and 73 per cent, respectively, in the latest period. For the innovation criterion, the performance rating was previously dominated by satisfactory ratings (5 on a scale of 1-6), but in the last two periods, more projects were given moderately satisfactory ratings (4). Moreover, none of the projects has been rated highly satisfactory (6 on a scale of 1-6) in innovation since 2017-2019.
81. The trend for scaling up experienced an initial sharp decrease in the percentage of ratings of moderately satisfactory and above between 2013-2015 and 2015-2017, followed by partial

recovery. The share of projects rated highly satisfactory in scaling up has been relatively stable throughout the period covered, ranging from 2 to 3 per cent.

### Environment and natural resource management and climate change adaptation

82. **This criterion presents the only clear case of continued improvement in the past 10 years.** Chart 6 shows the performance in ENRM and adaptation to climate change from 2011 to 2020. In general, a long-term positive trend of performance in ENRM and adaptation to climate change is confirmed, with a new peak being established in the latest period. Ninety per cent of projects completed in 2018-2020 were rated moderately satisfactory or better in the ENRM criterion, and 81 per cent for the adaptation to climate change criterion. An important qualification is that most projects are rated only moderately satisfactory (4) in both criteria, and none of the projects received

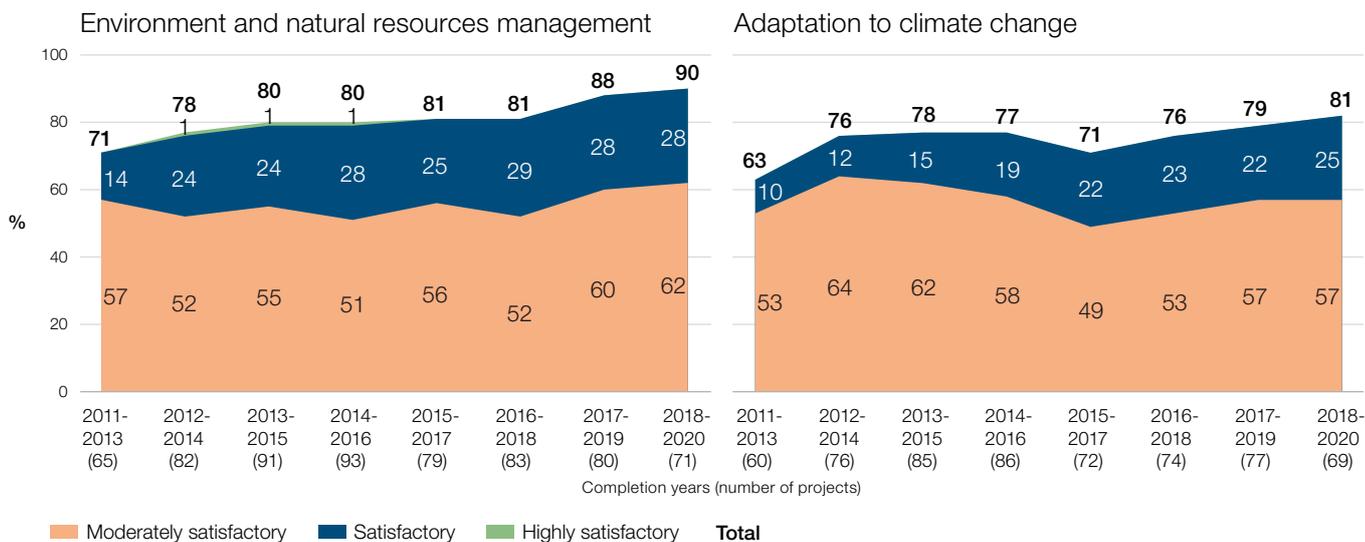
Chart 5 **Combined overview of innovation and scaling up criteria using IOE ratings**  
Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCR/PPE/IE), February 2022.

Chart 6 **Combined overview of ENRM and adaptation to climate change criteria using IOE ratings**

Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCR/V/PPE/IE), February 2022.

highly satisfactory ratings, especially from the 2016-2017 cohort onwards. As noted by the recent thematic evaluation on climate change adaptation, the increased attention to natural resource management and climate change adaptation since 2010, and the investment made in a dedicated unit within IFAD, may in part explain the trend.

**Overall project achievement and performance of partners**

83. **Overall project achievement had a generally flat trend. Performance of partners initially followed a declining trend, with some recuperation more recently.** Chart 7 shows the performance trend in overall project achievement, IFAD performance and government performance over 10 years. There is little change in overall project achievement over the 10-year period, also in terms of the share between those rated satisfactory and moderately satisfactory.

84. The proportion of projects rated moderately satisfactory or better for IFAD performance is

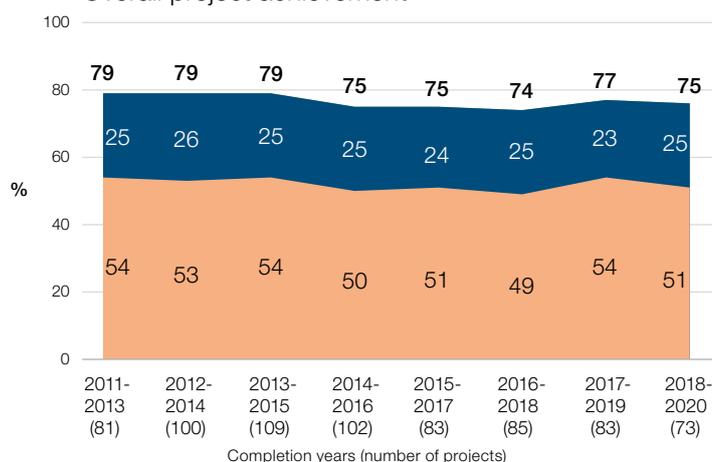
relatively stable since 2016-2018, though at a slightly lower level than the earlier periods (2012-2014 to 2014-2016) and after experiencing a decline until 2017-2019.

85. As to the performance of government, a gradual improvement has been observed since 2017-2019 after a marked decline that had started in 2013-2015. Moreover, the latest performance has not yet reached the 75 per cent level of 2012-2014. Although there is no single explanation for the decline in ratings for government performance, a recent evaluation synthesis on government performance notes two factors that may be associated with the trend. The increased IFAD portfolio emphasis on value chain development makes implementation more complex and dependent on collaboration with many partners, including private sector entities. In addition, there is an increase in projects with the ministry of agriculture as the main implementation partner and as the synthesis notes, these ministries were particularly challenged by the increasing complexity of design. Chapter 3 discusses this topic further.

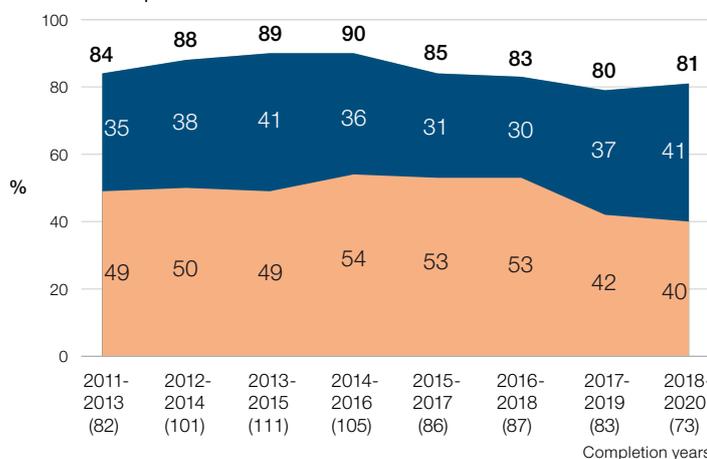
Chart 7 **Overview of overall project achievement and partner performance criteria using IOE ratings**

Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)

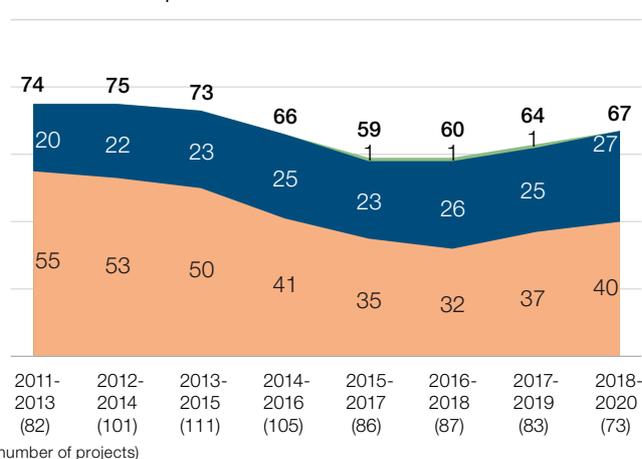
Overall project achievement



IFAD performance



Government performance



Legend: Moderately satisfactory (orange), Satisfactory (dark blue), Highly satisfactory (green), Total (black)

Source: IOE evaluation database (PCR/V/PPE/IE), February 2022.

**Observing impact on rural poverty in conjunction with other criteria**

86. **From a developmental perspective, combining ratings for impact in combination with ratings for scaling up, sustainability and efficiency provides useful qualifications.** Given IFAD's mandate to help reduce rural poverty and to promote rural development and transformation, prima facie, impact on rural poverty may be considered as the most important evaluation criterion. However while important, the impact criterion used in isolation

is an incomplete measure for judging the worth of a development intervention. From a developmental perspective, benefits generated by a project would make little difference to a household or community if they do not persist over time (i.e. if benefits are not sustainable). Moreover, an important concern is whether benefits generated by a development intervention are commensurate with the resources deployed for its implementation (i.e. efficiency). Another important developmental question is whether project benefits are localized or can be and have been scaled up.

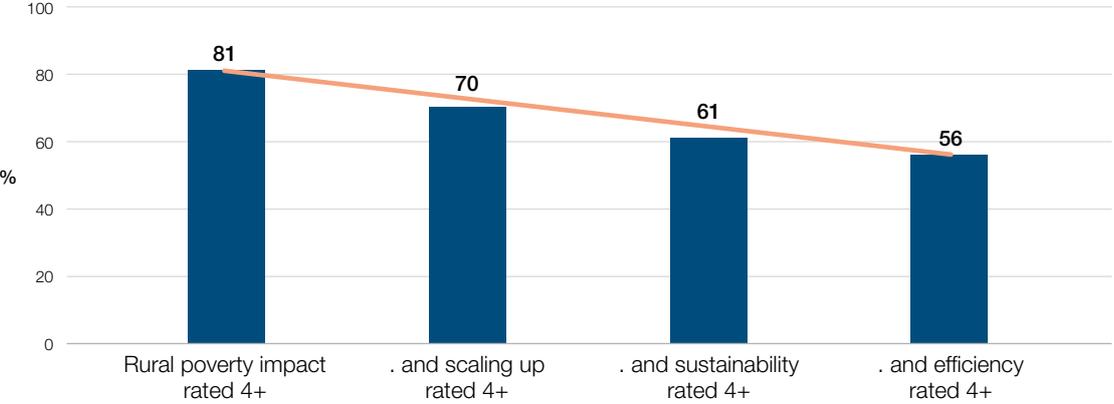
87. To explore these important aspects of rural poverty impact, chart 8 shows the share of projects completed between 2011 and 2020 rated moderately satisfactory or better for rural poverty impact, first on its own and then combined with other selected criteria (efficiency, sustainability and scaling up). Each column displays the percentage of projects that are rated at least moderately satisfactory for impact as well as for three additional criteria (scaling up, sustainability, efficiency).

88. The chart shows that the share of projects rated at least moderately satisfactory for impact was high (81 per cent) in the decade under observation. However, when considering projects that in addition to impact also have a rating of at least moderately satisfactory for

another selected criterion, percentages drop notably:

- 70 per cent in the case of scaling up (conversely, 11 per cent of projects were rated moderately satisfactory or higher for impact but moderately unsatisfactory or lower for scaling up);
- 60 per cent in the case of sustainability (i.e. 21 per cent of projects were rated moderately satisfactory or higher for impact but moderately unsatisfactory or lower for sustainability); and,
- 56 per cent in the case of efficiency (i.e. 25 per cent of projects were rated moderately satisfactory or higher for impact but moderately unsatisfactory or lower for efficiency).

**Chart 8 Proportion of projects rated moderately satisfactory or better in rural poverty impact and other selected criteria, where projects completed in 2011-2020 (data in percentage, N=284)**



*Note:* The first column shows the percentage of projects with rating of 4 and higher for impact. The second, third and fourth columns show the percentage of projects with a rating of 4 and higher for impact and a rating of 4 and higher for, respectively, scaling up, sustainability and efficiency.  
*Source:* IOE evaluation database (PCR/V/PPE/IE), February 2022.

## Comparison of IOE and PCR ratings by evaluation criteria and PCR quality assessment

### IOE and PCR ratings

89. Table 4 shows the comparison between the average ratings by IOE and PCRs for projects completed in 2011-2020, including analysis of disconnects between the two means, results of non-parametric tests on the difference between IOE and PCR ratings, and correlation analysis between IOE and PCR ratings.
90. **The highest rating disconnects are related to project relevance and scaling up.** Despite receiving the highest rating by both IOE and PCRs, relevance continues to be the criterion with the largest disconnect (-0.52), followed by scaling up with a disconnect of -0.44. In the case of relevance, IOE evaluations pay special attention to the technical quality of project design, to the degree of proactivity in revising design when flaws become apparent, and to the adaptation of the design to the national implementation capacity. In the case of scaling up, while Management focuses on scaling up 'potential', IOE ascertains whether concrete steps were taken to ensure further support (from the government, other international agencies, private sector or grassroots organizations, in addition to IFAD's support) in order to broaden and amplify the results. The new Evaluation Manual (2022) clarifies the definition of these criteria and this may help reduce the disconnect in future evaluations.
91. On the other hand, ENRM and innovation are the two criteria with the smallest disconnect, by -0.16 and -0.18, respectively. Disaggregation of ratings disconnects by divisional region shows substantial variations in scaling up (ranging from -0.26 in the Latin and the Caribbean region to -0.61 in the West and Central Africa region) and government performance (ranging from -0.11 in the Asia and the Pacific region to -0.47 in the Near East, North Africa, and Europe region). Overall, rating disconnects tend to be lower in the Asia and the Pacific and West and Central Africa regions (table 4).
92. The Wilcoxon signed-rank test has been conducted to understand whether there is a statistically significant difference between IOE ratings and Programme Management Department (PMD) ratings. This non-parametric test is used when the data is ordinal and has more than two categories. For the case of project performance criterion (the average of rating for relevance, effectiveness, efficiency and sustainability), which is a continuous variable, a t-test has been conducted. All tests are two-sided. The test results show that the differences between the IOE and PMD ratings are statistically significant across all criteria (table 4).
93. Table 4 also presents correlation coefficients between the IOE and PCR ratings. All criteria report Spearman's rank-order correlation coefficients, except for project performance criterion (Pearson's correlation coefficient). Correlation analysis shows a statistically significant correlation for all criteria, and particularly high correlations for efficiency and project performance. All correlations are positive and statistically significant, indicating that the IOE and PCR ratings follow a similar pattern.
94. Further analysis on rating disconnect is presented in annex V of this document (tables 3-7), particularly on the frequency of disconnect by criterion, rating level and size of disconnect. The analysis (table 6, annex V) inter alia suggests that the disconnect has reduced for most criteria, although the difference is statistically significant only for the criteria of relevance and performance of IFAD.

Table 4 **Comparison of IOE and PCR ratings for all evaluation criteria, 2011-2020 (by year of project completion)**

Criteria	Mean ratings		Average disconnect	Highest disconnect [region]	Lowest disconnect [region]	Comparison of means* p-value	Correlation (IOE and PCR)
	IOE	PMD					
Relevance	4.28	4.80	-0.52	-0.57 [NEN]	-0.50 [WCA]	0.00*	0.53*
Scaling up	4.04	4.48	-0.44	-0.61 [WCA]	-0.26 [LAC]	0.00*	0.65*
GEWE	4.12	4.48	-0.35	-0.46 [ESA]	-0.26 [NEN]	0.00*	0.69*
Efficiency	3.62	3.96	-0.34	-0.43 [LAC]	-0.21 [APR]	0.00*	0.79*
Sustainability	3.69	4.03	-0.34	-0.39 [ESA]	-0.21 [LAC]	0.00*	0.67*
Project performance	3.92	4.26	-0.34	-0.38 [NEN]	-0.30 [APR]	0.00*	0.80*
Government performance	3.88	4.21	-0.33	-0.47 [NEN]	-0.11 [APR]	0.00*	0.73*
IFAD performance	4.22	4.54	-0.32	-0.40 [ESA]	-0.16 [APR]	0.00*	0.72*
Overall project achievement	3.99	4.31	-0.31	-0.41 [NEN]	-0.20 [APR]	0.00*	0.73*
Effectiveness	3.98	4.25	-0.27	-0.33 [LAC]	-0.20 [WCA]	0.00*	0.74*
Rural poverty impact	4.04	4.27	-0.23	-0.28 [NEN]	-0.14 [WCA]	0.00*	0.67*
Adaptation to climate change	3.88	4.07	-0.19	-0.28 [APR]	-0.08 [WCA]	0.00*	0.59*
Innovation	4.23	4.41	-0.18	-0.33 [WCA]	-0.07 [APR, LAC]	0.00*	0.67*
ENRM	4.04	4.20	-0.16	-0.24 [LAC]	-0.09 [WCA]	0.00*	0.62*

\* Statistically significant at 5 per cent.

Note: The table is sorted by criteria from the highest to the lowest value of disconnect. Positive correlation coefficient indicates the ratings of IOE and PMD move in the same direction across all criteria.

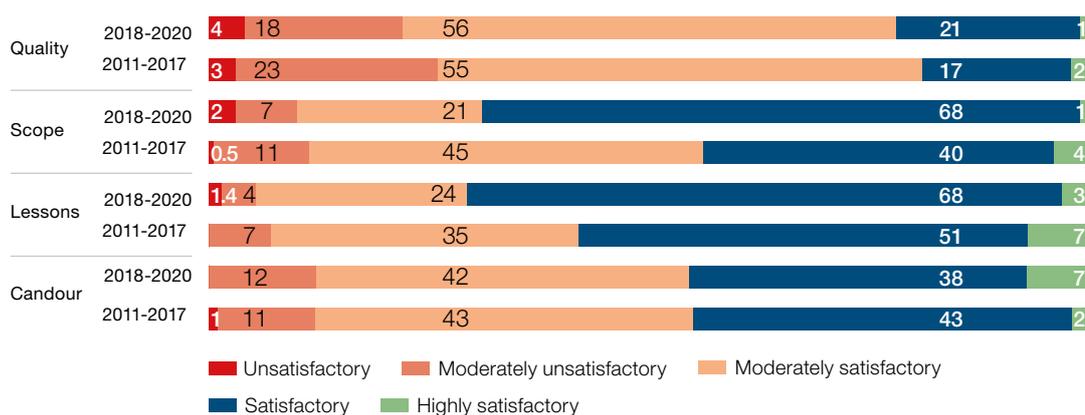
Source: IOE/PCR ratings, March 2022.

### Assessment of project completion reports

95. **Improvements are noted in the last three years.** In its project-level evaluations, IOE assesses the project completion reports (PCRs) under four dimensions: (i) scope of the report (i.e. compliance with required standards); (ii) quality (robustness of methodology and data); (iii) lessons (usefulness of lessons learnt from a developmental perspective); and (iv) candour (i.e. balancing achievements and weaknesses of the project).
96. IOE rated the overall quality of PCRs higher in the latest three-year period (for projects completed in 2018-2020), compared to

the previous longer period (2011-2017) for all criteria (chart 9). While the PCR quality (which refers to methodology, evidence and analysis) has been the lowest performing dimension, it has also experienced the largest improvements. PCR lessons have also received slightly better ratings in the 2018-2020 period, compared to the 2011-2017 period. It is to be noted that while in the past IFAD considered PCR preparation as the duty of the borrowing government, but since the approval of the Development Effectiveness Framework (2016), the PMD has been more involved in PCR preparation, which has led to greater attention to the quality of the process and of the document.

Chart 9 **Percentage of IOE ratings for PCR documents (projects completed between 2011 and 2020)**



Source: IOE evaluation database (PCR/V/PPE/IE), February 2022.

97. The disaggregation by divisional region (table 5) shows that **the region with highest percentages of positive PCR ratings is Asia and the Pacific, closely followed by Near East and North Africa and Europe.** The lowest individual percentage of positive ratings was recorded for the PCR quality dimension in the East and Southern Africa

region (67 per cent) and by West and Central Africa (69 per cent). The highest individual case of positive ratings is observed in the Asia and the Pacific region for PCR lessons: all projects completed between 2011 and 2020 were rated moderately satisfactory or higher for PCR lessons.

Table 5 **IOE ratings for PCR document by region**

Ratings on PCR document by IFAD regional divisions, 2011-2020 (by year of project completion) – percentage of projects rated moderately satisfactory and better (MS+)

	Asia and the Pacific	Latin America and the Caribbean	East and Southern Africa	Near East, North Africa and Europe	West and Central Africa
<b>Number of projects</b>	<b>70 projects</b>	<b>42 projects</b>	<b>57 projects</b>	<b>51 projects</b>	<b>64 projects</b>
Quality	81	68	67	84	69
Scope	96	85	79	98	88
Lessons	100	88	89	94	92
Candour	94	83	77	92	89

Source: IOE evaluation database (PCR/V/PPE/IE), February 2022.

## Analysis of performance ratings of non-lending activities

98. **After several years of lower performance, recent CSPEs have observed an upward trend in non-lending activities.** IOE assesses the performance of the non-lending activities in its CSPEs. Chart 10 presents the proportion of CSPEs conducted between 2011 and 2021 which provided moderately satisfactory or better ratings (4 or above, on a scale of 1-6) for non-lending activities (partnership-building, knowledge management, country-level policy engagement, and overall). As in the case of project performance ratings, the data are presented for three-year moving periods based on the year of evaluation.

99. In the CSPEs conducted between 2019 and 2021, the share of evaluations with moderately satisfactory or better ratings increased for all non-lending activities criteria in contrast with those conducted in the previous period.<sup>7</sup> The largest difference was observed in country-level policy engagement (an increase by 18 percentage points from 53 per cent in the 2018-2020 period). The share also increased in partnership-building and knowledge management although at a more modest level, with an increase by five and four percentage points, respectively.

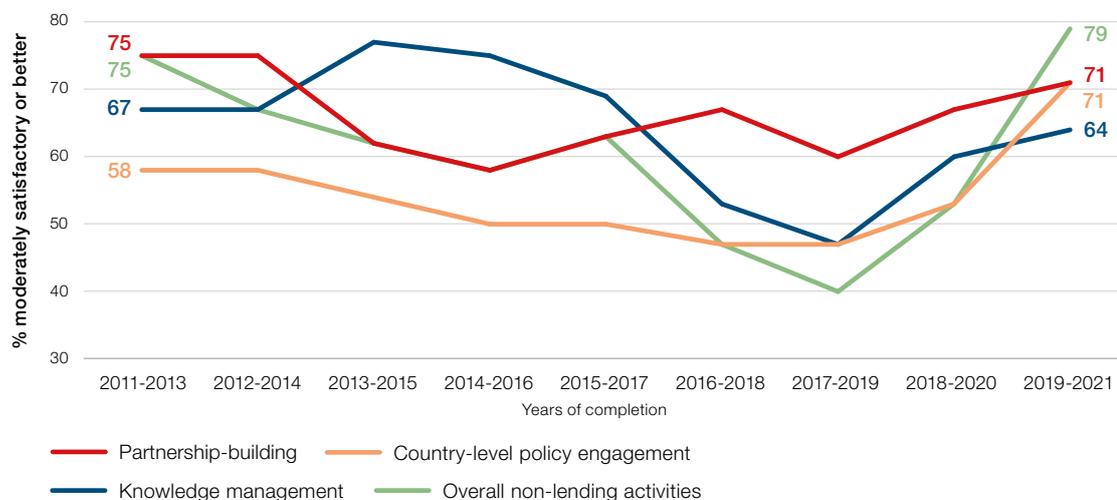
<sup>7</sup> As in the case of project performance ratings, due to the addition of CSPEs conducted during the previous period (2018-2020) in this ARIE which were not included in the 2021 ARRI, the data for the 2018-2020 period have been updated as follows (i.e. the share of CSPEs with moderately satisfactory or better ratings): knowledge management (60 per cent), partnership-building (67 per cent), country-level policy engagement (53 per cent). These were reported in the 2021 ARRI as 58 per cent, 67 per cent, and 58 per cent, respectively.

100. Among the different areas of non-lending activities, knowledge management registered the lowest share of moderately satisfactory or better ratings in the CSPEs conducted in 2019-2021. For overall performance rating on non-lending activities,<sup>8</sup> the share of CSPEs with moderately satisfactory or better ratings

was also higher in the 2019-2021 period at 79 per cent compared to 53 per cent in the CSPEs conducted in the previous period (2018-2020). A caveat is that the time series of ratings for the non-lending activities is based on a smaller number of observations compared to the project-level ratings.

Chart 10 Performance of non-lending activities

Percentage of country evaluations rated moderately satisfactory or better in 2011-2021 (year of evaluation)



Source: IOE CSPE database as of April 2022 (49 evaluations conducted between 2011 and 2021).

<sup>8</sup> Four CSPEs conducted in 2021 do not include overall non-lending activities rating as they followed the revised Evaluation Manual (published in 2022). Hence, the arithmetic average of ratings in the three areas of non-lending activities were used. The average was a whole number except for one CSPE for which the average was rounded.

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## Key points

- Across the evaluation criteria, the large majority of projects is rated moderately satisfactory (4) or above. Environment and natural resources management, innovation and relevance are the top three criteria in terms of proportion of projects rated 4 and above. In contrast, efficiency, government performance and sustainability are the lowest performing criteria, with less than 70 per cent of the projects rated 4 and above.
  - Over the past 10 years, the Asia and the Pacific region confirms the highest proportion of projects rated 4 and above for rural poverty impact, overall project achievement and government performance. On the other tail of the distribution, the lowest proportion of projects rated 4 and above is observed in the West and Central Africa region. This is not an assessment of the performance of individual IFAD regional divisions as many country-specific factors affect project performance.
  - Looking at the time series data, the only two criteria that exhibited a constant increase in the past decade were ENRM and climate change adaptation. Several criteria experienced a decline, typically between 2013 and 2017, followed by some recuperation. This is the case of the performance of IFAD and of the government, innovation, scaling up, as well as gender equality and women's empowerment.
  - The trends of impact on rural poverty has been on a declining path for several years, although about three quarters of the projects are still rated moderately satisfactory and above. Two criteria, efficiency and sustainability, exhibit overall the lowest rating in the past 10 years but have posted an improving trend since 2015.
  - On a positive note, the ratings for non-lending activities (knowledge management, partnership development and engagement in policy dialogue) are on an increasing trend, according to recent CSPEs.
  - While impact on rural poverty is an important criterion for IFAD, this ARIE argues that impact ratings should not be observed in isolation. In the past 10 years, the overall percentage of projects rated 4 and above for impact is high (80 per cent). When impact is considered in conjunction with sustainability, scaling up or efficiency, the majority of projects are still assessed 4 and above but percentages drop (to 68, 60 and 55 per cent, respectively).
  - In the period 2019-2021 there has also been a surge in ratings 4 or above for non-lending activities. However, it should be noted that these time series are based on a smaller number of observations compared to project-level time series.
-



Woman with her goat in Sinnar State, Sudan.

### 3

## THEMATIC, CORPORATE-LEVEL EVALUATIONS AND EVALUATION SYNTHESSES

101. This chapter is dedicated to three higher-plane evaluations completed by IOE in 2021: (i) the Thematic evaluation of IFAD's support for smallholder farmers' adaptation to climate change; (ii) the Corporate-level evaluation on the collaboration among the Rome-based agencies, conducted jointly with the evaluation offices of FAO and WFP; and (iii) the evaluation synthesis on Government performance in IFAD-supported operations (2010-2020). The following sections provide a brief overview of the methodology, key findings and recommendations of these evaluations.

### Thematic Evaluation of IFAD's Support for Smallholder Farmers' Adaptation to Climate Change

102. This thematic evaluation reviewed IFAD's experience in assisting the livelihoods of poor rural smallholders living in marginal and/or unfavourable agroecological conditions. It assessed: (i) the results achieved after the Fund formally recognized mainstreaming climate change adaptation in its operations and country strategies as a corporate priority in 2010; and (ii) IFAD's readiness to deliver the enhanced climate commitments under IFAD12 (2022-2024).

103. **Approach and methodology.** The evaluation covered the 2010-2020 period and reviewed the business model related to climate change adaptation (CCA) including relevant corporate replenishment commitments, resource mobilization and corporate strategies, guidance and tools.

104. Primary data were collected from: (i) 20 country case studies covering 35 projects identified through a stratified purposive sampling that represented 14 per cent of IFAD's climate portfolio; (ii) two online surveys; and (iii) four ad hoc studies on IFAD's readiness to deliver on CCA commitments, scaling up, knowledge management and environmental sustainability of climate response. Interviews were held with over 700 stakeholders and beneficiaries and 227 survey responses were received from staff. Secondary data were collected from a rapid evidence assessment of relevant peer-reviewed and 'grey' literature, complemented by an analysis of geospatial data from geographical information systems in nine of the case study countries.

105. Within IFAD, the evaluation established a core learning partnership group, comprising CCA technical experts and managers that interacted throughout the evaluation process to strengthen relevance across the organization.

## Main findings

106. **Over the past decade, the Fund has achieved important progress in supporting smallholder CCA.** It has made climate response a corporate priority, mobilized climate finance and focused an increasing share of its programme of loans and grants on climate response. It has established a dedicated unit to mainstream climate responses across all interventions and developed relevant guidance and tools to support implementation. In addition, COSOPs and operations approved after 2015 were relevant to countries' nationally determined contributions to mitigate greenhouse gas emissions.
107. **However, IFAD's mainstreaming efforts lack a clear corporate-level conceptual framework** and operational guidance on how best to strengthen smallholders' climate resilience together with environmental and socio-economic resilience. This has limited the ability to analyse critical pathways to achieve climate resilience under country strategies.
108. **There are still gaps in technical capacity to mainstream and monitor CCA responses at the headquarters and project levels.** However, CCA capacity will need to expand further when the climate focus of the programme of loans and grants increases from 25 per cent under IFAD11 to 40 per cent under the IFAD12.
109. The future of IFAD's ability to successfully strengthen smallholder climate resilience at scale depends on additional funding to promote non-lending activities. Resources remain a challenge and the performance of non-lending activities are a recurring area of weakness identified by several independent evaluations.
110. **As it learns from experience, IFAD's approach to CCA is evolving and progressing in the correct direction.** Guidance of CCA responses has moved from managing risks to ensuring benefits shared with smallholders. Gender responses have moved from establishing targets and quotas for women's participation to addressing the root causes of gender inequality. Increasing attention is being paid to conflicts over natural resources, such as those between pastoralists and sedentary farmers in the Sahel region. Similarly, targeting approaches have continued to improve. From geographic targeting, the recent projects also aim to reach the most marginalized and climate-vulnerable smallholder farmers. However, IFAD's guidance has yet to pay sufficient attention to addressing this issue through participatory community-driven approaches.
111. **In selected cases, IFAD has demonstrated capacity to improve the economic, climate and environmental resilience of smallholders** through a suite of appropriate interventions. Climate responses in six of the 20 case studies of this evaluation were likely doing no net harm to the environment. These good examples offer important lessons to improve IFAD's CCA response in all its interventions.
112. **However, there were important gaps to be addressed for IFAD to deliver on its CCA commitments under IFAD12.** These include: (i) a shared vision and commitment between Management and staff to integrate CCA in IFAD interventions and to deliver the increased CCA commitments under IFAD12, in the context of the decentralization process; (ii) human resources investments to improve the design of CCA interventions and non-lending activities and to enhance technical capacity across IFAD and project units; (iii) the need for a robust results framework for climate resilience and a monitoring system to track the performance

of interventions, learning from results and ensuring results-orientation of mainstreaming CCA. The evaluation formulated the following recommendations:

113. **Recommendation 1:** Update the IFAD Strategy and Action Plan on Environment and Climate Change 2019-2025 to comprehensively address bottlenecks to CCA performance.
114. **Recommendation 2:** Expand CCA guidance to include restorative solutions, in order to fulfil IFAD's commitment to go beyond doing no harm and to restore the environment, and where feasible, develop CCA responses that achieve economic, climate and environmental resilience.
115. **Recommendation 3:** Undertake an analysis of the IFAD staff capacity and skill sets needed to design, implement and monitor the delivery of climate finance of 40 per cent of the programme of loans and grants under IFAD12 that also account for the ongoing decentralization.
116. **Recommendation 4:** IFAD should systematically prioritize, with dedicated resources, scaling up and other non-lending activities at subnational, national, regional and global levels.
117. **Recommendation 5:** Develop and implement a framework and strategy for partnerships needed to achieve results identified in COSOPs and related operations through lending and non-lending activities.
118. **Recommendation 6:** Ensure results-focused organizational learning from operational experience to improve current and future CCA performance. This requires identifying successful CCA responses, and mechanisms to translate these lessons into demonstrable improvements in design and implementation support.

## Joint evaluation of collaboration among the United Nations Rome-based agencies

119. The United Nations Rome-based agencies (RBAs) – FAO, IFAD and WFP – collaborate in many forms, from joint advocacy, policy and technical work to joint projects. This was the first independent evaluation of the collaboration among the RBAs. It was jointly undertaken by the evaluation offices of the FAO, IFAD and WFP. The evaluation's primary objective was to assess whether and to what extent RBA collaboration is contributing to the achievement of the 2030 agenda, particularly at the country level.
120. **Approach and methodology.** This was a theory-based strategic evaluation that used mixed methods to answer key questions: (i) how relevant is RBA collaboration in contributing to the achievement of the 2030 Agenda for Sustainable Development?; (ii) what are the positive, negative, intended and unintended results of RBA collaboration to date?; (iii) what factors have enabled or hindered the effectiveness of RBA collaboration?; (iv) what is the added value of RBA collaboration (as opposed to single agency processes and results) across the different aspects and levels?
121. The team assembled data from an extensive review of documents and data from interviews and discussions with informants at global, regional and country levels, including twelve country case studies. The evaluation was both summative and formative.

### Main findings

122. **Relevant direction but uneven outcomes.** Since 2018, and especially at the country level, the drivers of RBA collaboration in support of the 2030 agenda have been reshaped by the reform of the United Nations development system, and by reforms aimed at enhancing

operational efficiency. RBA collaboration is relevant to the strategic direction of the United Nations development system. In practice, it has had mixed results in strengthening coordination between agencies. Outcomes are uneven at the country level: there is a strongly collaborative spirit in some countries; pragmatic collaboration and recognition of complementarity in many countries when RBA collaboration is seen to make sense; and, in some countries, little or no strengthened collaboration.

**123. Emergency situations, gender and nutrition are examples of areas in which RBA collaboration has enhanced the sharing of knowledge, lessons and good practice at all levels.**

Emergency response contexts provide a conducive framework for RBA collaboration within United Nations response structures. However, collaboration is more challenging in formal development project settings. In development work, the RBAs have made limited progress in reducing overlap, competition and duplication. Achievement of their shared objectives is still impaired by misunderstandings about the mandates of FAO and WFP. The success of RBA collaboration in enhancing joint administrative efficiency has been limited.

**124. Government attitudes range from strong support for collaboration to indifference or dismay about perceived duplication and competition.**

The official global structure and processes of RBA collaboration do not strongly contribute to coordination. Donor support for RBA collaboration is not as strong or coherent in practice as donor advocacy for it implies. RBA leadership expresses a spectrum of support and scepticism about collaboration. Some Member States urge stronger collaboration, but overall, RBA collaboration is not a high priority for the governing bodies or RBA Management.

**125. There is limited quantitative evidence on the added value of RBA collaboration.**

In principle, collaboration can enhance effectiveness and achieve administrative cost savings. However, there are multiple administrative difficulties in achieving constructive interfaces between the structures and cultures of the RBAs. Outside formally structured project settings, these difficulties can be overcome through the often-displayed ability of technical colleagues to work together where they perceive clear mutual interest. This kind of mutual technical respect and support is a daily reality but across the RBAs there is widespread ambivalence about RBA collaboration.

126. The evaluation makes six recommendations, of which five are addressed to management of the three agencies and one is appropriate for Member States to consider.

127. **Recommendation 1.** Update the Memorandum of Understanding between the RBAs. Although the current five-year agreement was only signed three years ago, important changes since then make an update necessary.

128. **Recommendation 2.** Restructure and reinforce the coordination architecture for RBA collaboration within the framework of UN development system reform to ensure that at all levels, the coordination and evaluation of RBA collaboration includes more proactive efforts to develop and disseminate lessons and knowledge about how to optimize collaboration among and beyond the RBAs, about the costs and benefits of RBA collaboration, and about technical experience that can be usefully shared.

129. **Recommendation 3.** Further embrace the new joint programming mechanisms at the country level and ensure constructive, collaborative RBA engagement with these mechanisms.

130. **Recommendation 4.** Focus administrative collaboration efforts on further embracing the United Nations efficiency agenda.

131. **Recommendation 5.** In considering the development of joint projects and programmes, assess the costs and benefits of the proposed collaboration and only proceed if the benefits outweigh the costs.

132. **Recommendation 6.** The Member States of the RBA governing bodies should reappraise and adequately resource their position on RBA collaboration.

### Evaluation synthesis on Government performance in IFAD-supported operations (2010-2020)

133. **Rationale.** Previous IOE reports have noted government performance as an area where IFAD's operations underperform. In the past, relatively weak and worsening government performance ratings have raised concerns about the efficiency, effectiveness, sustainability and ultimately the impact of IFAD projects. The issue of government performance, and how it relates to other performance dimensions, therefore requires heightened attention.

134. **Scope and methodology.** This synthesis was a learning product, focused on the performance of government in IFAD-supported operations and drawing on completed IOE evaluations. It covered the 2010-2020 period. For this decade, performance data were available from 421 evaluations, including 57 CSPs and 364 project-level evaluations. The synthesis selected 15 countries as case studies. The synthesis took a broad approach to review government performance, looking at government actions in terms of its institutional efficiency, prevailing enabling conditions, and the structures, capacities and processes that

are required for transforming financial and non-financial resources into operational results.

135. **Deteriorating government performance.**

Government performance deteriorated over the review period. At the same time, performance in low-income countries and countries with fragile situations remained stable. However, the performance of those projects led by ministries of agriculture has been declining, while their overall share in the portfolio increased. The last 10 years have seen projects increase in complexity, with the inclusion of value chain support in project design and growing reliance on ministries of agriculture, which often lack the necessary capacities and resources to act as an implementing agency in a more demanding project formulation.

136. **Government ownership, leadership and accountability** are closely connected and,

together, are key drivers of government performance. Ownership, with knowledge and information, drives project decisions and activities. It derives from societal norms and structures (including accountability structures) and project-specific (typically contract-based) organizational arrangements. IFAD has supported government ownership through long-standing partnerships with preferred ministries and agencies or through responsive programme design and integration of government staff into management units. Reliable support and partnerships proved particularly important in fragile situations.

137. **Programme effectiveness, sustainability and scaling up strongly correlate with the choice of the lead agency.**

Many lead agencies have exhibited exemplary ownership and commitment, often nourished through long-term partnership with IFAD. Others, however, have demonstrated persistent weaknesses such as lack of technical assistance, limited capacity at decentralized level and high staff turnover. The performance

of the lead agency, with the mandate and capacity to coordinate relevant stakeholders, is pivotal to ensuring effective service delivery and outreach to IFAD's target groups, and for putting in place the required resources and institutional mechanisms for sustainability and scaling up.

138. **The institutional arrangements for project implementation** agreed during project design include the choice of lead agency and implementing partners as well as the set-up for project management. Integration of IFAD projects in country structures has enhanced ownership. It enables national government and decentralized authorities to provide oversight, coordination and other types of support to ongoing projects and programmes. The capacity and resources mobilized by government are key variables determining the performance of project management. Government staff capacity remains the main barrier to sound management.
139. **IFAD country presence** has been a contributing factor to government performance. However, its influence on government performance also depends on the technical qualifications and seniority of IFAD staff as well as other soft factors shaping the relationship with government partners. The out-posting of a senior IFAD staffer as country director has enhanced oversight and contributed to improved implementation in a number of countries. IFAD presence was usually insufficient in programmes stretching into remote locations and with weak decentralized capacities. In such cases, posting a country director in the capital was not sufficient.
140. The synthesis identified other factors on IFAD's side that are affecting government performance. IFAD's recent reforms and developments, such as decentralization of technical support and senior IFAD staff, and enhanced procurement and financial systems are likely to improve efficiency. However, other prevailing issues had a negative effect on government performance. These included insufficient consideration of government capacities and institutional and policy frameworks, and lack of suitable incentives to keep government staff engaged. In some countries, the transition from decentralized implementation to national PMUs/programme coordination units has overstretched existing government capacities and systems. Finally, frequent turnover of staff and disbursement caps have negatively affected government engagement and trust.
141. The synthesis concluded that the simultaneous presence of positive and negative drivers has led to overall low government performance. IFAD has to build on its strengths, identifying and addressing drivers of government performance, after careful analysis of institutional and policy frameworks at country level. The organization should become an enabling environment for country management, providing critical support for effective engagement with government, such as providing technical advice, predictable resources and incentives for durable relationships.
142. Country managers have a pivotal role to play in nurturing ownership and trust, enhancing institutional performance and supporting learning from experience. A better understanding of why and how government performs in certain situations requires closing information gaps in IFAD's corporate M&E, like those identified in the synthesis.

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## Key points

### Thematic evaluation: IFAD's support to smallholder farmers' adaptation to climate change

- Over the past decade, IFAD has made climate response a corporate priority, mobilized climate finances, increased its financing to climate response and established a dedicated unit to mainstream climate responses. However, IFAD's mainstreaming efforts lack a clear corporate-level conceptual framework and operational guidance on how to strengthen smallholders' climate resilience, together with environmental and socio-economic resilience.
- IFAD has shown its capacity to improve the economic, climate and environmental resilience of smallholders through a suite of appropriate interventions.
- IFAD's future ability to successfully strengthen smallholder climate resilience at scale depends on additional funding to promote non-lending activities. Resources remain a challenge and the performance of non-lending activities is a recurring weakness identified by several independent evaluations.

### Joint evaluation of the collaboration among the United Nations Rome-based agencies

- Gender and nutrition are areas in which RBA collaboration has enhanced the sharing of knowledge, lessons and good practices. Emergency response contexts provide a conducive framework for RBA collaboration. However, in development work, the RBAs have made limited progress in reducing overlap, competition and duplication.
- Donor support for RBA collaboration is not as strong or coherent in practice as donor advocacy implies.
- RBA collaboration can enhance effectiveness and achieve administrative cost savings but there are multiple difficulties in interfacing between RBA structures and cultures. These difficulties can be overcome through the often-displayed ability of technical colleagues to work together, where they perceive clear mutual interest.

### Evaluation synthesis on Government performance in IFAD-supported operations (2010-2020)

- Government performance deteriorated over the review period. At the same time, projects grew more complex with a shift to value chain approaches and increasing reliance on Ministries of Agriculture, which often lacked adequate capacity and resources.
  - Government ownership, leadership and accountability are key drivers of government performance. IFAD has supported government ownership through long-standing partnerships with preferred ministries and agencies, or through programme design.
  - IFAD country presence has contributed to government performance but its influence also depended on the technical qualifications and seniority of IFAD staff as well as other soft factors. IFAD presence was particularly insufficient in programmes operating in remote areas and with weak decentralized capacity.
  - IFAD needs to become an enabling environment for country management, providing critical support for effective engagement with government, such as technical advice, predictable resources and incentives for durable relationships.
-



Maasai women  
around a water  
point in Katikati  
village, Northern  
Tanzania.

©IFAD/Joanne Levitan

# 4

## FINDINGS FROM RECENT COUNTRY STRATEGY AND PROGRAMME EVALUATIONS AND FROM A SUBREGIONAL EVALUATION: KNOWLEDGE MANAGEMENT AND OPERATING IN FRAGILE SITUATIONS

143. This chapter has two sections dedicated to the CSPEs conducted by IOE and to the first subregional evaluation, a new product piloted by IOE in 2021. A subregional evaluation covers a group of countries sharing common agroecological or socio-economic characteristics.

144. The first section of the chapter on CSPEs focuses on knowledge management, one of the three non-lending activities assessed by CSPEs (the other two being partnership development and policy engagement). The choice of knowledge management reflects the fact that IOE is embarking on a broader corporate-level evaluation on this topic, which, inter alia, will benefit from a mid-term review of the 2019 Knowledge Management Strategy to be conducted by IFAD Management in 2022. Thus, this chapter is an attempt to take stock of recent IOE contributions. The focus is on findings from the 18 CSPEs conducted between 2018 and 2021.

### Findings on knowledge management from recent CSPEs

145. **Rationale.** Knowledge management is a means to organize data and information into a knowledge base for use by a diverse range of stakeholders. This intangible capital is intended to enable the management and enhancement of competencies, experience, and improve internal and external communication.<sup>9</sup> Accordingly, IFAD considers knowledge management a key tool to ensure effectiveness and optimize the use of resources to achieve objectives.<sup>10</sup> This led to approving a corporate strategy on knowledge management in 2007 and a second knowledge management strategy in 2019.

<sup>9</sup> IFAD, IFAD Strategy for Knowledge Management (2007) (EB 2007/90/R.4). <https://webapps.ifad.org/members/eb/126/docs/french/EB-2019-126-R-2-Rev-1.pdf>.

<sup>10</sup> IFAD, IFAD Knowledge Management Strategy (2019) EB 2019/126/R.2/Rev.1. <https://webapps.ifad.org/members/eb/126/docs/french/EB-2019-126-R-2-Rev-1.pdf>.

146. **Strategic context of knowledge management at IFAD.** The need to build knowledge management into IFAD programmes and projects is expressed in the IFAD Knowledge Management Strategy of 2007. According to the ARRI (2016) the strategy's implementation made it possible to achieve a number of objectives, including improving technological infrastructure and increasing the number of knowledge management products developed and disseminated. However, the same ARRI indicated that knowledge management was not yet systematically integrated with IFAD's modus operandi to better access tacit and explicit knowledge available to the organization and improve its use and reuse.<sup>11</sup> The new knowledge management strategy approved by IFAD in 2019 had the main objective of improving IFAD's ability to generate, use and share the best knowledge available based on empirical data and experience. The ultimate goal was to improve the quality of IFAD-funded operations and raise the organization's visibility and influence.
147. **Contribution of IOE to IFAD knowledge management.** Unlike the 2007 strategy, the 2019 strategy explicitly recognized the role of IFAD's independent evaluations in identifying and disseminating knowledge, as well as improving the learning process within the organization.
148. The CSPEs conducted by IOE systematically assess the performance of non-lending activities, which include knowledge management activities, as well as their contribution to improving the overall performance of the country strategy and programme. Thus, knowledge management performance activities are rated, and recent CSPEs show a rather mixed performance, as discussed below.
149. **Assessment of knowledge management results by CSPEs.** Table 6 below presents the scores for the 18 CSPEs taken into account in this analysis (2018-2021). The knowledge management scores assigned by each of the 18 CSPEs generate an overall average of 3.5, which is at mid-point between moderately unsatisfactory and moderately satisfactory. The factors underlying these ratings are analysed below in terms of strengths and weaknesses.

<sup>11</sup> Many activities were undertaken in isolation, hindering efforts to integrate knowledge management more systematically into the Fund's operations as a whole. IFAD, ARRI (2016). [www.ifad.org/documents/38714182/39709860/ARRI\\_2016\\_full.pdf/569bcea7-a84a-4d38-867f-89b3bb98e0e4](http://www.ifad.org/documents/38714182/39709860/ARRI_2016_full.pdf/569bcea7-a84a-4d38-867f-89b3bb98e0e4).

Table 6 **CSPE scores for knowledge management (2018-2021)**

Country	Knowledge management rating assigned by CSPE
Peru	5
Burkina Faso, Cambodia, Madagascar, Morocco, Nepal, Niger, Sudan	4
Angola, Cameroon, Ecuador, Georgia, Kenya, Mexico, Sierra Leone, Sri Lanka, Tunisia, Uganda	3
Average score	3.5

150. **Cases exemplifying stronger knowledge management** were identified in country programmes. The aspects of knowledge management that generated positive results are presented in box 1 below. They relate to knowledge management processes such as knowledge generation, sharing and use in scaling up results.

### Box 1 Positive cases of knowledge management identified by CSPEs

**Knowledge generation.** Country programme activities led to the production of a large number of studies, guidelines, platforms, knowledge products and communication aids (Burkina Faso, Cambodia, Georgia, Kenya, Madagascar, Morocco, Nepal, Sierra Leone, Sri Lanka, Sudan and Tunisia), although the evaluations noted that the analytical content and quality was uneven.

**Knowledge sharing.** The knowledge generated was shared in different ways, including cross-learning through study visits between projects in a single country and with other countries. An approach that was appreciated by IFAD partners (government officials, project staff, NGOs, rural development researchers) was the so-called 'learning routes',<sup>12</sup> which was used in several countries covered by the CSPEs (Cambodia, Nepal, Peru and Sudan) and led to disseminating performing practices and informed project design and implementation (e.g. setting up community learning centres in Cambodia).

**Dissemination with and use by development partners.** The other avenue of knowledge-sharing that can be considered successful is the organization of events for dissemination (workshops and conferences) and monitoring missions, which provided opportunities for exchanges and networking among project implementation officers and stakeholders (Cambodia, Cameroon, Kenya, Madagascar, Nepal and Sri Lanka). In the case of Peru, knowledge management stimulated innovation and scaling up through the systematic production and use of experience.

151. **Success factors.** These results were obtained thanks to several factors. Among them were: (i) the explicit integration of knowledge management processes in COSOPs; (ii) forging effective operational partnerships for knowledge management with other development partners; (iii) earmarking financial resources, such as grant financing or specific loan components, to support capacity development in knowledge management activities; and, finally, (iv) ownership and engagement by the government agencies.

152. In Peru, for instance, the inclusion of knowledge management as a separate component in projects with a specific budget made it an instrument for stimulating innovation and scaling up through the systematic production and use of learning, based on the experience of the learning routes initiative. The learning

routes approach helped disseminate and exchange knowledge based on project experience: it transcended the projects and countries involved and even the Latin American region (expanding into Africa and Asia), while promoting South-South cooperation.<sup>13</sup> Another success factor for knowledge management in Peru was the proactive role of the country programme manager in boosting dissemination of knowledge generated and lessons learned through project implementation, underlining the importance of dedicated staff in enhancing the performance of knowledge management activities.

153. **Challenges of knowledge management within country programmes.** The limited operationalization of the 2007 Knowledge Management Strategy, which served as a strategic guide for most of the period

<sup>12</sup> Learning routes refer to a KM approach developed by PROCASUR (see <https://procasur.org/en/home/>), an international NGO. The focus is on structured visits to IFAD development projects, based on a set of learning questions and topics that are defined in collaboration with the main stakeholders (many of them government and project staff). The aim is to improve and strengthen the capacities of professionals and technicians to lead knowledge management, with concrete results applied to new initiatives and rural development policies. PROCASUR benefited from IFAD's grant financing between 2006 and 2016, to promote innovations developed in the context of IFAD supported operations.

<sup>13</sup> Learning routes played a fundamental role in the systematic use and sharing of knowledge. The strategic and operational integration of learning routes into activities as part of IFAD project components was shown to be important in achieving results.

covered by the evaluations, can explain gaps identified in CSPEs. One obvious deficiency was the absence or inadequacy of systematic documentation and sharing of experiences, leading to limited capitalization on lessons

learned (instances were found in Burkina Faso, Cameroon, Georgia, Mexico, Nepal and Tunisia). Other shortfalls identified are presented in box 2.

## Box 2 Weaknesses preventing the achievement of knowledge management results

**Lack of awareness of the scope of knowledge management.** In some cases, knowledge management was limited to its simplest expression: communication on project activities or publication of technical factsheets, guides and brochures or folders (Cameroon, Niger) with no real work done to collect information (Georgia) or analyse experiences to draw lessons learned. Knowledge-sharing remained limited because of the difficulty of accessing and recovering documents and communication aids, invalidating the efforts made to produce them (Cambodia, Cameroon).

**Inadequate tools or inappropriate use of tools.** The tools adopted for knowledge dissemination were either not used sufficiently (e.g. knowledge products developed as part of regional grants in Mexico; blogs and discussion groups in Cambodia) or there was scarce utilization of information and communication technologies (as in Niger where relatively expensive documentation centres were built, instead of making documentation available online). In Tunisia, the national network of practitioners that had received training on knowledge management tools and methodologies within KariaNet was still incipient and the website created to enable members to share experiences was not yet used effectively.

**Weak M&E systems.** Weaknesses or lack of M&E capacity meant that primary information was not available to analyse project successes and failures and generate lessons that could inform strategic and operational plans (Angola, Cameroon, Ecuador, Kenya, Morocco, Sierra Leone, Sudan and Tunisia). Having weak links between M&E systems and knowledge management processes affected policy dialogue (Cambodia).

**Failure to allocate adequate resources.** The absence of specific budget allocations for knowledge management activities was noted (Kenya and Tunisia), and explained the poor results achieved. Insufficient human resources were also a constraint. For instance, the lack of a full-time knowledge management officer for the country programme slowed knowledge capitalization and limited the effectiveness of knowledge management (Burkina Faso, Cameroon, and Tunisia). In other cases, the knowledge management officer position was eliminated and the budget reduced (Burkina Faso and Uganda).<sup>14</sup> In addition, high staff turnover (among portfolio officers, country programme managers and project personnel) stood in the way of developing institutional memory and therefore disrupted knowledge management activities in some countries (Angola and Burkina Faso).

<sup>14</sup> The results were also mediocre when the human resources assigned to knowledge management had poor qualifications, whether in terms of methodological or practical knowledge, and were unable to achieve the objectives of IFAD's Knowledge Management Strategy, as demonstrated by the CSPEs for Burkina Faso, Cameroon, Kenya and Tunisia.

154. **Key role of grants for knowledge management.**

Grants have provided financing to promote knowledge management since the 2009 Policy for Grant Financing was adopted. Unfortunately, they have not always been used properly to this end. This was the case when grant objectives were not well aligned with the country strategy and programme objectives. A positive exception was the country programme of Peru. In Sierra Leone, for instance, there was little evidence that the grants had led to producing knowledge used in the country. In Mexico, on the other hand, grants provided very important learning opportunities but were used little in the country.

155. **Clear strategic orientations translated into operational actions.**

Achieving better knowledge management results as part of IFAD country programmes starts with establishing clear strategic orientations on knowledge management set out in COSOPs. These orientations then need to be translated into an operational plan within the programme. Full ownership and implementation of the plan by all stakeholders is required. To this end, the availability of competent and dedicated staff within the programme is a prerequisite, followed by the allocation of sufficient budget resources.

156. **Effective M&E systems and processes.**

Functional M&E systems need to be in place that will contribute to promoting knowledge creation, capture and distillation within the country programmes. These systems should not only enable the capture of intervention results, but also serve as a springboard for experience-based, hands-on mutual learning. It is essential to: (i) strengthen M&E processes and mechanisms within country programmes to make them more effective in quality data collection and analysis (both quantitative and qualitative); (ii) ensure interpretation of those

data in order to draw relevant conclusions and lessons, as well as to understand the conditions for achieving results. To this end, the availability of qualified M&E specialists is crucial to enable a continuous learning efforts, based on sound evidence. This calls for attention to M&E capacity-building at the national level, including the collaboration with existing international initiatives to strengthen M&E.

157. **National orientation and capacity development.**

Finally, it is crucial that IFAD knowledge management objectives and processes respond to the needs of national actors, bringing in the voices of rural people, building on local knowledge management practices, and providing training and resources as required. It is necessary to build national capacity, because the skills required for the creation, analysis, and dissemination of knowledge may not be available at the project level. It is also important to forge operational partnerships with key actors operating in the agricultural development sector to enhance the effectiveness of knowledge management activities. This calls for consultation and coordination on joint actions.

## Subregional evaluation of IFAD's engagement in countries with fragile situations in IFAD's West and Central Africa region

158. IOE conducted its first subregional evaluation (SRE) of IFAD's engagement in countries with fragile situations in IFAD's West and Central Africa region (WCA) in 2021. The SRE covered the G5 Sahel countries – Burkina Faso, Chad, Mauritania, Mali and Niger – and IFAD operations in the northern region of Nigeria, which are facing similar fragility challenges. Its purpose was to assess IFAD's operations between 2010 and 2021, using fragility lenses, in order to identify useful and relevant lessons.<sup>15</sup>

<sup>15</sup> Relevant corporate documents are the IFAD Strategy for Engagement in Countries with Fragile Situations (2016) and the Special Programme for Countries with Fragile Situations: Operationalizing IFAD's Fragility Strategy (2019).

### Evaluation design and methodology

159. The SRE design was theory-based, aligned with IOE's evaluation guidelines. It constructed a theory of change, based on a document review and interactions with the main stakeholders at headquarters and in the countries. The SRE also reviewed the results framework of the Joint Programme for the Sahel Response to the Challenges of COVID-19, Conflict, and Climate Change. The team designed an analytical framework, which included five groups of fragility drivers related to: (i) socio-economic issues, (ii) social disruption; (iii) environmental and climate change challenges; (iv) institutional weaknesses and weak social contracts; and (v) insecurity and conflict issues.
160. The SRE applied a mixed-methods approach, combining qualitative and quantitative data collected through desk reviews, interviews with stakeholders and primary field data collection. Virtual interviews were also conducted with various categories of stakeholders at IFAD headquarters, subregional and country levels. In line with COVID-19 restrictions, national consultants carried out field missions in the six countries. Overall, conclusions were based on triangulation of evidence from several sources.
161. **IFAD's portfolio was coherent with the programmes of other partners but lacked an explicit intent of tackling fragility holistically.** The SRE found a broad complementarity of IFAD's operations with programmatic priorities of other international partners (e.g. African Development Bank, World Bank, FAO and WFP) in the G5+1 countries. However, evidence is still lacking on the extent to which such complementarity translates into either formal mechanisms to strengthen relative comparative advantages or to deliver synergies at the field level.
162. **IFAD's portfolio was coherent with the programmes of other partners but lacked an explicit intent of tackling fragility holistically.** The SRE found a broad complementarity of IFAD's operations with programmatic priorities of other international partners (e.g. African Development Bank, World Bank, FAO and WFP) in the G5+1 countries. However, evidence is still lacking on the extent to which such complementarity translates into either formal mechanisms to strengthen relative comparative advantages or to deliver synergies at the field level.
163. Promoting income-generating activities, capacity-building and non-financial support was critical in strengthening absorptive and adaptive capacities of beneficiaries in fragile contexts. At the community level, building cereal bank facilities contributed to improving absorptive capacities, making food available for poor smallholders and reducing food insecurity in the lean season, as well as buffering the variation of food prices.

### Main findings

161. **IFAD's strategies and programmes reviewed were relevant to support rural resilience-building but with specific gaps.** Contextual analyses of reviewed experiences have focused extensively on three categories of fragility drivers where IFAD makes a direct contribution: economic/poverty, natural resources management/climate change, and social inequality. There was little in-depth analysis related to the other two drivers (weak public institutions and insecurity/serious conflict) as there was little clarity on how to perform holistic fragility analysis and the benefit of doing this.
164. **Soil and water conservation practices** promoted in those arid and semi-arid contexts were relevant for climate-smart farming practices, as well as critical in improving the resilience of beneficiaries and communities. Achieving effective natural resource management results in those contexts requires full engagement of all parties to manage adequately differing interests on water and grazing resources across communities.

### Box 3 Fragility and conflict drivers and IFAD interventions

#### Socio-economic fragility drivers

- Promoting income-generating activities and income source diversification
- Capacity-building and non-financial support for agricultural micro-projects and rural enterprises
- Support to customary credit and saving groups
- Support to village cereal banks as a buffer against seasonal price spikes

#### Environment and climate change fragility drivers

- Promoting soil and water conservation practices in Sahelian arid and semi-arid contexts
- Using Green Environment Fund and Adaption for Smallholder Agriculture Programme funding to support communal planning and action for climate change resilience
- Promoting consultation among multiple users of natural resources, such as water or grazing land

#### Institutional fragility: role of farmers' organizations

- Empowering people's/farmer organizations to deliver services for improved input supply and product marketing; and capacity to intervene in policy-level discussions
- Support to local chambers of agriculture as a way to build trust between beneficiaries and local authorities

#### Social inequality, particularly for women, the youth and pastoralists. Potential for conflicts to escalate

- Project addressed land tenure insecurity to some extent around investments supported for natural resource management and infrastructure, but these were not always translated into policies (positive exception: Mali)
- Few IFAD projects have dealt with transhumance and its transboundary aspects

#### Violent conflicts and insecurity

- A nexus approach addressing poverty and conflict is missing in IFAD-supported operations in the G5+1 contexts

Source: excerpted from the SRE of IFAD's engagement in countries with fragile situations in WCA (forthcoming).

165. **Empowering people's organizations, farmer organizations and community-based organizations** to deliver effectively and sustainably was instrumental, in those fragile contexts, to building absorptive and adaptive capacities. Community-based organizations can play a critical role to foster social cohesion. However, while projects made intensive efforts to support user associations in charge of small-scale irrigation schemes (e.g. Burkina Faso, Chad, Mali and Niger), the capacity of these associations to manage and maintain schemes was uneven.

166. Findings suggest that **IFAD-supported projects have partially addressed the issue of inequality and insecurity in land access**. In those contexts, women and youths have restricted land rights and are more subject to insecure land access. Moreover, although pastoralism is an important issue in the Sahelian region, it received insufficient focus in IFAD-supported operations over the reviewed period.

167. **Gender equality** was a clear focus in all IFAD-supported operations, as women are highly vulnerable in such fragile contexts. However, the interventions supported were insufficient to address the root causes of gender inequality, mostly linked to social traditions and practices. Nevertheless, IFAD's support through value chain development contributed to empower rural women and improve access to productive assets, which were useful in building absorptive and adaptive capacities. In addition, through value chain support, recent projects also enabled youth to build skills which could be instrumental in their communities to promote effective resilience strategies.
168. Lastly, the SRE identified the following **key challenges**. First, IFAD's engagement did not adequately reflect the specific needs related to working in the G5+1 fragile contexts (e.g. simplicity of design, prior holistic analyses to understand the root causes of fragility, transboundary issues).
169. Second, IFAD's financial instruments are better suited for delivery in non-fragile situations than in the G5+1 contexts. Loan financing was not flexible enough to allow swift adjustments in cases of critical events (e.g. severe drought, economic crisis, political disruption). Grant windows financing seemed more appropriate and adaptive due to flexibility for disbursement and management, but they were very limited in their amounts. Meeting cofinancing agreements proved challenging for governments of the G5 countries. On the positive side, the availability of funding from other international cofinanciers (e.g. the Global Environment Facility and Green Climate Fund) was important to support resilience.
170. Third, during the reviewed period, most country directors (five out of six) did not reside in the countries, constraining IFAD's ability to work with key partners and respond quickly to changing contexts.
171. The SRE made the following recommendations:
172. **Recommendation 1.** Develop a comprehensive resilience framework for the subregion or region to guide assessments, designs and implementation of operations (at field, national and regional levels).
173. **Recommendation 2.** Use the opportunity of IFAD decentralization 2.0 to improve the capabilities of country teams, interactions and agility for effective delivery in the G5+1 fragile contexts.
174. **Recommendation 3.** Revisit approaches for value chain development support within the subregion to further improve inclusiveness, and to build on community-driven approaches in highly fragile areas.
175. **Recommendation 4.** Promote further the resilience of rural communities through support to farmer-, and other community-based organizations to effectively deliver services and strengthen their capacity to engage in policy dialogue on topics of importance to them.
176. **Recommendation 5.** Organize greater support to country teams for improved effectiveness of non-lending operations, which are critical in such contexts.

## Key points

### CSPE findings on knowledge management

- Factors for successful knowledge management included: (i) explicit integration of knowledge management processes in COSOPs; (ii) proactive role of the country programme manager; and (iii) securing financing of knowledge management either via grant or as a project component (loan). Regarding grants, a particularly successful series of initiatives were the learning routes, promoting a structured approach to learning from project experiences.
- Key constraints to knowledge management were: (i) confusion between communication and knowledge management; (ii) weak M&E systems as a major constraint to collecting primary information to analyse project successes and failures in order to generate lessons that can be capitalized upon; (iii) failure to allocate adequate resources (i.e. lack of specific budget allocations or dedicated staff in projects and in IFAD country offices).

### Subregional evaluation on countries with fragile situations in WCA

- Contextual analyses of IFAD-funded programmes focused extensively on three categories of fragility drivers: economic/poverty, natural resources management/climate change, and social inequality. Deep analysis related to the other two drivers (weak public institutions and insecurity/serious conflict) was generally absent.
  - Promoting income-generating activities, capacity-building and non-financial supports was critical in strengthening adaptive capacities of beneficiaries in fragile contexts. Community cereal bank facilities contributed to reducing hunger in the lean season.
  - IFAD-supported projects have partially addressed the issue of inequality in land access. However, although pastoralism is an important issue in the Sahelian context, it received insufficient focus in IFAD-supported operations over the period reviewed.
  - Loan financing was not flexible enough to allow swift adjustments in cases of critical events (e.g. severe drought, economic crisis, political disruption), while grant windows financing was more adaptive but limited in amounts disbursed. During the period reviewed, most country directors did not reside in the target countries, constraining IFAD's ability to work with key partners and respond quickly to changing contexts.
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Traditional silk production by an Indigenous woman from a Zapotec community in Oaxaca, Mexico.

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## 5

# THEMATIC PERSPECTIVES FROM RECENT PROJECT-LEVEL EVALUATIONS

177. This chapter is dedicated to three thematic topics that emerged in selected project performance evaluations (PPEs) conducted between 2017 and 2021: (i) community-driven development, which was also the subject of an evaluation synthesis completed in 2019;<sup>16</sup> (ii) watershed development, which was the main focus of an impact evaluation completed in 2020;<sup>17</sup> and (iii) IFAD's response to the 2004 tsunami disaster, which was also reviewed in an IOE evaluation synthesis on IFAD's support to livelihoods involving aquatic resources from small-scale fisheries, small-scale aquaculture and coastal zones (2018).<sup>18</sup> This chapter offers insights that complement previous evaluation syntheses conducted by IOE.

## Community-driven development

178. IFAD has a long history of community-driven development (CDD) projects. The total investment in CDD-related operations (those that include CDD components or CDD-related elements) was 20 per cent (US\$9.5 billion) of the total approved amounts from 1978 until 2018.<sup>19</sup> CDD principles are enshrined in IFAD policies and strategies. They include empowerment, strengthening social capital, and building the capacities of poor rural people and their organizations. In 2019, IOE conducted an evaluation synthesis on community-driven development (CDD), which reviewed a sample of project evaluations in all regions. The evidence from four recently evaluated CDD projects in India, Indonesia, Sri Lanka and Tajikistan complements the findings of that synthesis.

<sup>16</sup> <https://www.ifad.org/en/web/ioe/w/community-driven-development-in-ifad-supported-projects>.

<sup>17</sup> <https://www.ifad.org/en/web/ioe/w/community-based-integrated-natural-resources-management-in-ethiopia>.

<sup>18</sup> [https://www.ifad.org/en/web/ioe/w/ifad-s-support-to-livelihoods-involving-aquatic-resources-from-small-scale-fisheries-small-scale-aquaculture-and-coastal-zones?p\\_l\\_back\\_url=%2Fen%2Fweb%2Fioe%2Fevaluation-synthesis](https://www.ifad.org/en/web/ioe/w/ifad-s-support-to-livelihoods-involving-aquatic-resources-from-small-scale-fisheries-small-scale-aquaculture-and-coastal-zones?p_l_back_url=%2Fen%2Fweb%2Fioe%2Fevaluation-synthesis).

<sup>19</sup> IOE ESR on CDD.

Table 7 Recent PPEs of community-driven development projects

Project	Country	Year of project evaluation
Community-driven development projects		
Tejaswini Women's Empowerment Programme	India	2020
Village Development Programme	Indonesia	2020
Smallholder Plantations Entrepreneurship Development Programme	Sri Lanka	2019
Khatlon Livelihoods Support Project	Tajikistan	2021

Source: elaboration of the ARIE 2022.

179. **CDD projects usually take longer to implement because they involve extensive capacity-building and consultation.** Longer project durations (or follow-on phases) are needed to adjust operational processes, learn from experience and mistakes, and improve performance. The evaluation synthesis on CDD identified insufficient capacity-building or empowerment of community organizations as a common problem. This includes insufficient training on participatory approaches and attention to institutional sustainability, insufficient links with local government or financial allocations that were too small to have a major impact. In some cases, the implementing government partners did not show much commitment. The 2019 evaluation synthesis on CDD found that the sustainability of the rural organizations created or strengthened by projects was uneven.
180. In the case of the recently-evaluated projects, the duration ranged between eight years (Tajikistan) and 14 years (India). The size of funding varied between the smallest project in Tajikistan (total funding US\$10.1 million), and the largest projects in Indonesia (total funding US\$2,385.76 million, of which IFAD funding was US\$66 million, with major financing from the World Bank and the Government), which had the largest geographic scope. Out of the four projects, the one in India (Tejaswini) was the best performing, and overall rated satisfactory (5); it also had the longest duration.
- A closer look at the facilitation approaches helps explain strengths and weaknesses.
181. **Use of external facilitators.** Of the four CDD projects evaluated in 2020, two (India and Tajikistan) used local or international NGOs for the delivery of community facilitation services. The evaluations showed that **NGO-led facilitation focused on empowering the most marginalized groups.** The aim was to link communities with opportunities for support, growth and development. In Tajikistan, the evaluation found that the mobilization and capacity-building provided by the NGO<sup>20</sup> was instrumental in terms of community mobilization, local self-governance and local resource mobilization, and laid the foundations for the continuity of project-initiated activities. However, strategic follow-up would have been needed to strengthen village organizations and common-interest groups.
182. **Government-led facilitation services** in the projects in Indonesia and Sri Lanka were used to establish community organizations. However in these cases, communities lacked a sense of ownership. The project in Indonesia was a particularly challenging one: it aimed to roll out the CDD approach over a large area in the remote provinces of Papua and West Papua. The facilitators recruited at district and subdistrict level received a 12-day training programme, which did not provide them with sufficient understanding of their role. Groups

<sup>20</sup> Mountain Societies Development Support Programme.

were formed for the purpose of availing project funding. The evaluation found that village funds were used in a one-off manner, without a systematic plan for ensuring follow-up and backstopping. Decisions around use of village funds did not involve substantial participation of target groups. There was no substantive effect on the existing livelihoods of target groups. New avenues for livelihoods were not created. The impact on human and social capital was marginal, as the facilitators did not give priority to technical capacity-building and training.

183. The PPE in Indonesia also found that there was little harmonization and integration with ongoing government programmes. The short length of the project precluded the provision of sufficient intensive training, mentoring and support required for building empowerment and consequent sustainability outcomes. The same PPE noted insufficient linkages with district and subdistrict public departments, poorly functioning coordination teams at provincial and district levels and insufficient decentralization of authority as factors contributing to limited sustainability. This confirms the finding from the evaluation synthesis on CDD that projects that had fully involved local government were more effective in strengthening local governance.

184. **Empowerment and sustainability.** CDD projects created assets such as infrastructure, and empowered farmers to engage with other stakeholders. Secondary group or apex bodies provided further social and economic support services and linked communities to external opportunities. In **India**, apexes were set up to negotiate engagement with other actors operating along value chains and with governments. Such a collective approach strengthened their bargaining position compared to individual self-help groups (SHGs). The project in **Sri Lanka** provided a different case as it recorded impressive increases in production but its impact on

social capital was low and groups dissolved at completion.

185. Overall, **India** provided the **one of the most convincing practice models**. The federations of SHGs became professional, financially self-reliant organizations by charging fees to member SHGs for their services and developing other income-generating activities. They shifted away from skills development gradually, which was the initial request from SHGs, to focus more on preparing and implementing micro-livelihood plans for groups of members engaged in the same livelihood activities. In addition, they set up social enterprises (in partnership with SHGs or independently) as an income stream to reach financial sustainability and to support agriculture and horticulture activities with a value chain orientation. These apex-level structures allowed for greater political empowerment and successfully negotiated advantageous terms of engagement with a multiplicity of stakeholders on behalf of their member SHGs. Members of the SHGs obtained roles as managers, coordinators and people responsible for community resources within the federations.

186. The evaluation synthesis concluded that **CDD-related operations, in spite of variations in their implementation, have overall performed better than non-CDD operations in fragile, remote and marginal contexts.**<sup>21</sup> While CDD delivers short-term benefits such as improved access to infrastructure and services even in fragile situations, the longer-term results such as sustainable institutions and enhanced governance mechanisms require substantial levels of engagement over time. There are trade-offs between the strengths of CDD with regard to effectiveness and sustainability and its weaknesses with regard to the time and costs. Where IFAD aims to build sustainable capacities and ownership at community level, it needs to engage with a longer-term perspective.

<sup>21</sup> Comparative analysis of performance ratings for 347 evaluated projects showed that CDD-related operations performed better than non-CDD projects on effectiveness, sustainability and gender criteria (ESR CDD).

## Integrated watershed management projects

187. IOE evaluated four integrated watershed management projects between 2018 and 2021. The projects targeted particularly disadvantaged transhumant pastoral and agropastoral communities depending for

their livelihoods on increasingly **deteriorated and fragile ecosystems**. Some were also affected by conflict and insecurity, which limited their mobility and livelihood options. All addressed the main challenge of unsustainable management of natural resources and consequences such as land degradation, soil erosion and water scarcity.

Table 8 Integrated watershed management projects

Project	Country	Year of project evaluation
Environment and natural resource management		
Pastoral Water and Resource Management Project in Sahelian Areas	Chad	2018
Community-based Integrated Natural Resource Management Project	Ethiopia	2021
National Agricultural Land and Water Management Development Project	The Gambia	2021
Kirehe Community-based Watershed Management Project	Rwanda	2019

Source: elaboration of the ARIE 2022.

188. A common lesson from the evaluations was that **ecosystem service restoration takes time**, which to a large extent is needed for building the capacities of grassroots institutions, perhaps in phased approaches, appropriate to the resource they manage. Investments in integrated watersheds require longer gestation periods to show impact. For the projects' evaluation, implementation periods ranged from six years (Chad) to 10 years (Ethiopia).

addressed issues of land tenure as a priority, considering it was directly responsible for land degradation. Climate change adaptation was a general concern, which the projects sought to address although the experience in The Gambia and Rwanda points to a lack of explicit focus at design.

189. All four projects were designed to adopt integrated landscape participatory approaches. However, in The Gambia and Rwanda, the projects envisaged **multi-sectoral interventions** that addressed different types of deprivation – agricultural production, infrastructure development, and access to markets. In Ethiopia and in Chad the projects focused on either water and soil conservation or securing access to water for people and livestock, and covered large geographic areas. In Ethiopia, the project also

190. In Ethiopia, analysis of geospatial data showed that there was an improvement in vegetation coverage over the seven-year period of observation. This greening of the watersheds over time could be associated with improved anti-erosion techniques or common land rehabilitation and might lead to improved livelihoods in the longer term.

191. Projects that were able to secure transhumant pastoral systems<sup>22</sup> were also able to reduce overgrazing, prevent conflicts and secure herders' mobility on one side and increase agricultural production on the other, which are extremely important factors for the sustainability of pastoral livelihoods systems

<sup>22</sup> For example, through soil and water conservation, area closure, fodder and pastoral management, and land tenure security (Ethiopia), basic services and social and productive infrastructures (The Gambia, Rwanda) including construction and rehabilitation of pastoral water points such as wells, ponds and troughs, in addition to hydraulic works management (Chad).

and agropastoral communities. However, increased income was not similarly substantial.

192. The PPE overall found limited impact on incomes. This could be related to the nature of the project and the types of interventions. Natural resource management interventions have longer gestation periods and therefore can take more time for associated income effects to become visible. A crucial element in favour of income generation was the provision of market-led investments in value chain development, crop and livestock intensification and irrigation development, in addition to soil and water conservation.

193. The evaluations highlighted the **lack of coherent synergies among the varied activities taking place within the watershed**. This was partially caused by the **absence of a master river basin management plan**, linking upstream and downstream communities for example at the river basin level. The development of a watershed master plan was an important recommendation that both the evaluations in Ethiopia and The Gambia offered to better integrate the various interventions at microwatershed level into an overall coherent framework that would improve both livelihoods and ecosystem services substantially.

194. As most watershed programmes have a clear hierarchy of benefits and beneficiaries,<sup>23</sup> there is a need to place these at the centre of a

participatory process, ensuring that vulnerable men and women are involved in decision-making and that interventions respond to the needs of different segments of the rural poor.

195. When gender equity was a specific project objective and the implementation strategy was equipped with the appropriate tools and methods to pursue it, results were strong, as in the case of the Kirehe Community-based Watershed Management Project in Rwanda. Similarly, for the National Agricultural Land and Water Management Development Project in The Gambia, deliberate efforts to target women and youth through the sustainable water management of vegetable gardens were found to be economically empowering.

## IFAD responses to the tsunami disaster

196. IFAD responded to the Indian Ocean earthquake and tsunami disaster of 26 December 2004, offering its assistance in the form of new loans to the affected countries. The projects in Maldives, Sri Lanka and India were designed in 2005 and varied widely in terms of size and duration. The projects took between 10 years (Sri Lanka) and 15 years (India) to implement. Governments were only able to meet the minimum criteria for effectiveness declaration after lengthy delays. As a result, IFAD resources remained idle for a long time.

<sup>23</sup> On this, see for example: FAO. (2006). The New Generation of Watershed Management Programmes and Projects. FAO Forestry Paper 150. <https://www.fao.org/publications/card/en/c/4eb77067-c07c-5389-88f5-53ed508a7c8f/>.

Table 9 IFAD's post-tsunami responses

Project	Country	Year of project evaluation
Post-tsunami projects		
Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	Maldives	2017
Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	India	2021
Post-Tsunami Coastal Rehabilitation and Resource Management Programme	Sri Lanka	2017

Source: elaboration of the ARIE 2022.

197. The evaluation synthesis on IFAD's support to livelihoods involving aquatic resources from small-scale fisheries, small-scale aquaculture and coastal zones (2018) noted that IFAD was under "political pressure" to contribute to the global rehabilitation effort but did not possess any comparative strength in this area of work and was not adequately equipped, as its business model is oriented to long-term engagement, not real-time responses.
198. The three projects were designed as operational frameworks to flexibly accommodate the early-recovery needs of coastal communities. They adopted **CDD** principles and relied on the strengthening or formation of community-based organizations to deliver assistance and empower communities in managing their own recovery and rehabilitation. They were **multi-sectoral** in nature and offered support to rehabilitate social and productive infrastructure, asset replacement and livelihood restoration, skill development and access to finance. The interventions aspired to not only restore livelihoods and help people get back to normalcy but tackle at least some of the root causes that caused inequality, deprivation, marginalization and exclusion or contributed to vulnerability to crises and shocks that existed prior to the disaster.
199. As post-disaster contexts are fast evolving, the **flaws in project designs and insufficient adaptation of designs based on actual results of changing contexts** were common issues. Projects were designed in less than six weeks apart from one (Maldives). Given the speed with which the designs had been completed, many suffered from information gaps and unwarranted assumptions. This led to the implementation of projects that had design flaws or were developed in a reactive, fragmented way, without a clear strategy that linked recovery interventions to long-term development, a finding that echoes key points made by the 2018 evaluation synthesis. The three projects lacked a gender-sensitive poverty and vulnerability analysis that would inform the whole design and implementation strategy. Project achievement was rated moderately unsatisfactory for the Maldives and Sri Lanka.
200. The project in India was arguably one of the most successful of the post-tsunami cohort. It contributed to **increases in household income, assets and strengthened community resilience to shocks**, including the COVID-19 pandemic, through the Vulnerability Reduction Fund, which supported savings groups and women-led enterprises. This project contributed to livelihood diversification by increasing women's participation in other livelihood activities (in addition to fish gutting) and importantly, increased their contribution to the household economy, as an IFAD impact assessment conducted on the same project also found. However, the engagement of men and young men in alternative livelihoods was limited, evidenced by the low uptake of trades that were considered less attractive in comparison to the fishing sector. As a result, men remained exposed to risk and vulnerability due to an over-reliance on fishery-based livelihoods, which remained uncertain due to decline in fish stocks. In some cases, women felt compelled to channel their loans to their husbands' fishing activities, thereby compromising their households' resilience to possible shocks.

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## Key points

### Community-driven development

- Since its establishment, IFAD has delivered around one fifth of its financing through community-driven approaches. CDD projects usually take longer to implement because they involve extensive capacity-building and consultation. Longer project durations are needed to surface learnings from experience and adjust operational processes.
- NGO-led facilitation focused on empowering the most marginalized groups. It supported community mobilization, local self-governance and local resource mobilization.
- CDD-related operations have performed well overall, and better than non-CDD operations, especially in fragile, remote and marginal contexts. While CDD delivers short-term benefits such as improved access to infrastructure and services, the longer-term results such as sustainable institutions and enhanced governance mechanisms require substantial levels of engagement over time.

### Integrated watershed management projects

- Ecosystem service restoration takes time, especially to build the capacities of grassroots institutions appropriate to the resources they manage.
- Projects that were able to secure transhumant pastoral systems were also able to reduce overgrazing, prevent conflicts and secure herders' mobility on one side and increase agricultural production on the other.
- The evaluations highlighted the absence of a master river basin management plan linking upstream and downstream communities, for example at river basin level.
- In watershed programmes, a participatory process should be set up to ensure that vulnerable men and women are involved in decision-making and that interventions respond to the needs of different segments of the rural poor.

### IFAD responses to the 2004 tsunami disaster

- IFAD was under pressure to intervene but its business model is designed for long-term support, not for real-time response to disasters. Projects were developed in a short time frame, leading to information gaps and flawed assumptions. Projects did not follow a clear strategy, affecting performance.
  - A positive exception was the project in Tamil Nadu (India) which contributed to increases in household income, assets and strengthened community resilience to shocks, including the COVID-19 pandemic, through the Vulnerability Reduction Fund. This contributed to a diversification of livelihoods for women, although less so for men who remained over-reliant on fisheries-based livelihoods.
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Woman working  
in a cocoa nursery  
plantation,  
Sierra Leone.

# ANNEXES

## I Definition of the evaluation criteria used by IOE<sup>24</sup>

Criteria	Definition*
Rural poverty impact	The changes that have occurred or are expected to occur in the lives of the rural poor (whether positive or negative, direct or indirect, intended or unintended) as a result of development interventions.
	<p><b>Four impact domains</b></p> <ul style="list-style-type: none"> <li>• <b>Household income and net assets:</b> Household income provides a means of assessing the flow of economic benefits accruing to an individual or group, whereas assets relate to a stock of accumulated items of economic value. The analysis must include an assessment of trends in equality over time.</li> <li>• <b>Human and social capital and empowerment:</b> Human and social capital and empowerment include an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, the poor's individual and collective capacity, and in particular, the extent to which specific groups such as youth are included or excluded from the development process.</li> <li>• <b>Food security and agricultural productivity:</b> Changes in food security relate to the availability, stability, affordability and access to food and stability of access, whereas changes in agricultural productivity are measured in terms of yields; nutrition relates to the nutritional value of food and child malnutrition.</li> <li>• <b>Institutions and policies:</b> The criterion relating to institutions and policies is designed to assess changes in the quality and performance of institutions, policies and the regulatory framework that influence the lives of the poor.</li> </ul>
Project performance	Average of the ratings for relevance, effectiveness, efficiency and sustainability of benefits.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies. It also entails an assessment of project design, coherence in achieving its objectives, and relevance of targeting strategies adopted.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.
Sustainability of benefits	The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project's life.

<sup>24</sup> These criteria are as per the 2015 Evaluation Manual. In 2022, IOE and Management prepared a new Evaluation Manual which IOE will apply from 2022. Reporting according to the new Manual will start in the ARIE 2023

Criteria	Definition*
<b>Other performance criteria</b>	
Gender equality and women's empowerment	The extent to which IFAD interventions have contributed to better gender equality and women's empowerment, for example, in terms of improving women's access to and ownership of assets, resources and services; participation in decision-making; workload balance and impact on women's incomes, nutrition and livelihoods.
Innovation	The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction.
Scaling up	The extent to which IFAD development interventions have been (or are likely to be) scaled up by government authorities, donor organizations, the private sector and other agencies.
Environment and natural resources management	The extent to which IFAD development interventions contribute to resilient livelihoods and ecosystems. The focus is on the use and management of the natural environment, including natural resources defined as raw materials used for socio-economic and cultural purposes, and ecosystems and biodiversity with the goods and services they provide.
Adaptation to climate change	The contribution of the project to reducing the negative impacts of climate change through dedicated adaptation or risk reduction measures.
Overall project achievement	Overarching assessment of the intervention, drawing upon the analysis and ratings for rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, environment and natural resources management, and adaptation to climate change.
<b>Performance of partners</b>	
IFAD	This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support, and evaluation. The performance of each partner will be assessed on an individual basis considering the partner's expected role and responsibility in the project life cycle.
Government	

\* These definitions build on the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) Glossary of Key Terms in Evaluation and Results-Based Management; the Methodological Framework for Project Evaluation agreed with the Evaluation Committee in September 2003; the first edition of the Evaluation Manual discussed with the Evaluation Committee in December 2008; and further discussions with the Evaluation Committee in November 2010 on IOE's evaluation criteria and key questions.

## II Evaluations completed by IOE in 2021

Country/ Region	Title	Project ID	Executive Board approval date	Effective- ness date	Project completion date	Project duration (years)	Total project financing (US\$)
Corporate-level evaluation							
All	Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies						
Thematic evaluation							
All	Thematic Evaluation of IFAD's Support for Smallholder Farmers' Adaptation to Climate Change						
Country strategy and programme evaluations and projects covered in respective CSPEs							
Burundi	Rural Recovery and Development Programme	1100001105	28/04/1999	04/08/1999	31/12/2010	11	31 300 000
	Transitional Programme of Post-conflict Reconstruction	1100001291	09/09/2004	15/12/2005	21/12/2013	8	36 700 000
	Livestock Sector Rehabilitation Support Project	1100001358	18/04/2007	25/02/2008	30/06/2014	6	17 900 000
	Agricultural Intensification and Value-enhancing Support Project	1100001469	30/04/2009	21/07/2009	30/09/2020	11	39 800 000
	Value Chain Development Programme	1100001489	22/04/2010	07/05/2010	31/12/2020	10	90 500 000
	The Project to Accelerate the Achievement of Millennium Development Goal 1-c	N/A	31/05/2013	31/05/2013	22/06/2019	6	18 800 000
	National Programme for Food Security and Rural Development in Imbo and Moso	2000000738	17/09/2014	19/09/2014	31/03/2022	8	67 800 000
	Value Chain Development Programme Phase II	2000001009	15/09/2015	03/11/2015	31/12/2021	6	51 700 000
	Project to Support Agricultural and Rural Financial Inclusion in Burundi	2000001145	02/09/2017	29/01/2018	30/03/2025	7	38 600 000
	Agricultural Production Intensification and Vulnerability Reduction Project	2000001146	14/12/2018	13/05/2019	30/06/2025	6	129 050 000

Country/ Region	Title	Project ID	Executive Board approval date	Effective- ness date	Project completion date	Project duration (years)	Total project financing (US\$)
Eswatini	Lower Usuthu Smallholder Irrigation Project – Phase I	1100001159	06/12/2001	27/01/2004	30/09/2013	10	278 834 000
	Rural Finance and Enterprise Development Programme	1100001373	17/12/2008	15/09/2010	30/09/2016	6	8 468 000
	Smallholder Market-led Project	1100001665	22/04/2015	16/02/2016	31/03/2022	6	25 900 000
	Financial Inclusion and Cluster Development Project	2000001804	21/07/2018	05/09/2019	30/09/2025	6	38 559 000
Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi	1100001258	02/12/2004	18/11/2008	31/12/2014	6	28 330 000
	Village Development Programme (ex-National Programme for Community Empowerment in Rural Areas Project)	1100001341	11/09/2008	17/03/2009	31/12/2018	10	216 770 000
	Smallholder Livelihood Development Project in Eastern Indonesia	1100001509	11/05/2011	05/07/2011	31/01/2019	8	65 000 000
	Coastal Community Development Project	1100001621	21/09/2012	23/10/2012	31/12/2017	5	43 240 000
	Integrated Participatory Development and Management of the Irrigation Sector Project	1100001706	17/12/2015	13/02/2017	31/03/2023	6	852 900 000
	Rural Empowerment and Agriculture Development Scaling up Initiative	2000001181	14/09/2017	08/01/2018	08/01/2023	5	55 330 000
	Youth Entrepreneurship and Employment Support Services Programme	2000001202	14/12/2018	17/06/2019	30/06/2025	6	72 710 000
	Integrated Village Economic Transformation Project	2000002562	30/10/2019	23/12/2019	31/12/2025	6	702 030 000
	The Development of Integrated Farming Systems in Upland Areas	2000002234	11/12/2019	23/12/2019	31/12/2024	5	151 660 000
Malawi	Rural Livelihoods Support Programme	1100001164	12/09/2001	30/08/2004	30/09/2013	9	16 600 000
	Irrigation, Rural Livelihoods and Agricultural Development Project	1100001334	13/12/2005	24/05/2006	30/06/2012	6	52 100 000
	Rural Livelihoods and Economic Enhancement Programme	1100001365	13/12/2007	01/10/2009	31/12/2017	8	29 200 000

Country/ Region	Title	Project ID	Executive Board approval date	Effective- ness date	Project completion date	Project duration (years)	Total project financing (US\$)
Malawi	Sustainable Agricultural Production Programme	1100001534	13/12/2011	24/01/2012	31/03/2023	11	72 400 000
	Programme for Rural Irrigation Development	1100001670	17/12/2015	15/02/2017	31/12/2024	7	84 000 000
	Financial Access for Rural Markets, Smallholders and Enterprise Programme	2000001501	11/12/2017	15/08/2018	30/06/2025	7	57 700 000
	Transforming Agriculture through Diversification and Entrepreneurship Programme	2000001600	11/12/2019	28/07/2020	30/09/2026	6	125 400 000
Pakistan	Community Development Programme	1100001245	18/12/2003	02/09/2004	30/09/2014	10	30 740 000
	Microfinance Innovative and Outreach Programme	1100001324	13/12/2005	01/09/2006	30/09/2011	5	30 540 000
	Programme for Increasing Sustainable Microfinance	1100001413	12/09/2007	07/05/2008	30/09/2013	5	46 580 000
	Southern Punjab Poverty Alleviation Programme	1100001514	15/12/2010	30/09/2011	30/09/2022	11	195 120 000
	Gwadar-Lasbela Livelihood Support Project	1100001515	11/05/2011	31/01/2013	31/07/2020	7	38 270 000
	Economic Transformation Initiative Gilgit-Baltistan	2000000836	22/04/2015	16/09/2015	30/09/2022	7	120 120 000
	National Poverty Graduation Programme	2000001467	14/09/2017	14/11/2017	31/12/2023	6	149 800 000
Uzbekistan	Horticultural Support Project	1100001606	03/04/2012	17/12/2013	31/12/2019	6	31 690 000
	Dairy Value Chains Development Project	1100001714	15/09/2015	07/03/2017	31/03/2023	6	39 410 000
	Agriculture Diversification and Modernization Project	2000001283	11/12/2017	09/01/2019	31/03/2025	6	364 160 000
<b>Project performance evaluations</b>							
Indonesia	Rural Development: Village Development Programme (ex-National Programme for Community Empowerment in Rural Areas Project)	1100001341	2008	2009	2018	10	216 771 295
United Republic of Tanzania	Marketing/Storage/Processing: Marketing Infrastructure, Value Addition and Rural Finance Support Programme	1100001553	2010	2011	2020	10	170 461 491
Uzbekistan	Credit and Financial Services: Horticultural Support Project	1100001606	2012	2013	2019	6	31 693 821

Country/ Region	Title	Project ID	Executive Board approval date	Effective- ness date	Project completion date	Project duration (years)	Total project financing (US\$)
Project completion report validations							
Azerbaijan	Irrigation: Integrated Rural Development Project	1100001561	2011	2011	2019	9	103 468 311
Brazil	Rural Development: Cariri and Seridó Sustainable Development Project	1100001487	2009	2012	2020	8	49 694 550
Burundi	Agricultural Development: Value Chain Development Programme	1100001489	2010	2010	2020	11	110 177 501
China	Marketing/Storage/ Processing: Jiangxi Mountainous Areas Agribusiness Promotion Project	1100001701	2014	2015	2020	5	125 210 000
Ecuador	Rural Development: Ibarra-San Lorenzo Corridor Territorial Development Project	1100001354	2009	2011	2018	7	19 956 422
Egypt	Irrigation: On-farm Irrigation Development Project in Oldlands	1100001447	2009	2010	2020	11	92 159 083
El Salvador	Rural Development: Rural Development and Modernization Project for the Eastern Region	1100001321	2005	2008	2016	8	22 199 980
Ethiopia	Credit and Financial Services: Rural Financial Intermediation Programme II	1100001521	2011	2012	2020	9	248 047 924
	Rural Development: Pastoral Community Development Project III	1100001522	2013	2014	2019	5	254 145 666
Fiji	Rural Development: Fiji Agricultural Partnerships Project	1100001707	2015	2015	2019	4	6 052 814
Guinea	Rural Development: National Programme to Support Agricultural Value Chain Actors – Lower Guinea and Faranah Expansion	1100001700	2013	2013	2019	6	40 056 990
Haiti	Agricultural Development: Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region	1100001532	2012	2012	2019	7	16 554 156
Lesotho	Rural Development: Smallholder Agriculture Development Project	1100001530	2011	2011	2011	8	28 783 288
Mauritania	Rural Development: Poverty Reduction Project in Aftout South and Karakoro – Phase II	1100001577	2011	2012	2020	7	28 883 480

Country/ Region	Title	Project ID	Executive Board approval date	Effective- ness date	Project completion date	Project duration (years)	Total project financing (US\$)
Mozambique	Agricultural Development: Artisanal Fisheries Promotion Project	1100001517	2010	2011	2019	8	60 331 736
	Agricultural Development: Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	1100001618	2012	2012	2019	8	44 946 936
Nepal	Agricultural Development: Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	1100001602	2012	2012	2020	7	55 402 190
Pakistan	Rural Development: Gwadar-Lasbela Livelihoods Support Project	1100001515	2011	2013	2019	7	38 271 628
Peru	Research/Extension/ Training: Strengthening Local Development in the Highlands and High Rainforest Areas Project	1100001498	2012	2013	2020	6	36 468 155
Rwanda	Credit and Financial Services: Climate-Resilient Post-Harvest and Agribusiness Support Project	1100001497	2013	2014	2019	6	83 350 440
	Agricultural Development: Project for Rural Income through Exports	1100001550	2011	2011	2020	9	65 845 455
Senegal	Agricultural Development: Agricultural Value Chains Support Project-Extension	1100001693	2013	2014	2020	6	47 478 725
Tajikistan	Livestock: Livestock and Pasture Development Project	1100001575	2011	2011	2020	7	15 780 852
Uganda	Agricultural Development: Vegetable Oil Development Project 2	1100001468	2010	2010	2019	9	146 175 000
Uruguay	Credit and Financial Services: Rural Inclusion Pilot Project	1100001500	2014	2014	2019	5	5 843 942
Viet Nam	Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province	1100001663	2014	2015	2020	5	33 712 100
	Rural Development: Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	1100001664	2013	2014	2020	6	49 344 283

### III List of country strategy and programme evaluations completed by IOE (1992-2021)

Country programme evaluation	Division	Evaluation year(s)
Angola	ESA	2018
Argentina	LAC	2010
Bangladesh	APR	1994, 2006, 2016
Benin	WCA	2005
Bolivia (Plurinational State of)	LAC	2019
Brazil	LAC	2005, 2014
Burkina Faso	WCA	2008, 2016
Burundi	ESA	2020
Cambodia	APR	2018
Cameroon	WCA	2018
China	APR	2014
Congo	WCA	2017
Ecuador	LAC	2014, 2020
Egypt	NEN	2005, 2017
Eswatini	ESA	2021
Ethiopia	ESA	2009, 2016
Gambia (The)	WCA	2016
Georgia	NEN	2018
Ghana	WCA	1996, 2012
Honduras	LAC	1996
India	APR	2010, 2016
Indonesia	APR	2004, 2014, 2021
Jordan	NEN	2014
Kenya	ESA	2011, 2019
Madagascar	ESA	2013, 2020
Malawi	ESA	2021

Country programme evaluation	Division	Evaluation year(s)
Mali	WCA	2007, 2013
Mauritania	WCA	1998
Mexico	LAC	2006, 2020
Morocco	NEN	2008, 2020
Moldova (Republic of)	NEN	2014
Mozambique	ESA	2010, 2017
Nepal	APR	1999, 2013, 2020
Nicaragua	LAC	2017
Niger	WCA	2011, 2020
Nigeria	WCA	2009, 2016
Pakistan	APR	1995, 2008, 2020
Papua New Guinea	APR	2002
Peru	LAC	2018
Philippines	APR	2017
Rwanda	ESA	2006, 2012
Senegal	WCA	2004, 2014
Sierra Leone	WCA	2020
Sri Lanka	APR	2002, 2019
Sudan	NEN	1994, 2009, 2020
Syrian Arab Republic	NEN	2001
Tanzania (United Republic of)	ESA	2003, 2015
Tunisia	NEN	2003, 2019
Turkey	NEN	2016
Uganda	ESA	2013, 2020
Uzbekistan	NEN	2021
Viet Nam	APR	2001, 2012
Yemen	NEN	1992, 2012
Zambia	ESA	2014

Note: APR= Asia and the Pacific; ESA= East and Southern Africa; LAC= Latin America and the Caribbean; NEN= Near East North Africa and Europe; WCA= West and Central Africa.

## IV List of all projects covered in quantitative analysis on performance ratings. Projects completed in 2011-2020 (N=284)<sup>25</sup>

Country	Project	Project ID	Type	Entry into		Completion
				Approval	Force	
APR (70)						
Afghanistan	Rural Microfinance and Livestock Support Programme	1100001460	PCRv	2009	2009	2016
Bangladesh	Microfinance for Marginal and Small Farmers Project	1100001284	PPE	2004	2005	2011
	Market Infrastructure Development Project in Charland Regions	1100001322	PCRv	2005	2006	2013
	Sunamganj Community-based Resource Management Project	1100001165	PCRv	2001	2003	2014
	National Agricultural Technology Project	1100001355	PCRv	2007	2008	2014
	Finance for Enterprise Development and Employment Creation Project	1100001402	PPE	2007	2008	2014
	Participatory Small-scale Water Resources Sector Project	1100001466	PCRv	2009	2009	2018
	Coastal Climate Resilient Infrastructure Project	1100001647	PPE	2013	2013	2019
Bhutan	Agriculture, Marketing and Enterprise Promotion Programme	1100001296	PPE	2005	2006	2012
	Market Access and Growth Intensification Project	1100001482	PCRv	2010	2011	2016
Cambodia	Rural Poverty Reduction Project (Prey Veng and Svay Rieng)	1100001261	PPE+	2003	2004	2011
	Rural Livelihoods Improvement Programme	1100001350	PPE+	2007	2007	2014
	Project for Agricultural Development and Economic Empowerment	1100001559	PCRv	2012	2012	2018
China	Environment Conservation and Poverty Reduction Programme in Ningxia and Shanxi	1100001223	PPE	2002	2005	2011
	Inner Mongolia Autonomous Region Rural Advancement Programme	1100001400	PCRv	2007	2008	2014
	Xinjiang Uygur Autonomous Region Modular Rural Development Programme	1100001323	PCRv	2006	2008	2014
	Dabieshan Area Poverty Reduction Programme	1100001454	PCRv	2008	2009	2015
	Guangxi Integrated Agricultural Development Project	1100001555	PCRv	2011	2012	2017
	Hunan Agricultural and Rural Infrastructure Improvement Project	1100001627	PPE	2012	2012	2017

<sup>25</sup> PCRv+ or PPE+ in evaluation type indicate that these evaluations also benefited from CSPEs.

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
China	Yunnan Agricultural and Rural Improvement Project	1100001629	PCR	2012	2013	2018
	Shiyan Smallholder Agribusiness Development Project	1100001699	PCR	2013	2014	2019
	Marketing/Storage/Processing: Jiangxi Mountainous Areas Agribusiness Promotion Project	1100001701	PCR	2014	2015	2020
Fiji	Rural Development: Fiji Agricultural Partnerships Project	1100001707	PCR	2015	2015	2019
India	Jharkhand-Chhattisgarh Tribal Development Programme	1100001063	IE	1999	2001	2012
	Livelihood Improvement Project for the Himalayas	1100001226	PPE	2003	2004	2012
	Women's Empowerment and Livelihoods Programme in the mid-Gangetic Plains	1100001381	PCR	2006	2009	2015
	North Eastern Region Community Resource Management Project for Upland Areas	1100001040	PCR	2009	2010	2016
	Orissa Tribal Empowerment and Livelihood Programme	1100001155	PCR	2002	2003	2016
	Mitigating Poverty in Western Rajasthan Project	1100001418	PCR	2008	2008	2017
	Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme	1100001470	PCR	2009	2009	2018
	Tejaswini Rural Women's Empowerment Programme	1100001314	PPE	2005	2007	2018
Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi	1100001258	PCR	2004	2008	2014
	Coastal Community Development Project	1100001621	PCR	2012	2012	2017
	Smallholder Livelihood Development Project in Eastern Indonesia	1100001509	PCR	2011	2011	2019
	Rural Development: Village Development Programme (ex National Programme for Community Empowerment in Rural Areas Project)	1100001341	PPE	2008	2009	2018
Lao People's Democratic Republic	Sustainable Natural Resource Management and Productivity Enhancement Programme	1100001459	PCR	2008	2009	2015
	Community-based Food Security and Economic Opportunities Programme	1100001608	PCR	2011	2011	2017
Laos	Northern Regions Sustainable Livelihoods through Livestock Development Programme	1100001396	PPE	2006	2007	2013
	Rural Livelihoods Improvement Programme in Attapeu and Sayabouri	1100001301	PPE	2005	2006	2014

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Maldives	Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	1100001347	PPE	2005	2006	2013
	Fisheries and Agricultural Diversification Project	1100001377	PCRv	2007	2009	2018
	Mariculture Enterprise Development Project	1100001624	PCRv	2012	2013	2019
Mongolia	Rural Poverty Reduction Programme	1100001205	PPE	2002	2003	2011
Nepal	Leasehold Forestry and Livestock Programme	1100001285	PCRv	2004	2005	2014
	Western Uplands Poverty Alleviation Project	1100001119	PPE	2001	2003	2016
	High-Value Agriculture Project in Hill and Mountain Areas	1100001471	PCRv	2009	2010	2018
	Poverty Alleviation Fund Project II	1100001450	PCRv	2007	2008	2018
	Agricultural Development: Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	1100001602	PCRv	2012	2012	2019
Pakistan	Microfinance Innovation and Outreach Programme	1100001324	PCRv	2005	2006	2011
	Community Development Programme	1100001245	PPE	2003	2004	2012
	Programme for Increasing Sustainable Microfinance	1100001413	PCRv	2007	2008	2013
	Rural Development: Gwadar-Lasbela Livelihoods Support Project	1100001515	PCRv	2011	2013	2020
Philippines	Rural Microenterprise Promotion Programme	1100001253	PPE	2005	2006	2013
Solomon Islands	Solomon Islands Rural Development Programme	1100001565	PCRv	2010	2011	2013
Sri Lanka	Post-Tsunami Coastal Rehabilitation and Resource Management Programme	1100001346	PPE+	2005	2006	2013
	Dry Zone Livelihood Support and Partnership Programme	1100001254	IE+	2004	2005	2013
	Smallholder Plantations Entrepreneurship Development Programme	1100001316	PPE+	2006	2007	2016
	National Agribusiness Development Programme	1100001457	PCRv	2009	2010	2017
	Iranamadu Irrigation Development Project	1100001600	PCRv+	2011	2012	2017
Timor Leste	Timor-Leste Maize Storage Project	1100001576	PCRv	2011	2012	2015
Tonga	Tonga Rural Innovation Project	1100001628	PCRv	2012	2012	2017

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Viet Nam	Decentralized Programme for Rural Poverty Reduction in Ha Giang and Quang Binh Provinces	1100001272	PCR/V	2004	2005	2011
	Programme for Improving Market Participation of the Poor in Ha Tinh and Tra Vinh Provinces	1100001374	PCR/V	2006	2007	2012
	Developing Business for the Rural Poor Project in Cao Bang Province	1100001422	PCR/V	2007	2008	2014
	Pro-Poor Partnerships for Agroforestry Development Project	1100001477	PPE	2008	2009	2015
	Project for the Economic Empowerment of Ethnic Minorities in Poor Communes of Dak Nong Province	1100001483	PCR/V	2010	2010	2016
	Agriculture, Farmers and Rural Areas Support Project	1100001552	PCR/V	2010	2011	2017
	Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces	1100001662	PCR/V	2013	2013	2018
	Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province	1100001663	PCR/V	2014	2015	2020
	Rural Development: Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	1100001664	PCR/V	2013	2014	2020
ESA (57)						
Angola	Market-oriented Smallholder Agriculture Project	1100001391	PCR/V+	2007	2009	2016
Botswana	Agricultural Services Support Project	1100001546	PPE	2010	2012	2018
Burundi	Transitional Programme of Post-Conflict Reconstruction	1100001291	PCR/V	2004	2005	2013
	Livestock Sector Rehabilitation Support Project	1100001358	PCR/V	2007	2008	2014
	Agricultural Intensification and Value-Enhancing Support Project	1100001469	PCR/V	2009	2009	2019
	Agricultural Development: Value Chain Development Programme	1100001489	PCR/V	2010	2010	2020
Comoros	National Programme for Sustainable Human Development	1100001241	PCR/V	2007	2007	2014
Eritrea	Post Crisis Rural Recovery and Development Programme	1100001359	PCR/V	2006	2007	2013
	Fisheries Development Project	1100001518	PCR/V	2010	2010	2016
Eswatini	Lower Usuthu Smallholder Irrigation Project – Phase I	1100001159	PCR/V	2001	2004	2013
	Rural Finance and Enterprise Development Programme	1100001373	PPE	2008	2010	2016

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Ethiopia	Agricultural Marketing Improvement Programme	1100001292	PCR/V	2004	2006	2013
	Participatory Small-scale Irrigation Development Programme	1100001370	PCR/V	2007	2008	2015
	Pastoral Community Development Project – Phase II	1100001458	PPE	2009	2010	2015
	Community-based Integrated Natural Resources Management Project	1100001424	IE	2009	2010	2018
	Credit and Financial Services: Rural Financial Intermediation Programme II	1100001521	PCR/V	2011	2012	2020
	Rural Development: Pastoral Community Development Project III	1100001522	PCR/V	2013	2014	2019
Kenya	Mount Kenya East Pilot Project for Natural Resource Management	1100001234	PCR/V+	2002	2004	2012
	Southern Nyanza Community Development Project	1100001243	PCR/V+	2003	2004	2013
	Smallholder Horticulture Marketing Programme	1100001330	IE	2007	2007	2014
	Programme for Rural Outreach of Financial Innovations and Technologies	1100001378	PCR/V	2010	2010	2019
	Smallholder Dairy Commercialization Programme	1100001305	PCR/V	2005	2006	2019
Lesotho	Sustainable Agriculture and Natural Resource Management Programme	1100001150	PPE	2004	2005	2011
	Rural Financial Intermediation Programme	1100001371	PPE	2007	2008	2015
	Rural Development: Smallholder Agriculture Development Project	1100001530	PCR/V	2011	2011	2020
Madagascar	Rural Income Promotion Programme	1100001239	PCR/V	2003	2004	2013
	Project to Support Development in the Menabe and Melaky Regions	1100001318	PPE	2006	2006	2015
	Support to Farmers' Professional Organizations and Agricultural Services Project	1100001429	PCR/V	2008	2009	2019
Malawi	Rural Livelihoods Support Programme	1100001164	PPE	2001	2004	2013
	Rural Livelihoods and Economic Enhancement Programme	1100001365	PPE	2007	2009	2017
Mauritius	Marine and Agricultural Resources Support Programme	1100001357	PCR/V	2008	2009	2013
Mozambique	Sofala Bank Artisanal Fisheries Project	1100001184	IE	2001	2002	2011
	Rural Finance Support Programme	1100001267	PCR/V	2003	2005	2013
	National Programme for Agricultural Extension Support Project	1100001326	PCR/V	2006	2007	2017
	Agricultural Development: Artisanal Fisheries Promotion Project	1100001517	PCR/V	2010	2011	2019
	Agricultural Development: Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	1100001618	PCR/V	2012	2012	2020

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Rwanda	Umutara Community Resource and Infrastructure Development Project	1100001149	PCR	2000	2000	2011
	Smallholder Cash and Export Crops Development Project	1100001232	PCR	2002	2003	2011
	Rural Small and Micro-Enterprise Promotion Project – Phase II	1100001276	PCR	2003	2004	2013
	Support Project for the Strategic Plan for the Transformation of Agriculture	1100001320	PPE	2005	2006	2013
	Kirehe Community-based Watershed Management Project	1100001431	PPE	2008	2009	2016
	Credit and Financial Services: Climate-Resilient Post-Harvest and Agribusiness Support Project	1100001497	PCR	2013	2014	2020
	Agricultural Development: Project for Rural Income through Exports	1100001550	PCR	2011	2011	2020
Seychelles	Competitive Local Innovations for Small-scale Agriculture Project	1100001560	PCR	2013	2013	2018
South Sudan	South Sudan Livelihoods Development Project	1100001453	PCR	2008	2009	2016
Tanzania (United Republic of)	Agricultural Sector Development Programme	1100001420	PCR	2004	2007	2016
	Rural Micro, Small and Medium Enterprise Support Programme	1100001363	PCR	2006	2007	2016
	Marketing/Storage/Processing: Marketing Infrastructure, Value Addition and Rural Finance Support Programme	1100001553	PPE	2010	2011	2020
Uganda	Vegetable Oil Development Project	1100001021	PCR	1997	1998	2011
	Rural Financial Services Programme	1100001197	PCR	2002	2004	2013
	Community Agricultural Infrastructure Improvement Programme	1100001419	PCR	2007	2008	2013
	District Livelihoods Support Programme	1100001369	PCR	2006	2007	2014
	Agricultural Technology and Agribusiness Advisory Services	1100001465	PPE	2010	2011	2018
	Agricultural Development: Vegetable Oil Development Project 2	1100001468	PCR	2010	2010	2019
Zambia	Rural Finance Programme	1100001280	PCR	2004	2007	2013
	Smallholder Livestock Investment Project	1100001319	PCR	2005	2007	2014
	Smallholder Agribusiness Promotion Programme	1100001474	PCR	2009	2010	2017

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
LAC (42)						
Argentina	North Western Rural Development Project	1100001098	PCR	1999	2003	2011
	Patagonia Rural Development Project	1100001279	PCR	2004	2007	2014
	Rural Areas Development Programme	1100001364	PCR	2006	2009	2015
Belize	Rural Finance Programme	1100001456	PPE	2008	2009	2016
Bolivia	Enhancement of the Peasant Camelid Economy Support Project	1100001298	PCR	2006	2009	2015
Brazil	Rural Communities Development Project in the Poorest Areas of the State of Bahia	1100001335	PPE	2006	2006	2012
	Rural Development: Cariri and Seridó Sustainable Development Project	1100001487	PCR	2009	2012	2020
Colombia	Rural Microenterprise Assets Programme	1100001294	PCR	2006	2007	2013
Dominican Republic	Development Project for Rural Poor Economic Organizations of the Border Region	1100001479	PCR	2009	2010	2016
	Rural Economic Development Project in the Central and Eastern Provinces	1100001533	PPE	2010	2012	2018
Ecuador	Development of the Central Corridor Project	1100001297	PCR	2004	2007	2014
	Rural Development: Ibarra-San Lorenzo Corridor Territorial Development Project	1100001354	PCR	2009	2011	2018
El Salvador	Reconstruction and Rural Modernization Programme	1100001215	PCR	2001	2002	2011
	Rural Development and Modernization Project	1100001416	PCR	2007	2009	2015
	Rural Territorial Competitiveness Programme	1100001568	PCR	2010	2012	2018
	Rural Development: Rural Development and Modernization Project for the Eastern Region	1100001321	PCR	2005	2008	2016
Grenada	Market Access and Rural Enterprise Development Programme	1100001569	PCR	2010	2011	2018
Guatemala	Rural Development Programme for Las Verapaces	1100001085	PCR	1999	2001	2011
	National Rural Development Programme Phase I: the Western Region	1100001274	PPE	2003	2006	2012
	National Rural Development Programme: Central and Eastern Regions	1100001317	PCR	2004	2008	2017
	Sustainable Rural Development Programme for the Northern Region	1100001473	PCR	2008	2012	2019
Guyana	Rural Enterprise and Agricultural Development Project	1100001415	PPE	2007	2009	2015
Haiti	Productive Initiatives Support Programme in Rural Areas	1100001171	PCR	2002	2002	2014
	Projet de Développement de la Petite Irrigation-Phase 2	1100001275	PPE	2006	2008	2016
	Agricultural Development: Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region	1100001532	PCR	2012	2012	2019

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Honduras	Enhancing the Rural Economic Competitiveness of Yoro	1100001407	PCR	2007	2008	2016
	Sustainable Rural Development Programme for the Southern Region	1100001535	PCR	2010	2011	2019
Mexico	Sustainable Development Project for Rural and Indigenous Communities of the Semi-Arid North-West	1100001349	PCR	2005	2006	2013
	Community-based Forestry Development Project in Southern States (Campeche, Chiapas and Oaxaca)	1100001412	PPE	2009	2011	2016
	Rural Productive Inclusion Project United Mexican States	2000000973	PCR	2015	2016	2018
Nicaragua	Technical Assistance Fund Programme for the Departments of Leon, Chinandenga and Managua	1100001120	PPE	1999	2001	2013
	Inclusion of Small-scale Producers in Value Chains and Market Access Project	1100001380	PCR	2007	2008	2015
	Agricultural, Fishery and Forestry Productive Systems Development Programme in RAAS and RAAS Indigenous Territories	1100001505	PCR	2010	2012	2017
Panama	Sustainable Rural Development Project for the Ngobe-Buglé Territory and Adjoining Districts	1100001199	PCR	2001	2003	2011
	Participative Development and Rural Modernization Project	1100001389	PCR	2008	2010	2015
Paraguay	Empowerment of Rural Poor Organizations and Harmonization of Investments Projects	1100001333	PCR	2005	2007	2013
	Inclusion of Family Farming in Value Chains Project	1100001611	PCR	2012	2013	2018
Peru	Market Strengthening and Livelihood Diversification in the Southern Highlands Project	1100001240	PPE	2002	2005	2014
	Research/Extension/Training: Strengthening Local Development in the Highlands and High Rainforest Areas Project	1100001498	PCR	2012	2013	2019
Uruguay	Uruguay Rural	1100001161	PPE	2000	2001	2011
	Credit and Financial Services: Rural Inclusion Pilot Project	1100001500	PCR	2014	2014	2019
Venezuela	Sustainable Rural Development Project for the Semi Arid Zones of Falcon and Lara States	1100001252	PCR	2003	2006	2013

Country	Project	Project ID	Type	Approval	Entry into		
					Force	Completion	
NEN (51)							
Albania	Programme for Sustainable Development in Rural Mountain Areas	1100001339	PPE	2005	2007	2013	
	Mountain to Markets Programme	1100001452	PCRVR	2008	2009	2014	
Armenia	Farmer Market Access Programme	1100001411	PCRVR	2007	2008	2013	
	Rural Asset Creation Programme	1100001538	PCRVR	2010	2011	2016	
Azerbaijan	North East Rural Development Project	1100001289	PPE	2004	2006	2011	
	Rural Development Project for the North-West	1100001398	PCRVR	2007	2009	2014	
	Irrigation: Integrated Rural Development Project	1100001561	PCRVR	2011	2011	2019	
Bosnia	Rural Enterprise Enhancement Project	1100001342	PCRVR	2006	2007	2012	
	Rural Livelihoods Development Project	1100001451	PCRVR	2008	2010	2016	
	Rural Business Development Project	1100001593	PCRVR	2011	2014	2019	
Djibouti	Microfinance and Microenterprise Development Project	1100001236	PPE	2002	2004	2012	
	Programme for Mobilization of Surface Water and Sustainable Land Management	1100001366	PCRVR	2007	2008	2014	
Egypt	West Noubaria Rural Development Project	1100001204	PPE+	2002	2003	2014	
	Upper Egypt Rural Development Project	1100001376	PCRVR	2006	2007	2017	
	Irrigation: On-farm Irrigation Development Project in Oldlands	1100001447	PCRVR	2009	2010	2020	
Georgia	Rural Development Programme for Mountainous and Highland Areas	1100001147	PPE	2000	2001	2011	
	Rural Development Project	1100001325	PPE	2005	2006	2011	
	Agricultural Support Project	1100001507	IE	2009	2010	2015	
Jordan	Agricultural Resource Management Project – Phase II	1100001295	PCRVR	2004	2005	2015	
Kyrgyzstan	Agricultural Investments and Services Project	1100001434	PPE	2008	2009	2014	
	Livestock and Market Development Programme	1100001626	PCRVR	2012	2013	2019	
Lebanon	Hilly Areas Sustainable Agriculture Development Project	1100001421	PCRVR	2009	2012	2019	
Moldova	Rural Business Development Programme	1100001340	PPE	2005	2006	2011	
	Rural Financial Services and Marketing	1100001449	PCRVR	2008	2009	2014	
	Rural Financial Services and Agribusiness Development Project	1100001562	PPE	2010	2011	2016	
Morocco	Rural Development Project Mountain zones of Errachidia Province	1100001388	PCRVR	2007	2008	2014	
	Rural Development Project in the Eastern Middle Atlas Mountains	1100001338	PPE	2005	2007	2015	
	Agricultural Value Chain Development Project in the Mountain Zones of Al-Haouz Province	1100001526	PCRVR	2011	2012	2019	

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Palestine	Participatory Natural Resource Management Programme	1100001079	PPE	1998	2000	2015
Sudan	South Kordofan Rural Development Programme	1100001140	PCR/V	2000	2001	2012
	Gash Sustainable Livelihoods Regeneration Project	1100001263	PPE+	2003	2004	2012
	Revitalizing the Sudan Gum Arabic Production and Marketing Project	1100001476	PCR/V	2009	2009	2014
	Rural Access Project	1100001503	PCR/V	2009	2010	2015
	Western Sudan Resources Management Programme	1100001277	PCR/V	2004	2005	2016
	Supporting Small-scale Traditional Rainfed Producers in Sinnar State	1100001524	PCR/V	2010	2011	2018
	Seed Development Project	1100001612	PCR/V	2011	2012	2018
	Butana Integrated Rural Development Project	1100001332	PCR/V+	2006	2008	2019
Syria	Idleb Rural Development Project: Idleb Rural Development Project	1100001233	PCR/V	2002	2003	2014
	North-eastern Regional Rural Development Project	1100001375	PCR/V	2007	2008	2015
Tajikistan	Khatlon Livelihoods Support Project	1100001408	PPE	2008	2009	2015
	Livestock: Livestock and Pasture Development Project	1100001575	PCR/V	2011	2011	2018
Tunisia	Integrated Agricultural Development Project in the Governorate of Siliana-Phase II	1100001299	PCR/V+	2005	2007	2014
	Programme for Agropastoral Development and Promotion of Local Initiatives in the South-East	1100001213	PCR/V+	2002	2003	2015
Turkey	Sivas – Erzincan Development Project	1100001189	PPE	2003	2005	2013
	Diyabakir, Batman & Siirt Development Project	1100001344	PCR/V	2006	2007	2014
	Ardahan-Kars-Artvin Development Project	1100001492	PPE	2009	2010	2017
Uzbekistan	Credit and Financial Services: Horticultural Support Project	1100001606	PPE	2012	2013	2019
Yemen	Dhamar Participatory Rural Development Project	1100001195	PCR/V	2002	2004	2012
	Pilot Community-based Rural Infrastructure Project in Highland Areas	1100001293	PCR/V	2005	2007	2013
	Al-Dhala Community Resource Management Development Project	1100001269	PCR/V	2004	2007	2014
	Rained Agriculture and Livestock Project	1100001403	PCR/V	2007	2009	2014

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
WCA (64)						
Benin	Participatory Artisanal Fisheries Development Support Programme	1100001211	PCR/V	2001	2003	2011
	Rural Development Support Programme	1100001250	PCR/V	2005	2007	2012
	Rural Economic Growth Support Project	1100001331	PCR/V	2009	2010	2016
Burkina Faso	Community Investment Programme for Agricultural Fertility	1100001220	PCR/V+	2003	2004	2012
	Sustainable Rural Development Programme	1100001247	PCR/V+	2004	2005	2013
	Small-scale Irrigation and Water Management project	1100001368	PCR/V+	2007	2008	2014
	Rural Business Development Services Programme	1100001425	PCR/V+	2009	2010	2016
	Agricultural Commodity Chain Support Project	1100001360	PCR/V+	2006	2007	2016
Cameroon	Roots and Tubers Market-driven Development Programme	1100001238	PCR/V+	2003	2004	2012
	Rural Microfinance Development Support Project	1100001362	PPE	2008	2010	2016
	Commodity Value Chain Support Project	1100001439	PCR/V	2010	2010	2017
Cape Verde	Rural Poverty Alleviation Programme	1100001015	PCR/V	1999	2000	2013
Central African Republic	Project to Revitalize Crop and Livestock Production in the Savannah	1100001579	PCR/V	2011	2011	2017
Chad	Pastoral Water and Resource Management Project in Sahelian Areas	1100001446	PPE	2009	2010	2015
	Rural Development Support Programme in Guéra	1100001582	PCR/V	2010	2011	2016
Congo	Rural Development Project in the Plateaux, Cuvette and Western Cuvette Departments	1100001216	PCR/V	2004	2004	2011
	Rural Development Project in the Niari, Bouenza, and Lekoumou Departments	1100001327	PCR/V	2006	2006	2013
	Rural Development Project in the Likouala, Pool and Sangha Departments	1100001438	PCR/V	2008	2009	2015
	Agricultural Value Chains Support Development Programme	1100001583	PCR/V	2011	2013	2018
Côte d'Ivoire	Small Horticultural Producer Support	1100001133	PCR/V	2000	2001	2011
	Agricultural Rehabilitation and Poverty Reduction Project	1100001435	PPE	2009	2009	2014
	Support to Agricultural Production and Marketing Project	1100001589	PCR/V	2011	2012	2018
DR Congo	Agricultural Revival Programme in Equateur Province	1100001244	PCR/V	2004	2005	2012
	Agricultural Rehabilitation Programme in Orientale Province	1100001311	PPE	2005	2007	2013

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Gabon	Agricultural and Rural Development Project	1100001313	PCR/V	2007	2008	2017
Gambia (The)	Participatory Integrated Watershed Management Project	1100001152	PCR/V	2004	2006	2014
	Rural Finance Project	1100001303	PCR/V	2006	2008	2014
	Livestock and Horticulture Development Project	1100001504	PCR/V	2009	2010	2015
Ghana	Northern Region Poverty Reduction Programme	1100001183	PCR/V	2001	2004	2011
	Rural Enterprise Project – Phase II	1100001187	PCR/V	2002	2003	2012
	Root and Tuber Improvement and Marketing Programme	1100001312	PPE	2005	2006	2014
	Northern Rural Growth Programme	1100001390	PCR/V	2007	2008	2016
	Rural and Agricultural Finance Programme	1100001428	PCR/V	2008	2010	2016
Guinea	Support to Rural Development in North Lower Guinea	1100001282	PCR/V	2003	2005	2013
	Village Communities Support Project, Phase II	1100001345	PCR/V	2007	2008	2014
	National Programme to Support Agricultural Value Chain Actors	1100001206	PCR/V	2002	2004	2017
	Rural Development: National Programme to Support Agricultural Value Chain Actors – Lower Guinea and Faranah Expansion	1100001700	PCR/V	2013	2013	2019
Guinea Bissau	Rural Rehabilitation and Community Development Project	1100001278	PCR/V+	2007	2008	2013
Liberia	Smallholder Tree Crop Revitalization Support Project	1100001616	PPE	2011	2012	2017
	Agriculture Sector Rehabilitation Project	1100001501	PCR/V	2009	2009	2017
Mali	Northern Regions Investment and Rural Development Programme	1100001131	PCR/V	2005	2006	2014
	Kidal Integrated Rural Development Programme	1100001356	PCR/V	2006	2007	2014
	Fostering Agricultural Productivity Project	1100001444	PCR/V	2011	2011	2018
	Rural Microfinance Programme	1100001441	PCR/V	2009	2010	2018
Mauritania	Oasis Sustainable Development Programme	1100001255	PPE	2003	2004	2014
	Value Chains Development Programme for Poverty Reduction	1100001433	PCR/V	2009	2010	2016
	Rural Development: Poverty Reduction Project in Aftout South and Karakoro – Phase II	1100001577	PCR/V	2011	2012	2019

Country	Project	Project ID	Type	Approval	Entry into	
					Force	Completion
Niger	Project for the Promotion of Local Initiatives for Development in Aguié	1100001221	PCRv	2002	2005	2013
	Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component	1100001443	PCRv	2008	2009	2013
	Emergency Food Security and Rural Development Programme	1100001591	PCRv	2010	2011	2014
	Food Security and Development Project in the Maradi Region	1100001625	IE	2011	2012	2018
	Ruwanmu Small-Scale Irrigation Project	1100001646	PCRv	2012	2013	2018
Nigeria	Community-based Agricultural and Rural Development Programme	1100001196	PPE	2001	2003	2013
	Community-based Natural Resource Management Programme – Niger Delta Region	1100001260	PCRv	2002	2005	2015
	Rural Finance Institutions-building Programme	1100001212	PCRv	2006	2010	2017
São Tomé and Príncipe	Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme	1100001027	PCRv	2001	2003	2015
	Smallholder Commercial Agriculture Project	1100001687	PCRv	2014	2014	2019
Senegal	Agricultural Value Chains Support Project	1100001414	PCRv	2008	2010	2016
	Support to Agricultural Development and Rural Entrepreneurship Programme	1100001614	PPE	2011	2011	2019
	Agricultural Development: Agricultural Value Chains Support Project-Extension	1100001693	PCRv	2013	2014	2020
Sierra Leone	Rural Finance and Community Improvement Programme	1100001310	PCRv+	2007	2008	2014
	Rehabilitation and Community-based Poverty Reduction Project	1100001054	PPE	2003	2006	2017
	Smallholder Commercialization Programme	1100001599	PCRv	2011	2011	2019
Togo	Support to Agricultural Development Project	1100001558	PCRv	2010	2010	2016

## V Analysis of project performance

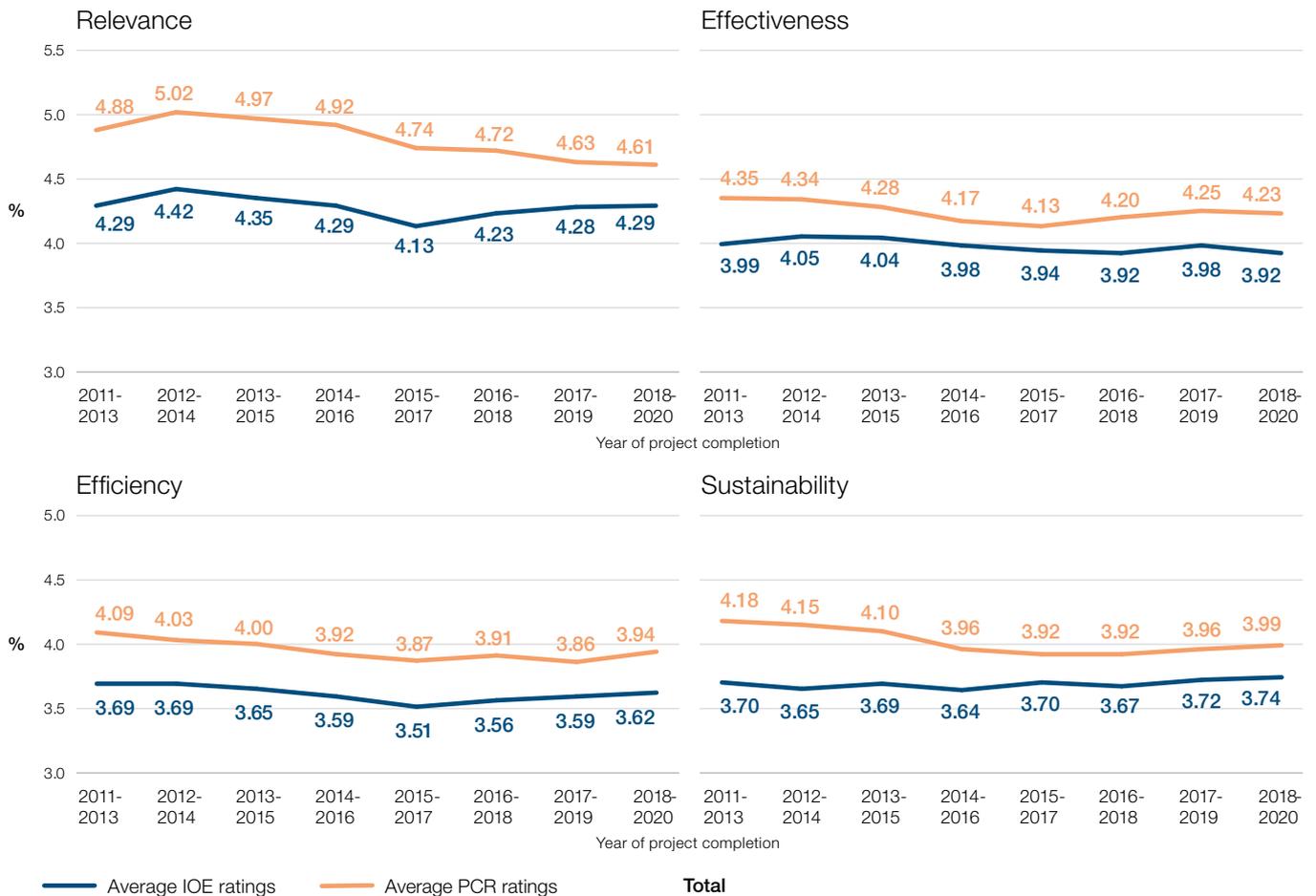
### Analysis of IOE and PCR ratings

1. Chart 1 presents the average IOE and PCR ratings on performance in the main evaluation criteria for projects completed between 2011 and 2020. Overall, average PCR ratings are higher than IOE ratings across all core criteria, namely relevance, effectiveness, efficiency and sustainability. The highest average is seen in relevance, followed by effectiveness. The mean of efficiency ratings is the lowest among the main criteria. These patterns are consistent throughout the whole period, both in PCR and IOE ratings.

2. An apparent narrowing gap between the PCRs and IOE average ratings can be observed in the relevance criterion. The gap has been narrowing since 2016-2018 due to a steady increase in IOE ratings accompanied by a consistent declining trend in PCR ratings. Moreover, the difference in sustainability ratings between IOE and PCRs has been stable since its reduction in the 2015-2017 period. On the other hand, the difference in the average rating in effectiveness and efficiency has been relatively stable over the period.

Chart 1 Combined overview of project performance on core evaluation criteria from IOE and PCR ratings (2011-2020, by year of project completion)

Average IOE and PCR ratings for project performance by three-year moving period



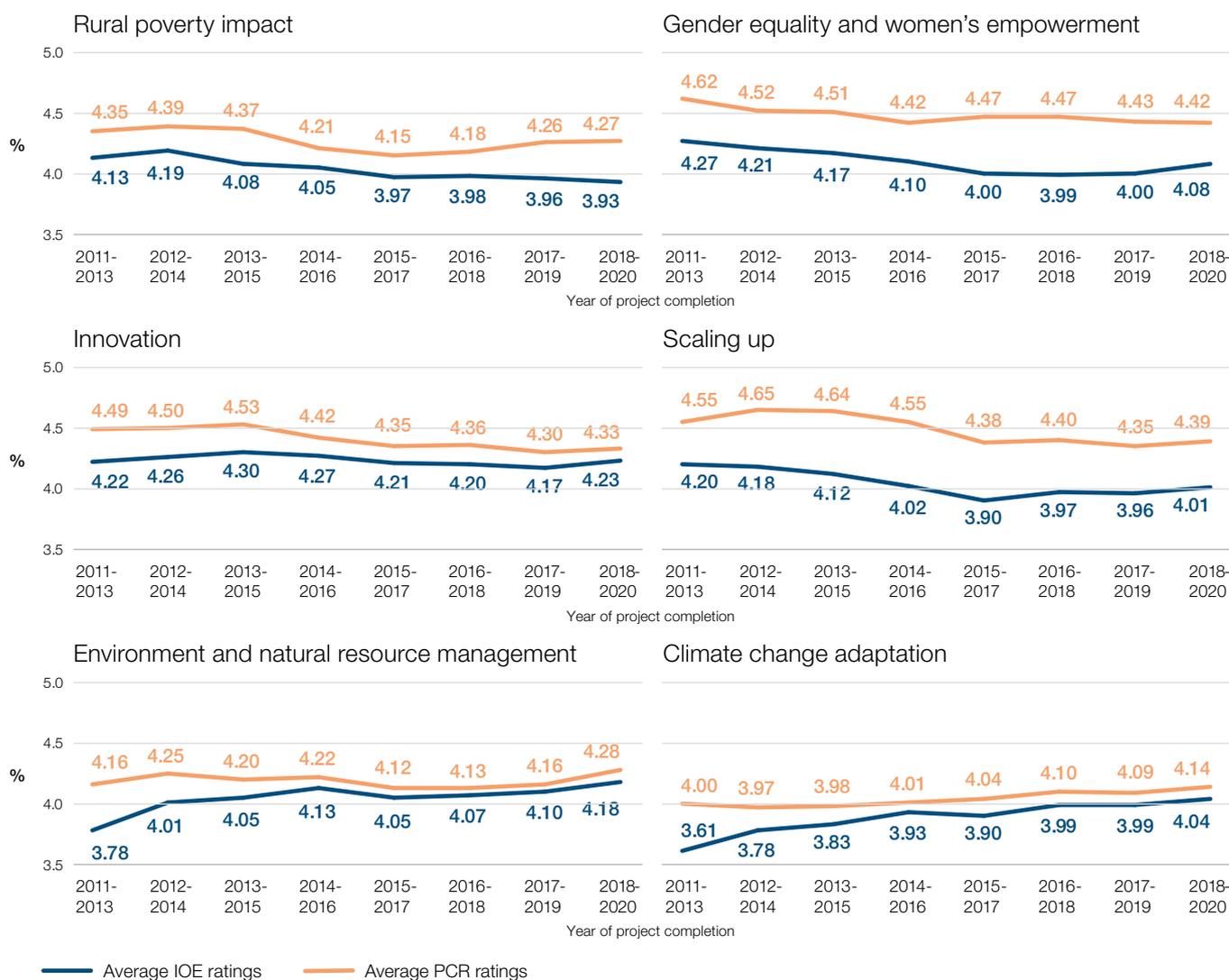
Source: IOE/PCR ratings, March 2022.

- Chart 2 shows a combined overview of the differences in rating performance between IOE and PCR ratings in six criteria: rural poverty impact, GEWE, innovation, scaling up, ENRM and climate change adaptation (CCA).
- Chart 2 shows that rural poverty impact is the only criterion with somewhat growing gaps since the 2016-2018 period, although by a small margin. In comparison, mean disconnects

between IOE and PCR ratings in GEWE and scaling up have been relatively stable since 2015-2017. On the other hand, average rating gaps in innovation, ENRM and CCA ratings have continuously narrowed since the start of the period. These three criteria show the smallest disconnects in the latest period, with average PCR ratings higher by only 0.10 than average IOE ratings.

Chart 2 **Combined overview of rural poverty impact and other performance criteria from IOE and PCR ratings (2011-2020, by year of project completion)**

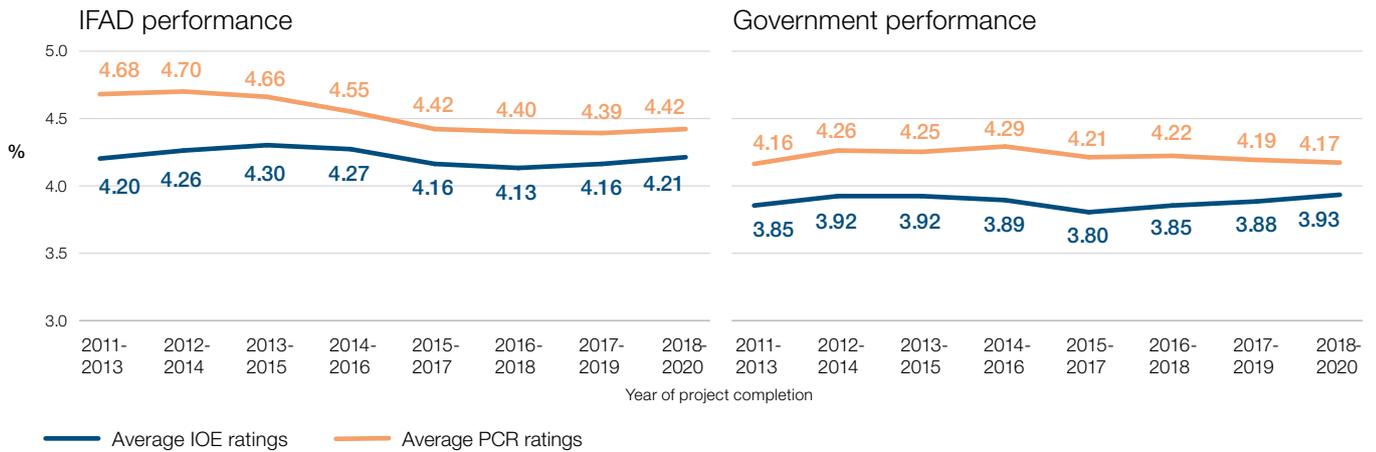
Average IOE and PCR ratings for project performance by three-year moving period



Source: IOE/PCR ratings, March 2022.

**Chart 3 Combined overview of overall project achievement and partner performance criteria from IOE and PCR ratings (2011-2020, by year of project completion)**

Average IOE and PCR ratings for project performance by three-year moving period



Source: IOE/PCR ratings, March 2022.

- Chart 3 above shows that the means of IOE ratings on overall project achievement, IFAD performance and government performance are lower than the mean of PCR ratings. Rating gaps in overall project achievement and IFAD performance have been stable since the reduction in the 2015-2017 period. The mean difference between IOE and PCR ratings on government performance has been relatively stable over time. The latest period, however, shows a narrowing gap.

**Table 1 Correlation among IOE criteria (all projects completed between 2011 and 2020)**

	Project performance	Overall project achievement
Relevance	Moderate (0.61*)	Moderate (0.57*)
Effectiveness	Strong (0.76*)	Strong (0.83*)
Efficiency	Strong (0.71*)	Moderate (0.67*)
Sustainability	Moderate (0.63*)	Moderate (0.69*)
Rural poverty impact	Moderate (0.62*)	Strong (0.73*)
IFAD performance	Moderate (0.57*)	Moderate (0.63*)
Government performance	Moderate (0.64*)	Strong (0.73*)

Source: IOE evaluation database (PCR/PPE), February 2022.

Note: \* Statistically significant at 5 per cent.

All correlation coefficients show positive correlation. The classification of the correlation strength is based on a rule of thumb commonly used in interpreting the size of correlation coefficient:

very strong ( $r = 0.9-1$ ), strong ( $r = 0.7-0.89$ ), moderate ( $r = 0.5-0.69$ ), low ( $0.3-0.49$ ), and weak ( $r < 0.3$ ).

6. Correlation analysis is generally conducted to examine the possible two-way relationships between criteria of interest. Spearman rank-order correlation is used to test the correlation between overall project achievement and other criteria (the left column of table 1 above), while Kendall's Tau correlation is used for project performance. The results show positive and statistically significant correlations between all criteria tested, which imply the criteria are moving in the same direction, and we can reject the idea that the criteria are independent of each other.
7. The correlation analysis presented in table 1 above indicates that most criteria are moderately correlated with other indicators. Strong correlations with project performance are observed in effectiveness and sustainability. In comparison, overall project achievement is strongly correlated with effectiveness, rural poverty impact and government performance.

### Rating disconnect and performance by region

**Table 2 Overall average of IOE-PCR disconnect average, by region and global**

PCR/PPE/IE data series, 2011-2020

	Region (PCR/PPE/IE 2011-2020)					Global*
	APR	LAC	ESA	NEN	WCA	
Average disconnect	-0.18	-0.29	-0.25	-0.29	-0.19	-0.23

Source: IOE evaluation database (PCR/PPE/IE), February 2022.

\* This is the average of average disconnect for all projects by criteria and not the average of regional averages.

8. The average disconnect between IOE and PCR ratings for all projects by criteria globally is -0.23 as shown in table 2 above. When disaggregated by region, the average disconnects range from -0.18 to -0.29. The average disconnects of the Asia and the Pacific region and the West and Central Africa region are below the global average, at -0.18 and -0.19, respectively. On the other hand, the Latin America and the Caribbean region (-0.29), the East and Southern Africa region (-0.25) and the Near East, North Africa, and Europe region (-0.29) average disconnects are above the global mean.
9. Further analysis of the rating disconnect is presented in tables 3-7 below, showing statistics on the average number of criteria downgraded or upgraded per project, frequency of downgrading by one or more points and average disconnect by time period (table 6). In particular, for most criteria, average disconnects are lower for 2018-2020 completion cohorts than for previous cohorts but the difference is not statistically significant, except for *relevance* and *performance of IFAD*.

**Table 3 Average number of criteria upgraded/downgraded by IOE**

Projects completed in 2011-2020 (N=284)

Average number of criteria downgraded per project	3.7
Average number of criteria upgraded per project	0.5

Source: IOE/PCR ratings, March 2022.

**Table 4 Frequency and percentage of ratings being downgraded or upgraded by IOE**

Projects completed in 2011-2020 (N=284)

Summary statistics	Frequency of ratings	% of ratings
<b>Downgraded</b>	1 047	33%
Downgraded (by 1 point)	953	30%
Downgraded (by >=2 points)	91	3%
<b>Upgraded</b>	146	5%
Upgraded (by 1 point)	137	4%
Upgraded (by >=2 points)	5	0%
<b>Unchanged</b>	2 019	63%
<b>Total ratings available</b>	<b>3 212</b>	

Source: IOE/PCR ratings, March 2022.

Note: Percentage of ratings are calculated against the total of available ratings. The 196 projects not rated are excluded from calculations.

Table 5 **Frequency and percentage of ratings being downgraded by IOE, by rating level**

Projects completed in 2011-2020 (N=284)

Rating	Frequency of ratings	Frequency of ratings downgraded	% of ratings downgraded
Rating 6	118	96	81%
Rating 5	1 334	606	45%
Rating 4	1 302	300	23%
Rating 3	390	44	11%
Rating 2	58	1	2%
Rating 1	10	0	0%
<b>Overall</b>	<b>3 212</b>	<b>1 047</b>	<b>33%</b>

Source: IOE/PCR ratings, March 2022.

Table 6 **Average disconnect among project criteria by time period (year of completion)**

Criteria	2011-2020	2018-2020	Difference
Relevance	-0.52	-0.33	0.19**
Effectiveness	-0.27	-0.31	-0.04
Efficiency	-0.34	-0.31	0.03
Sustainability	-0.33	-0.24	0.09
Rural poverty impact	-0.23	-0.32	-0.09
Innovation	-0.18	-0.10	0.08
Scaling up	-0.43	-0.36	0.07
GEWE	-0.34	-0.31	0.03
ENRM	-0.17	-0.11	0.06
CCA	-0.16	-0.12	0.04
IFAD performance	-0.32	-0.21	0.11*
Government performance	-0.33	-0.23	0.10
<b>Overall project achievement</b>	<b>-0.32</b>	<b>-0.30</b>	<b>0.02</b>

\*\* Significant at 1%; \* Significant at 5%.

Source: IOE/PCR ratings, March 2022.

**Table 7 Frequency and percentage of ratings being downgraded by IOE, by number of criteria downgraded**

Projects completed in 2011-2020 (N=284)

Number of criteria downgraded	No. of projects	Per cent
0	20	7%
1	38	13%
2	47	17%
3	46	16%
4	38	13%
5	30	11%
6	24	8%
7	19	7%
8	11	4%
9	4	1%
10	3	1%
11	4	1%
<b>Total</b>	<b>284</b>	<b>100%</b>

Percentages are rounded.

Source: IOE/PCR ratings, March 2022.

## VI IOE products

This annex presents the spectrum of IOE products completed between 1 March 2021 and 30 June 2022, and documents progress in the areas of leadership and strategy, advancing established outputs, generating new products, improving staff capability and communications. The work has focused both internally and externally, noting that IOE operates within a global oversight architecture with other independent evaluation and oversight functions of the international financial institutions and the United Nations Evaluation Group.

### Expand and deepen IOE's leadership role in building global evaluations

A set of initiatives seeking to advance the overall quality of evaluations in IFAD was completed, each of which introduces an element to support effective planning, common terminological and methodological understanding, and advance staff capacity.

#### Improvement of IOE evaluation quality

- **Multi-Year Evaluation Strategy of the Independent Office of Evaluation of IFAD** [here]. For the first time, the work of IOE is guided by a multi-year evaluation strategy. The strategy spans a period of six years: from 2022 to 2027 (IFAD12 and IFAD13). IOE will conduct a review at midterm, to reflect priorities that will be agreed in the context of IFAD13 as well as to learn from the experience of the first three years.
- **Revised IFAD Evaluation Policy** [here]. The new policy presents, for the first time, a comprehensive framework through which self-evaluation (conducted under the aegis of Management) and independent

evaluation will be planned, conducted and used. The revised policy also seeks to promote complementarity and synergy between the two.

- **Evaluation Manual, 3rd edition.** The manual implements IFAD's 2021 evaluation policy to which it is aligned. It seeks to renew, update and consolidate current guidelines. For the first time, the manual provides a comprehensive institution-wide approach through which self- and independent evaluation will be planned, conducted and used [here].
- **IOE Evaluation Advisory Panel** [here] [here]. Comprising internationally-renowned leaders in the field of evaluation, the newly established Evaluation Advisory Panel provides the IOE Director with systematic advice, by reviewing and commenting on various aspects of IOE's work to enhance the professionalism of the evaluation function. The panel also serves as a critical friend, drawing on its substantive experience and expertise to help improve our independence, credibility and utility.

#### Professionalization

- **Global evaluation networks.** IOE has formal membership of three global professional evaluation networks including the United Nations and international financial institutions. These are the UN Evaluation Group [here], the Evaluation Cooperation Group [here] and the Global Evaluation Initiative [here].
- **Information and communication technology for evaluation.** In future years, IOE plans to make more systematic use of information and communication technology for evaluation. In 2021, IOE conducted a stocktaking of its own experience, reviewing progress made at IFAD and in evaluation

offices of major multilateral organizations. This resulted in an assessment of available options in order of importance and time priority. This will help orient IOE's direction in the future.

### Participation

- **IOE-led seminars and events, and global invitations** [here]. IOE organized and co-hosted five international seminars and events, in addition to which IOE staff have been invited to deliver presentations and participate in 25 international events. These efforts have helped forge evaluation coalitions to improve IFAD effectiveness.
- **Evaluation Advisory Panel Seminars** [here]. IOE hosted five seminar presentations, delivered by the members of the evaluation advisory panel.
- **Coffee Talk series** [here]. IOE hosted 24 sessions of its Coffee Talk series, aimed at providing an informal forum in which to address a variety of evaluation-related topics.

### Publications

IOE staff members authored, co-authored and edited the following books, peer-reviewed journal articles and publications:

- *Transformational Change for People and the Planet*, book published by Springer. Indran Naidoo, Suppiramaniam Nanthikesan and Prashanth Kotturi among co-authors [here].
- *Evaluation in Fragility, Conflict and Violence*, book published by IDEAS. Simona Somma among co-authors [here].
- *Transformational Evaluation for the Global Crises of Our Times*, book published by IDEAS. Fabrizio Felloni among co-authors [here].
- *Japanese Journal of Evaluation Studies*, vol. 21, no.2. Indran Naidoo authored an article [here].

- *Evaluations under COVID-19: how the pandemic affected the evaluation of the performance of the Coastal Climate Resilient Infrastructure project in Bangladesh, and what we learned*, article published by the African Development Bank, co-authored by Fabrizio Felloni [here]

## Improve evaluation coverage

The IOE Director provided oversight to the publishing of 32 evaluation reports, covering US\$900 million of IFAD financing, and designed three new evaluation products.

### Evaluation reports published

- **Annual Report on Results and Impact of IFAD Operations (ARRI)**. The primary objective of the ARRI is to report all of IOE's evaluation activities in a given year, and present a synthesis of IFAD's performance, lessons and challenges. Its main users are Senior Management, Directors, staff of regional and technical divisions, and members of IFAD's governing bodies. During the reporting period, IOE published the ARRI 2021 [here].
- **Corporate-level evaluations**. The primary objective of a corporate-level evaluation is to assess the organizational performance and institutional effectiveness of IFAD. Its main users are Senior Management, Directors, staff of regional and technical divisions, and members of IFAD's governing bodies. During the reporting period, IOE published the Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies [here].
- **Evaluation synthesis reports (ESRs)**. The primary objective of an ESR is to contribute to knowledge generation by consolidating findings from past evaluations. Its main users are Senior Management, Directors,

staff of regional and technical divisions, and members of IFAD's governing bodies. During the reporting period, IOE published two ESR reports, namely the ESR: Infrastructure; and the ESR: Government Performance in IFAD-supported Operations [here].

- **Country strategy and programme evaluations (CSPEs).** The primary objective of a CSPE is to assess the performance and results of country strategy and operations and provide lessons and recommendations to guide the preparation of the next country strategy. Its main users are divisional and country directors, country teams, and governments. During the reporting period, IOE published five CSPE reports: Morocco CSPE [here]; Uganda CSPE [here]; Niger CSPE [here]; Pakistan CSPE [here]; and Burundi CSPE [here].
- **Impact evaluations (IEs).** The primary objective of an IE is to provide a rigorous quantitative assessment of the impact on rural poverty of selected IFAD operations. Its main users are regional and country directors, technical advisors, operational staff, and government counterparts. During the reporting period, IOE published the Impact Evaluation: Ethiopia [here].
- **Project performance evaluations (PPEs).** The primary objective of a PPE is to assess the performance and results of project-level operations funded by IFAD. Its main users are regional and country directors, technical advisors, operational staff, and government counterparts. During the reporting period, IOE published seven PPE reports: Uzbekistan [here]; Indonesia [here]; Senegal [here]; Uganda [here]; Dominican Republic [here]; Tajikistan [here]; and Bangladesh [here].
- **Project completion report validations (PCRVs).** The primary objective of a PCRV is to validate the project completion reports prepared by IFAD Management. Its main users are IOE and IFAD Management

for reporting and feedback. During the reporting period, IOE published 13 PCRV reports: Uganda [here]; Mozambique [here]; Guinea [here]; Nepal [here]; Fiji [here]; El Salvador [here]; Ethiopia [here]; Azerbaijan [here]; Senegal [here]; Burundi [here]; Viet Nam [here]; Peru [here]; China [here]; and Rwanda [here]. In addition, the Director has approved five further PCRV reports.

### New evaluation products designed

- **Thematic evaluations.** The primary objective of a thematic evaluation is to provide evidence of the development effectiveness, performance and results of operations in a thematic topic. Its main users will be Senior Management, directors, staff of regional and technical divisions, and members of IFAD's governing bodies. During the reporting period, IOE carried out the 'Thematic Evaluation of IFAD Support to Smallholder Farmers' Adaptation to Climate Change'. The report will be published during the course of 2022.
- **Subregional evaluations.** The primary objective of an SRE will be to assess strategy, common intervention approaches and IFAD organizational set-up in a set of countries that share salient characteristics. Its main users will be regional and country directors, technical advisors, operational staff, and government counterparts. IOE's first SRE will be published during the course of 2022.
- **Project cluster evaluations.** The primary objective of a project cluster evaluation is to assess the experience of several projects that have a common theme or common major component. Its main users will be regional and country directors, technical advisors, operational staff, and government counterparts. IOE's first project cluster evaluation, on rural enterprises, will be published during the course of 2022.

## Engage strategically with IFAD governance and management

IOE has placed increasing emphasis on engagement with Member States and IFAD Management, with a view to further promoting learning, accountability and reflection through independent evaluation. These efforts have taken shape through a series of briefings to donor and programme countries, corporate learning workshops, country learning workshops, and an Executive Board field mission.

### Country briefings

IOE delivered 18 tailored briefing packages to members of the Evaluation Committee and non-borrowing members of the Executive Board. The reports present the IOE's commitment to transparent and proactive communication, based on Board-approved evaluation policy, strategy and requests.

### Corporate learning workshops

IOE organized five corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members: ARRI 2021, 11 November 2021 [here]; ESR on Infrastructure, 26 March 2021 [here]; TE of IFAD's support to smallholder farmers' adaptation to climate change, 19 May 2022 [here]; the 2022 IFAD Evaluation Manual, 2 June 2022 [here]; and ESR on Government performance in IFAD-supported operations, 3 June 2022 [here].

### Country learning workshops

IOE organized nine country learning workshops, with the involvement and participation of government representatives, national partner agencies, IFAD staff and international development agencies, including multilateral and bilateral partners. Workshops included: Morocco, 3 February 2021 [here]; Uganda, 5 February 2021 [here]; Niger, 15 April 2021 [here]; Burundi, 24 May 2021 [here]; Pakistan, 2 June 2021 [here]; Eswatini, 28 January 2022 [here]; Uzbekistan, 24 February 2022 [here]; Indonesia, 18 March 2022 [here]; and Malawi, 17 May 2022 [here].

### Executive Board field missions

The IOE Director joined a high-level delegation of IFAD's Executive Board members and IFAD senior staff for a five-day working visit to Egypt, from 23 to 28 October. During the mission, the delegation met with high-level government officials, and travelled to IFAD-supported projects in the country to see progress and meet with community members and rural farmers [here].

## Enhance IOE strategic communication, outreach and knowledge management

Over the past twelve months, IOE has repositioned its brand identity. A range of new communication resources now defines the office's visual persona, emphasising its independent stature. Through this portfolio of new products, IOE is building safe spaces for user interaction, which invite its stakeholders to continuously reach out and engage with IOE products in a more accessible manner.

### New communication products

- **Independent Magazine.** As IOE's flagship communication product, Independent Magazine brings the major efforts undertaken by IOE to the forefront of the global development dialogue, while seeking to advance IFAD's vision of supporting vibrant, inclusive and sustainable rural economies, where people live free from poverty and hunger. During the reporting period, the first three editions of the magazine reached over 14,000 readers in 84 countries, across all continents. [[here](#)].
- **IOE website.** The website is structured to best meet the specific needs of IOE, with the adoption of dynamic functionality that maximizes opportunities for user engagement. It also ensures an intuitive, easy navigation experience as the Office moves forward in building evaluation capacity across IFAD, advancing the IOE conduct model, and building bridges through evaluation dialogues to enhance understanding and improve performance.
- **IOE logo.** The new IOE logo adopts a strong visual identity that ensures continuity with IFAD's image while providing scope for a clear, coherent and visually independent brand image.
- **Video series: 60 seconds with the Director.** The new video series offers easy-to-digest insights into the IOE Director's perspectives on a number of salient, evaluation-related issues [[here](#)].
- **Advisory Panel Seminar series.** Each instalment of the previously presented seminar series is captured through two new communication products, namely, the fact sheets and re-live videos [[here](#)].

- **IOE Coffee talk series.** Each instalment of the previously presented talk series is captured through new fact sheets.
- **IOE blogs.** The new blogs advance IOE's critical thinking on issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and debate.

### Existing communication products enhanced during 2021

- **Social media.** IOE has relaunched its strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated in real time of its latest endeavours, while ensuring that its stakeholders can interact with the Office in a regular and fluid fashion [[here](#)] [[here](#)] [[here](#)].
- **IOE newsletter.** IOE has re-engineered its newsletter, to ensure optimal alignment with its new visual identity and strategic approach to communications. The broad readership of the newsletter ensures that IOE stakeholders have quick access to the latest outputs of the Office [[here](#)].
- **Infographics.** IOE's re-envisioned infographics offer an invaluable compendium to support and broaden the reach of its evaluation reports. Each infographic presents soundbite report extracts, packaged in visually appealing solutions.

## Summary infographic



## VII Response of IFAD Management to the 2022 Annual Report on the Independent Evaluation of IFAD

### Introduction

1. Management welcomes the 2022 Annual Report on the Independent Evaluation of IFAD (ARIE). This report reflects an evolution from the Annual Reports on Results and Impact of IFAD Operations (ARRIs) of previous years, building on the fruitful collaboration established between Management and the Independent Office of Evaluation of IFAD (IOE) and the key strategic documents jointly produced. The 2021 Revised IFAD Evaluation Policy emphasizes the effective use of evaluation products and learning from them. Accordingly, the 2022 IFAD Revised Evaluation Manual sets the stage for a holistic view of the evaluation function, where the generation and use of evidence and learning must be a continuous process to ensure IFAD becomes more agile, responsive, innovative and effective in the solutions it brings. In line with these principles, the 2021 IOE Multi-Year Evaluation Strategy establishes a shift in the purpose of the new ARIE, which includes contributing to learning by extracting findings and lessons from evaluations. This is evident in the 2022 edition of the ARIE, which combines the analysis on rating trends with useful knowledge extracted from evaluations that helps inform IFAD project and country strategy design and implementation.
2. Learning is a key priority for Management, as highlighted in the 2021 Development Effectiveness Framework (DEF), which states that IFAD must “ensure that the large volume of data and evidence collected are actively utilized by projects to learn what works, what does not work, and why, and adapt project and country programme approaches along the way.” The 2022 ARIE represents a significant contribution to this effort.
3. Management agrees with the key conclusions presented in the 2022 ARIE. Section II of this document provides complementary information on such conclusions and outlines action undertaken or planned by Management to address the key issues identified. Sections III and IV provide insight for the development of future ARIEs, while section V highlights the importance of ongoing and future collaboration between Management and IOE.

### Performance of lending and non-lending activities

4. **Strong and weak project performance areas identified in the ARIE are consistent with those identified in the Report on IFAD's Development Effectiveness (RIDE) for 2022.** IFAD projects are strong on environment and natural resources management, and climate change adaptation; weaker on sustainability, efficiency and government performance. In recognizing such challenges, Management enacted several initiatives to improve government performance despite it being outside the Fund's control. Examples include capacity-building through grants and the Operations Academy (OPAC); stricter provisions on project management unit staff performance in IFAD financing agreements; and improved design guidelines for enhanced ownership. Management is also enacting dedicated action plans on sustainability and efficiency.
5. **The ARIE offers useful insights on crisis response interventions.** As highlighted in the 2022 RIDE, IFAD has demonstrated agility in adapting its programme of loans and grants to respond to crisis, as in the case of tsunami recovery, or the more recent case of the Rural Poor Stimulus Facility and the

Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change. Lessons from the ARIE will help with future design of similar initiatives and implementation of existing ones. IFAD's value added in these situations is not on real-time humanitarian emergency responses, but on longer-term engagement and building the resilience of rural poor communities.

6. **Assessment on non-lending activities in the ARIE is also consistent with RIDE findings.**

Partnership is a strong performing area now integrated into country strategic opportunities programmes (COSOPs), project guidelines, and regional and global engagement strategies. This is also substantiated by high cofinancing ratios during the Eleventh Replenishment of IFAD's Resources (IFAD11) period (total: 1:1.95; international 1:0.94; domestic 1:1.01).<sup>26</sup> Country-level policy engagement is weaker (albeit showing an upward trend) and is a focus area of IFAD12, with additional guidance tools under development and new training under OPAC. The 2022 COSOP guidelines also introduce country programme level indicators on measuring policy impact related to IFAD's strategic objectives, to better document this area with further evidence.

7. **Knowledge management is also a weaker area,** as identified in the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) for both 2021 and 2022.

Furthermore, as indicated in the 2022 RIDE, COSOP completion reviews carried out during IFAD11 rate knowledge management as moderately satisfactory only 72 per cent of the time. However, in 2019, 2020 and 2021, stakeholder feedback surveys consistently rated knowledge management satisfactory at 93 per cent.<sup>27</sup> Survey respondents belong to national and public sector institutions, donor partner organizations, the private sector and civil society. They indicated that IFAD's knowledge products were relevant to their work, timely and

provided up-to-date information when needed, as well as useful insights to inform policy or programme decisions. Results from the survey indicate a more positive perception of IFAD's performance on knowledge management from clients and partners.

8. **Management fully agrees on knowledge management drivers identified in the ARIE: monitoring and evaluation (M&E) quality, integration into country strategies, budget and ownership.**

As part of the midterm review of the Knowledge Management Strategy, Management observed that IFAD's 2019-2021 knowledge management action plan was overambitious and not supported by dedicated resources and staff time. IFAD also implemented the action plan in the context of a concurrent organizational transformation with several waves of staff reassignments and decentralization, which further limited results. The new knowledge management action plan 2022-2025, scheduled for submission to the Executive Board at its September 2022 session, addresses related challenges such as decentralization, resource constraints and reassignment while shifting the focus to ensuring the utility and uptake of knowledge.

9. ARIE findings on knowledge management are also useful in light of the monitoring, evaluation, adaptation and learning (MEAL) action plan expected for the end of 2022. The MEAL action plan will build on the 2021 DEF, acknowledging the key link between high-quality M&E systems and knowledge use. In addition, during the remainder of 2022 and throughout 2023, Management looks forward to continue collaborating with IOE on the upcoming corporate-level evaluation on knowledge management.

<sup>26</sup> See the 2022 RIDE, EC 2022/118/W.P.4

<sup>27</sup> Source: 2020 stakeholder survey: <https://www.ifad.org/en/-/document/2020-stakeholder-survey>; and 2021 stakeholder survey: [https://www.ifad.org/en/-/stakeholder-survey-2021?p\\_i\\_back\\_url=%2Fen%2Fcorporate-documents%3Fmode%3Dsearch%26keywords%3Dstakeholder%2520survey](https://www.ifad.org/en/-/stakeholder-survey-2021?p_i_back_url=%2Fen%2Fcorporate-documents%3Fmode%3Dsearch%26keywords%3Dstakeholder%2520survey). The 2022 stakeholder survey will be made available on IFAD website.

## COVID-19 and the changing global context

10. As highlighted in the RIDE and portfolio stocktake exercises conducted in 2022, COVID-19, liquidity limitations and institutional reforms have affected the performance of IFAD projects, and are likely to show further effects in the coming years. Exogenous shocks coupled with shrinking fiscal space for borrowing countries and limited availability of IFAD grant resources added to the existing constraints, hindering the achievement of selected IFAD11 targets. IFAD remains committed to implementing transformative country programmes under IFAD12, and contributing to the delivery of the 17 Sustainable Development Goals, as the 2030 Agenda deadline approaches.
11. **Within the above context, Management suggests that future ARIE editions take a deeper look at the effects of COVID-19 on lending and non-lending activities.** As stated in the 2022 RIDE, throughout 2022 and beyond IFAD will conduct more in-depth analysis of the impact of COVID-19 on the portfolio, to ascertain possible deviations in ratings caused by remote missions, as well as the effects of COVID-19 on different aspects relevant to project management, such as start-up times and staff turnover. Input from independent evaluation would be beneficial in this process. For example, the 2022 country strategy and programme evaluation (CSPE) for Indonesia makes explicit reference to the effects of COVID-19 on efficiency and government performance.<sup>28</sup> The 2021 CSPE for Uganda also indicates that COVID-19 hindered the growth of benefits and project efficiency.<sup>29</sup>
12. **Future ARIE editions should also highlight lessons from past evaluations that are relevant to the current global context, in particular the looming food crises and COVID-19,** to inform future design and implementation. To support the Fund's adaptive approach, IFAD country teams would benefit from any emerging insight or lessons for building resilience in relation to past food or economic crises.
13. **In addition, Management encourages IOE to allow further space for themes and evidence that are relevant to the IFAD12 business model,** as well as the challenges highlighted in the RIDE, PRISMA and portfolio stocktake exercises, including liquidity limitations and institutional reforms. Qualitative analysis undertaken in past ARRIs provided useful insight to Management and should be kept. On the other hand, syntheses of evaluation reports already presented to the Evaluation Committee and Executive Board could be moved to an appendix.
14. **Future ARIEs would benefit from integration of the findings stemming from the IFAD11 impact assessment,** which quantifies the results attributable to IFAD projects in terms of the incomes, production, market access, resilience and food security of poor rural people. These areas remain highly relevant for the IFAD12 period. Management will present the main results of the IFAD11 impact assessment to the Evaluation Committee and Executive Board in September 2022 when IOE presents the 2022 ARIE. It is very important that future ARIEs reflect such findings, and that they are used to enrich and complement the analysis carried forward by IOE. Learning from these impact evaluations will be critical to inform IFAD's future projects.

<sup>28</sup> EC 2022/117/W.P.3, para. 22.

<sup>29</sup> EB 2021/132/R.16, appendix I, paras. 114 and 137.

## Complementing ARIE findings

15. **For future ARIE reports, Management suggests complementing the quantitative trend analysis with the mention of known methodological<sup>30</sup> factors that may affect ratings.** Acknowledging that the 2015 methodological change is mentioned in this year's ARIE, it would be useful to test connections with trends in specific ratings, especially given the new jointly produced IFAD Evaluation Manual of 2022 and updated criteria. The same applies to timing variables such as approval or completion year. Even if such variables do not fully explain trends, it is useful to present the analysis as a starting point to look for explanatory factors. Leaving the analysis outside the report is a missed opportunity for learning.

## Looking ahead

16. Management appreciates the constructive tone of the ARIE and IOE's availability in providing a detailed audit trail on Management comments. Management also values the interactions held with IOE prior to finalization of the document, and IOE's collaborative approach in sharing the ARIE database and preliminary analysis in advance of official deadlines. Management continues to be committed to collaborating throughout the development phase of future RIDE and ARIE reports.
17. Management is working on an update of the project completion report (PCR) guidelines, which will reflect the methodology and evaluation criteria set forth in the 2022 IFAD Revised Evaluation Manual. To provide better guidance to country teams and ensure alignment, PCR guidelines will include detailed indications on evaluation criteria and score

descriptors to orient ratings. Management looks forward to sharing the draft guidelines with IOE for review and inputs, to keep alignment, effectively cascade the key principles outlined in the Evaluation Manual, and further reduce disconnect between self and independent evaluation ratings.

18. **Coordination between Management and IOE on the exchange of data continues to be key for the production of sound and reliable products on both sides.** Management has been sharing primary data, reports and results with IOE when evaluations are conducted in countries, for projects and on thematic areas where Management has conducted impact assessment, data collection and research, and generated evidence from project implementation. IOE has been sharing preliminary evaluation findings for cross-validation and enhanced data accuracy and utilization. Management looks forward to continuing and strengthening the ongoing collaboration in view of the upcoming evaluation products, which will help shape IFAD's programme in the coming years to advance progress on the 2030 Agenda.

<sup>30</sup> The 2015 ARRI attributed a dip in trend performance to the fact that some of the evaluated projects completed in 2009–2011 were implemented in countries with fragile situations, and as a reflection of the introduction of IFAD's first Evaluation Manual in 2008, which was the basis for evaluating projects from 2009 onwards.





IOE



IFAD

Investing in rural people

Independent Office of Evaluation

Independent Office of Evaluation  
International Fund for Agricultural Development  
Via Paolo di Dono, 44 – 00142 Rome, Italy  
Tel: +39 06 54591 – Fax: +39 06 5043463  
E-mail: [evaluation@ifad.org](mailto:evaluation@ifad.org)  
[www.ifad.org/evaluation](http://www.ifad.org/evaluation)  
 [www.twitter.com/IFADeVal](https://www.twitter.com/IFADeVal)  
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