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## Rapport annuel 2024 sur l'évaluation indépendante au FIDA

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**Mesures à prendre:** Le Conseil d'administration est invité à examiner le Rapport annuel 2024 sur l'évaluation indépendante au FIDA.

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## Remerciements

Le Rapport annuel 2024 sur l'évaluation indépendante au FIDA a été élaboré par le Bureau indépendant de l'évaluation du FIDA (IOE) sous la direction générale de son Directeur, Indran Naidoo, et sous la supervision étroite de son Directeur adjoint, Fabrizio Felloni. Suppiramaniam Nanthikesan, Responsable supérieur de l'évaluation, a supervisé la coordination des contenus et l'élaboration de la vue d'ensemble. Des contributions essentielles ont été apportées au chapitre IV par les personnes suivantes: Kouessi Max Kodjo et Johanna Pennarz, Responsables en chef de l'évaluation; Mikal Khan, Responsable de l'évaluation; et Jan Kerer, consultant principal. Rati Shubladze a contribué à l'élaboration de l'analyse statistique présentée dans les chapitres II et III; Alexander Voccia, Responsable de la communication en matière d'évaluation, a contribué à l'élaboration des annexes. La Sous-directrice adjointe, Laure Vidaud, a supervisé l'élaboration de la structure du document.

IOE tient à remercier la direction et le personnel du FIDA pour leur appui général et leurs précieuses observations sur le projet de rapport, lesquelles ont été dûment prises en compte lors de l'élaboration du rapport final, conformément à la Politique révisée de l'évaluation au FIDA.

# Rapport annuel 2024 sur l'évaluation indépendante au FIDA

## Vue d'ensemble

### A. Introduction

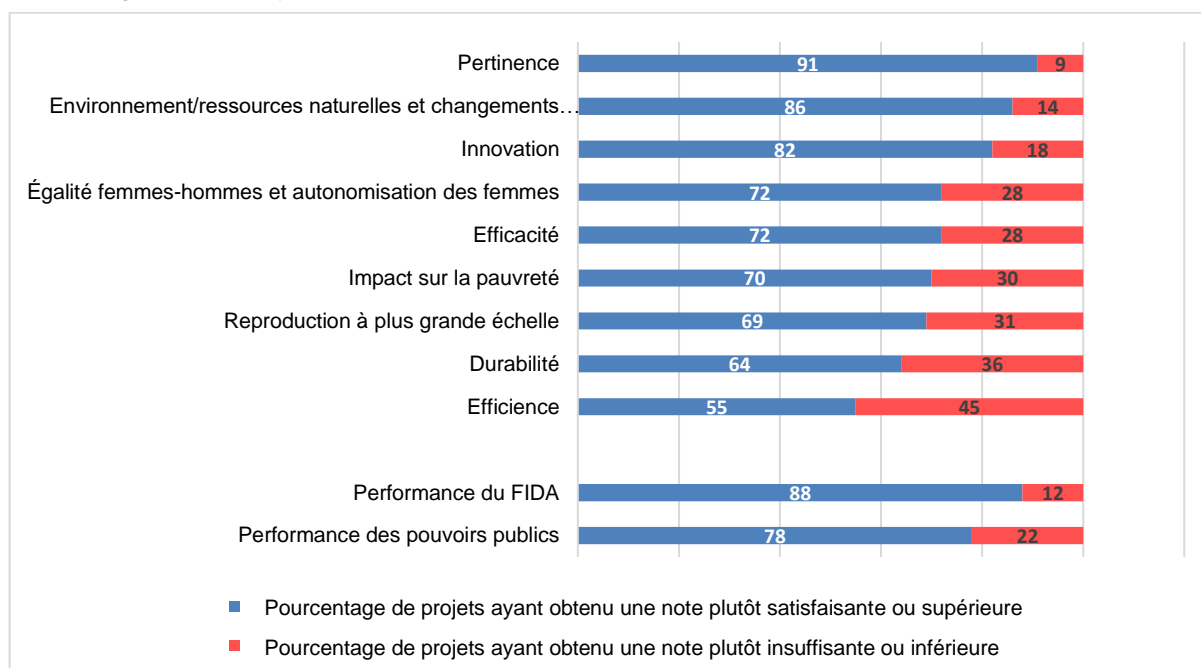
1. Le rapport du Bureau indépendant de l'évaluation du FIDA (IOE), intitulé Rapport annuel sur l'évaluation indépendante au FIDA, offre une vue d'ensemble des résultats des opérations financées par le FIDA fondée sur les données contenues dans les évaluations indépendantes d'IOE. Ce rapport reste un instrument essentiel pour assurer le respect de l'obligation de rendre compte des résultats, et vise à encourager un processus d'introspection, d'apprentissage et de mise en œuvre de mesures correctives au sein du FIDA.
2. Inspiré des pratiques d'autres institutions financières internationales, le Rapport annuel sur l'évaluation indépendante au FIDA résume les conclusions de différentes évaluations et présente une analyse de l'évolution de la performance fondée sur une étude des séries chronologiques des notes attribuées. Il s'appuie sur des évaluations existantes pour présenter un descriptif de la performance du FIDA, en mettant l'accent sur le mandat de l'organisation et en évaluant le travail mené par le Fonds à l'échelle mondiale.
3. Le présent rapport vise à faire ressortir les informations relatives aux opérations appuyées par le FIDA issues des évaluations menées par IOE et à mettre en avant les résultats d'évaluations sur des thèmes et questions essentiels relevant de l'agriculture et du développement rural, qui s'inscrivent dans la mission du FIDA. Si le cadre et le contenu du Rapport annuel sur l'évaluation indépendante au FIDA peuvent évoluer d'une année sur l'autre, l'analyse des notes reste une composante standard.
4. Le Rapport de 2024 examine deux angles thématiques qui se sont révélés essentiels pour l'efficacité des activités de développement du FIDA au cours de la dernière décennie: la relation entre cofinancement et performance des projets et les interventions axées sur la finance rurale, qui constituent 13% du portefeuille d'investissement en cours du Fonds. Les enseignements tirés en matière de services financiers inclusifs en milieu rural proviennent de neuf évaluations de la performance du projet et de deux évaluations groupées de projets, achevées sur la période 2020-2022, ainsi que de six évaluations de la stratégie et du programme de pays (ESPP) menées en 2022-2023.
5. Comme les rapports précédents, le présent rapport examine les notes de performance de projets récents, les évolutions de la performance et la performance des activités hors prêt au cours de la dernière décennie.
6. La performance des projets découle de l'analyse des notes de 297 projets achevés et évalués sur la période 2013-2022. Des statistiques inférentielles ont permis d'identifier les différences de performance statistiquement significatives, comme les comparaisons entre la performance de projets menés dans des situations de fragilité et de projets menés hors contextes de fragilité et l'écart entre les notes des rapports d'achèvement de projet (RAP) et les notes de performance attribuées par IOE. Une moyenne mobile sur trois ans est utilisée pour lisser les variations interannuelles entre les notes de performance.
7. L'analyse des activités hors prêts dans les programmes de pays a été effectuée à partir de 42 ESPP réalisées sur la période 2014-2023. Une moyenne mobile sur trois ans (par année d'évaluation) a été utilisée pour déterminer la performance de chaque note pour chaque année. La dernière période triennale, 2021-2023, ne comptait que 9 ESPP, alors qu'en général ce nombre est compris entre 12 et 16.

8. Les limites de l'analyse sont notamment les suivantes: la performance des projets est influencée par des facteurs pouvant échapper au contrôle des agents d'exécution au cours de la durée de vie d'un projet, qui peut s'étendre sur une décennie (de la note conceptuelle à l'achèvement). Cela implique également que la mesure des performances actuelles peut ne pas être une indication des performances futures. Sur les 297 projets examinés, 48 ont eu une exposition inférieure ou égale à 22 mois à la récente pandémie de COVID-19 (et aucune exposition aux conséquences de la guerre en Ukraine, qui a commencé début 2022). Les effets de cette exposition limitée sur la performance des projets n'étaient pas pleinement évaluables au moment de l'examen.

## B. Constatations relatives à la performance du portefeuille de projets (2020-2022)

9. Cette analyse repose sur les notes d'évaluation de 67 projets achevés et évalués au cours de la période considérée.
10. **La majorité des projets affichaient de bons résultats (note plutôt satisfaisante ou supérieure) au regard de l'ensemble des critères (figure 1).** La part de projets ayant obtenu de bons résultats était la plus faible pour le critère de l'efficacité (55%). La figure 1 présente la performance, par critère d'évaluation, des projets achevés durant la période triennale la plus récente, 2020-2022. Les notes obtenues pour ce qui concerne la pertinence (91%), la gestion de l'environnement et des ressources naturelles et l'adaptation aux changements climatiques (86%), ainsi que l'innovation (82%), sont relativement plus élevées que pour les autres critères. La performance du FIDA (88% des projets ont obtenu de bons résultats) est nettement supérieure à celle des pouvoirs publics (78%). La note globale moyenne<sup>1</sup> (4) des 67 projets achevés qui ont fait l'objet d'une évaluation était plutôt satisfaisante. Ces conclusions concordent avec celles du Rapport de 2023.

Figure 1 **Performance par critère** (moyenne mobile sur trois ans sur la période 2020-2022)  
Pourcentage de projets ayant obtenu de bons résultats (N=67)



<sup>1</sup> La note globale moyenne des projets achevés est la moyenne arithmétique des notes attribuées pour l'ensemble des critères, hormis la performance des partenaires (neuf critères).

Source: base de données sur l'évaluation fournie par IOE (données issues des validations de rapport d'achèvement de projet [VRAP], des évaluations de la performance des projets [EvPP] et des évaluations d'impact), février 2024.

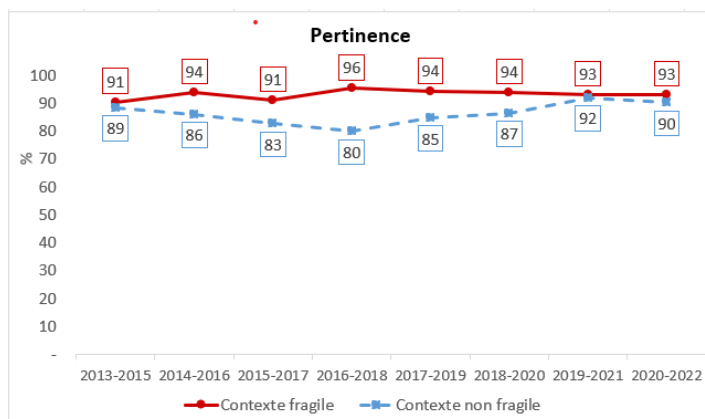
## **C. Analyse des tendances relatives à la performance des projets (2013-2022)**

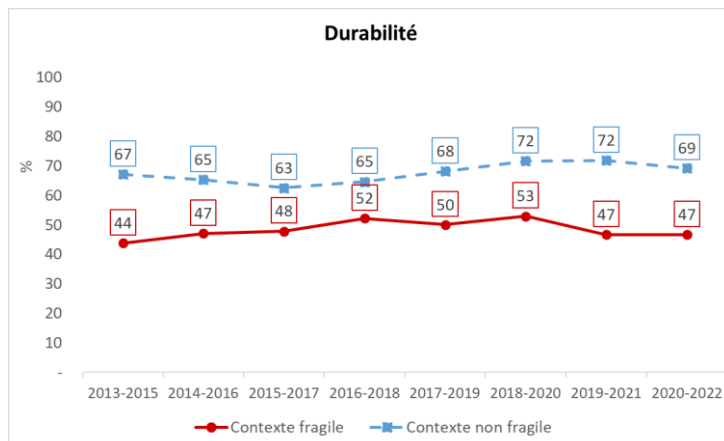
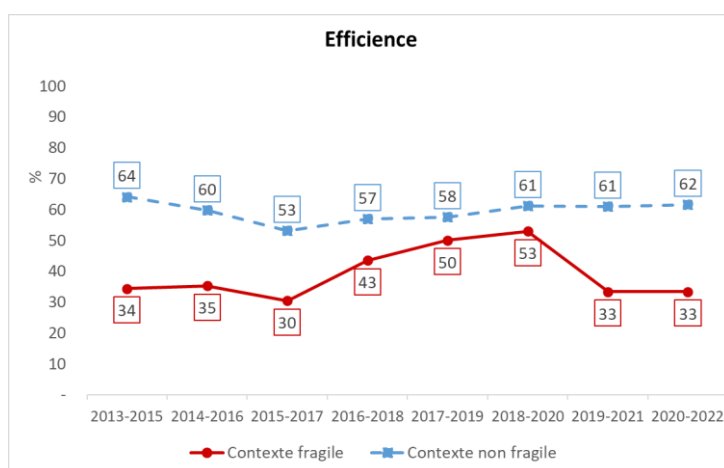
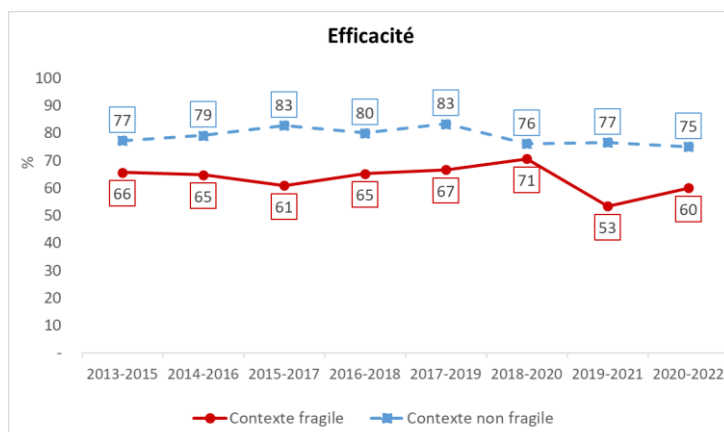
11. **La majorité des projets affichaient de bons résultats (note « plutôt satisfaisant » ou supérieure) au regard de l'ensemble des critères, mais peu ont été notés « très satisfaisant ».** Par exemple, sur les 297 projets achevés au cours de la période 2013-2022, aucun n'a été jugé très satisfaisant pour ce qui concerne l'impact sur la pauvreté rurale, l'efficacité, la durabilité, ou la performance du FIDA; s'agissant de la reproduction à plus grande échelle, 7 ont reçu cette note maximale; 5 l'ont reçue pour l'égalité des sexes et l'autonomisation des femmes, l'innovation et la pertinence; 1 seul projet l'a reçue au titre de l'efficacité et de la performance des pouvoirs publics.
12. **La récente tendance à la baisse observée en ce qui concerne l'efficacité des projets semble s'être stabilisée au cours de la période de référence.** L'amélioration régulière observée au regard de ce critère de 2013 à 2019 a été récemment ébranlée, la proportion de projets très performants étant passée de 80% en 2017-2019 à 73% en 2019-2021 et se situant désormais à 72% pour 2020-2022. Le Rapport de 2023 citait plusieurs facteurs susceptibles d'avoir contribué à ce déclin. L'évaluation au niveau de l'institution (ENI) de 2022 sur l'expérience du FIDA en matière de décentralisation a relevé plusieurs de ces facteurs, notamment la diminution du budget affecté à l'exécution des programmes de pays (qui permet d'appuyer la conception et la supervision des opérations du FIDA) et des perturbations des cycles des opérations dans les pays dues aux processus de décentralisation en cours. Les difficultés d'exécution des projets observées depuis 2020 en lien avec la pandémie ont pu exacerber les obstacles qui entravaient la réalisation des résultats escomptés, mais cela ne pourra être véritablement confirmé que lorsque des données adéquates seront disponibles.
13. **La majorité des projets affichaient de bons résultats au regard de l'impact sur la pauvreté rurale. Cela dit, cette performance continue de reculer:** elle est passée d'un niveau élevé, de 89% des projets sur la période 2012-2014, à 70% sur la période 2020-2022. Les facteurs ayant contribué à cette baisse de la performance sont ceux mentionnés dans le Rapport 2023 et le paragraphe qui précède. Les effets de la pandémie de COVID-19 pourraient avoir eu une incidence sur la performance des projets achevés en 2020, 2021 et 2022 mais pas sur ceux achevés précédemment.
14. **Les résultats obtenus concernant la gestion de l'environnement et des ressources naturelles et l'adaptation aux changements climatiques se sont améliorés au cours des dix dernières années. Toutefois, un léger recul a été observé au cours de la dernière période de référence (2020-2022).** La part des projets performants au regard de ce critère a augmenté – de 83% au cours de la période 2013-2015 à 90% pour 2019-2021 (figure 3). Pour 2020-2022, un très léger recul, à 86%, est observé. Sur les 66 projets achevés en 2020-2022 et notés au regard de ce critère, un projet a été noté « très satisfaisant » (6), et 20 projets ont reçu la note « satisfaisant » (5). Comme expliqué en détail dans le Rapport 2023, cette performance est l'aboutissement d'une décennie d'efforts ciblés, visant à faire de l'action climatique une priorité et à investir des ressources dans l'intégration des considérations climatiques et environnementales au sein de l'ensemble des activités du FIDA.
15. **La part des projets performants au regard du critère de reproduction à plus grande échelle a été nettement inférieure à celle des projets performants au regard de l'innovation pour la période 2020-2022 (69% contre 82%).** Il a été constaté des cas d'interventions novatrices, par exemple un

projet axé sur l'agriculture de conservation au Botswana, qui n'ont pas été reproduits à plus grande échelle en raison de divers facteurs, notamment des faiblesses dans l'exécution et la conception des projets, l'insuffisance des capacités des pouvoirs publics et une faible appropriation par ces derniers des interventions appuyées par le FIDA. Parmi les autres contraintes mentionnées figuraient le manque de ressources, le manque de participation à l'élaboration des politiques et des projets dont la conception est peu pertinente au regard des besoins du pays. Malgré ces difficultés, 19 des 67 projets évalués et achevés au cours de cette période ont été jugés satisfaisants en ce qui concerne la reproduction à plus grande échelle, et un projet a reçu la note « très satisfaisant ». Ces expériences, ainsi que celles tirées des 21 projets dont la performance est faible, fournissent des leçons précieuses pour améliorer, à l'avenir, la conception des projets et la performance en matière de reproduction à plus grande échelle.

16. **Les projets menés hors contextes fragiles étaient toujours plus performants que ceux exécutés dans les contextes de fragilité au regard des critères d'efficacité, d'efficience et de durabilité des avantages.** La performance au regard de la pertinence a été l'exception, les projets menés dans des contextes de fragilité affichant des résultats comparables ou supérieurs à ceux menés hors contextes fragiles (93% contre 90%). La part des projets ayant obtenu de bons résultats au regard de l'efficacité sur la période 2020-2022 était de 75% pour la catégorie des projets menés hors contextes de fragilité, et de 60% pour les projets menés dans des situations de fragilité. L'écart de performance, plus large sur la période 2019-2021, s'est légèrement resserré sur la période 2020-2022, notamment au regard de l'efficacité. Dans les pays présentant des situations de fragilité, la faiblesse de la gouvernance et du cadre institutionnel limite généralement les résultats des projets.
17. La synthèse d'évaluations portant sur le développement à l'initiative des communautés dans les projets appuyés par le FIDA (2020) a montré que cette approche était efficace pour atténuer certaines des difficultés propres aux pays présentant des situations de fragilité persistantes. Les projets mettant en œuvre l'approche du développement à l'initiative des communautés ont obtenu de meilleurs résultats que les autres projets, avec 63% de projets jugés satisfaisants au regard de l'efficacité, contre 46% pour les autres projets. Dans les pays où les situations de fragilité étaient moins persistantes, les différences de performance étaient moindres.

Figure 2  
**Comparaison de la performance des projets menés dans les pays présentant des situations de fragilité et dans ceux ne présentant pas de situations de fragilité**  
 Pourcentage de projets ayant obtenu de bons résultats (projets achevés au cours de la période 2013-2022)





Source: analyse réalisée par IOE à partir de la base de données sur l'évaluation (données des EvPP, des VRAP et des évaluations d'impact), février 2024.

18. **Sur une période de dix ans (2013-2022), la région Asie et Pacifique totalise invariablement la plus large part de projets performants, tandis que la région Afrique de l'Ouest et du Centre compte la plus faible part de projets performants tous critères confondus.** Il est important de noter que la performance des projets peut être influencée par des facteurs liés au contexte politique, institutionnel et de développement, ainsi que par la capacité d'exécution et l'appropriation des projets par les organismes publics de contrepartie, et que ces facteurs sont indépendants de la présence du FIDA dans les pays. Par conséquent, les notes attribuées aux projets dans une région ou une autre ne doivent pas être considérées comme reflétant la performance de la division régionale en question ou la performance collective des bureaux de pays du FIDA dans cette région.



19. **Les différences entre les notations de la performance indiquées dans les évaluations d'IOE et les rapports d'achèvement de projet (RAP) pour l'ensemble des critères se sont révélées statistiquement significatives** (tableau 1), l'écart le plus important étant observé pour les critères d'efficacité et de reproduction à plus grande échelle, et le plus faible pour les critères de gestion de l'environnement et des ressources naturelles/adaptation aux changements climatiques et d'innovation. L'écart constaté pour la pertinence et la reproduction à plus grande échelle s'est resserré tandis que celui observé pour la gestion de l'environnement et des ressources naturelles/adaptation aux changements climatiques s'est creusé depuis la période 2018-2020. S'agissant des critères d'efficacité et d'impact sur la pauvreté rurale, les écarts se sont réduits jusqu'en 2015 mais se sont creusés depuis et semblent s'être stabilisés au cours de la dernière période de référence (2020-2023). Le tableau 1 résume l'évolution des écarts entre les notations.

Tableau 1

**Informations synthétiques relatives aux écarts entre les notations d'IOE et des RAP**

Caractéristique	Critères
Écart maximum	Pertinence (-0,50) et reproduction à plus grande échelle (-0,44)
Écart minimum	Gestion de l'environnement et des ressources naturelles/adaptation aux changements climatiques (-0,15) et innovation (-0,18)
Réduction de l'écart	Pertinence, reproduction à plus grande échelle
Écart réduit initialement, mais qui se creuse à présent	Efficacité, impact sur la pauvreté rurale, gestion de l'environnement et des ressources naturelles/adaptation aux changements climatiques

Source: analyse d'IOE.

**D. Performance des activités hors prêts (2014–2023)**

20. **Les résultats obtenus pour les trois activités hors prêts (participation à l'élaboration des politiques au niveau des pays, gestion des savoirs et établissement de partenariats) ont connu des variations ces dernières années (2019–2021).** Cette évaluation se fonde sur l'ensemble des 42 ESPP achevées entre 2014 et 2023. Le pourcentage d'ESPP où les activités hors prêts ont obtenu une note plutôt satisfaisante ou supérieure (4, 5, 6) a nettement reculé pour ce qui est de l'établissement de partenariats (de 69% sur la période 2020-2022 à 56% sur 2021-2023), tandis que ce pourcentage a progressé s'agissant de la participation à l'élaboration des politiques au niveau des pays (de 69% en 2020-2022 à 78% en 2021-2023). Il est important de souligner que ces notes, tirées d'un nombre plus restreint d'observations (42) que celles qui concernent les projets (297), doivent être interprétées avec prudence.
21. L'évaluation au niveau de l'institution (ENI) de 2024 sur les pratiques du FIDA en matière de gestion des savoirs a mis en lumière des variations importantes relatives à l'efficacité des pratiques dans ce domaine au niveau des pays. C'est surtout au niveau des projets que des pratiques efficaces en matière de gestion des savoirs ont été observées. Les projets menés dans des pays dotés d'un bureau de pays du FIDA tendent à présenter des pratiques plus diversifiées en la matière. Toutefois, dans les pays où le portefeuille du FIDA a subi des retards importants, des problèmes de performance ou de l'instabilité, les activités hors prêts affichent des progrès limités, y compris en matière de gestion des savoirs. Les difficultés

d'exécution rencontrées dans ces pays ont détourné l'attention au détriment du renforcement des activités hors prêts.

## **E. Riposte du FIDA aux répercussions de la pandémie de COVID-19 sur les agriculteurs**

22. La pandémie de COVID-19 a eu des répercussions sur les opérations appuyées par le FIDA, comme le montrent 16 évaluations menées par IOE entre 2021 et 2023. Parmi les difficultés rencontrées, on peut citer la diminution de la demande de matériel agricole et d'intrants, la réduction du nombre d'entreprises rurales actives, une forte baisse de l'activité économique, la perte de liens avec les marchés et la perturbation des chaînes d'approvisionnement. La restriction des déplacements a par ailleurs pénalisé l'exécution des projets, provoquant des retards dans l'exécution et une moindre performance en matière de conception des projets du fait de l'impossibilité de mener des missions en présentiel, de réaliser des enquêtes de référence et d'organiser des consultations avec les communautés.
23. Pour faire face à la crise, le FIDA a mis en œuvre différentes mesures, comme la réorientation des fonds destinés aux projets pour couvrir les besoins immédiats liés à la riposte à la COVID-19, la création du Mécanisme de relance du FIDA en faveur des populations rurales pauvres en avril 2020 pour répondre directement aux besoins des agriculteurs, et la fourniture d'un appui à l'élaboration de politiques et à l'analyse pour aider les pouvoirs publics et les partenaires à évaluer les effets de la COVID-19 sur les secteurs agricole et rural. La pandémie a mis en lumière l'importance du mandat du FIDA pour favoriser la résilience des communautés rurales et la recherche de souplesse et d'adaptabilité dans la gestion des projets.

## **F. Cofinancement et performance des projets**

24. Le cofinancement vise à aligner les investissements du FIDA sur les priorités et stratégies nationales, à intégrer les projets dans des cadres plus larges et à renforcer les partenariats pour obtenir un impact durable sur la pauvreté rurale. Toutefois, une analyse systématique du lien entre cofinancement et performance des opérations du FIDA doit encore être conduite. Le but du présent rapport est de fournir un premier éclairage grâce à une analyse quantitative des notes et des financements attribués aux projets. Cette analyse ne concerne pas la performance du FIDA en matière de mobilisation de ressources, elle vise à **déterminer la relation entre cofinancement et performance du projet**.
25. En tant que prêteur et assembleur de financements pour le développement, le FIDA avait mobilisé, en octobre 2020, 1,8 milliard d'USD au titre de cofinancements internationaux et nationaux, en complément des 2,0 milliards de financements accordés en son nom propre. Cela lui a permis d'amplifier ses investissements et d'élargir le rayon d'action de ses projets de développement rural. Toutefois, les objectifs de plus en plus élevés qui sont fixés s'agissant du ratio de cofinancement sont difficiles à atteindre en raison de l'imprévisibilité des contributions des pouvoirs publics et des financements externes.
26. Les cofinancements peuvent influencer sur la performance de deux façons: premièrement, ils contribuent à définir la taille globale du projet, laquelle détermine les ressources disponibles pour la supervision et l'appui à la conception et peut avoir une incidence sur l'engagement des pouvoirs publics en faveur du projet. Deuxièmement, la part des cofinancements peut avoir une incidence directe sur la performance. Par exemple, elle peut influencer sur l'alignement sur les priorités et l'engagement des pouvoirs publics et, par conséquent, la durabilité des résultats. Une analyse de régression réalisée pour isoler les effets du cofinancement sur la performance, compte tenu de la taille du projet et de la zone géographique concernée, donne les résultats présentés ci-après.
27. Lorsque la part du financement national dépasse 60% du financement du projet, une augmentation du cofinancement national conduit à une moindre performance

tous critères confondus. Cet effet est non significatif lorsque la part du cofinancement national est inférieure à 60%.

28. L'incidence du cofinancement international sur la performance est moins prononcée. Une augmentation de sa part a un impact non significatif sur la performance lorsqu'il est inférieur à 60% du montant total du financement du projet. Toutefois, lorsque cette part est supérieure à 60%, les notes relatives à l'efficacité et à la performance du FIDA baissent, mais les autres critères n'affichent pas de changement statistiquement significatif.
29. La diminution de la performance des projets (par exemple s'agissant des critères relatifs à la performance du FIDA et à celle des pouvoirs publics) lorsque la part du cofinancement national est très élevée pourrait s'expliquer par le fait que les pouvoirs publics accordent la priorité à leurs propres politiques et stratégies au détriment des pratiques établies par le FIDA. Cela peut réduire le rôle joué par le FIDA dans la conception et l'exécution des projets, et avoir ainsi des répercussions négatives sur la performance des projets.

## **G. Services financiers inclusifs en milieu rural**

30. Les services financiers inclusifs en milieu rural sont une composante essentielle des opérations du FIDA, qui représente près de 13% de son portefeuille en cours. Le FIDA a investi plus de 3 milliards d'USD pour améliorer l'accès des petits exploitants agricoles aux services financiers. L'élargissement de l'accès à ces services à des zones rurales mal desservies a été fondamental pour améliorer les revenus et augmenter la résilience face aux chocs économiques. Les enseignements tirés de plusieurs évaluations menées entre 2020 et 2023 (6 ESPP, 9 EvPP et 2 évaluations groupées de projets) mettent en lumière les facteurs nécessaires à la réussite des interventions axées sur les services financiers inclusifs en milieu rural ainsi que les goulets d'étranglement potentiels.
31. **La réussite des interventions axées sur les services financiers inclusifs en milieu rural nécessite une conception détaillée mais réaliste des projets**, qui tienne compte des politiques, des stratégies, de la demande locale, de l'offre de financements et des besoins des différentes parties prenantes. Relever les nombreux défis interdépendants requiert une planification réaliste et des capacités de gestion adéquates. **Une analyse contextuelle insuffisante mène souvent à des conceptions inefficaces**, certains projets échouant à identifier les principaux défis et ayant excessivement recours à des facilités de crédit. **Les projets exclusivement axés sur les services financiers en milieu rural ont souvent atteint la plupart de leurs objectifs**, améliorant ainsi l'accès aux services financiers et renforçant les capacités du secteur financier. À l'inverse, certains projets associant la finance rurale à d'autres types d'interventions ont donné des résultats mitigés en raison d'une conception plus complexe et du contexte difficile des projets.
32. **Ciblage.** Dans les projets où les groupes cibles ont été définis de manière trop générale et les besoins de ces derniers mal diagnostiqués, les prestations ont eu tendance à bénéficier aux ménages aisés ou dirigés par un homme. Les projets fructueux ont eu recours à des approches de ciblage actives comme les évaluations rurales participatives. **La mise en place de stratégies visant spécifiquement l'égalité femmes-hommes est essentielle pour favoriser la participation et l'autonomisation des femmes.** Toutefois, certains projets n'ont pas été dotés des ressources nécessaires à la conduite d'activités prenant en compte les questions de genre, ce qui s'est traduit par un faible accès des femmes à la finance rurale. **L'externalisation des activités de ciblage, confiées à des prestataires de services financiers, a souvent donné lieu à un ciblage insuffisant.** Bien que cette démarche ait permis d'assurer un ciblage de base, elle a souvent été insuffisante pour atteindre les couches les plus pauvres de la population. Des mesures adaptées, comme l'introduction de prêts de faible

montant, ont été nécessaires pour faire correspondre les services proposés à la capacité de remboursement des clients les plus pauvres.

33. **Adaptation à des contextes en évolution.** Il est essentiel de pouvoir adapter la conception des projets et les méthodes de mise en œuvre. Même des projets bien conçus peuvent nécessiter des ajustements lorsque l'évolution du contexte invalide les hypothèses formulées lors de la conception. Pour atteindre les objectifs des projets, il est nécessaire de pouvoir s'adapter aux évolutions des politiques publiques, des technologies, et des dynamiques relatives à l'offre et à la demande. Par exemple, en Indonésie, des ajustements effectués à mi-parcours concernant des activités de finance rurale ont permis de fournir directement des ressources financières à des groupes d'entraide villageois, ce qui a amélioré l'efficacité.
34. **Un contexte national favorable sur le plan des politiques en vigueur.** Un appui efficace à l'examen et à l'élaboration des politiques visant à améliorer le cadre des activités peut conduire à une augmentation du nombre de prestataires de services financiers et de produits proposés et, à terme, à une progression de la demande. L'efficacité et la durabilité des interventions du FIDA dans le domaine des services financiers inclusifs en milieu rural sont conditionnées par l'existence d'un certain nombre de politiques et de textes réglementaires favorables. En Éthiopie, par exemple, il existe un lien de cause à effet manifeste entre la qualité des politiques et les résultats positifs obtenus, en particulier au niveau micro.
35. **Choix des bons prestataires de services financiers.** Souvent, les interventions axées sur les services financiers inclusifs en milieu rural sont fortement tributaires des institutions financières de proximité pour atteindre les bénéficiaires cibles. Des données issues de diverses ESPP et évaluations au niveau des projets indiquent que les **institutions financières de proximité, notamment les coopératives, améliorent significativement l'inclusion en raison de leur proximité avec les clients ruraux.** Toutefois, les prestataires non bancaires comme les institutions de microfinance et les organisations locales ont souvent des problèmes de capacités et de liquidités. **Les banques commerciales disposent des capacités et des liquidités nécessaires mais, souvent, ne participent pas pleinement** en raison des coûts d'exécution élevés, des risques perçus et d'une capacité de prêt limitée dans le domaine agricole. La promotion de l'établissement de liens entre institutions financières de proximité ou institutions de microfinance et banques commerciales s'est avérée efficace, et a conduit à un accroissement des financements ruraux. Malgré les innovations techniques dont dispose la finance rurale, les bénéficiaires préfèrent souvent les interactions en présentiel. **Les capacités des prestataires de services financiers sont essentielles à la pérennité des projets du FIDA.** Bien que le FIDA mette l'accent sur le renforcement institutionnel, les institutions financières de proximité font face à des défis institutionnels qui nécessitent un appui constant et des formations. Le renforcement des structures d'appui au système financier rural peut contribuer à un accroissement durable des capacités des prestataires de services financiers.
36. **Des produits et services financiers axés sur les clients.** L'adaptation des produits et services financiers aux besoins des clients est essentielle pour la réussite des interventions axées sur les services financiers inclusifs en milieu rural. L'innovation en matière de produits a joué un rôle clé dans certains projets, en aidant les prestataires de services financiers à élargir leur gamme de services et à réduire leurs coûts. Toutefois, dans certains cas, les produits et services financiers n'ont pas été bien adaptés aux besoins des groupes cibles. La facilité de crédit est l'instrument financier le plus courant dans les projets du FIDA axés sur les services financiers inclusifs en milieu rural, mais elle ne répond pas toujours aux besoins locaux. Les garanties de crédit se sont avérées efficaces pour lever des fonds sans compromettre la qualité du portefeuille. La mobilisation de l'épargne, qui passe souvent par le renforcement des associations d'épargne et de crédit ou des associations villageoises d'épargne et de crédit, joue aussi un rôle important. Une

telle mobilisation permet de constituer une réserve de fonds propres pour pallier les effets des changements climatiques. Les approches suivies par le FIDA concernant les services financiers inclusifs en milieu rural ne portaient pas toujours sur les produits financiers les plus adaptés au contexte local, bien que la politique en la matière préconise des services financiers novateurs et diversifiés. Les lignes de crédit restent courantes, du fait de leur simplicité, mais les approches novatrices en matière de partage des risques, comme les garanties et l'assurance, nécessitent un savoir-faire spécialisé qui fait souvent défaut au niveau local. Il serait possible de remédier à ce problème de capacités en recrutant des professionnels de la finance rurale compétents, mais l'insuffisance des capacités locales freine souvent l'innovation dans le secteur financier.

## **H. Principales constatations**

### **Performance des projets et des activités hors prêts**

37. La majorité des projets appuyés par le FIDA ont obtenu de bons résultats tous critères d'évaluation confondus, avec des variations importantes d'un critère à l'autre. Plus de 87% des projets ont obtenu de bons résultats au regard des critères de pertinence, de gestion de l'environnement et des ressources naturelles/d'adaptation aux changements climatiques et d'innovation, tandis que 56% seulement des projets ont affiché une bonne performance s'agissant de l'efficacité.
38. L'analyse des tendances observées de 2013 à 2022 fait apparaître un déclin continu de l'efficacité et de l'impact sur la pauvreté rurale depuis la période 2017-2019. Seul le critère « gestion de l'environnement et des ressources naturelles et adaptation aux changements climatiques » a connu une amélioration au cours des dix dernières années, tandis que la pertinence, la durabilité, l'innovation et la performance des pouvoirs publics ont progressé plus récemment (depuis 2016-2018).
39. Le recul de l'impact sur la pauvreté rurale et de l'efficacité nécessiterait une analyse plus poussée, compte tenu des réformes organisationnelles importantes intervenues depuis 2017, comme la Décentralisation 2.0, les politiques en matière de ressources humaines, la réorganisation du siège et les conséquences de la pandémie de COVID-19.
40. Au cours de la période de référence (2013-2022), les projets menés dans les pays ne présentant pas de situations de fragilité ont obtenu des résultats bien supérieurs à ceux menés dans les pays qui en présentent au regard des critères d'efficacité, de durabilité des avantages, de performance des pouvoirs publics et de la performance globale du projet. S'agissant des projets exécutés dans les contextes de fragilité, la performance a nettement reculé pour l'efficacité, la performance des pouvoirs publics et la durabilité. Pour les autres critères, les différences n'étaient pas statistiquement significatives.
41. Sur cette période, l'analyse des tendances relatives à la performance a montré que la région Asie et Pacifique affichait la note moyenne la plus élevée s'agissant de la performance globale des projets, tandis que l'Afrique de l'Ouest et du Centre présentait la moyenne la plus faible. Il convient de tenir compte de la situation de l'Afrique de l'Ouest et du Centre sur le plan du développement; la région présente la moyenne régionale la plus faible, parmi les cinq régions, au regard de l'indice de développement humain, et 10 des 39 pays qui la composent sont exposés à des situations durables de fragilité ou de conflit.
42. Les ESPP font état d'améliorations récentes sur le plan de la contribution à l'élaboration des politiques au niveau national, tandis que l'établissement de partenariats a reculé depuis 2018. Les ENI et évaluations thématiques récentes soulignent la nécessité d'une action concertée et axée sur les résultats pour donner la priorité aux activités hors prêts dans toutes les interventions du FIDA.

43. Il existe un écart statistiquement significatif entre les notes des RAP et celles d'IOE, qui semble se creuser au fil du temps concernant plusieurs critères (efficacité, gestion de l'environnement et des ressources naturelles/adaptation aux changements climatiques, innovation et impact sur la pauvreté rurale, par exemple) et qui se réduit pour d'autres (pertinence et reproduction à plus grande échelle, par exemple). Sous l'angle des régions, c'est la région Asie et Pacifique qui présente l'écart le plus faible pour 7 des 12 critères évalués, tandis que la région Amérique latine et Caraïbes affiche l'écart le plus large pour 5 critères.

#### **Cofinancement et performance des projets**

44. Le coût des projets du FIDA à l'achèvement est compris entre 3,7 millions d'USD et 638 millions d'USD. Près de 80% des projets reçoivent un financement pouvant aller de 3 millions d'USD à 63 millions d'USD, et le montant moyen des projets s'établit à 48,5 millions d'USD sur la période considérée (2013-2022).
45. La taille du projet a une incidence sur la performance. L'analyse a montré que la performance des projets de très petite dimension était nettement inférieure à la performance moyenne du portefeuille. La performance cesse de progresser lorsque le montant des financements du projet augmente.
46. La moyenne sur trois ans du coût des projets approuvés a reculé, par rapport au point haut de 6,049 milliards d'USD atteint sur la période 2018-2020, pour s'établir à 4,399 milliards d'USD en 2020-2022. La part de la contribution du FIDA s'établit à 48%, celle des financements internationaux a récemment reculé, à 15%, tandis que la part des contributions nationales a progressé ces derniers temps, atteignant 37%.
47. Une analyse de régression des effets du cofinancement sur la performance des projets, compte tenu du coût des projets, montre qu'une augmentation de la part des cofinancements internationaux n'induit pas d'évolution significative des notes attribuées pour l'ensemble des critères d'évaluation, sauf en ce qui concerne l'efficacité et la performance du FIDA. À l'inverse, l'accroissement de la part des cofinancements nationaux au-delà du seuil (60% du financement total du projet) était associé à une baisse des notes de l'ensemble des critères d'évaluation, à l'exception de la durabilité et de la gestion de l'environnement et des ressources naturelles/de l'adaptation aux changements climatiques. Le FIDA aurait tout intérêt à réaliser un examen approfondi visant à expliquer les effets des cofinancements internationaux et nationaux sur la performance au niveau des projets.
48. Au moment de déterminer leurs contributions financières respectives, il convient de faire en sorte que le FIDA et les pouvoirs publics puissent s'appropriier le projet de manière comparable. Ce paramètre doit également être pris en compte lors de la fixation des objectifs de cofinancement dans le cadre de la reconstitution des ressources du FIDA.

#### **Services financiers inclusifs en milieu rural**

49. Les interventions axées sur les services financiers inclusifs en milieu rural atteignent leurs objectifs lorsque leur conception partage les buts et objectifs des pouvoirs publics et qu'elles s'appuient sur les systèmes existants pour renforcer l'appropriation au niveau local. La réalisation d'une solide analyse conceptuelle permet de faire en sorte que les services et produits financiers répondent aux besoins locaux et comblent les déficits de financement.
50. La compréhension du contexte national relatif aux services financiers inclusifs en milieu rural est fondamentale pour concevoir et mettre en œuvre des interventions axées sur ces services et pour choisir les bons prestataires de services financiers du point de vue des capacités, des liquidités et de la détermination à atteindre les bénéficiaires ciblés.

51. La mesure de la performance des interventions du FIDA en matière de services financiers inclusifs en milieu rural ne devrait pas se limiter à la portée et au volume, mais comprendre des indicateurs relatifs à l'impact et à la durabilité.
52. Le FIDA manque des occasions d'accroître la résilience des zones rurales lorsqu'il se repose trop sur les lignes de crédit et n'accorde pas suffisamment d'attention aux garanties, produits d'assurance et autres instruments de partage des risques mieux adaptés aux besoins locaux.

# 2024 Annual Report on the Independent Evaluation of IFAD

## Main report

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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
CBFI	community-based financial institutions
CCA	climate change adaptation
CD	country director
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CSPE	country strategy and programme evaluation
ECG	Environment, Climate, Gender and Social Inclusion Division (IFAD)
ENRM	environment and natural resources management
ESA	East and Southern Africa Division (IFAD)
ESR	Evaluation Synthesis Report
FSP	financial service providers
GEWE	gender equality and women's empowerment
IOE	Independent Office of Evaluation of IFAD
IRF	inclusive rural finance
LAC	Latin America and the Caribbean Division (IFAD)
LoC	line of credit
M&E	monitoring and evaluation
MFI	microfinance institution
MSME	micro, small and medium-sized enterprise
NEN	Near East, North Africa and Europe Division (IFAD)
PCE	project cluster evaluation
PCR	project completion report
PCRV	project completion report validation
PMD	Programme Management Department (IFAD)
PoLG	programme of loans and grants
PPE	project performance evaluation
SACCO	savings and credit cooperative
SECAP	Social, Environment and Climate Assessment Procedures
SME	small and medium-sized enterprise
UNEG	United Nations Evaluation Group
WCA	West and Central Africa Division (IFAD)

# I. Background

## A. Introduction

1. The Annual Report on the Independent Evaluation of IFAD (ARIE), produced by the Independent Office of Evaluation of IFAD (IOE), presents an overview of the performance of IFAD-supported operations. This is based on independent evaluations and remains key in ensuring accountability for results. By presenting an analysis of diverse evaluative evidence, the ARIE seeks to promote self-reflection, learning and course adjustment within IFAD.
2. **The evolving structure of the report.** This is the 22nd issue of the ARIE<sup>2</sup>. The ARIE continues to consolidate the available evaluative evidence, lessons, and challenges. It provides a clear and consistent lens for tracking IFAD's performance through its evaluation methodology and established indicators. As stated in the IOE Multi-Year Evaluation Strategy 2022-2027<sup>3</sup>, the purposes of the ARIE are to: (i) present to the IFAD governing bodies a more comprehensive account of the evaluation activities undertaken by IOE, including evaluations that are not discussed with the Evaluation Committee; (ii) further contribute to learning by extracting findings and lessons from the evaluations. In so doing, ARIE aims to promote an evaluation culture within IFAD in line with the 2021 Evaluation Policy<sup>4</sup> and to emphasize learning and collaboration.
3. The ARIE synthesizes findings across evaluations and presents the trend analysis of performance through a study of the time series of ratings. The ARIE also draws on the practices of evaluation offices of other international financial institutions in preparing an annual report that highlights the major evaluations undertaken and their findings. It draws and expands on existing evaluations as part of a performance narrative of IFAD, which emphasizes the organization's mandate and assesses how it conducts its work globally.
4. The ARIE is designed to: (i) flag insights on IFAD-supported operations derived from evaluations carried out by IOE and (ii) underscore evaluation results on pivotal themes and matters pertaining to agriculture and rural development, which are integral to IFAD's mission. While the framework and substance of the ARIE may change each year, an analysis of the ratings is included as a standard component.
5. The 2024 ARIE report has four main chapters, each offering an analysis and findings of different IOE evaluation products. Chapter 1 presents the background information on the ARIE objectives, scope and approach, and sets out the structure of the report. Chapter 2 presents an analysis of project performance and non-lending activities. This includes recent performance (2020-2022) and a trend analysis of the performance of projects completed and evaluated during the past 10 years (2013-2022). Chapter 2 also analyses: (i) the performance of IFAD-supported operations under conditions of fragility, continuing the exploration of the 2022 and 2023 ARIEs; (ii) the disconnect between the ratings of IOE evaluations and project completion reports (PCRs); (iii) the trend analysis of the performance of non-lending activities, drawing from country strategy and programme evaluations (CSPEs); and (iv) the effects of COVID-19 on the performance of IFAD-supported operations.
6. In chapters 3 and 4, the 2024 ARIE explores selected thematic perspectives. Chapter 3 discusses the issue of cofinancing and its relationship with project performance. This builds on an analysis of cofinancing figures, both planned and actual, correlated with project performance ratings. Chapter 4 addresses a thematic area that has constituted a major area of investment for IFAD over past decades,

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<sup>2</sup> Until the 2021 edition, the report was titled "Annual Report on Results and Impact of IFAD Operations (ARRI)". On the occasion of the 20<sup>th</sup> anniversary in 2022, the title was changed to "Annual Report on the Independent Evaluation of IFAD (ARIE)", reflecting upgraded contents and a broader scope.

<sup>3</sup> <https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf>

<sup>4</sup> <https://ioe.ifad.org/en/evaluation-policy>

namely, rural finance. The chapter provides a synthesis of key findings from selected project-level evaluations (including two project cluster evaluations [PCEs]) and CSPEs conducted since 2020. Chapter 5 summarizes the key findings of the report. The annexes provide details, such as the definitions of evaluation criteria, lists of evaluations analysed and IOE products, and additional information on the performance analysis.

## B. Coverage and approach

7. The ARIE aims to flag issues linked to the trends in the aggregate performance of IFAD's portfolio of completed and evaluated projects<sup>5</sup>. As a meta-evaluation/analysis, the ARIE aims to provide a plausible initial analysis of contributing factors, where feasible. An in-depth analysis of such factors is beyond the scope of the ARIE and may require follow-up by IOE or Management.
8. The main sources of data are presented in table 1. Quantitative analysis in chapter 2 is based on: (i) project performance ratings from project-level evaluations, project performance evaluations (PPEs) and project completion report validations (PCRVs); (ii) IFAD's classification of countries under conflict and/or conditions of fragility; (iii) the disconnect between performance ratings in the self-evaluations in the PCRs and in the independent evaluation ratings by IOE; (iv) IOE assessment of PCR quality; and (v) the CSPEs completed during 2014-2023 for the analysis of non-lending activities. As with all ARIE reports, all evaluations completed during the period of interest was used for the analysis.
9. Criteria for which ratings are provided are defined in annex I and described in the next chapter. The ARIE approach to trend analysis is outlined in annex II. The performance ratings were provided on a scale of 1 to 6, though ratings of 1 and 6 are rare<sup>6</sup>. Throughout this analysis, well-performing project criteria will be identified as those receiving a rating of moderately satisfactory (4), satisfactory (5) or highly satisfactory (6).

Table 1  
Summary of data sources

Chapter	Types of analysis, key topics	Evaluations used as inputs
Chapter 2	Time series analysis of performance ratings on projects and non-lending activities in country programmes	
	Recent project performance (quantitative analysis of performance ratings of projects completed between 2020 and 2022)	67 project-level evaluations (60 PCRVs, 7 PPEs)
	Long-term performance trends (performance ratings of projects completed during 2013-2022)	297 project-level evaluations (233 PCRVs, 59 PPEs, 5 IEs)
	Performance of non-lending activities in CSPEs conducted during 2014-2023	42 CSPEs
Chapter 3	Cofinancing	IFAD Operations Dashboard: IFAD Project Financing; Investment Projects Portfolio; Total Financing - Approved INVPR

<sup>5</sup> ARIE covers only the operations approved by the Board and evaluated. Supplementary Funds are increasing in importance in IFAD, with an ongoing portfolio of US\$1,697 million (as of 31 December 2023) and expected to grow considerably. In 2023, 65% of supplementary funds were allocated as cofinancing of IFAD investments, and as such, they would be subject to evaluations. Of the remaining 35% that was dedicated to thematic initiatives, a small fraction (to be determined) is invested in activities that do not require board authorization (e.g. Junior Professional Officer (JPO) programme). It would be helpful for Global Engagement, Partnerships and Resource Mobilization Division to publish the amount of supplementary funds invested in efforts that are not subject to evaluations.

<sup>6</sup> Of a total of 288 projects, only one received a rating of 6 for efficiency, and six received this rating for relevance.

Chapter 4	Rural finance	CSPEs and project-level evaluations (8 CSPEs, 9 PPEs, 2 PCEs)
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CSPE: country strategy and programme evaluation; IE: impact evaluation; PCR/V: project completion report validation; PPE: project performance evaluation; PCE: project cluster evaluation.  
Source: IOE database.

10. **Limitations.** Project performance is shaped by factors that may be beyond the control of implementing agents during a project's lifetime – which can reach nearly 10 years, spanning the concept note stage to completion. As such, the present performance measures may not be indicative of future performance. Of the 297 projects that were completed and evaluated during the period 2013-2022, 48 had an exposure of 22 months or less to recent COVID-19 pandemic (and no exposure to the consequences of the war in Ukraine that began in early 2022). The effects of this limited exposure on project performance were not fully evaluable at this point.

## II. Analysis of performance of projects and non-lending activities

### A. Scope and methodology

11. As in past editions of the ARRI/ARIE, this chapter presents an analysis of recent project performance ratings and trends in performance ratings, as well as the performance of non-lending activities during the past 10 years.
12. **Project performance.** This chapter presents the performance along the nine evaluation criteria<sup>7</sup>, the overall project performance (the arithmetic average of these nine criteria), as well as the performance of IFAD and the performance of government, derived from the analysis of ratings of **297 projects** completed during 2013–2022<sup>8</sup>. Inferential statistics were used to determine statistically significant differences when comparisons were made, such as the performance comparisons of projects operating in conditions of fragility and those that do not face such conditions, and the disconnect between PCR and IOE performance ratings. A three-year moving average of ratings was used to smooth out spurious year-on-year changes in performance ratings.
13. **Non-lending activities in country programmes.** This chapter also presents the historical IOE ratings of the non-lending activities (namely, knowledge management, partnership-building, and country-level policy engagement) provided by the **42 CSPEs** conducted during 2014-2023. As with the analysis of project performance, a three-year moving average was used (by the year of evaluation) to determine the performance of each rating each year. Typically, each three-year period involves between 12 and 16 CSPEs, the exception is the last three-year period of 2021–2023, with only 9 CSPEs.

### B. Recent project performance (completed during 2020-2022)

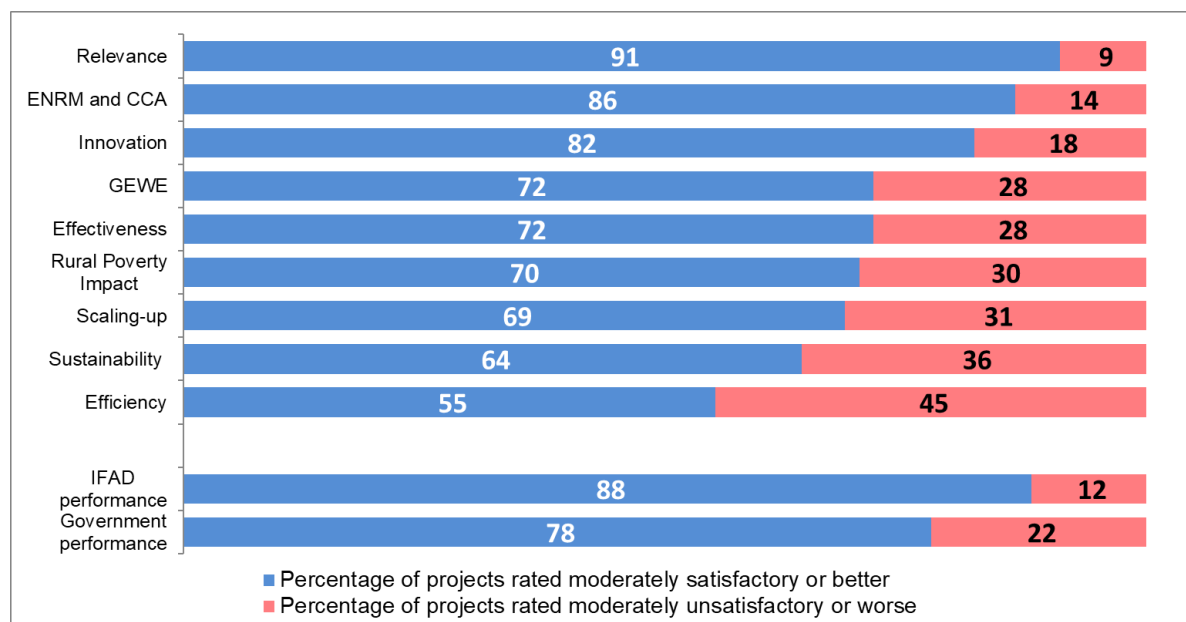
14. **Projects were rated moderately satisfactory or better for most criteria** (i.e. performing well). **The lowest share of projects performing well is in efficiency (55 per cent).** Chart 1 presents the project performance by evaluation criteria for projects completed during the most recent three-year period, 2020-2022. Ratings of relevance, environment and natural resources management and climate change adaptation (ENRM and CCA), and innovation are relatively higher than those of other criteria. Compared to other criteria, efficiency continues to lag, with 55 per cent of the projects performing well. IFAD performance (88 per cent of

<sup>7</sup> The nine criteria are: relevance, effectiveness, efficiency, sustainability, rural poverty impact, innovation, scaling up, gender equality and women's empowerment, environment and natural resources management and climate change adaptation (see annex 1).

<sup>8</sup> In analysing the projects evaluated during 2013-2022, 27 new evaluations were added, and 18 evaluations were removed as they fell outside the period considered. The newly added evaluations covered 1 project completed in 2020, 7 in 2021 and 19 in 2022. See annex V for the distribution of projects covered by year of completion and the first time they were added to ARRI/ARIE analysis.

projects performing well) is notably higher than government performance (78 per cent). The overall project achievement rating<sup>9</sup> of the 67 evaluated projects that completed during 2020-2022 was moderately satisfactory (4). **Overall, this performance is very similar to what has been observed in during 2019-2021.**

Chart 1 **Performance across criteria** (3-year moving average during 2020-2022)  
Percentage of well-performing projects (N=67)



Source: IOE evaluation database (PCR/PPE/IE), February 2024.

### C. Comparison of performance across regions

15. The performance of overall project ratings in any IFAD region should not be interpreted as indicative of the performance of that regional division. It should be recognized that overall project performance could be influenced by factors that are beyond the control of any IFAD country presence. These factors include the political, institutional and developmental context in which projects operate<sup>10</sup>, and the implementation capacity and ownership of projects by government counterparts. Of the five regions, West and Central Africa (WCA) has the lowest human development index (regional average) and was disproportionately burdened with conditions of fragility and conflicts<sup>11</sup>.
16. The ten-year average of project performance (2013-2022)<sup>12</sup> of regions along the following four selected evaluation criteria are presented in table 2: rural poverty impact, IFAD performance, government performance and overall project achievement (annex VI presents the trends for all criteria). The table shows that **the Asia and the Pacific Region (APR) reported the highest share of projects performing well<sup>13</sup> and the WCA had the lowest share in all criteria.**

<sup>9</sup> Project achievement rating is the arithmetic average of the ratings of all criteria, except for partners' performance (9 criteria).

<sup>10</sup> For instance, the regional averages of the Human Development Index vary: APR: 0.658; ESA: 0.560; LAC: 0.731; NEN: 0.711; WCA: 0.522 (source: IOE estimation from the data provided by UNDP Human Development Report, 2022).

<sup>11</sup> 10 of the 24 WCA countries face conditions of conflict or fragility (2022 Report on IFAD's Development Effectiveness, annex II) and WCA accounts for 10 of the 39 countries across the globe facing conditions of fragility. 10 of 26 NEN countries have conditions of fragility and conflict, 6 of 21 in ESA; 6 of 26 in APR, and 2 of 28 in LAC.

<sup>12</sup> The average project ratings for each criterion is estimated by getting the ratings for each year and finding the arithmetic average of the 10 (annual) ratings.

<sup>13</sup> As noted in chapter 1, well-performing is rated moderately satisfactory or better (projects with rating 4, 5, 6).

17. **Overall project achievement<sup>14</sup>.** Projects in the Asia and the Pacific Region (APR) had the highest average rating for overall project achievement (4.17). This was followed by Latin America and the Caribbean (LAC) (4.07), Near East, North Africa and Europe (NEN) (4.05), and East and Southern Africa (ESA) (3.97). Projects in West and Central Africa (WCA) had the lowest average rating for overall project achievement (3.77) and for other performance measures. The development context in the region, as mentioned above, is very likely to affect government performance in WCA projects.
18. **Rural poverty impact.** APR also had the largest share of well-performing projects in rural poverty impact (87 per cent), followed by ESA (85 per cent) and NEN (81 per cent). LAC is next in terms of number of projects that have performed well in rural poverty impact (74 per cent) and has the highest share of projects with satisfactory or better rating (ratings of 5 and 6); while WCA, had the lowest share of well-performing projects under this criterion (64 per cent).
19. **IFAD performance.** Overall, the majority of the projects were well-performing in all regions in this criterion, with LAC demonstrating the highest performance (96 per cent of projects well-performing), and WCA the lowest (75 per cent). IFAD performance was significantly rated higher than the government performance in all regions. The difference was the highest in WCA, which had 49 per cent of the projects performing well in government performance compared to the 75 per cent in IFAD performance.
20. **Government performance.** WCA had the lowest share of well-performing projects when it comes to government performance among all regions (49 per cent). Conversely, projects in APR had the highest corresponding share (83 per cent) followed by LAC (79 per cent). The performance of overall project achievement discussed earlier closely follows the government performance, pointing to the role of government performance as an important factor contributing to the development contribution of IFAD operations. At the same time, development performance cannot be explained solely in terms of government performance. The evaluation synthesis report (ESR) on Government Performance (2022) found that in fragile situations, where limited government presence and capacity are available, IFAD often resorted to setting up autonomous project management units (PMUs). These PMUs were particularly affected by recruitment delays and higher-than-expected operating costs; as such, they scored lower on efficiency.

Table 2

**Regional performance in selected criteria (projects completed during 2013-2022, N=297)**

	<i>Asia and the Pacific</i>	<i>Latin America and the Caribbean</i>	<i>East and Southern Africa</i>	<i>Near East, North Africa and Europe</i>	<i>West and Central Africa</i>	<i>Total</i>
<b>Number of projects</b>	70	47	61	54	65	297
<b>Rural poverty impact</b>						
<i>Percentage of projects rated moderately satisfactory or better (%)</i>	87	74	85	81	64	79
<i>Percentage of projects rated satisfactory or better (%)</i>	30	34	22	24	17	25
<b>Overall project achievement</b>						
Average	4.17	4.07	3.97	4.05	3.77	4.00

<sup>14</sup> As explained in Annex I, Overall project achievement is an arithmetic average of ratings for the following nine criteria: 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>IFAD performance</b>						
Percentage of projects rated moderately satisfactory or better (%)	90	96	84	85	75	86
Percentage of projects rated satisfactory or better (%)	39	57	39	39	25	39
<b>Government performance</b>						
Percentage of projects rated moderately satisfactory or better (%)	83	79	64	72	49	69
Percentage of projects rated satisfactory or better (%)	41	32	23	24	11	26

Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

## **D. Trend analysis of project performance (2013-2022)**

21. The following analysis presents the trends in project performance ratings from the independent project-level evaluations completed during 2013-2022.
22. **The majority of projects were performing at moderately satisfactory or better rating across all evaluation criteria, but few received highly satisfactory ratings.** For instance, none of the 297 projects completed during 2013-2022 were rated highly satisfactory for rural poverty impact, effectiveness, sustainability, or IFAD performance; 7 received this rating for scaling up; 5 received it for gender equality and women's empowerment (GEWE), innovation and relevance; and 1 for efficiency and government performance.

### **D.1 Relevance, effectiveness, innovation and efficiency**

23. Chart 2 presents performance across the evaluation criteria of relevance, effectiveness, innovation, and efficiency. Other criteria are presented in subsequent charts 3-5.
24. **Relevance of IFAD projects showed steady improvement from 2016-2018 but appears to be stabilizing in the current reference period** (projects completed and evaluated during 2020-2022). IFAD projects have consistently performed well in relevance, with the share of well-performing projects gradually increasing from 84 per cent during 2016-2018 to 91 per cent during 2020-2022.
25. **The recent declining trend in project effectiveness appears to be plateauing during the current reference period.** The steady gains in effectiveness achieved during 2013-2019 were eroded recently, with the share of well-performing projects declining from 80 per cent during 2017-2019 to 73 per cent in 2019-2021 and is currently at 72 per cent (2020-2022)<sup>15</sup>. ARIE 2023 discussed several plausible contributing to the decline. The corporate-level evaluation of IFAD's decentralization experience 2023 (CLE decentralization) identified several factors that could have contributed, including the decline in the budget for country programme delivery (supporting the design and implementation/supervision of IFAD operations) and disruptions to the operations cycles at the country level due to ongoing decentralization processes. Pandemic-related challenges to implementation of projects since 2020 might have compounded the challenges to achieving the intended results, but full verification will be feasible only when adequate evidence become available.
26. As shown subsequently (chart 7), the drop has been more pronounced under conditions of fragility, with a corresponding decline from 71 per cent to 60 per cent (though an improvement from the 53 per cent during the 2019-2021 period). The

<sup>15</sup> It should be noted that not all projects completed in 2022 have been subject to IOE evaluation or validation, and therefore, with additional data, the figure for the latest period may change in future editions of the ARIE.

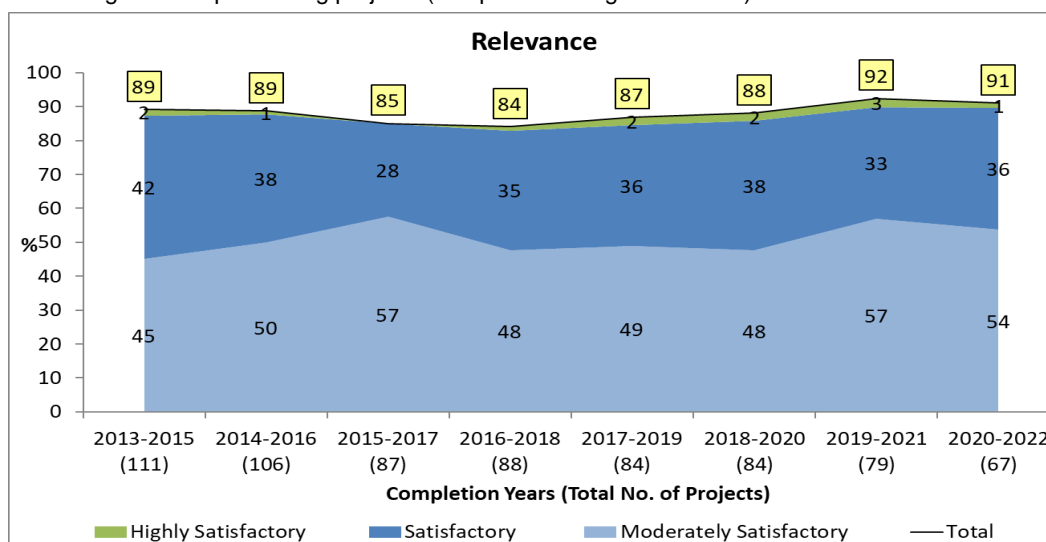
same figure for projects not operating under conditions of fragility remained nearly the same with 76 and 75 per cent during 2018-2020 and 2020-2022, respectively.

27. **Performance in innovation has been fluctuating during the past 10 year period 2013-2022 with the majority of projects performing well.** The performance in innovation declined from a peak of 88 per cent in 2018-2020 to 82 per cent during 2020-2022.
28. **The performance related to efficiency shows a slight declining trend in recent reference periods,** with a decline from a high of 60 per cent in 2018-2020 to 55 per cent in 2020-2022. Efficiency performance showed a steady increase from 2015-2017 till 2018-2020. Over these two time periods, the share of well-performing projects increased from 47 per cent – the lowest value in 10 years – to 60 per cent, but then fell to 55 per cent in 2020-2022. ARIE 2023 noted that the ongoing decentralization contributed to improving time-based project efficiency measures, such as a reduction in the number of days from Board approval to entry into force by 82 days, and from Board approval to first disbursement by at least 140 days. However, these improvements could be countered by the disbursement delays due to weaker support to the design and implementation of IFAD operations mentioned above. In addition, projects completed in 2020 and 2021 would have faced pandemic-related delays in disbursements in their final phases, which would have affected the efficiency performance during 2020-2022 (full verification will have to await until adequate evidence become available).
29. The IOE Evaluation Synthesis Report (ESR) on Government performance (2022) found that the availability of government resources was a significant driver of efficiency. Countries with accepted fiduciary management and control systems in place were able to accelerate disbursement processes. Problems of slow disbursements and implementation delays became exacerbated in situations where parallel processes for procurement and disbursement approvals had to be applied. The delays experienced during start-up are also related to the type of PMU. The ESR found that the PMUs with the shortest effectiveness lag (10 months) were those made up of only government staff; the longest effectiveness gaps (13 months) were associated with the “autonomous” PMUs established outside government settings. Part of the delays were due to the time taken to recruit suitable staff for these PMUs. Also, multilayer PMUs (with a national PMU coordinating decentralized PMUs) had a prolonged average effectiveness lag (16 months).

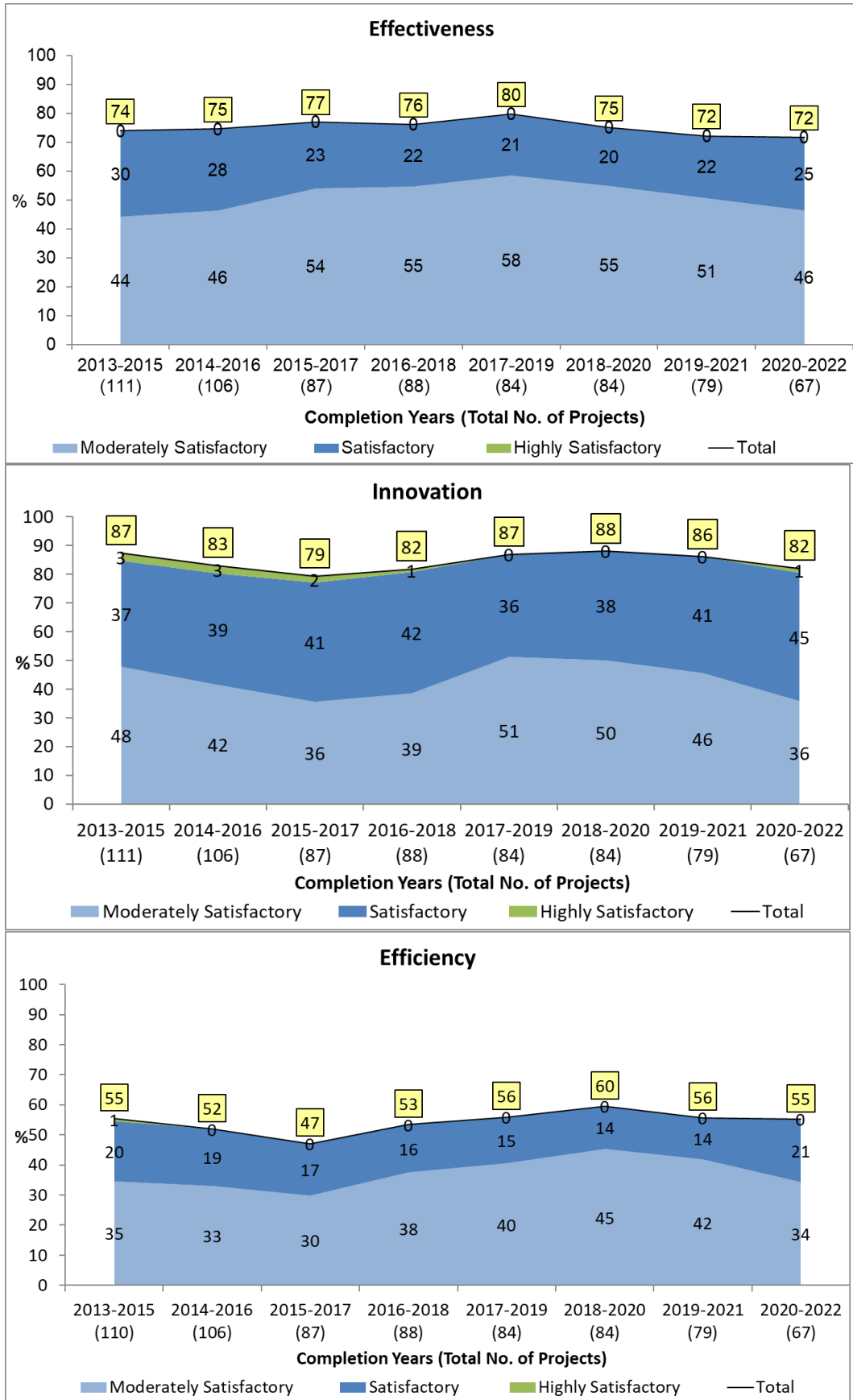
Chart 2

**Overview of the core performance criteria**

Percentage of well-performing projects (completed during 2013-2022)







Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

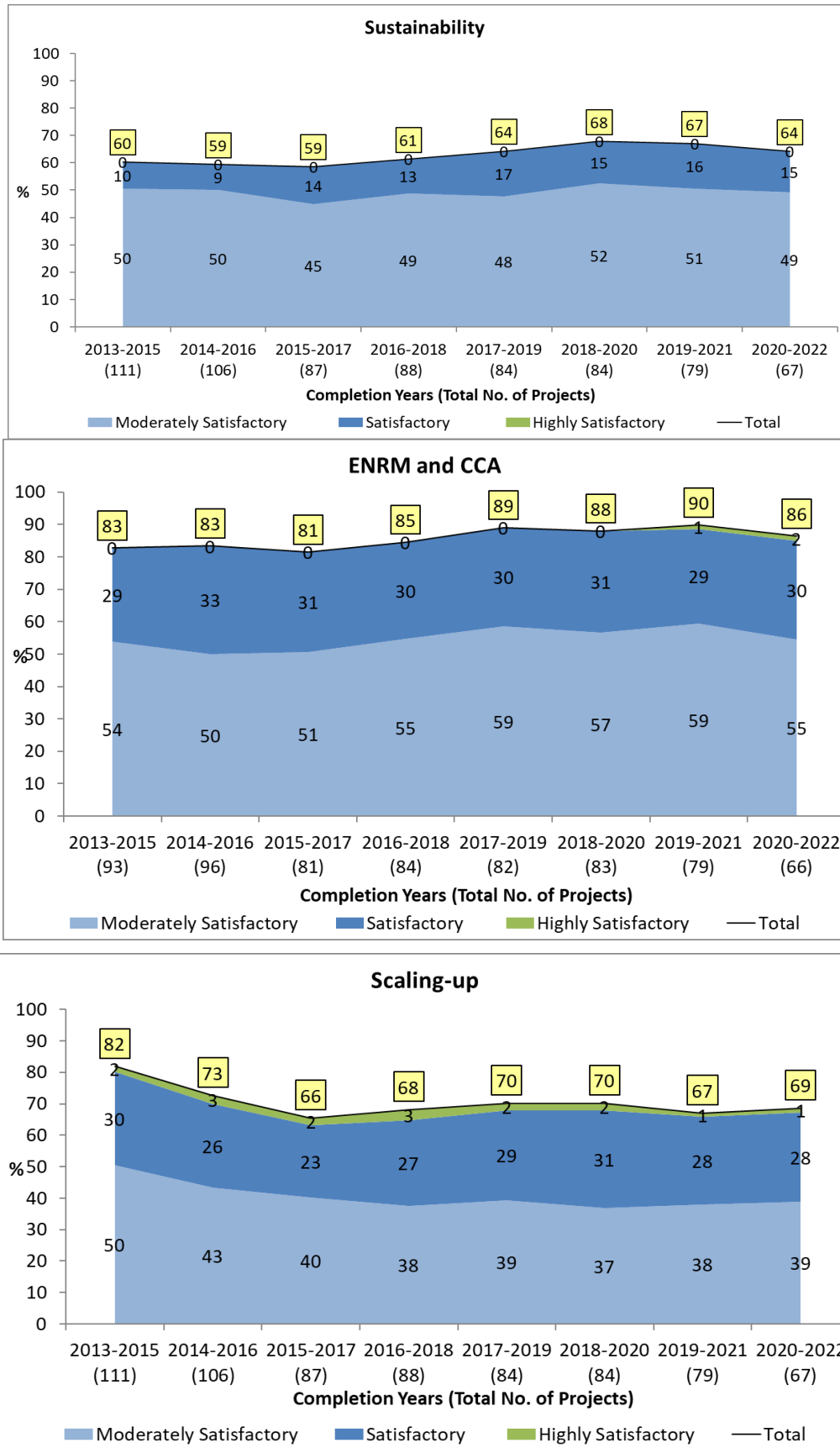
## D.2 Sustainability, scaling up, ENRM and CCA

30. **The share of well-performing projects in sustainability has shown a longer-term increase** from 59 per cent during 2014-2016 to 67 per cent during 2019-2021. However, there is a marginal 3 percentage point decrease (from 67 per cent to 64 per cent) in well-performing projects in sustainability between the 2019-2021 and 2020-2022 reference periods.
31. **The share of well-performing projects in scaling up remained far below the performance in innovation** (at 69 per cent and 82 per cent, respectively, during 2020-2022). Evidence shows instances where innovative interventions were not scaled up (PPE Botswana [2020]; PCRV Bolivia [2022]). In Botswana, conservation agriculture was introduced by IFAD, but scaling up proved unviable. Successful innovations were also not scaled up in Bolivia (two PCRVs [2020]), Pakistan (CSPE [2022]) and Senegal (PPE [2021]) as ways to scale up innovations were not identified and operationalized.
32. More broadly, factors contributing to the weaknesses in scaling up were noted in a number of project-level evaluations. These include weaknesses in project implementation and design, inadequate government capacities and weak ownership. Weaknesses in implementation, such as inadequate knowledge management (PPE Malawi [2020]), insufficient resources, inadequate partnerships (PPE Malawi [2020]), and lack of policy engagement (PPE Liberia [2020]), constrained scaling. Other factors include, designing projects with minimal relevance to country needs also limited the demand for scaling up (PCRV Maldives [2020]), inadequate or absent strategies to promote scaling up (PPEs Liberia [2020], Malawi [2020], PCRV Côte d'Ivoire [2021]) or failing to emulate successful prior experiences in the country (PCRV Senegal [2021]). Factors external to IFAD, such as weak national capacities (PCRV Lebanon [2020]), and inadequate or absent ownership by the government units responsible for scaling up (PPE Malawi [2020]) also impaired scaling up.
33. Despite these limitations, 19 of the 67 evaluated projects that completed during 2020-2022 were rated satisfactory and one rated highly satisfactory in scaling up. Lessons from these successful projects, as well as those 21 projects that did not perform well, would provide a strong evidence base to strengthen the design of future projects to improve performance in scaling up.
34. **Performance in ENRM and CCA has been showing an improvement during the past 10 years, however a small decline was observed for the last reference period (2020-2022)**. The share of well-performing projects in this area improved from 83 per cent during 2013-2015 to 90 per cent during 2019-2021 (chart 3). In 2020-2022, a very minor decrease to 86 per cent is noted. Of the 66 projects completed during 2020-2022 and rated for ENRM and CCA<sup>16</sup>, one project received a highly satisfactory rating (rating of 6), and 20 received satisfactory ratings (rating of 5). As discussed in detail in ARIE 2023, this performance is a result of over a decade of dedicated efforts, prioritizing climate change responsiveness, and investing resources to incorporate climate and environmental aspects in all IFAD's activities.

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<sup>16</sup> For one project, Credit and Financial Services: Rural Community Finance Project in Liberia, the criterion of ENRM and CCA was not rated.

**Chart 3**  
**Performance in sustainability, ENRM and CCA, and scaling up**  
Percentage of well-performing projects (completed during 2013-2022)



Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

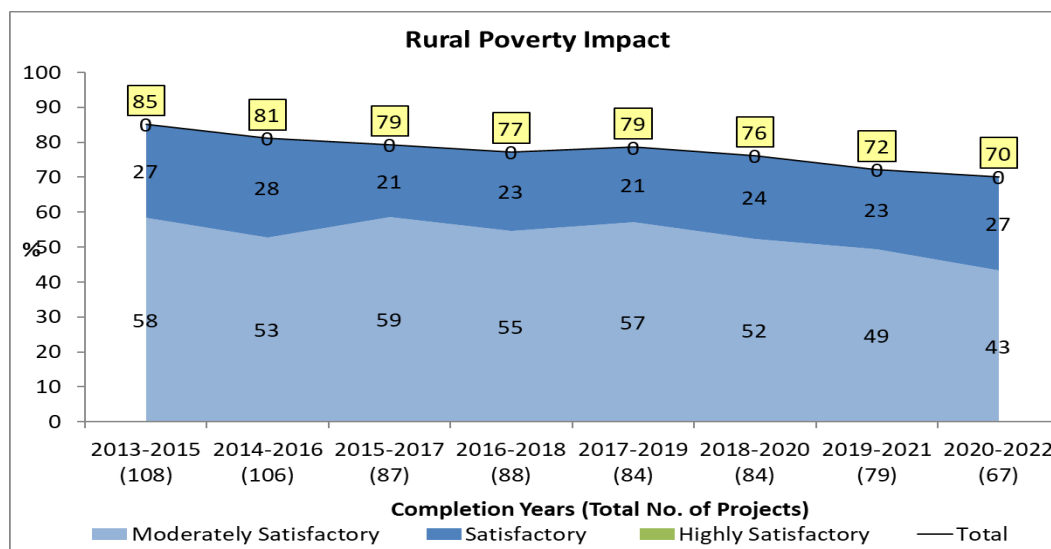
### D.3 Rural poverty impact

35. **A majority of projects were performing well in impact on rural poverty. However, the performance in rural poverty impact continues to fall** from a high of 89 per cent projects performing well in 2012-2014 to 70 per cent in 2020-2022. The factors that contributed to the performance decline were discussed in ARIE 2023 and in paragraph 25 above. The effects of the COVID-19 pandemic are likely to have affected the performance of projects completed in 2020, 2021 and 2022 but not the performance of the earlier ones.

Chart 4

#### Performance in rural poverty impact

Percentage of well-performing projects (completed during 2013–2022)



Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

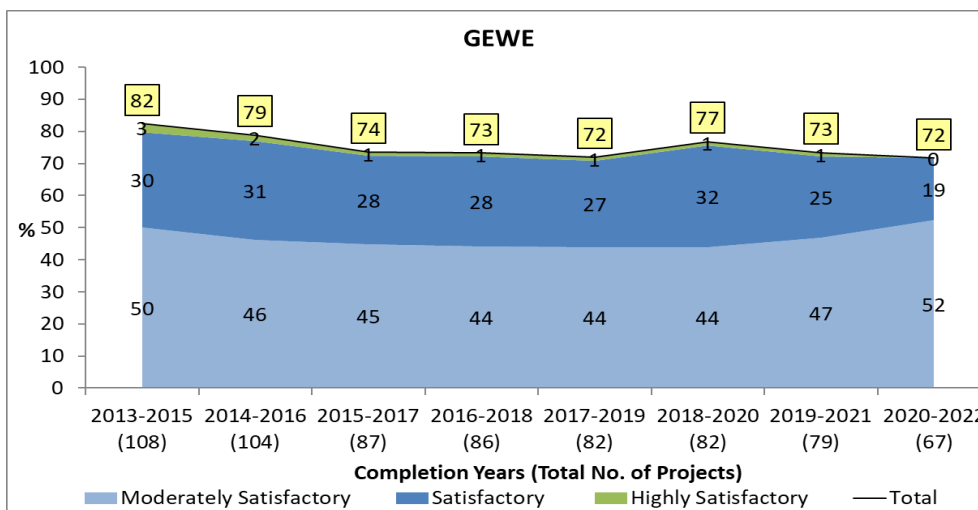
### D.4 Gender equality and women’s empowerment (GEWE)

36. Although most of the projects performed well on GEWE, the share of well-performing projects in GEWE declined from its peak of 82 per cent in 2013-2015 and stabilized during 2015-2017, 2016-2018, and 2017-2019 period, around 73 per cent. It has been fluctuating since then, with the most recent performance (2020-2022) being 72 per cent.

Chart 5

#### Performance in GEWE

Percentage of well-performing projects (completed during 2013-2022)

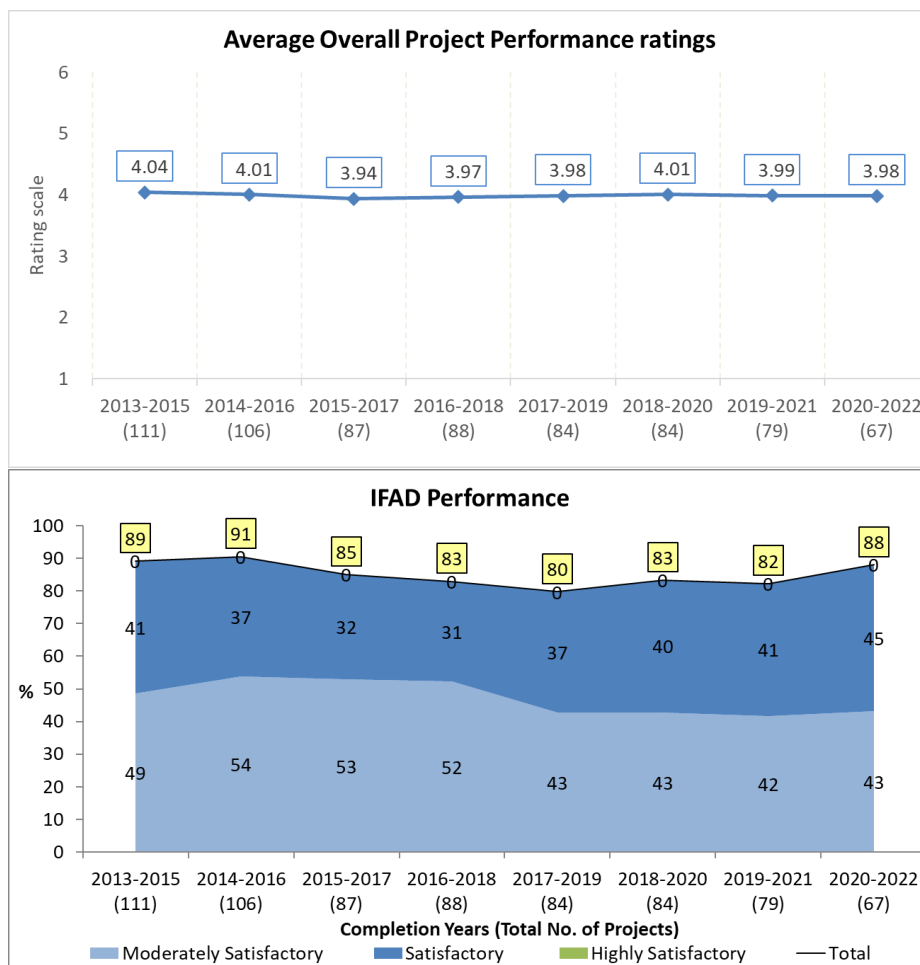


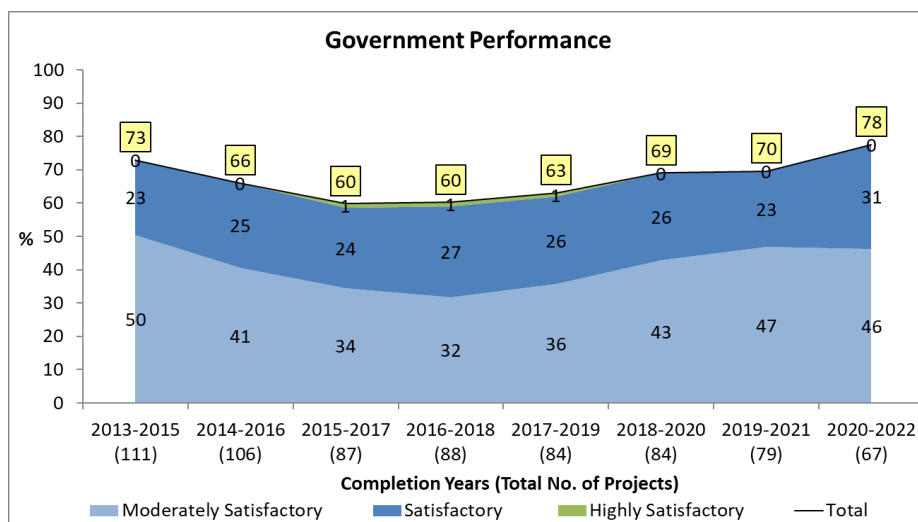
Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

### D.5 Overall project achievement and performance of partners

- 37. **Overall project achievement ratings ranged from 3.94 to 4.04, a near flat trend during 2013-2022** (chart 6). While variations were noted in the performance for relevance, effectiveness, efficiency and sustainability of benefits, the average of these ratings converged towards a moderately satisfactory rating.
- 38. As seen from chart 6, IFAD performance decreased from 89 per cent well-performing projects in 2013-2015 to 80 per cent in 2017-2019, before climbing back to 88 per cent in 2020-2022. The performance of government saw a sharper decline, with 73 per cent of projects performing well in 2013-2015, dropping to 60 per cent in 2016-2018, and then gradually recovering to 78 per cent in 2020-2022. IFAD operations did not consistently show efforts to enhance the relevant institutional capacities of governments, especially those in fragile and conflict-ridden conditions (CSPEs of Chad, Democratic Republic of Congo, and Guinea Bissau). **The weaker decline in ratings for government performance (compared to IFAD performance) and scaling up (compared to innovation) underscore the need to bolster government ownership and the implementation capacities of IFAD-supported projects.**

Chart 6  
Overview of overall project achievement rating and partner performance  
(Projects completed during 2013-2022).





Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

## E. Conditions of fragility and project performance ratings: a comparative analysis

39. This section updates the analysis of ARIE 2023 to compare the performance of projects that operated under conditions of fragility and those that did not, for projects completed during 2013-2022. The projects were deemed to be under conditions of fragility if they operated in countries listed by IFAD as with fragile and conflict-affected situations<sup>17</sup> for more than half of the project lifecycle (approval to completion stages)<sup>18</sup>. The analysis identified 75 projects as operating under conditions of fragility, and the performance of this group was compared with that of the remaining 222 projects (non-fragile conditions). The trend comparisons of project performance in fragile and non-fragile situations are presented in chart 7 and described below.
40. **Projects in non-fragile contexts unambiguously outperformed those in fragile contexts in effectiveness, efficiency, and sustainability of benefits.** For instance, the 2020-2022 values for effectiveness were 75 per cent for the non-fragility group and 60 per cent for the fragility group. The differences in performance varied, but 2019-2021 saw the highest differences (with effectiveness 24 per centage points, efficiency 28 per centage points and sustainability 25 per centage points). These differences decreased slightly in 2020-2022, especially for effectiveness – where the gap between fragile and non-fragile projects is now 15 per centage points. In general, the weak governance and institutional frameworks in countries with conditions of fragility and crisis limit the projects achieving effective, efficient, and durable results<sup>19</sup>.
41. The ESR on Community -Driven Development (2020) showed that community-driven development (CDD) was an effective approach for fragile situations. CDD-related projects performed significantly better in countries with persistent conditions of fragility. For instance, 63 per cent of CDD-related projects were rated satisfactory for effectiveness compared to 46 per cent of non-CDD projects; similarly. For efficiency, the difference was 64 per cent versus 42 per cent, and for

<sup>17</sup> IFAD constructs this list from the countries identified as with fragile and conflict-affected situations by the World Bank, which has been publishing a list annually since 2006. The list has undergone a series of changes, reflected in its titles: the Low-Income Countries Under Stress List (2006-2009); the Fragile States List (2010); the Harmonized List of Fragile Situations (2011-2019); and the List of Fragile and Conflict-Affected Situations (2020). In fiscal years 2020-2022 the list presents the countries in the following groups: high-intensity conflict; medium-intensity conflict; high institutional and social fragility (with a breakdown between non-small states and small states).

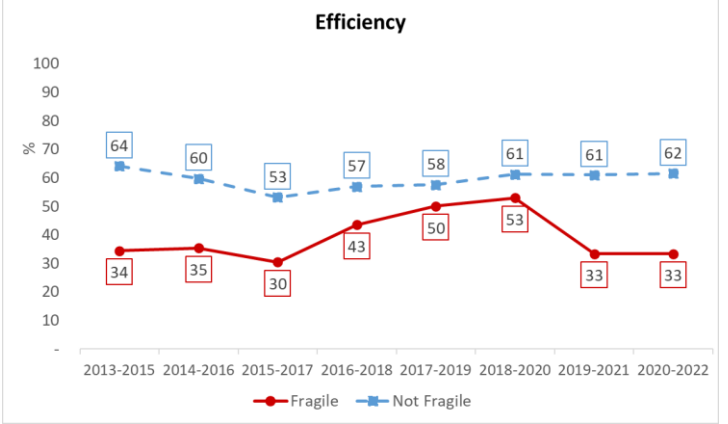
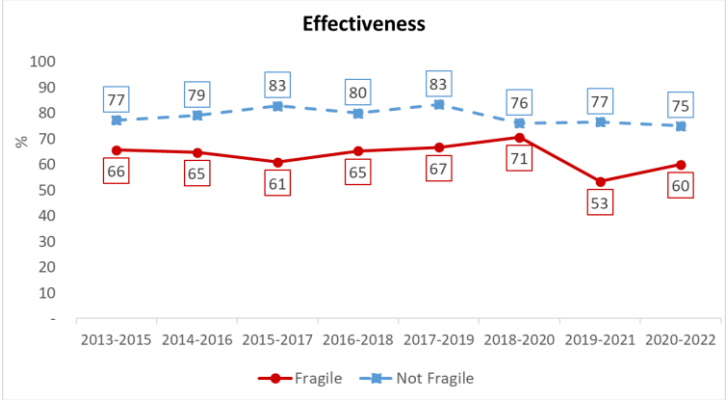
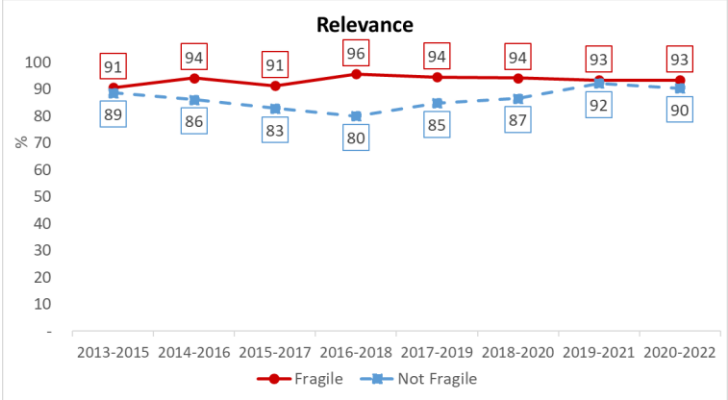
<sup>18</sup> IFAD's RIDE reports follow a different, less robust approach. Projects were deemed under conditions of fragility if they were in the IFAD list during the year of completion. As a result of such revision, the 2024 RIDE follows the same methodology adopted by IOE..

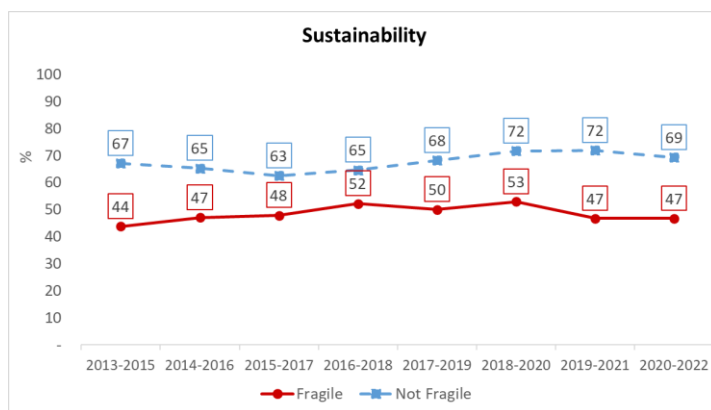
<sup>19</sup> IOE Sub-regional evaluation of countries with fragile situations in IFAD-WCA, (2023)

sustainability, 55 per cent versus 40 per cent. In countries where conditions of fragility were less persistent over time, the difference in performance was less: share of effective projects was 77 per cent for CDD projects compared to 75 per cent for non-CDD projects.

- 42. **The performance in relevance was the only exception**, with projects in fragile situations appearing to be matching or outperforming non-fragile contexts. The fragile context group showed a slight advantage during the recent period (93 per cent of fragile projects versus 90 per cent of the not fragility group).

Chart 7  
**Comparison of performance of projects in countries with and without conditions of fragility**  
Percentage of well-performing projects (completed during 2013–2022)





Source: IOE analysis based on evaluation database (PPE/PCRV/IE), February 2024.

## F. Comparison of the performance ratings of IOE and PCRs and PCR quality assessment

### F.1 IOE and PCR ratings

43. Table 4 compares the average ratings of IOE and PCRs for the projects completed during the period considered (2013-2022). The analysis presents the disconnect between the two ratings, results of non-parametric tests on the difference between IOE and PCR ratings, and correlation analysis between IOE and PCR ratings.
44. **The highest rating disconnect was observed for relevance and scaling up, but these gaps are narrowing.** This was also observed in ARIE 2023. Relevance received the highest rating from IOE and PCRs. It showed the largest disconnect (a difference of -0.50), followed by scaling up, which showed a disconnect of -0.44. It should be noted that the average disconnects for the criteria of relevance and scaling up have been narrowing (annex VI A) – for scaling up, the gap has decreased compared to ARIE 2023. The main reason for the disconnect in scaling up stems from the different interpretations of scaling up by Management and IOE. Management focused on the “potential” for scaling up, while IOE ascertains whether concrete steps were taken to ensure further support from government and other actors to broaden and amplify project results. This aspect has been clarified in the 2022 Evaluation Manual. It has also been reflected in IFAD’s updated operational framework for scaling results (2023)<sup>20</sup> as well as the 2023 operational guidance on Project Completion Reports.
45. **The smallest disconnect was observed for ENRM and CCA, and innovation; however, these gaps have been widening over the last few years.** The analysis (annex VI B) showed that the disconnect narrowed during the first few years (2012-2015). However, a 3-year cohort analysis shows that the gap has been widening since 2018-2020.
46. **The disconnects in the effectiveness and rural poverty impact criteria narrowed until 2015, have been widening since then, and appear to be stabilizing in the last reference period (2020-2023).** The disconnects in the most recent period (2020-2022) were -0.31 and -0.34 respectively, figures that are comparable to other disconnects among the 11 criteria analysed (annex VI A).
47. **Regional disaggregation of disconnects of ratings showed substantial variations across criteria.** Overall, the rating disconnects tend to be lower in APR, which has the lowest disconnects in 7 of the 12 criteria, while LAC has the highest disconnects in 5 of the 12 criteria, followed by ESA with 4 highest disconnects (table 4). There are variations in disconnect among the different

<sup>20</sup>

[https://ifad.sharepoint.com/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Reference%20Documents/Update%20of%20Scaling\\_Final%20October2023.pdf](https://ifad.sharepoint.com/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Reference%20Documents/Update%20of%20Scaling_Final%20October2023.pdf)



criteria. For instance, the highest regional disconnect was observed in relevance with the minimum of -0.41 in APR to a maximum of -0.55 in LAC. The lowest disconnect was observed for innovation, which ranged from a minimum of -0.04 in APR to a maximum of -0.29 in WCA.

48. **The differences between the IOE and PCR ratings of all criteria were found to be statistically significant** (table 4), as observed in ARIE 2023. The Wilcoxon signed-rank test was conducted to understand whether there is a statistically significant difference between the distribution of IOE and PCR ratings. This non-parametric test is used when the data is ordinal and has more than two categories. For overall project achievement, a continuous variable, a t-test was conducted. All tests were two-sided.
49. Table 4 also presents the correlation coefficients of IOE and PCR ratings. All criteria report Spearman's rank-order correlation coefficients, except for overall project performance criterion (Pearson's correlation coefficient). Correlation analysis showed a statistically significant correlation for all criteria, with a particularly high correlation for efficiency and overall project performance. Relevance had the weakest attested correlation among investigated variables, though it was still moderately strong (0.55). All correlations were positive and statistically significant, indicating that IOE and PCR ratings followed a similar trend over the past 10 years.

Table 4  
Comparison of IOE and PCR ratings, 2013-2022

Criteria	Mean ratings		Disconnect	Highest disconnect [region]	Lowest disconnect [region]	Comparison of p-values of Wilcoxon tests*	Correlation (IOE and PCR)	Sample	
	IOE	PCR						IOE	PCR
Relevance	4.29	4.78	-0.50	-0.55 [LAC]	-0.41 [APR]	0.00*	0.55	297	296
Scaling up	4.01	4.45	-0.44	-0.54 [WCA]	-0.36 [LAC]	0.00*	0.66	297	296
GEWE	4.04	4.44	-0.40	-0.52 [ESA]	-0.40 [LAC]	0.00*	0.71	292	296
Efficiency	3.63	3.95	-0.32	-0.49 [LAC]	-0.16 [APR]	0.00*	0.79	296	297
Sustainability	3.71	4.03	-0.32	-0.43 [ESA]	-0.28 [LAC]	0.00*	0.70	297	297
Government performance	3.93	4.24	-0.31	-0.43 [LAC]	-0.12 [APR]	0.00*	0.75	297	297
IFAD performance	4.24	4.53	-0.29	-0.45 [WCA]	-0.07 [APR]	0.00*	0.75	297	295
Rural Poverty Impact	4.01	4.28	-0.28	-0.41 [ESA]	-0.21 [APR]	0.00*	0.68	294	294
Effectiveness	3.98	4.25	-0.27	-0.36 [LAC]	-0.22 [WCA]	0.00*	0.75	297	297

Innovation	4.25	4.43	-0.18	-0.29	-0.04	0.00*	0.68	297	296
				[WCA]	[APR]				
ENRM and CCA	4.15	4.30	-0.15	-0.38	-0.09	0.00*	0.66	274	278
				[ESA]	[LAC]				
Overall project performance (arithmetic average)	4.00	4.32	-0.32	-0.35	-0.27	0.00*	0.86	297	297
				[LAC]	[APR]				

Source: IOE/PCR ratings, February 2024.

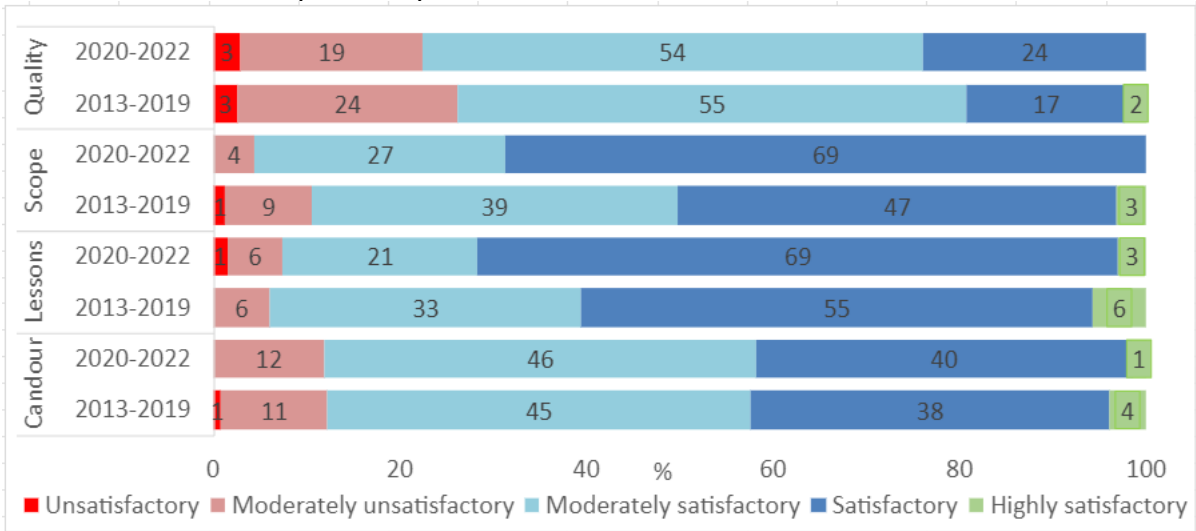
\* Statistically significant at 5 per cent.

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 PCRs move in the same direction across all criteria. All correlation coefficients show positive correlation, classification of the correlation strength is based on rule of thumb commonly used in interpreting size of correlation coefficient: very strong (r = 0.9-1), strong (r = 0.7-0.89), moderate (r = 0.5-0.69), low (r = 0.3-0.49), and weak (r < 0.3).

**F.2 Assessment of project completion reports**

- 50. **Overall, PCR quality has improved over time.** Chart 8 presents the IOE assessment of the four dimensions of PCR quality: scope of the report (i.e. compliance with required standards), quality (robustness of methodology and data), lessons (usefulness of lessons from a developmental perspective) and candour (a balanced presentation of project achievements and weaknesses). The PCR quality showed a small improvement, with the share of PCRs rated moderately satisfactory or better increasing from 74 per cent during 2013-2019 to 78 per cent during 2020-2022 (chart 8). IOE ratings of PCR scope has shown the highest increase in share of satisfactory projects, increasing from 89 per cent during 2013-2019 to 96 per cent in 2020-2022. However, unlike past reference periods, neither quality nor scope have any projects rated as highly satisfactory in 2020-2022.
- 51. Assessment of the quality of scope of PCRs show that the share of unsatisfactory and moderately unsatisfactory projects fell from 10 per cent in 2013-2019 to 4 per cent in 2020-2022. The situation in the dimension of candour stayed mostly unchanged between the comparison periods, with only marginal decrease in the share of highly satisfactory projects. The same applies to lessons, where the number of highly satisfactory projects slightly decreased from 6 per cent in 2013-2019 to 3 per cent in 2020-2022.

Chart 8  
IOE assessment of PCRs (2013-2022)



Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

52. Table 5 presents the regional averages of PCR ratings for projects completed during 2013-2022. There were significant regional variations in the ratings for the dimensions of quality, scope and candour.
53. Overall, **PCRs from NEN and APR received the highest share of positive ratings**. ESA and WCA had the lowest shares of PCRs with positive ratings for the dimension of PCR quality (67 per cent and 66 per cent, respectively).

Table 5

**Regional averages of IOE ratings of PCRs (2013-2022)**

(Percentage of well-performing PCRs [with moderately satisfactory or better rating])

	<i>Asia and the Pacific (%)</i>	<i>Latin America and the Caribbean (%)</i>	<i>East and Southern Africa (%)</i>	<i>Near East, North Africa and Europe (%)</i>	<i>West and Central Africa (%)</i>	<i>Global (%)</i>
<b>Number of projects</b>	<b>70 Projects</b>	<b>47 Projects</b>	<b>61 Projects</b>	<b>54 Projects</b>	<b>65 Projects</b>	<b>297 Projects</b>
<b>Quality</b>	83	74	67	83	66	75
<b>Scope</b>	93	91	83	98	89	91
<b>Lessons</b>	100	91	88	94	92	94
<b>Candour</b>	94	85	80	93	86	88

Source: IOE evaluation database (PCR/V/PPE/IE), February 2024.

## G. Analysis of performance ratings of non-lending activities (2014-2023)

54. IOE assesses the performance of non-lending activities (partnership-building, knowledge management, country-level policy engagement) in its CSPEs. Chart 9 presents the percentage of CSPEs that provided moderately satisfactory or better ratings (4,5,6) for non-lending activities. As in the case of project performance ratings, three-year moving averages were calculated for the ratings.
55. It should be noted that the time series of ratings for the non-lending activities were based on a smaller number of observations (42) compared to the project-level ratings (297). For each reference period, this number is even smaller, for instance, there were 9 CSPEs for the reference period 2021-2023. Consequently, non-lending activities show mixed and disjointed performance trends. This limits the inferences that could be made on performance and performance trends. For this reason, chart 9 should not be used to compare performance year on year but rather to make broad comparisons of trends in different non-lending activities. These are illustrated in the analysis below.
56. **Policy engagement has shown considerable improvements since 2017-2019**. In the CSPEs conducted during 2021-2023, the share of evaluations with moderately satisfactory or better ratings for country-level policy engagement was 78 per cent compared to 48 per cent observed in the CSPEs conducted in 2017-2019.
57. **Partnership building,<sup>21</sup> on the other hand, showed 56 per cent of the countries performing well**, down from a peak of 72 per cent in 2019-2021.

<sup>21</sup> The extent to which IFAD is building timely, effective and sustainable partnerships with government institutions, international organizations, the private sector, organizations representing marginalized groups and other development partners to cooperate, avoid duplication of efforts and leverage the scaling up of recognized good practices and innovations in support of smallholder agriculture and rural development. Source: Definition of IFAD evaluation criteria (Table 1) page 46 [2022 IFAD EVALUATION MANUAL PART I](#).

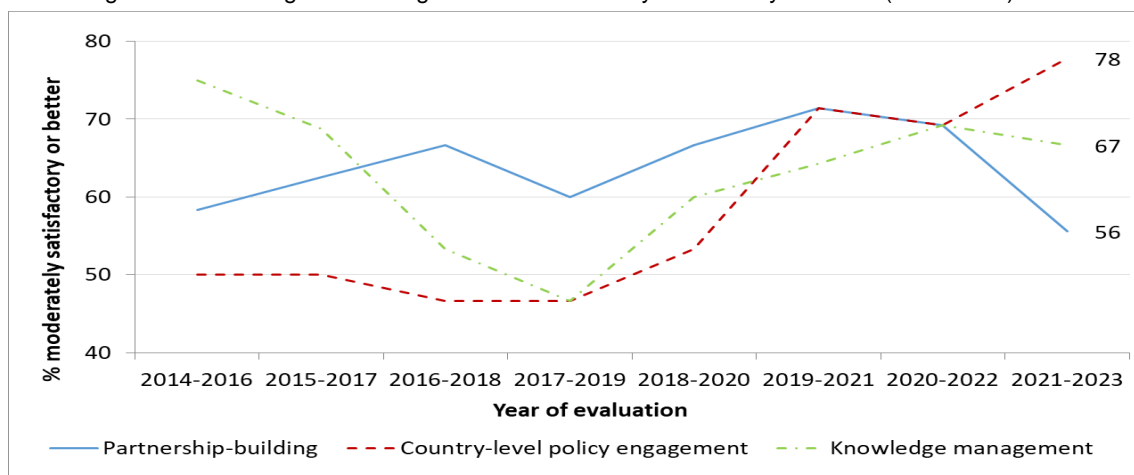
Analysis points to a number of factors contributing to this recent decline. The CLE decentralization (2023) observed that well-qualified, experienced and motivated staff in IFAD country offices were key to building partnerships with key actors within government, civil society and international donors. In particular, the CLE recognized the key roles played by nationally recruited country programme officers and internationally recruited country directors, in building such partnerships. During the early phases of Decentralization 2.0 (2020-2024), IFAD faced the loss of a significant number of experienced country directors and an influx of country directors who were new to the organization. Field presence was further affected by delays in filling vacant positions. The detrimental effects of the high turnover of country directors and prolonged vacancies were also noted by other evaluations (e.g. CSPE Uganda).

- 58. Evidence from CSPEs (Burundi, Ecuador, Eswatani and Uzbekistan) shows that weak or absent partnership strategies contribute to poor performance in this area. The Thematic Evaluation of IFAD’s Support for Smallholder Farmers’ Adaptation to Climate Change (2022) pointed to the need to have a partnership strategy at the design stage and to implement it from the very early stages of project implementation. Finally, the restrictions on mobility during the COVID-19 pandemic would also have contributed to weaker partnership performance.
- 59. Overall, recent IOE TE and CLEs (TE of IFAD support to smallholder farmers’ adaptation to climate change and the 2023 CLE decentralization) have called for more corporate prioritization of non-lending activities. It has also been noted that project and COSOP design and implementation have lacked the inclusion of concrete, results-based strategies to strengthen non-lending activities. This is because they have failed, for the most part, to operationalize this strategy from the very beginning of their implementation, and to prioritize finding resources and means to invest more financial and human resources to strengthen NLAs.
- 60. The CLE on KM (2024) found that the country-level effectiveness of KM practices varied significantly. Effective KM practices were mainly found to exist at the project level. Projects in countries with IFAD country offices tend to have more diverse KM practices. Limited progress in non-lending activities, including in KM, was observed in countries where the IFAD portfolio faced significant delays, performance issues, or instability. The implementation challenges in these countries drew attention away from pursuing strengthening of non-lending activities.

Chart 9

**Performance of non-lending activities**

Percentage of CSPE rating non-lending activities moderately satisfactory or better (2014-2023)



Source: IOE CSPE database as of February 2024 (42 evaluations conducted between 2014 and 2023).

## **H. IFAD's response to the effect of COVID-19 on rural farmers**

61. The COVID-19 pandemic has significantly affected IFAD-supported operations. Drawing from 16 IOE evaluations completed during 2021-2023 (7 PPEs and 9 CSPEs), the report identified the following operational responses to address the challenges posed by the pandemic.
62. As discussed in Chapter 1, of the 297 ratings analysed (of projects completed and evaluated), only 48 had exposure to COVID-19. Their duration of exposure ranged from a few days to 22 months, as such, it is too early to develop quantitative measures to assess the extent to which the pandemic affected IFAD's performance. At the same time, these evaluations provide evidence on how the pandemic adversely affected project implementation and oversight, directly and indirectly. The following section provides a qualitative summary of these constraints and IFAD's efforts to address these.

### **Challenges to providing implementation and oversight support to IFAD operations**

63. The pandemic disrupted supply chains and labour availability (e.g. Uzbekistan), leading to delays in project implementation timelines and outcomes (e.g. Ethiopia, Indonesia and Malawi). These disruptions included postponed training sessions and complications in capacity development, exacerbated by economic downturns (e.g. China saw a systematic undermining of the rural economy) that hindered access to financing (e.g. reduced remittances in Kyrgyzstan).
64. Common challenges to performance included lower demand for agricultural equipment and inputs (e.g. Cuba), decreased number of active rural enterprises (e.g. in Eswatini, some service providers reported suspended activities following the pandemic), substantial drops in economic activity (e.g. the tourism sector in India), loss of market linkages (e.g. Malawi), and supply chain disruptions, which reduced the farmers' income and productivity.
65. In addition, the restrictions on movement and travel caused by the pandemic negatively affected project delivery. IFAD-supported projects faced significant delays in project start-ups and on-the-ground implementation activities (e.g. India and Indonesia). The inability to conduct baseline surveys and community consultations resulted in suboptimal project designs. These restrictions prevented in-person missions for design, implementation support and supervision in nearly all client countries (e.g. Colombia, India, Uzbekistan) during 2020 and 2021. These were replaced by virtual missions, which adversely affected the quality of implementation support and design.

### **IFAD responses to alleviate the adverse effects of the pandemic on rural farmers**

66. To counteract the economic and social fallout from the pandemic that exacerbated food insecurity and poverty in rural areas, IFAD implemented several responses:
  - Repurposing of project funds: IFAD redirected funds within existing projects to cover immediate COVID-19 response needs. This repurposing included reallocating budgets from administrative, monitoring and capacity-building expenses to purchase essential COVID-19 supplies, support financial institutions, and facilitate the engagement of participants from previously untargeted areas. For example, in Ethiopia and Malawi, repurposed funds helped maintain cash flows and reach new beneficiaries, respectively.
  - Rural Poor Stimulus Facility (RPSF): established in April 2020, this facility aimed to mobilize new resources to directly address the needs of rural farmers by providing inputs, enhancing access to markets, and ensuring the continuation of agricultural services and jobs. Approximately US\$89 million was allocated to these tailored projects (RIDE 2023), which were designed in

- collaboration with government and international partners (e.g. Guinea Bissau, Viet Nam).
- Policy and analytical support: IFAD provided policy support, helping governments and partners assess the effects of COVID-19 on the agricultural and rural sectors. This included conducting rapid assessments and formulating strategies to address challenges faced by women and youth in agriculture. For instance, in Malawi, IFAD offered technical assistance to the government developing response strategies to improve food security and protect smallholder farmers. In China, Ethiopia, and Laos, IFAD supported assessments to analyze the consequences of the pandemic on rural communities, examining its effects on food security, income, and access to agricultural inputs and markets [a desk review summarizing the effects of COVID-19 with the Chinese Academy of Agricultural Science, a socio-economic assessment of the effects of COVID-19 in Ethiopia, and a rapid assessment of food security and agriculture in LAO PDR].
67. The pandemic underscored the critical role of IFAD in fostering resilience within rural communities and highlighted the importance of flexibility and adaptability in project management. IFAD's responses aimed to mitigate the immediate effects of COVID-19, but also to set a precedent for dealing with future global crises. The lessons from the pandemic point to the value of having robust partnerships in countries and the ability to provide timely and innovative responses to sustain rural livelihoods.

**Key points**

- Overall, the majority of projects were well-performing (rated moderately satisfactory [4] or better) across all evaluation criteria. However, the share of well-performing projects varies significantly across criteria. For relevance, ENRM and CCA, and innovation, over 87 per cent of projects perform well, while there is a significant lag in efficiency, with 56 per cent of projects performing well in this criterion.
- The 10-year trend analysis showed that the performance in rural poverty impact and effectiveness has continued to decline since 2017-2019. Only ENRM and CCA showed improvement over the last 10 years, while relevance, sustainability, innovation and government performance have improved in more recent years (since 2016-2018).
- This decline in performance in rural poverty impact and effectiveness needs attention and further analysis, given the substantial organizational reforms undertaken since 2017, such as Decentralization 2.0, HR policies, and headquarters reorganization.
- The 10-year average performance of projects in non-fragile contexts was unambiguously better than projects under conditions of fragility for the criteria of efficiency, sustainability of benefits, government performance and overall project performance. The most significant differences in performance were for efficiency (0.38) and government performance (0.35), followed by sustainability (0.22). The differences in all other criteria were not statistically significant (relevance, effectiveness, rural poverty impact, innovation, scaling up, ENRM and CCA, GEWE and IFAD performance).
- Trend analysis of performance during the past 10 years showed that APR continued to have the highest average rating for overall project performance (average rating of all nine evaluation criteria), while the lowest average rating was observed in WCA. This is not an assessment of the performance of individual IFAD divisions, as factors beyond the control of IFAD affect project performance. For instance, among the five regions, WCA has the lowest human development index and 10 of its 39 countries are identified as operating under long-term conditions of fragility and conflict.
- CSPEs point to recent improvements in policy engagement, while there has been a weakening in partnership-building since 2018. Recent CLEs and thematic evaluations reiterate the need for results-oriented concerted action to prioritize non-lending activities in the design and implementation of all IFAD interventions.
- There is a statistically significant level of disconnect between PCR and IOE ratings. The disconnect appears to widen over time for criteria such as rural poverty impact, effectiveness, ENRM and innovation, while it has narrowed for relevance and scaling up. This disconnect varies across evaluation regions as well. APR showed the smallest disconnect in 6 of the 11 criteria, while ESA showed the highest disconnect in 6 of the 11 criteria.

### III. Cofinancing and project performance

68. This chapter explores the relationship between cofinancing and project performance and does not aim to assess IFAD's performance in mobilizing resources<sup>22</sup>. IFAD serves not only as a lender but also as an assembler of development finance. As of October 2020, IFAD had mobilized US\$1.8 billion in international cofinancing and another US\$1.8 billion in domestic cofinancing, against US\$2.0 billion in IFAD's own financing<sup>23</sup>. IFAD has gained experience working with partners to generate nearly twice the amount of its financing (cofinancing ratio of almost 2). IFAD can amplify its investments and implement larger-scale initiatives by leveraging additional financial resources from national governments and international partners. Cofinancing is vital to IFAD's operations, enabling the organization to extend its reach and impact in rural development projects. This section analyses the influence of cofinancing on the performance of IFAD operations.
69. The cofinancing ratio target has increased in the past four replenishments, with Member States requesting differentiated targets for national and international cofinancing. However, achieving these targets poses challenges due to the unpredictability of government inputs, beneficiary contributions and external funding sources.
70. Cofinancing is envisaged to align IFAD's investments with national development priorities and strategies, ensuring that projects are well integrated into broader development frameworks. Cofinancing is also expected to strengthen partnerships that enhance the sustainability and rural poverty impact of IFAD's projects. IOE is yet to carry out a systematic analysis of any link between cofinancing and the performance of IFAD operations. This chapter aims to provide preliminary answers by carrying out a quantitative analysis of project ratings and project finance (contributed by IFAD, and domestic and international partners).
71. In analysing the contribution of cofinance, two distinct effects must be considered. First, cofinance contributes to the overall project size (total project finance). Will there be scale effects? What factors are associated with project size constraining or facilitating performance (e.g. resources available for supervision and design support, government commitment)? Will these factors uniformly affect the performance across the spectrum of project sizes – when they are much smaller or larger than average? Second, the analysis should determine whether the share of cofinance in the total project finance has any influence. How will performance be affected when the level of cofinancing is significantly low or high? Will that influence alignment with government priorities and commitment, and thereby the durability of results? If and how do the shares of domestic and international cofinancing affect project performance? Therefore, this analysis will focus on the nature of both these linkages to performance – the level of cofinancing and total project costs.

#### A. Trends: Total project costs at completion and cofinancing

72. The average project costs at completion for the 297 projects considered in this analysis (completed and evaluated during the period 2013-2022) was US\$48.5 million and the median was US\$34.3 million (Chart 10). Nearly 80 per cent of the projects had current cost between US\$3 million and US\$63 million. The average size of the 10<sup>th</sup> decile<sup>24</sup> of projects (in each decile, there were 29-30 projects) was US\$168.7 million, nearly 19 times the average project cost in the 1<sup>st</sup> decile (average size US\$8.9 million) (Chart 11).

<sup>22</sup> This will be discussed in the 2024 Report on IFAD's Development Impact (RIDE).

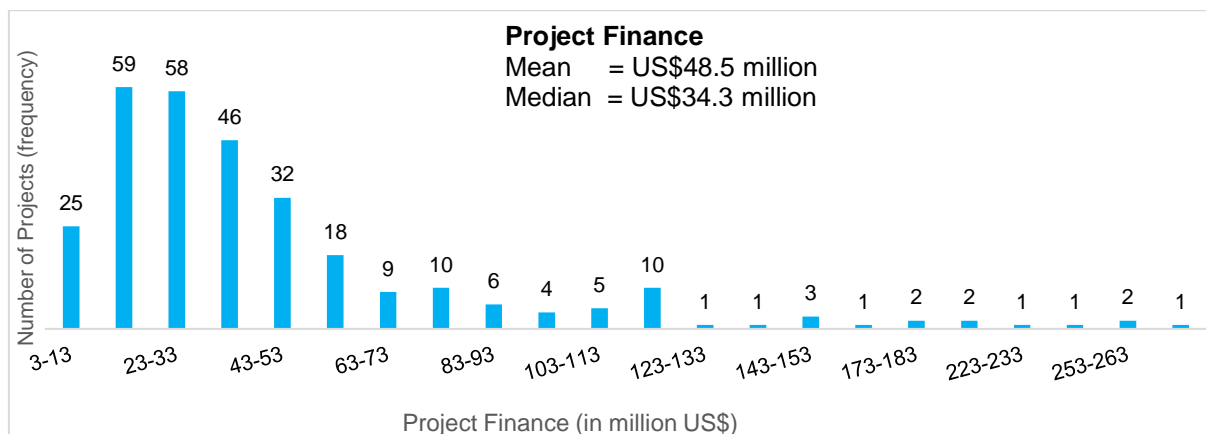
<sup>23</sup> GC 44/L.6. *Report on the Consultation on the Twelfth Replenishment of IFAD's Resources*, 20 January 2021. P.11

<sup>24</sup> Deciles are obtained as follows: Arrange projects by an ascending order of total project finance and sort into 10 groups of equal number of projects (29-30 projects per decile). Given that the relationship between cofinancing and project performance is unknown and possibly non-linear, to capture the relationship better, the analysis was carried out with deciles rather than a coarser interval such as quintiles.



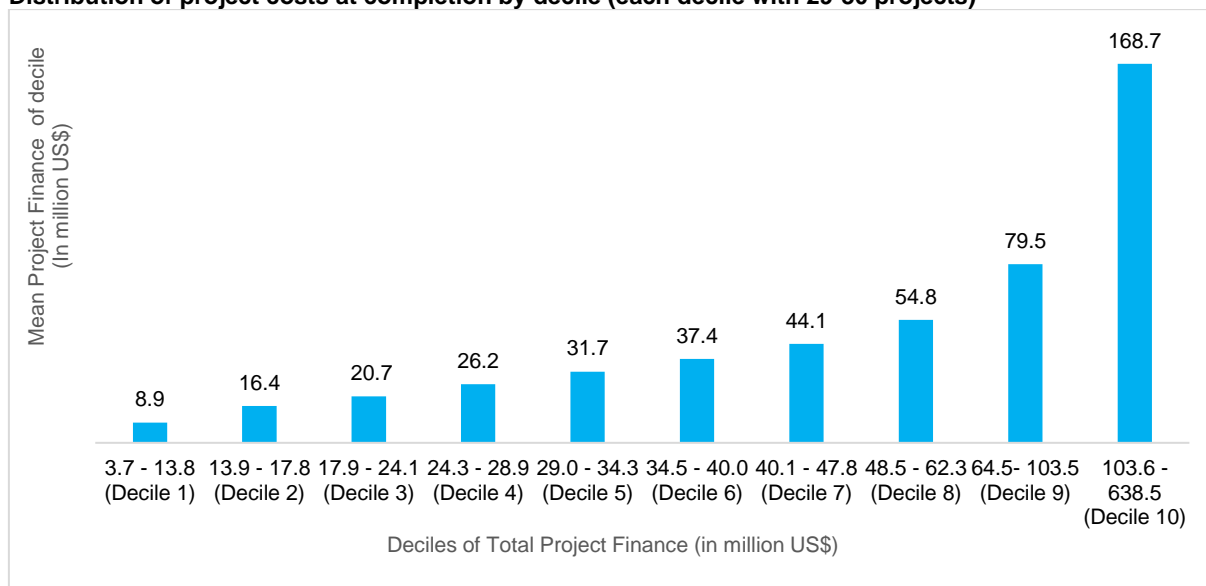
Chart 10  
**Distribution of total project cost at completion (2013-2022)**

(N = 297 projects)



Source: IOE calculations based on ARIE database.

Chart 11  
**Distribution of project costs at completion by decile (each decile with 29-30 projects)**



Source: IOE calculations based on ARIE database.

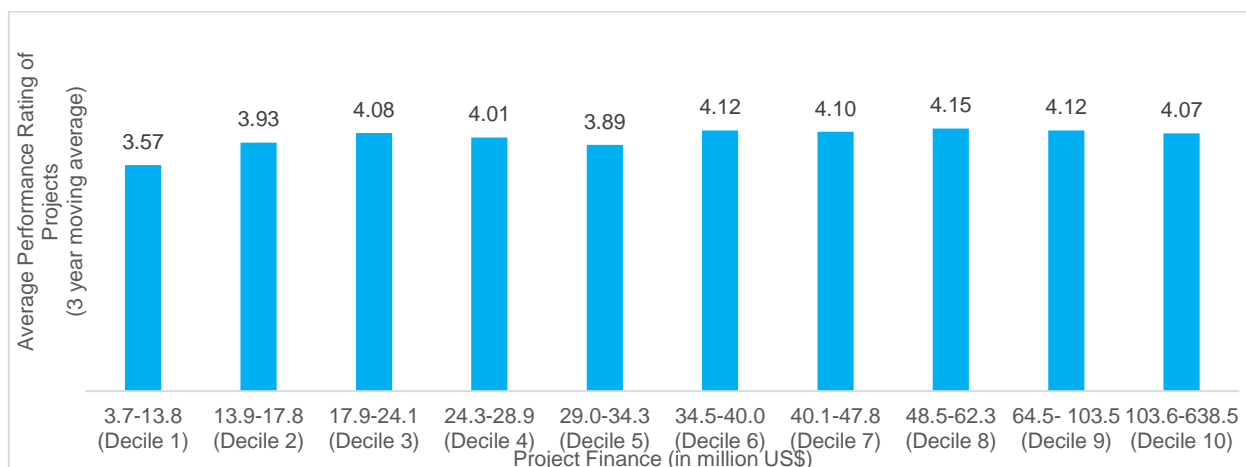
**B. Project performance and approved cost of projects**

- 73. **Project size (costs at completion) has an effect on project performance.**  
The performance for all criteria as a function of project size is presented in the two graphs in Chart 12. The first graph presents the findings related to the arithmetic average of the nine criteria of relevance, efficiency, effectiveness, sustainability, rural poverty impact, GEWE, innovation, scaling up and ENRM and CCA. The second graph presents performance related to the remaining criteria – IFAD performance, and government performance.
- 74. This chart shows that the overall project performance rating in the first decile (projects with costs at completion between US\$3.7 million and US\$13.8 million) is the lowest at 3.57 on a scale of 1 to 6. In the subsequent deciles, the performance improves but fluctuates till the ninth decile, and shows a slight decline again in the tenth decile.

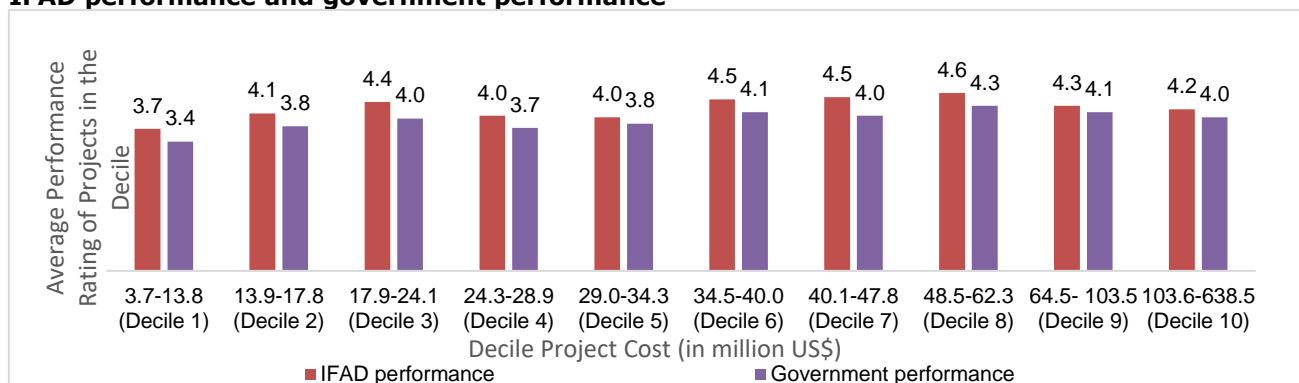
75. Plausible reasons for the weaker performance of IFAD-supported projects in the first decile include: (i) they will likely have limited resources for design and implementation support, (ii) they may be more likely to be implemented in smaller countries with limited capacities and resources; and (iii) they may not be able to elicit the level of attention required from government counterparts. IOE’s ongoing sub-regional evaluation in Small Island Developing States is expected to identify factors affecting the performance of small projects and verify the validity of these and other factors contributing to the impairment of performance.
76. The performance improved in the second and third deciles and remained more or less constant thereafter, with a dip in performance in the fifth decile. In very large projects (tenth decile –project cost at completion ranging from US\$103.6 million to US\$658.5 million), the overall project performance rating showed a minor decrease compared to the ninth decile. It should be noted that in general, IFAD’s contribution is a small fraction of the total budget cost in large projects, and this could lead to IFAD playing a marginal role in design and implementation support (e.g. Lowlands Livelihood Resilience Project in Ethiopia). This, in turn, could affect the performance of project components funded by IFAD. Needless to say, the manner in which the relatively large international cofinancing affects the performance of IFAD-supported projects will depend on, among other things, the practices and results-orientation of the international partner. For example, Ethiopia’s Pastoral Community Development Projects (the original project and its subsequent phases) received large World Bank cofinancing. These projects achieved an overall satisfactory rating thanks partly to the World Bank’s system for monitoring and tracking progress.

Chart 12

**Performance rating and project finance**  
**Overall project performance criterion (arithmetic average of nine project-level evaluation criteria)**



**IFAD performance and government performance**

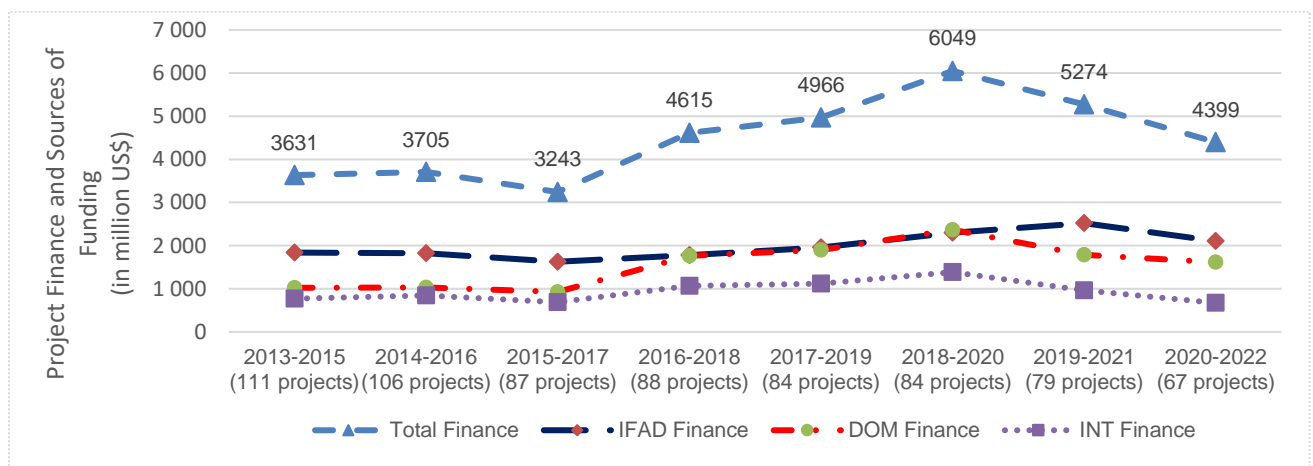


Source: IOE calculations based on ARIE database.

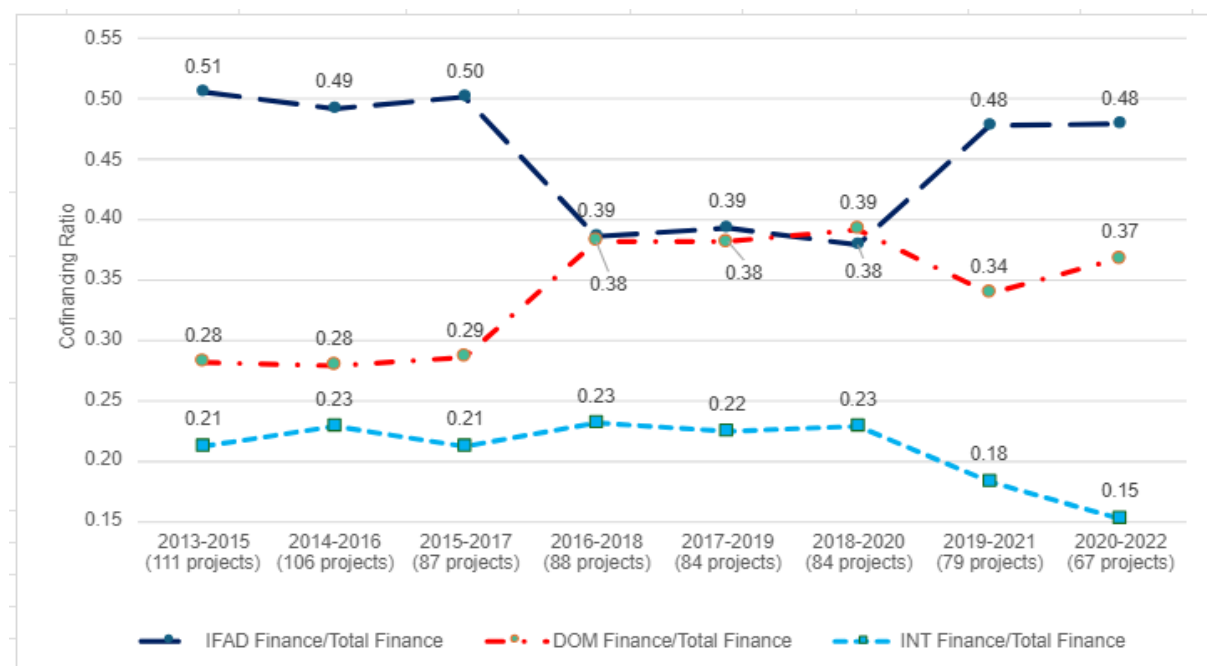
### C. Cofinancing: composition and trends

77. Chart 13 presents the variations in total project financing during 2013-2022, along with the variations in the three sources of project finance: contributions from IFAD, domestic sources in client countries and international donors. The total finance has declined since its peak during 2018-2020 (with 84 projects with total finance of US\$6,049 million). During 2020-2022, 67 projects with total financing of US\$4,399 million.
78. The cofinancing analysis of chart 13 shows that IFAD has been contributing about half (48 per cent) of the total project costs except during the period 2016-2020 when its contribution dropped to 39 per cent. The share of international cofinancing has been declining from the high of 21-23 per cent in 2018-2020, and currently at 15 per cent of the total finance. The share of domestic contributions increased from 29 per cent during 2015-2017 to 37 per cent during 2020-2022, and partially compensates for the decline in international cofinancing.

Chart 13  
Composition of project finance by source of funds



### Cofinancing ratios



Source: IOE calculations based on ARIE database.

## D. Cofinancing and project performance

79. An analysis of the relationship between project performance and domestic and international cofinancing<sup>25</sup> is summarized in tables 6 and 7. The tables present the ratings for each evaluation criterion while increasing the cofinancing share (amount of cofinance/total project cost) by increments of 10 per cent. The performance rating for each interval was the arithmetic average of the ratings of all projects in that interval. Very few IFAD projects have a share of cofinancing exceeding 60 per cent of the project costs. To allow statistical comparisons across intervals, increments above 60 per cent were lumped into a single interval (61-100 per cent).

Table 6

### Project performance and domestic cofinancing

Evaluation Criteria	Rating*						
	0- 10%	11%- 20%	21%-30%	31%-40%	41%-50%	51%-60%	61% -100%
	(N = 30)	(N = 92)	(N = 66)	(N = 45)	(N = 23)	(N = 18)	(N = 23)
Relevance	4.4	4.3	4.4	4.1	4.3	4.4	3.9
Effectiveness	4.2	4.0	4.0	4.0	4.0	4.0	3.7
Efficiency	3.8	3.5	3.8	3.8	3.6	3.7	3.1
Sustainability	3.8	3.6	3.7	3.8	3.7	3.9	3.5
Rural Poverty Impact	4.1	4.0	4.1	4.0	4.1	4.0	3.6
Innovation	4.4	4.3	4.2	4.3	4.3	4.1	4.0
Scaling up	4.1	4.0	4.1	4.0	4.0	4.1	3.7
GEWE	4.1	4.2	4.0	3.8	4.1	4.1	3.8
ENRM and CCA	4.1	4.1	4.2	4.3	4.5	4.3	3.7
IFAD performance	4.3	4.3	4.2	4.2	4.3	4.4	4.0
Government performance	4.1	3.8	4.1	3.9	4.0	4.1	3.7
Overall project performance (Arithmetic average)	4.1	4.0	4.1	4.0	4.1	4.1	3.7

\* Note: Ratings are the arithmetic average of the ratings of all projects in the interval (e.g., the relevance rating for cofinance share of 31%-40% is calculated as the average of the relevance ratings of all 45 projects in that interval).

Source: IOE calculations based on ARIE database.

Table 7

### Project performance and international cofinancing

Evaluation Criteria	Rating*						
	0- 10%	11%- 20%	21%-30%	31%-40%	41%-50%	51%-60%	61% -100%
	(N = 37)	(N = 32)	(N = 28)	(N = 29)	(N = 17)	(N = 14)	(N = 16)
Relevance	4.2	4.4	4.5	4.3	4.4	4.6	4.2
Effectiveness	4.1	4.1	3.8	3.9	3.9	4.4	3.8
Efficiency	3.5	3.9	3.5	3.5	3.7	4.1	3.5
Sustainability	3.7	3.8	3.7	3.6	3.4	3.9	3.6

<sup>25</sup> Estimated at project completion.

Rural Poverty Impact	4.0	4.2	4.0	3.8	3.9	4.1	4.1
Innovation	4.3	4.6	4.1	4.3	3.9	4.4	4.3
Scaling-up	3.9	4.3	3.9	3.9	4.1	4.0	4.1
GEWE	4.0	4.2	3.9	4.0	4.1	4.1	3.9
ENRM and CCA	4.2	4.3	4.2	4.0	4.1	4.1	3.9
IFAD performance	4.2	4.3	4.3	4.1	4.3	4.8	3.9
Government performance	3.9	4.1	3.8	3.8	4.0	4.0	3.8
Overall project performance (Arithmetic average)	4.0	4.2	4.0	3.9	3.9	4.2	3.9

\* Note: Ratings are the arithmetic average of the ratings of all projects in the interval (e.g., the relevance rating for cofinance share of 31%-40% is calculated as the average of the relevance ratings of all 45 projects in that interval).

Source: IOE calculations based on ARIE database.

80. Inferential statistics show that at levels of domestic financing exceeding 60 per cent of project finance, an increase in domestic cofinancing resulted in weaker performance in all criteria. The effect was insignificant for all levels of domestic cofinancing with a share of less than 60 per cent.
81. The effect of international cofinancing on performance was more muted. Increasing the share of international cofinancing had an insignificant effect on performance when this share was within 60 per cent of total project financing. Where this share exceeded 60 per cent, the ratings of effectiveness and IFAD performance declined with an increasing share of international cofinancing. For all other criteria, the share of international cofinancing had a statistically insignificant effect on performance.
82. As discussed earlier, total project financing also influences performance. To isolate the effect of the cofinancing from the effect of total project finance (size), a regression analysis was carried out that controlled for the effects of project size and geography discussed earlier in this chapter. Annex VI D presents the results of this analysis in detail. The following paragraphs summarize these results.
- The share of international cofinancing did not show a statistically significant contribution to project performance in all evaluation criteria analyzed. Sustainability and IFAD performance ratings show a statistically significant decline in performance with an increasing share of international cofinancing, but the effect size is small. In other words, not all levels of cofinancing affected the performance of these criteria – the effect was limited to a narrow range of cofinancing share. This result is consistent with the findings of table 7.
  - Increasing the share of domestic cofinancing adversely affected the ratings of most criteria (relevance, effectiveness, rural poverty impact, innovation, scaling up, GEWE, IFAD performance, government performance, and overall project performance). While the drop in performance was statistically significant when the share of domestic cofinancing increased, the effect size was small. This indicates that not all levels of share of domestic cofinancing affect performance. This is consistent with the findings of table 6.
  - The share of domestic cofinancing has a statistically insignificant effect on the performance in sustainability and ENRM and CCA.
83. As discussed earlier, there are possible reasons for the statistically significant drop in project performance at very high shares of domestic cofinancing, including in the criteria of IFAD performance and government performance. This implies that

governments are more likely to follow their own policies and strategies over IFAD-stipulated practices. This tendency diminishes IFAD's role in supporting the design and implementation of such projects.

**Key points**

- The levels of project financing (at completion) of the 297 projects considered in this analysis show a wide variation, ranging from US\$3.7 million to US\$638 million, with nearly 80 per cent of the projects having financing of between US\$3 million and US\$63 million. The average size was US\$48.5 million.
- Project size has direct implications for performance. The performance of very small projects is significantly weaker than the average performance of the portfolio. Performance tends to plateau or diminish as project size becomes very large.
- Total project financing has declined from its peak of US\$6,049 million during 2018-2020 to US\$4,399 million during 2020-2022. The share of IFAD's contribution to this has been around 48 per cent. The share of international cofinancing has declined from 23 per cent to 15 per cent. The share of domestic contributions has increased from 28 per cent during 2013-2017 to the current level of 37 per cent during 2020-2022, partially compensating for the decline in international cofinancing.
- Increasing the share of domestic or international cofinancing had a statistically insignificant effect on performance ratings when this share was within 60 per cent of total project financing.
- Beyond this threshold level, increasing the share of domestic cofinance resulted in a statistically significant but slight decline in the ratings of all criteria except sustainability and ENRM and CCA. Increasing the share of international cofinancing beyond this threshold led to a small but statistically significant decline in two criteria – effectiveness and IFAD performance. The impact on the performance of the remaining nine indicators was insignificant.
- This pattern reflects the need to ensure mutual ownership by IFAD and government when determining their respective contributions to project financing and setting replenishment targets for cofinancing.

## IV. Perspectives on rural finance

84. Rural finance (also referred to as inclusive rural finance [IRF]) is central to IFAD's mandate and portfolio. Approximately 13 per cent of IFAD's ongoing investment portfolio is dedicated to IRF. Over the past decades, IFAD has invested over US\$3 billion to increase smallholder farmers' access to financial services.
85. Expanding the provision of financial services (e.g. credit, savings, payment and insurance services) to underserved rural areas contributes to growth in farm and non-farm incomes. It improves resilience to economic shocks, particularly for marginalized groups. The history of financial inclusion can be traced back to the late 1990s when microcredit providers in developing countries began to introduce additional services based on the need and understanding that the economically active poor or low-income populations required a whole suite of financial services, not just credit.
86. IFAD has articulated its rural finance policy, now updated and renamed as Inclusive Rural Finance Policy (2021). IFAD's rural finance interventions span multiple intervention levels, from the formation and support of retail-level financial organizations, such as community-based financial organizations, to engagement with commercial banks and apex organizations, up to national level institutional and legislative frameworks.
87. The lessons pertaining to IRF are drawn from: (i) six CSPes completed by IOE during 2022-2023 (China, Eswatini, Ethiopia, Indonesia, Malawi and Uzbekistan); 11 project level evaluations completed during 2020-2023 (two PCEs, nine PPEs – see annex VII). The following discussion identifies factors that are necessary for successful IRF interventions and bottlenecks.

### Making rural finance inclusive

#### A. Design of IRF interventions

88. **Comprehensive but realistic designs are necessary for successful IRF interventions.** Effective interventions to foster financial inclusion take into account the policies and strategies that support IRF as well as the local demand and supply of finance. This requires involving a range of stakeholders (e.g. the government, regulators, associations of suppliers, actual suppliers, and beneficiaries) and recognizing each group's specific needs. This, in turn, requires addressing numerous interlinked challenges. Realistic planning and adequate management capacity are necessary to manage this complexity. The complexity of some project designs<sup>26</sup> was a major challenge for some project management units and resulted in delays in the start of project activities. This demonstrated a need for more realistic planning and allocation of sufficient project management and technical expertise to run complex interventions.
89. **Weak contextual analysis leads to ineffective designs.** Frequently, IRF interventions did not identify the key challenges and the steps needed to address them. Five of the projects analysed did not identify all key challenges<sup>27</sup> and hence, were not able to address some important bottlenecks in the rural finance sector. Weak diagnostics of the rural finance sector and its challenges resulted in over-reliance on credit facilities/lines of credit (LoCs), instead of setting up risk-sharing instruments like guarantees and insurance or developing more appropriate financial instruments (e.g. PRIME project in Egypt).

<sup>26</sup> IRF involves many interlinked challenges that lead to low access to rural finance. Attempting to address these multiple interlinked challenges and involving a broad range of stakeholders leads to complex project designs. For instance, PPE Haiti noted that there were more than a dozen subcomponents (one of them was Rural Finance), ranging from environmental remediation to market access to participatory planning, and many were not tested during the first phase of the project. The intervention strategy, therefore, was overly complex.

<sup>27</sup> Dominican Republic (PRORURAL), Togo (PNPER), Egypt (PRIME), Malawi (RLEEP), and Uzbekistan (HSP).

90. **Interventions were often successful when the project design placed an exclusive focus on rural finance.** Of the IFAD projects analysed, those that were designed to focus solely on rural finance (there were three such projects) achieved most of their targets, with enhanced access to financial services and improved financial sector capacities. Projects combining rural finance with other types of interventions (e.g. irrigation and processing infrastructure, business development training) experienced mixed results, with 4 of the 12 deemed satisfactory. This was mainly due to more complex designs resulting in greater implementation challenges, and challenging project environments, rather than the shortcomings of their rural finance components.

## **B. Targeting for enhanced inclusiveness**

91. **Weak diagnosis of the needs of end-users affected project designs.** Analysis of IFAD interventions showed that when target groups were defined rather broadly and not segmented according to their needs for different financial services, the benefits of interventions were skewed towards more affluent or male-headed households over very poor or female-headed households. Successful projects applied an active targeting approach, for example through participatory rural appraisals and wealth rankings at the local level (e.g. TWEF in India).
92. **Dedicated gender strategies are important to ensure the participation and empowerment of women.** Nine projects did not allocate sufficient financial and human resources to develop and implement gender-sensitive activities. In those projects, female access to rural finance remained low. Projects often assumed that women would have equal access to financial services, particularly when working with community-based financial institutions (CBFIs) and when applying group lending technologies that encourage women's participation. Consequently, there were insufficient efforts to concretely address the participation of women.
93. **Outsourcing targeting to financial service providers (FSPs) often resulted in weak targeting.** In six of the IFAD projects analysed, the target group was the client base of the project FSPs. For instance, projects used commercial banks to reach larger traders, SMEs, MFIs and SACCOs to reach farmers and small traders, and village-based semi formal structures such as village savings and loan associations to reach the poorer farmers. While this approach ensured a basic level of targeting, it was often insufficient to ensure outreach to the poorest segments. Additional measures tailored to the needs and business opportunities of poorer and marginalized clients were necessary. For example, PROFIT in Kenya introduced smaller loans through IFAD contributions that would better fit the repayment capacity of poorer clients.

## **C. Flexible and adaptive implementation**

94. **Adapting to evolving contexts.** Adjustments to project designs and implementation approaches are always necessary. Even good designs need adjustments when contextual changes invalidate design assumptions. Achievement of project objectives requires flexibility to adapt to the changes in policy, technology, and levels of demand and supply, to name a few. In China, the CSPE reported that IFAD's efforts to promote conditional credit guarantees became obsolete when the government introduced subsidized credit to alleviate poverty. In Eswatini, the assumption that the market was adequately developed to roll out a complex IRF project did not hold. Some of IFAD's IRF interventions adapted to the changing context to remain relevant. For instance, redesigning projects in Uzbekistan increased the budget allocations to the rural finance component, expanding the eligibility criteria to reach more women beneficiaries. Similarly, in Indonesia, the adjustments to rural finance activities at mid-term directly provided financial resources to self-help groups at the village level, resulting in greater effectiveness.



## **D. Supportive policy environment in the country**

95. Successful support in reviewing and developing policies to improve the operating environment could lead to an increase in the number of FSPs and products offered and eventually, increase the demand. The Eswatini CSPE demonstrated the effect of the policy environment. The effectiveness and sustainability of IFAD's IRF interventions rely on having sufficient supportive policies and regulations. Ethiopia also shows a clear relationship between good policies and positive results, especially at the micro level.

## **E. FSPs with liquidity, commitment to reaching targets and capacity for agriculture lending**

96. **IRF interventions often rely heavily on CBFIs to 'reach the last mile'.** Evidence from CSPEs (Eswatini, Ethiopia, Indonesia) and 8 of the 15 projects studied note that the rural CBFIs, especially cooperatives, led to significantly improved inclusion. This is because CBFIs are closer to IFAD's target beneficiaries than the private sector or commercial banks. For instance, in Ethiopia MFIs and rural cooperatives have demonstrated their ability to reach IFAD's target beneficiaries in high numbers through their understanding of and proximity to the rural clients.
97. **Non-bank providers such as MFIs and community-based organizations often face capacity and liquidity challenges to meet the demand for loans.** The cooperatives in Ethiopia did not have adequate capacity to offer a whole suite of financial services. In Indonesia, where a savings-led approach was promoted, the CSPE found that the value of savings was enough to promote household cash flow smoothing, but not adequate to promote growth of enterprises.
98. **Commercial banks have the capacity and liquidity to provide the necessary finance. However, they did not participate fully,** and where they did, their contributions were low (Eswatini, Indonesia and Uzbekistan). For instance, in Uzbekistan, they failed to provide the level of financing anticipated in the design because of the high cost of delivery, a perception of agriculture lending as high risk, and their limited capacity in agriculture lending. In Indonesia, IFAD's IRF interventions faced challenges partnering with commercial banks, whose priorities did not align with IFAD's objectives. Consequently, despite receiving support, the banks did not increase their services to the programme beneficiaries.
99. **Promoting linkages between CBFIs or MFIs with commercial banks** was an effective strategy as it led to commercial banks increasing their funding to rural areas. Due to the limited physical presence of formal FSPs in rural areas, 5 of the 15 projects studied linked CBFIs to commercial banks or MFIs. Even though technical innovations in rural finance – such as mobile banking – reduce operational costs in rural areas, beneficiaries often prefer face-to-face interactions, for example, during loan appraisal processes. By providing CBFIs with access to refinance, these institutions can continue to play an important role in extending loans to rural households.
100. **The capacity of FSPs is at the core of the sustainability of IFAD projects.** IFAD interventions placed great emphasis on institutional strengthening. However, it is important to recognize that CBFIs face institutional challenges that require ongoing backstopping and training beyond one-time capacity-building efforts. Strengthening support structures within the rural financial system, for example apex organizations of SACCOs or self-help groups (SHGs), can help expand the capacities of FSPs sustainably. Still, the weak institutional capacity of FSPs continues to persist in many countries and requires further interventions.

## F. Client-focused financial products and services

101. **Tailoring financial products and services to the needs of targeted clients is key to successful IRF.** In 4 of the 15 projects analysed, product innovation played an important role; IFAD gained valuable experience using innovation facilities to help FSPs expand their range of financial services and reduce operating costs in rural areas. Innovation and outreach facilities (see Box 1) are low-cost financing instruments for IFAD that require relatively modest investment. The facilities encourage private sector buy-in and leverage local knowledge. It should be noted that in six projects, financial products and services were not created or adapted to suit the needs of the target groups (or specific segments within the target group).

### Box 1: Example of fostering rural finance product innovations in IRF

The IFAD-supported Rural Finance Expansion Programme (RUFEP) in Zambia showcased how product and process innovation can lead to significant outreach and impact. The project established an Innovation and Outreach Facility (IOF), which provided matching grants to FSPs, NGOs and other rural finance promoters/actors to test and roll out financial products/services and delivery mechanisms for rural areas and agriculture, such as linking banks to CBFIs or mobile and agent banking.<sup>28</sup> RUFEP worked with 48 partners and provided technical and financial capacity as well as business support services to 55 projects across Zambia, mainly to project partners. RUFEP piloted 25 new financial products, services and delivery models. For example, the project supported World Vision Zambia (WVZ) and Atlas Mara to implement the Digital Savings for Transformation (DSAT) project aimed at improving financial service delivery for rural savers by digitizing cash boxes and promoting mobile money uptake using mobile phone technologies. By fostering innovations in rural finance, RUFEP was able to improve access to rural finance for 613,880 households.

Source: [Project cluster evaluation on rural finance in the East and Southern Africa Region 2023](#)

102. **Credit facilities are the most common financial instrument in IFAD's IRF projects.** Seven projects provided credit facilities/LoCs.<sup>29</sup> Given the significant credit demand in rural areas, timely disbursement of LoCs was not a challenge. Not all projects linked the provision of LoCs with support for product innovation. The funds provided would not be sufficient to reach the disadvantaged among the target audience if the credit application processes and loan conditions (e.g. collateral, repayment duration) were not tailored to their needs.
103. **Credit guarantee was an effective financial instrument to leverage funds without compromising the portfolio quality of underlying agricultural loans.** Four projects worked through risk-sharing facilities or guarantee mechanisms to encourage FSPs to increase lending in rural areas. In Kenya and the United Republic of Tanzania, banks without prior exposure to the agricultural sector were able to build up a significant rural lending portfolio. Experience shows that such credit guarantees, do not have the downside of lowering the standards of credit appraisal procedures, provided projects are working with committed FSPs.
104. **Savings mobilization is important for rural finance within IFAD projects.** Savings mobilization played a role in nine of the projects analysed. In three of these, the support was indirectly through strengthening SACCOs or village loan and savings associations. Efforts were made to innovate savings products or introduce innovative savings schemes in 3 of the 15 projects analysed. A continued emphasis on savings mobilization is justified, considering the importance of these savings, for example, as a financial buffer to face the increasing effects of climate change on agriculture.
105. **IFAD IRF approaches did not always involve financial products that were most suited to the local contexts.** The Rural Finance Policy calls for innovative

<sup>28</sup> The minimum partner contribution for projects promoting CBFIs linkages was 10%, and for agency and mobile banking 50%.

<sup>29</sup> Lines of Credit are defined by IFAD as loans to financial institution for on-lending to customers who are expected to repay the loans with interest. (Source: [IFAD Toolkit on Lines of Credit, 2014](#))

and diverse financial services. Yet, the ESR on inclusive financial services for the rural poor (2019) found that these are not commonly employed in IFAD projects. Numerous projects start with the intention to include innovative strategies, services or products during the design phase. However, these plans are often discarded as the project progresses or they tend to yield substandard results if they are implemented.

106. Credit lines and LoCs remain the most commonly used financial instrument in IFAD IRF projects because they are relatively simple to design and manage, making them desirable for IFAD member countries. However, they do not always address the local needs. Conversely, innovative, and more complex risk-sharing approaches require specialized expertise, which may not always be available locally. Risk-sharing instruments such as guarantees, and insurance play a significant role in enhancing rural resilience and financial inclusion. The capacity challenge could potentially be addressed if project management units were able to recruit competent rural finance professionals. But in many cases, limited local capacity poses a significant barrier to innovation in the financial sector.<sup>30</sup>

**Key points**

- The design of IRF interventions needs to build on the objectives and goals of the government as well as the existing systems to enhance local ownership. Design should be premised on a robust contextual analysis to ensure that the financial services and products reflect local needs and financing gaps.
- IFAD should identify the right FSPs that have adequate capacity, liquidity, and commitment to reach the targeted beneficiaries.
- The performance metrics of the IRF services should involve not only outreach and volume, but also measures of impact and sustainability.
- IFAD tends to over-rely on credit lines with insufficient attention to guarantees, insurance, and other risk-sharing instruments.

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<sup>30</sup> IOE Evaluation Synthesis: Inclusive Financial Services for Rural Poor (2019).

## V. Key findings

### A. Project performance and non-lending activities

107. The majority of IFAD-supported projects performed well across all evaluation criteria, although the performance varied significantly across criteria. Relevance, ENRM and CCA, and innovation performed well in over 87 per cent of projects, while performance in efficiency lags significantly, with 56 per cent of projects performing well in this criterion.
108. The trend analysis during 2013-2022 showed that the performance in effectiveness and rural poverty impact has continued to decline since 2017-2019. Only ENRM and CCA showed improvement over the last 10 years, while relevance, sustainability, innovation and government performance have improved in more recent years (since 2016-2018).
109. This decline in performance in rural poverty impact and effectiveness needs attention and further analysis, given the substantial organizational reforms undertaken since 2017, such as Decentralization 2.0, HR policies, the reorganization of headquarters, and the effects of the COVID-19 pandemic.
110. The average performance of projects in non-fragile contexts over the past 10 years was unambiguously better than projects under conditions of fragility for the criteria of efficiency, sustainability of benefits, government performance, and overall project performance. For projects under conditions of fragility, performance in efficiency, government performance, and sustainability showed a significant decline. The differences in all other criteria were not statistically significant.
111. Performance trends during the past 10 years showed that APR continued to have the highest average rating for overall project performance, and WCA showed the lowest rating. This is a reflection of the external development context WCA faced. For instance, among the five regions, WCA has the lowest human development index and has 10 of its 39 countries identified as operating under long-term conditions of fragility and conflict.
112. CSPEs point to recent improvements in policy engagement, while there has been a weakening in partnership-building since 2018. Recent CLEs and thematic evaluations reiterate the need for results-oriented, concerted action to prioritize non-lending activities in the design and implementation of all IFAD interventions.
113. There is a statistically significant level of disconnect between PCR and IOE ratings. The disconnect appears to widen over time for some criteria (e.g. rural poverty impact, effectiveness, ENRM and innovation), and has narrowed for others (e.g. relevance and scaling up). Among the regions, APR showed the smallest disconnect in 7 of the 12 criteria. In comparison, the LAC showed the highest disconnect in 5 of the 121 criteria.

### B. Cofinancing and project performance

114. The cost of IFAD projects at completion ranges from US\$3.7 million to US\$638 million. Nearly 80 per cent of projects have financing of between US\$3 million and US\$63 million, and the average project size is US\$48.5 million during the period considered (2013-2022).
115. The size of a project has implications for its performance. Analysis showed that the performance of very small projects was significantly weaker than the average performance of the portfolio. Performance plateaus as project finance increases.
116. The three-year average of approved project costs has declined from its peak of US\$6,049 million during 2018-2020 to US\$4,399 million during 2020-2022. The share of IFAD's contribution is at 48 per cent, the share of international finances has recently declined and is at 15 per cent, while the share of domestic contributions has shown a recent increase and is currently at 37 per cent.

117. A regression analysis of the effects of cofinancing on project performance controlling for project costs shows that an increasing share of international cofinancing does not result in statistically significant changes to the ratings of all evaluation criteria, except for effectiveness and IFAD performance. On the other hand, increasing the share of domestic cofinancing beyond the threshold (60 per cent of total project financing) reduced the ratings of all evaluation criteria except sustainability and ENRM/CCA (these show no statistically significant change with an increasing share of domestic cofinancing). **IFAD will be best served by a deep dive to understand the performance effects of project-level international and domestic cofinancing.**
118. Consequently, ensuring mutual ownership of projects by IFAD and government should be a consideration when determining their respective financial contributions. This should also inform the setting of IFAD's replenishment targets for cofinancing.

### **C. Perspectives on rural finance**

119. IRF interventions succeed when their designs reflect government goals and objectives as well as working with existing systems to enhance local ownership. A robust contextual analysis is key to ensuring that financial services and products reflect local needs and financing gaps.
120. A proper understanding of the country's IRF landscape is critical in designing and implementing IRF interventions to identify the right FSPs with adequate capacity, liquidity and commitment to reaching the targeted beneficiaries.
121. In measuring the performance of IFAD's IRF interventions, it is necessary to go beyond outreach and volume and include measures of their impact and sustainability.
122. IFAD misses an opportunity to increase rural resilience when it over-relies on lines of credit and lacks focus on guarantees, insurance and other risk-sharing instruments that are more suited to local needs.

## Definition of the evaluation criteria used by IOE

Criteria	Definition <sup>31</sup>
<b>Rural poverty impact</b>	<p>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> <p><b>Four impact domains</b></p> <ul style="list-style-type: none"> <li>• Household income and net assets: 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>• Human and social capital and empowerment: Human and social capital and development includes 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>• Food security and agricultural productivity: Changes in food security relate to 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>• Institutions and policies: 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>
Relevance	<p>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.</p>
Effectiveness	<p>The extent to which the development intervention's objectives were achieved or are expected to be achieved, taking into account their relative importance.</p>
Efficiency	<p>A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.</p>
Sustainability of benefits	<p>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.</p>
Gender equality and women's empowerment	<p>The extent to which IFAD interventions have contributed to better gender equality and women's empowerment, for example, in terms of 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.</p>
Innovation	<p>The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction.</p>
Scaling up	<p>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.</p>
Environment and natural resources management and adaptation to climate change	<p>The extent to which the development interventions/strategy contribute to the enhancement of environmental sustainability and resilience to climate change in small-scale agriculture."</p>
<b>Overall project achievement</b>	<p><i>An arithmetic average of ratings for the following nine criteria: 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.</i></p>

<sup>31</sup> 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.

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**Performance of partners**

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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 with a view to the partner's expected role and responsibility in the project life cycle.
Government	

Source: IOE Evaluation Manual (2022).

## Trend analysis – ARIE Approach

1. The set of criteria analysed in this report includes internationally-recognized core criteria (relevance, effectiveness, efficiency, sustainability and impact),<sup>32</sup> as well as IFAD-specific criteria, such as gender equality and women’s empowerment, innovation, scaling up, environment & natural resource management and climate change adaptation (ENRM & CCA), and the performance of partners (table annex 2-1).

Table annex 2-1

### Evaluation criteria used in assessment of project performance

<b>Evaluation criteria</b>
Relevance
Effectiveness
Efficiency
Sustainability of benefits
Rural poverty impact
Innovation
Scaling-up
Gender equality and women's empowerment (GEWE)
Environment and natural resource management and climate change adaptation (ENRM & CCA)
<b>Overall project performance*</b> - arithmetic average of above nine criteria
Performance of IFAD
Performance of Government

Note: All criteria are rated on a scale of 1-6 except for overall project performance. \*

Source: IOE Evaluation Manual (2022).

2. The 2024 ARIE analyses follows the evaluation criteria specified under the 2022 Evaluation Manual (annex 1), which differ from the criteria under the earlier 2015 edition. Consequently, adjustments were needed to ensure comparability with earlier years in order to conduct trend analyses.
  - a) In line with the new Evaluation Manual (2022), environment and natural resource management (ENRM) and adaptation to climate change (CCA) are now combined into one criterion (previously they were treated as two separate criteria).<sup>33</sup> To ensure comparability, ratings of ENRM & CCA were combined by averaging and rounding to an integer value.<sup>34</sup>
  - b) Overall project achievement – the arithmetic average of the ratings of the nine criteria used – is no longer rounded to an integer but treated as a rational number.
3. 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,<sup>35</sup> except for the indicator of overall project achievement.
4. The analysis of project performance ratings is presented by year of project completion as in previous ARRI/ARIE editions. To establish the underlying trend of performance ratings over the 10-year period, three-year moving periods (by year of completion) are utilized to smoothen the data and to mitigate inter-annual variations. The observation on the performance in the latest period is based on the

<sup>32</sup> Notably, the definition of the evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development.

<sup>33</sup> They were under one criterion up to 2015 but were separated since 2016 based on the 2015 edition of the Evaluation Manual. The latest 2022 Evaluation Manual returns them to a single criterion.

<sup>34</sup> For example, if ENRM and CCA were rated 5 and 4 respectively, the combined rating of 5 for ENRM and CCA (rounding the average of 4.5) was used for this ARIE.

<sup>35</sup> 1=highly unsatisfactory; 2=unsatisfactory; 3=moderately unsatisfactory; 4=moderately satisfactory; 5=satisfactory; 6=highly satisfactory.



ratings on the projects completed between 2019 and 2021. Not all projects completed in this period (especially those completed in 2021) have been subjected to IOE evaluation and validation. Consequently, the figure for the latest three-year period may change with the addition of more projects to the 2019-2021 cohort in the future edition of ARIE.

5. 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>36</sup>
6. Additional analyses were conducted by regions, as well as by fragility status. For the latter, the projects were mapped and categorized as having operated in countries with fragile situations if the country was on the World Bank's annual list of fragile and conflict-affected situations<sup>37</sup> for more than half of the project lifecycle (approval to completion).

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<sup>36</sup> The disconnect could be negative or positive: a negative disconnect signifies that the PCR ratings (in self-evaluations) are higher than the IOE ratings, while a positive disconnect means the opposite (i.e. IOE ratings are higher than the PCR).

<sup>37</sup> Up to 2019, the list was for fragile situations, without "conflict-affected" situations. Historical lists can be found at the following site: <https://thedocs.worldbank.org/en/doc/9b8fbd62f7183cef819729cc9073671-0090082022/original/FCSList-FY06toFY22.pdf>

## Evaluations completed by IOE in 2023

Country/Region	Title	Project ID	Executive Board approval date	Effectiveness date	Project completion date	Project duration (years)	Total project financing (US\$ million)
<b>Corporate-level evaluation</b>							
All	Corporate-level evaluation of IFAD's decentralization experience 2023						
	Review of the IFAD12 Results Management Framework						
	Review of the implementation of Management's response to the 2018 corporate-level evaluation of IFAD's financial architecture						
<b>Thematic evaluation</b>							
All	Thematic evaluation of IFAD's support for smallholder farmers' adaptation to climate change						
<b>Country strategy and programme evaluations and projects covered in respective CSPEs</b>							
Ethiopia	Participatory Small-scale Irrigation Development Programme (PASIDP I)	1100001370	2007	2008	2015	8	57 765 165
	Community-based Integrated Natural Resources Management Project (CBINReMP)	1100001424	2009	2010	2018	9	25 425 009
	Pastoral Community Development Project II (PCDP II)	1100001458	2009	2010	2015	5	138 719 700
	Rural Financial Intermediation Programme II (RUFIP II)	1100001521	2011	2012	2020	9	248 047 924
	Pastoral Community Development Project III (PCDP III)	1100001522	2013	2014	2019	5	254 145 666
	Participatory Small-scale Irrigation Development Programme II (PASIDP II)	2000001134	2016	2017	2024	7	145 295 000
	Lowlands Livelihood Resilience Project (LLRP)	2000001598	2019	2020	2025	5	451 000 000
Rural Financial Intermediation Programme III (RUFIP III)	2000002344	2019	2020	2026	6	305 788 664	

Country/Region	Title	Project ID	Executive Board approval date	Effectiveness date	Project completion date	Project duration (years)	Total project financing (US\$ million)
	Participatory Agriculture and Climate Transformation Programme (PACT)	2000003447	2022	NA	NA	NA	179 588 000
China	Environment Conservation and Poverty Reduction Programme in Ningxia and Shanxi (ECPRP)	1100001223	2002	2005	2011	7	90 303 000
	Xinjiang Uygur Autonomous Region Modular Rural Development Programme (MRDPXUAR)	1100001323	2006	2008	2014	6	14 311 561
	Inner Mongolia Autonomous Region Rural Advancement Programme (IMARRAP)	1100001400	2007	2008	2014	6	17 630 600
	Dabieshan Area Poverty Reduction Programme (DAPRP)	1100001454	2008	2009	2015	6	15 050 298
	Guangxi Integrated Agriculture Development Programme (GIADP)	1100001555	2011	2012	2017	5	20 118 089
	Hunan Agricultural and Rural Infrastructure Improvement Project (HARIIP)	1100001627	2012	2012	2017	5	93 198 556
	Yunnan Agricultural and Rural Improvement Project (YARIP)	1100001629	2012	2013	2018	5	93 999 349
	Shiyan Smallholder Agribusiness Development Project (SSADeP)	1100001699	2013	2014	2019	5	116 899 129
	Jiangxi Mountainous Areas Agribusiness Promotion Project (JiMAAPP)	1100001701	2014	2015	2020	5	125 210 000
	Qinghai Liupan Mountain Area Poverty Reduction Project (QLMAPRP)	1100001702	2015	2015	2020	5	125 254 000
	Specialized Agribusiness Development in Sichuan and Ningxia (IPRAD-SN)	2000001067	2018	2018	2024	6	183,536,000
	Sustaining Poverty Reduction through Agribusiness Development in South Shaanxi (SPRAD-SS)	2000001184	2018	2018	2023	5	256,700,000
	Yunnan Rural Revitalization Demonstration Project (Y2RDP)	2000002358	2020	2020	2025	5	234,512,200
	Hunan Rural Revitalization Demonstration Project (H2RDP)	2000002359	2020	2021	2026	5	173,274,000
<b>Project performance evaluations</b>							

Country/Region	Title	Project ID	Executive Board approval date	Effectiveness date	Project completion date	Project duration (years)	Total project financing (US\$ million)
Egypt	Credit and Financial Services: Promotion of Rural Incomes through Market Enhancement Project	1100001571	2011	2012	2021	10	108 220 096
Lao People's Democratic Republic	Rural Development: Southern Laos Food and Nutrition Security and Market Linkages Programme	1100001680	2013	2013	2020	7	79 426 962
<b>Project completion report validations</b>							
Benin	Credit and Financial Services: Adapted Rural Financial Services Development Project	1100001635	2012	2014	2022	8	19 768 296
Brazil	Rural Development: Semi-arid Sustainable Development Project in the State of Piauí (Viva o Semiárido)	1100001486	2009	2013	2022	9	33 771 609
Morocco	Rural Development: Rural Development Programme in the Mountain Zones - Phase I	1100001727	2014	2015	2022	7	39 710 010
Burundi	Irrigation: Value Chain Development Programme Phase II	2000001009	2015	2015	2022	6	52 569 271
Philippines	Fisheries: Fisheries, Coastal Resources and Livelihood Project	1100001548	2015	2015	2021	6	43 045 000
Mozambique	Rural Development: Rural Markets Promotion Programme	1100001423	2008	2009	2021	13	76 532 616
Sudan	Credit and Financial Services: Livestock Marketing and Resilience Programme	1100001732	2014	2015	2022	8	119 096 000
Madagascar	Agricultural Development: Support Programme for Rural Microenterprise Poles and Regional Economies	1100001401	2007	2008	2021	14	67 829 490
Papua New Guinea	Agricultural Development: Productive Partnerships in Agriculture Project	1100001480	2010	2010	2021	11	119 207 067
Ecuador	Credit and Financial Services: Project to Strengthen Rural Actors in the Popular and Solidary Economy	1100001734	2015	2017	2022	5	17 873 000
Uganda	Credit and Financial Services: Project for Financial Inclusion in Rural Areas	1100001630	2013	2014	2022	8	37 691 450
Angola	Rural Development: Agricultural Recovery Project	2000001767	2017	2018	2022	4	7 607 000
Cambodia	Research/Extension/Training: Agricultural Services Programme for Innovation, Resilience and Extension	1100001703	2014	2015	2022	8	86 247 377

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$ million)</i>
Angola	Rural Development: Artisanal Fisheries and Aquaculture Project	1100001679	2015	2015	2022	7	12 136 000
Mali	Agricultural Development: Rural Youth Vocational Training, Employment and Entrepreneurship Support Project	1100001661	2013	2014	2022	8	44 655 149
Congo	Fisheries: Inland Fisheries and Aquaculture Project	1100001659	2015	2016	2021	5	14 801 284
Burundi	Rural Development: National Programme for Food Security and Rural Development in Imbo and Moso	2000000738	2014	2014	2022	8	57 890 000
Kenya	Agricultural Development: Upper Tana Catchment Natural Resource Management Project	1100001544	2012	2012	2022	11	87 367 036
Armenia	Credit and Financial Services: Infrastructure and Rural Finance Support Programme	1100001690	2014	2015	2022	7	58 849 291
Lao People's Democratic Republic	Marketing/Storage/Processing: Strategic Support for Food Security and Nutrition Project - GAFSP funds	2000001131	2016	2016	2022	7	40 295 000
Liberia	Credit and Financial Services: Rural Community Finance Project	1100001748	2015	2017	2022	5	8 184 176
Peru	Rural Development: Public Services Improvement for Sust. Territorial Development in the Apurimac, Ene, and Mantaro River Basins	2000000897	2016	2016	2022	6	74 512 000
Democratic Republic of the Congo	Agricultural Development: Kinshasa Food Supply Centres Support Programme	1100001584	2012	2012	2021	9	73 063 311
Mexico	Rural Development: Sustainable Development Project for Communities in Semi-arid Areas	1100001597	2012	2012	2022	10	42 017 074
Türkiye	Agricultural Development: Murat River Watershed Rehabilitation Project	1100001623	2012	2013	2022	9	61 476 802

## List of country strategy and programme evaluations completed by IOE (1992-2023)

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
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, 2024
Colombia	LAC	2022
Congo	WCA	2017
Ecuador	LAC	2014, 2020
Egypt	NEN	2005, 2017
Eswatini	ESA	2021
Ethiopia	ESA	2009, 2016, 2024
Gambia (The)	WCA	2016
Georgia	NEN	2018
Ghana	WCA	1996, 2012
Guinea-Bissau	WCA	2022
Honduras	LAC	1996
India	APR	2010, 2016
Indonesia	APR	2004, 2014, 2021
Jordan	NEN	2014
Kenya	ESA	2011, 2019
Kyrgyzstan	NEN	2022

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
Madagascar	ESA	2013, 2020
Malawi	ESA	2021
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

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
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.



## List of all projects covered in the quantitative analysis on performance ratings. Projects completed in 2013-2022 (N=297)<sup>38</sup>

Project ID	Country	Project	Type	Approval	Entry into force	Completion
1100001339	Albania	Programme for Sustainable Development in Rural Mountain Areas	PPE	2005	2007	2013
1100001411	Armenia	Farmer Market Access Programme (FMAP)	PCRv	2007	2008	2013
1100001322	Bangladesh	Market Infrastructure Development Project in Charland Regions (MIDPCR)	PCRv	2005	2006	2013
1100001247	Burkina Faso	Sustainable Rural Development Programme (PDRD)	PCRv+	2004	2005	2013
1100001291	Burundi	Transitional Programme of Post-Conflict Reconstruction	PCRv	2004	2005	2013
1100001015	Cape Verde	Rural Poverty Alleviation Programme	PCRv	1999	2000	2013
1100001294	Colombia	Rural Microenterprise assets programme: capitalization, technical assistance and investment support	PCRv	2006	2007	2013
1100001327	Congo	Rural Development Project in the Niari, Bouenza, and Lekoumou Departments (PRODERSUD)	PCRv	2006	2006	2013
1100001311	DR Congo	Agricultural rehabilitation programme in orientale province (PRAPO)	PPE	2005	2007	2013
1100001359	Eritrea	Post Crisis Rural Recovery and Development Programme (PCRRDP)	PCRv	2006	2007	2013
1100001159	Eswatini	Lower Usuthu Smallholder Irrigation Project (LUSIP) - Phase I	PCRv	2001	2004	2013
1100001292	Ethiopia	Agricultural Marketing Improvement Programme (AMIP)	PCRv	2004	2006	2013
1100001282	Guinea	Support to Rural Development in North lower Guinea PADER BGN	PCRv	2003	2005	2013
1100001278	Guinea Bissau	Rural Rehabilitation and Community Development Project	PCRv+	2007	2008	2013
1100001243	Kenya	Southern Nyanza Community Development Project	PCRv+	2003	2004	2013
1100001396	Laos	Northern Regions Sustainable Livelihoods through Livestock Development Programme (NRSLDLP)	PPE	2006	2007	2013
1100001239	Madagascar	Rural Income Promotion Programme	PCRv	2003	2004	2013
1100001164	Malawi	Rural Livelihoods Support Programme (RLSP)	PPE	2001	2004	2013
1100001347	Maldives	Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	PPE	2005	2006	2013
1100001357	Mauritius	Marine and Agricultural Resources Support Programme (MARS)	PCRv	2008	2009	2013
1100001349	Mexico	Sustainable Development Project for Rural and Indigenous Communities of the Semi-Arid North-West (PRODESNOs)	PCRv	2005	2006	2013
1100001267	Mozambique	Rural Finance Support Programme (RFSP)	PCRv	2003	2005	2013
1100001120	Nicaragua	Technical Assistance Fund Programme for the Departments of Leon, Chinandenga and Managua	PPE	1999	2001	2013

<sup>38</sup> PCRv+ or PPE+ in evaluation type indicate that these evaluations also benefited from CSPEs.

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001221	Niger	Project for the Promotion of Local Initiative for Development in Aguié	PCRv	2002	2005	2013
1100001443	Niger	Agricultural and Rural Rehabilitation and Development Initiative Project - Institutional Strengthening Component	PCRv	2008	2009	2013
1100001196	Nigeria	Community-based Agricultural and Rural Development Programme (CBARDP)	PPE	2001	2003	2013
1100001413	Pakistan	Programme for Increasing Sustainable Microfinance (PRISM)	PCRv	2007	2008	2013
1100001333	Paraguay	Empowerment of Rural Poor Organizations and Harmonization of Investments Projects	PCRv	2005	2007	2013
1100001253	Philippines	Rural Microenterprise Promotion Programme( RuMEPP)	PPE	2005	2006	2013
1100001276	Rwanda	Rural Small and Micro-Enterprise Promotion Project - Phase II (PPMER II)	PCRv	2003	2004	2013
1100001320	Rwanda	Support Project for the Strategic Plan for the Transformation of Agriculture (PAPSTA)	PPE	2005	2006	2013
1100001565	Solomon Islands	Solomon Islands Rural Development Programme (RDP)	PCRv	2010	2011	2013
1100001346	Sri Lanka	Post-Tsunami Coastal Rehabilitation and Resource Management Programme (PT-CRReMP)	PPE+	2005	2006	2013
1100001254	Sri Lanka	Dry Zone Livelihood Support and Partnership Programme	IE+	2004	2005	2013
1100001189	Turkey	Sivas – Erzincan Development Project	PPE	2003	2005	2013
1100001197	Uganda	Rural Financial Services Programme	PCRv	2002	2004	2013
1100001419	Uganda	Community Agricultural Infrastructure Improvement Programme	PCRv	2007	2008	2013
1100001252	Venezuela	Sustainable Rural Development Project for the Semi Arid Zones of Falcon and Lara States (PROSALFA II)	PCRv	2003	2006	2013
1100001293	Yemen	Pilot Community-based Rural Infrastructure Project in Highland Areas	PCRv	2005	2007	2013
1100001280	Zambia	Rural Finance Programme	PCRv	2004	2007	2013
1100001452	Albania	Mountain to Markets Programme	PCRv	2008	2009	2014
1100001279	Argentina	Patagonia Rural Development Project (PRODERPA)	PCRv	2004	2007	2014
1100001398	Azerbaijan	Rural Development Project for the North-West	PCRv	2007	2009	2014
1100001165	Bangladesh	Sunamganj Community-Based Resource Management Project (SCBRMP)	PCRv	2001	2003	2014
1100001355	Bangladesh	National Agricultural Technology Project (NATP)	PCRv	2007	2008	2014
1100001402	Bangladesh	Finance for Enterprise Development and Employment Creation Project (FEDEC)	PPE	2007	2008	2014
1100001368	Burkina Faso	Small-scale irrigation and water management project (PIGEPE)	PCRv+	2007	2008	2014
1100001358	Burundi	Livestock Sector Rehabilitation Support Project	PCRv	2007	2008	2014
1100001350	Cambodia	Rural Livelihoods Improvement Programme (RULIP)	PPE+	2007	2007	2014

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001400	China	Inner Mongolia Autonomous Region Rural Advancement Programme	PCR/V	2007	2008	2014
1100001323	China	Xinjiang Uygur Autonomous Region Modular Rural Development Programme	PCR/V	2006	2008	2014
1100001241	Comoros	National programme for sustainable human development (PNDHD)	PCR/V	2007	2007	2014
1100001435	Cote d'Ivoire	Agricultural Rehabilitation and Poverty Reduction Project	PPE	2009	2009	2014
1100001366	Djibouti	Programme for Mobilization of Surface Water and Sustainable Land Management (PROMES-GDT)	PCR/V	2007	2008	2014
1100001297	Ecuador	Development of the Central Corridor Project	PCR/V	2004	2007	2014
1100001204	Egypt	West Noubaria Rural Development Project	PPE+	2002	2003	2014
1100001152	Gambia	Participatory Integrated-Watershed Management Project (PIWAMP)	PCR/V	2004	2006	2014
1100001303	Gambia	Rural Finance Project (RFP)	PCR/V	2006	2008	2014
1100001312	Ghana	Root and Tuber Improvement and Marketing Programme	PPE	2005	2006	2014
1100001345	Guinea	Village Communities Support Project, Phase II (PACV II)	PCR/V	2007	2008	2014
1100001171	Haiti	Productive Initiatives Support Programme in Rural Areas	PCR/V	2002	2002	2014
1100001258	Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi	PCR/V	2004	2008	2014
1100001330	Kenya	Smallholder Horticulture Marketing Programme (SHoMaP)	IE	2007	2007	2014
1100001434	Kyrgyzstan	Agricultural Investments and Services Project (AISP)	PPE	2008	2009	2014
1100001301	Laos	Rural Livelihoods Improvement Programme in Attapeu and Sayaboury	PPE	2005	2006	2014
1100001131	Mali	Northern Regions Investment and Rural Development Programme (PIDRN)	PCR/V	2005	2006	2014
1100001356	Mali	Kidal Integrated Rural Development Programme (PIDRK)	PCR/V	2006	2007	2014
1100001255	Mauritania	Oasis Sustainable Development Programme	PPE	2003	2004	2014
1100001449	Moldova	Rural Financial Services and Marketing (RFSMP)	PCR/V	2008	2009	2014
1100001388	Morocco	Rural Development Project Mountain zones of Errachidia Province (PDRZME)	PCR/V	2007	2008	2014
1100001285	Nepal	Leasehold Forestry and Livestock Programme	PCR/V	2004	2005	2014
1100001591	Niger	Emergency Food Security and Rural Development Programme (PUSADER)	PCR/V	2010	2011	2014
1100001240	Peru	Market Strengthening and Livelihood Diversification in the Southern Highlands Project	PPE	2002	2005	2014
1100001310	Sierra Leone	Rural Finance and Community Improvement Programme (RFCIP)	PCR/V+	2007	2008	2014
1100001476	Sudan	Revitalizing the Sudan Gum Arabic Production and Marketing Project	PCR/V	2009	2009	2014
1100001233	Syria	Idle Rural Development Project (IRDP)	PCR/V	2002	2003	2014

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001299	Tunisia	Integrated Agricultural Development Project in the Governorate of Siliana-Phase II (RAP Siliana II)	PCRv+	2005	2007	2014
1100001344	Turkey	Diyabakir, Batman & Siirt Development Project (DBSDP)	PCRv	2006	2007	2014
1100001369	Uganda	District Livelihoods Support Programme	PCRv	2006	2007	2014
1100001422	Vietnam	Developing Business for the Rural Poor Project in Cao Bang Province	PCRv	2007	2008	2014
1100001269	Yemen	Al-Dhala Community Resource Management Development Project	PCRv	2004	2007	2014
1100001403	Yemen	Rained Agriculture and Livestock Project (RALP)	PCRv	2007	2009	2014
1100001319	Zambia	Smallholder Livestock Investment Project	PCRv	2005	2007	2014
1100001364	Argentina	Rural Areas Development Programme (PRODEAR)	PCRv	2006	2009	2015
1100001298	Bolivia	Enhancement of the Peasant Camelid Economy Support Project	PCRv	2006	2009	2015
1100001446	Chad	Pastoral Water and Resource Management Project in Sahelian Areas (Prohypo)	PPE	2009	2010	2015
1100001454	China	Dabieshan Area Poverty Reduction Programme	PCRv	2008	2009	2015
1100001438	Congo	Rural Development Project in the Likouala, Pool and Sangha Departments	PCRv	2008	2009	2015
1100001416	El Salvador	Rural Development and Modernization Project (PRODERMOR CENTRAL)	PCRv	2007	2009	2015
1100001370	Ethiopia	Participatory Small-Scale Irrigation Development Programme	PCRv	2007	2008	2015
1100001458	Ethiopia	Pastoral Community Development Project - Phase II (PCDP II)	PPE	2009	2010	2015
1100001504	Gambia	Livestock and Horticulture Development Project (LHDP)	PCRv	2009	2010	2015
1100001507	Georgia	Agricultural Support Project	IE	2009	2010	2015
1100001415	Guyana	Rural Enterprise and Agricultural Development Project	PPE	2007	2009	2015
1100001381	India	Women's Empowerment and Livelihoods Programme in the mid-Gangetic Plains (WELP)	PCRv	2006	2009	2015
1100001295	Jordan	Agricultural Resource Management Project - Phase II	PCRv	2004	2005	2015
1100001459	Lao People's Dem. Rep.	Sustainable Natural Resource Management and Productivity Enhancement Programme	PCRv	2008	2009	2015
1100001371	Lesotho	Rural Financial Intermediation Programme	PPE	2007	2008	2015
1100001318	Madagascar	Project to Support Development in the Menabe and Melaky Regions (AD2M)	PPE	2006	2006	2015
1100001338	Morocco	Rural Development Project in the Eastern Middle Atlas Mountains (PDRMO)	PPE	2005	2007	2015
1100001380	Nicaragua	Inclusion of Small-Scale Producers in Value Chains and Market Access Project	PCRv	2007	2008	2015
1100001260	Nigeria	Community-based Natural Resource Management Programme - Niger Delta Region	PCRv	2002	2005	2015

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001079	Palestine	Participatory Natural Resource Management Programme	PPE	1998	2000	2015
1100001389	Panama	Participative Development and Rural Modernization Project	PCRv	2008	2010	2015
1100001027	Sao Tome et Principe	Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme (RAP PAPAFA)	PCRv	2001	2003	2015
1100001503	Sudan	Rural Access Project (RAP)	PCRv	2009	2010	2015
1100001375	Syria	North-eastern Regional Rural Development Project (NERRD)	PCRv	2007	2008	2015
1100001408	Tajikistan	Khatlon Livelihoods Support Project	PPE	2008	2009	2015
1100001576	Timor Leste	Timor-Leste Maize Storage Project	PCRv	2011	2012	2015
1100001213	Tunisia	Programme for Agro-pastoral Development and Promotion of Local Initiatives in the South-East (PRODESUD)	PCRv+	2002	2003	2015
1100001477	Vietnam	Pro-Poor Partnerships for Agroforestry Development Project	PPE	2008	2009	2015
1100001460	Afghanistan	Rural Microfinance and Livestock Support Programme	PCRv	2009	2009	2016
1100001391	Angola	Market-oriented Smallholder Agriculture Project	PCRv+	2007	2009	2016
1100001538	Armenia	Rural Asset Creation Programme	PCRv	2010	2011	2016
1100001456	Belize	Rural Finance Programme	PPE	2008	2009	2016
1100001331	Benin	Rural Economic Growth Support Project	PCRv	2009	2010	2016
1100001482	Bhutan	Market Access and Growth Intensification Project	PCRv	2010	2011	2016
1100001451	Bosnia	Rural Livelihoods Development Project	PCRv	2008	2010	2016
1100001425	Burkina Faso (PASPRU)	Rural Business Development Services Programme (PASPRU)	PCRv+	2009	2010	2016
1100001360	Burkina Faso (PROFIL)	Agricultural Commodity Chain Support Project (PROFIL)	PCRv+	2006	2007	2016
1100001362	Cameroon	Rural Microfinance Development Support Project	PPE	2008	2010	2016
1100001582	Chad	Rural Development Support Programme in Guéra	PCRv	2010	2011	2016
1100001479	Dominican Republic	Development Project for Rural Poor Economic Organizations of the Border Region	PCRv	2009	2010	2016
1100001518	Eritrea	Fisheries Development Project	PCRv	2010	2010	2016
1100001373	Eswatini	Rural Finance and Enterprise Development Programme	PPE	2008	2010	2016
1100001390	Ghana	Northern Rural Growth Programme	PCRv	2007	2008	2016
1100001428	Ghana	Rural and Agricultural Finance Programme	PCRv	2008	2010	2016
1100001275	Haiti	Projet de Développement de la Petite Irrigation–Phase 2 (PPI-2)	PPE	2006	2008	2016
1100001407	Honduras	Enhancing the Rural Economic Competitiveness of Yoro	PCRv	2007	2008	2016
1100001040	India	North Eastern Region Community Resource Management Project for Upland Areas	PCRv	2009	2010	2016

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001155	India	Orissa Tribal Empowerment and Livelihood Programme	PCR/V	2002	2003	2016
1100001433	Mauritania	Value Chains Development Programme for Poverty Reduction	PCR/V	2009	2010	2016
1100001412	Mexico	Community-based Forestry Development Project in Southern States (Campeche, Chiapas and Oaxaca) (DECOFOS)	PPE	2009	2011	2016
1100001562	Moldova	Rural Financial Services and Agribusiness Development Project	PPE	2010	2011	2016
1100001119	Nepal	Western Uplands Poverty Alleviation Project	PPE	2001	2003	2016
1100001431	Rwanda	Kirehe Community-based Watershed Management Project	PPE	2008	2009	2016
1100001414	Senegal	Agricultural Value Chains Support Project	PCR/V	2008	2010	2016
1100001453	South Sudan	South Sudan Livelihoods Development Project	PCR/V	2008	2009	2016
1100001316	Sri Lanka	Smallholder Plantations Entrepreneurship Development Programme (SPEnDP)	PPE+	2006	2007	2016
1100001277	Sudan	Western Sudan Resources Management Programme	PCR/V	2004	2005	2016
1100001420	Tanzania	Agricultural Sector Development Programme (ASDP)	PCR/V	2004	2007	2016
1100001363	Tanzania	Rural Micro, Small and Medium Enterprise Support Programme	PCR/V	2006	2007	2016
1100001558	Togo	Support to Agricultural Development Project (PADAT)	PCR/V	2010	2010	2016
1100001483	Vietnam	Project for the Economic Empowerment of Ethnic Minorities in Poor Communes of Dak Nong Province	PCR/V	2010	2010	2016
1100001321	El Salvador	Rural Development: Rural Development and Modernization Project for the Eastern Region	PCR/V	2005	2008	2016
1100001490	Bolivia	Research/Extension/Training: Plan VIDA-PEEP to Eradicate Extreme Poverty - Phase I	PCR/V	2009	2011	2016
1100001439	Cameroon	Commodity Value Chain Support Project	PCR/V	2010	2010	2017
1100001579	Central African Republic	Project to Revitalize Crop and Livestock Production in the Savannah	PCR/V	2011	2011	2017
1100001555	China	Guangxi Integrated Agricultural Development Project (GIADP)	PCR/V	2011	2012	2017
1100001627	China	Hunan Agricultural and Rural Infrastructure Improvement Project (HARIIP)	PPE	2012	2012	2017
1100001376	Egypt	Upper Egypt Rural Development Project	PCR/V	2006	2007	2017
1100001313	Gabon	Agricultural and Rural Development Project	PCR/V	2007	2008	2017
1100001317	Guatemala	National Rural Development Programme: Central and Eastern Regions (PNDR ORIENTE)	PCR/V	2004	2008	2017
1100001206	Guinea	National Programme to Support Agricultural Value Chain Actors (PNAFA)	PCR/V	2002	2004	2017
1100001418	India	Mitigating Poverty in Western Rajasthan Project	PCR/V	2008	2008	2017
1100001621	Indonesia	Coastal Community Development Project	PCR/V	2012	2012	2017

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001608	Lao People's Dem. Rep.	Community Based Food Security and Economic Opportunities Programme	PCR/V	2011	2011	2017
1100001616	Liberia	Smallholder Tree Crop Revitalization Support project (STCRSP)	PPE	2011	2012	2017
1100001501	Liberia	Agriculture Sector Rehabilitation Project	PCR/V	2009	2009	2017
1100001365	Malawi	Rural Livelihoods and Economic Enhancement Programme	PPE	2007	2009	2017
1100001326	Mozambique	PRONEA Support Project	PCR/V	2006	2007	2017
1100001505	Nicaragua	Agricultural, Fishery and Forestry Productive Systems Development Programme in RAAN and RAAS Indigenous Territories – NICARIBE	PCR/V	2010	2012	2017
1100001212	Nigeria	Rural Finance Institutions Building Programme	PCR/V	2006	2010	2017
1100001054	Sierra Leone	Rehabilitation and Community-Based Poverty Reduction Project (RCRP)	PPE	2003	2006	2017
1100001457	Sri Lanka	National Agribusiness Development Programme (NADeP)	PCR/V	2009	2010	2017
1100001600	Sri Lanka	Iranamadu Irrigation Development Project	PCR/V+	2011	2012	2017
1100001628	Tonga	Tonga Rural Innovation Project	PCR/V	2012	2012	2017
1100001492	Turkey	Ardahan-Kars-Artvin Development Project (AKADP)	PPE	2009	2010	2017
1100001552	Vietnam	Agriculture, Farmers and Rural Areas Support Project TNSP	PCR/V	2010	2011	2017
1100001474	Zambia	Smallholder Agribusiness Promotion Programme	PCR/V	2009	2010	2017
1100001466	Bangladesh	Participatory Small Scale Water Resources Sector Project (PSSWRSP)	PCR/V	2009	2009	2018
1100001546	Botswana	Agricultural Services Support Project	PPE	2010	2012	2018
1100001559	Cambodia	Project for Agricultural Development and Economic Empowerment	PCR/V	2012	2012	2018
1100001629	China	Yunnan Agricultural and Rural Improvement Project (YARIP)	PCR/V	2012	2013	2018
1100001583	Congo	Agricultural Value Chains Support Development Programme (PADEF)	PCR/V	2011	2013	2018
1100001589	Cote d'Ivoire	Support to Agricultural Production and Marketing Project	PCR/V	2011	2012	2018
1100001533	Dominican Republic	Rural Economic Development Project in the Central and Eastern Provinces	PPE	2010	2012	2018
1100001568	El Salvador	Rural Territorial Competitiveness Programme (Amanecer Rural)	PCR/V	2010	2012	2018
1100001424	Ethiopia	Community-based Integrated Natural Resources Management Project	IE	2009	2010	2018
1100001569	Grenada	Market Access and Rural Enterprise Development Programme	PCR/V	2010	2011	2018
1100001470	India	Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (CAIM)	PCR/V	2009	2009	2018
1100001314	India	Tejaswini Rural Women's Empowerment Programme	PPE	2005	2007	2018

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001377	Maldives	Fisheries and Agricultural Diversification Project	PCR/V	2007	2009	2018
1100001444	Mali	Fostering Agricultural Productivity Project (FAPP)	PCR/V	2011	2011	2018
1100001441	Mali	Rural Microfinance Programme (PMR)	PCR/V	2009	2010	2018
2000000973	Mexico	Rural Productive Inclusion Project United Mexican States (PROINPRO)	PCR/V	2015	2016	2018
1100001471	Nepal	High-Value Agriculture Project in Hill and Mountain Areas (HVAP)	PCR/V	2009	2010	2018
1100001450	Nepal	Poverty Alleviation Fund Project II (PAF II)	PCR/V	2007	2008	2018
1100001625	Niger	Projet d'appui à la sécurité alimentaire et au développement dans la région de Maradi (PASADEM)	IE	2011	2012	2018
1100001646	Niger	Ruwanmu Small-Scale Irrigation Project	PCR/V	2012	2013	2018
1100001611	Paraguay	Inclusion of Family Farming in Value Chains Project (Paraguay Inclusivo)	PCR/V	2012	2013	2018
1100001560	Seychelles	Competitive Local Innovations for Small-scale Agriculture Project (CLISSA)	PCR/V	2013	2013	2018
1100001524	Sudan	Supporting Small-scale Traditional Rainfed Producers in Sinnar State (SUSTAIN)	PCR/V	2010	2011	2018
1100001612	Sudan	Seed Development Project (SDP)	PCR/V	2011	2012	2018
1100001465	Uganda	Agricultural Technology and Agribusiness Advisory Services (ATAAS)	PPE	2010	2011	2018
1100001662	Vietnam	Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces (SRDP)	PCR/V	2013	2013	2018
1100001341	Indonesia	Rural Development: Village Development Programme (ex National Programme for Community Empowerment in Rural Areas Project)	PPE	2008	2009	2018
1100001354	Ecuador	Rural Development: Ibarra-San Lorenzo Corridor Territorial Development Project	PCR/V	2009	2011	2018
1100001575	Tajikistan	Livestock: Livestock and Pasture Development Project	PCR/V	2011	2011	2018
1100001647	Bangladesh	Coastal Climate Resilient Infrastructure Project (CCRIP)	PPE	2013	2013	2019
1100001593	Bosnia	Rural Business Development Project (RBDP)	PCR/V	2011	2014	2019
1100001699	China	Shiyan Smallholder Agribusiness Development Project (SSADeP)	PCR/V	2013	2014	2019
1100001473	Guatemala	Sustainable Rural Development Programme for the Northern Region	PCR/V	2008	2012	2019
1100001535	Honduras	Sustainable Rural Development Programme for the Southern Region (Emprende Sur)	PCR/V	2010	2011	2019
1100001509	Indonesia	Smallholder Livelihood Development Project in Eastern Indonesia (SOLID)	PCR/V	2011	2011	2019
1100001378	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	PCR/V	2010	2010	2019
1100001305	Kenya	Smallholder Dairy Commercialization Programme (SDCP)	PCR/V	2005	2006	2019



<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001626	Kyrgyzstan	Livestock and Market Development Programme (LMDP)	PCR/V	2012	2013	2019
1100001421	Lebanon	Hilly Areas Sustainable Agriculture Development Project (HASAD)	PCR/V	2009	2012	2019
1100001429	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	PCR/V	2008	2009	2019
1100001624	Maldives	Mariculture Enterprise Development Project (MEDEP)	PCR/V	2012	2013	2019
1100001526	Morocco	Agricultural Value Chain Development Project in the Mountain Zones of Al-Haouz Province (PDFAZMH)	PCR/V	2011	2012	2019
1100001687	Sao Tome et Principe	Smallholder Commercial Agriculture Project (PAPAC)	PCR/V	2014	2014	2019
1100001614	Senegal	Support to Agricultural Development and Rural Entrepreneurship Programme (PADAER)	PPE	2011	2011	2019
1100001599	Sierra Leone	Smallholder Commercialization Programme (SCP)	PCR/V	2011	2011	2019
1100001332	Sudan	Butana Integrated Rural Development Project (BIRDP)	PCR/V+	2006	2008	2019
1100001468	Uganda	Agricultural Development: Vegetable Oil Development Project 2	PCR/V	2010	2010	2019
1100001498	Peru	Research/Extension/Training: Strengthening Local Development in the Highlands and High Rainforest Areas Project	PCR/V	2012	2013	2019
1100001500	Uruguay	Credit and Financial Services: Rural Inclusion Pilot Project	PCR/V	2014	2014	2019
1100001517	Mozambique	Agricultural Development: Artisanal Fisheries Promotion Project	PCR/V	2010	2011	2019
1100001522	Ethiopia	Rural Development: Pastoral Community Development Project III	PCR/V	2013	2014	2019
1100001532	Haiti	Agricultural Development: Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region	PCR/V	2012	2012	2019
1100001561	Azerbaijan	Irrigation: Integrated Rural Development Project	PCR/V	2011	2011	2019
1100001577	Mauritania	Rural Development: Poverty Reduction Project in Aftout South and Karakoro - Phase II	PCR/V	2011	2012	2019
1100001602	Nepal	Agricultural Development: Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	PCR/V	2012	2012	2019
1100001606	Uzbekistan	Credit and Financial Services: Horticultural Support Project	PPE	2012	2013	2019
1100001700	Guinea	Rural Development: National Programme to Support Agricultural Value Chain Actors - Lower Guinea and Faranah Expansion	PCR/V	2013	2013	2019
1100001707	Fiji	Rural Development: Fiji Agricultural Partnerships Project	PCR/V	2015	2015	2019
1100001598	Bolivia	Rural Development: Economic Inclusion Programme for Families and Rural Communities in the Territory of Plurinational State of Bolivia	PCR/V	2011	2013	2019

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001567	Zambia	Research/Extension/Training: Smallholder Productivity Promotion Programme	PPE	2011	2011	2019
1100001469	Burundi	Agricultural Intensification and Value-Enhancing Support Project (PAIVA - B)	PCR	2009	2009	2020
1100001447	Egypt	Irrigation: On-farm Irrigation Development Project in Oldlands	PCR	2009	2010	2020
1100001487	Brazil	Rural Development: Cariri and Seridó Sustainable Development Project (PROCASE-Paraiba)	PCR	2009	2012	2020
1100001489	Burundi	Agricultural Development: Value Chain Development Programme	PCR	2010	2010	2020
1100001497	Rwanda	Credit and Financial Services: Climate-Resilient Post-Harvest and Agribusiness Support Project	PCR	2013	2014	2020
1100001515	Pakistan	Rural Development: Gwadar-Lasbela Livelihoods Support Project	PCR	2011	2013	2020
1100001521	Ethiopia	Credit and Financial Services: Rural Financial Intermediation Programme II	PCR	2011	2012	2020
1100001530	Lesotho	Rural Development: Smallholder Agriculture Development Project	PCR	2011	2011	2020
1100001550	Rwanda	Agricultural Development: Project for Rural Income through Exports	PCR	2011	2011	2020
1100001553	Tanzania	Marketing/Storage/Processing: Marketing Infrastructure, Value Addition and Rural Finance Support Programme	PPE	2010	2011	2020
1100001618	Mozambique	Agricultural Development: Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	PCR	2012	2012	2020
1100001663	Vietnam	Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province	PCR	2014	2015	2020
1100001664	Vietnam	Rural Development: Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	PCR	2013	2014	2020
1100001693	Senegal	Agricultural Development: Agricultural Value Chains Support Project-Extension	PCR	2013	2014	2020
1100001701	China	Marketing/Storage/Processing: Jiangxi Mountainous Areas Agribusiness Promotion Project	PCR	2014	2015	2020
1100001683	Nicaragua	Marketing/Storage/Processing: Adapting to Markets and Climate Change Project	PCR	2013	2014	2020
1100001525	Morocco	Agricultural Development: Agricultural Value Chain Development Programme in the Mountain Zones of Taza Province	PCR	2010	2011	2020
1100001702	China	Agricultural Development: Qinghai Liupan Mountain Area Poverty Reduction Project	PCR	2015	2015	2020
1100001392	DR Congo	Agricultural Development: Integrated Agricultural Rehabilitation Programme in the Maniema Province	PCR	2008	2010	2020
1100001610	Argentina	Marketing/Storage/Processing: Inclusive Rural Development Programme	PCR	2011	2011	2020
1100001622	Tunisia	Agricultural Development: Agropastoral Development and Local Initiatives Promotion Programme for the South-East - Phase II	PCR	2012	2014	2020

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001643	Gambia	Irrigation: National Agricultural Land and Water Management Development Project	PPE	2012	2012	2020
1100001348	India	Credit and Financial Services: Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	PPE	2005	2007	2020
1100001563	Brazil	Credit and Financial Services: Rural Business for Small Producers Project	PCRv	2012	2013	2021
1100001590	Cote d'Ivoire	Agricultural Development: Support to Agricultural Production and Marketing Project-Western Expansion	PCRv	2014	2014	2021
1100001760	Georgia	Rural Development: Agriculture Modernization, Market Access and Resilience Project	PCRv	2014	2015	2021
1100001669	Moldova	Rural Development: Inclusive Rural Economic and Climate Resilience Programme	PCRv	2013	2014	2021
1100001588	Ecuador	Rural Development: Buen Vivir in Rural Territories Programme	PCRv	2011	2012	2021
1100001617	India	Agricultural Development: Integrated Livelihood Support Project	PCRv	2011	2012	2021
1100001671	Djibouti	Rural Development: Programme to Reduce Vulnerability in Coastal Fishing Areas	PCRv	2013	2014	2021
2000000977	Tajikistan	Livestock: Livestock and Pasture Development Project II	PCRv	2015	2016	2021
1100001692	Nigeria	Rural Development: Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	PCRv	2013	2015	2021
1100001709	Kyrgyzstan	Livestock: Livestock and Market Development Programme II	PCRv	2013	2014	2021
1100001395	Philippines	Rural Development: Second Cordillera Highland Agricultural Resource Management Project	PCRv	2008	2008	2021
2000001420	India	Rural Development: Andhra Pradesh Drought Mitigation Project	PCRv	2016	2017	2021
1100001619	Brazil	Rural Development: Productive Development and Capacity-Building Project	PCRv	2012	2013	2021
1100001639	Togo	Credit and Financial Services: National Programme for the Promotion of Rural Entrepreneurship	PPE	2014	2014	2021
1100001677	Cuba	Agricultural Development: Cooperative Rural Development Project in the Oriental Region	PPE	2013	2014	2021
1100001556	Eritrea	Agricultural Development: National Agriculture Project	PCRv	2012	2012	2021
1100001649	India	Agricultural Development: Jharkhand Tribal Empowerment and Livelihoods Project	PCRv	2012	2013	2021
1100001635	Benin	Credit and Financial Services: Adapted Rural Financial Services Development Project	PCRv	2012	2014	2022
1100001486	Brazil	Rural Development: Semi-arid Sustainable Development Project in the State of Piauí (Viva o Semiárido)	PCRv	2009	2013	2022
1100001727	Morocco	Rural Development: Rural Development Programme in the Mountain Zones - Phase I	PCRv	2014	2015	2022

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
2000001009	Burundi	Irrigation: Value Chain Development Programme Phase II	PCR/V	2015	2015	2022
1100001548	Philippines	Fisheries: Fisheries, Coastal Resources and Livelihood Project	PCR/V	2015	2015	2021
1100001423	Mozambique	Rural Development: Rural Markets Promotion Programme	PCR/V	2008	2009	2021
1100001732	Sudan	Credit and Financial Services: Livestock Marketing and Resilience Programme	PCR/V	2014	2015	2022
1100001401	Madagascar	Agricultural Development: Support Programme for Rural Microenterprise Poles and Regional Economies	PCR/V	2007	2008	2021
1100001480	Papua New Guinea	Agricultural Development: Productive Partnerships in Agriculture Project	PCR/V	2010	2010	2021
1100001734	Ecuador	Credit and Financial Services: Project to Strengthen Rural Actors in the Popular and Solidary Economy	PCR/V	2015	2017	2022
1100001630	Uganda	Credit and Financial Services: Project for Financial Inclusion in Rural Areas	PCR/V	2013	2014	2022
2000001767	Angola	Rural Development: Agricultural Recovery Project	PCR/V	2017	2018	2022
1100001703	Cambodia	Research/Extension/Training: Agricultural Services Programme for Innovation, Resilience and Extension	PCR/V	2014	2015	2022
1100001679	Angola	Rural Development: Artisanal Fisheries and Aquaculture Project	PCR/V	2015	2015	2022
1100001661	Mali	Agricultural Development: Rural Youth Vocational Training, Employment and Entrepreneurship Support Project	PCR/V	2013	2014	2022
1100001659	Congo	Fisheries: Inland Fisheries and Aquaculture Project	PCR/V	2015	2016	2021
2000000738	Burundi	Rural Development: National Programme for Food Security and Rural Development in Imbo and Moso	PCR/V	2014	2014	2022
1100001544	Kenya	Agricultural Development: Upper Tana Catchment Natural Resource Management Project	PCR/V	2012	2012	2022
1100001690	Armenia	Credit and Financial Services: Infrastructure and Rural Finance Support Programme	PCR/V	2014	2015	2022
2000001131	Lao People's Democratic Republic	Marketing/Storage/Processing: Strategic Support for Food Security and Nutrition Project - GAFSP funds	PCR/V	2016	2016	2022
1100001748	Liberia	Credit and Financial Services: Rural Community Finance Project	PCR/V	2015	2017	2022
2000000897	Peru	Rural Development: Public Services Improvement for Sust. Territorial Development in the Apurimac, Ene, and Mantaro River Basins	PCR/V	2016	2016	2022
1100001584	Democratic Republic of the Congo	Agricultural Development: Kinshasa Food Supply Centres Support Programme	PCR/V	2012	2012	2021
1100001571	Egypt	Credit and Financial Services: Promotion of Rural Incomes through Market Enhancement Project	PPE	2011	2012	2021
1100001680	Lao People's Democratic Republic	Rural Development: Southern Laos Food and Nutrition Security and Market Linkages Programme	PPE	2013	2013	2020

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001597	Mexico	Rural Development: Sustainable Development Project for Communities in Semi-arid Areas	PCRv	2012	2012	2022
1100001623	Türkiye	Agricultural Development: Murat River Watershed Rehabilitation Project	PCRv	2012	2013	2022

Table Annex 4-1

**Number of projects by project completion year and the ARRI/ARIE edition year when the projects were added to the analysis**

Project completion year	ARRI/ARIE year (when projects are added to analysis for the first time)												Total	
	2012	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024		
2013		1	14	13	8	4								40
2014				7	18	12	6							43
2015	1			1	3	12	8	2	1					28
2016						7	20	6		1	1			35
2017							6	14	4					24
2018								10	16	3				29
2019									17	12	2			31
2020									1	14	8	1		24
2021											17	7		24
2022													19	19
<b>Total</b>	<b>1</b>	<b>1</b>	<b>14</b>	<b>21</b>	<b>29</b>	<b>35</b>	<b>40</b>	<b>32</b>	<b>39</b>	<b>30</b>	<b>28</b>	<b>27</b>	<b>297</b>	

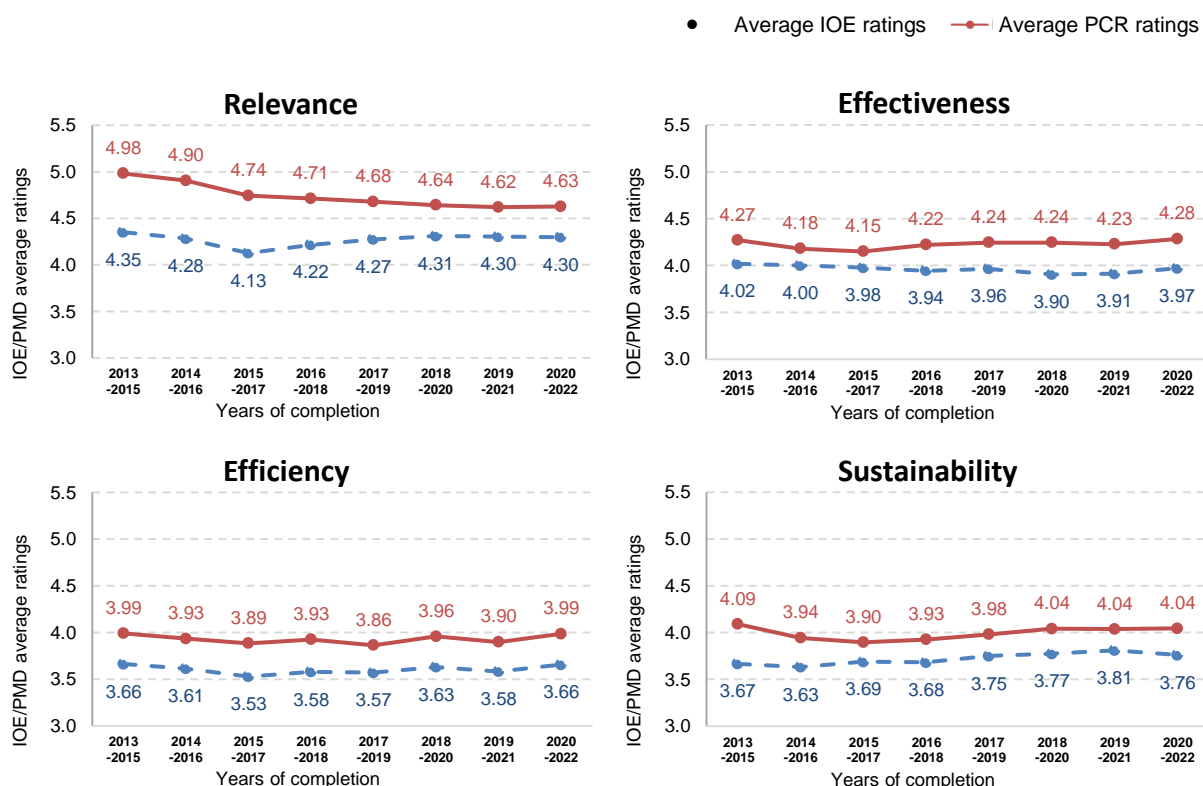
## Analysis of project performance

### A. Analysis of the disconnect between IOE and PCR ratings

1. The average IOE and PCR ratings of performance in the main evaluation criteria for projects completed during 2013-2022 are presented in chart annex 6-1. Overall, average PCR ratings were higher than the IOE ratings across relevance, effectiveness, efficiency and sustainability. Relevance had the highest average rating, followed by effectiveness. The mean of the efficiency ratings was the lowest among these criteria. These patterns of PCR and IOE ratings were consistent throughout the period considered.
2. The gap between the PCRs and IOE average ratings narrowed for the relevance criterion. The gap has been narrowing since 2017 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 2016, however in 2020-2022 the gap widened compared to other years. On the other hand, there is a trend of increasing disconnect in the ratings of effectiveness starting from 2016, reaching its peak difference in 2019-2021. The difference in the average rating for efficiency has been relatively stable over the period.

Chart Annex 6-1

**Comparison of the average project performance ratings of IOE and PCR in selected criteria (2013-2022)**  
Average IOE and PCR ratings for project performance



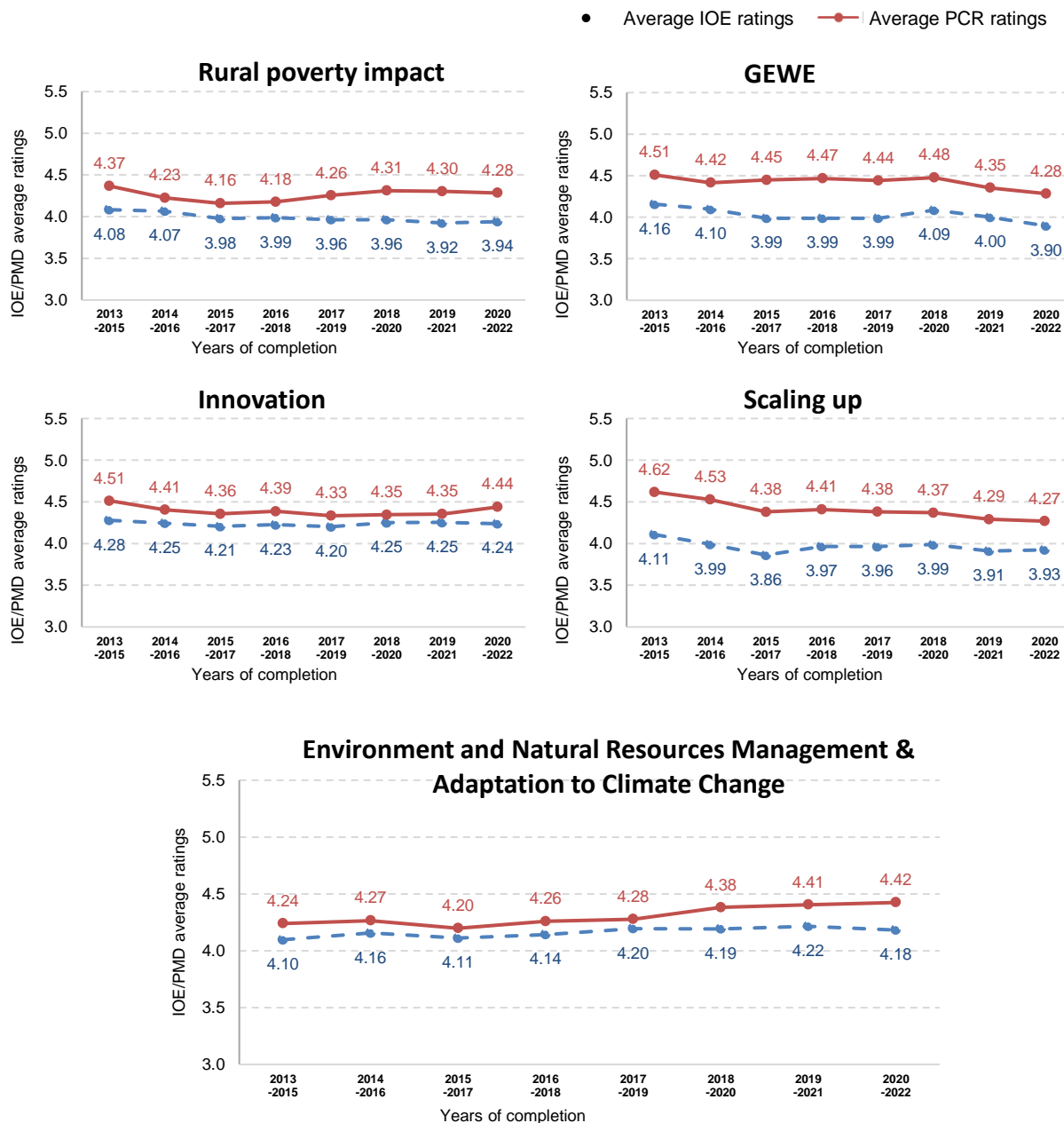
Source: IOE/PCR ratings, February 2024.

3. Chart annex 6-2 shows a combined overview of the differences in rating performance between IOE and PCR ratings in five criteria: rural poverty impact, GEWE, innovation, scaling up and environment and natural resources management & adaptation to climate change (ENRM & CCA).
4. In general, the average PCR rating has been higher than the average IOE rating across all these criteria in the last ten years, although to varying extents. Chart

annex 6-2 shows that rural poverty impact shows somewhat growing gaps since the 2016-2018 period, which especially intensified in the 2019-2021 period. However, in the latest period (2020-2022) the gap shortened a little bit. Mean disconnects between IOE and PCR ratings in GEWE and scaling up have been relatively stable since 2015-2017, even showing a small decrease in the case of GEWE starting from 2019-2021. On the other hand, average rating gaps in innovation and ENRM & CCA have been minimal in past years but started increasing from 2018-2020.

Chart Annex 6-2

**Comparison of the average project performance ratings of IOE and PCR in other criteria (2013-2022)**  
Average IOE and PCR ratings for project performance



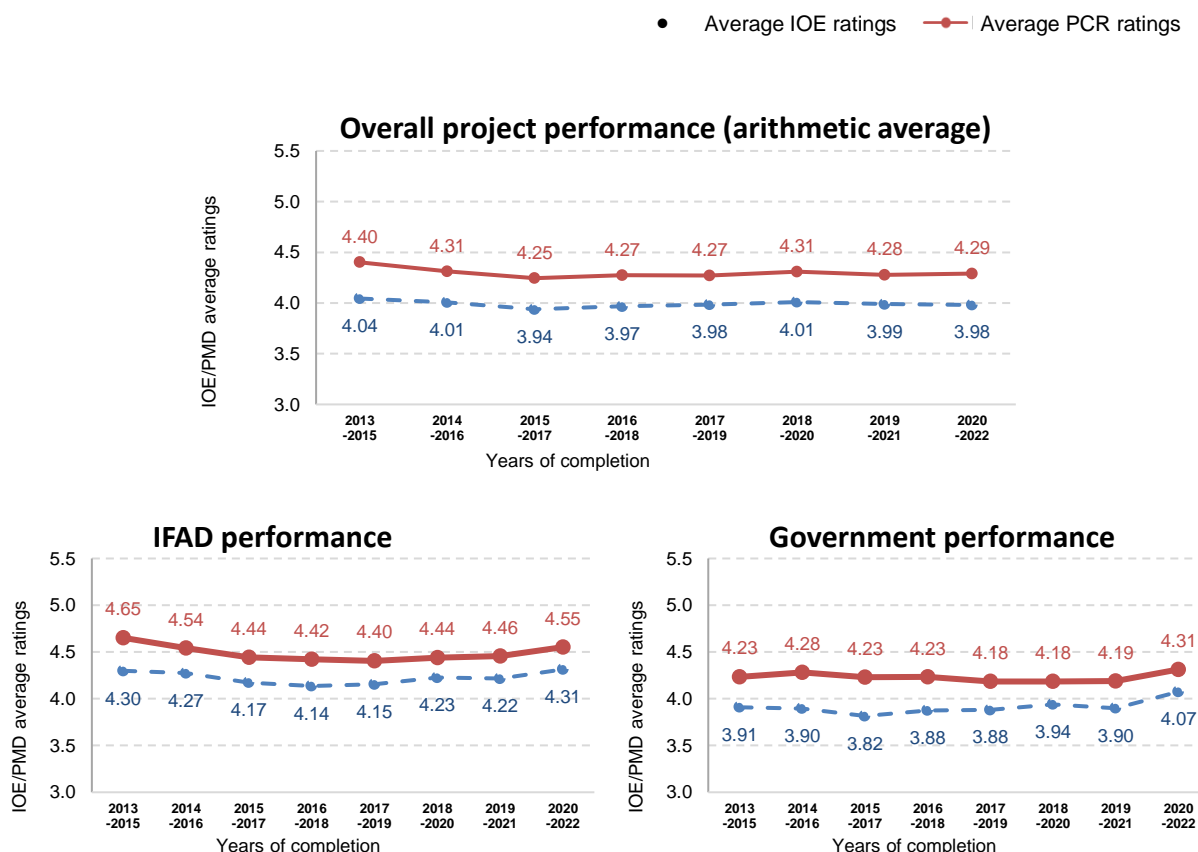
Source: IOE/PCR ratings, February 2024.

- The means of IOE ratings on overall project performance, IFAD performance and government performance were lower than the mean of PCR ratings (chart annex 6-3). Rating gaps in overall project performance (the average of nine criteria) and

IFAD performance have been stable since 2016. The mean difference between IOE and PCR ratings for government performance stayed stable and has changed insignificantly during the last reference period.

Chart Annex 6-3

**Comparison of the average project performance ratings of IOE and PCR in selected criteria (2013-2022)**  
[Average IOE and PCR ratings for project performance]



Source: IOE/PCR ratings, February 2024.

- The global average disconnects between IOE and PCR ratings for all projects by criteria was -0.32 (table annex 6-1). These disconnects varied across regions, ranging from -0.24 to -0.37. The average disconnect of APR (-0.24) was below the global average, while ESA (-0.37), WCA (-0.34) and LAC (-0.34) had disconnects higher than the global average.

Table Annex 6-1

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

Region (PCR/PPE/IE 2013-2022)						
	APR	LAC	ESA	NEN	WCA	Global*
Average disconnect	-0.24	-0.34	-0.37	-0.33	-0.34	-0.32

Source: IOE evaluation database (PCR/PPE/IE), February 2024.

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

## B. Correlation among IOE ratings for evaluation criteria

- A Spearman’s rank correlation was conducted to understand the relationships between selected key criteria. A number of criteria showed relatively high and relatively low correlations with other indicators. To provide a more intuitive sense of the strength of the correlations among IOE criteria, the table below provides each correlation labelled as 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 ( $r<0.3$ ).



8. The correlation analysis presented in the table below indicates that most criteria are moderately correlated with other indicators. Government performance is strongly correlated with efficiency. Effectiveness has a moderate correlation with all attested indicators. It is important to note that relevance has a weak connection with efficiency, sustainability and government performance. IFAD performance also has a weak connection with sustainability.

Table Annex 6-2

**Correlation among IOE criteria (all projects completed between 2013 and 2022)**

	Relevance	Effectiveness	Efficiency	Sustainability	Rural Poverty Impact	IFAD performance	Government performance
Relevance							
Effectiveness	Moderate (0.51*)						
Efficiency	Low (0.44*)	Moderate (0.67*)					
Sustainability	Low (0.42*)	Moderate (0.61*)	Moderate (0.58*)				
Rural Poverty Impact	Moderate (0.52*)	Moderate (0.69*)	Moderate (0.58*)	Moderate (0.60*)			
IFAD performance	Moderate (0.56*)	Moderate (0.60*)	Moderate (0.57*)	Low (0.49*)	Moderate (0.57*)		
Government performance	Low (0.45*)	Moderate (0.66*)	Strong (0.70*)	Moderate (0.60*)	Moderate (0.60*)	Moderate (0.65*)	

Note: \* Statistically significant at 5 per cent.

All correlation coefficients show positive correlation, classification of the correlation strength is based on rule of thumb commonly used in interpreting 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).

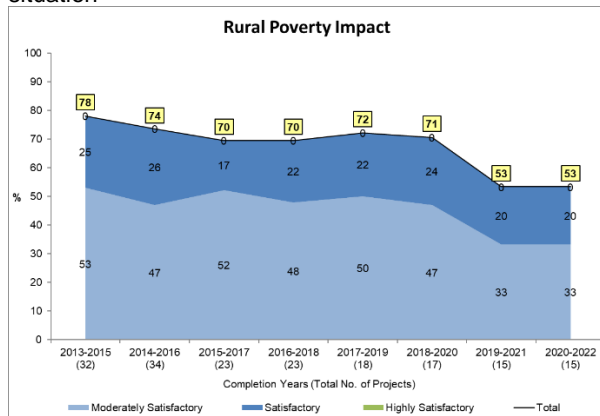
### C. Project performance under conditions of fragility

9. A comparison of the share of projects rated moderately satisfactory or better for four core evaluation criteria was presented in chapter 2. As for other criteria, a decline in performance was observed for 2020-2022 for projects operated in countries with fragile situations. The exception in that case is ENRM & CCA, and partially GEWE. However, for ENRM & CCA, the share of satisfactory or better rating (5 or above) has notably decreased in the fragility group (chart annex 6-4). For the last reference period GEWE results have plateaued and are not significantly different when comparing projects not under fragility conditions.

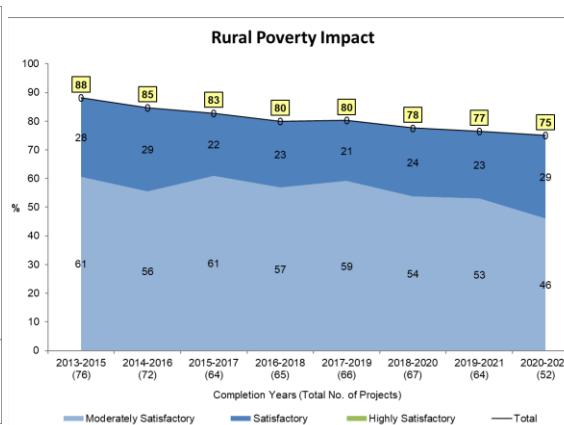
Chart Annex 6-4

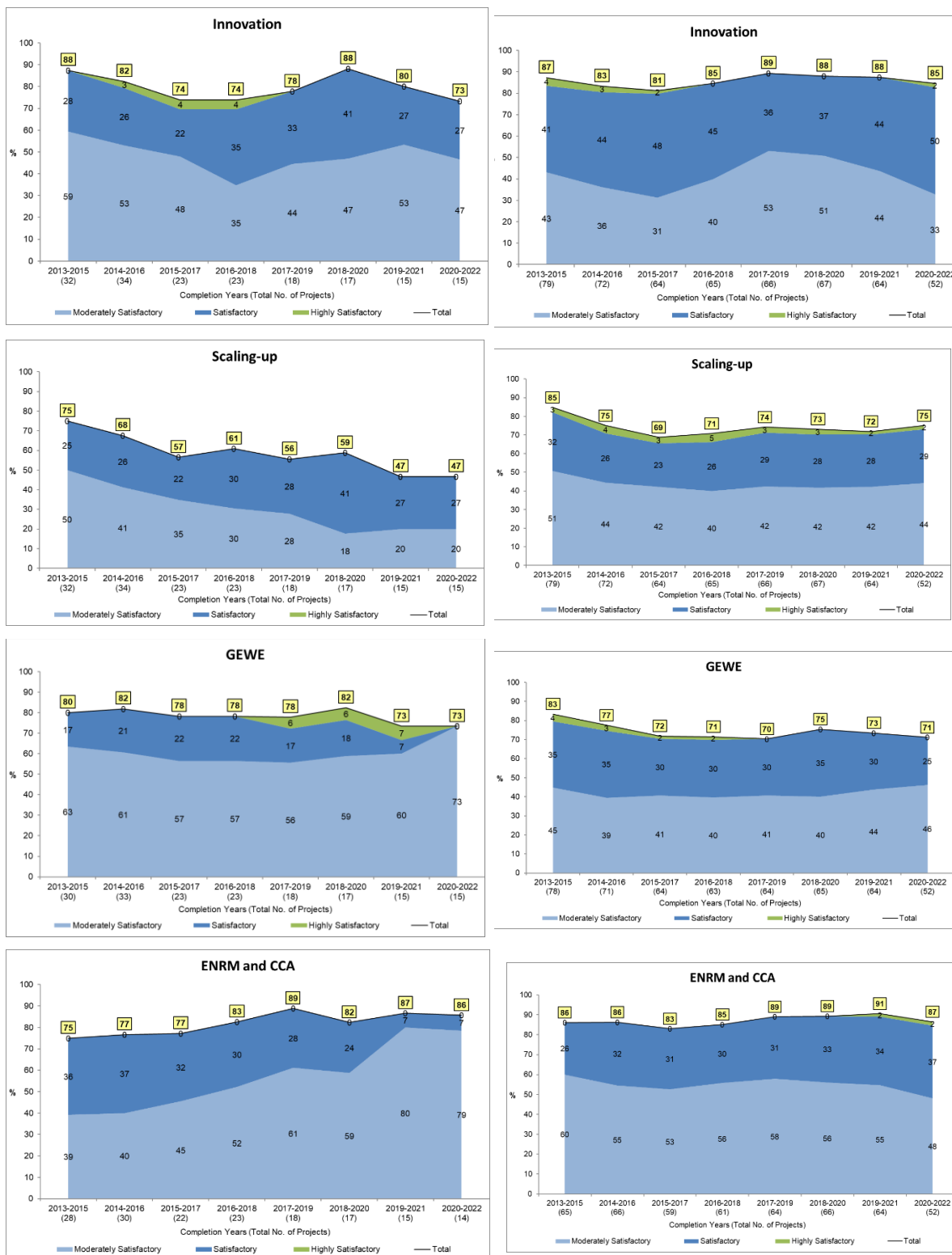
**Share of projects with moderately satisfactory or better ratings**

Projects in countries with fragile and conflict-affected situation



Other projects





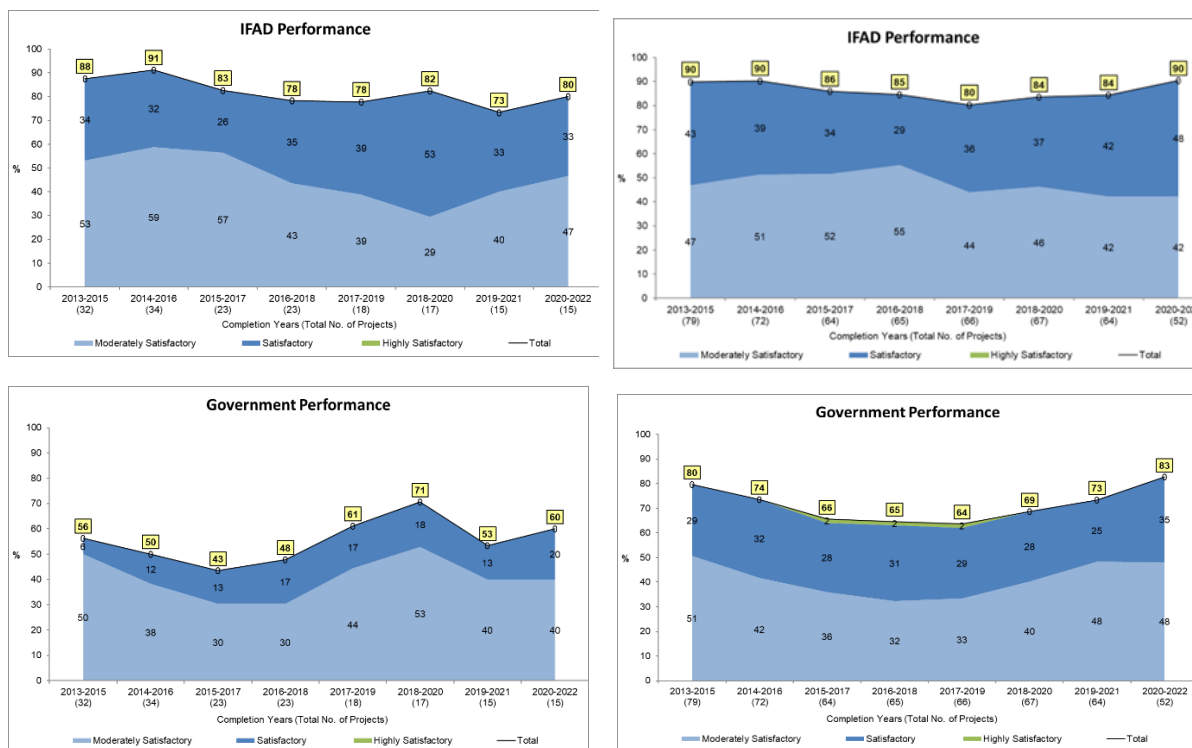
Source: IOE/PCR ratings, February 2024.

- The IFAD performance has increased for projects in the fragility group from 73 per cent in 2019-2021 to 80 per cent in 2020-2022. As for the government performance ratings, after experiencing a decline (the share of well-performing projects decreased from 71 per cent in 2018-2020 to 53 per cent in 2019-2020), it has increase to 60 per cent for the last reference period (2020-2022). As for the projects outside the fragility setting, both for IFAD and government performance figures are increasing (chart annex 6-5).

Chart Annex 6-5  
Share of projects with moderately satisfactory or better ratings

Projects in countries with fragile and conflict-affected situation

Other projects



Source: IOE/PCR ratings, February 2024.

- The table below shows a comparison of the two groups during 2020-2022 and 2017-2019. The performance of projects in countries with fragile situations worsened for all but one evaluation criteria, with rural poverty impact suffering the most significant decline (from 72 per cent to 53 per cent), followed by efficiency (decline from 50 per cent to 33 per cent). In the non-fragile group, six of twelve criteria showed modest improvements in performance between the two periods, with the biggest gains for Government (from 64 per cent to 83 per cent) and IFAD performance (from 80 per cent to 90 per cent) (Table Annex 6-3).

Table Annex 6-3  
Comparison of performance of projects with and without conditions of fragility (2020-2022 and 2017-2019)

[Percentage of projects with moderately satisfactory rating or better]

Criteria	Fragile situations			Non-fragile situations		
	2017-2019 (N=18)	2020-2022 (N=15)	Δ 2020-2022 vs 2017-2019	2017-2019 (N=66)	2020-2022 (N=52)	Δ 2020-2022 vs 2017-2019
Relevance	94	93	-1 ▼	85	90	6 ▲
ENRM and CCA	89	86	-3 ▼	89	87	-3 ▼
Innovation	78	73	-5 ▼	89	85	-4 ▼
GEWE	78	73	-5 ▼	70	71	1 ▲
Rural Poverty Impact	72	53	-19 ▼	80	75	-5 ▼
Effectiveness	67	60	-7 ▼	83	75	-8 ▼
Scaling-up	56	47	-9 ▼	74	75	1 ▲
Sustainability	50	47	-3 ▼	68	69	1 ▲
Efficiency	50	33	-17 ▼	58	62	4 ▲
Overall project performance	50	33	-17 ▼	59	62	3 ▲
IFAD performance	78	80	2 ▲	80	90	10 ▲
Government performance	61	60	-1 ▼	64	83	19 ▲

Source: IOE analysis based on evaluation database (PCR/V/PPE/IE), February 2024.

## D. Project performance and Cofinancing

12. The tables below summarize the statistical analysis of the links between project performance and share of cofinancing, controlling for total project finance and regional variations. The analysis presents the findings for the performance of the following evaluation criteria: Relevance, effectiveness, efficiency, sustainability, rural poverty impact, GEWE, ENRM and CCA, overall project performance, government performance and IFAD performance. The analysis considers increasing shares of domestic cofinancing as well as international cofinancing.

### Domestic cofinancing

Dependent variable: Relevance; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region (APR is taken as the reference region).

```
. reg Relevance RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs   =       297
                                F(6, 290)      =       3.54
                                Prob > F         =       0.0021
                                R-squared        =       0.0618
                                Root MSE     =       .67463
```

Relevance	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.9035807	.2464531	-3.67	0.000	-1.388644	-.4185172
TotalCurrentAmount	1.86e-09	1.37e-09	1.36	0.176	-8.38e-10	4.56e-09
Regionr						
ESA	-.2799725	.1150171	-2.43	0.016	-.5063467	-.0535983
LAC	.1032605	.1365201	0.76	0.450	-.1654353	.3719564
NEN	-.105786	.1290918	-0.82	0.413	-.3598615	.1482896
WCA	-.0793829	.1260511	-0.63	0.529	-.3274739	.1687081
_cons	4.526999	.1313002	34.48	0.000	4.268577	4.785422

Dependent variable: Effectiveness; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Effectiveness RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs   =       297
                                F(6, 290)      =       3.91
                                Prob > F         =       0.0009
                                R-squared        =       0.0769
                                Root MSE     =       .74398
```

Effectiveness	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.9891363	.3030035	-3.26	0.001	-1.585501	-.3927714
TotalCurrentAmount	2.49e-09	9.02e-10	2.76	0.006	7.13e-10	4.26e-09
Regionr						
ESA	-.3204631	.1218264	-2.63	0.009	-.5602391	-.0806871
LAC	-.0026241	.1434451	-0.02	0.985	-.2849496	.2797013
NEN	-.0991879	.1425182	-0.70	0.487	-.379689	.1813132
WCA	-.3636314	.1381846	-2.63	0.009	-.6356034	-.0916594
_cons	4.300176	.1169443	36.77	0.000	4.070009	4.530344

Dependent variable: Efficiency; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Efficiency RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      296
                                F(6, 289)       =      7.28
                                Prob > F            =     0.0000
                                R-squared          =     0.1206
                                Root MSE       =     .87417
```

Efficiency	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-1.140734	.3404513	-3.35	0.001	-1.810813	-.470656
TotalCurrentAmount	1.99e-09	1.70e-09	1.17	0.244	-1.36e-09	5.34e-09
Regionr						
ESA	-.4209553	.1553768	-2.71	0.007	-.7267688	-.1151418
LAC	-.0535699	.1811458	-0.30	0.768	-.4101022	.3029625
NEN	-.0620051	.171935	-0.36	0.719	-.4004087	.2763985
WCA	-.7682381	.1591695	-4.83	0.000	-1.081517	-.4549596
_cons	4.12292	.1669159	24.70	0.000	3.794395	4.451445

Dependent variable: Sustainability; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Sustainability RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      297
                                F(6, 290)       =      5.31
                                Prob > F            =     0.0000
                                R-squared          =     0.0982
                                Root MSE       =     .71309
```

Sustainability	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.4705971	.2921235	-1.61	0.108	-1.045548	.104354
TotalCurrentAmount	1.14e-09	1.02e-09	1.12	0.265	-8.69e-10	3.15e-09
Regionr						
ESA	-.3775223	.115911	-3.26	0.001	-.6056558	-.1493888
LAC	-.1602461	.1537233	-1.04	0.298	-.462801	.1423088
NEN	-.1369743	.1340556	-1.02	0.308	-.4008195	.1268709
WCA	-.6286238	.1244197	-5.05	0.000	-.8735039	-.3837437
_cons	4.049039	.1174537	34.47	0.000	3.817869	4.280208

Dependent variable: Rural Poverty Impact; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg RuralPovertyImpact RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs   =       294
                                F(6, 287)       =       3.26
                                Prob > F             =       0.0041
                                R-squared            =       0.0688
                                Root MSE         =       .72943
```

RuralPovertyImpact	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.9210741	.3282669	-2.81	0.005	-1.56719	-.2749582
TotalCurrentAmount	1.40e-09	7.93e-10	1.76	0.079	-1.61e-10	2.96e-09
Regionr						
ESA	-.188961	.1218697	-1.55	0.122	-.4288328	.0509108
LAC	-.0000322	.1541579	-0.00	1.000	-.3034557	.3033913
NEN	-.0562685	.1271876	-0.44	0.659	-.3066072	.1940703
WCA	-.4123538	.1285252	-3.21	0.001	-.6653254	-.1593822
_cons	4.333193	.1068534	40.55	0.000	4.122877	4.543509

Dependent variable: Innovation; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Innovation RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs   =       297
                                F(6, 290)       =       3.22
                                Prob > F             =       0.0045
                                R-squared            =       0.0733
                                Root MSE         =       .78137
```

Innovation	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.8797563	.3190914	-2.76	0.006	-1.507785	-.2517277
TotalCurrentAmount	1.04e-09	7.81e-10	1.33	0.185	-5.00e-10	2.57e-09
Regionr						
ESA	-.0592253	.1220394	-0.49	0.628	-.2994205	.1809699
LAC	-.0558673	.1554151	-0.36	0.720	-.3617518	.2500172
NEN	-.1923283	.1438002	-1.34	0.182	-.4753527	.0906962
WCA	-.4661627	.1427786	-3.26	0.001	-.7471765	-.185149
_cons	4.600103	.1253447	36.70	0.000	4.353402	4.846803

Dependent variable: Scaling-up; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Scalingup RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      297
                                F(6, 290)        =       5.01
                                Prob > F              =      0.0001
                                R-squared              =      0.0879
                                Root MSE           =      .88488
```

Scalingup	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.8211103	.3470253	-2.37	0.019	-1.504118	-.1381028
TotalCurrentAmount	1.38e-09	9.07e-10	1.52	0.131	-4.10e-10	3.16e-09
Regionr						
ESA	-.0879876	.1494605	-0.59	0.557	-.3821525	.2061773
LAC	-.0532336	.1997721	-0.27	0.790	-.4464206	.3399534
NEN	.0277971	.1626061	0.17	0.864	-.2922406	.3478348
WCA	-.6234654	.1581789	-3.94	0.000	-.9347897	-.3121411
_cons	4.331431	.1495627	28.96	0.000	4.037065	4.625797

Dependent variable: Gender equality and women's empowerment; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Genderequalityandwomensempo RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr ,
```

```
Linear regression                Number of obs    =      292
                                F(6, 285)        =       3.42
                                Prob > F              =      0.0028
                                R-squared              =      0.0718
                                Root MSE           =      .79606
```

Genderequalityandwomensempo	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.8571158	.2861352	-3.00	0.003	-1.420322	-.2939094
TotalCurrentAmount	1.37e-09	7.52e-10	1.82	0.070	-1.11e-10	2.85e-09
Regionr						
ESA	-.4125617	.1468229	-2.81	0.005	-.7015566	-.1235668
LAC	.0721235	.1624179	0.44	0.657	-.2475672	.3918142
NEN	-.4003243	.1515102	-2.64	0.009	-.6985452	-.1021033
WCA	-.2663957	.135505	-1.97	0.050	-.5331133	.0003219
_cons	4.414707	.1320181	33.44	0.000	4.154853	4.674561

Dependent variable: Environment and Natural Resources Management & Adaptation to Climate Change; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg EnvironmentandNaturalResource RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr
```

```
Linear regression                Number of obs    =        274
                                F(6, 267)       =         3.18
                                Prob > F            =        0.0050
                                R-squared          =        0.0630
                                Root MSE       =        .67248
```

EnvironmentandNaturalRes~e	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.4689987	.2992661	-1.57	0.118	-1.05822	.1202229
TotalCurrentAmount	1.55e-09	7.03e-10	2.20	0.028	1.64e-10	2.93e-09
Regionr						
ESA	-.2396802	.1224029	-1.96	0.051	-.4806779	.0013174
LAC	-.1400034	.1402288	-1.00	0.319	-.4160983	.1360914
NEN	.1833059	.1206041	1.52	0.130	-.0541501	.4207619
WCA	-.2471374	.13023	-1.90	0.059	-.5035458	.009271
_cons	4.28976	.1166391	36.78	0.000	4.06011	4.519409

Dependent variable: IFAD performance; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg IFADperformance RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =        297
                                F(6, 290)       =         4.08
                                Prob > F            =        0.0006
                                R-squared          =        0.0751
                                Root MSE       =        .68587
```

IFADperformance	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofDOMcurrentAmountbyT	-.5744629	.2555068	-2.25	0.025	-1.077346	-.07158
TotalCurrentAmount	1.23e-09	1.33e-09	0.92	0.357	-1.39e-09	3.85e-09
Regionr						
ESA	-.0971478	.1204808	-0.81	0.421	-.3342753	.1399798
LAC	.3110049	.1268066	2.45	0.015	.0614269	.5605829
NEN	-.0109853	.1316994	-0.08	0.934	-.2701932	.2482226
WCA	-.3046416	.1255515	-2.43	0.016	-.5517494	-.0575338
_cons	4.37655	.1218341	35.92	0.000	4.136758	4.616341



Dependent variable: Government performance; Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Governmentperformance RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      297
                                F(6, 290)       =       7.14
                                Prob > F            =      0.0000
                                R-squared          =      0.1073
                                Root MSE       =      .78142
```

Governmentperformance	Robust					[95% Conf. Interval]	
	Coef.	Std. Err.	t	P> t			
RatioofDOMcurrentAmountbyT	-.6990638	.3020377	-2.31	0.021	-1.293528	-.1045999	
TotalCurrentAmount	1.72e-09	1.28e-09	1.35	0.178	-7.90e-10	4.24e-09	
Regionr							
ESA	-.4600467	.1394287	-3.30	0.001	-.7344672	-.1856261	
LAC	-.0967078	.1613957	-0.60	0.550	-.4143633	.2209477	
NEN	-.2356573	.1436873	-1.64	0.102	-.5184594	.0471449	
WCA	-.6903357	.1345142	-5.13	0.000	-.9550835	-.4255878	
_cons	4.341971	.1294288	33.55	0.000	4.087232	4.59671	

Dependent variable: Overall project performance (arithmetic average); Independent & controlling variables: (1) Ratio of Domestic funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Overallprojectperformanceari RatioofDOMcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      297
                                F(6, 290)       =       5.77
                                Prob > F            =      0.0000
                                R-squared          =      0.1148
                                Root MSE       =      .55164
```

Overallprojectperformanc~i	Robust					[95% Conf. Interval]	
	Coef.	Std. Err.	t	P> t			
RatioofDOMcurrentAmountbyT	-.8299835	.2339274	-3.55	0.000	-1.290394	-.3695727	
TotalCurrentAmount	1.62e-09	7.65e-10	2.11	0.035	1.12e-10	3.12e-09	
Regionr							
ESA	-.2749779	.0916241	-3.00	0.003	-.4553105	-.0946454	
LAC	-.0348262	.1206496	-0.29	0.773	-.2722861	.2026337	
NEN	-.0948526	.1051308	-0.90	0.368	-.3017686	.1120635	
WCA	-.4312435	.1011203	-4.26	0.000	-.6302662	-.2322209	
_cons	4.330679	.0955117	45.34	0.000	4.142695	4.518663	

### International cofinancing

Dependent variable: Relevance; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Relevance RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =        173
                                F(6, 166)       =         1.02
                                Prob > F           =        0.4170
                                R-squared          =        0.0314
                                Root MSE       =        .66368
```

Relevance	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	.0453795	.2356634	0.19	0.848	-.4199043	.5106634
TotalCurrentAmount	-3.67e-10	1.19e-09	-0.31	0.759	-2.72e-09	1.99e-09
Regionr						
ESA	-.2302805	.1421782	-1.62	0.107	-.5109912	.0504302
LAC	-.0259234	.1756189	-0.15	0.883	-.3726579	.3208111
NEN	-.319359	.1581605	-2.02	0.045	-.6316245	-.0070935
WCA	-.1397868	.156759	-0.89	0.374	-.4492851	.1697115
_cons	4.509473	.1445027	31.21	0.000	4.224173	4.794773

Dependent variable: Effectiveness; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Effectiveness RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =        173
                                F(6, 166)       =         1.24
                                Prob > F           =        0.2903
                                R-squared          =        0.0405
                                Root MSE       =        .72118
```

Effectiveness	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	-.1196875	.2551423	-0.47	0.640	-.6234296	.3840546
TotalCurrentAmount	7.13e-10	8.15e-10	0.88	0.383	-8.95e-10	2.32e-09
Regionr						
ESA	-.1935403	.1586264	-1.22	0.224	-.5067255	.119645
LAC	-.2940177	.1641161	-1.79	0.075	-.6180417	.0300063
NEN	-.251862	.1853743	-1.36	0.176	-.6178572	.1141333
WCA	-.3890278	.1637262	-2.38	0.019	-.7122819	-.0657738
_cons	4.224275	.1414262	29.87	0.000	3.945049	4.503501

Dependent variable: Efficiency; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Efficiency RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      173
                                F(6, 166)       =       3.18
                                Prob > F             =     0.0055
                                R-squared            =     0.0977
                                Root MSE         =     .87167
```

Efficiency	Robust					
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	.1734643	.3035248	0.57	0.568	-.4258021	.7727308
TotalCurrentAmount	-8.52e-10	1.45e-09	-0.59	0.558	-3.72e-09	2.01e-09
Regionr						
ESA	-.281091	.2144998	-1.31	0.192	-.7045904	.1424084
LAC	-.455739	.2368622	-1.92	0.056	-.9233898	.0119117
NEN	-.2666667	.2240048	-1.19	0.236	-.7089322	.1755989
WCA	-.8159795	.2025259	-4.03	0.000	-1.215838	-.4161209
_cons	4.035029	.2016392	20.01	0.000	3.636922	4.433137

Dependent variable: Sustainability; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Sustainability RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      173
                                F(6, 166)       =       2.32
                                Prob > F             =     0.0352
                                R-squared            =     0.0759
                                Root MSE         =     .72796
```

Sustainability	Robust					
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	-.1646837	.2394776	-0.69	0.493	-.6374981	.3081307
TotalCurrentAmount	-2.31e-10	8.16e-10	-0.28	0.777	-1.84e-09	1.38e-09
Regionr						
ESA	-.3050507	.1576493	-1.93	0.055	-.6163068	.0062054
LAC	-.3109708	.2013968	-1.54	0.124	-.7086001	.0866585
NEN	-.2248644	.181188	-1.24	0.216	-.5825943	.1328656
WCA	-.6028962	.1678716	-3.59	0.000	-.9343349	-.2714575
_cons	4.030446	.1461941	27.57	0.000	3.741807	4.319086

Dependent variable: Rural Poverty Impact; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg RuralPovertyImpact RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs   =       172
                                F(6, 165)       =         1.36
                                Prob > F             =        0.2343
                                R-squared            =        0.0388
                                Root MSE         =        .72787
```

RuralPovertyImpact	Robust			P> t	[95% Conf. Interval]	
	Coef.	Std. Err.	t			
RatioofINTcurrentAmountbyT	-.0267583	.2215391	-0.12	0.904	-.4641751	.4106585
TotalCurrentAmount	2.50e-10	7.05e-10	0.35	0.723	-1.14e-09	1.64e-09
Regionr						
ESA	-.2777196	.1634297	-1.70	0.091	-.6004027	.0449635
LAC	-.3318503	.1901542	-1.75	0.083	-.7072995	.043599
NEN	-.2952382	.1678992	-1.76	0.081	-.6267461	.0362697
WCA	-.4240589	.1582819	-2.68	0.008	-.736578	-.1115398
_cons	4.292286	.137131	31.30	0.000	4.021528	4.563044

Dependent variable: Innovation; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Innovation RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs   =       173
                                F(6, 166)       =         1.85
                                Prob > F             =        0.0933
                                R-squared            =        0.0593
                                Root MSE         =        .76017
```

Innovation	Robust			P> t	[95% Conf. Interval]	
	Coef.	Std. Err.	t			
RatioofINTcurrentAmountbyT	-.2427931	.2426166	-1.00	0.318	-.721805	.2362188
TotalCurrentAmount	-1.12e-10	7.03e-10	-0.16	0.874	-1.50e-09	1.28e-09
Regionr						
ESA	-.0582105	.1715982	-0.34	0.735	-.3970069	.2805858
LAC	-.3217222	.2184542	-1.47	0.143	-.7530288	.1095845
NEN	-.2905549	.1916175	-1.52	0.131	-.6688765	.0877666
WCA	-.4708181	.1786972	-2.63	0.009	-.8236303	-.1180059
_cons	4.612934	.1593918	28.94	0.000	4.298238	4.927631

Dependent variable: Scaling up; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Scalingup RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      173
                                F(6, 166)        =       2.73
                                Prob > F              =      0.0148
                                R-squared             =      0.0882
                                Root MSE          =      .87664
```

Scalingup	Robust				
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
RatioofINTcurrentAmountbyT	.0718267	.2800494	0.26	0.798	-.4810909 .6247444
TotalCurrentAmount	3.35e-10	8.13e-10	0.41	0.680	-1.27e-09 1.94e-09
Regionr					
ESA	-.2811956	.2028845	-1.39	0.168	-.6817621 .1193709
LAC	-.4599035	.2706842	-1.70	0.091	-.994331 .074524
NEN	-.3622897	.2020864	-1.79	0.075	-.7612806 .0367011
WCA	-.7726663	.2037766	-3.79	0.000	-1.174994 -.3703383
_cons	4.390778	.1803782	24.34	0.000	4.034647 4.746909

Dependent variable: Gender equality and women's empowerment; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Genderequalityandwomensempo RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr ,
```

```
Linear regression                Number of obs    =      169
                                F(6, 162)        =       1.22
                                Prob > F              =      0.2965
                                R-squared             =      0.0427
                                Root MSE          =      .84174
```

Genderequalityandwomense~o	Robust				
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
RatioofINTcurrentAmountbyT	-.1607285	.2964066	-0.54	0.588	-.7460473 .4245902
TotalCurrentAmount	2.56e-10	7.79e-10	0.33	0.743	-1.28e-09 1.79e-09
Regionr					
ESA	-.2671022	.2059576	-1.30	0.197	-.67381 .1396056
LAC	-.078822	.2420793	-0.33	0.745	-.5568597 .3992158
NEN	-.5123687	.2133156	-2.40	0.017	-.9336065 -.091131
WCA	-.1604032	.1923727	-0.83	0.406	-.5402845 .2194782
_cons	4.265277	.1816611	23.48	0.000	3.906548 4.624006

Dependent variable: Environment and Natural Resources Management & Adaptation to Climate Change; Independent & controlling variables: (1) Ratio of International

funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg EnvironmentandNaturalResource RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =        165
                                F(6, 158)       =         3.32
                                Prob > F           =        0.0041
                                R-squared          =        0.0851
                                Root MSE       =        .66866
```

EnvironmentandNaturalRes~e	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	-.5160652	.2383908	-2.16	0.032	-.9869089	-.0452214
TotalCurrentAmount	1.49e-09	6.39e-10	2.33	0.021	2.26e-10	2.75e-09
Regionr						
ESA	-.3185863	.1666813	-1.91	0.058	-.6477972	.0106245
LAC	-.2568618	.1945303	-1.32	0.189	-.641077	.1273534
NEN	.0934801	.1563348	0.60	0.551	-.2152955	.4022557
WCA	-.2232589	.1604554	-1.39	0.166	-.5401731	.0936552
_cons	4.373565	.1435434	30.47	0.000	4.090054	4.657077

Dependent variable: IFAD performance; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg IFADperformance RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =        173
                                F(6, 166)       =         1.82
                                Prob > F           =        0.0979
                                R-squared          =        0.0556
                                Root MSE       =        .69654
```

IFADperformance	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	.1281208	.230409	0.56	0.579	-.3267889	.5830305
TotalCurrentAmount	-6.09e-10	1.07e-09	-0.57	0.569	-2.72e-09	1.50e-09
Regionr						
ESA	-.1258228	.1616969	-0.78	0.438	-.4450702	.1934247
LAC	.0708921	.1562371	0.45	0.651	-.2375758	.3793599
NEN	-.3165943	.1706847	-1.85	0.065	-.653587	.0203984
WCA	-.3503541	.1550288	-2.26	0.025	-.6564365	-.0442717
_cons	4.399986	.1445955	30.43	0.000	4.114503	4.685469

Dependent variable: Government performance; Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Governmentperformance RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      173
                                F(6, 166)       =       3.05
                                Prob > F           =     0.0075
                                R-squared         =     0.0888
                                Root MSE      =     .77748
```

Governmentperformance	Robust					
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	-.1111666	.2523163	-0.44	0.660	-.6093293	.3869962
TotalCurrentAmount	3.35e-10	1.25e-09	0.27	0.789	-2.14e-09	2.81e-09
Regionr						
ESA	-.4044007	.1863685	-2.17	0.031	-.7723588	-.0364427
LAC	-.2621599	.2139292	-1.23	0.222	-.6845327	.1602128
NEN	-.2930345	.1799773	-1.63	0.105	-.6483741	.062305
WCA	-.6928536	.1735196	-3.99	0.000	-1.035443	-.3502639
_cons	4.278821	.174622	24.50	0.000	3.934055	4.623588

Dependent variable: Overall project performance (arithmetic average); Independent & controlling variables: (1) Ratio of International funding within the total budget size, (2) Project funding total size (actual funding), (3) Region.

```
. reg Overallprojectperformanceari RatioofINTcurrentAmountbyT TotalCurrentAmount i.Regionr , vce(robust)
```

```
Linear regression                Number of obs    =      173
                                F(6, 166)       =       2.34
                                Prob > F           =     0.0341
                                R-squared         =     0.0726
                                Root MSE      =     .5486
```

Overallprojectperformanc~i	Robust					
	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
RatioofINTcurrentAmountbyT	-.0959803	.1723368	-0.56	0.578	-.4362349	.2442742
TotalCurrentAmount	1.99e-10	6.64e-10	0.30	0.764	-1.11e-09	1.51e-09
Regionr						
ESA	-.2553938	.1221966	-2.09	0.038	-.4966535	-.014134
LAC	-.2886608	.1541297	-1.87	0.063	-.592968	.0156465
NEN	-.2734214	.1293362	-2.11	0.036	-.5287774	-.0180654
WCA	-.4524052	.1261043	-3.59	0.000	-.7013801	-.2034303
_cons	4.302819	.1181647	36.41	0.000	4.06952	4.536119

## Evaluations for chapter 4

Table Annex 7-1

Sample of evaluated projects for rural finance (PPE and PCE) with relevant project ratings.

Country	Project name	Project rating <sup>39</sup>	Traffic light assessment of rural finance performance <sup>40</sup>	Theme 1: Implementation approach	Theme 2: Targeting	Theme 3: Institutions	Theme 4: RF products and services	Theme 5: Linkages to other non-RF services
<b>PPE</b>								
1. Dominican Republic	<b>PRORURAL</b> Centre and East (2009-2019)	<b>MS</b>		-	+-	+-	+-	+
2. Togo	<b>PNPER</b> - Projet National de Promotion de l'Entreprenariat Rural (2014-2021)	<b>MU</b>		+-	+-	-	+-	-
3. Egypt	<b>PRIME</b> - Promotion of Rural Incomes through Market Enhancement Project (2012-2021)	<b>MU</b>		-	+-	+	-	-
4. India	<b>PTSLP</b> - Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu (2005-2020)	<b>SA</b>		+	+	+	+-	+
5. Tanzania	<b>MIVARF</b> - Market Infrastructure, Value Addition and Rural Finance Support Programme (2012-2018)	<b>MS</b>		+	+-	+-	+	+-
6. Uzbekistan	<b>HSP</b> - Horticultural Support Project (2013-2019)	<b>MU</b>		+	+-	+-	-	-
7. India	Tejaswini Rural Women's Empowerment Programme (2007-2018)	<b>SA</b>		+	+	+	+	+
8. Haiti	<b>PPI-2</b> - Small Irrigation Development Project	<b>MU</b>		-	+-	+	+-	+-

<sup>39</sup> MU = Moderately Unsatisfactory, MS = Moderately Satisfactory, SA = Satisfactory

<sup>40</sup> Color legend: Green: largely satisfactory performance; Red: largely non-satisfactory performance; Yellow: mixed performance



			- Phase I (2008-2016)					
9. Malawi	<b>RLEEP</b> - Rural Livelihoods Economic Enhancement Programme	<b>MS</b>		-	+-	-	-	-
<b>Project Cluster Evaluation</b>								
10. Bangladesh Ghana Cameroon	<b>PACE</b> – Promoting Agricultural Commercialization and Enterprises  <b>REP</b> – Rural Enterprises Programme  <b>PEAJ</b> – Youth Agropastoral Entrepreneurship Promotion Programme	<b>n.a.</b>		+	+-	+	+-	+-
11. Ethiopia Kenya Zambia	<b>RUFIP II</b> - Rural Financial Intermediation Programme II  <b>PROFIT</b> - Programme for Rural Outreach of Financial Innovations and Technologies  <b>RUFEP</b> - Rural Finance Expansion Programme	<b>n.a.</b>		-	+-	+-	+-	-

## Rural finance - definitions and concepts

1. The following definitions and concepts are based primarily on IFAD's Rural Finance Policy 2009 and IFAD's Inclusive Rural Finance Policy 2021.
2. The term **rural finance** refers to the financial transactions related to both agricultural and non-agricultural activities that take place among households and institutions in rural areas. In some cases, rural finance has been wrongly equated with agricultural credit, based on the assumption that credit is the binding constraint to achieving project objectives related to agriculture. A more effective and comprehensive view of rural finance encompasses the full range of financial services that farmers and rural households require, not just credit.
3. **Microfinance** refers to financial services that focus on people with low incomes and small-scale business operators, whether they are located in rural or urban areas. Rural finance and microfinance are different though overlapping subsectors of the overall financial sector.
4. Given IFAD's focus on women, young people, indigenous peoples and very poor households, its activities could be characterized as focusing on **rural microfinance**, "micro" referring to the provision of financial services to people with low incomes in rural areas for both farm and off-farm activities, and "rural" to the location of the person who accesses the services. The range of products and services covers smallholder farmers' investments in livestock, stables, machinery, tools, warehouses, etc., working capital and financing risk prevention measures.  
13.
5. **Financial service providers (FSPs)** in rural areas include commercial and development banks, non-bank financial institutions, cooperatives, microfinance institutions (MFIs) and semi-formal or non-formal organizations – such as savings and credit cooperatives, self-help groups (SHGs), village savings and loan associations, and financial service associations – as well as input supply traders and agro-processing companies. While commercial banks may not serve IFAD's target group directly, they could still play an important role as part of a linkage strategy, serving the target group through an intermediary institution. The term rural finance institution refers to both rural finance institutions and rural microfinance institutions.
6. **Financial service providers and facilitators.** IFAD will engage with a wide range of actors providing a diversity of financial and non-financial services to promote inclusive rural finance for its target group, including the following:
  - **Community-based financial organizations (CBFIs)** are usually member-owned and managed, and can include financial cooperatives, village savings and loan associations, rotating savings and credit associations, savings groups, and other financial networks. They may be regulated or unregulated entities.
  - **Conventional financial providers** are most often regulated publicly, or privately owned entities engaged in financial intermediation. They can include commercial banks, development banks, microfinance institutions and nonbank financial companies such as leasing and factoring companies, insurance companies, investment funds, payday lenders and payment or remittance service providers.
  - **Fintechs** are entities that use digital technologies to provide financial and non-financial services to FSPs in IFAD's IRF target group. Their services can cover payments, loans, transfers, financial literacy, digital extension, credit-risk data management, and client origination. Fintechs can be private, public or non-governmental entities. Mobile network operators often provide fintechs with digital platforms and several offer financial services themselves.

- **Enterprises and businesses** can provide inclusive rural finance directly to rural poor people through input credit, or indirectly by facilitating FSP's access to their producer networks (e.g. through credit distribution and collection services or producer data collection). These enterprises include offtakers, input suppliers and other value chain agribusinesses active in food systems. They can be small, medium-sized or large. Value chain financing is often delivered by these businesses.
7. **Linkage Banking** is the formal business and financial relationship that exists between CBFIs (such as SACCOs, SHGs, etc.) and formal financial institutions. The rationale behind linkage banking is that each partner applies its respective organizational strengths and resources to provide sustainable rural finance services close to beneficiaries' homes.
  8. **Rural finance innovation facility** describes a matching grant instrument that also offers technical support to FSPs and other facilitators to explore and pilot-test new approaches to rural finance. Typically, FSPs and other facilitators must project proposals/business plans for rural finance concepts or products. Project proposals are selected based on a competitive bidding process.

## Relevant project and country evaluations - synopses

### A. PPEs and PCEs

#### [1] PPE Dominican Republic: PRORURAL Centre and East

1. The **Dominican Republic** evaluation (PRORURAL Centre and East) covered mostly 'Rural Economic Organizations (REO)' that were basically cooperative producer organizations (PO). 70 per cent of all project costs were allocated to credit, mostly for these REO and their members. The project was re-designed mid-stream since public management and delivery mechanisms were not working. Implementation was then transferred from the Ministry of Agriculture to the Ministry of Economic Planning and Development and management was handed over to a semi-private entity (PPP). This considerably improved implementation efficacy. Eventually, the project delivered most of its credit component, but there were few synergies with other rural development activities. Ultimately its design did not allow to activate a dynamic local economy, including non-agricultural services (PPE). The project paid little attention to special needs of IFAD target groups within the PO. The rural finance component had mixed results. Overall, IOE rated the project moderately satisfactory.

#### [2] PPE Togo: Projet National de Promotion de l'Entreprenariat Rural (PNPER)

2. The **Togo** Projet National de Promotion de l'Entreprenariat Rural (PNPER) was moved from Agriculture to President's Office mid-stream which increased performance somewhat, but overall had weak implementation. The project targeted young people and women in rural areas but the targeting strategy had several shortcomings, for example the lack of a gender strategy. Rural finance was one of two components in the project with the objective to improve MPERs' access to financial services within the framework of a sustainable business relationship with viable financial institutions. There were shortcomings with the assessment of rural finance constraints during project planning whereby the capacity and willingness of MFIs to allocate funds was overestimated. The weak institutional capacity of FSP did not improve over course of project and the project did not contribute to the development of new financial products by MFIs due to time constraints. The envisaged link between non-financial and financial services did not materialise. The rural finance component had mixed results. Overall, the project was rated moderately unsatisfactory.

#### [3] PPE Egypt: Promotion of Rural Incomes through Market Enhancement (PRIME) Project

3. The **Egypt** Promotion of Rural Incomes through Market Enhancement (PRIME) Project aimed reduce rural poverty and increase food security in the seven governorates. Rural finance complemented two other components on enterprise development. The project set up a line of credit (LoC) facility of medium, small and microfinance loans for small- and medium-sized enterprises (SMEs) and farmers. The design of the rural finance component showed significant deficiencies as liquidity of banks did not seem to have been the main problem and, therefore, it is questionable whether an LoC was the right instrument for a demand-driven value chain/marketing project. On a more positive note, credit was delivered through four channels with different loan sizes, purposes, and beneficiary numbers. However, FSPs continued their businesses as usual in rural areas without generating new loan products. Credit delivery remained largely PFI-supply-driven and unconnected to the marketing support component. Therefore, the rural finance component produced mixed results. Overall, the project was rated moderately unsatisfactory.

#### **[4] PPE India: Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu**

4. The **India** project on Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu aimed to enable the tsunami-affected population living in the coastal areas of Tamil Nadu to return to a stable and productive way of life. Strengthening rural finance services through increased access to capital and risk reduction of livelihoods was one of the four project components. The rural finance approach relied on 4 different elements: (i) venture capital for microenterprises (ii) microcredit for self-help groups (SHGs) (iii) financial innovation, and (iv) risk management and insurance. The project design was aligned with the guiding principles in IFAD's 2009 Rural Finance Policy. The project had a well-designed targeting strategy, with some limitations related to gender targeting. The support to CBOs was a key factor in achieving many of its expected outputs and targets. The project showed that well-tailored products lead to higher repayment. Furthermore, intensive capacity-building support for Panchayat Level Federation in combination with banking development correspondent (BDC) arrangements enabled access to financial services. The rural finance component produced mainly positive results. Overall, the project was rated satisfactory.

#### **[5] PPE Tanzania: Market Infrastructure, Value Addition and Rural Finance Support Programme**

5. The **Tanzania** Market Infrastructure, Value Addition and Rural Finance Support Programme aimed enhancing the income and food security through improving access of poor rural households to a broad range of financial services, coupled with the necessary capacity-building and linkages to markets. Rural finance complemented another component on market linkages; rural finance support focussed on support institutions and systems development for the rural microfinance industry, the establishment of a risk-sharing facility and setting up of an innovation fund. The rural finance approach was relevant. There were some limitations with the targeting strategy as the project's target group was, in effect, the client base of its partner financial institutions. Also, there are concerns that the project left out some weaker SACCOs which are most in need of capacity-building and capital. But participating banks have launched various agri-lending products specifically for smallholder farmers. Linkages to other non-financial services, for example related to warehousing, did not materialize. The rural finance component produced mixed results. Overall, the project was rated moderately satisfactory.

#### **[6] PPE Uzbekistan: Horticultural Support Project (HSP)**

6. The **Uzbekistan** Horticultural Support Project aimed at improving the living standards and further the economic welfare of the rural population engaged in the horticulture sector. Most project resources (80%) were used to improve rural financial services. The rural finance approach did not fully integrate the guiding principles of IFAD's Rural Finance Policy, but this is mostly due to a lack of diversity of financial providers in Uzbekistan. The lack of sufficient targeting led to commercial, larger farmers accessing rural finance over proportionally. During project implementation, rural finance products and services were not sufficiently adapted to the needs, barriers, and cash flow of smallholder farmers. In addition, there was limited complementarity or sequencing of rural finance activities with other HSP activities (e.g. irrigation). The rural finance component produced mixed results. Overall, the project was rated moderately unsatisfactory.

#### **[8] PPE India: Tejaswini Women's Empowerment Programme**

7. The **India** Tejaswini Women's Empowerment Programme aimed at enabling poor women to make use of choices, spaces, and opportunities in the economic, social

and political spheres for their improved wellbeing. Rural finance support – one out of four project components – focussed on (i) generation of SHG savings and lending these to group members; (ii) linking SHGs to banks and other financial institutions for larger loan funds; and (iii) linking SHGs to insurance providers. This rural finance approach proved relevant. The project was able to reach its intended target group through a Below Poverty Line (BPL) system as well as participatory rural appraisal and wealth ranking. Project results were strongest in relation to grassroots institution building and financial inclusion. An important factor in the effectiveness of the programme was the promotion of self-financing SHG apex organizations that provide a range of economic and social services to SHG members, including access to re-finance. The rural finance component produced mixed results. Overall, the project was rated satisfactory.

### [9] PPE Haiti: Small Irrigation Development Project – Phase II

8. The **Haiti** Small Irrigation Development Project – Phase II aimed at increasing and safeguarding the income and living conditions of poor beneficiary households. Rural finance had a low priority in the project design the project comprised of more than a dozen sub-components (including rural finance), some of which - such as participatory planning, environmental remediation and market access- had not been tested at all, or only to a limited extent, during the first phase of the project. The intervention strategy was therefore complex, and a more pragmatic approach should have been applied. Support for rural financial services was limited to strengthening seven rural savings and loan associations (CREP). The target group of rural financial services was the client base of newly established CREPs. To achieve greater synergy between the activities, the marketing and microfinance aspects, were combined within one component during implementation, but it is not clear whether any synergies materialized. The rural finance component produced mixed results. Overall, the project was rated moderately unsatisfactory.

### [10] PPE Malawi: Rural Livelihoods Economic Enhancement Programme

9. The **Malawi** Rural Livelihoods Economic Enhancement Programme aimed at strengthening value chains and improving linkages of farmers to value chains by establishing more efficient production, transport, storage, processing, and marketing systems for targeted commodities, thereby expanding local economic activity and employment. Access to finance was a major constraint for farmers, but this was not systematically addressed by the programme. The programme's approach to rural finance was to link beneficiaries to other initiatives/projects. This strategy did not prove effective. The rural finance component produced mainly negative results. Overall, the project was rated moderately satisfactory.

### [11] Project cluster evaluation (PCE) on rural finance in the East and Southern Africa Region

10. The (PCE) on rural finance in the East and Southern Africa Region comprised of three projects, the Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT) in Kenya, the Rural Finance Expansion Programme (RUFEP) in Zambia, and the Rural Financial Intermediation Programme II (RUFIP II) in Ethiopia. All three projects had an exclusive (or very strong) focus on rural finance activities.
11. PROFIT **Kenya** was a rural finance programme which was implemented from 2010 to 2019. PROFIT had a comprehensive rural finance approach that worked with different FSPs, ranging from commercial banks to CBFIs. The Programme comprised of a risk sharing facility (RSF) for two banks and a credit facility (CF) for microfinance institutions as well as technical support services, both for FSPs and farmer groups (non-financial services. PROFIT also had financial graduation (FG) component for ultra-poor in arid and semi-arid lands (ASAL). Given the complexity of the rural finance landscape in Kenya, the selected approach was relevant but

lead to implementation challenges during the initial programme stage. Both targeting and M&E showed several weaknesses. Despite capacity building efforts, only limited product innovation took place in Kenya. But despite the implementation challenges, the programme led to many positive results in terms of access to rural finance services.

12. The Rural Finance and Economic Promotion (RUFEP) project in **Zambia** was a rural finance project implemented from 2013 to 2022. At the core of the project was an Innovation and outreach facility which provided technical and financial support to FSPs and other stakeholders to develop and introduce financial services and products targeting the rural clients. There were three grant windows focused on providing access to and promoting the use of financial services, such as community-based financial institutions, agency/mobile banking, and rural equity innovations. The project also worked in strategic partnerships to introduce a new framework for regulating and supervising agency/mobile banking; to provide licensed MFIs with access to a line of credit; to create new CBFIs and to strengthen existing ones; and to train of staff of FSPs, apex institutions, and other relevant institutions in agricultural and rural finance. The project approach of working through a broad variety of FSPs was relevant for Zambia and led different financial innovations targeting rural populations. Despite some weaknesses related to targeting and M&E, the project was successful in increasing the access to rural financial services.
13. The Rural Financial Intermediation Programme – Phase II (RUFIP II) in **Ethiopia** was a rural finance programme which was implemented from 2012 to 2020. The programme's target group comprised of Ethiopia's rural population in all regions, living below the poverty line, including women-headed households, landless and land-deficit rural poor people, unemployed youth, and ex-pastoralists. However, there was no specific targeting criteria or strategy, and the project's targeting efforts were limited to working through rural financial institutions, with the implicit assumption these would then target the intended groups. RUFIP II was implemented through three programme components: (1) institutional development and capacity building, with its associated sub-components on establishing and supporting MFIs and RuSACCOs, and developing their management information systems and staff skills; (2) enhancing regulatory and supervisory capacity of NBE and FCA, with its associated sub-components on training staff of these institutions, and various aspects of institutional support; and (3) increasing the number and type of loan and savings products of MFIs and RuSACCOs. A major share of project resources was devoted to providing financing directly to Financial Service Providers (FSPs) through a line of credit, which would increase the loanable capital of FSPs enabling them to increase the supply of credit to rural households. The project was not able to foster much innovation for financial products and services and FSPs primarily relied on their existing approaches and products. Overall however, the programme was successful in increasing access to rural financial services in Ethiopia.

#### [12] Project cluster evaluation (PCE) on rural enterprise development

14. The PCE comprised of four projects: the Youth Agropastoral Entrepreneurship Promotion Programme (PEAJ) in Cameroon (2015-2023), the Rural Enterprise Programme (REP) in Ghana (2012-2022), the Promotion of Agricultural Commercialization and Enterprise Project (PACE) in Bangladesh (2014-2022), and the Samriddhi – Rural Enterprises and Remittances Project (RERP) in Nepal (2015-2022). Because the PCE did not analyse in detail the rural finance aspects of the Nepal project, this project was left out of the analysis of this report.
15. The Youth Agropastoral Entrepreneurship Promotion Programme (PEAJ) in **Cameroon** had an exclusive focus on young agro-pastoral entrepreneurs, aged 18-35 years old. At the end of project implementation, 29,400 youth had been taken

through the sensitization and information stage, 3,813 youth had gone through the incubated programme (against the target of 3,700), of which 2,605 started businesses. Support for rural finance was one out of three components. The other two components supported the development of viable agropastoral enterprises (nonfinancial services to be offered by local providers or incubation entities) and of the organizational, policy, institutional and legal framework. The main rural finance feature was a funding facility for medium-term loans.

16. The REP in **Ghana** was nation-wide programme in over 160 rural districts supporting MSEs development, targeting the “entrepreneurial poor”. At the end of project implementation, 63,164 new businesses were created under the (181 per cent target), while 23,452 existing businesses were strengthened (39 per cent target). Rural finance was one out of three components; the other components supported business development services (BDS) and technology promotion & dissemination. The key rural finance feature was the Rural Enterprise Development Fund as a wholesale credit fund (established in previous phase of REP and being revolved with additional funds under REP). A matching grant facility was originally intended to help first-time borrowers build relationships with financial institutions but, in the actual implementation, a good proportion of the grant recipients were relatively well-established enterprises with a credit history. An interesting feature of PEAJ that complemented the project-supported financing facility was its sequenced approach: First, a business plan was partially financed on a grant basis, to be reimbursed into the bank account; then, a bank loan was given – which was appropriate to introduce new youth clients and help them build track records in financial management and develop repayment discipline.
17. The Promotion of Agricultural Commercialization and Enterprise Project (PACE) in **Bangladesh** aimed to increase sales and incomes from existing and new microenterprises and creating new wage employment opportunities for extreme and moderate poor people. The programme supported three technical components: (i) financial services for microenterprises; (ii) value chain development (in agriculture and non-agricultural sectors); and (iii) technology and product adaptation, with each component oriented to different target groups (with some overlaps). Component 1 provided credit funds for the existing “microenterprise loan programme” (ME loan programme) operated by the Palli Karma-Sahayak Foundation (PKSF, which provided wholesale lending) channelled through its partner organizations (POs). At project closure, PACE had created an outreach of 355,185 people for financial services through over 180 Pos.
18. For the assessed projects, the PCE asserted that results for access to loans, especially for new clients, were modest. The reasons for this included: (i) common challenges and risks in supporting start-up enterprises; (ii) financing facility designs and approaches not adequately taking into consideration contextual issues and incentives and the capacity of partners; and (iii) insufficient deliberate efforts to promote improved or innovative products and services responsive to needs. Where the project’s credit funds were integrated into a larger existing microenterprise loan programme (e.g. PACE in Bangladesh), linkages with other non-financial support were not evident. Generally, projects have had limited influence on financial institutions, their services and systems or related policy issues. REP in Ghana and PACE in Bangladesh envisaged that financial institutions would develop new financial products, but limited progress was made. Nor is there evidence that projects have leveraged additional financial resources for MSE lending. The PCE assessed that allocating credit funds for rural enterprises is insufficient to promote responsive and sustainable financial services if systemic constraints or the incentives for financial institutions to serve different clientele are not also addressed. It may not be realistic to address systemic issues within the project scope and timeframe.



## **B.CSPEs**

### **[13] China**

19. The CSPE reported that some aspects relevant at design were no longer relevant at implementation because of the introduction of a new policy on grants and subsidized interest rate by the government. Unlike other countries, Inclusive Rural Finance (IRF) in China has a special history because of changes that have occurred in the provision of rural financial services during the pre-reform and post reform periods. The CSPE reports that the government had expected that IFAD would contribute conceptual input and experiences in rural pro-poor rural financial systems, which did not happen due to complexity of programmes and lack of adequate capacity. If expectations had been clearly understood at design, the specific input and experiences should have been provided to help in sourcing the right expertise or providing appropriate capacity building.
20. The CSPE report indicates that technical guidance and capacity building required to introduce new concepts and innovations were always beyond IFAD's capacity. This is ironical given that IFAD was a lead designer. Additionally, the report states that the complexity of new approaches often overwhelmed the partners. Secondly, the ideal action to take if an approach is not working is to engage relevant stakeholders and make appropriate changes or cut the losses, at the earliest opportunity, but the CSPE reports that in one project this was only after mid-term review (MTR) that a decision was made to drop the IRF components. There is no evidence that attempts were made to adapt. The report indicates that more time was required for research and partnership building to allow for effective implementation of IRF.

### **[14] Eswatini**

21. The CSPE report notes that the increase in outreach has mainly been recorded from community organizations and introduction of mobile money by mobile network operators. However, such inclusion did not always mean diversity in financial services. The traditional providers were found to still be very much traditional, and this throws aspersions to achievements. In practice, the existence of sector policies and strategies helps to sharpen the programme design and leads to better implementation, but this was initially missing in the case of Eswatini, and therefore the programme tried to intervene at all levels at the same time from the start of implementation. But as the CSPE reports this affected the level of effectiveness. The CSPE was able to establish that implementation of developed policies subsequently led to better practices or increased financial discipline among players. One of the reasons for this success was the approach in policy formulation, which was led by government was highly consultative with key sector stakeholders. The CSPE report observes that the programme was skewed in focus towards policy, and this happened by default as the IRF market was at nascent stages. This meant that some achievements were only recognized at the time of evaluation, and that there had been no consultative process, or agreement regarding the need to focus on policy development, and neither were there any revisions to the project documents. On overall adjustments, the CSPE reported that these were only done after MTR, and this resulted in some lagged achievements, especially those affecting effectiveness.

### **[15] Uzbekistan**

22. The CSPE points out how the project designs were not aligned to the government feasibility studies, and this initially affected outreach to the intended target groups, and hence resulted in partial achievement of the theme objectives including IRF. In practice, where some government theme priorities differ from those of IFAD, the COSOP formulation and project design offers opportunities to dialogue and agree so issues of push and pull during implementation are minimized, which did not

happen in this case. The CSPE for example reported that the government was interested in funding for large scale farmers, while the IFAD programme was focusing on the Dehkans. In another example, the report indicates that while the IFAD programme funding required pre-requisite capacity building for PFIs, the government was more interested in quick loan disbursements. Additionally, where the operating environment is bare or underdeveloped as it was the case in Uzbekistan, there is need through COSOP or design to dialogue and agree with government on basic conditional pre-requisites based on global best practices. Also, where the monitoring and the evaluation system is inadequate like was the case in Uzbekistan, there will be risks of elite capture or PFIs pursuing their own agendas with programme funds. The CSPE cited the case of cash flow-linked agriculture assessment (CLARA) where the partner financial institutions (PFIs) acknowledged that the automation helped with cashflow projections and better data organization but there was no mention of outreach to the intended target groups. Also, the CSPE report points an example where the government was reported to have interpreted IFAD projects as credit pilot projects rather than fully fledged programmes. The risk of this interpretation led to a push for disbursements without due regard to target and objective. The CSPE reports that both the borrowers and the banks suffered because of liberalisation of the exchange rates, an unforeseen change that would have required adaptability.

### **[18] Ethiopia**

23. The CSPE report indicates that even though Islamic Banking was legalized in 2020, it is yet to pick up because the banks continue to use the traditional regulatory framework which undermines the spirit of Islamic banking. MFIs and Rural Cooperatives were found to be good in addressing outreach, as they understand and tend to be closer in proximity to the rural clients. But the CSPE found that they face challenges with liquidity and internal capacity which affected the programme sustainability. As an example, the CSPE reported that outreach numbers were above 100% of planned targets, but only 63.3% of MFIs were sustainable at completion, while inadequate capacity continued to persist in RuSACCOs. For this reason, the CSPE advocates the need to continue exploring collaboration with commercial banks in order to dilute this risk. The CSPE reported that because of successful regulatory interventions, there have been increased number of institutions supervised annually and rural institutions audited by the respective regulatory bodies. This was mainly attributed to introduction of technology and systems support. This the CSPE concluded would lead to healthier and more sustainable financial institutions. Even though this was not a traditional way to view or support the macro level institutions, the CSPE noted that the impact can be significant.

### **[19] Indonesia**

24. The CSPE reports that the programme supported government encouragement to the commercial banks to lend to the agriculture sector. The government support in engaging banks to increase lending to agriculture sector should have been more than encouragement, through appropriate policies. The government could also have incentivized the banks through de-risking instead of being a direct financial service provider or a retailer. The underpinning fact of course is that the programme should align not only to government goals and objectives but adopt a pragmatic approach. The CSPE report alludes that in some cases the project design did not address government priorities. The report gives an example of the UPLANDS Project which had to be redesigned to align with those priorities. The CSPE reports marginal results overall, in regard to IRF. It is interesting to note that the programme made slow progress in establishing partnerships with banks, especially at the local level, but some success was reported where the banks' missions were aligned to the objectives of the project. It is important therefore to collaborate with banks that already have an interest in serving micro, small and

medium enterprises (MSMEs) to take advantage of the contextual successes rather than trying to “reinvent the wheel”. The CSPE further reports that from the field interviews, it did not seem like financial access was an issue, and that significant work was done by different projects in financial literacy and group formation. The savings of formed groups were usually not significant enough to lead to serious investments but were useful in household cashflow smoothing. Furthermore, the total amounts saved, and available for lending was small and repayable within very short periods. Furthermore, in practice, savings mobilization is just one element of inclusion, and in order to make a significant impact and capture a wider reach it is important to include all elements of financial services.

#### **[20] Malawi**

25. The CSPE report indicates a very high achievement of numbers which occurred even before the end of the projects, but could not find strong evidence for real transformation, wealth acquisition or even sustainability. The report also points out the excessive focus on outreach by partners, but outcome information was lacking. Despite significant progress made, women still faced challenges in accessing formal financial services. The CSPE attributes this to low digital literacy, high interest rates and long or complex processes. The CSPE reports that while programme partners introduced varied platforms, products and services, there were cases where funds intended for rural product development were used to roll out or scale bank existing products, which did not really benefit the rural communities because of poor infrastructure. In some cases where rural clients opened savings accounts through mobile or the new newly introduced agents, the accounts soon became dormant. On the other hand, an innovation facility in one of the projects meant to encourage private sector to introduce rural friendly services had a low utilisation.

## IOE activities and products

This annex presents the spectrum of IOE products completed between January and December 2023, and the progress of documents in the areas of leadership and strategy, advancing established outputs, generating new products, improving staff capability and communications. The annex is structured around the strategic objectives of IOE for the period 2022-2027, namely, to i) improve evaluation coverage, ii) engage strategically with IFAD governance and management, iii) expand and deepen IOE's leadership role in building global evaluations, and iv) enhance strategic communication, outreach and knowledge management.

### 1. IMPROVE EVALUATION COVERAGE

As per the Multi-Year Evaluation Strategy of IOE, one of the strategic objectives of the Office during the period 2022-2027 is to improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations, ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness.

In this context, between 1 January 2023 and 31 December 2023, IOE finalized 47 reports. Of these, 35 are publicly available on the IOE website, and 12 were pending final publication as of 31 December 2023.

#### 2.1. Reports published

During the reporting period, the IOE Director provided oversight to the publishing of 35 evaluation reports.

##### 1.1.1. **2023 Annual Report on the Independent Evaluation of IFAD (ARIE).**

The ARIE 2023 is the twenty-first version of the report to be published. It analyses performance ratings from 288 project-level evaluations and 45 country strategy and programme evaluations, as well as findings from corporate-level, thematic, and project cluster evaluations. The report confirms many observations made in previous years. For example, performance varies across the evaluation criteria, with the strongest being registered in energy and natural resource management and climate change adaptation, and the worst in efficiency. The report found that performance in terms of effectiveness and rural poverty impact have declined considerably since 2018, especially in projects under conditions of fragility [[here](#)].

##### 1.1.2. **Corporate-level evaluation of IFAD's decentralization experience 2023.**

This report follows the evaluation conducted by IOE covering IFAD's decentralization efforts and experience during the period 2003-2015. The evaluation concludes that decentralization is necessary to improve the development results achieved on the ground. However, decentralization needs to be done right and realize this potential. Decentralization efforts since 2016 have enjoyed strong support and commitment from IFAD's Senior Management. However, there is a clear need for more strategic planning, careful resource allocation and fit-for-purpose country presence of IFAD [[here](#)].

##### 1.1.3. **Sub-regional evaluation of countries with fragile situations in IFAD-WCA. Learning from experiences of IFAD's engagement in the G5 Sahel countries and northern Nigeria.**

IOE conducted its first sub-regional evaluation (SRE) to assess how IFAD's engagement and support have addressed common rural development challenges in six countries in IFAD-West and Central Africa (WCA) Division: Burkina Faso, Chad, Mali, Mauritania, Niger and Northern area of Nigeria. As fragility was the central theme, the SRE identified five categories of fragility drivers: socioeconomic issues, social disruption, environmental/climate change issues, institutional weaknesses/weak social contracts, and insecurity and conflict issues [[here](#)].

1.1.4. **Project cluster evaluation on rural enterprise development.** This is the first project cluster evaluation (PCE) to be conducted by IOE. The choice of the topic, rural enterprise development, reflects the focus areas laid out in IFAD's Strategic Framework

2016-2025, which include diversified rural enterprise and employment opportunities. The PCE reviewed four ongoing projects focusing on rural entrepreneurship, enterprise and business development, and employment creation in Bangladesh, Cameroon, Ghana and Nepal [[here](#)].

1.1.5. **Project cluster evaluation on rural finance in the East and Southern Africa Region.** The PCE on rural finance in East and Southern Africa (ESA) covers three projects: the Programme for Rural Outreach of Financial Innovations and Technologies in Kenya; the Rural Finance Expansion Programme in Zambia; and the Rural Financial Intermediation Programme II in Ethiopia. All three projects aimed to reduce poverty rates among smallholder farmers and improve food security and nutrition of rural households by increasing the provision of financial services, although with different strategies [[here](#)].

1.1.6. **Evaluation synthesis note - Targeting in IFAD-supported projects.** IOE has prepared its first evaluation synthesis note (ESN) on Targeting in IFAD-supported projects. The ESN consolidated evidence from IOE evaluations on IFAD’s achievements and challenges in targeting poor rural people, in order to provide timely inputs to the updating of the IFAD policy on targeting. The ESN confirms that targeting poor rural people is central to IFAD’s mandate and to realizing its comparative advantage. IFAD’s updated 2019 Revised Guidelines on Targeting are more in line with Agenda 2030 and its mandate to “leave no one behind” [[here](#)].

1.1.7. **Country strategy and programme evaluations (CSPEs).** The primary objective of a CSPE is to assess 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 four CSPE reports:

- Uzbekistan CPSE [[here](#)]
- Eswatini CSPE [[here](#)]
- Malawi CSPE [[here](#)]
- Indonesia CSPE [[here](#)]

1.1.8. **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 three PPE reports:

- Promotion of Rural Incomes through Market Enhancement Project (Egypt) [[here](#)].
- National Rural Entrepreneurship Project (Togo) [[here](#)].
- Smallholder Productivity Promotion Programme (Zambia) [[here](#)].
- Cooperative Rural Development Project in the Oriental Region (Cuba) [[here](#)].

1.1.9. **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 21 PCRV reports:

- National Programme for Food Security and Rural Development in Imbo and Moso (Burundi) [[here](#)]
- Participatory Natural Resource Management and Rural Development Project in the North, Centre-North and East Regions (Burkina Faso) [[here](#)]
- Inland Fisheries and Aquaculture Project (Congo) [[here](#)]
- Rural Youth Vocational Training, Employment and Entrepreneurship Support Project (Mali) [[here](#)]
- Artisanal Fisheries and Aquaculture Project (Angola) [[here](#)]
- Agricultural Services Programme for Innovation, Resilience and Extension (Cambodia) [[here](#)]
- Agricultural Recovery Project (Angola) [[here](#)]
- Project for Financial Inclusion in Rural Areas (Uganda) [[here](#)]
- Fisheries, Coastal Resources and Livelihood Project (Philippines) [[here](#)]

- Rural Markets Promotion Programme (Mozambique) [[here](#)]
- Livestock Marketing and Resilience Programme (Sudan) [[here](#)]
- Productive Partnerships in Agriculture Project (Papua New Guinea) [[here](#)]
- Support Programme for Rural Microenterprise Poles and Regional Economies (Madagascar) [[here](#)]
- Project to Strengthen Rural Actors in the Popular and Solidary Economy (Ecuador) [[here](#)]
- Value Chain Development Programme – Phase II (Burundi) [[here](#)]
- Rural Development Programme in the Mountain Zones – Phase I (Morocco) [[here](#)]
- Semi-arid Sustainable Development Project in the State of Piauí (Brazil) [[here](#)]
- Adapted Rural Financial Services Development Project (Benin) [[here](#)]
- Jharkhand Tribal Empowerment and Livelihoods Project (India) [[here](#)]
- Programme for Agro-pastoral Development and Promotion of Local Initiatives in the South-East – phase II (Tunisia) [[here](#)]
- National Agriculture Project (Eritrea) [[here](#)]

## 2.2. Reports completed

In addition to the reports already disseminated, listed above, IOE has completed the following 12 reports, which were pending publication as of 31 December 2023.

### 1.2.1. **Country strategy and programme evaluations (CSPEs)**

- Guinea Bissau
- Ethiopia
- Kyrgyzstan
- China
- Colombia

### 1.2.2. **Project performance evaluations (PPEs)**

- Southern Laos Food and Nutrition Security Market Linkages Programme (Laos)

### 1.2.3. **Project completion report validations (PCRVs)**

- Kinshasa Food Supply Centre Support Programme (Congo)
- Public Services Improvement for Sustainable Territorial Development in the Apurimac, Ene and Mantaro River Basins Project (Peru)
- Rural Community Finance Project (Liberia)
- Strategic Support for Food Security and Nutrition Project (Laos)
- Infrastructure and Rural Finance Support Programme (Armenia)
- Upper Tana Catchment Natural Resource Management Project (Kenya)

## 2. ENGAGE STRATEGICALLY WITH IFAD GOVERNANCE AND MANAGEMENT

**2.1.** As per the Multi-Year Evaluation Strategy of IOE, one of the strategic objectives of the Office during the period 2022-2027 is to Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.

**2.2.** In this context, during the reporting period, 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 corporate learning workshops, country learning workshops, and an Executive Board field mission, in addition to engagement across IFAD's governance structure, including in the Governing Council, Executive Board, Evaluation Committee and Audit Committee.

### 2.3. Corporate learning workshops

IOE organized three corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members.

- Learning event on the subregional evaluation of IFAD’s engagement in five Sahel countries and Northern Nigeria [[here](#)]
- Learning event on the project cluster evaluation on rural enterprise development [[here](#)]
- Learning event on the project cluster evaluation on Rural finance in East and Southern Africa [[here](#)]
- Learning event on the corporate-level evaluation of IFAD's decentralization experience 2023 [[here](#)]

#### **2.4. Country learning workshops**

IOE organized four 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.

- Kyrgyzstan, 1 March 2023 [[here](#)]
- Colombia, 21 March 2023 [[here](#)]
- Ethiopia, 6 June 2023 [[here](#)]
- China, 23 June 2023 [[here](#)]

#### **2.5. Executive Board field missions**

The IOE Director joined a high-level delegation of IFAD's Executive Board members and IFAD senior staff for a working visit to Uganda, from 27 November to 2 December 2023. 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](#)].

#### **2.6. IFAD Governance**

IOE has systematically engaged with IFAD Governance structures during the course of 2023. In particular, IOE contributed to the following sessions:

- Governing Council
  - On 15 February, the IFAD Governing Council approved IOE results-based work programme and budget for 2023 and indicative plan for 2024–2025, during its 46<sup>th</sup> session [[here](#)].
- Executive Board
  - On 10–11 May the 138<sup>th</sup> session of the EB took place. Items discussed included the corporate-level evaluation of IFAD’s decentralization experience. Board members also discussed the new IFAD Policy on Targeting, which benefited from the IOE synthesis note on Targeting [[here](#)].
  - On 12–13 September, the 139<sup>th</sup> session of the EB took place. Items discussed included the preview of the Independent Office of Evaluation of IFAD’s results-based work programme and budget for 2024 and indicative plan for 2025–2026, and the 2023 Annual Report on the Independent Evaluation of IFAD (ARIE) [[here](#)].
  - On 11–12 December, the 140<sup>th</sup> session of the EB took place. During the event, IOE’s results-based work programme and budget for 2024 and indicative plan for 2025–2026 was approved [[here](#)].
- Evaluation Committee
  - On 4 April, the 120<sup>th</sup> session of the EC took place. Items discussed included: approach paper for thematic evaluation of IFAD support to gender equality and women empowerment; corporate level evaluation of IFAD’s decentralization experience 2022; and approach paper for the corporate-level evaluation on knowledge management practices in IFAD [[here](#)].

- On 21 June, the 121<sup>st</sup> session of the Evaluation Committee took place. During the meeting, the following reports were presented and well-received: CSPE Kyrgyz Republic; CSPE Guinea-Bissau; and CSPE Colombia [[here](#)].
- On 5 September, during the 122<sup>nd</sup> session of the Evaluation Committee, the following documents were presented and well received: CSPE China; IOE comments on PRISMA; ARIE 2023; and Preview of the results based work programme and budget for 2024, and indicative plan for 2025-2026 of IOE; and IOE comments on RIDE [[here](#)].
- On 6 October, the 123<sup>rd</sup> session of the EC took place. Items positively received included: Ethiopia CSPE; Review of IFAD12 RMF; provisional agenda of the EC for 2024; Review of the implementation of Management response to the 2018 CLE of IFAD’s financial architecture and Results-based work programme and budget for 2024 and indicative plan for 2025-2026 of IOE [[here](#)].
- Audit Committee
  - On 20 November, the 171<sup>st</sup> session of the Audit Committee took place. During the meeting, the results-based work programme and budget for 2024 and indicative plan for 2025-2026 of IOE was presented and received positive feedback.

### 3. EXPAND AND DEEPEN IOE’S LEADERSHIP ROLE IN BUILDING GLOBAL EVALUATIONS

3.1. As per the Multi-Year Evaluation Strategy of IOE, one of the strategic objectives of the Office during the period 2022-2027 is to Retain and deepen IOE’s position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies by further strengthening the relevance of its work, promoting innovative approaches and enhancing collaboration with other organizations, and with think tanks and universities.

3.2. In this context, during the reporting period, a set of initiatives seeking to overall advance the quality of evaluations in IFAD were completed, each of which introduces an element to support effective planning, common terminological and methodological understanding, and advance the capacity of staff.

#### 3.1. Improvement of IOE evaluation quality

3.1.1. **IFAD Evaluation Manual. Annex for communicating evaluation findings** [[here](#)]. IOE has published an annex to the 3<sup>rd</sup> edition of the IFAD Evaluation Manual. In just over ten pages, the publication successfully articulates the rationale for applying brain science to the field of evaluation in order to increase the effectiveness of communication. The main insights and perspectives of this complex subject matter are woven together through the use of simple language and intuitive arguments. With an eye on the practicality and applicability of the concepts discussed, the document offers concrete actions and implementation steps at the end of each short chapter.

3.1.2. **Brain science on-line training course** [[here](#)]. IOE has launched a fully interactive on-line training course, to accompany the aforementioned ‘annex for communicating evaluation findings’. Through an audio-visual immersive experience, users will learn about how to leverage neuroscience-based principles to enhance the effectiveness of communication efforts. The course may benefit IFAD and IOE staff and consultants, external evaluation and rural development practitioners, and national authorities and implementing agencies.

3.1.3. **IOE Evaluation Advisory Panel** [[here](#)]. The IOE Evaluation Advisory Panel (EAP) held its second annual meeting on 14 and 15 November 2023. EAP affirmed that they believe the IOE evaluation processes to be among the best in international development organizations. The event featured presentations on the formulation of IOE recommendations and follow-up, on ‘leaving no knowledge behind’, and on climate change



adaptation funding. Distinguished country representatives of the IFAD Evaluation Committee attended the event, alongside representatives of IFAD Management.

3.1.4. **Research publications.** IOE improves the quality of evaluative products through the production of a suite of new substantive research publications. Each of these publications aims to improve the conceptual and methodological underpinnings of independent evaluation at IFAD. Pieces produced during 2023 include the following:

- **Research paper series.** Geospatial tools and applications to support IOE [[here](#)]
- **Learning notes series.** GIS Technical note on the use of GIS from the Ethiopia Country Strategy and Programme Evaluation [[here](#)]

3.1.5. **IOE staff** [[here](#)]. The professional development of IOE staff has been enhanced through the hiring of new staff and a process of continuous training and skills building.

## 3.2. Professionalization

3.2.1. **Global evaluation networks.** IOE has formal membership of three global professional evaluation networks comprising the United Nations and international financial institutions. These are the UN Evaluation Group (UNEG) [[here](#)], the Evaluation Cooperation Group (ECG) [[here](#)] and the Global Evaluation Initiative (GEI) [[here](#)].

- **ECG.** On 27-28 March 2023, IOE participated in the ECG Spring meeting in Washington DC. IOE contributed to the event in several ways by engaging in different sessions at multiple levels. Dr Naidoo, IOE Director, delivered a presentation under the first theme of the session, 'opportunities and challenges to improve evaluation influence'. Mr Felloni, IOE Deputy Director, delivered a presentation under the fourth theme of the session, 'innovative methods in evaluation'. In addition, on 29 March 2023, Dr Naidoo acted as session Chair and Mr Felloni as a panelist during the ECG Spring Webinar Series. The session was titled 'Food security and broader resilience using evaluation lens' [[here](#)]. On 18-20 October 2023, IOE participated in the ECG Fall meeting in n Abidjan. Dr Naidoo attended in person and was joined remotely by Mr Felloni and Dr Nanthikesan, IOE Lead Evaluation Officer, who delivered presentations on-line [[here](#)].
- **GEI.** On 24 May 2023, IOE participated in the GEI Partnership Council that took place in Paris. Mr Felloni briefed the Council members on a New initiative to build M&E capacity in Uzbekistan [[here](#)]. On 16 November, Dr Naidoo attended the second yearly GEI Partnership Council that took place in Paris [[here](#)].
- **UNEG.** On 24-26 January 2023, Dr Naidoo and Mr Felloni attended the UNEG Annual General Meeting. Items discussed during the meeting included, among others: evaluating during times of crisis; use of artificial intelligence in evaluation; review of the 2020-2024 UNEG strategy and preparation for the 2025-2029 Strategy; Drafting the UNEG Work Plan 2023 [[here](#)]. On 23 March 2023, Lomeña-Gelis, IOE Senior Evaluation Officer, delivered a presentation during a UNEG Evaluation Practice Exchange Seminar, titled 'Evaluation of Transformational Change for agricultural development' [[here](#)]. On 29 March 2023, Dr Nanthikesan delivered a presentation during a UNEG Evaluation Practice Exchange Seminar, titled 'Evaluating sustainable pathways to climate resilience: Recent experiences from UNEG evaluations' [[here](#)].

## 3.3. Participation

IOE and its staff responded to global invitations, and organized or actively contributed to eighteen workshops, seminars, presentations and other international events. These efforts have helped forge evaluation coalitions to improve IFAD effectiveness.

- 3.3.1. **Global invitations.** IOE staff have been invited to deliver presentations and participate in sixteen international events, including: European Investment Bank high-level conference: "Picking up the pace: Evaluation in a rapidly changing world" [[here](#)]; two UNEG Evaluation Practice Exchange (EPE) sessions [[here](#)] and [[here](#)]; the ECG Spring Webinar Series [[here](#)]; a lecture at the Yale University School of Management [[here](#)]; a talk at the European Institute of Innovation for Sustainability [[here](#)]; the 2023 Annual Meeting of the International Research Group for Policy and Program Evaluation [[here](#)]; the event titled 'Project Cluster Evaluations – sharing lessons from AfDB, FAO, IFAD and UNODC' [[here](#)]; a Peer-to-Peer Career Advisory Session for Young and Emerging Evaluators [[here](#)]; the 2023 Canadian Evaluation Society Conference [[here](#)]; a lecture at the Wits School of Governance [[here](#)]; a lecture at the University of KwaZulu Natal [[here](#)]; the Asian Evaluation Week 2023 [[here](#)]; the IsDB symposium titled 'The Future of Development Evaluation: Adapting to a Changing Landscape' [[here](#)]; the UN Climate Change Conference COP28 [[here](#)]; and the event titled 'What did we learn? Policy Evaluation in the Era of COVID-19' [[here](#)].
- 3.3.2. **IOE-led seminars and events.** IOE organized and co-hosted two international seminars and events: the 13th issue of the IFAD Innovation Talk series, titled 'Evaluation through the lens of brain science - Building a humanized approach for better results' [[here](#)]; and the 'Targeting of the Poor' conference, held at the University of Arizona [[here](#)].
- 3.3.3. **INTEVAL.** IOE hosted and funded the 38th annual meeting of the International Research Group for Policy and Program Evaluation, known as INTEVAL. The event took place at IFAD headquarters, in Rome. INTEVAL is a multidisciplinary constellation of world-renown expert evaluation leaders and distinguished authors. INTEVAL's members addressed the key strategic issues that define the evolution of the evaluation function, shaping the international debate, and advancing the discipline within the context of the everchanging global landscape.
- 3.3.4. **Coffee Talk series** [[here](#)]. IOE hosted eleven sessions of its Coffee Talk series, aimed at providing an informal forum in which to address a variety of evaluation related topics. Sessions featured a mix of internal and external speakers, including Tomasz Bartos, Associate Director, Evaluation Department, European Bank for Reconstruction and Development [[here](#)].

### 3.4. Building the IOE team

Since his arrival, the IOE Director has put in place a custom-made strategy to strengthen the IOE team. The enhancement of staff well-being has been the cornerstone of the strategy, which has been built around the following concrete initiatives.

3.4.1. **Dedicated staff meetings.** The IOE Director held meetings to address issues emerging from the staff survey. In response to these issues, the Director presented a zero tolerance for violations of IFAD's Code of Conduct by any staff member. Staff training is agreed upon and its schedule shared with all staff; work load distribution is signed off by the Director; and all external communications are cleared by the Director.

3.4.2. **Staff wellbeing committee.** In 2021, the IOE Director established a staff wellbeing committee, which continues to function. Comprised of staff members spanning the spectrum of administrative and professional grades, the committee follows-up on staff wellbeing matters, proposing avenues to address wellbeing issues, and organizing an annual staff retreat, among others.

3.4.3. **Staff retreats.** IOE held two retreats in 2023. The first, on 15 June, included participation of IOE staff, consultants and interns. The second, on 26-27 October, was only for IOE staff. The overarching approach of the agenda was to build an aspirational narrative ('what does good look like for this team if we are working at our best') and link that through to the actions required to achieve it. In addition, the Country Strategy and

Programme Evaluation (CSPE) team, held a half-day retreat on 26 June. The mini-retreat included interactive sessions, games, group discussions and presentations.

3.4.4. **Director free time.** The Director has set aside 'free time' slots for every staff member, on a monthly basis. These slots afford staff the opportunity to maintain regular interaction with the Director, and to be able to raise issues in a safe environment.

### 3.5. Publication

The book 'Policy Evaluation in the Era of COVID-19' has been published and is now available online, including through open access. Published by Routledge, and financially supported by IFAD, the book is co-edited by the IOE Director, by Pearl Eliadis, Associate Professor at McGill University, and Ray Rist, former IPDET Director. The book is the first to offer a broad canvas that explores government responses and ideas to tackle the challenges that evaluation practice faces in preparing for the next global crisis [[here](#)].

## 4. ENHANCE STRATEGIC COMMUNICATION, OUTREACH AND KNOWLEDGE MANAGEMENT

A range of communication resources defines IOE's visual persona and brand identity, embodying its independent stature. Through this assortment of products, IOE continues to build safe spaces for user interaction, which invite its stakeholders to continuously reach out and engage with the Office's outputs in a more accessible manner.

### 4.1. Public resources

4.1.1. **IOE website [[here](#)].** The website, for which IOE maintains full intellectual ownership, is structured to best meet the specific needs of IOE, with the adoption of dynamic functionalities that maximize 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. Following the launch of the website in March 2022, an independent Google Analytics tracking dashboard was finalized in April 2022. Since the launch of the dashboard, the website has totalled 206,000 views from 83,000 users across 217 countries, dependent territories and Areas of Special Sovereignty, as of 31 December 2023.

4.1.2. **Independent Magazine [[here](#)].** As IOE's flagship communication product, Independent Magazine brings to the forefront of the global development dialogue the major efforts undertaken by IOE, while seeking to advance IFAD's vision of vibrant, inclusive and sustainable rural economies, where people live free from poverty and hunger. In 2023, IOE published three editions of the Magazine bringing the cumulative total number of readers to 27,800 across 116 countries, as of 31 December 2023.

4.1.3. **Social media.** IOE has a strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated in real-time of its latest endeavours, whilst ensuring that its stakeholders are able to interact with the Office in an on-going and fluid fashion. In 2023, IOE has continued to grow its following on Twitter, reaching 3,436 followers [[@IFADeval](#)], LinkedIn reaching 5,967 followers [[here](#)], and YouTube, reaching 570 subscribers [[here](#)], as of 31 December 2023.

4.1.4. **IOE newsletter [[here](#)].** The IOE newsletter promotes transparency and shares knowledge with partners and stakeholders about key developments related to IOE's work. The newsletter is aligned with IOE's 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. In 2023, IOE published three issues of the newsletter.

4.1.5. **News items [[here](#)].** The IOE news items capture the undertakings of the Office, highlighting key take-home messages. The breadth of issues addressed by the items ranges from the publishing of reports, to meetings, events, new products and

opportunities for engagement with the Office. In 2023, IOE published a record-breaking 48 news items – an average of almost one every week of the year.

4.1.6. **Video series.** In 2023, IOE published 23 videos. This reflects a broadened list of video products, which now include five separate formats:

- *60 seconds with the Director* [[here](#)]. The video series offer easy-to-digest insights into the IOE Director’s perspectives on a number of salient, evaluation-related issues. In 2023, IOE published two instalments of the series.
- *Promotional videos* [[here](#)]. Through its promotional videos, IOE provides enhanced visibility to key substantive issues at the heart of the international evaluation debate, while bringing to the forefront important new outputs produced by the Office. In 2023, IOE produced four promotional videos.
- *Video interview series* [[here](#)]. Through one-on-one interviews, each episode offers the opportunity to delve into specific evaluation issues. Discussions focus on key areas of interest, which are addressed through open and candid conversations, during which interviewer and interviewee exchange thoughts, opinions and perspectives. The use of accessible language, complemented by an informal setting, create a welcoming atmosphere where seemingly complex topics are presented in a user-friendly fashion. In 2023, IOE published two video interviews.
- *Events* [[here](#)]. Event videos present corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members. The series also features country learning workshops, on a select basis. In 2023, IOE published 3 event videos.
- *Evaluation Pills* [[here](#)]. The evaluation pills offer succinct, one-minute takeaways on select topics related to the practice of evaluation and how it can be enhanced through the tailored application of neuroscience principles. The pills feature the IOE Director and Dr Srinii Pillay. In 2023, IOE published 12 instalments.

4.1.7. **Evaluation Briefs** [[here](#)]. Evaluation Briefs are ad hoc publications that document and provide insights on specific events, topics, themes and issues pertaining to IOE’s work. In 2023, IOE published four Briefs.

4.1.8. **IOE Coffee Talk series** [[here](#)]. Each instalment of the previously presented talk series is captured through new fact sheets. In 2022, IOE published 11 Coffee Talk sheets.

4.1.9. **IOE blogs** [[here](#)]. Blogs advance IOE’s critical thinking vis-à-vis issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and debate. In 2022, IOE staff published two blogs.

4.1.10. **Infographics.** IOE’s re-envisioned infographics offer an invaluable compendium to its evaluation reports. Each infographic presents soundbite report extracts, packaged in visually appealing solutions.

## 4.2. Internal resources

4.2.1. **IOE Media Coverage Report.** IOE issued two Media Coverage Reports, in June 2023 and January 2024, covering the first and second semester of the year, respectively. The reports present the latest data, statistics and trends relative to the Office’s website, social media platforms and select IOE products. Findings include IOE’s continued leadership role in methodological and strategic debates at the international level, and IOE’s strong presence in the spotlight at critical decision-making times for IFAD.

4.2.2. **Director’s Bulletin.** The Bulletin responds to the IOE Director’s personal commitment to transparent and proactive internal communication. The Bulletin

serves as a valuable resource to record IOE outputs, engagements and activities. In 2022, IOE issued 9 editions of the Bulletin.

## 2023 IOE HIGHLIGHTS INFOGRAPHIC

# 2023



**IOE** | **IFAD**  
Investing in rural people  
Independent Office of Evaluation

Engage strategically with IFAD governance & management

Expand IOE learnership in building global evaluations

Improve evaluation coverage

**47** Reports

**Evaluation**

**9** Country Strategy & Programme

**5** Project Performance

**27** Project Completion Report Validation



Annual Report on Independent Evaluation 2023

Corporate-level evaluation of IFAD's decentralization experience 2023



**2** Project Cluster Evaluations



**4** Country learning workshops



Sub-regional evaluation of fragile states in West and Central Africa



Evaluation synthesis note - Targeting in IFAD-supported projects



### EVALUATION QUALITY



On-line training course



Communication of evaluation findings based on brain science



Research publications



IOE staff development



Evaluation Advisory Panel

### EVALUATION PROFESSIONALIZATION



Membership of global networks



IOE staff invited to deliver presentations in international events

**16**



**2** International seminars hosted by IOE

**3** Corporate learning events



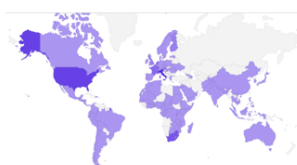
### STRATEGIC COMMUNICATION



IOE Website

n. countries\* **> 217**

n. views **> 206,000**



Independent Magazine

n. countries **> 116**

n. readers **> 27,800**



Newsletter

**x3**



Evaluation briefs

**x4**



News items

**x48**



Coffee Talk

**x11**



60 SECONDS Video series

**1.9k** views



5,967 followers



570 subscribers



3,436 followers

\*Including dependent territories and Areas of Special Sovereignty

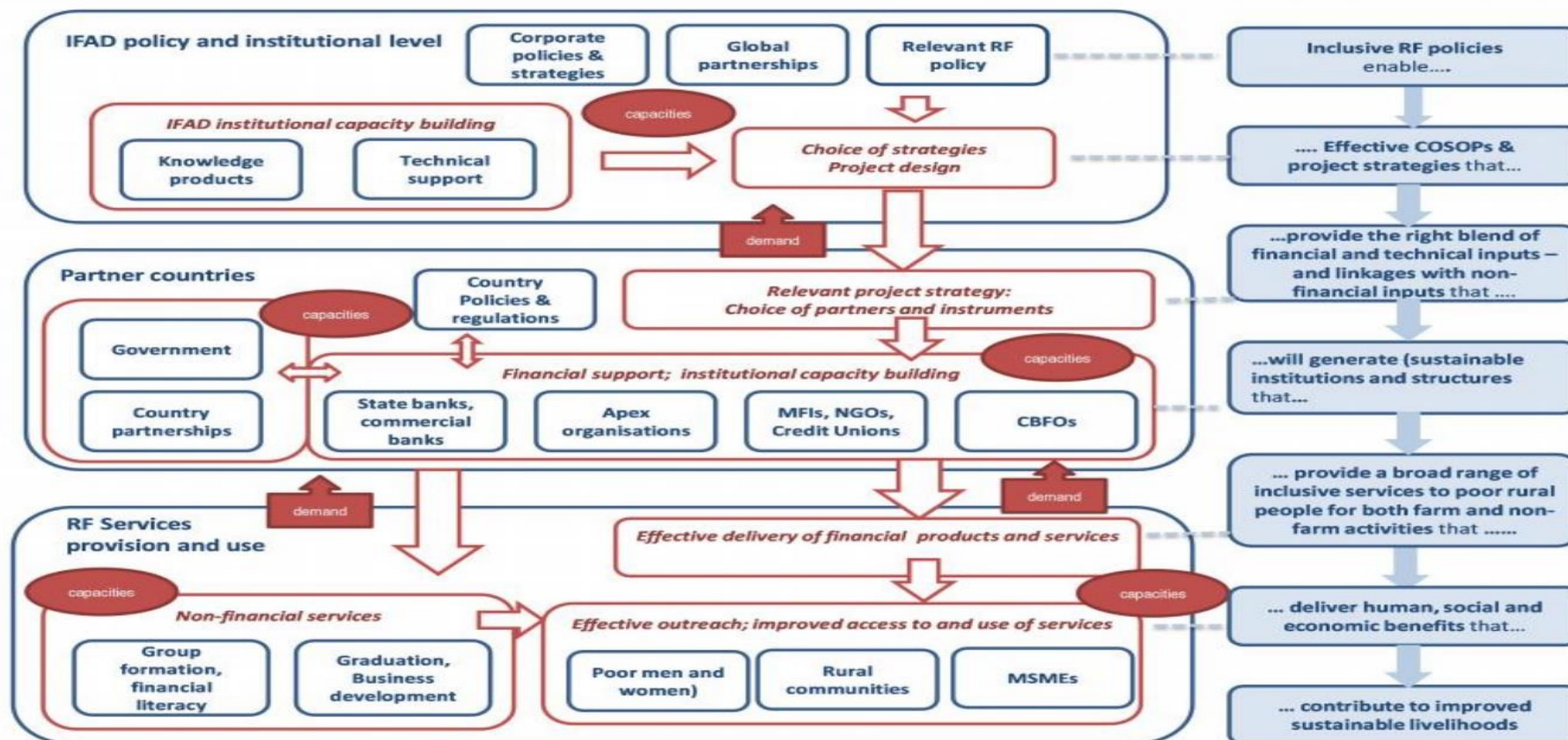
**2023 IOE HIGHLIGHTS VIDEO****IOE BUDGET UTILIZATION IN 2022 AND 2023**

Evaluation work	Approved budget 2022	Budget utilization 2022	Approved budget 2023	Budget utilization 2023
Non-staff costs	2 460 000	2 322 316 94%	2 490 000	2 468 107 99.1%
Staff costs	3 388 228	2 705 572 80%	3 481 000	3 116 811 89.5%
<b>Total</b>	<b>5 848 338</b>	<b>5 027 888</b> <b>86%</b>	<b>5 971 000</b>	<b>5 584 918</b> <b>94%</b>

## Theory of Change – Rural finance

Figure Annex 11-1

Theory of Change of the Rural Finance Policy 2009



Theory of Change of the Inclusive Rural Finance Policy 2021.



**Impact**

Improved livelihoods and strengthened resilience of rural poor people enabled by IRF solutions and interventions.

**Outcomes**

- Greater use of useful and affordable IRF products and solutions by rural poor people, rural MSMEs and smallholders to strengthen resilience to climate change and other shocks.
- Increased investment by rural poor people, rural MSMEs and smallholders in their households, farms and non-farm opportunities that translate into increased income and benefits from markets.

**Key outputs**

- Rural poor people, rural MSMEs and smallholders have greater awareness, capacity and protection in using IRF products and services.
- An expanded range of accessible, affordable and useful IRF products and services is offered to rural poor people, rural MSMEs and smallholders by conventional and non-conventional FSPs.
- The policy and institutional environment for the delivery of IRF products and services is more enabling, stronger and better coordinated.

**Action areas and inputs**

- Promote differentiated IRF interventions that address demand-side constraints and reflect the diversity of beneficiary populations and needs.
- Deliver impact-driven market-building interventions that utilize both catalytic financial instruments and non-financial capacity development to conventional and innovative FSPs.
- Catalyze and strengthen enabling environments for IRF.

**Development challenges**

Rural poor people, rural MSMEs and smallholders are unable to take advantage of opportunities within food systems to improve their livelihoods and strengthen their resilience because of a lack of affordable and useful IRF products and services.

Source: IOE Project Cluster Evaluation on Rural Finance in East and Southern Africa, 2023.