Document:	EC 2018/102/W.P.6
Agenda:	7
Date:	7 August 2018
Distribution:	Public
Original:	English

E

Investing in rural people

2018 Annual Report on Results and Impact of IFAD Operations

Note to Evaluation Committee members

Focal points:

Technical questions:

Oscar A. Garcia
Director
Independent Office of Evaluation of IFAD
Tel.: +39 06 5459 2274
e-mail: o.garcia@ifad.org

Fabrizio Felloni
Deputy Director
Tel.: +39 06 5459 2361
e-mail: f.felloni@ifad.org

Chitra Deshpande
Senior Evaluation Officer
Tel.: +39 06 5459 2573
e-mail: c.deshpande@ifad.org

Dispatch of documentation:

Deirdre McGrenra
Chief
Governing Bodies
Tel.: +39 06 5459 2374
e-mail: gb@ifad.org

Evaluation Committee — 102nd Session
Rome, 4 September 2018

For: Approval

Document:	EB 2018/124/R.12
Agenda:	4(f)
Date:	7 August 2018
Distribution:	Public
Original:	English

E

Investing in rural people

2018 Annual Report on Results and Impact of IFAD Operations

Note to Executive Board representatives

Focal points:

Technical questions:

Oscar A. Garcia
Director
Independent Office of Evaluation of IFAD
Tel.: +39 06 5459 2274
e-mail: o.garcia@ifad.org

Fabrizio Felloni
Deputy Director
Tel.: +39 06 5459 2361
e-mail: f.felloni@ifad.org

Chitra Deshpande
Senior Evaluation Officer
Tel.: +39 06 5459 2573
e-mail: c.deshpande@ifad.org

Dispatch of documentation:

Deirdre McGrenra
Chief
Governing Bodies
Tel.: +39 06 5459 2374
e-mail: gb@ifad.org

Executive Board — 124th Session
Rome, 11-13 September 2018

For: Review

Contents

Acknowledgements

The 2018 Annual Report on Results and Impact of IFAD Operations – the 2018 ARRI – was prepared by Chitra Deshpande, Senior Evaluation Officer, Independent Office of Evaluation of IFAD (IOE), under the supervision of Fabrizio Felloni, Deputy Director, IOE. They were ably supported in IOE by Valentina Di Marco, Lorenzo Moncada, Laura Morgia and Ipek Ergin as well as an independent consultant, Catherine Hill, on the learning theme. The report benefited from the IOE internal review process.

IOE would like to express its deep appreciation to IFAD Management and staff for the overall support and insightful comments on the draft report, which have been duly considered in line with the IFAD Evaluation Policy in preparing the final report.

The comments contained in IFAD Management's written response to the 2017 ARRI and feedback from the Evaluation Committee and Executive Board are also reflected in the 2018 ARRI.

2018 Annual Report on Results and Impact of IFAD Operations

Executive summary

A. Introduction

1. This sixteenth edition of the Annual Report on Results and Impact of IFAD Operations (ARRI), prepared by the Independent Office of Evaluation of IFAD (IOE) since 2003, reflects IFAD's continued commitment to strengthening accountability and learning for better development impact. The ARRI has two main objectives: (i) to present a synthesis of the performance of IFAD-supported operations based on a common evaluation methodology; and (ii) to highlight systemic and cross-cutting issues, lessons and challenges to enhance the development effectiveness of IFAD-funded operations. The 2018 ARRI also includes a learning theme chapter which provides a deeper analysis of targeting strategies for reaching rural poor people.

2. Context. The 2018 ARRI draws its qualitative findings from evaluations conducted in 2017 of projects that reached completion between 2012 and 2016. It is important to note that analysis of performance in the ARRI does not cover recently designed projects and initiatives. In 2017, IFAD initiated major business model changes through the Operational Excellence for Results (OpEx) exercise and a number of new strategic directions are being pursued as a result of the Eleventh Replenishment of IFAD Resources (IFAD11) commitments. These include: (i) resource mobilization – assembling development finance to maximize impact; (ii) resource allocation – focusing on the poorest people and poorest countries; (iii) resource utilization – doing development differently; and (iv) transforming resources into development results – embracing a culture of results and innovation.

3. Evaluation plays a critical role in analysing the issues these commitments address and provides insights based on past experience and performance. Therefore, while the 2018 ARRI does not assess performance against the new IFAD11 targets, it provides guidance on how IFAD can better "focus on the poorest people and the poorest countries" through the learning theme on poverty targeting. Furthermore, the 2018 ARRI highlights facilitating and constraining factors affecting IFAD's performance, to enable it to increase effectiveness, achieve its strategic objectives and contribute to the 2030 Agenda vision of "Leaving no one behind."

4. Age of the portfolio. The 2018 ARRI also presents a quantitative and statistical analysis of ratings from 320 evaluations of completed and closed projects and 45 country strategy and programme evaluations (CSPEs). Of the 36 newly evaluated projects included this year, 17 reached completion from 2012 to 2014 and 19 from 2015 to 2016. The average project duration was 6.8 years, including four projects with implementation periods of 10 years or more.

5. Methodology. IOE uses a six-point ratings scale[1] to assess performance in each evaluation criterion. The ratings, which are the foundation of performance reporting in IOE evaluations, are aggregated and used in ARRI analyses to report on IFAD's operational performance. These ratings are recorded in an independent evaluation database which is publicly available online and includes ratings from independent evaluations carried out since 2002.

6. Project performance is assessed and rated across 10 evaluation criteria: rural poverty impact; relevance; effectiveness; efficiency; sustainability of benefits;

[1] Projects rated moderately satisfactory or better are in the "satisfactory" zone (4-6), while projects rated moderately unsatisfactory or worse are in the "unsatisfactory" zone (1-3).

gender equality and women's empowerment (GEWE); innovation; scaling up; environment and natural resource management (ENRM); and adaptation to climate change. In addition to two composite criteria that assess project performance (an average of relevance, effectiveness, efficiency and sustainability) and overall project achievement (all 10 criteria), each project is evaluated for how IFAD and the government perform as partners.

7. CSPEs assess and rate: (i) overall project portfolio achievement (based on the 10 criteria); (ii) performance of partners (IFAD and government); (iii) non-lending activities; and (iv) country strategy and programme performance (relevance and effectiveness). The ARRI focuses on the latter two points and presents ratings by the year in which the CSPE was conducted.

8. Project evaluation ratings are presented by year of completion in two data series in the ARRI: (i) all evaluation; and (ii) project completion report validation/project performance evaluation (PCRV/PPE) only. The former presents project ratings from 320 evaluations from 2002; the latter contains only project-level data from a total of 189 PCRVs, PPEs and impact evaluations. Main trends in performance are explained through an analysis of the percentages of projects rated moderately satisfactory or better on a moving three-year basis to highlight long-term trends and smoothen short-term fluctuations.

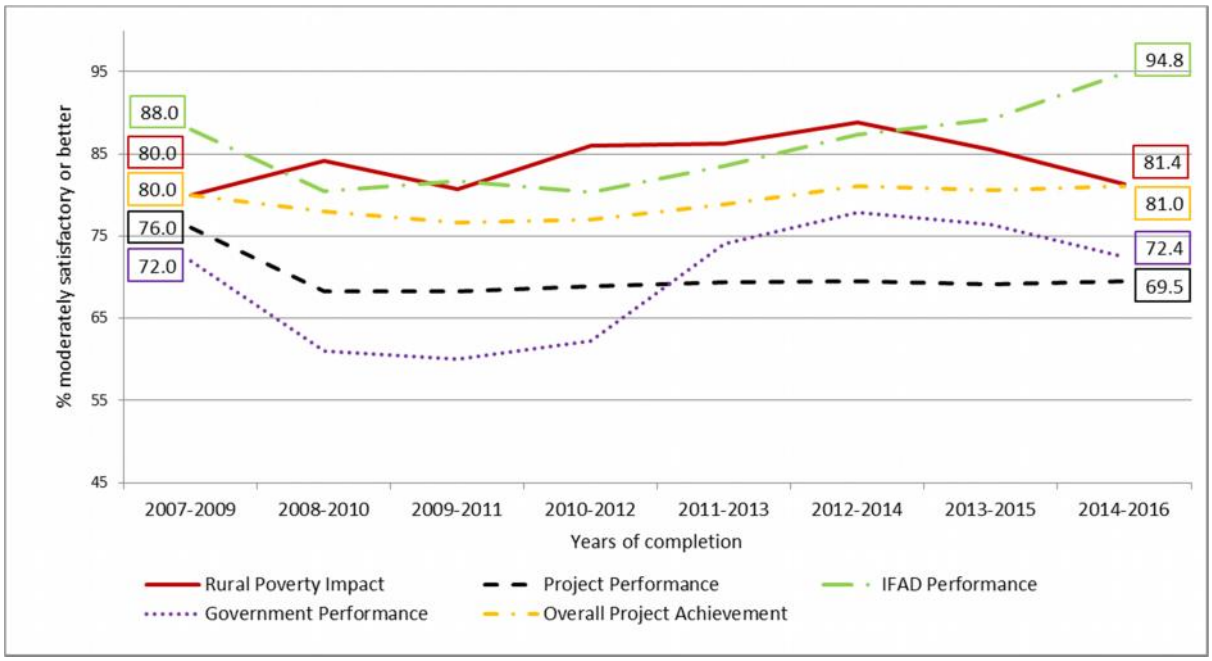
9. Updated methodology and analyses. In line with the Harmonization Agreement part I, the 2018 ARRI reflects the following additional change to the criteria for project-level evaluations: the separate rating of the two criteria innovation and scaling up. In conducting a trend analysis of the separate criteria, the 2018 ARRI assigns the rating given for the original combined criteria for past evaluations. At the country programme level, evaluations placed greater emphasis on portfolio performance and the performance of non-lending activities when assessing the performance of country strategic opportunities programmes (COSOPs).

10. For the first time, the qualitative analysis was conducted using NVivo, an advanced data management tool allowing deep-dive analysis. The 2018 ARRI also includes t-tests to compare data sets for statistical significance and correlation analyses to test for interrelationships among evaluation criteria.

B. Portfolio performance

11. Overall, from 2007 to 2016, 76 per cent of project evaluation ratings are positive. When comparing performance between the periods 2007-2009 and 2014-2016, IFAD performance as a partner shows good performance and improvement, while project performance has declined, as indicated in chart 1. Following a decline from 2009 to 2011, performance across the criteria improved up to the 2012-2014 period, after which rural poverty impact and government performance as a partner began to decline. In the period 2014-2016, only IFAD performance as a partner shows continuing improvement, having overtaken rural poverty impact as the strongest performing criterion since 2008-2010, while trends in overall project achievement and project performance are flat and declining in rural poverty impact and government performance as a partner.

Chart 1
Overview of the key project portfolio evaluation criteria
Percentage of projects rated moderately satisfactory or better, 2007-2016 (year of completion)



Source: IOE evaluation database, May 2018.

12. A closer examination of performance by project-level evaluation criteria is provided in table 1. A comparison of changes in the percentage of positive ratings in the 10-year period between 2007-2009 and 2014-2016 indicates that the decline in project performance can be attributed to declines in relevance (from 96 to 90 per cent), effectiveness (from 80 to 76 per cent) and efficiency (from 64 to 53 per cent) as well as flat performance in sustainability (from 60 to 61 per cent).

13. When comparing the period 2013-2015 with 2014-2016, performance has declined for seven criteria: sustainability, innovation, efficiency, GEWE, government performance as a partner, rural poverty impact, and scaling up. Only three criteria show sizeable improvement of 4-6 percentage point increases, namely IFAD performance as a partner, adaptation to climate change and ENRM. Relevance and effectiveness rose slightly by 1-2 percentage points, while overall project achievement and project performance are flat. Notably, within the 2014-2016 cohort of projects, 18.6 per cent have been implemented in countries with fragile situations which may be contributing to the flat and declining trend in performance.

Table 1
Changes in percentage of projects rated moderately satisfactory or better by criteria over time

	Baseline	Recent periods		Changes			
Criteria	*2007-2009*	*2013-2015*	*2014-2016*	*2014-16/2007-09*		*2014-16/2013-15*	
IFAD performance	88	89	95	7	▲	6	▲
Adaptation to climate change	75	76	81	6	▲	5	▲
ENRM	75	80	85	10	▲	4	▲
Relevance	96	88	90	-6	▼	2	▲
Effectiveness	80	76	76	-4	▼	1	▬
Overall project achievement	80	81	81	1	▬	0	▬
Project performance	76	69	69	-7	▼	0	▬
Sustainability	60	64	61	1	▬	-3	▼
Innovation	72	89	86	14	▲	-3	▼
Efficiency	64	56	53	-11	▼	-3	▼
GEWE	88	81	77	-10	▼	-4	▼
Government performance	72	76	72	0	▬	-4	▼
Rural poverty impact	80	86	81	1	▬	-4	▼
Scaling up	72	89	84	12	▲	-5	▼

Source: IOE evaluation database, May 2018.

14. In the period 2014-2016, the criteria with the highest positive ratings are IFAD performance as a partner, relevance, ENRM, innovation, and scaling up. While the first three criteria have also shown improvement, the newly separated criteria of innovation and scaling up have declined slightly. Efficiency remains the weakest performing criterion due to high project management cost ratios, frequent staff turnover, insufficient baseline data, and delays in project start up and implementation. While sustainability of benefits shows slight improvement since 2007, performance in 2014-2016 declined as a result of recurrent issues of implementation delays, tenuous results at completion, limited beneficiary ownership and the absence of clear project exit strategies. Government performance as a partner, which is strongly correlated with efficiency and sustainability, is also underperforming in 2014-2016, due to insufficient government ownership of projects to scale them up.

15. Rural poverty impact has recently declined partly due to significant gaps in targeting strategies and a lack of long-term strategies to enhance beneficiaries linkages to institutions and enhance their legitimacy. Evaluations also identified some facilitating factors for greater rural poverty impact including: (i) building the capacity of public institutions and staff at central and local levels; (ii) decentralizing services to enhance target groups' access to resources, technologies and services; and (iii) providing business development services and improving access to markets. Training and follow-up support, group development and leadership skills are considered positive elements for successful performance in human and social capital empowerment.

16. Performance in the criterion of gender equality and women's empowerment has also declined in 2014-2016 to 77 per cent. In some cases, evaluations found that both at design and during implementation there was limited understanding of women's specific needs, with consequential non-alignment with the project's operational strategy on gender. To improve performance, the 2017 evaluations highlight these good practices: (i) gender-sensitive project designs; (ii) awareness campaigns and training on gender equality, women's rights and domestic violence; (iii) income-generating activities for women; and (iv) promoting women's leadership in groups.

17. The 2007-2016 overall average disconnect between IOE and the Programme Management Department (PMD) ratings is -0.30, which is only slightly higher than the 2007-2015 disconnect of -0.29. The highest disconnect between the mean IOE

and PMD ratings is for relevance -0.55, while the lowest is in rural poverty impact -0.17.

18. Internal benchmarking. Internal benchmarking is done against the targets included in the Tenth Replenishment of IFAD Resources (IFAD10) Results Management Framework (RMF) to draw attention to areas requiring special consideration. However, a more accurate picture of performance against the IFAD10 targets can only be provided after the close of 2018, therefore in the 2019 ARRI. That said, the IFAD10 RMF only includes IOE ratings for tracking purposes. Achievement of targets is based on Management's self-assessment data, namely project completion report (PCR) ratings presented in the Report on IFAD's Development Effectiveness (RIDE). Notably, the IFAD11 RMF includes an indicator – Overall project achievement – which will be assessed for the first time against IOE ratings.

19. According to IOE ratings, currently only one out of the 10 outcome indicators has reached the IFAD10 RMF targets: adaptation to climate change (indicated in green in table 2) is 31 percentage points above the target based on the limited number of ratings from the past two years.[2] Five indicators are within 10 percentage points (blue) below the RMF targets namely, innovation, scaling up, rural poverty impact, ENRM and government performance. Two indicators (effectiveness and GEWE) are 15 points (orange) below target, while efficiency and sustainability are over 20 points (red) away from 2018 targets. The underperforming indicators will require special attention for the successful completion of IFAD10.

Table 2
Internal benchmarking
Percentage of projects rated moderately satisfactory or better against RMF targets

Outcome indicators	*Baseline tracked IOE ratings (2011-2013)*	*PCRV/PPE 2014-2016*	*2018 targets from IFAD10 RMF - 2016-2018*	*Difference between PCRV/PPE and 2018 target*
Innovation	*79*	**86**	90	**-4**
Scaling up	*79*	**84**	90	**-6**
ENRM	*73*	**85**	90	**-5**
Rural poverty impact	*86*	**81**	90	**-9**
Adaptation to climate change	*NA*	**81**	50	**31**
GEWE	*80*	**77**	90	**-13**
Effectiveness	*75*	**76**	90	**-14**
Government performance	*66*	**72**	80	**-8**
Sustainability	*65*	**61**	85	**-24**
Efficiency	*57*	**53**	80	**-27**

Source: IOE evaluation database, May 2018.

20. External benchmarking of project performance. Overall, IFAD's project performance remains positive based on the benchmarking analysis of IFAD operations with the performance of other development organizations' agriculture sector operations (table 3). At the regional level, IFAD maintains a higher share of positive ratings for project performance when comparing IFAD-funded projects in Africa, and Asia and the Pacific regions with the African Development Bank (AfDB) and the Asian Development Bank (AsDB) respectively. IFAD-funded projects in Latin America and the Caribbean perform as well as those of the World Bank in the

[2] Moving averages in the 2014-2016 cohorts include 44 projects in all evaluation data and 36 projects in the PCRV/PPE data series in which adaptation to climate change was rated separately.

region, whereas they have a lower share of positive ratings in the Near East, North Africa and Europe region. At the global level, the World Bank shows a slightly higher percentage than IFAD when looking at projects rated positively among the agriculture sector operations. This reflects a decline in IFAD project performance compared to last year from 75 to 71 per cent in 2002-2015, rather than an improvement in World Bank performance.

Table 3
Project performance
Percentage of agriculture and rural development projects completed rated moderately satisfactory or better, 2002-2016 (year of completion)

	World		*Africa*		*Asia-Pacific*		*Latin America-Caribbean*		*Near East- North Africa-Europe*	
	IFAD	*WB*	*IFAD*	*AfDB*	*IFAD*	*AsDB**	*IFAD*	*WB*	*IFAD*	*WB*
Percentage of projects rated moderately satisfactory or better	**71%**	**74%**	**70%**	**48%**	**86%**	**62%**	**77%**	**77%**	**70%**	**79%**
Number of agriculture projects evaluated	391	538	153	135	107	103	48	88	60	141

WB: World Bank: AfDB: African Development Bank; AsDB: Asian Development Bank. *Data refers to 2002-2015
Source: AfDB Independent Development Evaluation Unit, AsDB Independent Evaluation Department, World Bank Independent Evaluation Group and IOE (all evaluation data series).

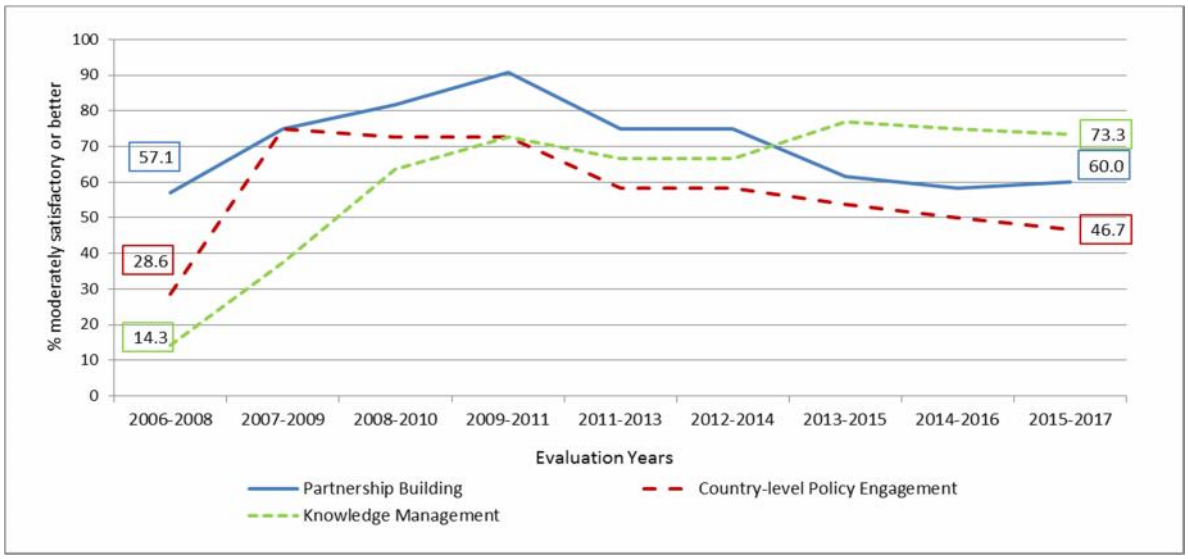
C. Country programme performance

21. CSPEs analyse and report on performance beyond the project level and identify lessons that cut across IFAD country programmes. They assess portfolio performance, non-lending activities (i.e. country-level policy engagement, knowledge management, and partnership-building). This year's ARRI includes five new CSPEs carried out in Egypt, Cambodia, Cameroon, Georgia and Peru.

22. From 2006 until 2017, overall performance of non-lending activities improved, particularly for knowledge management. Significant improvement occurred for all three activities until 2009-2011, after which performance began to decline for partnership-building and country-level policy engagement. The period 2012-2014 marks another shift in performance, with improvement in knowledge management and a steady decline in partnership-building which ceases to be the strongest performing non-lending activity.

23. Examining each activity individually, knowledge management began as the weakest performing area to then overpass country-level policy engagement in 2009-2011 and partnership-building in 2012-2014, becoming the strongest non-lending criterion with 73.3 per cent of positive ratings. Country-level policy engagement has shown fluctuations in performance and in 2015-2017 declined to only 46.7 per cent of positive ratings, the lowest of the three. These recent declines in performance raise concerns in view of the IFAD10 targets for 2018, which are 85 per cent for policy engagement and 90 per cent for partnership-building.

Chart 2
Performance of non-lending activities, 2006-2017 (year of evaluation)
Percentage rated moderately satisfactory or better by criteria



Source: IOE evaluation database, May 2018.

24. Twenty-seven of the total 45 CSPEs were conducted in middle-income countries (MICs) and 18 in low-income countries (LICs); all of the 2017 CSPEs were for MICs. While average ratings across non-lending criteria are similar, MICs received a higher percentage of positive ratings for country-level policy engagement and knowledge management. LICs have more positive ratings for partnership; this is consistent with past evaluation findings that there is more opportunity for partnership in LICs where a greater number of bilateral and multilateral agencies operate.

D. 2018 learning theme on targeting strategies to reach the rural poor

25. Targeting is one of IFAD's principles of engagement and is central to its mandate of rural poverty reduction. Evidence suggests that strengthening targeting strategies is important for raising the overall performance of IFAD's portfolio. Five findings emerge from the evaluative evidence on IFAD's targeting.

26. Finding 1: Although IFAD has a perceived advantage as an organization that focuses on poor rural people, there is a lack of agreement within the Fund on the target group and strategies needed. This is particularly important given the trend towards more market-oriented value chain projects. The trend towards market-oriented projects as well as IFAD's increased focus on the need for greater attention in targeting to gender equality, indigenous peoples and youth calls attention to the possible need to re-examine and clarify IFAD's target group and strategies.

27. Finding 2: Effective targeting requires robust poverty analysis and well-informed targeting strategies to meet the needs of poor rural people. The second finding is based on evidence indicating the need for, and benefits of, rigorous poverty analysis and differentiated targeting strategies to meet the needs of different target groups. It draws attention to the importance of developing targeting strategies and designing and implementing projects on a foundation of strong contextual understanding. There is also the need for realistic and flexible targeting to allow for modifications in a rapidly changing world, particularly in fragile or post-conflict contexts.

28. Finding 3: Robust data, monitoring, and supervision and implementation support (SIS) are crucial for good poverty targeting in design and implementation and require strong investment in related systems and to develop capacity. Effective targeting depends on strong data, monitoring and SIS to assess relevance and make adjustments where needed. In part, this requires institutional capacity on the part of implementing partners, IFAD and others responsible for design and implementation.

29. Finding 4: Reaching the poorest people and the "last mile" is costly but essential, particularly given IFAD's mandate and international commitments. There is a risk that the trend towards projects that have shorter implementation periods and quicker disbursement may drive IFAD's targeting focus away from the poorest people. This pursuit of efficiency may shift the targeting focus away from the poorest and most vulnerable and towards poor people who have the resources and capacity to leverage investment. The nature of the remote, rural and often fragile areas in which IFAD works may also increase costs and require a longer project duration.

30. Finding 5: Government commitment and partnerships are important to reach the poorest groups. Finding 5 points to the value of policy engagement with governments to ensure the poorest and most vulnerable are a priority. Meeting the needs – including the basic needs – of the most vulnerable groups may best be accomplished through partnering with other organizations better positioned to address those needs (e.g. NGOs, other United Nations bodies such as the World Food Programme, the United Nations Children's Fund [UNICEF], etc.).

31. In sum, project performance is linked to well-defined targeting strategies and differentiated analysis at design is crucial to good targeting. Ambiguous or overly ambitious targeting is a constraint, particularly in fragile and post-conflict situations. Furthermore, realistic, clear and flexible targeting strategies are important particularly in rapidly changing contexts.

E. Conclusions

32. The broad picture of performance emerging from the 2018 ARRI is flat with signs of deterioration. While 76 per cent of total project ratings were in the general "satisfactory" zone between 2007 and 2016, moderately satisfactory remains the norm with very few projects rated highly satisfactory for any evaluation criterion. When comparing performance in 2007 to the most recent period, only IFAD's performance as a partner shows continuing improvement. Performance in rural poverty impact, government performance as a partner, and overall project achievement has returned to 2007 levels after reaching peaks in 2012-2014, whereas project performance is flat after an initial decline.

Project portfolio trends

33. Recently rural poverty impact, a traditional area of strength, has declined and the trend in project performance remains flat. Of the four criteria that determine IFAD project performance, relevance shows some improvement while effectiveness is flat. Declining in the latest period, efficiency and sustainability remain the main bottlenecks for project performance. Overall, some recurring factors are mentioned as weaknesses across evaluations conducted in 2017 with regard to project performance: insufficient consideration of country context in the design phase; inadequate recognition of appropriate policies; weak targeting at design without sufficient focus on poor households; and the absence of long-term plans for sustainability. These inhibiting elements combined with the presence of some exceptionally long projects (over 10 years) and an unusual number of project extensions (41 per cent of projects in the 2017 evaluations were extended) may have contributed to weaker performance in the 2018 ARRI, particularly in efficiency and sustainability.

34. Delays in start-up and implementation combined with high staff turnover of programme management drove the negative performance in efficiency. Thus, when low staff turnover is combined with no project extensions, high disbursement rates and/or high financial returns, efficiency ratings are strong and positive.

35. The declines in scaling up and sustainability can be overcome with the assurance of a valid exit strategy. The absence of a long-term plan, often paired with late disbursements that result in projects remaining operational until their closing dates, limits the potential for scaling-up project results. These areas of challenge, while not being new to IFAD, undermine sustainability, which continues to be constrained by limited beneficiary engagement and ownership in the planning, implementation, maintenance and oversight of project activities.

36. The decline in a number of IOE ratings is corroborated by similar trends in PMD ratings for selected criteria. This finding may suggest that IFAD has become more stringent in project evaluation and/or that project performance has worsened. In both cases, monitoring project performance in future ARRIs will confirm what are the main drivers for the underperforming criteria, should the deterioration continue.

37. On the positive side, performance in ENRM has improved since 2011. Undertaking specific actions towards the conservation of natural resources and supporting organizations by creating awareness and providing guidance are effective in protecting sensitive ecosystems and fragile environments in targeted areas. This improved performance may be the result of the increased attention and resources devoted to ENRM since 2011 with the creation of the Environment and Climate Division and issuance of the Social, Environmental and Climate Assessment Procedures in 2014.

38. IFAD performance as a partner exhibits the highest increase in satisfactory ratings. The 2017 evaluations confirm that IFAD is valued and trusted by governments for the quality and timeliness of its support, and for its focus and responsiveness. Country-level presence facilitates the establishment of valuable partnerships with governments, and consultations based in the IFAD Country Offices have proved effective and efficient for identifying problem-solving measures. It also may have contributed to the recent improved performance in relevance, though the high disconnect with PMD ratings remains.

39. The declining trend in government performance as a partner is accompanied by worsening performance in efficiency and sustainability. As already indicated in the 2017 ARRI, ultimately, institutional capacity needs to be built at the national-level to achieve the proper balance between short-term compliance with IFAD requirements through SIS and achieving broader prospects for development goals and sustainability. Such capacity-building will be especially important in light of IFAD's aim to expedite the project design process through, in part, greater engagement by government.

Targeting findings and lessons

40. Project performance has been linked to well-defined targeting strategies. Comprehensive targeting approaches enable operations to reach the poorest groups by combining solid livelihood and poverty analysis, based on context-specific circumstances and participatory processes. The 2018 ARRI confirms with statistically significant results that successful projects receiving high ratings in targeting were also rated highly on rural poverty impact.

41. One of the main issues regarding targeting relates to shortcomings in differentiated poverty analyses at the design stage. An analysis of groups who are likely to be excluded or overlooked is needed, accompanied by a comprehensive understanding of the context in which targeted people live. Effective targeting also requires investment in monitoring and SIS to ensure appropriate strategies are

implemented by assessing their continued relevance and making required adjustments. A key constraining factor for sufficiently differentiated analysis and proper implementation of targeting strategies has been the tightening of IFAD's budget, particularly between IFAD9 and IFAD10, which has limited the amount of funding available for project design and country programme delivery in general.

42. IFAD faces difficulties in addressing issues of inequality, which is multifaceted, multidimensional and fine-grained beyond simple geographic or socio-economic characteristics. IFAD projects often rely on self-targeting mechanisms for individual benefits without a clear targeting strategy and on trickle-down effects to poorer households. The inclusion of women is assumed rather than ensured through mechanisms built into the intervention.

43. Gender equality and women's empowerment is an area exhibiting a slow but steady decline since 2011, though its promotion is critical to the 2030 Agenda goals of improving food and nutrition security and eradicating rural poverty. While GEWE is ranked as the fourth highest-performing criterion based on its average rating (4.18), it is ranked ninth in 2014-2016 based on its percentage of positive ratings (77 per cent). Among the key factors explaining decreasing performance in GEWE are weak gender strategies in project design, particularly regarding the participation and role of women.

Knowledge managment, partnerships, and country-level policy engagement

44. 2017 evaluations still underline the need to create synergies between investment operations and non-lending activities. A key first step in this process is building strong knowledge management platforms within and across country programmes, so as to enable IFAD to draw from project experience to influence policymaking. Focus on regional sharing, systemization of project experiences and stronger linkages between grant programmes and investment portfolios are key to innovation, scaling up and policy engagement. A frequently cited challenge is the absence of a specific budget for country-level policy engagement, which would help create an enabling environment for project implementation and set the conditions for large numbers of rural people to move out of poverty at a scale that no single project can address. Notably, performance in country-level policy engagement is better in MICs versus LICs, reflecting their increasing demand for knowledge products and policy engagement. Effective integration of country-level policy engagement in country programmes, from design to completion, is not an end in itself, but a starting point for policy engagement and other scaling-up approaches as well as a key success factor for IFAD operations.

45. IFAD recognizes the importance of partnerships; however, more emphasis should be given to the quality and mix of partnerships that can achieve greater outreach and create synergies for scaling up. Cofinancing partnerships may boost performance in this area, and partnership with government is another indispensable element for implementing programmes and guaranteeing sustainability, in particular at the local and subnational level. A good mix of partnerships is fundamental to realize greater outreach and complementarity of results for scaling up and create synergies.

46. In sum, as IFAD concludes IFAD10 and looks to start IFAD11 in 2019, it is critical to stem the initial deterioration exhibited in the 2018 ARRI. Properly designed and implemented targeting strategies play a central role in improving project performance and rural poverty impact. There may be trade-offs with regard to efficiency, particularly if IFAD truly realizes its purported comparative advantage – strong targeting of extremely poor and food-insecure people in rural areas – as the implementation of good targeting requires sufficient project duration to properly engage those left behind (e.g. indigenous peoples, the disabled, marginalized

women). More resources and technical specialists are especially required to target marginalized communities and individuals "experiencing famine, drought, fragility and migration." Targeting also contributes to meeting the IFAD11 ambition to "reduce inequalities within and among Member States" which requires addressing disparities beyond income, i.e. in land resources and gender relations through policies and by securing rights. Therefore, special attention is required to clarify IFAD's targeting approaches in different contexts and invest in their application across the project cycle.

F. Recommendations

47. The Board is invited to adopt the recommendations below. Given the central importance of targeting strategies to IFAD's mandate and their link to good project performance, most of the recommendations focus on this learning theme for which required actions are presented along the project cycle.

48. Recommendation 1. Conduct a systemic review of IFAD project-cycle processes and examine the resources committed to each. In light of the overall declining trend in ratings and major business model changes introduced recently by OpEx, a holistic review of IFAD project-cycle processes, from project design to completion, and their relation to one another is required. The review would identify critical requirements (e.g. baseline studies) and pinpoint where resources are most effectively committed for improved development effectiveness.

49. Recommendation 2. Revise IFAD's targeting policy and related guidelines. Targeting still represents a challenge in IFAD's projects due partly to the lack of agreement in the Fund on the target group and the strategies needed to reach them. Therefore, IFAD must clarify in its targeting policy and related operational guidelines who IFAD interventions target and how to cater to the needs of the "extremely poor and most vulnerable rural people" as stated in the IFAD11 Consultation Report, as well as the "economically active poor." The revised targeting policy should serve as a chapeau that gives coherence and integrates the different policies and strategies relating to specific groups such as women, indigenous peoples, youth and people with disabilities. The revision of the operational guidelines on targeting – which is already planned – needs appropriate differentiated approaches for these specific groups, including young women and men and people with disabilities, in line with the 2030 Agenda commitment of "leaving no one behind."

50. Recommendation 3. Develop appropriate targeting strategies based on robust and differentiated poverty and context analysis that are flexibly implemented. During project design, interventions need to develop tailored strategies in light of the profiles of the target group and specific contexts. By conducting robust poverty and gender analysis, especially in fragile contexts, IFAD can provide the basis for identifying and reaching out to groups that are at risk of poverty and social exclusion, with a specific focus on women and youth. During implementation, targeting strategies must be monitored and adjusted to ensure that they effectively reach specific target groups and meet their different needs.

51. Recommendation 4. Establish strong M&E systems and tap into local knowledge through country-level partnerships in order to capture differentiated poverty data for knowledge creation, and for policy engagement and advocacy in favour of IFAD's target groups. Logical frameworks (logframes) should include indicators, targets and means of measurement relating to the participation of and expected outcomes relating to specific target groups, including women and youth. During supervision, monitoring of these logframes will allow for data collection on specific groups, which should be aggregated and used for poverty analysis of future projects and for country-level policy engagement. Strengthening partnerships with local institutions, possibly

through grants, may contribute to project data collection and advocacy efforts for policy change.

52. Recommendation 5. Ensure sustainability of rural poverty impacts through exit strategies that are inclusive of targeted beneficiaries and through sufficient project duration. Project sustainability is strongly linked to the planning of sound exit strategies accompanied by corresponding resources and institutional arrangements for effective implementation. However, the lack of an exit strategy is still a common feature in several projects included in the 2018 ARRI. To ensure that an exit strategy is inclusive of target groups, especially the extremely poor and most vulnerable, the project duration should be sufficient (about seven years) to implement participatory processes, ensure that targeted populations were reached and institutions for the poor were established long enough to be included in the exit strategy.

53. 2019 ARRI learning theme. The Board is invited to adopt the recommendation to consider quality-at-entry of project designs as the 2019 ARRI learning theme. Many constraining issues that contribute to weaker performance need to be addressed at design (e.g. limited poverty analysis). A closer examination of the design quality of completed projects can reveal substantive factors that contribute to projects successfully achieving their development objectives.

2018 Annual Report on Results and Impact of IFAD Operations (Main report)

Contents

Abbreviations and acronyms

4Ps	public-private-producers partnerships
AsDB	Asian Development Bank
AfDB	African Development Bank
APR	Asia and the Pacific Division (IFAD)
ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CPM	cuntry programme manager
CSPE	cuntry strategy and programme evaluation
ENRM	Environment and natural resources management
ESA	East and Southern Africa Division of IFAD
ESR	Evaluation synthesis report
GEWE	Gender equality and women's empowerment -
ICO	IFAD country office
IE	Impact evaluation
IFAD10	IFAD Tenth replenishment period
IFAD11	IFAD Eleventh replenishment period
IFI	International financial institution
IOE	Independent Office of Evaluation of IFAD
KM	Knowledge management
LAC	Latin America and the Caribbean Division (IFAD)
LICs	low-income countries
M&E	monitoring and evaluation
MFI	microfinance institutions
MICs	middle-income countries
MTR	midterm review
NEN	Near East, North Africa and Europe Division (IFAD)
NGO	Non-governmental organization
OTELP	Odisha Tribal Empowerment and Livelihoods Programme
PCR	Project completion report
PCRV	Project completion report validation
PMD	Programme Management Department (IFAD)
PPA	project performance assessment
PPE	project performance evaluation
RMF	Results Management Framework
SDG	Sustainable Development Goal
SIS	Supervision and implementation support
SSTC	South-South Triangular Cooperation
WCA	West and Central Africa Division (IFAD)

2018 Annual Report on Results and Impact of IFAD Operations

I. Overview

G. Background

1. This is the 16th edition of the Annual Report on Results and Impact of IFAD Operations (ARRI), which the Independent Office of Evaluation of IFAD (IOE) has prepared annually since 2003. IFAD is among the few multilateral and bilateral organizations to produce such a report on an annual basis, reflecting the Fund's continued commitment to strengthening accountability and learning for better development impact.

2. Objectives. The ARRI has two main objectives: (i) present a synthesis of the performance of IFAD-supported operations based on a common evaluation methodology; and (ii) highlight systemic and cross-cutting issues, lessons and challenges that IFAD and recipient countries need to address to enhance the development effectiveness of IFAD-funded operations.

3. Learning theme. Since 2007, each ARRI focuses on a learning theme with the aim of deepening analysis on selected issues in order to enhance the performance of IFAD operations. The learning theme agreed upon with the Executive Board for the 2018 ARRI is targeting strategies to reach the rural poor. Going beyond evaluations conducted in 2017, the full study of the topic was published as an issues paper[3] and is summarized in the learning theme chapter.

4. Independent evaluation database and data sources. The independent evaluation database is publicly available online and includes project ratings from independent evaluations carried out by IOE since 2002. The 2018 ARRI draws on ratings from 321 evaluations of completed projects and 45 Country strategy and programme evaluation (CSPEs).

5. Methodology. The 2018 ARRI follows the provisions of the second edition of the Evaluation Manual published in December 2015. This is the second year that this new methodology is reflected in the ARRI and the evaluation criteria and definitions included in the revised harmonization agreement between Management and IOE are also fully reflected. Greater details on the methodology and analyses are included in Annex III.

6. Each project is assessed and rated across ten evaluation criteria: rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment (GEWE), innovation, scaling up, environment and natural resource management (ENRM), and adaptation to climate change.

7. IOE also has two composite evaluation criteria: project performance and overall project achievement. Project performance is an average of the ratings of four individual evaluation criteria (relevance, effectiveness, efficiency and sustainability) in line with other international financial institutions (IFIs), whereas overall project achievement is based on (but not an average of) all ten criteria now applied by IOE. Finally, each project is evaluated for IFAD and government performance as partners. Project ratings are presented by year of completion.

8. Country strategy and programme evaluations (CSPE) assess and rate: i) overall project portfolio achievement (based on the ten criteria); ii) performance of partners (IFAD and government); iii) non-lending activities; and iv) country strategy and programme

[3] https://www.ifad.org/documents/36783902/40280989/Chitra+Deshpande%2C+Senior+Evaluation+Officer%2C+IOE%2C+IFAD.pdf/ca54fc2a-2dd2-4304-9f86-acdc13c54a28

performance (its relevance and effectiveness). With a focus on the latter two, the ARRI presents their ratings by the year the CSPE was conducted.

9. Updated methodology and analyses. The 2018 ARRI confirms the new aspects introduced in the 2017 ARRI. It reflects the changes in the definition of criteria for project-level evaluations and nomenclature based on the Harmonization Agreement part I: (i) impact sub-domains are not rated individually; (ii) human and social capital empowerment also includes reference to vulnerable groups and clarification on "collective action"; and (iii) the separate rating of the criteria Innovation and Scaling up. In conducting trend analysis on the separated criteria, the 2018 ARRI assigns the rating given for the original combined criteria for past evaluations.

10. As suggested by management in 2017 ARRI, this year's analysis aims to make reference to 2017 evaluations in a more systematic and inclusive way, by bringing numerous specific examples that help draw references and lessons learned from the projects evaluated during the course of the year. At the country programme level, evaluations increased emphasis on portfolio performance and the performance of non-lending activities when assessing the Country strategic opportunities programme (COSOP) Performance. For the first time, the qualitative analysis for the ARRI was conducted using NVivo, an advanced data management tool which allows queries and visualization of data in an efficient and organized manner by creating groups of qualitative criteria and allowing comparisons and deep-dive analysis of specific topics. The 2018 ARRI also includes t-tests of the evaluation criteria to compare data sets for statistical significance and correlation analyses of PCRV/PPE ratings to test for interrelationships among evaluation criteria.

11. Ratings scale and data series. IOE uses a six-point ratings scale[4] to assess performance in each evaluation criterion. The ratings, which are the foundation of performance reporting in IOE evaluations, are aggregated and used in ARRI analyses for reporting on IFAD's operational performance.

Table 1
IOE rating system

Score	*Assessment*	*Category*
6	Highly satisfactory	
5	Satisfactory	*Satisfactory*
4	Moderately satisfactory	
3	Moderately unsatisfactory	
2	Unsatisfactory	*Unsatisfactory*
1	Highly unsatisfactory	

Source: IFAD Evaluation Manual, 2015

12. Project evaluation ratings are presented by year of completion in two data series in the ARRI: (i) all evaluation data; and (ii) project completion report validation/ project performance evaluation (PCRV/PPE) data only. The former presents project ratings from 320 evaluation reports starting in 2002; the latter contains only project-level data from 189 PCRVs, PPEs and impact evaluations (IEs). Main trends in performance are explained through an analysis of the percentages of projects rated moderately satisfactory or better. The ARRI uses three-year moving averages to highlight long-term trends and smoothen short-term fluctuations.

13. Age of the portfolio. Of the 36 newly evaluated projects included in this year's ARRI, one was approved in 1998 (PPE Palestine), seven were approved between 2002 and 2004, 25 from 2005 and 2009 and three from 2010 and 2011. All the projects are completed and closed: 17 were completed from 2012 to 2014 and 19 from 2015 to

[4] Projects rated moderately satisfactory or better are in the "satisfactory" zone (4-6), while projects rated moderately unsatisfactory or worse are in the "unsatisfactory" zone (1-3).

2016. Average project duration was 6.8 years, including 4 projects with implementation periods of 10 years or more. It is important to note that analysis of performance does not take into account recently designed projects and initiatives.

14. Document structure. Chapter I provides the context for the 2018 ARRI and a ten-year overview of IFAD performance which is benchmarked against other comparable IFIs and internal targets adopted by the Fund. Chapter II examines more closely project portfolio trends by criterion through the lens of projects evaluated by IOE in 2017. Chapter III concentrates on country strategy and programme performance, with specific focus on non-lending activities and country strategies. Chapter IV is dedicated to the learning theme targeting strategies to reach the rural poor. The main conclusions and recommendations are presented in Chapter V and VI.

H. Context of the 2018 ARRI

15. The 2018 ARRI draws its qualitative findings from evaluations conducted in 2017. During this year, IFAD initiated major business model changes through the Operational Excellence for Results (OpEx) program and a number of new strategic directions which are captured in the commitments for the IFAD11 Replenishment period of 2019-2021 as presented in table 2. Evaluations play a critical role in identifying the issues which these commitments address and in shaping how management should address them or make course corrections. While the 2018 ARRI does not measure performance against the IFAD11 targets, the examined evaluations may provide insights into how to improve performance to meet these new targets. In particular, this year's ARRI can give guidance on how IFAD can better "focus on the poorest people and the poorest countries", especially through the learning theme on targeting to reach the poor.

Table 2
Priorities and areas of reform for the IFAD11 period (2019-2021)

IFAD11 priorities	*Area of reform*	*Selected IOE Contributions*
Resource mobilization – assembling development finance to maximize impact	1.1 Increase resources by integrating borrowing into IFAD's financial framework and achieving the target programmes of loans and grants (PoLG) of US$ 3.5 billion 1.2 Strengthen IFAD's role as an assembler of development finance to expand programme of work to US$ 8.4 billion	CLE Financial Architecture (forthcoming in 2018)
Resource allocation – focusing on the poorest people and the poorest countries	2.1 Optimize allocation of resources at macro-level, ensuring 90% of core resources are allocated to low-income countries (LICs) and lower-middle-income countries (LMICs), 50% to Africa, and 25-30 per cent to the most fragile situations 2.2 Increase focus on the poorest and most vulnerable people within each country	CLE PBAS (2016) Learning Theme on Targeting (2018)*
Resource utilization – doing development differently	3.1 Increase outward-facing capacity and advance IFAD's decentralization 3.2 Enhance focus, flexibility and agility in use of resources while considering appropriate risks 3.3 Mainstream key cross-cutting themes of nutrition, gender, youth and climate 3.4 Strengthen synergies between lending and non-lending engagement 3.5 Make strategic partnerships for financing, knowledge advocacy and global influence a cornerstone of IFAD operations 3.6 Pilot diversified products tailored to different country circumstances	CLE Decentralization (2016) ESR on Gender transformation (2016) ESR Policy engagement (2017)* ESR Partnership (2017)* CLE Fragile Situations (2015)/ ESRs on MICs (2016) and Rural Differentiation (2013)
Transforming resources into development results – embracing a culture of results and innovation	4.1 Strengthen capacity and systems to manage for results 4.2 Increase transparency and openness 4.3 Enhance IFAD's service delivery platform	ESR on Innovation (forthcoming in 2018)

N.B. * indicates evaluations included in 2018 ARRI.

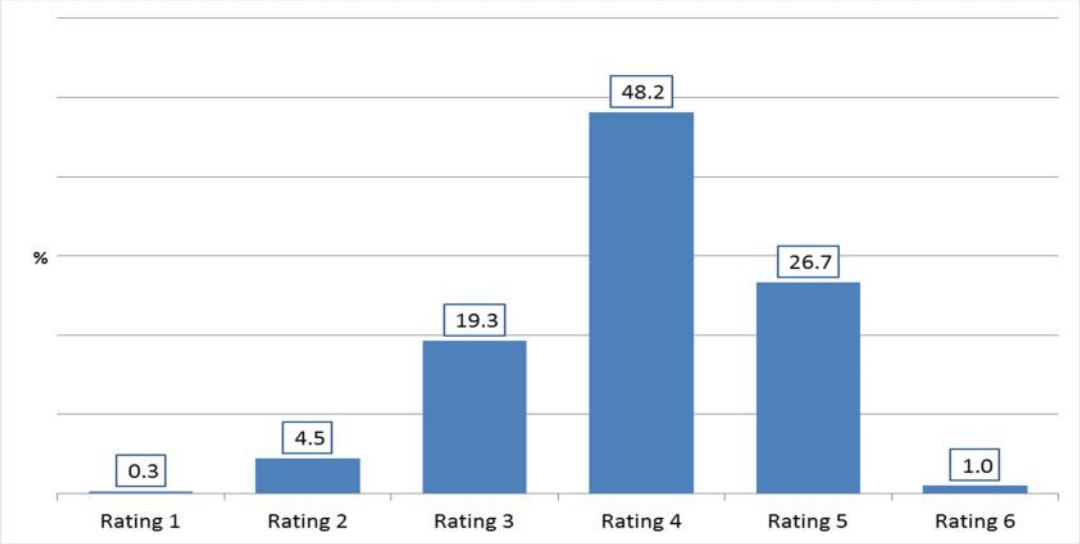
16. "Leaving no one behind" is the theme of the Report of the Consultation on the Eleventh Replenishment of IFAD Resources. The report identifies IFAD's "strong targeting of extremely poor and food-insecure people in rural areas" as its comparative advantage and moving beyond business as usual to meet the sustainable development goals (SDG) 1 and SDG 2, in line with the 2017 ARRI. The reduction of income inequality within and among IFAD Member States is also highlighted as another objective for IFAD towards contributing to the 2030 Agenda. With respect to these objectives, IOE organized an international conference "Rural Inequalities – Evaluating approaches to reduce disparities" which put forth for discussion the idea that to eradicate poverty and ensure no one is left behind, rural inequalities must be reduced. Disparities in terms of resources, resilience, relationships and rights were found to be root causes of rural poverty. The learning theme and evaluations included in the 2018 ARRI further highlight facilitating and constraining factors for IFAD to more effectively achieve its Strategic Objectives and contribute to the 2030 Agenda commitments.

17. Notably, the IFAD11 Results Measurement Framework (RMF) goes beyond the IFAD10 RMF, which merely included IOE ratings as a baseline for tracking purposes, and will use and report in the RIDE on the IOE rating for overall project achievement, a new indicator in IFAD11. All non-lending activities and mainstreamed themes will also be monitored. The IFAD11 RMF raises the performance bar by disaggregating performance at "satisfactory or better" levels for a number of key indicators, rather than only reporting "moderately satisfactory or better" performance, as recommended in the 2017 ARRI. These innovations strengthen the Fund's push towards results-based management and increase its ability to assess IFAD's performance along its theory of change.

I. Overall portfolio performance 2007 to 2016

18. The majority of ratings from PCRVs and PPEs in the period 2007-2016 are moderately satisfactory (4) as shown in the distribution analysis of available ratings displayed in chart 1. Out of the total 2,541 ratings across the ten evaluation criteria, only 1.3 per cent are ratings 1 and 6 combined. The majority of the ratings (76 per cent) are moderately satisfactory or better and 28 per cent are satisfactory or better.

Chart 1
Distribution of all ratings[5]
Percentage by rating, 2007-2016 (N=2541)



Source: IOE evaluation database (PCRV/PPE), May 2018.

[5] Impact domains criteria such as Household income and assets, Human and social and empowerment, Food security and agricultural productivity, Institutions and policy are no longer rated separately therefore previous years ratings have been removed in the quantitative analysis.

19. Table 3 presents the block analysis of the 2007-2016 PCRV/PPE dataset ranking the fourteen evaluation criteria by average mean. The best performing criteria, besides relevance, are IFAD performance as a partner, innovation, GEWE, and scaling up. This is positive given IFAD's approach since 2007, to use its limited resources to bring innovations on rural poverty to scale through partnership. The weakest performing areas are operational efficiency, sustainability of benefits, and government performance. The performance of adaptation to climate change is still based on a very small sample, therefore is only indicative.

Table 3
Ranking of averages and data dispersion per criteria, 2007-2016

Criteria	*Average*	*Moderately satisfactory or better*	*Standard deviation*	*Coefficient of variation*	
Relevance	4.30	87.8	0.71	17%	
IFAD performance	4.21	85.6	0.70	17%	
Innovation	4.20	82.0	0.88	22%	Better performance
GEWE	4.18	79.9	0.85	20%	
Scaling-up	4.16	81.1	0.92	22%	
Rural poverty Impact	4.08	83.4	0.76	19%	
Overall project achievement	3.98	78.6	0.79	20%	
Effectiveness	3.95	74.6	0.83	21%	
ENRM	3.94	75.0	0.77	20%	
Project performance	3.94	68.8	0.73	19%	
Government performance	3.83	69.7	0.86	23%	
Adaptation to climate change	3.79	71.7	0.81	21%	Weaker performance
Sustainability	3.68	60.6	0.78	21%	
Efficiency	3.60	55.3	0.94	26%	

Source: IOE evaluation database (PCRV/PPE), May 2018.

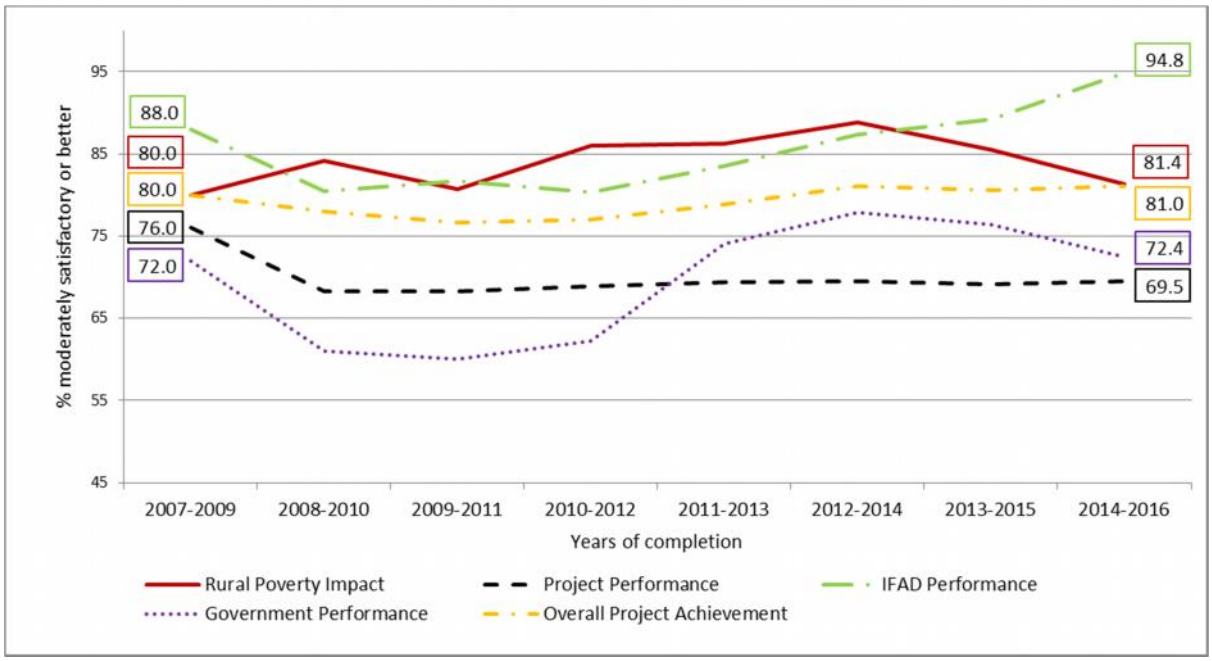
Trends in portfolio performance

20. Overall between 2007 and 2016, IFAD performance as a partner shows good performance and improvement, while project performance and overall project achievement are flat, and rural poverty impact and government performance are declining, as indicated in chart 2. Following a low in 2009-2011[6], performance across the criteria improved up to 2012-2014[7], after which rural poverty impact and government performance as a partner began to decline. In 2014-2016, only IFAD as a partner shows continuing improvement, having overtaken rural poverty impact as the strongest performing criterion since 2008-2010, while other criteria are flat or declining.

21. Evaluations conducted from 2016 include sustainability along with relevance, effectiveness and efficiency in their assessment of project performance. This is reflected in the project performance trend line from 2010 and more strongly in projects that completed from 2013 onwards. The low proportion of moderately satisfactory or better ratings in project performance (69.5 per cent of projects in 2014-2016) is driven by declines mainly in efficiency and sustainability. A more detailed analysis in Annex XI shows similar declines in average PCR ratings starting 2011.

[6] The 2015 ARRI attributed the dip in performance to the fact that part of the projects evaluate that completed in 2009-2011 were completed in countries in fragile situations and as a reflections of IFAD's first Evaluation Manual in 2008, which was the basis for project evaluated from 2009 onwards. Efficiency and government performance were particularly weak.
[7] The 2016 ARRI attributes the improved performance to the significant changes in IFAD's operating model since 2007 (e.g. ex ante review, direct supervision and decentralization) starting to be reflected in evaluation data.

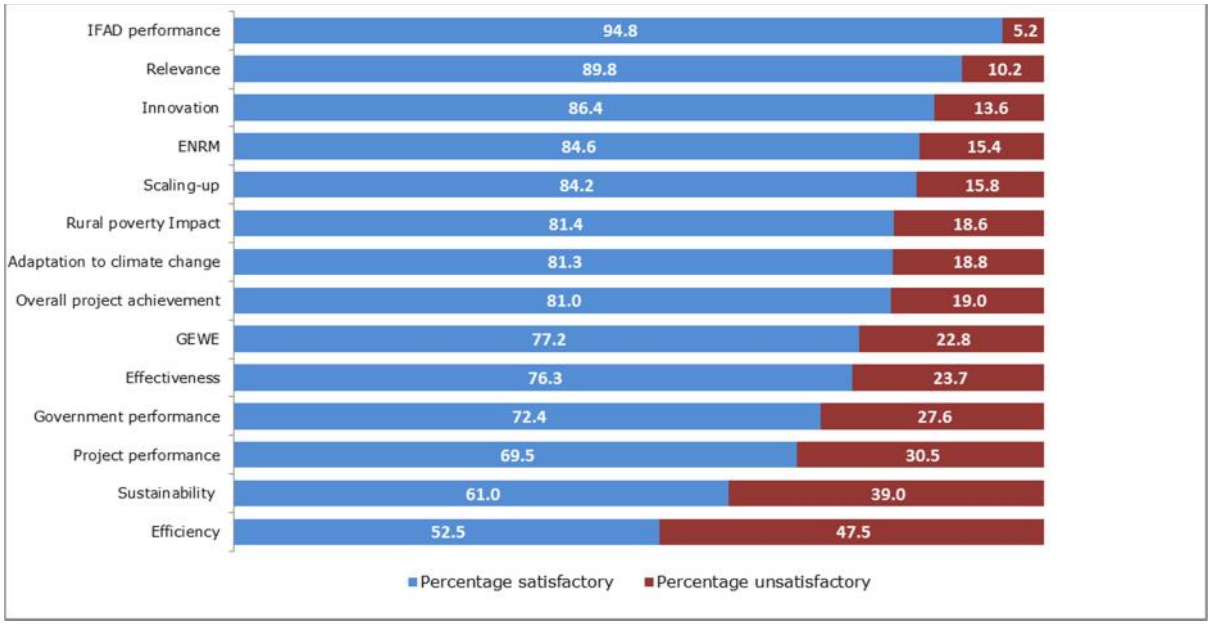
Chart 2
Combined overview of the key project performance evaluation criteria
Percentage of projects rated moderately satisfactory or better, 2007-2016



Source: IOE evaluation database (PCRV/PPE), May 2018.

22. Performance of projects completed in 2014-2016. For evaluated projects that completed in the latest period (2014-2016), the highest share of satisfactory ratings (4 and above) are in IFAD performance, relevance, and innovation. Efficiency, sustainability, project performance and government performance show the highest share of unsatisfactory ratings. Notably, while IFAD performance, relevance, innovation, and ENRM are among the top four criteria in terms of average rating in the period 2007-2016 in table 3; GEWE is ranked ninth in the most recent period in terms of total satisfactory ratings indicating its recent deterioration.

Chart 3
Ranking of all criteria by share of overall satisfactory ratings
Percentage of projects with overall satisfactory/unsatisfactory ratings, 2014-2016 only



Source: IOE evaluation database (PCRV/PPE), May 2018.

23. The recent declining trend may be partially explained by the sizeable (18.6 per cent) of projects implemented in fragile contexts included in the 2014-2016. When comparing mean ratings by criteria for the 11 projects in fragile contexts with the full cohort of 59 projects in 2014-2016, it is notable that the majority of mean ratings of projects in fragile contexts are lower across all evaluation criteria, except relevance, adaptation to climate change and government performance as a partner. In particular, performance in rural poverty impact (81.4 per cent moderately satisfactory or better ratings) would have been better with the exclusion of projects in fragile contexts (85.4 per cent). The trends for sustainability, effectiveness and project performance also would have reversed; however, efficiency would still show a negative trend in 2014-2016. The only criteria for which the average rating was higher were for relevance, adaptation to climate change and government performance as a partner.

J. Benchmarking the performance of IFAD-financed projects

24. The ARRI benchmarks the performance of IFAD operations externally with the performance of the agriculture-sector operations of other development organizations. Internal benchmarking is done against the targets included in the IFAD10 RMF, and across the five geographic regions[8] covered by IFAD operations. Finally, a peer-to-peer comparison of IOE and the Programme Management Department (PMD) ratings is provided.

25. External benchmarking. This section of the report benchmarks IFAD performance with the performance of other IFIs and regional development banks, in particular the African and Asian Development Banks and the World Bank.[9] Although each organization is different in size and has a different geographic focus, their operating model is similar to IFAD as, unlike the United Nations specialized agencies, programmes and funds, the African and Asian Development Banks and the World Bank also provide loans for investment operations with sovereign guarantees. As members of the Evaluation Cooperation Group of the Multilateral Development Banks, their independent evaluation offices use similar methodologies and maintain independent evaluation databases.

26. Overall IFAD's project performance remains positive based on the benchmarking analysis presented in table 4. At the regional level, IFAD maintains the highest share of positive ratings for project performance, when comparing IFAD-funded projects in the Africa, and the Asia and the Pacific regions with the African Development Bank (AfDB) and the Asian Development Bank (AsDB) respectively. IFAD-funded projects in Latin America and the Caribbean perform as well as those of the World Bank in the same region, whereas they have a lower share of positive ratings in the Near East, North Africa and Europe Region.

27. At the global level, this year the World Bank shows a slightly higher percentage than IFAD when looking at projects rated positively within the agricultural sector operations. This reflects a decline in IFAD project performance from 75 to 71 per cent, rather than an improvement in World Bank performance.

[8] Asia and the Pacific, East and Southern Africa, Latin America and the Caribbean, Near East, North Africa and Europe, and West and Central Africa.

[9] The Inter-American Development Bank and the International Bank for Reconstruction and Development are not included in the benchmarking analysis because the former does not use a rating system, while the nature of focus and coverage of the latter is significantly different from IFAD.

Table 4
Project performance
Percentage of completed agriculture and rural development projects rated moderately satisfactory or better, 2002-2016 (year of completion)[10]

	World		*Africa*		*Asia-Pacific*		*Latin America-Caribbean*		*Near East- North Africa-Europe*	
	IFAD	*WB*	*IFAD*	*AfDB*	*IFAD*	*AsDB**	*IFAD*	*WB*	*IFAD*	*WB*
Percentage of projects rated moderately satisfactory or better	**71%**	**74%**	**70%**	**48%**	**86%**	**62%**	**77%**	**77%**	**70%**	**79%**
Number of agriculture projects evaluated	391	538	153	135	107	103	48	88	60	141

WB: World Bank: AfDB: African Development Bank; AsDB: Asian Development Bank. *Data refers to 2002-2015
Source: AfDB Independent Development Evaluation Unit, AsDB Independent Evaluation Department, World Bank Independent Evaluation Group of the World Bank and IOE evaluation database (all evaluation).

28. Due to the different sample size and composition of the performance ratings between the banks, the data needs to be interpreted with some caution. While the World Bank does not include sustainability in its project performance ratings, it is now included in AsDB, AfDB and IFAD. The AsDB has always included sustainability while the Independent Development Evaluation unit at the AfDB[11] has included it since 2013. IOE has included sustainability in the project performance rating since 2016, as per its updated evaluation methodology. This enhances the comparability with the performance of AsDB and AfDB. However, as sustainability is an area of weak performance in IFAD operations, it has contributed to the lower rating for IFAD project performance as compared to last year and to the World Bank's project performance, which does not include sustainability.

29. Internal benchmarking. Table 5 benchmarks select outcome indicators by their percentage of positive IOE ratings as compared to their IFAD10 RMF targets in order to draw attention to areas that may be lagging and require special consideration. However, a more accurate picture of performance against the IFAD10 targets can only be provided after the close of 2018, presented in the 2019 ARRI. That said, the IFAD10 RMF is only tracked against IOE ratings (2011-2013), and are verified by Management self-assessment data, namely PCR ratings presented in the Report on IFAD's Development Effectiveness.

30. According to IOE ratings, currently only one out of the ten outcome indicators have reached the IFAD10 RMF targets. Adaptation to climate change (indicated in green in table 5) is 31 percentage points above the target based on the limited number of ratings from the past two years. [12] Five indicators are within 10 percentage points (blue) below the RMF targets – namely innovation, scaling up, rural poverty impact, environment and natural resources management, and government performance. Two indicators (effectiveness and GEWE) are 15 points (orange) below target, while efficiency and sustainability are over 20 points (red) away from 2018 targets. The underperforming indicators will require particular attention to successfully complete IFAD10.

31. When comparing PCRV/PPE 2014-2016 performance against the tracked IOE baseline ratings (2011-2013), some significant improvements are shown for innovation, scaling-up, ENRM and government performance. A slight increase for effectiveness is accompanied by a decline in efficiency, rural poverty impact, GEWE and sustainability.

[10] Data from the World Bank has been adjusted in 2018 ARRI: in the past years the analysis was based on the "number of evaluations", including projects that were rated more than once in the time period considered. In this year's ARRI, the World Bank data has been aligned with AsDB and AfDB data and it only refers to the "number of projects" carried out in the time period considered for the analysis
[11] As AfDB used three different rating frameworks to rate their agricultural projects until 2013 which are not identical to IFAD's, IOE must calculate their project performance using comparable ratings.
[12] The 3-year moving average includes only the 44 projects in the 2014-2016 cohort of the all data series and 36 projects in the 2014-2016 cohort of the PCRV/PPE data series, for which adaptation to climate change was rated separately.

Table 5
Internal benchmarking
Percentage of projects rated moderately satisfactory or better against RMF targets

Outcome indicators	*Baseline tracked IOE ratings (2011-2013)*	*PCRV/PPE 2014-2016*	*2018 targets from the 2016-2018 IFAD 10 RMF*	*Difference between PCRV/PPE and 2018 target*
Innovation	*79*	**86**	90	**-4**
Scaling-up	*79*	**84**	90	**-6**
ENRM	*73*	**85**	90	**-5**
Rural Poverty Impact	*86*	**81**	90	**-9**
Adaptation to climate change	*NA*	**81**	50	**31**
GEWE	*80*	**77**	90	**-13**
Effectiveness	*75*	**76**	90	**-14**
Government performance	*66*	**72**	80	**-8**
Sustainability	*65*	**61**	85	**-24**
Efficiency	*57*	**53**	80	**-27**

Source: IOE evaluation database (PCRV/PPE), May 2018.

32. Providing a more differentiated assessment of performance, table 6 benchmarks project performance, rural poverty impact and overall project achievement across IFAD's five geographical regions. It is important to note that benchmarking performance across regions should not be considered tantamount to assessing the performance of the corresponding IFAD regional division which is only one of many factors affecting project performance.

Table 6
Internal benchmarking
Comparison across geographic regions, 2007- 20016

Project performance	*Asia and the Pacific*	*Latin America and the Caribbean*	*East and Southern Africa*	*Near East, North African and Europe*	*West and Central Africa*
	N=46	*N=28*	*N=37*	*N=42*	*N=36*
Percentage of projects rated moderately satisfactory or better	87	61	68	67	56
Percentage of projects rated satisfactory or better	33	23	11	7	6
Rural poverty impact	*Asia and the Pacific*	*Latin America and the Caribbean*	*East and Southern Africa*	*Near East, North African and Europe*	*West and Central Africa*
	N=44	*N=26*	*N=35*	*N=42*	*N=34*
Percentage of projects rated moderately satisfactory or better	93	77	89	86	68
Percentage of projects rated satisfactory or better	39	46	29	29	23
Overall project achievement	*Asia and the Pacific*	*Latin America and the Caribbean*	*East and Southern Africa*	*Near East, North African and Europe*	*West and Central Africa*
	N=46	*N=27*	*N=36*	*N=42*	*N=36*
Percentage of projects rated moderately satisfactory or better	87	74	78	86	64
Percentage of projects rated satisfactory or better	44	22	19	14	19

Source: IOE evaluation database (PCRV/PPE), May 2018.

33. As in previous years, Asia and the Pacific division (APR) shows the best results regarding the three evaluation criteria analysed. Between 2007 and 2016, APR had the highest

proportion of projects rated moderately satisfactory or better, and also the highest proportion of projects that are satisfactory or better. One key factor is that 91 per cent of the projects evaluated by IOE in APR show a moderately satisfactory or better performance for government performance[13], confirming again that it is a key determinant of successful outcomes. The performance of IFAD operations in the West and Central Africa region continues to be the weakest, also due to government performance (only 54.3 per cent of projects rated moderately satisfactory or better). This is further supported by the continued strong correlation between project performance and government performance in Asia (0.67) and West and Central Africa (0.82).

34. Peer-to-peer comparison. Since 2015, the ARRI presents the results of the peer-to-peer comparison between IOE and PMD ratings for all evaluation criteria using the mean values. The peer-to-peer comparison aims at assessing the "net disconnect" between PMD and IOE ratings for each criteria included in PCRs and PCRVs/PPEs to get a better understanding of where differences lie in reporting on performance.

35. The PMD ratings were higher on average for all criteria among the 189 projects assessed in the analysis presented in table 7. The differences in the mean ratings of IOE and PMD are also statistically significant for all criteria. The overall average disconnect between IOE and PMD ratings is -0.30 which is only slightly higher than last year's disconnect of -0.29. Similar to last year, relevance shows the highest disconnect between IOE and PMD ratings -0.55. The lowest disconnect is for rural poverty impact -0.17 points which is slightly wider than last year's -0.15. The disconnect by region is highest for WCA (-0.39) followed by NEN and LAC (-0.30), APR (-0.27) and ESA (-0.24) with the lowest disconnect. A more in-depth regional analysis is presented in annex XI.

36. In the case of efficiency, sustainability and government performance, the actual gap is between generally positive ratings for PMD and an average IOE rating which is well below moderately satisfactory. However, based on a correlation analysis conducted on IOE and PMD ratings, efficiency, government performance and overall project achievement are highly correlated, which indicates there is no disconnect between the PMD and IOE ratings. On the other hand, the criteria GEWE, scaling up and adaptation to climate change are not correlated at all, indicating a clear disconnect between IOE and Management's assessments. In annex XI, a more detailed comparison between IOE and PCR ratings for all criteria across time shows similar declining trends, despite larger or smaller disconnects observed for some criteria.

[13] 78 per cent in Latin America and the Caribbean, 69 per cent in East and Southern Africa, 66 per cent in Near East, North African and Europe and 52 per cent in West and Central Africa.

Table 7
Comparison of IOE's PCRV/PPE ratings and PMD's PCR ratings for all evaluation criteria in projects completed in 2007-2016 (N=189)

Criteria	*Mean ratings*		*Disconnect*	*T-test (comparison of means)*
	IOE	*PMD*		*p-value*
Relevance	4.30	4.85	-0.55	0.00*
Scaling up	4.16	4.51	-0.36	0.00*
Sustainability	3.68	4.01	-0.34	0.00*
IFAD performance	4.21	4.54	-0.33	0.00*
Overall project achievement	3.98	4.31	-0.33	0.00*
Government performance	3.83	4.15	-0.32	0.00*
Efficiency	3.60	3.91	-0.31	0.00*
Project performance	3.94	4.23	-0.29	0.00*
GEWE	4.18	4.45	-0.27	0.00*
Effectiveness	3.95	4.21	-0.26	0.00*
Innovation	4.2	4.43	-0.23	0.00*
ENRM	3.94	4.18	-0.23	0.00*
Rural poverty impact	4.08	4.25	-0.17	0.00*

* indicates significance at 1 per cent level.

Source: IOE evaluation database (PCRV/PPE) and PMD project completion report (PCR) rating database.

II. Project portfolio trends (2007-2016)

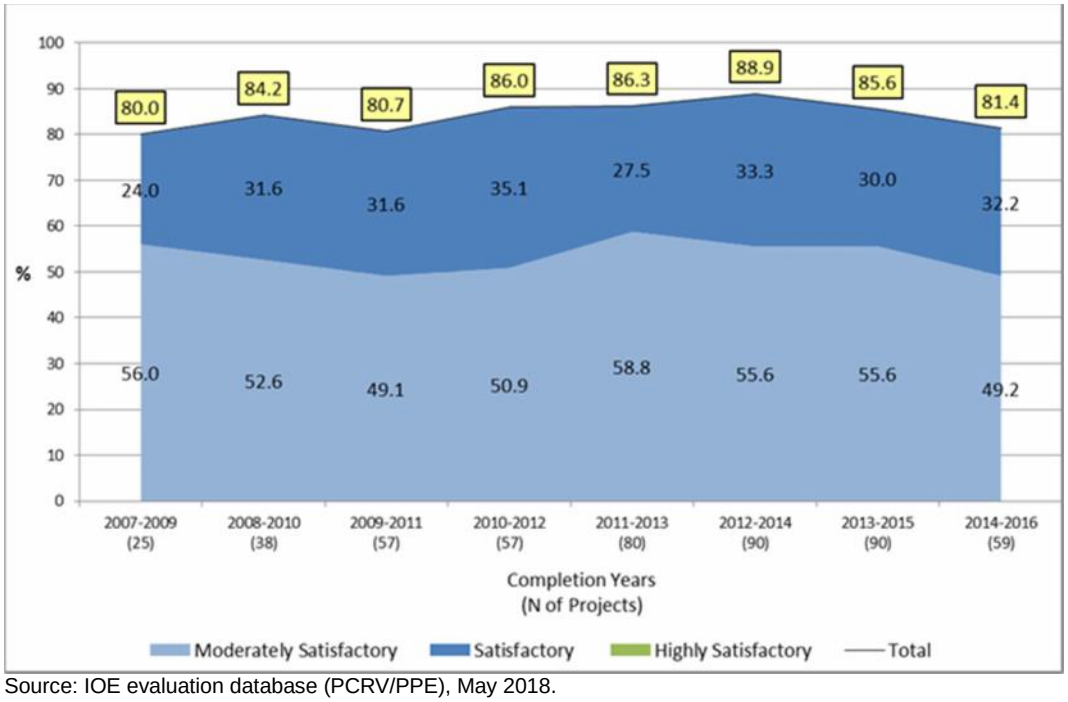
37. This chapter presents the analysis of the independent evaluation ratings for the whole set of evaluation criteria assessed by IOE in its project-based evaluations according to: (i) trends in performance over time by moving averages; and (ii) trends in performance by replenishment periods. For each criterion, the percentage of moderately satisfactory and better ratings of project that completed between 2007 and 2016 are presented in three-year moving periods. It is important to note that the qualitative analysis by criteria highlights trends and drivers based only on evaluations conducted in 2017. Finally, detailed analysis comparing IOE and PCR mean ratings for each criterion as well as by region is found in Annex XI.

A. Rural poverty impact

38. Rural poverty impact shows consistent overall improvement from 2009-2011 to 2012-2014 for projects rated moderately satisfactory or better but then declined to 81.4 per cent in 2014-2016. Between 2007 and 2016, an overall portion of 84.1 per cent of projects received positive ratings. However, in 2013-2015, the trend of positive ratings starts to slightly decline by 4.2 share points. Satisfactory ratings represent 32.2 per cent of projects in 2014-2016, guaranteeing steady good performance. No highly satisfactory ratings have been reported in rural poverty impact.

39. The trend in IOE and PCR mean ratings by year for rural poverty impact are aligned across time and are both declining in the period 2014-2016. All regions, except for the West and Central Africa Division (WCA), show a declining trend for the criterion. Notably, it is the only criterion which shows declining performance in APR. The overall average disconnect with PCR ratings for rural poverty impact is the lowest (-0.17) amongst all criteria.

Chart 4
Rural poverty impact
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

40. Analysis of drivers for Rural Poverty Impact. This section assesses performance in rural poverty impact. Given the reduction of rural poverty is IFAD's primary objective, the key features of positive and less positive rural poverty impact are provided by its four sub-domains: household income and assets; human and social capital and empowerment; food security and agricultural productivity; and institutions and polices.

41. Household income and assets. This rural poverty impact subdomain provides a means of assessing the flow of economic benefits and accumulated items of economic value to individuals and households. For IFAD10, IFAD management aims to have 40 million rural people experiencing economic mobility measured as economic change in status (10 per cent or more) in terms of income, consumption, wealth, food diversity or nutrition. In order to achieve the IFAD10 target as well as contribute substantially to the 2030 Agenda commitments to eradicate poverty and leave no one behind, IFAD needs to scale up its results for greater impact through partnership and policy engagement.

42. The 2017 evaluations found that IFAD projects made a positive contribution to raise incomes and diversify incomes sources, mainly through: (i) employment opportunities; (ii) diversification of livelihoods; (ii) support to agricultural productivity; (iii) improved access to microfinance markets; (iv) access to natural resources and technology; (v) diversification of sources of income; (vi) improvements in animal husbandry (livestock and fisheries); and (vii) financing infrastructure and crop-processing projects.

43. The PPE for the Northern Region Sustainable Livelihoods through Livestock Development Project for Laos shows that, five years after project completion, most of the households continue to attribute the improvements in household income and assets to the increase in the number of animals. This is due, not only to the provision of animals, but especially to the introduction of enhanced livestock management practices (and in particular vaccinations) by the project which added to the livestock's value, and enhanced its potential for raising cash income, when required. The improvements in income and assets are also associated to access to microfinance through the Lao Women's Union in the rural areas. This led to small loans to small-scale-livestock producers in the project area, smoothened their consumption and increased personal savings in the past 10 years, as reported by project beneficiaries.

44. Despite the positive results, better impact on income and assets is constrained by the following factors: (i) limited data on household income and assets, in particular absence of baseline surveys, midterm reviews and functional monitoring and evaluation (M&E) systems; (ii) flaws in the design of the microfinance component, including scarce attention to financial literacy and microfinance institutions (MFI) capacity-building; (iii) unidimensional-focus programmes in otherwise complex, multidimensional rural livelihood systems; and (iv) introduction of dispersed, small-scale pilot initiatives with very little assessment, learning or dissemination of experiences.

45. The Impact Evaluation of the Agricultural Support Project in Georgia highlights how increases in incomes were expected for beneficiaries of the irrigation activities, through increased production and diversification. However, a lack of adequate water supply in the main watering season, and the absence of on-farm irrigation (due to the project's main focus on primary and secondary canals) led to planting and production that were less than expected. Statistical analysis suggests that the project did not have a significant impact on non-agricultural incomes, as was envisaged in the project logical framework.

46. Human and social capital and empowerment. Empowerment is one of the key principles of engagement of IFAD and essential for sustainable reduction of poverty and hunger, IFAD's notable comparative advantage versus other IFIs is the targeting and participatory approaches promoted in IFAD operations which have a positive impact on the empowerment of individuals.

47. The 2017 evaluations' positive ratings for Rural poverty impact are related to human and social capital empowerment in terms of: (i) training and follow-up support in various areas - technical and agriculture-related; (ii) group development and leadership skills by introducing inclusive decision-making processes within communities; (iii) access of individual households to higher quality and quantity of natural resources by increasing the productive capacity; (iv) access to information on marketing to facilitate participation in collective marketing initiatives, thus giving the poor "social empowerment"; (v) promoting local leadership; and (vi) increasing literacy rates for both men and women.

48. The evaluation of the Rural Empowerment for Agricultural Development in Indonesia highlights the positive impact on empowerment resulting from the provision of productive inputs, which effectively strengthened human assets and social capital. Most of the programme households were able to send their children to school and to spend more on family health. A significant change in community behaviour, such as improved public speaking skills and participation in the formulation of village regulations was also noted.

49. For projects rated unsatisfactory for rural poverty impact, 2017 evaluations underline some key elements constraining a positive outcome in human and social capital empowerment, such as: (i) credit activities not highly beneficial for improving access to credit for productive purposes; (ii) significant gaps in the targeting strategy and processes (i.e. women and youth in particular left out of programme operations, due to the overwhelming focus on land); (iii) lack of strengthening with regard to business planning, financial literacy, marketing and good governance as well as continuous technical backstopping; and (iv) lack of a long-term strategy which would give beneficiaries enhanced legitimacy and better linkages with institutions.

50. The evaluation of the Fisheries Development Project in Eritrea asserts that the project's objective, according to project design, was to reorganize and strengthen the existing cooperative societies, together with establishing new cooperatives, in order to respond to the needs of poor fishers and potential artisanal fishers including youths, women and demobilized soldiers. By the end of 2016, at the time of the last supervision mission, most of the groups to be supported by the Fisheries Development Project were still at the early formation stage and, therefore, required intensified technical support and working capital to operate as businesses.

51. Food security and agricultural productivity. Food security lies at the heart of IFAD's mandate and two of the new IFAD10 RMF impact targets relate to this subdomain. However, the lack of robust evidence on food security and agricultural productivity is noted across almost all 2017 evaluations in which Rural Poverty Impact is rated negatively. Some positive factors that contribute to agricultural productivity impact are related to: (i) increases in agricultural productivity, especially due to technological changes in production systems; (ii) a more diversified diet for women and children; (iii) better use of rehabilitated land; (iv) improvement of infrastructure in order to enhance food security by providing access to markets; and (v) support to micro-projects in agriculture, livestock and fisheries, together with improved access to water and irrigation. However, enhancing agricultural productivity is neither not a sufficient condition to improve food security, on which there is a prevailing lack of data.

52. The evaluation of the South Sudan Livelihood Development Project confirms that the yields for maize and beans, for instance, more than doubled. Additionally, the majority of farmers planted cereals like sorghum and finger millet, and mixed and diversified production with other crops. There was a change in cropping patterns as a result of trainings, the prioritization of crops and livestock on the basis of economic considerations, and the provision of improved technologies and seeds. Women used more vegetables for household food diversification and sold vegetables to buy essential household items.

53. In Indonesia, the impact survey on the Rural Empowerment for Agricultural Development Project reconfirmed the Programme's contribution to improved household food security of the beneficiaries. The integrated approach adopted by the programme had ensured farmer's access to appropriate technology, improved genetic seeds, farm machinery and equipment and infrastructure. The shift of programme focus since the mid-term review (MTR) from a heavy infrastructure programme into an agriculture productivity programme was proven to be a correct project direction.

54. Institutions and policies. The contributions of IFAD operations to the quality and performance of institutions, policies and regulatory frameworks are critical for the sustainability and scaling up of IFAD's country programme results. The positive trend in performance confirms that IFAD projects have the potential to generate changes in public institutions and policies mainly through: (i) building capacity of public institutions and staff at provincial and district level; (ii) local organizations undertaking the coordination and management role for civil works for land restoration activities; (iii) business development service providers mobilizing the target groups, arranging training and liaison with the banks; (iv) institutional decentralization of services to enhance access of beneficiaries to technical services; and (v) establishing various local committees (e.g., for procurement, transparency and M&E) to manage and oversee implementation of projects on a daily basis.

55. The evaluation of the South Sudan Livelihood Development Project highlighted how the programme made a strong effort to institutionalize the participatory approach in poverty reduction in South Sudan. The establishment of the steering committee and the project management unit at the national level helped to realign roles and responsibilities with state-led development philosophy. Despite a slow start, the project's coordination of the various stakeholders, albeit in a weak form, was relatively worthy and contributed to the achievement of project objectives. In short, although activities were delayed, the project improved the capacity of the implementation agencies, created new alliances between members and influenced regulations for better results.

56. Limited impact in terms of institutions and policies is mainly due to maintaining emphasis largely at the household level, rather than strengthening local governments or community institutions, as well as lack of provisions for studies on institutions, policies, laws and regulations that would support long-term development. In Zambia, the Smallholder Livestock Investment Project worked within government structures and in this way contributed to building their capacity. The unplanned innovation to develop in-

country stable production strengthened national capacity to sustainably provide the inputs needed for ongoing vaccination campaigns. However, the positive impact on institutional capacity was put in question by the 2014 experience where the Government of Zambia was unable to continue implementation of the vaccination campaign and other key activities after the scaling down of the project support. There is no evidence that the project engaged in dialogue around the policies needed to support sustainable disease control. The failure of the Government of Zambia to follow through on planned cost-recovery policies or to develop regulations to control cattle movement impacted negatively on the project's impact and sustainability.

Box 1
Rural Poverty Impact – Key performance factors

Facilitating Factors	Constraining Factors
• Building capacity of public institutions and staff at central and local levels • Improved access to microfinance markets • Business development services to mobilize target groups • Enhanced access to rural resource and technology through decentralization of services to beneficiaries • Diversification of sources of income and better use of rehabilitated land • Training and follow-up support • Group development and leadership skills • Access to information on marketing • Improved literacy for both men and women	• Significant gaps in the targeting strategy and processes • Limited impact from maintaining emphasis at the household level rather than strengthening local governments and community institutions • Insufficient baseline surveys, midterm reviews and functional M&E systems • Introduction of dispersed and small-scale pilot initiatives with very little assessment • Weak institutional capacity • Little evidence from data on food security and agricultural productivity

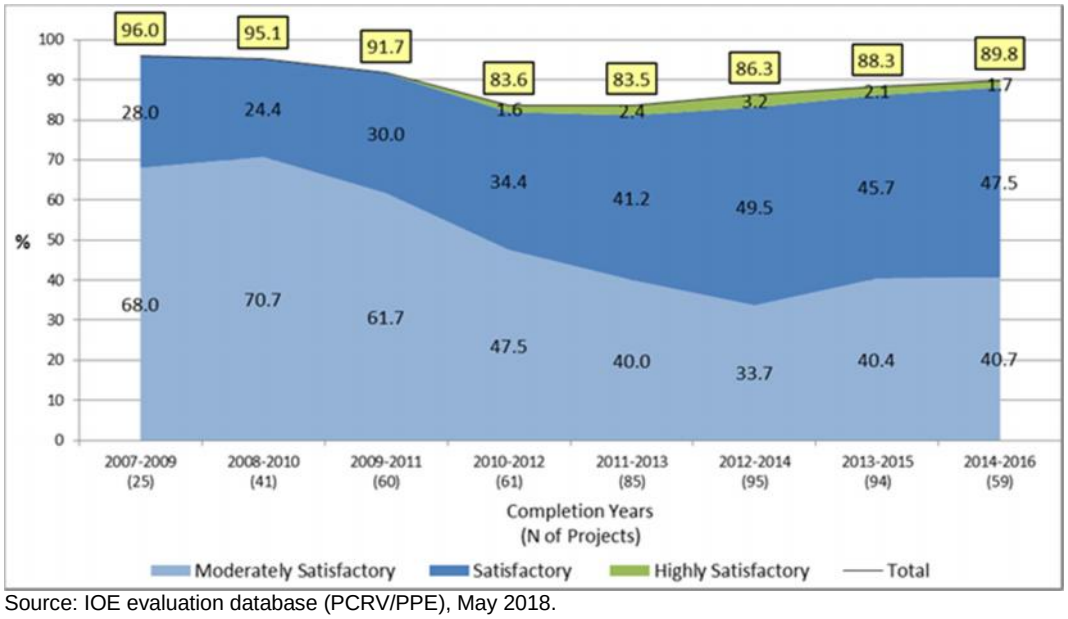
B. Project performance criteria

57. The analysis of project performance, which is a composite of relevance, effectiveness, efficiency, and sustainability is presented in two parts. The first part discusses the trends in performance for the four individual criteria and key features of good or weaker performance where appropriate. The second part outlines the trends for the composite criterion.

58. Relevance. IFAD operations with good performance remain highly relevant within the PCRV/PPE data series and a consistent positive, though flat, trend is confirmed with 89.8 per cent of projects rated positively in 2014-2016. An average of 89.3 per cent of all PCRV/PPE projects between 2007 and 2016 are rated moderately satisfactory or better. The overall performance shows a declining trend for projects rated moderately satisfactory starting 2008-2010. Relevance has reached a high plateau (over 85 per cent of projects) between 2012-2014 and 2014-2016. In 2014-2016, satisfactory ratings cover the largest share of positive ratings (47.5 per cent), while moderately satisfactory and highly satisfactory represent respectively 40.7 per cent and 1.7 per cent of projects.

59. The trend in IOE and PCR mean ratings by year for relevance are aligned, with the latter declining more than IOE between 2014 and 2016. The highest overall disconnect with PCR ratings is in WCA. The Latin America and the Caribbean Division (LAC) shows a double digit decrease and has also the lowest IOE mean rating (4.00) in 2014-2016, while APR and the Near East, North Africa and Europe Division (NEN) improved their performance.

Chart 5
Project relevance
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

60. Analysis of drivers for Relevance. The 2017 evaluations identify some good results in the performance of projects due to key drivers such as: (i) decentralization policies and strong policy relevance with active government participation; (ii) flexible investments; (iii) value chain development; (iv) efficient project management; (v) flexible project design allowing continued alignment despite changes in government; and (vi) good targeting with regard to poverty focus. The evaluation of the Inner Mongolia Autonomous Region Advancement Programme, which received a highly satisfactory rating in line with management, highlights the success of a well-articulated programme to match government priorities, with many activities supporting existing government structures. According to the evaluation of the Odisha Tribal Empowerment and Livelihood Programme in India (rated highly satisfactory), targeting was well designed and a demand-driven development fund provided additional funding for well-performing activities and new activities during project implementation, as detailed in Box 2. The PPE of Market Strengthening and Livelihood Diversification in the Southern Highlands in Peru (rated satisfactory by IOE and highly satisfactory by management) was found highly relevant to the policies of the national and sub-national public bodies of Peru, IFAD policies and strategies, and the expectations of the users and local actors, especially to their approach to demand; the areas covered by the project corresponded to areas/municipalities defined as areas of poverty by the national authorities.

Box 2
Good practice on Relevance: India (Odisha Tribal Empowerment and Livelihoods Programme - OTELP)

- High relevance of objectives, which identified tribal communities as a priority target group. The OTELP objectives remain largely in line with various government policies, which have paid special attention to the Scheduled Tribes as a uniquely vulnerable social group.
- The project adopted an integrated rural watershed development intervention for all categories from the poorest to the not-so-poor, using different instruments for addressing poverty reduction (high relevance of design). The design focused on both investments in human and social capital as well as in production and economic development, which ensured a sustainable poverty reduction approach was embedded from inception.
- A demand-driven development fund (i.e. DIF) provided additional funding for activities performing well and for new activities during the project implementation. This is relevant as it privileged bottom-up planning and field experience from actual implementation.

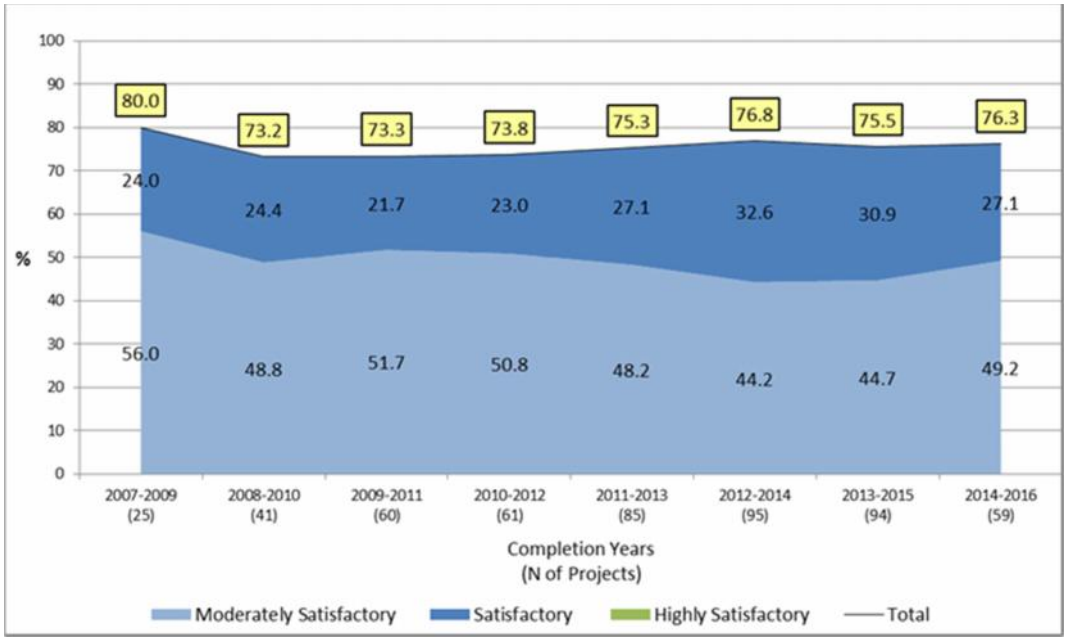
61. Constraining features to relevance are often linked to: (i) no consideration of country context and financial markets at project design; (ii) lack of partnerships; (iii) poor targeting mechanisms, in some cases only based on geography rather than the poverty approach (standardized approaches compromising targeting efforts); (iv) lack of adequate recognition of appropriate policies as well as regulatory and supervising framework; (v) lack of focus on resilience in a highly unstable and conflict-prone context, as well as underestimation of political instability and conflicts; and (iv) poor selection of performance indicators. The PPE of Post-Tsunami Agricultural and Fisheries Rehabilitation Programme in the Maldives identified as programme objectives the gross domestic product (GDP) restoration rather than rural livelihoods, rural poverty and the empowerment of rural people, which were much more within IFAD's mandate. In addition, with such a small loan amount, the objective of contributing to agricultural GDP was too ambitious. The targeting strategy was neither clear nor coherent in both the agricultural and fishery components. In Cameroon, the Rural Microfinance Development Support Project was designed without a thorough understanding of the country context and the financial market. The project also did not develop the planned partnerships with other projects in the IFAD portfolio, which could have provided technical and managerial support to small producers to help them take full advantage of new financial services.

Box 3
Relevance – Key performance factors

Facilitating Factors	Constraining Factors
• Decentralization policies with active government participation • Flexible project design and good targeting with regard to poverty focus • Value-chain development • Flexible investments • Efficient project management • Participatory approach to enhance sustainable access to financial services	• Poor targeting mechanisms • Design issues and continuous changes in implementation • Insufficient consideration of country's context (underestimation of political instability as well as state of financial markets in the design phase) • Inadequate recognition of appropriate policies as well as supervising framework • Weak partnerships with other projects within country portfolios

62. Effectiveness. The performance of projects in achieving their development objectives has reached a plateau from 2011 until 2014-2016 with 76.3 per cent of positive ratings. On average, 75.5 per cent of all PCRV/PPE projects between 2007 and 2016 were also rated primarily satisfactory. In particular, the share of projects rated moderately satisfactory is covering 49.2 per cent of the sample in 2014-2016, confirming a growing trend started in 2012-2013. The weight of satisfactory ratings stabilizes at 27.1 per cent in 2014-2016, despite having reached a significant peak in 2012-2014 (32.6 per cent). No projects were rated highly satisfactory in the PCRV/PPE data series analysed. The trend in IOE and PCR mean ratings by year for effectiveness are fully-aligned with both declining between 2014 and 2016. The highest overall disconnect between IOE and PCR ratings occurs in the East and Southern Africa Division (ESA). The highest decrease in moderately satisfactory or better IOE ratings is exhibited in LAC and NEN in 2014-2016. The mean rating for effectiveness is below 4 in LAC and NEN.

Chart 6
Project effectiveness
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

63. Analysis of drivers for Effectiveness. The 2017 evaluations found some common elements of good performance amongst those projects rated highly satisfactory, such as capacity-building, improving procurement, resource mobilization, and significant results in terms of value chain development. However, despite the projects' achievement of the main objective to empower poor rural households to benefit from business opportunities, it is evident that even highly satisfactory projects display some significant shortcomings. For example, according to the evaluation of the Developing Business for the Rural Poor Project in Viet Nam, the project achieved significant results in terms of value chain development; however, as identified in the 2014 supervision mission report, the Value Chain Task Forces at the district level lacked the experience and capacity needed to identify business and market opportunities. It was therefore challenging for them to help value chain actors foster the linkages with Common Interest Groups that were considered essential to addressing rural poverty. Key provincial actors in the value chain did not receive capacity-building until late in the project and the capacity-building activities did not follow a strategic plan.

64. The increase in moderately satisfactory ratings for effectiveness in the 2017 evaluations is driven by some common positive elements such as: (i) vocational training and matching grants generating new income activities; (ii) support to farmers to apply improved agricultural technologies; (iii) strengthening of capacity and knowledge as detailed in Box 4; (iv) strong participatory approach; and (v) diversification in sources of incomes for target groups. The evaluation of the Market Access and Growth Intensification Project in Bhutan highlights how the programme has been effective by implementing a wide range of activities including distribution of seeds and planting material, farmer training, electric fencing, and supplying postharvest equipment. Support to market development was guaranteed by collective institutions, such as vegetable production and marketing groups under the Vegetable Value Chain Program-East were promoted whereby farmers organised into groups to produce vegetables to supply local schools. The groups were trained, supplied with small equipment, such as irrigation pipes and sprinkler sets. At the same time, support for infrastructure development was provided through the construction of new farm roads, new irrigation systems, as well as rehabilitation of existing farm roads and existing irrigation systems.

Box 4
Good practice on Effectiveness: Nigeria (Community-Based Natural Resource Management Programme - Niger Delta Region)

- The objective of strengthening community development capacity of the rural community and service providers was achieved, especially with regard to youth.
- CADAs (Commodity apex development association) were formed and strengthened, reaching the appraisal youth target. As proven by the supervision mission in 2015, some CADAs showed significant momentum, implemented saving and credit activities and had a clear mandate and sense of purpose. As an immediate consequence, beneficiaries and youth began to view agriculture as a business and entrepreneurship opportunity.
- With regard to the sustainable livelihood project sub-component, the successful establishment of micro-enterprises has improved the livelihoods of rural poor people.

65. The issues in the non-satisfactory projects in effectiveness are mostly related to: (i) lack of access to financing from commercial banks or micro-finance institutions for beneficiaries; (ii) programme slow to react to the changing political context; (iii) IFAD activities redundant and not coordinated with other donors and agencies, such as lack of business analysis on local subsidies from government causing unexpected competition; (iv) weak design of targeting strategy without sufficient focus on poor households and groups; (v) inability to engage in contractual relationships with local government and private sector; (vi) beneficiaries not able to assimilate new techniques; and (vii) lack of national policy analysis on rural development and poverty reduction.

66. The PPE of the Northern Region Sustainable Livelihoods through Livestock Development Project in Laos highlighted how, while the project was strong in terms of delivering outputs (e.g., provision of vaccinations, animals through the Village Livelihood Fund, and small-scale infrastructure), it was weak in achieving intermediate outcomes requiring learning, changing practices and behaviours. As such, the uptake on new practices and the establishment of viable Livestock Productions Groups and Village Livelihood Funds were limited and, in addition, the project did not manage to reach the poorest households within the targeted poor districts. The evaluation of the Participative Development and Rural Modernization Project in Panama underlined how the technical assistance was basically limited to activities related to production and its intervention was mainly at the beginning of implementation and the execution of productive plans.

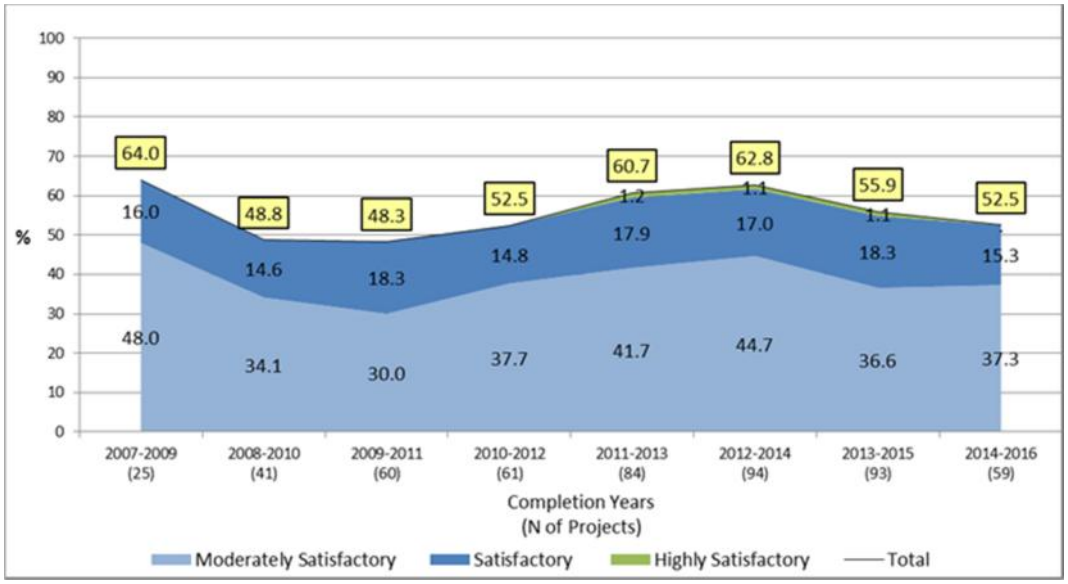
Box 5
Effectiveness – Key performance factors

Facilitating Factors	Constraining Factors
• Strengthening of capacity and knowledge • Strong participatory approach • Diversification in sources of income for target groups • Strengthening of rural institutions • Vocational training and matching grants	• Weak targeting design and absence of quantitative targets • Inadequate access to financial services • Programme not suitable to changing political context • Inability to engage in contractual relationships with local government and private sector • Need for better coordination with other donors and agencies • Inability to engage in contractual relationships with local government and private sector

67. Efficiency. Operational efficiency remains the weakest performing criterion, especially in the latest two time periods analysed with only 52.5 per cent of positive ratings in 2014-2016. The trend shows that only an average of 55.7 per cent of projects is rated moderately satisfactory or better between 2007 and 2016. As a result, almost half of IFAD operations are considered inefficient, despite improved performance in 2011-2013 (1.2 per cent of projects were rated highly satisfactory) and between 2012 and 2014 (1.1 per cent highly satisfactory). The weight of moderately satisfactory ratings registers

a consistent decline since 2012 (from 44.7 per cent in 2012-2014 to 37.3 per cent in 2014-2016) and affects overall project performance. Satisfactory ratings represent 15.3 per cent of projects in 2014-2016. No higher ratings compensate for the declining trend within the group of PCRV/PPE data series analysed. The trend in IOE and PCR mean ratings by year for efficiency are aligned across time and are both declining between 2014 and 2016. With the exception of APR, all regions show a decline in efficiency in 2014-2016, particularly LAC. The overall mean rating for efficiency in all regions, except APR, is below 4.

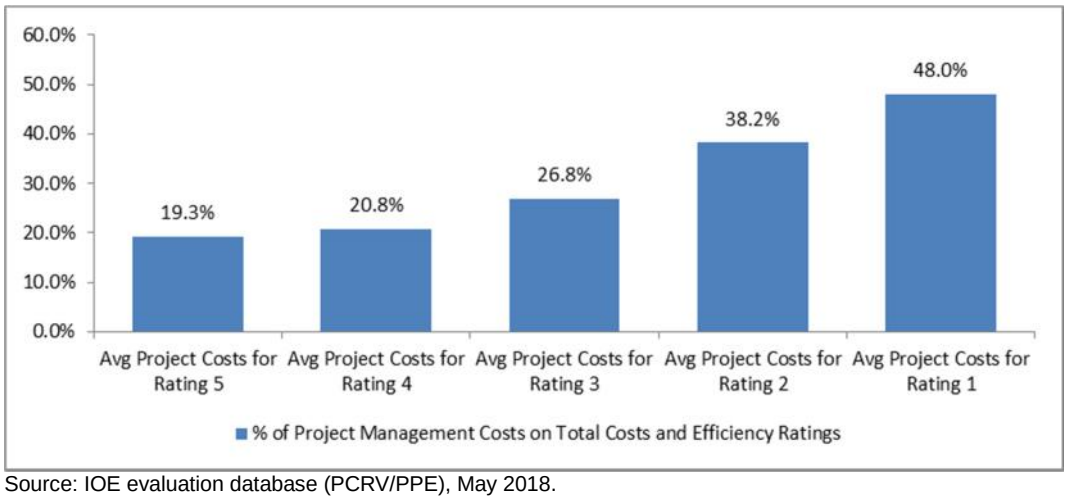
Chart 7
Project efficiency
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

68. Analysis of drivers for Efficiency. The most common key factors inhibiting efficiency in the 2017 evaluations are related to: (i) delays in start-up, implementation and long procurement processes; (ii) high turnover of programme management and other changes in staff, as well as having key positions remaining unfilled; (iii) lack of a functioning steering committee; (iv) inadequate preparedness of the Programme Coordination Unit; (v) long and slow MTR process; (vi) lack of consideration for high transportation and supervision costs; (viii) failure to implement the cost-recovery mechanism; (ix) economic and financial return of the project significantly over-estimated; and (x) high project management cost ratios. With regard to the latter, when analysing the 2017 evaluations, a trend of higher project management costs for projects rated as less efficient was evident. The chart below presents the average project management costs for projects evaluated in 2017 by their efficiency rating and shows that the higher the cost, the lower the efficiency rating. It further indicates 20 per cent of total costs as the threshold beyond which higher project management cost ratios, resulting from other related factors (e.g., implementation delays), become a key driver for unsatisfactory performance.

Chart 8
Project efficiency
Percentage of project management costs of total project costs by efficiency rating, 2014-2016



Source: IOE evaluation database (PCRV/PPE), May 2018.

69. The PPE for the Rural Financing Intermediation Programme in Lesotho (rated unsatisfactory) highlights how, despite a short effectiveness lag, project implementation experienced a slow start-up mainly due to the inadequate preparedness of the programme coordination unit, including the lack of familiarity with IFAD's procedures, poor financial management, and inappropriate staffing. Additionally, the proportion of project management costs was unreasonably high (33 per cent), which critically hampered the efficiency of the programme. The high costs, despite being justified with overspending for additional staff and lack of commitment from Central Bank of Lesotho, were actually already high at appraisal; moreover, audit and supervision reports repeatedly mentioned potential misuse and misappropriation of funds (ineligible expenditures, overpayment of staff, etc.), for which appropriate actions were taken by IFAD.[14]

70. The 2017 evaluations found that good project efficiency is overall based on: (i) project management efficiency (management units in place at all levels), as well as low project management costs; (ii) limited staff turnover; (iii) project completion without extension; (iv) good partnership arrangements and good integration within the government; and (iv) high disbursement rates and financial return. A combination of these factors may also counterbalance initial high project management cost ratios as illustrated in Box 6 by the Developing Business for the Rural Poor Project in Cao Bang Province, Viet Nam.

Box 6
Good practice on Efficiency: Viet Nam

- Despite high management costs, implementation in a timely manner, low cost per beneficiary, and good investment performance resulted in a high rating in efficiency (no project extension, 6.2 years project duration and brief 5-month effectiveness lag).
- Efforts to create a more decentralized management structure after the mid-term review improved project efficiency.
- Innovative approach adopted (market linkages through value chain development).

71. The evaluation of the Market Access and Growth Intensification Project in Bhutan (rated moderately satisfactory) highlighted that the project management structure was almost entirely integrated into the government systems with numerous institutions having

[14] IFAD took appropriate actions to recover amounts financed by IFAD, lowered the threshold for Statements of Expenditure to ensure Withdrawal Applications received greater scrutiny to prevent recurrence and the Project Finance Manager was not renewed.

responsibilities for different interventions within their field of expertise. The majority of the planned activities were carried out successfully, while the cost per beneficiary decreased significantly, most likely due to the significant expansion of project activities over a larger population.

72. The evaluation of the Rural Empowerment for Agricultural Development project in Indonesia also found performance in efficiency satisfactory for the following reasons: (i) the arrangement and set-up of the programme management unit were as per the original design, with management units well established at the national, provincial and district levels to handle daily programme operations; (ii) implementation oversight was ensured by the establishment of programme steering committees at the various administrative levels; and (iii) programme management staff remained constant with limited turnover. This latter factor in particular contributed considerably to strengthening the programme management performance, despite some delays in procurement.

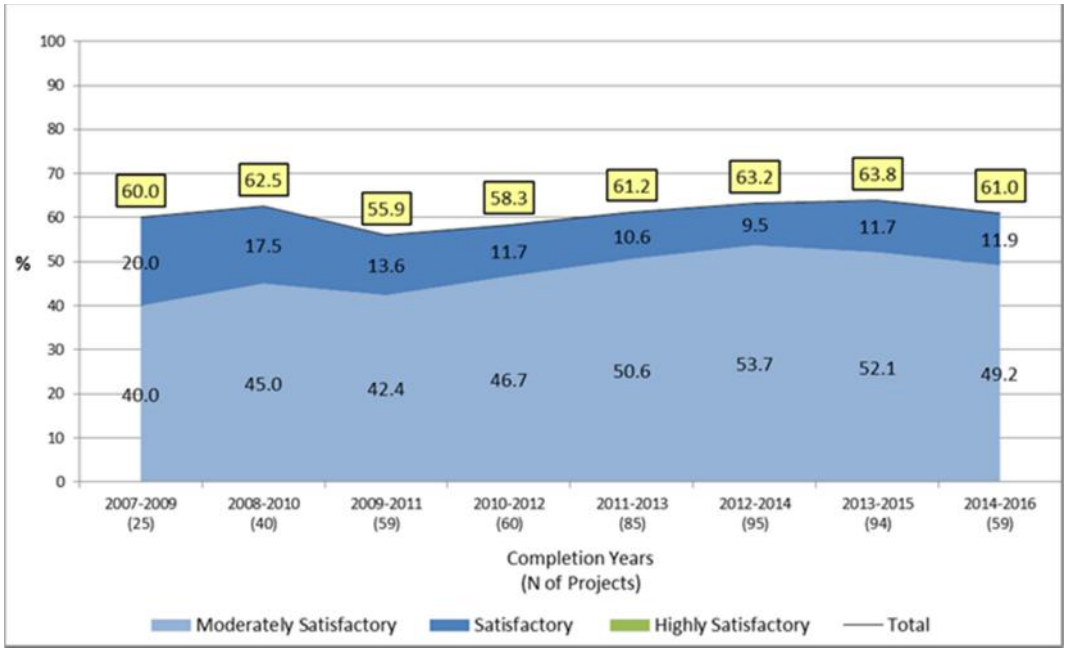
Box 7
Efficiency – Key performance factors

Facilitating Factors	Constraining Factors
• Efficient project management (all units in place at all levels) and low project management costs • Limited staff turnover • Project completed without extension • Good partnership arrangements and good integration with governments • High disbursement rate and financial return	• Delay in start-up, implementation and long procurement processes • Project extensions • High turnover of programme management with frequent changes in staff, as well as key positions remaining unfilled • High project management cost ratios • Overestimation of EIRR • Inefficient functioning strategic guidance body • Long and slow Mid-Term Review process

73. Sustainability of benefits. IFAD operations have shown a stable trend in performance when considering the prospects of keeping net benefits beyond the phase of initial support. An average of 60.7 per cent of projects has been rated moderately satisfactory or better between 2007 and 2016, with peaks in 2012-2014 (63.2 per cent) and 2013-2015 (63.8 per cent). However, the PCRV/PPE data series analysed shows a slight decline in positive ratings in 2014-2016 to 61 per cent, whereas only 49.2 per cent of projects are rated moderately satisfactory (-3.0 points vs 2013-2015) and 11.9 per cent are considered satisfactory. No highly satisfactory ratings have been registered in the time periods considered.

74. The trend in IOE and PCR mean ratings by year for sustainability are aligned across time periods and are declining between 2014 and2016. The highest overall disconnect with PCR ratings are found in APR, WCA and NEN. The decline in moderately satisfactory or better ratings in the 2014-2016 period is particularly strong in LAC and WCA, while APR shows positive performance. Mean ratings for sustainability are below 4 in all regions, with the exception of APR.

Chart 9
Project sustainability
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

75. Analysis of drivers for Sustainability. The decrease in positive ratings for sustainability in the 2017 evaluations refers to both moderately satisfactory and satisfactory projects. Some common key drivers that contribute to this declining trend can be linked to: (i) lack of further support in terms of both capacity-building and financial assistance (long-term plan for sustainability), mainly caused by the absence of an exit strategy; (ii) lack of a market-oriented strategy focused on demand; (iii) late disbursements causing projects to become operational only towards the closing date; and (iv) lack of verification of the actual degree of participation of local communities in planning processes.

76. The evaluation of the Community-Based Natural Resource Management Programme in Nigeria describes how the lack of an exit strategy strongly impacted sustainability: the continuous changes and re-direction of the programme after the MTR reduced the time that programme actors had to effectively implement activities and negatively affected local institutions' progress towards independence. The evaluation of the Product Initiatives Support Programme in Rural Areas in Haiti found that the programme did not succeed in creating the institutional environment for sustainability. The national operator failed to consolidate project-supported microfinance institutions (MFI) and obtain accreditation from central authorities, consequently, the MFIs still relied heavily on project support.

77. A positive example of sustainability and of a valid exit strategy is the Sustainable Natural Resource Management and Productivity Enhancement Project in Laos. The main reason for considering this project sustainable is linked to the local government showing ownership by maintaining a project management structure at national, provincial and district levels and providing the necessary budget to continue management activities after project completion. Formal handover of the subprojects to the production groups and local authorities was prepared properly (registration, official documentation, and accounts) for all subprojects in the last year of the project along with the comprehensive post-project sustainability plan to provincial and district authorities. The PPE for the Participatory Natural Resource Management Programme in Palestine, despite the long effectiveness lag, is another positive instance for sustainability and of how experiences and operations have been mainstreamed into wider policy as well as into other projects implemented by the Government. The programme's mechanisms for setting beneficiary

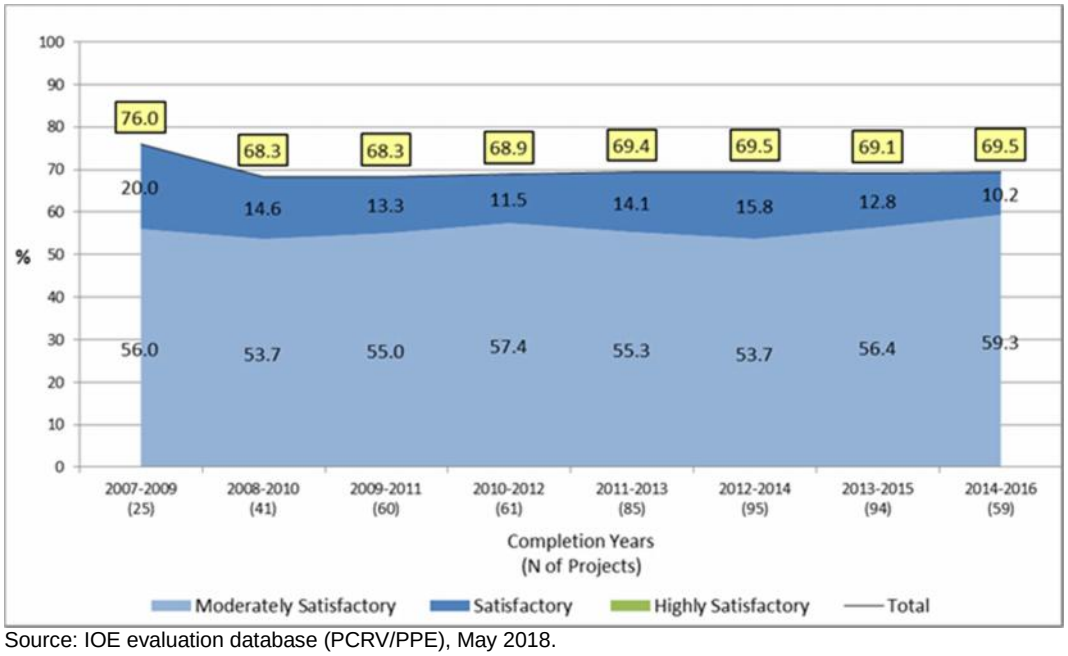
eligibility, in terms of co-contribution (for land) and collateral ensured sufficient buy-in from the beneficiaries.

Box 8
Sustainability – Key performance factors

Facilitating Factors	Constraining Factors
• Valid exit strategy • Investing in community infrastructure • Training processes and exchange of expertise	• Absence of a long-term plan for sustainability (exit strategy) • Insufficient market-oriented strategy focused on demand • Late disbursements causing projects to become operational only near closing date

78. Project performance. The composite criterion is the arithmetic average of the ratings for relevance, effectiveness, efficiency, and sustainability. An average of 70 per cent of projects evaluated between 2007 and 2016 shows primarily positive ratings. In 2014-2016, projects rated moderately satisfactory (59.3 per cent) are increasing versus previous time periods. However, projects with satisfactory ratings declined 2.6 share points in 2014-2016 versus 2013-2015 (from 12.8 per cent to 10.2 per cent). The trend in IOE and PCR mean ratings by year for project performance are aligned across time periods and are both declining in the 2014-2016 time period. Project performance in 2014-2016 is only decreasing in LAC and NEN. All mean ratings for the regions are below 4, with the exception of APR (4.31) and WCA (4.00). WCA shows the highest overall disconnect with the PCR mean rating for project performance.

Chart 10
Project performance
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

79. Analysis of drivers for Project Performance. The 2017 evaluations find several issues and constraining factors in project performance, mainly driven by the negative trends of efficiency and sustainability. Shortcomings in targeting design, lack of exit strategies, long implementation processes, high project management costs and lack of suitable data are some of the key reasons why the criteria registers negative performance.

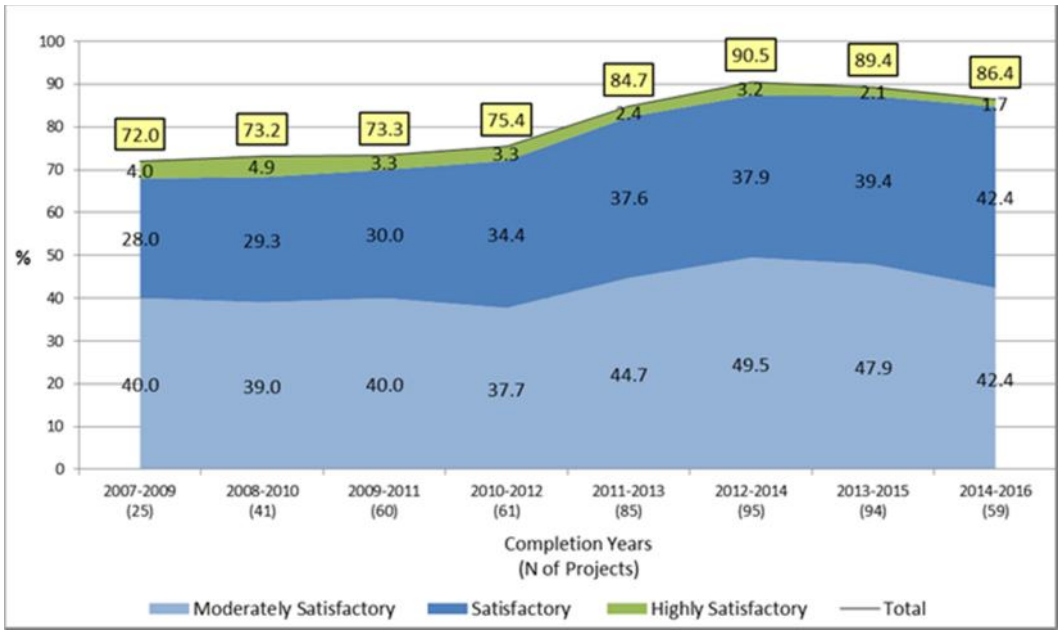
C. Other performance criteria

80. This section analyses innovation; replication and scaling-up; attention to gender equality and women's empowerment; environment and natural resources management; and adaptation to climate change.

81. Innovation. As of 2017, IOE rates innovation and scaling up separately, following the harmonization agreement with management. In conducting trend analysis on the separated criteria, the 2018 ARRI assigns the rating given for the combined criteria for past evaluations; the separate ratings begin to appear in the 2011-2013 period. The 2018 ARRI is the first document reporting separate analysis for the two criteria. IFAD's contribution to promoting innovation has been improving since 2009. The percentage of satisfactory ratings, in particular, grows steadily and consistently since 2007 and is confirmed in the latest time period 2014-2016 (42.4 per cent). However, highly satisfactory ratings drop 2.3 points between 2007 and 2016.

82. The trend in IOE and PCR mean ratings by year for innovation are aligned across time periods and are both improving in the 2014-2016 time period. ESA is the only region with good performance in innovation, whereas LAC and WCA show double digit decreases. ESA (4.50) and APR (4.53) show the highest mean rating in 2014-2016 for the criterion. Finally, ESA also shows the lowest overall disconnect with PCR ratings in Innovation (-0.04).

Chart 11
Innovation
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

83. Analysis of drivers for innovation. The assessment of innovation by IOE focuses on the extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction. The 2017 evaluations found that projects were successful in introducing innovative approaches such as: (i) collaboration with NGOs in the implementation of land management interventions with governments as the coordinating entity; (ii) relevant production and livestock management technologies introduced at design: (iii) adaptations and instruments ranging from methodological approaches to innovative instruments such as Territorial investment plans; and (iv) novel attempts to link local-level producers organizations to take advantage of larger-scale markets and to bulk-source inputs.

84. The evaluation of the Enhancement of the Peasant Camelid Economy Support Project in Bolivia highlights the introduction of three main innovations: i) mobile childcare centres;

ii) agreements with public universities; and iii) local knowledge certification. These three innovations had a positive impact on the implementation of activities and results. Better childcare allowed women to participate in different groups and, for some of them, to become active leaders. Production practices were improved by research conducted by public universities; and a virtual technical assistance market formed by local talent was created.

85. In terms of innovation in project design, the evaluation of China Dabieshan Area Poverty Reduction Programme promoted a number of innovative concepts at design. In particular, DAPRP's modular approach was innovative with its flexible implementation strategy allowing for inputs and associated activities to be undertaken in a specific time sequence, thus promoting more efficient market-driven production. The program piloted the technical envoy system which targeted poor and vulnerable households through extension service provision that helped beneficiaries upgrade their production with higher yields and better quality.

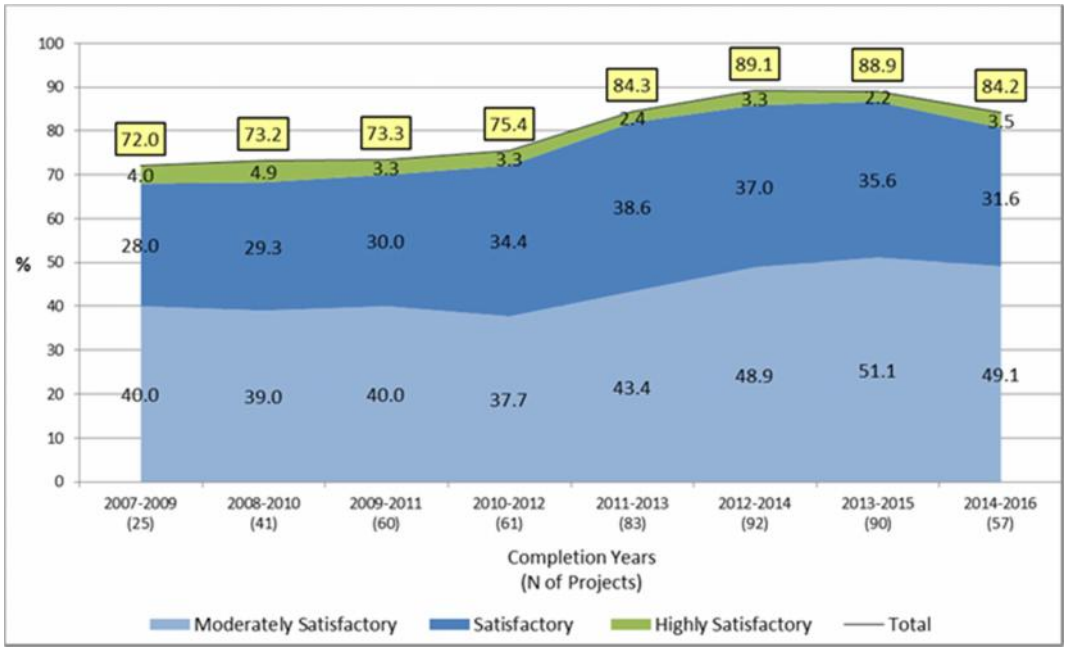
86. In El Salvador, the Rural Development and Modernization Project for Central and Paracentral Regions introduced two innovative approaches generated by the project: reinforcement of the basic-grains value chain through a business and service centre; and the setting up of the rural-youth-citizens' participation network. While the former may be logistically innovative, the latter was innovative in terms of creating a new dynamic that serves a key target group and that can be scaled up.

Box 9
Innovation – Key performance factors

Facilitating Factors	Constraining Factors
• Mainstreaming and strengthening integrated agricultural approaches into government practice. • Relevant production and management technologies introduced at design • Coordination of local-level organizations of producers to scale-up access to larger markets and bulk-source inputs	• Lack of transition pathways in the project design to allow expansion of technologies in quantities and over-time • Small scale initiatives with very little assessment learning or dissemination of experiences

87. Scaling Up. In the most recent period of 2014-2016, 84.2 per cent of ratings for scaling up are positive, representing a 4.7 point decline from the previous period. The separate ratings for innovation and scaling up highlight that the scaling up rating for satisfactory projects declines faster than for innovation starting in 2013-2015: from 35.6 per cent in 2012-2014 to 31.6 per cent in 2014-2016 (whereas innovation actually shows improvement in the same time periods). It is worth mentioning that at the same time the highly satisfactory ratings for projects in the PCRV/PPE data is growing more for scaling up than innovation: in 2014-2016 the latter shows a 1.7 per cent of project versus a 3.5 per cent of projects rated highly satisfactory for scaling up. Projects with moderately satisfactory ratings in 2014-2016 represent 49.1 per cent of the PCRV/PPE data series analysed. The trend in IOE and PCR mean ratings by year for scaling up are aligned across time periods and are both improving in the 2014-2016 period. However, the latest PCRV/PPE data series analysed does not show an increase in moderately satisfactory ratings or better ratings. The trend is driven by a decline in satisfactory ratings for LAC, NEN and WCA. The highest disconnect with PCR ratings is registered in NEN and WCA.

Chart 12
Scaling up[15]
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

88. Analysis of drivers for Scaling Up. This criterion is especially critical as a means for augmenting the impact of IFAD's country programmes to reduce rural poverty and the extent to which project interventions have been (or are likely to be) scaled up by government authorities, donor organizations, the private sector and others agencies. Scaling up also requires extended support from IFAD, often through several project phases. Only nine of the 2017 Evaluations register a moderately unsatisfactory or below rating, evidence that scaling up provides a positive contribution to IFAD's project performance. However, the trend of scaling up, as a separate criterion from innovation, highlights the decline in both moderately satisfactory and satisfactory ratings. Some remarks included in the 2017 evaluations emphasize how and why some of the projects are likely to be scaled up by: (i) mainstreaming and strengthening integrated and modular agriculture development approaches into government practice; (ii) establishing functional public-private partnerships across value chain stakeholders, including producer associations, local development agencies and municipalities; (ii) creating spaces for dialogue of public policies; and (iii) broadening project interventions across other geographical areas (horizontal scaling up). One of the main assumptions that guarantee a successful scaling up outcome is the preparation of an exit strategy, outlining concrete proposals on how the programme experience could be replicated and scaled up with preliminary cost estimates and the involvement of governments and donors.

89. The evaluation of the Odisha Tribal Empowerment and Livelihood Programme in India shows how scaling up had already taken place by project completion. In 2011, as a result of the success of the IFAD programme in Odisha, the state government agreed to allocate significant additional national funding to scale up OTELP across larger areas of the state. In addition, convergence with central government schemes was being pursued with multiple programmes and this scaling up was further confirmed by the country programme evaluation mission. In Indonesia, the Rural Empowerment for Agricultural Development project laid out the pathway for scaling up the programme horizontally, i.e. other villages within the programme area, other districts of Central Sulawesi, and

[15] In conducting trend analysis on scaling up separate from innovations, the 2018 ARRI assigns the rating given for the combined criteria for past evaluations; the separate ratings begin to appear in the 2011-2013 period.

eventually other provinces of Indonesia. The programme's national support unit also had prepared an exit strategy, which outlined concrete proposals on how the programme experience could be replicated and scaled up. Moreover, the Government at both the central and local levels has taken steps to scale up the programme approach with dedicated budgetary provisions.

90. The unsatisfactory performance amongst the 2017 evaluations is mainly driven by the absence of a specific strategy for scaling up in project designs, such as the Rural Livelihood Development Project in Bosnia and Herzegovina. In some cases, projects have a good potential for scaling up, but the challenges of operationalizing experiences and lessons on a larger scale are hindered by lack of a specific plan. In South Sudan, the Livelihood Development Project envisaged at design the establishment of the Boma Development Committees and County Offices, to act as representatives and entry points for service delivery, as critical to ensure that the agricultural and economic needs of communities were met. This was to be achieved through the ratification of the Local Government Act which stipulated roles and responsibilities of local government, Boma Development Committee and County Offices in support of decentralisation. While the project directly supported Boma Development Committees to develop their capacity, challenges related to conflict and limitations in administrative capacity and governance hindered a systematic scaling up of project activities.

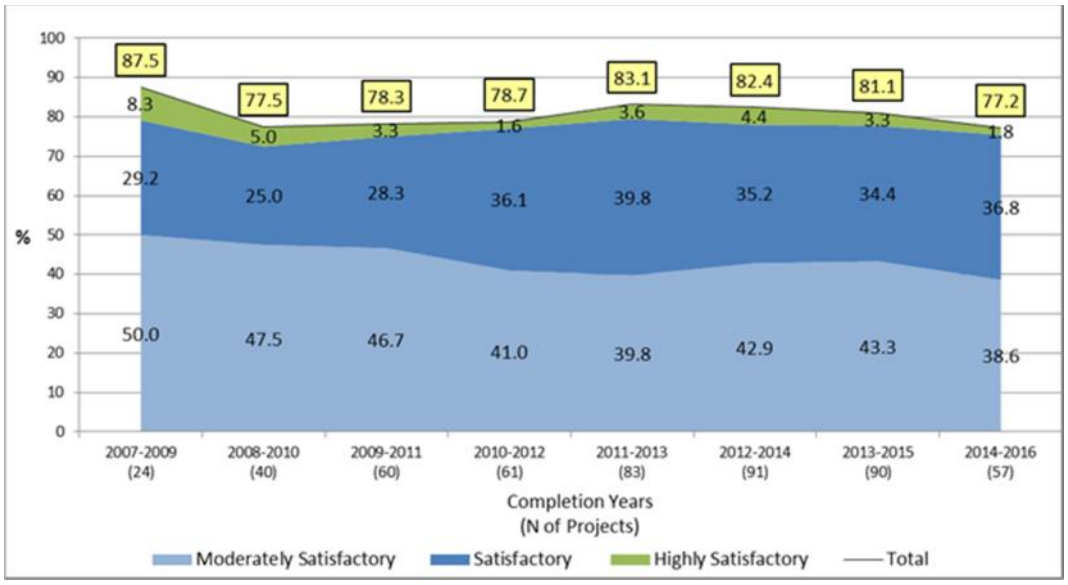
Box 10
Scaling up – Key performance factors

Facilitating Factors	Constraining Factors
• Preparation of an exit strategy • Establishing functional public-private partnerships across value chain stakeholders • Creating spaces for dialogue of public policies • Broadening project interventions across other geographical areas (horizontal scaling up)	• Absence of specific strategies for scaling up • Beneficiaries not provided with the necessary tools and equipment needed to initiate their own businesses • Absence of a clear legal framework and a specific engagement plan with government or other partners

91. Gender equality and women's empowerment (GEWE). The promotion of gender equality and women's empowerment is critical to meet the challenge of improving food and nutrition security and eradicating rural poverty. An overall average of 80.7 per cent of projects between 2007 and 2016 are rated moderately satisfactory or better. A review of IFAD's performance on gender equality and women's empowerment over time shows that performance has steadily declined to 77.2 per cent of positive ratings in 2014-2016.[16] Moderately satisfactory ratings go from 43.3 per cent in 2013-2015 to 38.6 per cent in 2014-2016 (-4.7 share points). The trend in IOE and PCR mean ratings by year for GEWE are slightly unaligned in the 2014-2016 period, while PCR ratings rise, IOE ratings remain flat. The decline in performance is driven by performance in all regions, except for APR with the highest mean rating (4.60) and ESA. The overall disconnect with PCR ratings are aligned across the regions.

[16] In 2014, PMD developed a six-point gender marker system to assess programs in which 5 signifies full gender mainstreaming and 6 indicates gender transformative. Introducing new standards, it may have affected ratings in evaluations conducted in 2014 onwards.

Chart 13
GEWE
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

92. Analysis of Gender equality and women's empowerment. IFAD has traditionally paid attention to the positive impact on gender equality and women's empowerment. Moreover, the 2030 Agenda promotes GEWE as a basic human right across all development goals. Practices considered more effective in 2017 Evaluations projects are linked to; (i) awareness campaigns and trainings on gender equality and women's rights and domestic violence; (ii) promoting women's leadership in groups or management positions; (iii) technology transfer intended to promote income-generating activities for women; (iv) mainstreaming gender-sensitive monitoring of project activities (i.e. updated project log frame to include gender indicators and sex-disaggregated information); (v) setting up gender-specific participation targets for the different productive enterprises; (vi) opening of mobile childcare centres; (vii) project design gender-sensitive from the start; (vii) providing women with more benefits through access to resources (improved income through membership in farming groups), assets (in-kind payments) and services (savings and credit services through solidarity groups).

93. The PPE for Laos Northern Region Sustainable Livelihoods through Livestock Development Project included a Gender Action Plan, which set targets to ensure equitable involvement of women in trainings, community groups and livestock ownership. The project triggered a process of change in women's participation and a positive impact on the lives of women in the project area. Women who participated in village-based Livestock Production Groups received livestock extension training, gained access to loans from the Village Livelihood Fund and received gender training.

94. Examples of shortcomings in gender equality and women's empowerment are found in the 2017 Evaluations and mainly explained by: (i) lack of alignment with the project's operational strategy on gender; (ii) absence of outcome data that makes it difficult to judge the actual impact on women's empowerment and mainstreaming of gender-sensitive initiatives; and (iii) participation of women not being a specific project issue in the design phase and, in some cases, resulting as an unintended consequence of project activities.

95. The evaluation of the Smallholder Livestock Investment Project in Zambia points out that the project appraisal document paid considerable attention to gender and that the baseline study (and the end-line study) both provided disaggregated data for male and female-headed households. However, women did not participate in the disease control activities due to a cultural barrier to women handling cattle (not identified at the

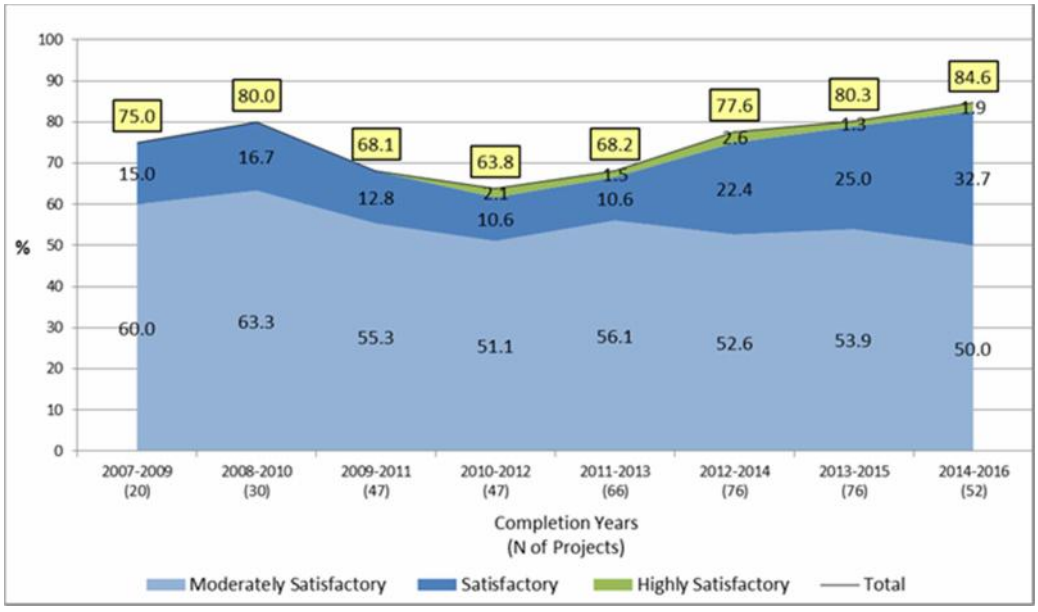
appraisal stage). Only 15 per cent of the participants at the end of project workshops were women (and this included field officers and female project staff). In Georgia, the IE for the Agricultural Support Project emphasized that the project had no significant impact on woman-headed households and with regard to all of the outcome variables of interest, such as income, food security, moving out of poverty and asset index. Similarly, the results suggested no significant changes in women's role in decisions on buying assets or deciding which agricultural products are grown/harvested/produced.

Box 11
GEWE – Key performance factors

Facilitating Factors	Constraining Factors
• Gender-sensitive project design • Promoting awareness campaigns and trainings on gender equality, women's rights and domestic violence • Income-generating activities for women • Promoting women's leadership in groups and management positions • Providing women with more benefits through access to resources, assets and services	• Non-alignment with project's operational strategy on gender • Participation of women not being a specific project issue in the design phase • Absence of outcome data to evaluate actual impact on women's empowerment • Low women's participation in project staff capacity-building

96. Environment and natural resources management. This is the second year that this criterion is rated separately from adaptation to climate change which confirms a positive step forward. Of the PCRV/PPE projects included in the period 2014-2016, 84.6 per cent performed moderately satisfactory or better in terms of environment and natural resources management. Since 2010 a significant positive trend is registered, showing a consistent growth of satisfactory projects going from 63.8 per cent in 2010-2012 to 84.6 per cent in 2014-2016. What is actually affecting this positive performance is the meaningful increase of projects rated satisfactory: their weight goes from 10.6 per cent in 2010-2012 to 32.7 per cent in 2014-2016, contributing to the decrease in unsatisfactory ratings across time. The trend in IOE and PCR mean ratings by year for ENRM are consistent and in the 2014-2016 period they seem to almost coincide. Double digit growth in positive performance between2014 and 2016 is registered in ESA and WCA. All regions, except for LAC, show overall mean ratings above 4.

Chart 14
ENRM
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

97. Analysis of Environment and natural resources management. The 2017 evaluations indicate an overall positive impact from IFAD-funded activities and highlight the following facilitating factors: (i) building infrastructure in line with the government guidelines and without any major implications for the environment, as well as obtaining environmental licenses from the relevant entities; (ii) undertaking specific actions towards the conservation of natural resources and mitigation of potential negative impacts on the environment due to inadequate management of productive activities; (iii) using training activities to support groups and organizations by creating awareness and providing guidance on the development and implementation of environmental strategies; (iv) introducing an environmental impact assessment for all micro-projects dealing with infrastructure reconstruction; and (v) acknowledging in the project design the presence of sensitive ecosystems and fragile environments in the target area.

98. The evaluation of the Fisheries Development Project in Eritrea indicates how the support provided to the coastal resource management was successful in achieving stock assessment, monitoring and controlling fish resource exploitation within the required parameters, mangrove development and conservation, establishing marine and coastal protected areas and protecting endangered species. Not only were these targets met, but institutional capacities were enhanced and the Ministry of Agriculture agreed to continue support after project closure.

99. Notwithstanding overall improvement, the performance of IFAD's operations in this area shows limitations in some areas, such as the lack of data/monitoring processes supporting results on environmental impact or environmental management plans not reflected in the project's implementation plan, nor systematically discussed in the progress reports. There is also an ongoing need to improve coordination with relevant government and technical partners involved in ENRM with clear budget lines for ENRM activities and improved alignment with IFAD country strategies. It is also necessary to be able to distinguish between direct results from ENRM activities (e.g. on soil for example) and sustainable environmental adaptations that have improved livelihoods of farmers.

100. The Mountain to Markets Programme in Albania recognized that an estimated 60 per cent of agricultural land is affected by severe soil erosion. There is a proven link between poverty and soil degradation, with districts and communes with high poverty levels having comparably higher levels of land degradation and deforestation. The project achieved environmental sustainability by supporting activities and investments that were environmentally-friendly and compliant with both national regulations and with the IFAD Environment Policy and Guidelines. More specifically, the programme required that each grant application from potential beneficiaries was certified by the communes that their proposal had no negative environmental impact.

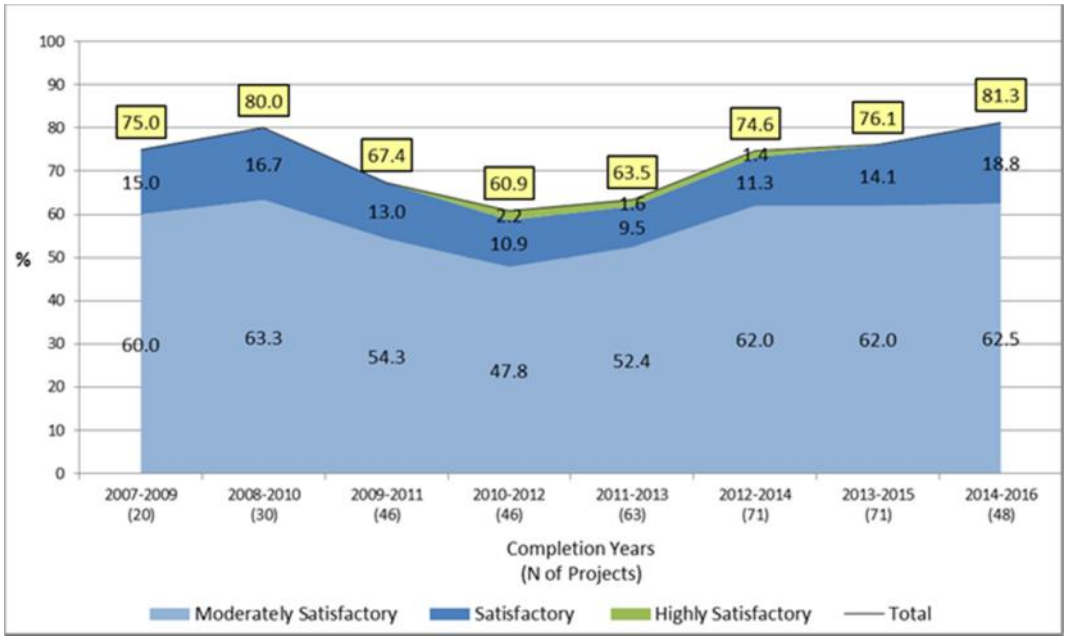
Box 12
ENRM – Key performance factors

Facilitating Factors	Constraining Factors
• Acknowledging the presence of a sensitive ecosystem in the design phase • Building infrastructure in line with government guidelines and without implications for environment • Undertaking specific actions towards the conservation of natural resources • Supporting groups and organizations providing guidance on the short term implementation of environmental strategies	• Omission of clear budget lines for ENRM activities • Need for data to monitor processes supporting results on environmental impact • Insufficient coordination with relevant government and technical partners involved in ENRM

101. Adaptation to climate change. Of the 48 projects with ratings for the criteria in the 2014-2016 cohort in the ARRI 2018, 81.3 per cent received positive ratings in terms of adaptation to climate change. The group of projects that contribute to the steady positive performance are the satisfactory ones: they start growing in 2012-2014 (11.3)

and reach a point of 18.8 per cent in 2014-2016. Moderately satisfactory ratings reached 62.5 per cent of projects in 2014-2016. No highly satisfactory rating is shown starting 2013.The trends in IOE and PCR mean ratings for adaptation to climate change are consistent. The increase in satisfactory ratings in the 2014-2016 period occurs in APR and WCA. The overall highest disconnect with PCR ratings is in APR and WCA, while in NEN, IOE ratings are actually higher than PCR ratings for adaptation to climate change.

Chart 15
Adaptation to Climate Change
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

102. IFAD has committed in IFAD10 to mainstream climate change into 100 per cent of project designs and COSOPs by 2018. As a result of its increasing importance in IFAD's work, adaptation to climate change has been separately rated from natural resources management and environment for the past two years. Due to the criterion's limited evidence, tracking adaptation to climate change is more difficult than the more well-established ENRM criterion.

103. Of the 36 projects included in the 2017 PCRV/PPE reports, seven had no information or data on the assessment of adaptation to climate change and only five reported a satisfactory (5) rating. Key common elements to the best performing projects are linked to: (i) implementation of on-farm interventions that increased resilience to climate-related shocks and contributed to climate change adaptation; (ii) introduction of diversified crop production that are tolerant to drought or new technologies to support beneficiaries to cope with possible results of climate change; (iii) strengthening legal and regulatory frameworks of vulnerable economic sectors; (iv) partnering with governments to support fragile ecosystems.

104. The PPE for the Participatory Natural Resource Management Programme in Palestine highlights how despite the appraisal report not making any reference to climate change under the summary of environmental impacts, the programme did actually implement interventions that contributed to climate change mitigation and adaptation. The programme's achievements show a long-term positive impact on the adaptation to climate change of the beneficiary households. The potential for this long-term impact can be assessed with regard to climate-resilient livelihood practices, environmentally-friendly adaptation through farming systems practices, integrated approach to land and water management to enhance climate change adaptability, delivering agricultural credit that supports adaptation to climate change for all actors in "green growth" value chains, and the degree of inclusion of streamlining gender aspects to climate vulnerability.

105. Less performing activities related to adaptation to climate change can be related to: (i) little consideration of climate change in the design phase and during implementation, while keeping the objectives and initiatives clearly separated from ENRM; (ii) better alignment with national, municipal and communal policies and strategies to enhance project performance; (iii) recognition of threats and vulnerabilities related to climate change during the project life in order to allow project staff and supervision/support missions to give climate change adaptation more consideration.

106. For example, despite the particular vulnerability of the region to the expected adverse consequences of climate change, the Post-Tsunami Agricultural and Fisheries Rehabilitation Programme in the Maldives did not take into consideration the possible effects of climate change and sea-level changes. The 2013 supervision mission report indicated that programme design did not provide for any specific activities aimed at addressing either climate change resilience through adaptation, or climate change mitigation. Even though climate change was not an issue in the IFAD agenda when the programme was originally conceived, by the time of the "revitalization" and associated restructuring of the programme such issues were of interest to IFAD, and given the vulnerability of the islands to climate change, such issues should have been addressed. For example, the programme could have implemented coastal zone planting (e.g. mangrove and salt marsh vegetation) and some other measures to prevent flooding and coastal erosion.

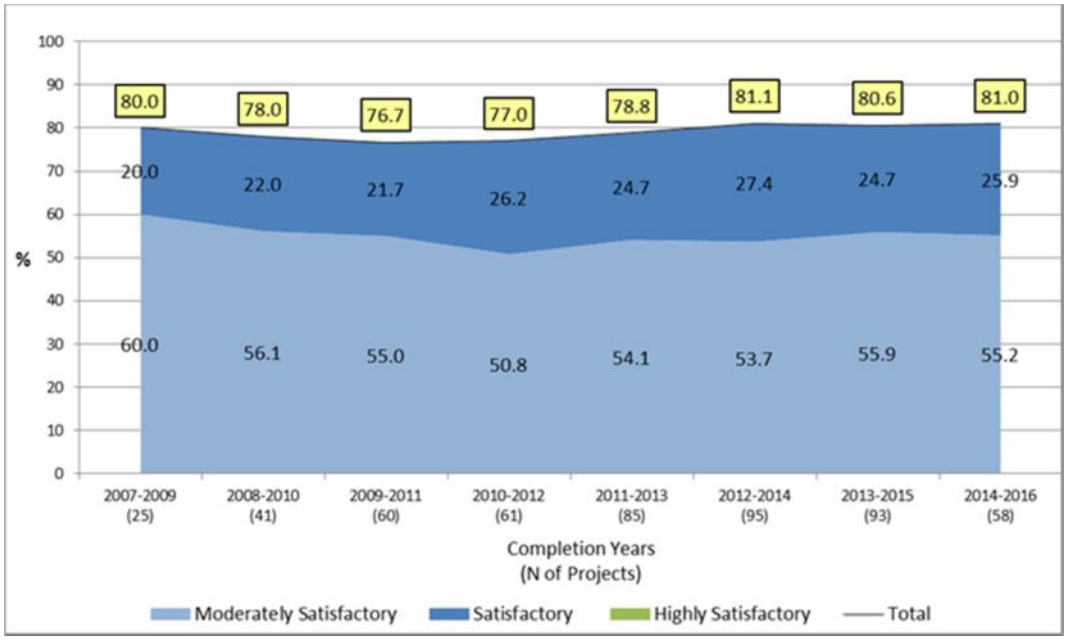
Box 13
Adaptation to climate change – Key performance factors

Facilitating Factors	Constraining Factors
• Partnering with governments to support fragile ecosystems • Implementation of on-farm interventions to increase resilience to climate-related shocks • Introduction of diversified crop production • Strengthening legal and regulatory frameworks of vulnerable economic sectors	• Little consideration for climate change in the design phase and during implementation • Need to recognize threats and vulnerabilities during the project life in order to allow staff to give climate change adaptation more consideration

D. Overall project achievement

107. An average of 79.2 per cent of IFAD projects are rated primarily satisfactory between 2007 and 2016 and is confirmed by a consistent positive trend across time up to 81.0 per cent in 2014-2016. However, the ratio between moderately satisfactory (no highly satisfactory ratings have ever been reported) and satisfactory ratings reaches a plateau since 2012. The mean ratings by year for overall project achievement show consistent trends for IOE and PCR ratings and they are both showing decline in the 2014-2016 time period. Performance in 2014-2016 improves only in WCA and APR, thanks to a significant increase in moderately satisfactory ratings. All mean ratings are under 4 except for APR (4.33) and the highest disconnect with PCR ratings occurs in WCA and NEN.

Chart 16
Overall project achievement
Percentage of projects rated moderately satisfactory or better by three-year moving period



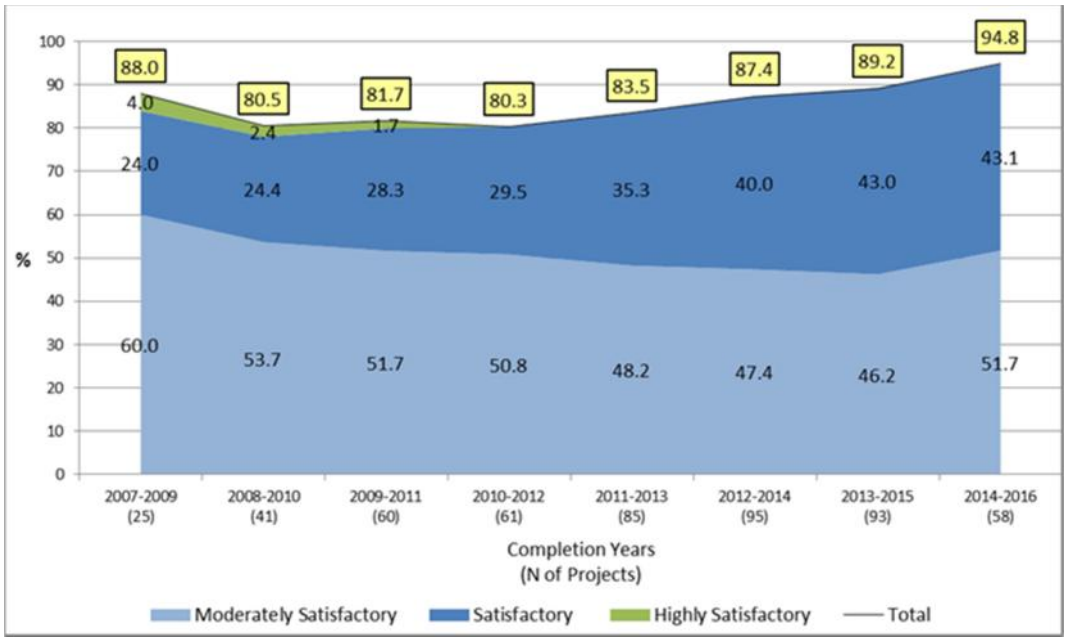
Source: IOE evaluation database (PCRV/PPE), May 2018

E. Performance of partners

108. The following paragraphs assess the contribution of two key partners (IFAD and the government) to project design and execution, monitoring and reporting, SIS.

109. IFAD's performance as a partner. IFAD's performance as a partner was evaluated moderately satisfactory or better in 94.8 per cent of projects in 2014-2016 (an average of 85.7 per cent of IFAD's projects have been considered primarily satisfactory between 2007 and 2016). This high share is primarily due to the significant increase of moderately satisfactory ratings between 2013-2015 and 2014-2016: from 46.2 per cent to 51.7 per cent (+5.5 share points). Satisfactory ratings in 2014-2016 show a flat trend (from 43.0 in 2013-2015 to 43.1 in 2014-2016). Highly satisfactory ratings have not appeared in the overall trend since 2010. The mean ratings by year for IFAD performance as a partner show consistent trends for IOE and PCR, with the former declining more in 2014-2016. All regions, except for LAC where it is flat, show an increasing trend (especially WCA), driving the overall positive performance for the criteria. IFAD performance as a partner is the only criterion in the 2014-2016 time period, together with relevance, showing mean ratings for all regions above 4. NEN and WCA register the overall highest positive disconnect with PCR ratings. ESA presents the only case where the disconnect with PCR ratings is highly positive (+0.49).

Chart 17
IFAD performance as a partner
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018.

110. Analysis of IFAD as a partner. The 2017 evaluations confirm that IFAD is valued and trusted by governments for the quality and timeliness of its support, for its focus and flexibility and responsiveness. In many instances, IFAD has proven its strength by: (i) its willingness to assist in addressing emerging implementation issues; (ii) identifying opportunities to integrate specific issues into projects; (iii) executing start-up workshops and supporting the development of accounting procedures; (iv) executing efficient supervision missions, particularly useful when revealing and tackling specific issues (e.g., the quality of selected outputs, the partial use of the value-added approach, and pro-poor targeting); (v) ensuring its presence at country level establishes valuable partnerships with governments; (vi) ensuring satisfactory quality of financial management; and (vii) providing effective and efficient problem-solving measures through the IFAD country office (ICO).

111. The PPE of the Market Strengthening and Livelihood Diversification in the Southern Highlands Project in Peru mentions how useful it has been to have the IFAD Office in the country become a Sub-Regional Office in mid-2015. Thanks to its presence at the country level, IFAD established valuable partnerships with the Peruvian authorities at the central and local levels. In addition, the Fund has become well known to the beneficiaries for their contribution to the development of the Sierra Sur. IFAD also has played a key role in the design phase of the project, capitalizing on the experiences and lessons learned from previous operations. IFAD has also been recognized for leaving sufficient room for manoeuvre for the project team to experiment with new approaches, learn from mistakes, and improve their impact, through strategies that enhanced the dignity of users, who are viewed as the true repositories of the knowledge and cultural heritage required to increase their well-being.

112. In Viet Nam, the Developing Business for the Rural Poor Project in Cao Bang Province is a good example of how IFAD has been very successful in providing guidance to implementing partners who lacked expertise in the new approach introduced by the above project. The provision of timely recommendations on implementation strategy following the mid-term review in 2011 enabled the project to make significant changes and to achieve its intended results. In particular, IFAD's suggestion to focus on short value chains rather than on only the two initial value chains led to an increase in

participating communes. IFAD was also able to support the project's decentralized implementation.

113. On the other hand, some key aspects have been identified as the main causes for lower ratings for IFAD performance as a partner, such as: (i) rigid approach to group formation or a multitude of small activities; (ii) lack of more proactive and consistent support to projects during early years of implementation; (iii) low quality and frequency of supervision missions; (iv) need for more attention devoted to the implementation of a differentiated targeting approach; (v) low and delayed disbursements from the IFAD loan; (vi) recommendations being inconsistent with previous missions or not followed up; (vii) need to update logical framework with well-informed revisits to key assumptions in line with changing political contexts; (viii) high staff turnover at the beginning of the project and poor fiduciary management capacity; (ix) need for a more proactive role in supporting the improvement of the M&E system design; (x) Country Programme Manager (CPM) turnover as one of the main issues delaying project implementation; (xi) need to seek a broader participation of the private sector; and (xii) entering projects where already a considerable number of agencies including other United Nations agencies, development banks, bilateral agencies, various large and small scale international NGOs and local organizations are already in place, with the risk of duplication of activities.

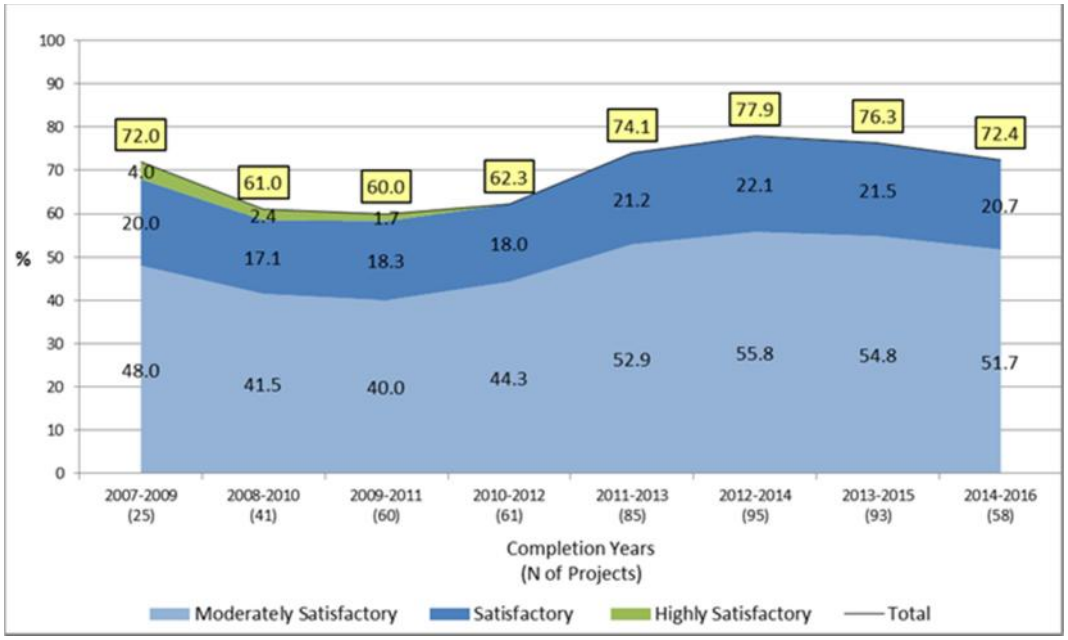
Box 14

IFAD performance as a partner – Key performance factors

Facilitating Factors	Constraining Factors
• Ensuring presence at country level to establish valuable partnerships with governments and private sector • ICO-based consultations effective and efficient for problem-solving measures • IFAD's willingness to assist in addressing emerging implementation issues • IFAD's capability to integrate specific issues into projects • Executing efficient supervision missions, by tackling issues concerned with quality of outputs or pro-poor targeting	• Need for more attention to differentiated targeting approach • Absence of proactive support to projects during first years of implementation • Quality and frequency of supervision missions • Low and delayed disbursements • High staff turnover • Need for a more proactive role in improving M&E system design • Risk of duplication of activities when multiples agencies are involved

114. Government performance. The performance of governments as partners shows a slowdown for projects rated moderately satisfactory or better in 2014-2016 versus 2013-2015, decreasing from 76.3 per cent to 72.4 per cent. After showing consistent improvement since 2010, it seems that both moderately satisfactory (51.7 per cent in 2014-2016) and satisfactory ratings (20.7 per cent in 2014-2016) reached a plateau first and then decreased slightly in the last time period. Despite peak time periods like 2012-2014, where positive ratings affected 77.9 per cent of projects, the average between 2007 and 2016 is 69.5 per cent. The mean ratings by year for government performance as a partner show consistent declining trends for IOE and PCR ratings between 2014 and 2016. The decline in performance for government as a partner is noticed in LAC, NEN and ESA. Mean ratings for the criteria are below 4 in all regions, except for APR. ESA in particular shows the highest disconnect with PCR ratings (-1.00).

Chart 18
Government performance as a partner
Percentage of projects rated moderately satisfactory or better by three-year moving period



Source: IOE evaluation database (PCRV/PPE), May 2018

115. Analysis of Government as a partner. The 2017 evaluations include cases of both good and weaker government performance. Common elements for negative ratings are mainly linked to: (i) delay in setting up M&E, weak data collection and data entry processes; (ii) internal and external audit reports not always up to acceptable standards; (iv) lack of active project supervision by government; (v) insufficient support by governments to strengthen the capacity of the Project Management Unit; (vi) low quality of reporting on implementation progress and outputs by implementation agencies made it difficult to monitor and assess the effectiveness of the targeting approach adopted; and (viii) changes of government led to constant changes in programme coordination, limiting the stability of activities and resulting in serious delays.

116. The evaluation of the Productive Initiatives Support Programme in Rural Areas in Haiti mentions limited government involvement and ownership. For instance, the government did not participate in the PCR process or provide any comments on the final report. The Participative Development and Rural Modernization Project in Panama is another example where some of the delays experienced by the project were also the result of external factors such as changes in government and weaknesses in internal management, coordination and planning. The Government experienced changes in public administration such as movements of officials which affect the flow of different processes and created delays in project implementation.

117. Good performance by government is exhibited in the Northern Region Sustainable Livelihoods through Livestock Development Project in Laos. The Government of Lao PDR showed strong ownership of the project and actively participated in all supervision missions and provided relevant and timely support to project implementation. Quarterly plans for each district were prepared and used as a basis for monitoring project progress. The government carried out the statutory requirements in line with the loan agreement: the supervision mission reports indicated that the finance and accounting function of the project was well established and in accordance with the appropriate standards.

Box 15
Government performance as a partner – Key performance factors

Facilitating Factors	Constraining Factors
• Government taking strong ownership of projects and able to scale up projects • Establishing appropriate organizational structure with the government line agencies • Promoting regular steering committees • Supporting the presence of project representatives in each participating district	• Government's weak supervision of projects • Insufficient support by governments or strengthening capacity of the Project Management Unit • Changes of local governments leading to constant changes in programme coordination and causing delays and instability • Delays in recruitment of key staff and commissioning of surveys • Poor fiduciary management capacity

F. IFAD performance by replenishment period

118. This section presents IFAD portfolio performance by replenishment periods, with a focus on the most recently completed periods IFAD8 and IFAD9.[17] The "all data" series has been used for the analysis and reporting on performance by IFAD replenishment periods. This is because the ARRI reports on performance trends since the IFAD5 replenishment period (2001-2003) onwards, and PCRV/PPE data is not available from that period.

119. The charts and tables displaying the ratings by replenishment period in Annex VII show good performance of operations exiting the portfolio in IFAD9. The best performing criteria in terms of highest percentage of moderately satisfactory and better project ratings are relevance (90 per cent), IFAD performance (87 per cent), and rural poverty impact (85 per cent). The criteria with the lowest percentage of moderately satisfactory of better ratings are efficiency (56 per cent), sustainability (66 per cent) and project performance (70 per cent).

120. Overall improvement can be observed when comparing IFAD9 with IFAD8. The greatest improvement occurred in government performance which increased from 66 per cent to 78 per cent, followed by environment and natural resources management from 68 per cent to 77 per cent, and innovation and scaling up which increased from 76 per cent to 85 per cent and from 76 to 84 per cent respectively. Although sustainability is the second weakest performing criteria in both IFAD8 and IFAD9, it also improved considerably from 61 per cent to 66 per cent.

121. For six indicators (relevance, effectiveness, innovation, ENRM, IFAD as a partner and government as a partner) improvement between IFAD8 and IFAD9 resulted from an increase in the percentage of projects rated "satisfactory", indicating better quality of performance. Notably, thematic areas which are being mainstreamed such as gender equality and adaptation to climate change, as well as sustainability and rural poverty impact, all improved primarily due to an increase in the percentage of projects that are rated moderately satisfactory.[18]

122. The improved performance between IFAD9 and IFAD8 is further confirmed for select criteria based on a two sample t-test on PCRV/PPE data. The study detailed in Annex VI compares the average ratings for evaluation criteria between IFAD9 and IFAD8. While the difference between IFAD9 and IFAD8 average ratings is positive for all criteria except rural poverty impact, they are statistically significant only for ENRM, IFAD performance as a partner, innovation, government performance and project performance.

[17] The number of evaluations completed in the IFAD10 period are limited.
[18] The IFAD10 mainstreaming approach entails ensuring 100 per cent of IFAD projects or COSOPs address these issues.

123. For IFAD10, no trend analysis can be performed as only 11 projects are included in the sample. For indicative purposes only and, given management's interest in IFAD10 project performance as expressed last year, a significant improvement from IFAD9 to IFAD10 is already identified for ENRM and adaptation to climate change.

III. Country strategy and programme performance (2006-2017)

124. Background. Country Strategy Programme Evaluations (CSPEs) provide a broader assessment of the IFAD-government partnership in the reduction of rural poverty and serve to inform the development of new country strategies and IFAD-supported activities in the country.

125. This chapter on CSPEs analyses and reports on performance beyond the project level and identifies lessons that cut across IFAD country programmes. In accordance, this chapter outlines IFAD's performance in relation to: (i) non-lending activities (i.e. country-level policy engagement, KM, and partnership-building); (ii) country strategies (i.e. the COSOP) in terms of relevance and effectiveness; and (iii) cross-cutting issues of importance to ongoing and future IFAD country strategies.

126. Historically, a total of 67 CSPEs have been undertaken by IOE since the product was introduced in the 1990s (see Annex V for complete list). Of these, 45 CSPEs have been completed since 2006 based on a consistent methodology including the use of ratings, which allows for aggregating results across country programmes. This year's ARRI include five new CSPEs carried out in Cambodia, Cameroon, Egypt, Georgia and Peru.

A. Performance of non-lending activities

127. Knowledge management, partnership-building and country-level policy engagement are mutually reinforcing actions to complement IFAD's investment projects. They are increasingly recognized as essential instruments to promote institutional and policy transformation at country level and scale up the impact of IFAD operations for deeper results in rural poverty reduction.

128. Table 8 is a consolidated summary of 45 country programmes evaluated since 2006. The total percentage of country programmes that are considered moderately satisfactory for the overall non-lending activities is 64.4 per cent, which is similar to the 65 per cent reached in the ARRI 2017. There is a similar small decrease for highly satisfactory ratings, that show 4.4 per cent of programmes versus 5 per cent last year. A total of 68.9 per cent of the 45 programmes since 2006 is considered to be performing positively (versus 70 per cent in the 2017 ARRI).

129. In the period 2006-2017, partnership building shows the highest percentage of positive ratings (71.1 per cent), followed by knowledge management (62.2 per cent) and country-level policy engagement (53.3 per cent). The criterion with the weakest performance is country-level policy engagement with the lowest portion of positive ratings and average rating (3.6). The average rating is below 4 for all three non-lending activities throughout the period, with partnership building showing the highest average rating at 3.9.

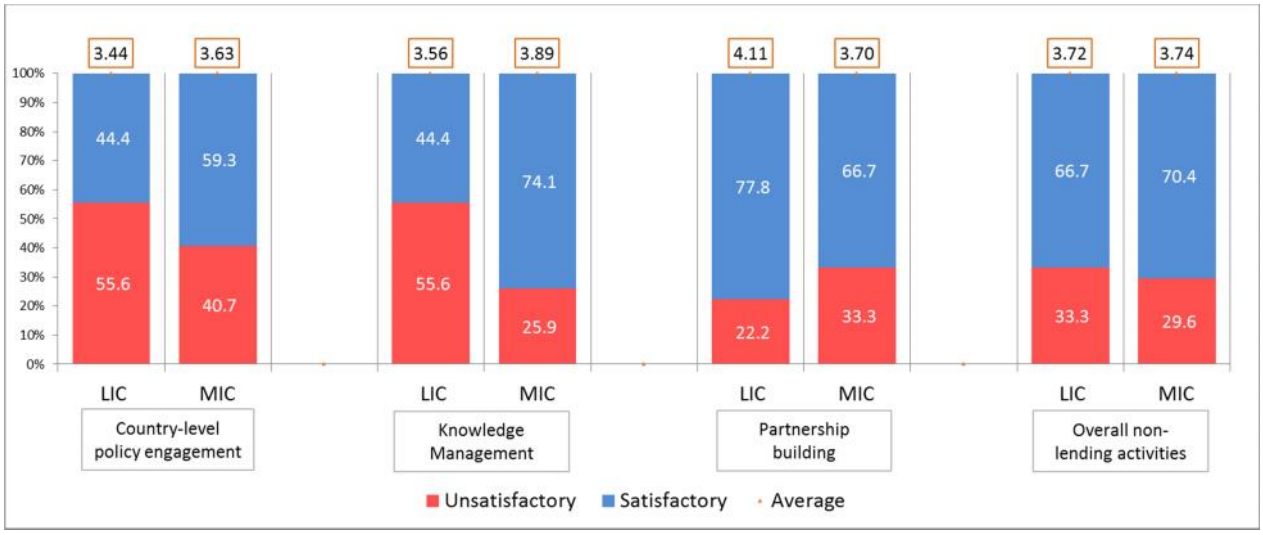
Table 8
Performance of non-lending activities
Percentage of evaluations by rating, 2006-2017 (year of evaluation)

Ratings	*Country-level policy engagement*	*Knowledge management*	*Partnership building*	*All non-lending*
Highly satisfactory	2.2	2.2	0.0	0.0
Satisfactory	4.4	11.1	15.6	4.4
Moderately satisfactory	46.7	48.9	55.6	64.4
Total satisfactory	**53.3**	**62.2**	**71.1**	**68.9**
Moderately unsatisfactory	40.0	35.6	28.9	31.1
Unsatisfactory	6.7	2.2	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0
Total unsatisfactory	**46.7**	**37.8**	**28.9**	**31.1**
Average rating	**3.6**	**3.8**	**3.9**	**3.7**

Source: IOE CSPE database (45 evaluations), May 2018.

130. Twenty-seven out of the 45 CSPEs by IOE were conducted in middle-income countries (MICs) and eighteen in low-income countries (LICs). Four of the 2017 CSPEs were done in Lower MICs (Egypt, Cameroon, Georgia, Cambodia) and one in an Upper MIC (Peru). In addition, except for Egypt, all other 2017 CSPEs have been done in those countries for the first time. This allows for comparison of the performance of non-lending activities in countries with similar characteristics. The chart below shows the proportion of satisfactory and unsatisfactory ratings for LICs and MICs across the four non-lending evaluation criteria. While the average ratings across non-lending criteria is similar, MICs receive a higher percentage of satisfactory ratings for country-level policy engagement and knowledge management. LICs have more satisfactory ratings for partnership which is consistent with past evaluation findings that there is more opportunity for partnership in LICs where a greater number of bilateral and multilateral agencies are operating.

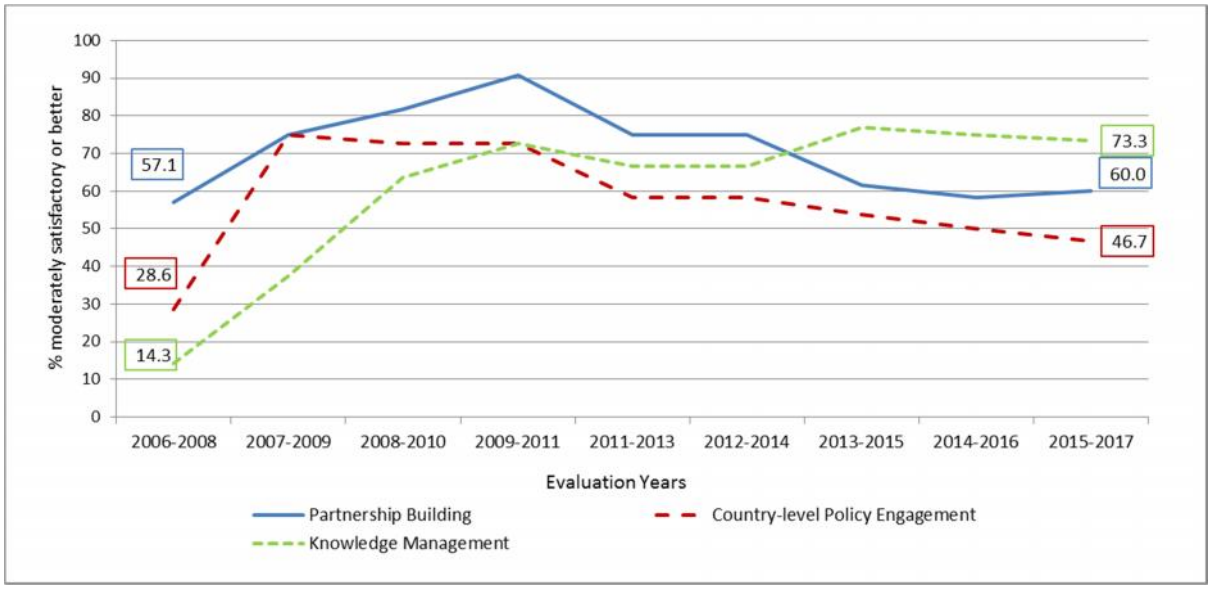
Chart 19
Performance of non-lending activities in LICs and MICs
Percentage of satisfactory/unsatisfactory evaluations, 2006-2017 (year of evaluation)



Source: IOE CSPE database (45 evaluations), May 2018.

131. Trends in Country Strategy and Programme performance 2006-2017. The trends in performance of non-lending activities starting from 2006 is presented in chart 20. The analysis focuses on the period 2015-2017 and the factors of good and less good performance emerging from the 2017 CSPEs.

Chart 20
Performance of non-lending activities
Percentage of evaluations rated moderately satisfactory or better, 2006-2017 (year of evaluation)



Source: IOE CSPE database (45 evaluations), May 2018.

132. From 2006 until 2017, overall performance of non-lending activities improved, particularly for knowledge management. Significant improvement occurred for all three until 2009-2011, after which performance began to decline for partnership building and country-level policy engagement. The period 2012-2014 marks another shift in performance, with improvement in knowledge management (KM) and a steady decline in partnership-building which ceases to be the strongest performing non-lending activity.

133. Focusing on each activity individually, KM began as the weakest performing area but steadily improved, overpassing country-level policy engagement in 2009-2011 and partnership building in 2012-2014 to be strongest non-lending area with 73.3 per cent of positive ratings. Partnership showed initial improvement up to 2009-2011, but then declined steadily to 60 per cent of positive ratings. Country-level policy engagement initially showed improvement in 2007-2009, but declined in 2010-2012, followed by fluctuations in performance and a decline in the 2015-2017 to only 46.7 per cent of positive ratings, the lowest of the three. These recent declines in performance raise concerns in view of the IFAD10 targets for 2018, which are 85 per cent for policy and 90 per cent for partnership building.

134. The following sections examine more closely performance for each of the non-lending activities. The analysis focuses on the period 2015-2017 and the factors of good and less good performance emerging from the 2017 CSPEs.

135. Knowledge management. IFAD recognizes that a core purpose of its knowledge management efforts must be to identify, develop and promote successful and innovative approaches and interventions that have demonstrated potential to be scaled up. As such, building a comprehensive evidence base of development solutions for the rural sector and strengthening IFAD's capacity to more effectively bring these to bear in policy processes at country, regional and global levels will be key priorities.

136. In Cambodia, knowledge management was identified in the 2008 and 2013 COSOPs as a key element to enhance the effectiveness of the country programme and the activity has been rated as moderately satisfactory. Increasing efforts have been made to capture and

systematize project experiences and lessons, and package and disseminate them. A considerable number of reports and communication materials have been made available, although access to or retrieval of these documents is not always easy. Major efforts are under way to improve the M&E systems within the investment projects, linked to COSOP progress monitoring. Country programme reviews and other activities have provided opportunities for project implementers and stakeholders to share experiences and network with one another.

137. KM has remained limited to sharing project reports and studies on websites and organizing a few workshops between projects and trade fairs, without well-organized collection, analysis and archiving of experiences. Recently, a Communication and KM specialist was hired to cover the entire project portfolio. She prepared Communication and KM plans in consultation with the country office, but has not yet been able to establish a portfolio-wide, operational knowledge management and communication system.

138. The Near East, North Africa and Europe Division (NEN) has a centralized, headquarters-driven approach to KM, focusing on regional knowledge-sharing. Although this should facilitate sharing experiences across the region, there has been limited follow-up and ownership in Egypt to ensure that the available knowledge is being effectively documented and used. The IFAD Country Office (ICO) does not have adequate resources to support knowledge sharing within the country programme and there are no project staff specifically dedicated to KM.

139. Important knowledge has been generated through grants (as further illustrated in Box 16) and loans in Georgia, but there was no systematic approach to documenting and sharing those experiences. The experiences and achievements in the rural finance sector, from both loans and grants, were never documented or harnessed. Besides this, there was a notable lack of systematic learning from project experiences, both successes and failures.

Box 16
Grants – Facilitating knowledge management

- In Cambodia CSPE, grants facilitated knowledge management and contributed to innovation and improved effectiveness in investment projects. However, proactive planning and use of grants has been limited and more could be done to improve coordination and synergies between grants and investment projects.
- The Egypt CSPE emphasizes that to prepare an effective strategy for capacity-building of community-level institutions with a perspective of scaling up, IFAD must ensure transparent planning and reporting on the use of project component grants for capacity-building (a stock-tacking exercise is recommended as part of the COSOP preparation process).
- The ESR on Partnerships found that links between regional grants and national programmes were often missing. Knowledge and learning partnerships often provided complementarity to the IFAD-Government partnership, e.g. by supporting innovative technologies or approaches. However, grants provided to international research organizations often did not lead to uptake of innovations in the country and they were insufficiently linked with IFAD's loan operations.

140. In Peru, despite the lack of a precise strategy in the COSOP and interventions, knowledge management had its own space and was key to innovation, scaling up and policy dialogue. The knowledge management from the projects stimulated innovation and scaling up through the production and systematic use of learning based on experience. However, there has been little continuity and a weakening of the subject in subsequent interventions, and, in general, no operational evolution is seen with which the full potential of knowledge management can be exploited in the current projects.

141. Partnerships. Evidence from the Evaluation synthesis report (ESR) on "Building partnerships for enhanced development effectiveness" conducted by IOE in 2017 shows that the range of IFAD's partnership instruments is limited and has not kept up with the rapidly changing country contexts. The existing partnership instruments are often not

used sufficiently and strategically for producing partnership results, particularly at country level. IFAD's current partnership strategy is not sufficient to guide country-level partnerships and lacks specificity as to how to develop partnerships in a strategic manner and within a country context.

142. Effective partnership building and good partnership results depend on a number of factors, but, according to the review, IFAD country presence and Government capacity are the strongest supportive forces. Where IFAD established country presence the frequency and quality of interactions with national government counterparts improved and enabled IFAD's participation in sectoral donor and other partner coordination groups. Although government capacities and government interest are important factors influencing IFAD's partnership building, the ESR also highlights their ambivalent nature, which can facilitate or hinder partnerships with a wider range of partners, including civil society. Government is often not willing to partner with IFAD's preferred partners.

143. The 2017 CSPEs report different levels of partnership-building between IFAD and government, multilateral organizations and the private sector. In Cambodia, collaboration between IFAD and the government agencies has generally been good – for example, related to the process of COSOP development and country programme reviews. Government's great appreciation for IFAD's role in supporting pro-poor agriculture and rural development was confirmed by its request for IFAD "to play a more important role at the policy level through the Technical Working Group on Agriculture and Water" and "to consider establishing a country resident mission." In Cameroon, the IFAD partnership with the Government was strengthened and expanded with the establishment of the country office in Yaoundé in 2011 which ensured more regular contact between IFAD and the government. However, the collaboration of the projects with the administration's central and decentralised services was of varying efficiency, in particular because of the competition between the projects of different donors to focus on the management service. Finally, while in Egypt, partnerships with key implementing partners such as MALR (Ministry of Agriculture and Land Reclamation) have been strong, but few opportunities have opened for engaging with new strategic partners at the national level. The central project management unit within MALR was efficient and provided a reliable point of entry into Government; however, its capacity was insufficient to convene sector-wide coordination and dialogue.

144. The ESR on Partnership distinguishes between three categories of partnerships: (i) financing partnerships (or co-financing), which combine the financial resources of partners; (ii) knowledge and learning partnerships, which are alliances and networks that are often supported through regional and country grants; and (iii) coordination and cooperation partnerships, which are relationships of strategic importance but they are often informal and therefore not systematically documented and tracked. The three types of partnerships are equally important and they have complementary roles in enhancing IFAD's development effectiveness at global, regional and country levels. IFAD's country programmes have performed well where the three partnership categories were established.

145. A successful approach was found in Cambodia, where the strategy and approach for partnership-building has evolved and diversified, from seeking opportunities for co-financing and partnering with organizations that could complement IFAD's lack of experience and presence in investment projects in the initial period, to promoting, with substantive contribution to technical content, broader partnerships within and outside the investment portfolio.

146. The Georgia CSPE reports that, given the lack of country presence and IFAD's limited investments, co-financing partnerships were important and they have added considerable value to the IFAD-supported interventions. Efforts to involve private sector and civil society organizations have been commendable, although more direct interaction would have benefitted mutual learning in the country programme. While in Peru, despite longstanding country presence, there has been a lack of systematic coordination with

other donors, such as the World Bank, FAO, the European Union etc., and their projects. Partnership in the design and financing of projects, as well as the policy dialogue processes with various public and private actors, are crucial to broadening the coverage and depth of interventions and to avoid duplications.

147. Cooperation with the private sector has become even more important with the value chain approaches promoted by IFAD. However, partnerships with the private sector are still struggling to overcome some fundamental issues. There is a lack of clarity regarding who IFAD's primary private sector target group(s) should be. Furthermore, the diversity of partners involved in Public-Private-Producers Partnerships (4Ps) and its particular challenges and risks require specific support mechanisms and the range of instruments available for developing 4Ps is rather limited. In Cameroon, partnerships with the private sector were attempted by the last five projects of the portfolio and were successful with rural finance providers and youth training centres. On a few occasions, IFAD-financed projects have sought collaboration among themselves or with several other donor projects, but the results have been rather disappointing.

148. The ESR concludes that IFAD shortcomings on partnerships are mainly linked to: (i) insufficient focus on results proven by the lack of a coherent framework to capture comprehensive results that would facilitate scaling-up, knowledge generation, policy engagement and influence; (ii) not enough focus on the quality of the mix of partnership types which is important to achieve results; (iii) insufficient guidance of IFAD's partnership strategy on how partnership results will be achieved at country level; (iv) limited range and versatility of partnership instruments restricting the potential to achieve better development results; (v) need to acknowledge and integrate country partnership work and outcomes into overall IFAD country-level programming.

149. One final consideration is provided by the ESR on the need to encourage good practices sharing on partnerships. Good practices include designing partnerships that are programmatic with clear objectives, results-oriented and time-bound. It is also important that partnerships are sufficiently resourced or that clear resource mobilization paths are feasible and envisaged, and that partnership engagement arrangements are sufficiently long-term and flexible to gradually strengthen the ties with partners.

Box 17
Key constraints to building partnerships

Constraining Factors
• Limited range of IFAD's partnership instruments • Proliferation of uncoordinated partnerships not systematically tracked and insufficiently linked to country programmes. • Lack of explicit partnership strategy • Lack of clarity on what IFAD's primary private sector target group(s) should be • Partnership outcomes not well described and monitored • High transaction costs and reputational risks (but can be reduced through longer-term relationships and trust building) • Insufficient focus on results (no coherent framework to capture the comprehensive results from partnerships)

150. Country-level policy engagement. IFAD's Action Plan for Country-level Policy Dialogue defines "country-level policy dialogue as a process to engage, directly and indirectly, with IFAD's partner governments and other country-level stakeholders, to influence policy priorities or the design, implementation and assessment of formal institutions (e.g. laws, administrative rules), policies and programmes that shape the economic opportunities for large numbers of rural people to move out of poverty." Currently at IFAD, use is made of the broader concept of country-level policy engagement, which adds to the above definition the notion of collaboration and the consideration of a range of approaches that IFAD adopts to engage in the policy process.

151. Performance of country-level policy engagement has declined significantly in recent years, becoming the weakest non-lending area since 2010-2012. The ESR on IFAD's Country-level Policy Dialogue published in 2017 states that policy dialogue serves two critical purposes. First, it helps create an enabling environment for project implementation and for achieving project impact. Second, it can contribute to set the conditions for large numbers of rural people to move out of poverty at a scale that no single project can address. IFAD-supported projects can be a laboratory for learning and accumulating evidence about effective approaches to rural poverty reduction.

152. However, despite an increase in focus and efforts by IFAD on policy dialogue and engagement at the country level through its lending and non-lending programmes, there is scope for substantial improvement. Most of the work on country-level policy engagement has been informal, reacting to opportunities, unrecorded, un-resourced, with neither indicators nor incentives, with non-lending as an add-on, and without deliverables. For example, in Cameroon, IFAD did not have a clear strategy for policy engagement. Several opportunities for dialogue have been missed, such as participation in national policy formulation processes, the negotiation of political conditions in IFAD financing agreements, or the capitalization of promising project experiences. In Egypt, policy engagement took place in a difficult context and in conditions of political instability with a high turnover of ministers. Policy engagement mainly took place through the involvement of decision-makers during SIS. IFAD had set itself an ambitious agenda in Georgia during its early phase of engagement, aiming to tackle major institutional and policy gaps through interventions at local, regional and national levels. Unfortunately, these achievements were not followed up, also due to government's lack of interest, and IFAD subsequently had low visibility and leverage in the later part of the period.

153. The CSPE for Cambodia, on the other hand, is a good example of how experience in a number of investment projects, along with support by other donors, has contributed to informing and shaping agricultural extension policy and gender mainstreaming in government initiatives for rural and agricultural development.

Box 18
Key facilitating and constraining factors from ESR on Country-level policy engagement

Facilitating Factors	Constraining Factors
• IFAD's increased focus and efforts in policy dialogue and engagement at the country level • Growing opportunities as more of IFAD's Member States become middle–income countries (attracted to the opportunity to benefit from IFAD's experience and expertise in rural poverty alleviation) • Increased number of IFAD country offices offering new opportunities to be more involved in country-level policy process (IFAD as a respected and trusted partner) • Non-lending activities being increasingly recognized as essential instruments to promote institutional and policy transformation at country and multi-country level and to scale up the impact of IFAD operations for deeper results in rural poverty reduction	• Country-level policy dialogue and engagement being informal, unrecorded, and un-resourced, without deliverables • Ad-hoc reactions to opportunities • COSOPs including focus areas on policy engagement, but often with no budget for policy dialogue activities or deliverables identified • Few cases of indicators used for policy engagement at the country level • CPMs and CPOs having limited information on policy dialogue experiences, concepts and tools • Time constraints faced by country teams • Unclear distribution of roles and responsibilities concerning policy engagement among CPMs, CPOs, and other concerned IFAD staff

154. Key factors for non-lending activities. The 2017 CSPEs highlight the importance of non-lending activities as vehicles for enhancing the overall impact of the results from IFAD's country programmes.

155. On many occasions, IOE evaluations have underlined in recommendations insufficient synergies between the investment operations and non-lending activities. The mutually reinforcing character of the three non-lending activities merits special consideration and attention to ensure synergies, not only between lending and non-lending activities, but also among the three non-lending activities.

156. Building strong knowledge management platforms within country programmes is a critical first step towards enhancing non-lending activities overall. Little continuity and weak coordination are the main cause for weakening subsequent conceptual interventions and, in general, no operational evolution is seen where the full potential of knowledge management can be exploited completely.

157. Country–level policy engagement has shown common characteristics in successful examples when IFAD was able to draw from project experiences to influence policy making or the design of broader government programmes and when successful experiences from IFAD-funded projects were adopted as the basis for its policy advocacy for marginalized groups. A frequent challenge is the absence of a specific budget for policy dialogue and a clear action plan to be followed in order to achieve the sometimes ambitious goals set in country strategies. In addition, weak M&E systems and the dearth of quantitative information have made it difficult to demonstrate the effects and impacts of projects at the country level.

158. While country-level policy engagement, by definition, is part of the "non-lending activities", there are also some examples of policy engagement components in selected projects. Unless there is more capacity to undertake adequate analytical work to inform policy engagement, partnerships, innovation and knowledge management, IFAD will achieve only limited success in improving the relevance of its strategies or in stepping up the performance of the operations it finances.

159. The ESR on Building partnership for enhanced development effectiveness has found that partnerships with Multilateral Development Banks, Rome-based Agencies and civil society have been quite effective in leveraging policy influence provided it was well-related to investment project experiences, knowledge and learning. Co-financing partnerships are necessary, but not sufficient for achieving key partnership goals: while they enable complementarities and policy engagement, there can be trade-offs in the form of slower disbursements. The quality of partnerships matters, but the mix of partnership types is important to achieve results. The role of South-South Triangular Cooperation (SSTC) in that mix is also starting to emerge in evaluations as outlined in Box 19. A good mix of partnerships along the three categories – co-financing, knowledge and learning, coordination and cooperation – is important to achieve greater outreach and complementarity of results, for scaling up and creating synergies.

Box 19
South-South Triangular Cooperation (SSTC) - Role in partnership building

- SSTC has mainly taken the form of knowledge sharing, through field visits and conferences/ workshops and policy engagement.
- The ESR on Partnerships found that there are only very few countries where successful SSTC has been reported, such as Brazil.
- SSTC activities have often been conducted in an ad-hoc manner. They have been less effective due to missing links with country programmes, limited clarity on partner contributions and impact pathways leading to sustainable rural transformation.
- A relatively programmatic approach to supporting mutual learning has been taken mainly in the context of regional grants.
- There is demand for more diverse and alternative support for SSTC to map and disseminate opportunities for MICs and their private companies to invest in agricultural development in third countries.

B. Country strategies

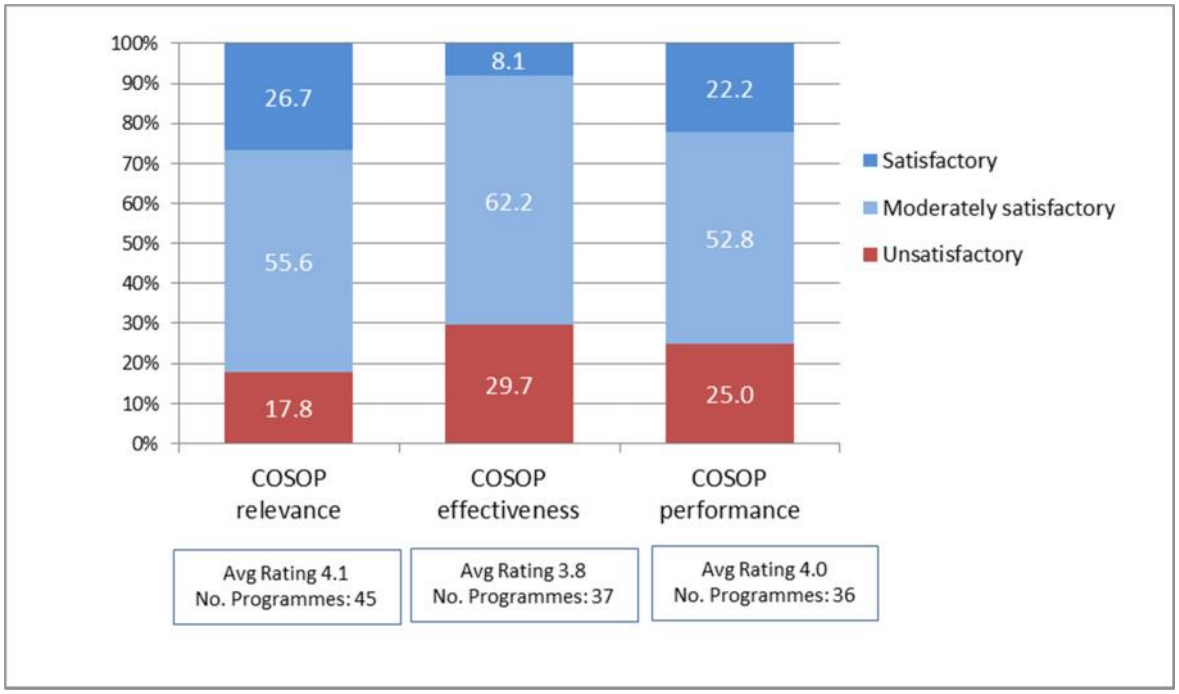
160. Country strategic opportunities programmes (COSOPs) are fundamental instruments to determine IFAD's strategic positioning in the country and to articulate the mix of

interventions that will contribute to rural poverty reduction. Results-based COSOPs were introduced in 2006, which helped sharpen their results orientation. Each CSPE includes an assessment and ratings for COSOP performance, which entails the review of relevance and effectiveness of IFAD country strategies. Based on these ratings, CSPEs also generate an overall rating for COSOP performance.

161. Chart 21 summarizes the ratings from the 45 CSPEs done between 2006-2017. COSOP relevance is assessed as moderately satisfactory or better in 82.2 per cent of IFAD country strategies, effectiveness in 70.3 per cent and COSOP performance in 75 per cent. The majority of the ratings falls in the moderately satisfactory zone, though over a quarter are satisfactory for relevance, while none of the country strategies is found to be highly satisfactory for any criteria.

162. COSOP effectiveness has the highest percentage (29.7 per cent) of moderately unsatisfactory rating, as well as the lowest average rating overall (3.8).

Chart 21
Results of COSOP relevance, effectiveness and performance
Percentage of country programmes rated moderately satisfactory or better, 2006-2017 (year of evaluation)



Note: COSOP performance is a composite rating based on the individual ratings for COSOP relevance and COSOP effectiveness. This composite rating is not an arithmetic average of the individual ratings for relevance and effectiveness, but rather a round number based on the available evidence and the objective judgement of the evaluations.
Source: IOE CSPE database, May 2018.

163. Cross-cutting issues. The 2017 CSPEs identified several cross-cutting issues that merit attention for improving ongoing and future IFAD country strategies. However, one-size does not fit all and the measures to address the issues need to be differentiated based on the fragility or income status of the country.

164. First, policy-related agenda are found in all COSOPs, but "what" and "how" are not always clear. Planned areas for policy linkages indicated in the COSOPs are mostly confined within investment projects and not beyond or across the projects. Learning from project results and using information to support government policy is still not an explicit element of the country strategy.

165. Second, partnerships are at the core of corporate IFAD priorities of scaling-up, knowledge generation and learning, and policy engagement and influence. Yet there is not always a coherent framework to capture the comprehensive results from partnerships. COSOPs often express programmatic intentions that are frequently more driven by politics than by real opportunities and available resources on the ground.

166. Third, government commitment to and support for private sector development is key for IFAD to design effective investment operations in agriculture and rural development. Very little use has been made of the grants programme to support private-sector development, for example in terms of promoting policy engagement and knowledge management. The COSOP formulation process could be used to more systematically discuss opportunities and constraints for rural private sector development and to promote dialogue within the country on these issues.

167. Fourth, grants have also promoted exchanges between project staff and policy-makers, improving awareness among policy makers of important issues concerning smallholder agriculture. However, although COSOPs present opportunities for innovation and policy dialogue, they do not adequately discuss the role that grants could play in supporting programmes. An improved integration of projects and non-project grants to ensure complementarity and synergies can fill design gaps on cross-cutting issues.

168. Finally, there is a clear expectation that a stronger country office will facilitate increased attention to partnership-building, KM and policy engagement. The incorporation of policy dialogue in COSOPs and project design documents is often determined by the interests and experience of CPMs and how ICO staff allocate their time to this task. ICOs require appropriate resources to increase support to national policy and strategy issues, as IFAD is gaining increasing recognition as a respected and trusted partner. The growing number of IFAD country offices offers new opportunities for IFAD to be more involved in country-level policy processes.

169. Evaluations find that country strategies do not enhance the diagnostic analysis of the potential target groups and a specific targeting strategy to reach most vulnerable people. Findings and lessons emerging from IFAD's targeting experience will be presented extensively in the Learning Theme chapter.

IV. Learning theme on targeting strategies to reach the rural poor

A. Introduction

170. Targeting is one of IFAD's principles of engagement and is central to its mandate of rural poverty reduction. In September 2017, IFAD's Executive Board agreed that the learning theme for the 2018 ARRI should address targeting strategies to reach the rural poor. While evaluations point to cases of good targeting, challenges remain in terms of clarity and analysis. Evidence suggests that strengthening targeting strategies is important for raising the overall performance of IFAD's portfolio.

171. The objective of this learning theme is to highlight the lessons emerging from IFAD's targeting experience to shine a light on good targeting practices and those that have not been as successful. The learning theme builds on the evaluative evidence synthesized in a recent issues paper[19] and supports IFAD's learning with a view to informing project and country strategy design and implementation. This is timely given IFAD's recent decision to move responsibility from the Program Management Department to the Strategy and Knowledge Department's new Environment, Climate, Gender and Social Inclusion division.[20] It is also salient in light of IFAD's commitments to realizing the 2030 Agenda and the SDGs.[21]

172. The 2030 Agenda calls for eradicating all forms of poverty, together with combating inequality, fostering inclusive and sustainable development and cultivating social

[19] IFAD. IOE. 2018. Targeting the Rural Poor: Issues Paper. The methodology for the paper included a review of IFAD evaluations and other documents as well as documentation from other IFIs and INGOs, key informant interviews and focus group discussions with current and past IFAD staff and consultants, and key informant interviews with staff in other IFIs. The data collection, analysis, and reporting was carried out between November 2017 and April 2018.
[20] PB/2018/02.
[21] IFAD. Agenda 2030: Why it matters for IFAD, p. 1.

inclusion. The Sustainable Development Goals focus on the multi-dimensionality of well-being and place a strong emphasis on addressing the roots of inequality, extreme poverty, and food insecurity. Fulfilling the 2030 Agenda and meeting the SDGs calls for a transformation of the lives of the rural poor and most vulnerable, particularly in remote areas, through addressing the underlying causes of inequality, strengthening resilience, transforming inequitable social relations, and ensuring human rights are enforced for all poor rural people.[22]

173. IFAD's mandate and reputation of focusing on poor rural people and their agriculture-based livelihoods positions the Fund to contribute to poverty reduction, whether alone or in co-financing partnerships with other IFIs. As such, IFAD will be expected by its donors and partners to give a clear, demonstrable contribution to realizing the 2030 Agenda and the SDGs, in particular SDG2 which includes a dedicated target on smallholder agriculture.[23] IFAD's Strategic Framework (2016-2025) affirms the 2030 Agenda as the basis for its work.

B. IFAD policy on targeting

174. IFAD's Policy on Targeting (referred to hereafter as the Targeting Policy), approved in 2006, recognizes the complexity and multidimensionality of poverty. Specifically, it points to the social, political, and structural dimensions of poverty and economic dimension (see Box 20) as well as the way these may manifest depending on a particular context. While the Policy provides definitions of IFAD's target group as "rural people living in poverty and experiencing food insecurity in developing countries," it potentially leaves room for broad interpretation as it adds that IFAD "proactively strives to reach extremely poor people (as defined by MDG1 – Millennium Development Goal1) who have the potential to take advantage of improved access to assets and opportunities for agricultural production and rural income-generating activities."[24] The policy seeks to provide operational clarity through a set of guiding principles focused on identifying and reaching target groups; methods and measures for reaching target groups; instruments for operationalizing a targeting strategy and; means of supporting, supervising, and monitoring implementation.

Box 20
What does the Policy on Targeting say about poverty and IFAD's target groups?

Poverty: Poverty is context-specific and multi-dimensional (e.g. economic, but also a condition of vulnerability, exclusion, and powerlessness) and will be based on national poverty lines.

Target group: In some countries, IFAD works with the poorest and most vulnerable rural people; in others, other agencies may be better suited to reach the poorest (e.g. emergency/humanitarian support). Within specific countries, certain areas may experience pockets of rural poverty, while in other areas the majority of rural people may experience poverty. IFAD also works with people who are at risk of becoming poor because of vulnerability to risks and external shocks (e.g. natural disasters, death, etc.).

175. IFAD increasingly focuses its work on gender equality and women's empowerment[25], indigenous peoples, and youth; doing so supports the implementation of the Targeting Policy. The Policy on Gender Equality and Women's Empowerment[26] asserts IFAD-supported projects are more sustainable when women are empowered and gender roles

[22] IFAD. 2018 Rural inequalities: Evaluating approaches to overcome disparities, 2-3 May, Rome, Italy. Conference Concept Note.
[23] Agenda 2030: Why it matters for IFAD.
[24] IFAD. Policy on Targeting. 2006, p 3.
[25] IFAD's Annual Report on the Policy on Gender Equality and Women's Empowerment 2014-2015 (p. 10) notes that IFAD's performance on GEWE continues to be better than the United Nations system as whole, and also the United Nations agencies grouped under Funds and Programmes. IFAD had exceeded the requirements for almost half of all indicators, setting it apart as one of the top performing entities in the UN-SWAP.
[26] Approved by IFAD's Executive Board 2012.

and relations are more equitable. The Policy on Engagement with Indigenous Peoples[27] sets out a set of principles to guide IFAD's engagement with indigenous peoples. IFAD's attention to youth has grown, with over half of the Fund's projects specifically targeting youth developed after 2010, when the Strategic Framework 2011-2015 introduced a youth focus.[28]

176. Other IFAD policies and strategies are relevant to targeting including the Rural Enterprise Policy (2004), IFAD's Innovation Strategy (2007), and IFAD's Rural Finance Policy (2009). IFAD's Private Sector Strategy (2011) supports greater private sector involvement in IFAD programming, specifically private sector approaches to smallholder access to markets programming.[29] IFAD's Partnership Strategy (2012) complements this by bringing together large and small private non-financial and financial sector partners to support smallholder access to markets.[30]

C. Main findings

177. A number of findings emerge from the evaluative evidence on IFAD's targeting; these are highlighted below. Each finding points to good practices as well as those which have not proved as successful.

Finding 1: Although IFAD has a perceived advantage as an organization that focuses on poor rural people, there is a lack of agreement within the Fund on the target group and strategies needed. This is particularly important given the trend towards more market-oriented value chain projects.

178. Finding 1 points to the importance of finding balance between market-oriented and poverty-focused projects and components and tackling the targeting challenges that subsequently arise.

Market-oriented projects and IFAD's targeting challenges

179. In recent years, IFAD has increasingly trended towards market development and value chain projects and components.[31] This has grown in terms of the number of dedicated operations[32]; and the attention to value chains in the Fund's Strategic Frameworks.[33] For example, in Cambodia, three projects, the Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri, the Tonle Sap Poverty Reduction and Smallholder Development project, and the Project for Agricultural Development and Economic Empowerment (approved in 2007, 2009, and 2012, respectively) demonstrated the beginning of a transition from a focus on rural livelihoods and support to decentralized services to a more market-oriented approach under the 2013 COSOP.[34]

180. IFAD's commercialization work has tended to focus more on better-off small farmers -- the economically active poor -- rather than poorer households.[35] For example, Georgia's Agriculture Support Program targeted agriculture-related producers and processors and rural women and men willing to move towards more commercial production. In fact, all leases were to medium and large agro-processing companies including some of the

[27] Approved by IFAD's Executive Board in 2009.
[28] IFAD. IOE. 2014. ESR on Rural Youth, p. 1.
[29] IFAD. IOE. 2016. Smallholder Access to Markets: ESR. November, p.19.
[30] IFAD. Partnership Strategy, 2012.
[31] IFAD's Pro Poor Value Chain Development Thematic Study, 2011, found that until 1999, only 3 per cent of projects had addressed value chains, while in 2009, the share was estimated at 46 per cent with the large majority of relevant projects approved after 2004. A recent stock-taking exercise of the Policy and Technical Advisory Division found that during the period 2012-2016, 99 out of the 137 projects (72 per cent) approved by the IFAD Executive Board had value chain components. An estimated 20-25 per cent of these included elements of IFAD's Public-Private-Producer-Partnership (4P) approach. Source: IFAD. IOE. CLE on IFAD's Contribution to Agriculture-Related, Pro-Poor Value Chain Development. Draft approach paper, 23 March 2018.
[32] IFAD Pro-Poor Rural Value-Chain Development Thematic Study, unpublished, 2011.
[33] IFAD. IOE. CLE on IFAD's Contribution to Agriculture-Related, Pro-Poor Value Chain Development, Draft Approach Paper, 23 March 2018, p. 4.
[34] IFAD. IOE. 2018. Kingdom of Cambodia. CSPE, p. 18.
[35] IFAD. IOE.2013. ESR on Rural Differentiation and Smallholder Development, p. 20.

biggest wine companies, while none went to farmer groups through MFIs.[36] On the other hand, some projects have targeted the very poor even in commercialization activities. For example, Zambia's Smallholder Livestock Investment Project targeted the ultra-poor and moderately poor who had no ownership or limited access to animal draught power, but still had enough adaptive capacity to realize the potential benefits of improved animal draught power access. Access to animal draught power rose to 80 per cent for targeted households.[37]

181. The trend towards market-oriented projects/components has raised a number of targeting constraints for IFAD including a lack of consensus on what constitutes IFAD's key target group and the kinds of targeting approaches that are best suited to the needs of that group. Notably, while there is strong support in IFAD for more market-oriented projects, there is also concern about the trade-offs between the commercialization of production and the need to target the poor as outlined in the Agreement to Establish IFAD[38] and further defined in IFAD's Policy on Targeting.[39] Another factor is that improved market access does not necessarily lead to improved food security or improved nutrition.[40] This is particularly relevant given the need to align with the 2030 Agenda and the Sustainable Development Goals.

182. While it is important to have clear conceptual agreement on definitions of poverty and the poor, another constraining factor is the need for operational clarity. For example, the Mountain Areas Development Programme in Albania was conceptually strong, targeting poor people. However, disappointment at the mid-term results led to the programme shifting targeting away from the poorest to all mountain households. The programme emphasized households engaged in activities with a high potential for increasing productivity and profitability. The post-MTR beneficiaries had higher productive potential and could mobilise more resources. There was also the assumption that benefits would trickle down to the poorest.[41]

183. Above all, evidence points to the need for a balance between market-oriented and poverty approaches depending on the context.[42] This may require combining multiple approaches such as a value chain /agro-enterprises approach to alleviating poverty where feasible and more basic needs approaches (i.e. providing basic needs) and other approaches (see Box 21). In Nepal this included a two- pronged approach that focused on value chains of high value crops with backward contractual linkages to farmers groups as well as on basic needs and food sufficiency in remote areas.[43] Whereas the Bolivia Management of Natural Resources in the Chaco and High Valley Regions Project failed to reach the most vulnerable people due to limited consideration of the required financial investment for counterpart contributions and access to technical support for activities. A way forward was to balance a value chain/rural enterprise focus with approaches and instruments specifically targeted at the poorest and most socially-excluded people.[44]

184. Striking a balance between these approaches may also require building and/or strengthening partnerships with those more experienced in addressing other dimensions of poverty; this is discussed further under Finding 5.

[36] IFAD. IOE. 2017. Georgia. Impact Evaluation, pp. iv, 15, 17.
[37] IFAD. IOE. 2017. Zambia Smallholder Livestock Investment Project. PCRV, p. 2, p. 7.
[38] IFAD. Agreement to establish the International Fund for Agricultural Development.
[39] Approved by the Executive Board in September 2006.
[40] IFAD. IOE.2013. ESR on Rural Differentiation and Smallholder Development, p. 20.
[41] IFAD. IOE. 2008. Republic of Albania. Mountain Areas Development Program. Completion Evaluation, p. 20
[42] IFAD. IOE. 2013. ESR on Rural Differentiation and Smallholder Development, ARRI 2009, ARRI 2012.
[43] IFAD. IOE. 2013. The Federal Democratic Republic of Nepal. CPE, p. ix-x, para 24-26; Executive Summary, p. 9.
[44] IFAD. IOE. 2014. Plurinational State of Bolivia. Management of Natural Resources in the Chaco and High Valley Regions. PPA. Executive Summary; IFAD. IOE. ARRI, 2013, p. 18.

Box 21
Finding balance between market- and poverty- oriented approaches: Household methodologies and Gender Action Learning Systems

While they have yet to be evaluated, household methodologies and related Gender Action Learning Systems approaches provide lessons from which IFAD can learn in terms of striking a balance between market- and poverty-oriented approaches, particularly in addressing inequitable power dynamics and how this contributes to vulnerability. Uganda's District Livelihoods Support Programme incorporated Gender Action Learning Systems; it now has been incorporated elsewhere in Uganda, Rwanda, Nigeria, Ghana, Sierra Leone, and other countries and regions.

IFAD. IOE. 2017. What works for gender equality and women's empowerment – a review of practices and results: Evaluation Synthesis, p. 5; IFAD. IOE. 2017. Republic of Uganda. District Livelihoods Support Programme PCRV.

Finding 2: Effective targeting requires robust poverty analysis and well-informed targeting strategies to meet the needs of poor rural people.

185. The second finding is based on evidence indicating the need for, and benefits of, rigorous poverty analysis and differentiated targeting strategies, supported by strong capacity and resources to meet the needs of different target groups. It draws attention to the importance of developing targeting strategies on a foundation of strong contextual understanding. Realistic, flexible targeting allows for adjustments in a rapidly changing world, particularly in fragile states or regions.

Poverty analysis: The importance of context and differentiation

186. Project performance has been linked to well-defined targeting strategies, with high performing projects decidedly relevant to the socio-economic context, beneficiaries' requirements, and institutional priorities.[45] [46] Statistical analysis conducted for this paper demonstrates a strong correlation between IFAD's Project Status Report poverty and targeting ratings.[47] Successful projects that were rated highly on targeting were also rated highly on rural poverty impact.[48]

187. IFAD's Policy on Targeting recognizes the importance of strong poverty analysis for targeting by highlighting "the imperative of understanding the complexities, diversities, and dynamics of poverty as well as the underlying causes."[49] It adds that the poor cannot be defined "a priori in geographical or occupational terms, or specific income thresholds because their conditions vary."[50] Strong poverty analysis at design must be backed by strong implementation support (see Finding 3).

188. Partnerships with local organizations are important for targeting (see Finding 5), particularly in providing local experience and context in design and implementation. India engaged national and local NGOs in targeting in design and implementation, particularly at the grassroots level[51] and addressing basic needs and structural issues of social exclusion/marginalization (e.g. Scheduled Castes, tribes, women).[52]

189. Effective targeting strategies start with strong differentiated poverty analyses at design stage.[53] Analysis should include people who are likely to be excluded or overlooked (e.g. women, youth, indigenous peoples, landless people, migrants, pastoralists, etc.) and should provide a comprehensive understanding of the context in which targeted peoples

[45] IFAD. IOE. 2017. ARRI, p. 16.
[46] There has been a positive poverty impact of IFAD's projects, with an average mean of 4.09 from 2007 to 2015 and 84.9 per cent of projects rated moderately satisfactory or better in 2013-2015. Recently, performance flattened and even declined slightly. IFAD. IOE. 2013. Rural differentiation and smallholder development: ESR, p. 21.
[47] IFAD.IOE. 2018. ARRI Learning Theme on Targeting the Rural Poor: Statistical Analysis, Tables 4 and 5.
[48] ibid, Tables 11, 14, 17, 20, 23.
[49] IFAD. 2006. Policy on Targeting, p. 1.
[50] ibid, p. 3.
[51] IFAD. IOE. 2016. Republic of India. CPE, p. viii.
[52] ibid, p.20, p. 75.
[53] Analysis is also conducted during early stages of implementation to refine targeting.

live.[54] For example, China's Environment Conservation and Poverty-Reduction Programme in Ningxia and Shanxi undertook a robust poverty analysis to inform a mix of interventions to address the multiple causes of poverty.[55] The analysis used a baseline of socio-economic indicators and identified the main causes of poverty. It informed geographic and poverty targeting, identifying the rural poor and ethnic minorities and the selection of areas and households which were divided into four poverty categories based on household cash income and grain availability. The World Food Programme's vulnerability assessment and mapping techniques guided the analysis.[56]

190. In contrast, the geographic targeting in Laos' Northern Region Sustainable Livelihoods through Livestock Development Project[57] aligned with the National Growth and Poverty Eradication Strategy, but the self-targeting mechanism did not reach the poorest smallholders. A stronger contextual analysis, together with a differentiation of activities, would have improved targeting. After seven years of implementation, Haiti's Productive Initiatives Support Programme in Rural Areas compensated for an initial lack of effective targeting in design by introducing a self-targeting approach where beneficiaries identified the most vulnerable.[58]

Box 22
Self-targeting: What works?

According to IFAD's Targeting Policy, self-targeting provides services that respond to the target group's priorities, assets, and labour capacity and are of less interest to the better-off. Self-targeting has proven useful in addition to geographical targeting in sharpening the focus on indigenous peoples (e.g. India's Jharkhand Tribal Empowerment and Livelihoods Project and Laos' Community-Based Food Security and Economic Opportunities Programme, Soum Son Seun Jai).[1] Self-targeting may be sufficient where it is inappropriate to discriminate for/against different strata of households, e.g. Bhutan's Agriculture, Marketing and Enterprise Promotion Program.[2]

In contrast, other programmes have been less successful with self-targeting. For example, in Georgia's portfolio, the data on benefits and outreach showed that self-targeting was found to be insufficient for targeting women who were assumed to be equal to men socially and economically since socialist times and that therefore no specific efforts were needed to enhance women's participation or roles in IFAD projects.[3] However, the context is also very different; the project works with individual farmers or entrepreneurs rather than farmers. Those with better access to information, markets, and credit are also those who are more likely to be able to leverage the opportunity of "opting in" to IFAD's interventions.

Typically, self-targeting works well in communities that are relatively egalitarian (e.g. indigenous communities in India and Nepal). However, as IFAD projects are not compulsory and people decide whether to opt in or not, interventions based on self-targeting require good communication mechanisms to inform people of the programme. Ideally, they also would offer a menu of activities that address the needs of the different beneficiary profiles and are not biased against those with low resources or capital (including labour) endowment by setting the required level of investment, cash contribution or educational levels to participate in these activities too high.

[1] IFAD. IOE. 2015. IFAD's Engagement with Indigenous Peoples: Evaluation Synthesis, p. 34.
[2] IFAD. IOE. 2014. Kingdom of Bhutan. Agriculture, Marketing, and Enterprise Programme: PPA, p. iv.
[3] IFAD. IOE. 2018. Georgia. Country Programme Strategy Evaluation, p. ix.

[54] Projects that differentiate targeting achieve a higher score (4.5) compared to those that do not (4.0). This could be due to factors including more careful planning and/or more people-focused, participatory approaches, greater flexibility. IFAD. IOE. 2013. Rural Differentiation and Smallholder Development ESR, p. 14.
[55] IFAD. IOE. 2016. People's Republic of China Environment Conservation and Poverty-Reduction Programme in Ningxia and Shanxi. PPA, p. 8.
[56] ibid, p. v.
[57] IFAD/AsDB. 2017. Northern Region Sustainable Livelihoods through Livestock Development Project. IED-IOE Joint PPE, p. 16.
[58] IFAD. IOE. 2017. Republic of Haiti. Productive Initiatives Support Programme in Rural Areas, PCRV, p. 8.

191. Poverty analysis is often constrained by insufficient differentiation.[59] [60] The tightening of IFAD's budget in recent years has limited funds for project design.[61] Within the context of zero-growth budgets, the budget allocated to country programme delivery (COSOP, project and grant design, SIS) declined an estimated 9 per cent between IFAD8 and IFAD10 and 14 per cent between IFAD9 and IFAD10.[62] The budget for programme delivery declined despite the allocation of additional budget up to US$60,000 per project design[63] (beyond the average design costs of 180,000 to 250,000)[64] in 2016 and 2017.

Targeting, fragility, and conflict

192. Most projects undertake poverty analysis yet they do not include conflict analysis or risk assessment of how changes introduced by IFAD would affect conflict or insecurity – positively or negatively – or mitigation measures.[65] In fact, IFAD's design guidelines lack specificity on how to deal with fragility, yet there is need for stronger targeting interventions; this can lead to weaker targeting and interventions.[66] For example, land issues were identified as a key driver of poverty and a source of conflict in Burundi, the Democratic Republic of the Congo, Haiti, Liberia, Nepal, the Philippines and Sudan, but the implications for IFAD's support were not considered.[67] Elsewhere, the "standardized restoration operations" and engineering approach in Palestine's Participatory Natural Resource Management Programme had targeting implications for potential beneficiaries with little or no access to land (e.g. women, youth, marginal landholders and landless) who could not sufficiently access/participate in programme activities.[68]

193. Projects often fail to recognize the reality that fragility and conflict are complex phenomena requiring more complex projects.[69] For example, while Nigeria is no longer considered to have a fragile context, some regions face insecurity and insurgency, e.g. North East (from Boko Haram), the middle belt (from pastoralist-farmer conflicts) and the Delta region (violence and unrest).[70] Given the fragile environment, the evolving design did not pay enough attention to emphasizing building resilience of the targeting population through diversified sustainable livelihood options.[71]

194. China's Sichuan Post-Earthquake Agriculture Rehabilitation Project aligned targeting with the needs of the affected, poorer (including female-headed) households, and the government's Reconstruction Plan. The project also targeted farmer households in targeted villages by damage assessment caused by the earthquake rather than by wealth status.[72] In contrast, Sri Lanka's Post-Tsunami Coastal Rehabilitation and Resource Management Programme demonstrated the challenges of targeting in natural disaster situations. As entire areas were affected, IFAD had to reach out to people

[59] 2015 and 2016 evaluations showed a lack of differentiation in targeting as stated in IFAD. IOE. ARRI 2016, p. 12.
[60] Pre-targeting policy projects covered by the ESR also notes the lack of well-differentiated target populations. IFAD, IOE, p. 20.
[61] IFAD. Alternative approaches to increase non-staff resources to project design: Discussion Note presented to the IFAD Operations Management Committee on 4 June 2015 states, "Anecdotal evidence seems to show that IFAD standard costs for project design are lower than the standard costs for project design of other International Financing Institutions (IFIs). …Other IFIs often benefit from recipient country project preparation, often funded by third parties' trust funds, while IFAD relies exclusively on its own administrative budget to finance project preparation. Moreover, IFAD projects are usually more innovative and located in more remote areas than the projects designed by other IFIs, and thus preparation costs are on average higher."
[62] IFAD. Alternative approaches to increase non-staff resources to project design: Discussion Note (June 2015)
[63] IFAD's 2016 Results-Based Programme of Work and Regular and Capital Budgets, the IOE Results-Based Work Programme and Budget for 2016 and Indicative Plan for 2017-2018, and the HIPC and PBAS Progress Reports 25 Nov, 2015 EB 2015/116/R.2
[64] Ibid.
[65] IFAD. IOE. 2015. IFAD's Engagement in Fragile and Conflict-affected States and Situations. CLE, p. viii.
[66] ibid, p. viii.
[67] ibid, p. ix.
[68] IFAD. IOE. 2017. Palestine Participatory Natural Resource Management Programme. PPE.
[69] IFAD. IOE. 2015. IFAD's Engagement in Fragile and Conflict-affected States and Situations. CLE, p. 63.
[70] IFAD. IOE. 2016. Federal Republic of Nigeria. CPE, p. vi.
[71] IFAD. IOE. 2017. Palestine Participatory Natural Resource Management Programme. PPE.
[72] IFAD. IOE. 2014. China. Sichuan Post-Earthquake Agriculture Rehabilitation Project. PCR Digest, p. 5.

outside the Fund's core target group. Such cases would require the programme to analyse the trade-off between the benefits and resulting costs –both the monetary costs of including the non-core target group and the costs associated with excluding IFAD's main target group.[73]

195. Addressing fragility and conflict in targeting calls for more support, such as small or regional grants, for promoting social inclusion and ways to tackle conflicts over resources. For example, in Bosnia and Herzegovina, grants to Oxfam helped facilitate loan projects to deepen the focus on fragility and identify more vulnerable groups by establishing criteria for selecting communities and farmers.[74]

Building on analysis for clear, realistic, and practical targeting strategies

196. Targeting strategies are well-served by building on contextual understanding uncovered by robust poverty analysis to allow realistic, unambiguous, and practical action. For example, the Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East Dom Hélder Câmara Project in Brazil demonstrates good practice with a realistic, pragmatic targeting strategy that contributed to a significant increase in the self-esteem of poor rural people, including youth and women, as a result of its participatory, bottom-up approach by focusing on small-scale income-generating activities.[75]

197. This contrasts with other projects that had overly ambitious or ambiguous targeting strategies, particularly given their fragile or post-conflict contexts.[76] Project designs in Mozambique were highly relevant to the needs of poor rural people, but also overly ambitious given the difficult situation at the end of the war.[77] In Palestine, programme design and implementation did not sufficiently integrate elements of livelihood resilience, e.g. through diversification and a comprehensive view of livelihood options within communities. Doing so could have made the targeting more inclusive and could have led to a higher impact on beneficiary incomes. Clear, practical targeting that built on the differentiated analysis to understand the needs and constraints, particularly of women, youth, and the landless may have led to improved targeting success with these groups who were largely left out of interventions.[78]

Flexible targeting strategies for a complex, rapidly-changing world

198. Differentiated poverty analysis should lead to well-differentiated targeting strategies that are flexible enough to meet the needs of a complex, ever-changing world.[79] A recent evaluation of Cambodia's portfolio found that delays in adjusting to the changing rural context, combined with largely static project approaches including focus, instruments, targeting and group formation, and somewhat dispersed geographical coverage affected the portfolio's achievements.[80]

199. However, certain projects were flexible under Cambodia's portfolio. For example, the agricultural component of the Community-Based Rural Development Project in Kampong Thom and Kampot Provinces originally included extension activities that benefited poor landowners over livestock owners. At midterm, the project introduced new approaches focused on identifying poor households and targeting most vulnerable families with agricultural and other (e.g. credit) activities. Most vulnerable families then received identity cards to gain free access to government services and donor support activities.

[73] IFAD. IOE. 2017. Democratic Socialist Republic of Sri Lanka. Post-Tsunami Coastal Rehabilitation and Resource Management Programme. PPE.
[74] IFAD. IOE. 2015.IFAD's Engagement in Fragile and Conflict-affected States and Situations. CLE, p. 32.
[75] IFAD. IOE. 2011. Federative Republic of Brazil. Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East Dom Hélder Câmara Project. PPE, p. xvi.
[76] IFAD defines fragile states as characterized by weak policies, weak institutions and weak governance, resulting in meagre economic growth, widespread inequality and poor human development.
[77] IFAD. IOE. 2010. Mozambique CPE.
[78] IFAD. IOE. 2017. Palestine Participatory Natural Resource Management Programme. PPE.
[79] IFAD. IOE 2016. ARRI, p. 23.
[80] IFAD. IOE. 2018. Kingdom of Cambodia, CSPE, p. 82.

This was scaled up nationally[81] and the poverty targeting approach is now institutionalized as the Government's IDPoor programme.[82]

200. In contrast, the Marine and Agricultural Resources Support Programme in Mauritius targeted poor rural groups (e.g. small scale fishers, retrenched textile workers, unemployed youth and women, pig farmers, prison inmates, etc.) who could benefit from the pro-poor reform agenda. However, the programme design failed to recognize the rapid economic transition occurring. Thus, during implementation, many targeted households preferred to take advantage of opportunities and better employment in the manufacturing and service sectors rather than stay in agriculture.[83]

Gender, indigenous peoples, youth, and pastoralism in targeting

201. Targeting strategies must be sufficiently specific to meet the needs of all intended beneficiaries, particularly those likely to be excluded (e.g. indigenous peoples, pastoralists, landless people, migrants, other vulnerable groups).[84] As IFAD deepens its focus on women, youth, and indigenous peoples, there remain challenges, but also examples of approaches to ensuring greater differentiation in targeting.[85]

202. Gender. The 2017 Evaluation Synthesis Review on Gender Equality and Women's Empowerment found that most of the sample projects reviewed (all approved before IFAD's Gender Policy was published/approved in 2012) did not include specific targets. The review found that the projects had targets mainly focused on the number of women to be reached; figures varied from 15 per cent to 70 per cent. Out of 57 cases, 17 included clear gender-specific targets. This included a minimum percentage of women beneficiaries or special focus on women and youth or female-headed households.[86]

203. Indigenous peoples. Between 2004 and 2013, 14 per cent of IFAD's total financing approved was estimated to be in support of indigenous peoples. Developing the Policy on Engagement with Indigenous Peoples improved dialogue with indigenous peoples. A recent evaluation noted that over 40 per cent of the project evaluations reviewed indicated the need for clearly defining target groups and developing tailored and differentiated approaches to target indigenous peoples. This included a better recognition of the specificities, culture, traditions and diverse knowledge systems as well as better analysis of needs and capacity[87] as experienced in India's Odisha Tribal Empowerment and Livelihoods Programme).[88]

204. Youth. One of the main findings of the 2014 Evaluation Synthesis on Youth[89] was that the projects delivering the best results in relation to pro-youth development are those that adopt genuine community-driven development approaches and offer tailored rural enterprise/finance development support, e.g. the Community-Based Agricultural and

[81] IFAD. IOE. 2012. Kingdom of Cambodia. Community-Based Rural Development Project in Kampong Thom and Kampot. PPA, para 40; 2011. Kingdom of Cambodia. Community Based Rural Development Project in Kampong Thom and Kampot Provinces. PCRV, p. 5.
[82] IFAD. IOE. 2018. Kingdom of Cambodia. CSPE, p. xiii. In the end, the IDPoor card has mostly been used for health and education services rather than for economic and productive activities, p. 24.
[83] IFAD. IOE. 2016. Republic of Mauritius. Marine and Agricultural Resources Support Programme. PCRV.
[84] Under the 2013 ESR on Rural Differentiation and Smallholder Development (p. 13) 17 (63 per cent of the total) of the projects lacked well-differentiated targeting, identifying groups by terms such as 'poor', 'poorer', or 'poorest'. The remaining 37 per cent of projects included more explicit differentiation, with greater emphasis on demographic criteria (e.g. gender, youth and indigenous peoples) than on socio-economic criteria (e.g. income, assets). Also IFAD. IOE. 2015. ARRI, p. 18, IFAD. IOE. 2016. ARRI, p. 86.
[85] While it has yet to be evaluated, the 2017 IFAD Gender Award winning Colombia's Building Rural Entrepreneurial Capacities Programme Trust and Opportunity (TOP) targeted extremely poor households, including indigenous and Afro-descendent women and youth in post conflict rural areas for income-generating and reconciliation activities.
[86] IFAD. IOE. 2017. What works for gender equality and women's empowerment - a review of practices and results. ESR, p. 11, p. 27.
[87] IFAD. IOE. 2016. IFAD's Engagement with Indigenous Peoples. ESR, p. 20.
[88] IFAD. IOE. 2017. Republic of India. Odisha Tribal Empowerment and Livelihoods Programme (OTELP). PCRV.
[89] IFAD. IOE. 2014. Rural Youth. ESR.

Rural Development Programme,[90] Senegal's Agricultural Value Chains Support Programme, El Salvador's Rural Development and Modernization Project for the Central and Paracentral Regions.[91]

205. Pastoralists. IFAD strategies and policies consider pastoralists as among the poorest and most vulnerable groups[92] yet, IFAD's targeting of pastoral systems has been constrained due to a limited definition that neglects aspects of modernization and a notable lack of information on pastoral systems in livestock data and statistics.[93] In data-rich countries, targeting poor pastoralists using conventional-knowledge based targeting approaches can lead to high transaction costs.[94] Furthermore, recent evidence shows only 10 per cent of evaluations included consultants with expertise in pastoralism in evaluation teams.[95]

Finding 3: Robust data, monitoring, and SIS are crucial for good poverty targeting in design and implementation and require substantial investment in related systems and develop capacity.

206. The third finding points to the need for investment in monitoring and SIS to support poverty targeting in design and implementation. Effective targeting depends on strong data, monitoring, and SIS to assess relevance and provide adjustments.[96] This requires strong capacity on the part of partners, IFAD, and others involved in design and implementation.

The need for credible poverty data

207. Insufficient disaggregation of national and other data (e.g. income, expenditure) or a lack of multidimensionality in poverty-related data challenges targeting.[97] Projects with data, but no solid baseline and/or control group data constrain impact attribution,[98] e.g. Armenia's Rural Areas Economic Development Programme, Bangladesh's Microfinance and Technical Support Project, and the Philippines' Northern Mindanao Community Initiatives and Resource Management Project.[99] It is important to have a robust set of data and a baseline against which to measure impact even where there are household surveys, interviews, and supervision missions, e.g. Nicaragua's Technical Assistance Fund Programme for the Departments of Leon, Chinandega, and Managua.[100]

208. Some programmes have addressed insufficient poverty data and/or multidimensionality by incorporating participatory data collection in design or implementation; this can be effective for poverty and direct targeting (e.g. identifying women and youth beneficiaries), e.g. Nigeria's targeting experiences.[101]

209. The quality of M&E in IFAD projects has been persistently flagged in internal and external project reviews. Quality M&E requires conducting robust baseline studies and completion surveys, investing in M&E systems, and supporting capacity development in project management units.[102]

[90] Youth was considered under the gender aspect of the evaluation, so is discussed in the same context here as reported in IFAD. IOE. 2016. Federal Republic of Nigeria. Community Based Agricultural and Rural Development Programme. PPA, p. 67.
[91] IFAD. IOE. 2017. El Salvador. Rural Development and Modernization Project for the Central and Paracentral Regions (PRODEMOR CENTRAL). PCRV.
[92] FAO, IFAD. 2016. IFAD's and FAO's Engagement in Pastoral Development: ESR, p. 2
[93] Ibid, p 11.
[94] Ibid, p 11.
[95] Ibid, p. 25.
[96] IFAD. IOE. 2013. Rural differentiation and smallholder development. ESR, p. 15.
[97] ibid, p. 18.
[98] The issue of attribution was raised in all PPAs in the 2012 ARRI, p. 30 and in a number of the PCRVs.
[99] IFAD. IOE. 2012. ARRI, p. 30.
[100] IFAD. IOE. 2015. IFAD's Engagement in Fragile and Conflict-affected States and Situations. CLE, p. viii.
[101] IFAD. IOE.2016. Federal Republic of Nigeria. CPE, p. vi.
[102] IFAD. 2015. IFAD's 2016 Results-Based Programme of Work and Regular and Capital Budgets, and the IOE Results-Based Work Programme and Budget for 2016 and Indicative Plan for 2017-2018, and the HIPC and PBAS Progress Reports. EB 2015/116/R.2

Supervision and implementation support (SIS)

210. Supervision provides an important opportunity to reflect on a project's targeting issues and make adjustments if necessary[103]; while project implementation is supported through specific technical support, policy dialogue, innovations and/or design adjustments to improve effectiveness.[104] The move to direct supervision improved IFAD's project performance[105] although tends to be more costly. In 2010-12, project ratings, directly supervised projects fared much better than those supervised by cooperating institutions in targeting, gender, and poverty.[106] In 2013, the average cost of direct supervision per project per year was US$93 300, higher than the average cost of supervision by Cooperating Institutions (US$61 461).[107] Between 2012 and 2016, supervision missions decreased by 22 per cent while the number of projects declined 15 per cent. The ratio of SIS missions to projects declined most in APR, ESA, and NEN.[108]

211. Through direct SIS, IFAD has been able to place special emphasis on gender mainstreaming, targeting and the building of grass-roots institutions. However, there are challenges in terms of staffing supervision mission teams and technical coverage gaps.[109] Consultants are critical in SIS, yet areas such as financial management and knowledge management are better covered compared to targeting-relevant areas, e.g. gender.[110] According to some IFAD staff, the inclusion of targeting expertise in a mission may depend on CPM interest or commitment. Tight supervision mission budgets may also affect inclusion.[111]

Capacity of staff and project teams

212. Quality targeting capacity is integral to design and implementation. For example, when the Supervision and Implementation Support Policy was introduced, management flagged the need to strengthen staff supervision capacity[112] which had only been partially achieved by 2013's evaluation.[113] Strengthening capacity includes staff/consultant access to, and use of IFAD's support tools (see Box 23), the extent to which is unknown as is the sharing of these tools by CPMs.

Box 23
Tools to support good practices in targeting in design, implementation and supervision

- Policies on targeting, gender equality and women's empowerment, indigenous peoples, etc.
- How to do. Poverty targeting, gender equality and empowerment during project design: Gender, targeting and social inclusion (2017)
- How to do. Poverty targeting, gender equality and empowerment during project implementation: Gender, targeting and social inclusion. (2017)
- Targeting and gender checklists
- How to do. Youth access to rural finance: Inclusive rural financial services (May 2015)
- Guidelines for Supervision and Implementation Support of Projects and Programmes funded from IFAD Loans and Grants (Supervision guidelines) (2007)

Finding 4: Reaching the poorest people and the "last mile" is costly but essential, particularly given IFAD's mandate and international commitments.

213. The fourth finding highlights issues related to the "cost" of targeting. The trend towards projects that have shorter implementation periods, quicker disbursement, and higher returns on investment is often at odds with IFAD's fundamental specificity of working in

[103] IFAD. IOE. 2013. Rural differentiation and smallholder development. ESR, p. x.
[104] IFAD. IOE. 2013. IFAD's Supervision and Implementation Support Policy. CLE, p. 11.
[105] IFAD. IOE. 2013. Rural differentiation and smallholder development. ESR, p. 15, para 55.
[106] IFAD. IOE. 2013. IFAD's Supervision and Implementation Support Policy. CLE, p. iii, p. 32, and Table 6.
[107] ibid. p. 2.
[108] ibid.p. 107. CPOs preferred 10-15 days, while CPMs and consultants preferred 18-21 days.
[109] ibid. p. vi.
[110] ibid. p. 107.
[111] ibid, p. 107.
[112] ibid. p. 3.
[113] ibid., p. vi; p. 16, Table 4.

remote areas with the poorest. This disconnect is particularly relevant for IFAD in the context of its responsibility for meeting commitments under the 2030 Agenda (no one left behind) and the Sustainable Development Goals.

Factors affecting cost

214. IFAD's Strategic Framework 2016-2025[114] calls for IFAD to work smarter by delivering development results in a cost-effective way that best responds to partner countries' evolving needs. Pursuing efficiency can push a targeting focus away from the poorest and most vulnerable towards poor people with the resources and capacity to leverage investment. The nature of the remote, often fragile areas in which IFAD operates poses cost and time-associated design and implementation challenges as does working with indigenous peoples or pastoralists (e.g. logistics, administration, and capacity).[115] For example, some projects in remote, tribal areas of India displayed higher management cost ratios (as a proxy of efficiency), e.g. OTELP with the cost per household at US$1,216.[116] However, this is not high in terms of management cost ratios (9 per cent); others were as high as 21 to 24 per cent.[117]

215. Due to the nature of remote rural areas, more time (and resources) may also be needed for implementation, in part because of the factors mentioned above. Notably, Brazil's Gente de Valor - Rural Communities Development Project in the Poorest Areas of the State of Bahia pointed to the need for a longer timeframe for pro-poor development using demand-driven participatory approaches. While the strategy to empower beneficiaries was well received, it was suggested that ten to twelve years would be a more realistic timeframe, perhaps coordinated between two phases rather than the six-year duration.[118] While this was related to sustainability, it is also relevant to targeting given the time it takes during implementation to get targeting right.

216. Recent analysis of IFAD's Project Status Report data showed that for the average project duration (in years) of projects using targeting ratings between 2007 and 2016, projects rated 3 had an average duration of 6.9 years while those rated 5 and 6 averaged just over 7.6 years.[119] While the reasons for this are not clear, one could argue that time for implementation is longer because it takes longer to map the beneficiaries, start a dialogue with communities, and prepare participatory plans, particularly in remote areas. More investigation is needed to confirm/deny this link.

217. Fundamentally, IFAD's targeting efforts are challenged by limited resources, both in terms of money and time, to design projects. Budgets have reduced dramatically over the past 10-12 years, leaving challenges in relation to meeting the need for differentiated analysis of target groups.

Finding 5: Government commitment and partnerships are important to reach the poorest groups.

218. Finding 5 discusses the importance of government commitment to prioritizing rural poverty, poverty reduction, and follow through action, e.g. systematizing poverty targeting data. IFAD's experience points to the value of engaging in policy dialogue with governments to ensure the most vulnerable are a priority. Meeting the needs (including basic needs) of the most vulnerable may best be accomplished through partnering with other organizations better positioned to address those needs.

[114] IFAD. 2016. IFAD Strategic Framework 2016-2025: Enabling inclusive and sustainable rural transformation.
[115] IFAD. IOE. 2015. IFAD's Engagement with Indigenous Peoples: ESR, p. 22.
[116] IFAD. IOE. 2017. Republic of India. Odisha Tribal Empowerment and Livelihoods Programme (OTELP). PCRV. IFAD. IOE. 2016. Republic of India. CPE.
[117] IFAD. IOE. 2016. Republic of India. CPE, p. 30-31.
[118] IFAD. 2017. President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA). Gente de Valor - Rural Communities Development Project in the Poorest Areas of the State of Bahia was implemented between 2006 and 2013.
[119] IFAD.IOE. 2018. ARRI Learning Theme on Targeting the Rural Poor: Statistical Analysis.

Committing at national and sub-national levels

219. IFAD-supported projects benefit when governments prioritize rural poverty and have poverty reduction strategies, policies, and programmes (e.g. Brazil).[120] India has shown strong ownership at the sub-national (state) level where state governments are responsible for implementation. Some projects and project subcomponents had even been replicated with state funding (e.g. in Odisha and Madhya Pradesh). Partnerships with NGOs also have been important in India; this is discussed under Partnerships for targeting the most vulnerable.[121]

220. Governments may need time and support to build ownership and effective partnerships. Cambodia's Community-Based Rural Development Project in Kampong Thom and Kampot Project aligned with government goals and policies and the government was actively involved as an implementer, cofinancier, and supervisor. Yet, there was a steep learning curve as one of the first projects to be implemented through the country's government structures.[122]

221. They may also need capacity strengthening as in the case of Guinea's Support to Rural Development in North Lower Guinea where the comprehensive capacity-building and training provided to communities, producer and decentralized technical structures likely resulted in positive impact on government decentralized structures in a context where institutional capacity was weak.[123]

Policy engagement

222. IFAD's role in policy engagement and brokering partnerships between diverse stakeholders can contribute to policy definition and investment in rural development and poverty reduction and ensure the poorest, most vulnerable are prioritized.[124] In India, tribal programmes provided an entry point for IFAD in policy debates on indigenous peoples' rights.[125] Elsewhere, through the Mercosur Specialized Meeting on Family Farming, Brazil's Ministry of Agrarian Development and IFAD raised the priorities of family famers, and included their representatives in dialogues with government decision-makers.[126]

223. IFAD's experience in dialoguing with countries has helped government officials to understand the economic, social, and environmental benefits of targeting the rural poor.[127] As a result of Ecuador's decision to institutionalize the implementation of the Central Corridor Development Project within the Ministerio de Inclusion Económica y Social-Instituto Nacional de Economía Popular y Solidaria, the project was mainstreamed in the core activities of the Ministry and became an instrument for implementing the Ministry's policy of economic and social inclusion.[128]

Partnerships for targeting the most vulnerable

224. Experience shows that innovative partnerships can strengthen IFAD's targeting to meet the needs of poor, vulnerable groups. One of these partnerships was with the Belgian Survival Fund which operated in Sub-Saharan Africa. While the partnership is no longer operational, it provided an effective model for combining investments in the productive and social sectors to meet the needs of vulnerable groups.[129]

[120] IFAD. IOE. 2015. Federative Republic of Brazil. CPE.
[121] IFAD. IOE. India, PPE, p. viii.
[122] IFAD. IOE. 2012. Cambodia. Community-Based Rural Development Project in Kampong Thom and Kampot. PPA, p. 17 para 91.
[123] IFAD. IOE. 2017. Guinea Republic. Support to Rural Development in North Lower Guinea. PCRV.
[124] IFAD. IOE. 2016. Smallholder Access to Markets. ESR, p. 18.
[125] IFAD. IOE. 2017. IFAD's Country-level Policy Dialogue. ESR, p. 29.
[126] IFAD. IOE. 2015. Federative Republic of Brazil. CPE, p. xii.
[127] IFAD. Forthcoming. IFAD's 40th Anniversary, p. 74.
[128] IFAD. IOE. 2017. IFAD's Country-level Policy Dialogue. ESR, p. 31.
[129] IFAD. 2008. Review on IFAD's Development Effectiveness, p.10; IFAD. IOE. 2008. ARRI, p. 72.

225. Another important partnership has been with MERCOSUR, particularly in terms of policy engagement in Argentina, who also participated in the Commission on Family Farming of MERCOSUR. The IFAD MERCOSUR partnership focused on family agriculture among member countries and in the promotion of effective participation of small farmers' associations in rural development decision-making processes.[130]

226. IFAD partnerships with NGOs and civil society also have proven important for targeting. In Ghana, alliances with NGOs and Civil Society Organizations provided a focus on marginalized, socially excluded groups in the Northern Region Poverty Reduction Programme and the Rural Enterprises Project.[131] IFAD has also promoted 4P partnerships to ensure that smallholder producers are respected as partners.[132] In India, IFAD focused on communities with a strong element of empowerment and civil society support; national NGOs trained local NGOs on outreach and support to poorer communities and groups who supported grass-roots groups to prepare development proposals at village or village cluster level.[133]

Box 24
Good practices in targeting: The example of Peru

The targeted area under Peru's Strengthening Markets, Diversification of Income and Improvement of the Conditions of Life in the Sierra Sur (PDSS)[1] was characterized by high poverty rates, vulnerability to disasters and climate change, limited banking and financial inclusion, the feminization of agriculture, and outmigration of youth. The programme sought to reduce the number of rural poor by increasing livelihood assets. The PDSS applied geographic targeting, self-targeting, and the direct targeting of poor women

An important success factor was that targeting was highly relevant to the national and subnational policies, to IFAD strategies, and to local communities. For example, targeted areas corresponded with those defined by national authorities as areas of poverty based on the agricultural and population censuses and the FONCODES poverty map (Cooperation Fund for Social Development). Further, the target population included peasant families, artisans, and micro-entrepreneurs in rural areas and in intermediate towns and cities. Additionally, the design prioritized the participation of groups with higher levels of vulnerability, including poor women and rural youth. This was laid out clearly in the PDSS II's three targeting criteria: i) geographic targeting, ii) self-targeting and iii) direct targeting of poor women. The participation of authorities and local governments in the implementation of different activities as well as the institutionalization in policies and public services and leadership was also an important facilitating factor.

In contrast, the project also faced constraints to targeting where some of the activities and the lack of adaptation to the demand approach limited access to the poorest. For example, the monetary contribution requirements of the beneficiaries (between 20 to 30 per cent) and of assets (land, water, etc.), and participation in groups reduced the effectiveness of the targeting strategy. This particularly affected youth without land or assets. Although the monetary contribution of beneficiaries was also recognized as a key factor for community involvement and commitment towards greater sustainability, the lack of a well-defined exit strategy limited the consolidation and deepening of the results of targeted communities. Moreover, despite the good results of the subcomponent on women's financial inclusion, the goal of transforming beneficiaries financial assets into productive assets and viable processes of capital accumulation was not reached. One of the reasons may be that while the project targeted the poorest, it lacked the capacity to generate a more specific focus within the groups of farmers. One of the key recommendations included to address this was that the design of projects should consider barriers to entry (e.g., having assets, cash contributions from the beneficiaries). It also called for the identification of differentiated needs of the poorest families in a community and specific strategies for their inclusion and/or access to resources/assets such as land, processing/processing equipment and marketing, among others.

[1] *IFAD. IOE. 2017. Republic of Peru. Strengthening markets, diversification of income and improvement of the conditions of life in the Sierra Sur. PPE.*

[130] IFAD. IOE. 2018. Building Partnerships for Enhanced Development Effectiveness. Draft ESR, p. 137.
[131] IFAD. IOE. 2011. ARRI, p 43.
[132] IFAD. IOE. 2018. Building Partnerships for Enhanced Development Effectiveness. Draft ESR, p. 15.
[133] IFAD. IOE. 2016. Republic of India. CPE, p. 20.

D. Summary of lessons learned

227. A number of key factors facilitate or constrain good targeting across IFAD's portfolio; these are summarized below.

228. Facilitating factors. Robust targeting, with differentiated analysis at design is crucial to good targeting. National poverty targeting systems can help inform geographic and poverty targeting while participatory design and implementation can fill poverty data gaps. Targeting is strengthened when it aligns with national and sub-national policies and plans, IFAD policies, and community needs. Aligning with the government's reconstruction plans is important in post-disaster areas. Small or regional grants can also support social inclusion in fragile contexts. Targeting the very poor in market-oriented activities is possible although IFAD has trended towards working with poor farmers who can leverage commercialization activities. Strengthening a balance between commercialization and poverty approaches may require building partnerships with other organizations. Further, realistic, unambiguous, and flexible targeting strategies are important particularly in rapidly changing contexts. Moreover, strong SIS facilitates the revision of targeting approaches. Strong partnerships between IFAD and governments also benefit targeting as do government ownership and prioritization of rural poverty in policies and planning and IFAD's role in policy engagement.

229. Constraining factors. A lack of conceptual and operational clarity may lead to a lack of appropriate targeting strategies to reach the most vulnerable. Poverty analysis at the design stage suffers without differentiated poverty data. While most projects undertake poverty analysis, they may neglect drivers of conflict and fragility. Ambiguous or overly ambitious targeting is a constraint, particularly in fragile and post-conflict contexts. Likewise, inflexible targeting strategies challenge implementation, particularly in rapidly changing environments. Additionally, projects without baselines constrain targeting, particularly impact attribution. The nature of the remote areas in which IFAD works may increase costs and the need for longer project duration. Contribution requirements from targeting groups can limit participation in activities. At another level, a lack of policy dialogue may challenge targeting. Finally, limited capacity weakens targeting across design and implementation.

E. Way forward

230. Given the changing global context and commitments to the Agenda and the SDGs, this learning theme provides IFAD with a timely entry point for re-examining the Fund's targeting in terms of its policies, programming, and institutional mechanisms. The findings in this learning theme support IFAD's planned review of operational guidelines outlined under IFAD11. The findings suggest the importance of: maintaining adequate project durations, particularly in fragile states and regions; ensuring robust poverty analysis in design and implementation (including budget, capacity strengthening, and inclusion of targeting and sector-specific expertise in design and implementation, e.g. SIS); continued strong policy engagement; and engaging in innovative partnerships to support the many dimensions of rural poverty.

V. Conclusions

231. The broad picture of performance emerging from the 2018 ARRI is flat with signs of deterioration. While 76 per cent of total project ratings were in the general "satisfactory" zone between 2007 and 2016, moderately satisfactory remains the norm with very few projects rated highly satisfactory for any evaluation criteria. When comparing performance in 2007 to the most recent period, only IFAD performance as a partner shows continued improvement. Performance in rural poverty impact, government performance as a partner, and overall project achievement has returned to 2007 levels after reaching peaks in 2012-2014, whereas project performance is flat after an initial decline.

Project Portfolio Performance

232. Rural poverty impact, a traditional area of strength, has declined in recent periods, whereas project performance remains flat. Of the four criteria that determine IFAD project performance, relevance shows some improvement while effectiveness is flat. Declining in the latest period, efficiency and sustainability remain the main bottlenecks for project performance. Overall, some recurring factors are mentioned as weaknesses across evaluations conducted in 2017 with regard to project performance, such as insufficient consideration of country context in the design phase, inadequate recognition of appropriate policies, weak targeting at design without sufficient focus on poor households, high project management costs, as well as the absence of long-term plans for sustainability and exit strategies. These inhibiting elements combined with the presence of some exceptionally long projects (over 10 years) and an unusual number of project extensions (41 per cent of projects in 2017 evaluations were extended), may have contributed to the weaker performance in 2018 ARRI, particularly in efficiency and sustainability.

233. Delays in start-up and implementation combined with high staff turnover of programme management as well as high project management costs drove the negative performance in efficiency. It has been observed that when low staff turnover is combined with no project extensions and high disbursement rates and/or high financial returns, efficiency ratings are strong and positive.

234. The declines in scaling up and sustainability can be overcome with the assurance of a valid exit strategy. The lack of a long-term plan, often paired with late disbursements which result in projects remaining operational until their closing dates, limits the potential for scaling-up project results. These areas of challenge, while not being new to IFAD, are still a limitation to sustainability, which continue to be constrained by limited beneficiary engagement and ownership in the planning, implementation, maintenance, and oversight of project activities and infrastructure.

235. The decline in a number of IOE ratings is corroborated by similar trends in PMD ratings for selected criteria. This finding may suggest that IFAD has become more stringent in project evaluation and/or project performance has worsened. In both cases, monitoring project performance in future ARRIs will confirm what are the main drivers for the underperforming criteria, should the deterioration continue.

236. On the positive side, performance in Environment and natural resources management has improved since 2011. Undertaking specific actions towards the conservation of natural resources and training activities to support organizations by creating awareness and providing guidance are effective in protecting sensitive ecosystems and fragile environments in targeted areas. This improved performance may have resulted from the increased attention and resources to ENRM since 2011 with the creation of the Environment and Climate division and the Social, Environmental, and Climate Assessment Procedures in 2014.

237. The highest increase in satisfactory ratings within the 2018 ARRI analysis is registered for IFAD performance as a partner. The 2017 evaluations confirm that IFAD is valued and trusted by governments for the quality and timeliness of its support, for its focus and its responsiveness. Country-level presence facilitates the establishment of valuable partnerships with governments, and ICO-based consultations have proven effective and efficient for identifying problem-solving measures. It also may have contributed to the recent improved performance in relevance, though the high disconnect with PMD ratings remains.

238. The positive trend in IFAD performance as a partner indicates satisfaction with the quality of SIS, while the declining trend in government performance as a partner is accompanied by worsening performance in efficiency and sustainability. As already indicated in the 2017 ARRI, ultimately, building institutional capacity at the national-level is required to achieve the proper balance between short-term compliance with IFAD requirements through SIS and achieving broader prospects for development goals and

sustainability. Such capacity-building will be especially important in light of IFAD's aim to expedite the project design process through, in part, to greater engagement by government. A focus on excellence – not just moderately satisfactory – and more effective strategic partnerships are required if efficient programmes are to be delivered and then substantially scaled up.

Targeting findings and lessons

239. Project performance has been linked to well-defined targeting strategies. Comprehensive targeting approaches enable operations to reach the poorest groups by combining solid livelihood and poverty analysis, based on context-specific circumstances and participatory processes. The 2018 ARRI confirms with statistically significant results that successful projects that received high ratings in targeting were also rated highly on rural poverty impact.

240. The main issue raised on targeting relates to shortcomings in differentiated poverty analyses at design stage. In particular, the need for analysis on groups who are likely to be excluded or overlooked and a comprehensive understanding of the context in which targeted people live. A key constraining factor for sufficiently differentiated analysis has been the tightening of IFAD's budget, particularly between IFAD9 and IFAD10, which has limited the amount of funding available for project design and country programme delivery in general.

241. Targeting also requires investment in monitoring and supervision and implementation support (SIS) to endorse poverty targeting in design and implementation. Effective targeting depends on robust data, monitoring and SIS to assess relevance and provide adjustments. This requires strong capacity on the part of partners, IFAD, and others involved in design and implementation.

242. IFAD faces difficulties in addressing issues of inequality, which is multifaceted, multidimensional and fine-grained beyond simple geographic or socio-economic characteristics. This requires sufficient resources (including time) to conduct refined analysis at the design stage. IFAD projects often rely on self-targeting mechanisms for individual benefits and without a clear targeting strategy; trickle-down effects to poorer households and women are assumed rather than ensured through mechanisms built into the intervention.

243. Gender equality and women's empowerment has exhibited a slow but steady decline since 2011, though its promotion is critical to the 2030 Agenda goals of improving food and nutrition security and eradicating rural poverty. While GEWE is ranked as the fourth highest-performing criteria based on its average rating (4.18), it is ranked ninth in 2014-2016 based on its percentage of positive ratings (77 per cent). Among the key factors explaining decreasing performance under this criterion are weak gender strategies in project design, particularly regarding the participation and role of women, as well as limited availability of data on women's empowerment.

KM, Partnerships, and Country-level policy engagement

244. The 2017 evaluations still underline the need to create synergies between the investment operations and non-lending activities. One main first step forward is building strong knowledge management platforms within and across country programmes, allowing IFAD to draw from project experience to influence policy formulation. Country-level policy engagement may be strengthened also through the strategic use of grants for critical knowledge products or to test innovative approaches. Focus on regional sharing, systemization of project experiences and stronger linkages between grant programmes and investment portfolio are key to innovation, scaling up and policy engagement. A frequently cited challenge is the absence of a specific budget for country-level policy engagement, which would help create an enabling environment for project implementation and set the conditions for large numbers of rural people to move out of poverty at a scale that no single project can address. Notably, performance in country-level policy engagement is better in MICs rather than LICs, reflecting their

increasing demand for knowledge products and policy engagement. Effective integration of country-level policy engagement in country programmes, from design to completion, is not an end in itself, but a starting point for policy engagement and other scaling-up approaches as well as a key success factor for IFAD operations. Finally, weak monitoring and evaluation systems as well as the lack of quantitative information have sometimes made it difficult to assess the effects of projects at country level.

245. IFAD recognizes the importance of partnerships; however, more focus should be given to the quality and mix of partnerships. Co-financing partnerships may boost performance in this area. Partnership with government is another indispensable element for implementing programmes and guaranteeing sustainability, in particular at the local and subnational level. A good mix is important to achieve greater outreach and complementarity of results for scaling up and creating synergies.

246. In sum, as IFAD concludes IFAD10 and looks to start IFAD11 in 2019, it is critical to stem the initial deterioration exhibited in the 2018 ARRI. Properly designed and implemented targeting strategies play a central role in improving project performance, particularly in terms of relevance, effectiveness, sustainability and rural poverty impact. There may be trade-offs with regards to efficiency, particularly if IFAD truly realizes its purported comparative advantage – "strong targeting of the extremely rural poor and food-insecure people in rural areas" – as the implementation of good targeting requires sufficient project duration to properly engage those left behind (e.g., indigenous peoples, the disabled, marginalized women). More resources and technical specialists are especially required to target marginalized communities and individuals "experiencing famine, drought, fragility and migration." Targeting also contributes to meet another IFAD11 ambition to "reduce inequalities within and among Member States" which requires addressing disparities beyond income such as land resources and gender relations through policies and by securing rights. Therefore, special attention is required to clarify IFAD's targeting approaches in different contexts and invest in their application across the project cycle.

VI. Recommendations

247. The Board is invited to adopt the recommendations below. Given the central importance of IFAD's targeting strategies to its mandate and its link to good project performance, the majority of the recommendations focus on this learning theme for which required actions are presented along the project cycle.

248. Recommendation 1. Conduct a systemic review of IFAD project-cycle processes and examine the resources committed to each. In light of the overall declining trend in ratings and major business model changes introduced by OpEx in 2017, a holistic review of IFAD project-cycle processes (from project design, start-up, supervision, implementation support, mid-term review, to completion) and their relation to one another is required. The review would identify critical requirements (e.g., baseline studies) and pinpoint where resources (both human and financial) are most effectively committed for improved performance and development effectiveness.

249. Recommendation 2. Revise IFAD's targeting policy and related guidelines. Targeting still represents a challenge in IFAD's projects due in part to the lack of agreement in the Fund on the target group and strategies needed. Therefore, IFAD must clarify in its targeting policy and related operational guidelines who IFAD interventions target and how to cater to the needs of the "extremely poor and most vulnerable rural people," as stated in the IFAD11 Consultation Report, as well as the "economically active poor." The revised targeting policy should serve as a chapeau that gives coherence and integrates the different policies and strategies relating to specific groups such as women, indigenous peoples, the youth and people with disabilities. The revision of the operational guidelines on targeting – which is already planned – needs appropriate differentiated approaches for these specific groups, including young women and men and people with disabilities, in line with the 2030 Agenda commitment of "leaving no one behind."

250. Recommendation 3. Develop appropriate targeting strategies based on robust and differentiated poverty and context analysis that are flexibly implemented. During project design, interventions need to develop tailored strategies in light of the profiles of the target group and specific contexts. Context analysis is especially important in fragile contexts where targeting strategies especially need to be clear, realistic and practical. By conducting robust poverty and gender analysis, IFAD can provide the basis for identifying and reaching out to those groups that are at risk of poverty and social exclusion, with a specific focus on women and youth. During implementation, targeting strategies must be monitored and adjusted to ensure they continue to effectively reach specific target groups and meet their different needs.

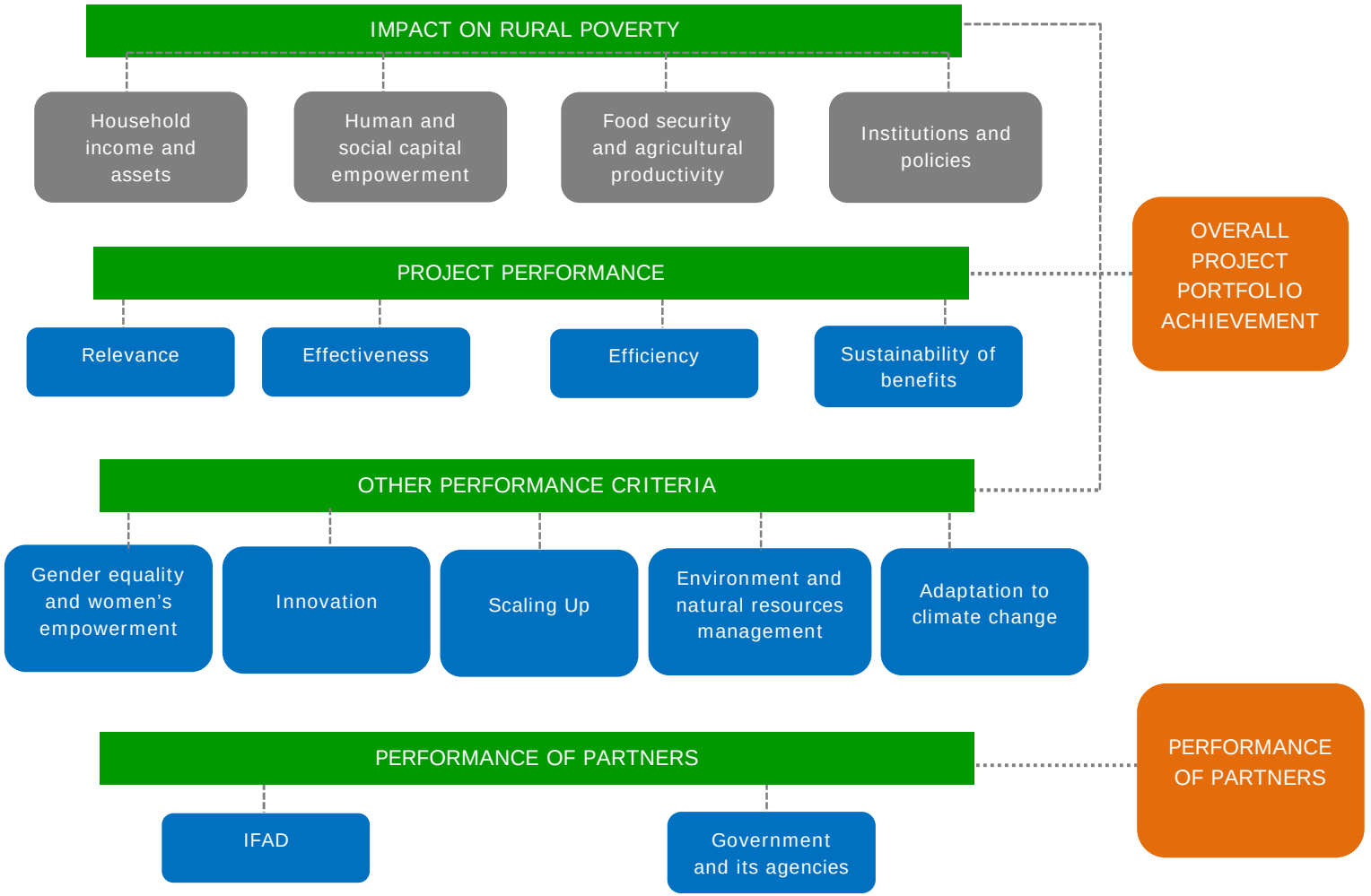
251. Recommendation 4. Establish strong M&E systems and tap into local knowledge through country-level partnerships in order to capture differentiated poverty data for knowledge creation, and for policy engagement and advocacy in favour of IFAD's target groups. Logical frameworks (logframes) should include indicators, targets and means of measurement relating to the participation of and expected outcomes relating to specific target groups, including women and the youth. During supervision, monitoring of these logframes will allow for data collection on specific groups which should be aggregated and used for poverty analysis of future projects as well as for country-level policy engagement and to advocate for these groups. Local institutions such as NGOs and universities have a deep and longstanding knowledge of rural areas in which IFAD operates. Strengthening partnerships with local institutions, possibly through grants, may contribute to project data collection andadvocacy efforts for policy change.

252. Recommendation 5. Ensure sustainability of rural poverty impacts through exit strategies that are inclusive of targeted beneficiaries and through sufficient project duration. Project sustainability is strongly linked to the planning of sound exit strategies accompanied by corresponding resources and institutional arrangements for effective implementation. However, the lack of an exit strategy is still a common feature in several projects included in the 2018 ARRI. To ensure that an exit strategy is inclusive of target groups, especially the extremely poor and most vulnerable, the project duration should be sufficient (in many cases about seven years) to implement participatory processes, ensure that targeted populations were reached, and institutions for the poor were established long enough to be included in the exit strategy.

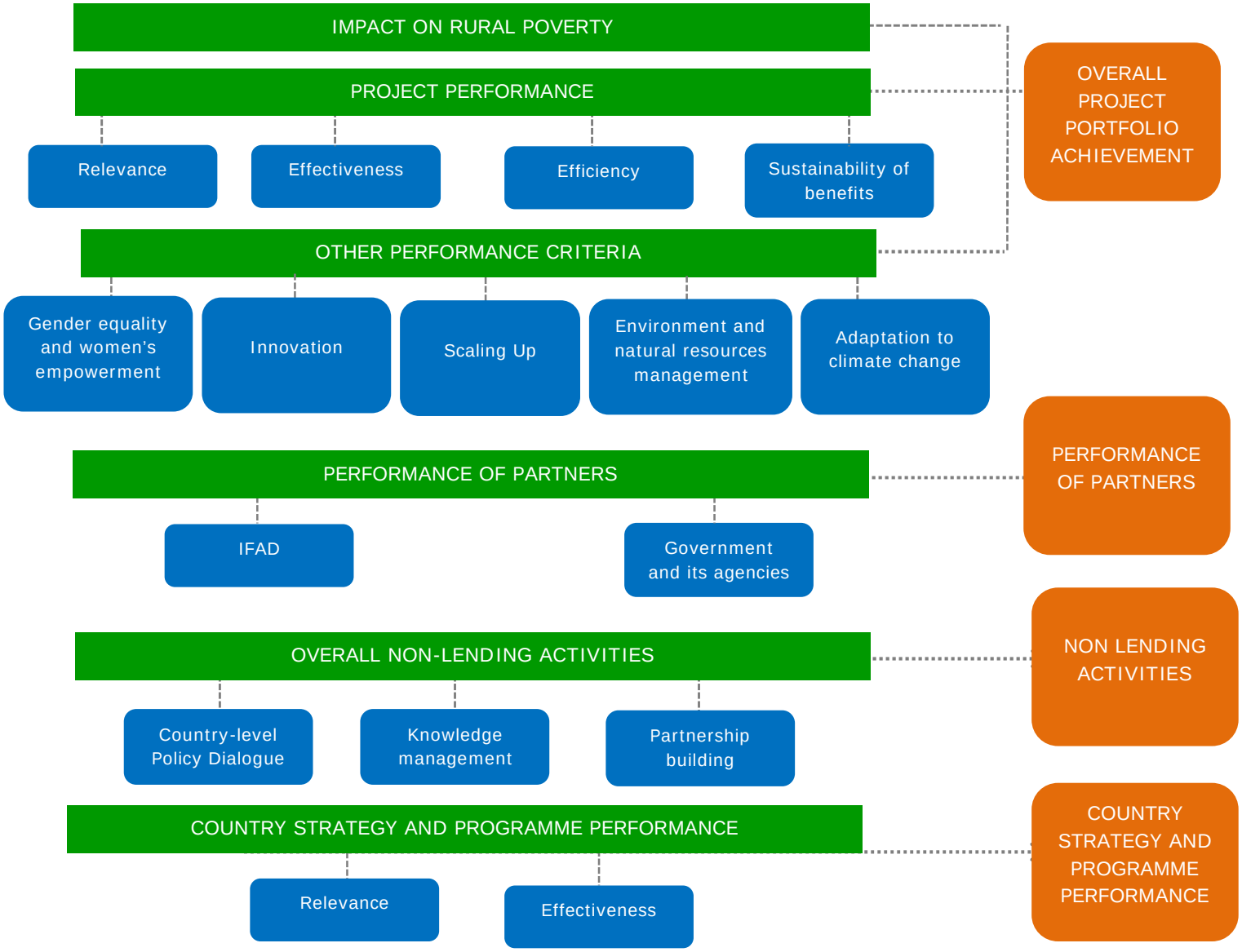
253. 2019 ARRI learning theme. The Board is invited to adopt the recommendation to consider quality-at-entry of project designs as the learning theme in the 2019 ARRI. Many constraining issues that contribute to weaker performance need to be addressed at design (e.g., limited poverty analysis, lack of baselines, etc.). A closer examination of the design quality of completed projects can reveal substantive factors that contribute to projects successfully achieving their development objectives. Such a study also would complement the recommended systemic review of project-cycle processes, provide a baseline for the quality of project design given recent changes to the process, and contribute to explaining the persistently large disconnect between IOE and PMD ratings for relevance.

Annex I. Project and country programme evaluation methodology

Project evaluation methodology



Country strategy and programme evaluation methodology



Annex II. Definition of the evaluation criteria used by IOE

Criteria	*Definition* *
Rural poverty impact	The changes that have occurred or are expected to occur in the lives of the rural poor (whether positive or negative, direct or indirect, intended or unintended) as a result of development interventions.
	Four impact domains • 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. • Human and social capital and empowerment: Human and social capital and empowerment include an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, the poor's individual and collective capacity, and in particular, the extent to which specific groups such as youth are included or excluded from the development process. • 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. • 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.
Project performance	Average of the ratings for relevance, effectiveness, efficiency and sustainability of benefits.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies. It also entails an assessment of project design and coherence in achieving its objectives. An assessment should also be made of whether objectives and design address inequality, for example, by assessing the relevance of targeting strategies adopted.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.
Sustainability of benefits	The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project's life.
Other performance criteria	
Gender equality and women's empowerment	The extent to which IFAD interventions have contributed to better gender equality and women's empowerment, for example, in terms of women's access to and ownership of assets, resources and services; participation in decision-making; work load balance and impact on women's incomes, nutrition and livelihoods.
Innovation	The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction.
Scaling up	The extent to which IFAD development interventions have been (or are likely to be) scaled up by government authorities, donor organizations, the private sector and others agencies.

Criteria	*Definition* *
Environment and natural resources management	The extent to which IFAD development interventions contribute to resilient livelihoods and ecosystems. The focus is on the use and management of the natural environment, including natural resources defined as raw materials used for socio-economic and cultural purposes, and ecosystems and biodiversity - with the goods and services they provide.
Adaptation to climate change	The contribution of the project to reducing the negative impacts of climate change through dedicated adaptation or risk reduction measures.
Overall project achievement	Overarching assessment of the intervention, drawing upon the analysis and ratings for rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, environment and natural resources management, and adaptation to climate change.
Performance of partners	
IFAD Government	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.

* 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

Annex III. List of country strategy and programme evaluations completed and published by IOE (1992-2017)

Country programme evaluation	*Division*	*Publication year(s)*
Argentina	LAC	2010
Bangladesh	APR	1994, 2006, 2016
Benin	WCA	2005
Plurinational State of Bolivia	LAC	2005, 2014
Brazil	LAC	2008, 2016
Cambodia	APR	2018
Cameroon	WCA	2018
China	APR	2014
Congo	WCA	2017
Ecuador	LAC	2014
Egypt	NEN	2005, 2017
Ethiopia	ESA	2009, 2016
Gambia (The)	WCA	2016
Georgia	NEN	2018*
Ghana	WCA	1996, 2012
Honduras	LAC	1996
India	APR	2010, 2016
Indonesia	APR	2004, 2014
Jordan	NEN	2014
Kenya	ESA	2011
Madagascar	WCA	2013
Mali	WCA	2007, 2013
Mauritania	WCA	1998
Mexico	LAC	2006
Morocco	NEN	2008
Republic of Moldova	NEN	2014

Country programme evaluation	*Division*	*Publication year(s)*
Mozambique	ESA	2010, 2017
Nepal	APR	1999, 2013
Nicaragua	LAC	2017
Niger	WCA	2011
Nigeria	WCA	2009, 2016
Pakistan	APR	1995, 2008
Papua New Guinea	APR	2002
Peru	LAC	2018**
Philippines	APR	2017
Rwanda	ESA	2006, 2012
Senegal	WCA	2004, 2014
Sri Lanka	APR	2002
Sudan	NEN	1994, 2009
Syrian Arab Republic	NEN	2001
United Republic of Tanzania	ESA	2003, 2015
Tunisia	NEN	2003
Turkey	NEN	2016
Uganda	ESA	2013
Viet Nam	APR	2001, 2012
Yemen	NEN	1992, 2012
Zambia	ESA	2014

Note: APR= Asia and the Pacific; ESA= East and Southern Africa; LAC= Latin America and the Caribbean; NEN= Near East North Africa and Europe; WCA= West and Central Africa
* Forthcoming in 2018

Annex IV. Evaluations included in the 2018 ARRI

Country/Region	*Title*	*Project ID*	*Executive Board approval date*	*Effectiveness date*	*Project completion date*	*Project duration (years)*	*Cost per beneficiary (US$)*	*Cost per year (US$ million)*	*IFAD loan (US$ million)*	*Total project cost (US$ million)*
	Evaluation synthesis reports									
All	IFAD's Country-level Policy Dialogue									
All	Building Partnerships for Enhanced Development Effectiveness									
	Country strategy and programme evaluations									
Cambodia	Community-based Rural Development Project in Kampong Thom and Kampot (CBRDP)	1175	07/12/2000	29/03/2001	31/12/2009	8	89	2.8	10.0	22.9
	Rural Poverty Reduction Programme in Prey Veng and Svay Rieng (RPRP)	1261	18/12/2003	14/04/2004	30/06/2011	7	33	2.8	15.5	19.6
	Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri (RULIP)	1350	18/04/2007	31/08/2007	30/09/2014	7	121	1.9	12.0	13.7
Cameroon	Community Development Support Project (PADC)	1136	23/04/2002	25/05/2003	30/06/2009	6	17	3.0	11.8	18.3
	Roots and Tubers Market-Driven Development Programme (PNDRT)	1238	10/04/2003	15/07/2004	31/09/2012	8	36	2.7	13.1	21.7
	Rural Microfinance Development Support Project (PADMIR)	1362	11/09/2008	07/05/2010	30/06/2016	6	410	4.2	16.7	25.4
Egypt	Agricultural Production and Intensification Project (APIP)	355	20/04/1994	25/01/1995	30/06/2002	7	15	5.6	20.2	39.2
	East Delta Newlands Agricultural Services Project (EDNASP)	1014	05/12/1996	25/01/1999	31/03/2008	9	717	10.1	25.0	91.6
	Sohag Rural Development Project (SRDP)	1050	10/09/1998	18/06/2001	30/06/2008	7	89	13.3	25.0	93.8
	West Noubaria Rural Development Project (WNRDP)	1204	23/04/2002	09/04/2003	30/06/2014	11	406	4.9	18.5	54.8
Georgia	Agricultural Development Project (ADP)	1035	30/04/1997	13/08/1997	30/06/2005	8	147	3.3	6.5	26.8

Country/Region	*Title*	*Project ID*	*Executive Board approval date*	*Effectiveness date*	*Project completion date*	*Project duration (years)*	*Cost per beneficiary (US$)*	*Cost per year (US$ million)*	*IFAD loan (US$ million)*	*Total project cost (US$ million)*
	Rural Development Programme for Mountainous and Highland Areas (RDPMHA)	1147	13/09/2000	04/09/2001	30/09/2011	10	85	0.9	8.0	9.2
	Rural Development Project (RDP)	1325	19/04/2005	22/05/2006	31/12/2011	5	1156	6.9	10.0	34.7
	Agricultural Support Project (ASP)	1507	17/12/2009	08/07/2010	30/09/2015	5	212	3.4	13.7	17.2
Peru	Management of Natural Resources in the Southern Highlands Project (MARENASS)	475	14/09/1995	09/04/1997	30/06/2005	8	363	1.5	19.1	12.3
	Development in the Puno-Cusco Corridor Project (CORREDOR)	1044	04/12/1997	17/10/2000	31/12/2008	8	429	3.8	18.9	30.9
	Market Strengthening and Livelihood Diversification in the Southern Highlands Project (SIERRA SUR)	1240	11/12/2002	22/04/2005	31/12/2011	6	460	3.6	16.0	21.8
	Project for Strengthening Assets, Markets and Rural Development Policies in the Northern Highlands(SIERRA NORTE)	1352	13/12/2007	23/09/2009	30/04/2016	7	281	3.1	14.4	21.7
	Impact evaluations									
Georgia	Agricultural Support Project (ASP)	1507	17/12/2009	08/07/2010	30/09/2015	5	212	3.4	13.7	17.1
	Project performance evaluations									
Cambodia	Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri (RULIP)	1350	18/04/2007	31/08/2007	30/09/2014	7	121	1.9	12.0	13.7
Cameroon	Rural Microfinance Development Support Project (PADMIR)	1362	11/09/2008	07/05/2010	30/06/2016	6	410	2.8	25.4	16.7
Guatemala	National Rural Development Programme Phase I: the Western Region	1274	11/09/2003	20/10/2006	31/12/2012	6	1600	8.0	30.0	48.0
Laos	Northern Region Sustainable Livelihoods	1396	14/12/2006	10/07/2007	30/09/2013	6	216	3.0	3.0	18.4
Lesotho	Rural Financial Intermediation Programme (RUFIP)	1371	12/09/2007	31/03/2008	31/03/2015	7	290	1.5	8.7	10.7

Country/Region	*Title*	*Project ID*	*Executive Board approval date*	*Effectiveness date*	*Project completion date*	*Project duration (years)*	*Cost per beneficiary (US$)*	*Cost per year (US$ million)*	*IFAD loan (US$ million)*	*Total project cost (US$ million)*
Maldives	Post Tsunami Agriculture and Fisheries Rehabilitation Programme (PTAFREP)	1347	19/04/2005	21/04/2006	31/12/2013	7	159	0.6	4.2	4.5
Palestine	Participatory Natural Resource Management Programme (PNRMP)	1079	23/04/1998	01/02/2000	30/09/2015	15	582	0.9	10.8	14.0
Peru	Market Strengthening and Livelihood Diversification in the Southern Highlands Project (SIERRA SUR)	1240	11/12/2002	22/04/2005	31/12/2014	9	460	3.8	24.6	34.5
Sri Lanka	Post Tsunami Coastal Rehabilitation and Resource Management Programme (PTCRRMP)	1346	19/04/2005	16/10/2006	30/09/2013	7	134	0.7	2.4	4.7
	Project Completion Report Validations									
Albania	Mountain to Markets Programme (MMP)	1452	01/09/2008	01/05/2009	31/12/2014	5	326	2.7	8.3	14.3
Bhutan	Market Access and Growth Intensification Project (MAGIP)	1482	15/12/2010	22/04/2011	30/06/2016	5	597	2.7	10.5	13.5
Bolivia	Enhancement of the Peasant Camelid Economy Support Project (VALE)	1298	14/12/2006	05/11/2009	31/12/2015	6	232	2.4	7.2	14.4
Bosnia and Herzegovina	Rural Livelihood s Development Project (RLDP)	1451	17/12/2008	28/05/2010	30/06/2016	6	177	4.3	11.1	25.6
China	Inner Mongolia Autonomous Region Rural Advancement Programme (IMARRAP)	1400	13/12/2007	12/11/2008	31/12/2014	6	113	12.3	30.1	74.1
	Dabieshan Area Poverty Reduction Programme (DAPRP)	1454	17/12/2008	19/08/2009	30/09/2015	6	184	11.8	31.9	70.9
El Salvador	Rural Development and Modernization Project for the Central and Paracentral Regions (PRODEMOR-CENTRAL)	1416	12/09/2007	18/12/2009	31/12/2015	6	1163	3.1	14.3	18.8
Eritrea	Fisheries Development Project (FDP)	1518	22/04/2010	14/09/2010	30/09/2016	6	605	1.8	10.0	10.7
Ethiopia	Participatory Small-Scale Irrigation Development Programne (PASIDP)	1370	18/04/2007	10/03/2008	30/09/2015	7	186	8.2	40.0	57.8
Guinea	Support to Rural Development in North lower Guinea (PADER-BGN)	1282	18/12/2003	12/10/2005	31/12/2013	8	148	2.2	14.2	17.7

Country/Region	*Title*	*Project ID*	*Executive Board approval date*	*Effectiveness date*	*Project completion date*	*Project duration (years)*	*Cost per beneficiary (US$)*	*Cost per year (US$ million)*	*IFAD loan (US$ million)*	*Total project cost (US$ million)*
Guinea	Village Communities Support Project, Phase II (PACV II)	1345	12/09/2007	28/03/2008	31/12/2014	6	325	5.4	10.0	32.5
Haiti	Productive Initiatives Support Programme in Rural Areas (PAIP)	1171	23/04/2002	20/12/2002	31/12/2014	6	952	6.3	29.2	38.03
India	Odisha Tribal Empowerment and Livelihood Programme (OTELP)	1155	23/04/2002	15/07/2003	31/03/2016	13	346	6.0	34.8	78.29
Indonesia	Rural Empowerment for Agricultural Development (READ)	1258	02/12/2004	18/11/2008	31/12/2014	6	117	4.7	21.5	28.33
Jordan	Agricultural Resource Management Project, Phase II (ARMP)	1295	02/12/2004	05/05/2005	31/12/2015	10	313	4.2	11.6	41.76
Laos	Sustainable Natural Resource Management and Productivity Enhancement Programme (SNRMP)	1459	17/12/2008	23/07/2009	31/12/2015	6	654	6.1	15.2	36.77
Mauritania	Value Chains Development Programme for Poverty Reduction (PROLPRAF)	1433	15/09/2009	19/02/2010	31/03/2016	6	374	2.7	12.0	16.5
Nigeria	Community-based Natural Resource Management Programme (CBNRMP-Ni)	1260	11/12/2002	06/07/2005	30/09/2015	10	31	9.5	15.0	95
Panama	Participative Development and Rural Modernization Project (PARTICIPA)	1389	24/04/2008	31/03/2010	29/06/2015	5	256	2.4	4.2	12.3
South Sudan	South Sudan Livelihoods Development Project (SSLDP)	1453	11/09/2008	05/02/2009	30/03/2016	7	136	3.7	13.5	25.9
Sudan	Revitalising the Sudan Gum Arabic Production and Marketing Project	1476	15/12/2009	03/11/2009	31/12/2014	5	725	2.2	3.0	10.88
Timor Leste	Maize Storage Project (TLMSP)	1576	13/12/2011	14/05/2012	31/12/2015	3	49	1.6	3.2	4.94
Turkey	Diyarbakir Batman Siirt Development Project (DBSDP)	1344	14/12/2006	19/12/2007	31/12/2014	7	879	4.6	19.8	32.2
Uganda	District Livelihood Development Project (DLSP)	1369	14/12/2006	24/10/2007	31/12/2014	7	102	7.3	47.8	50.9
Viet Nam	Developing Business for the Rural Poor Project in Cao Bang Province (DBRP)	1422	13/12/2007	05/05/2008	30/06/2014	6	101	7.5	34.2	45.35
Zambia	Smallholder Livestock Investment Project (SLIP)	1319	13/12/2005	07/09/2007	30/09/2014	7	100	2.1	10.1	15

Annex V. Objectives of country programmes and individual projects evaluated

The main objectives of the country strategies can be summarized below:

(i) Cambodia. The 2013-2018 COSOP for Cambodia identifies IFAD's objectives in order to underline transitions:
   a) from emphasizing a livelihoods approach to a clearer focus on expanding poor farmers' access to market opportunities;
   b) from promoting decentralization of public services to a broader concept of pro-poor rural service delivery that targets not only government agencies but also civil society and the private sector;
   c) towards a more explicit focus on the resilience of poor rural households. It also has a strengthened focus on evidence-based policy work.

(ii) Cameroon. The 2007-2012 COSOP identifies two objectives for IFAD operations in Cameroon:
   a) strengthening the organizational capacity and bargaining power of the rural poor; and
   b) increase the prospects for sustainable agricultural and non-agricultural income-generating activities for the rural poor.

(iii) Egypt. The 2012 COSOP identified three strategic objectives for IFAD operations in Egypt:
   a) enhance the capacity of unemployed youth and poor rural landless people to undertake small enterprises and profit from employment opportunities in rural areas through the provision of vocational training and financial services;
   b) enable poor rural people to make use of their land and water resources more efficiently and sustainably through investment in improved agricultural practices and irrigation systems;
   c) improve access by poor rural farmers to better-quality services, such as technology, finance and markets, by promoting participatory demand-driven training and agricultural technical assistance to farmers, individually and through their associations.
   d) The findings, lessons and recommendations from this CSPE will inform the preparation of the new COSOP in 2018.

(iv) Georgia. The 2004 COSOP identified three strategic objectives for IFAD in Georgia:
   a) develop coherent and supportive national policies and a conducive institutional framework for smallholder development provide critical investments to support rural households and entrepreneurs in enhancing their productivity and improving their incomes;
   b) Provide critical investments to provide support to rural households and entrepreneurs, individuals and groups to enhance productivity and improve incomes.
   The 2014 CPSN was prepared instead of a new COSOP and identified three new objectives for IFAD in Georgia:
   c) Promote competitive and climate smart value chains;
   d) Improve access for farmers and agri-business to key markets;
   e) Promote financially and environmentally sustainable rural economic infrastructure, critical for increasing productivity, post-harvest management and improving resilience.

(v) Peru. The COSOP, approved by the IFAD Executive Board in September 2009 for the period 2010-2016 had the following strategic objectives:

a) Improve knowledge management and technical capacities of rural communities in order to promote the sustainable use and control of natural resources and material assets;

b) Expanding access to public and private services, financial and other types of quality, improve competitiveness and strengthen the links with the markets;

c) Enhancing the participation of communities in the decentralized processes of regional and local administrations related to policymaking and decision-making.

This COSOP also included a strategy to expand the scale of the innovations introduced by IFAD in all the Highlands.

Objectives of projects and programmes

Country and project/programme names	*Objectives*
Georgia Agricultural Support Project	The overall goal of the project is to increase incomes among rural people engaged in agricultural activities in Georgia. The project's objectives is: (i) to increase assets and incomes among actually and potentially economically active poor rural women and men willing to move towards commercially viable agricultural and associated rural enterprises; and (ii) to remove infrastructure bottlenecks that inhibit increasing the participation of economically active rural poor in enhanced commercialization of the rural economy.
Cambodia Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri	The project objective is "to make a positive and sustainable impact on agricultural development" in the targeted communes. The expected project outputs are as follows: (i) farmers and communities adapt improved and sustainable farming and agricultural land management systems; (ii) improved services are delivered to the poor in a participatory and demand-driven manner; and (iii) increased capacity for policy analysis and pro-poor policy formulation is secured for the agriculture sector and for mainstreaming gender within the sector
Cameroon Rural Microfinance Development Support Project	The project was created to reduce poverty, raise incomes and improve the livelihoods of smallholder family farmers, women and rural youth with limited opportunities. More specifically, PADMIR aimed to create a more conducive institutional environment for rural microfinance, to ensure that the particular challenges of rural finance were better taken into account by the Government and microfinance institutions (MFIs), and to improve sustainable and affordable access by target groups to financial services that were well adapted to their needs.
Guatemala National Rural Development Programme Phase I: Western Region	The objectives of PRONADER West are to significantly reduce poverty and prevent exclusion and discrimination among the poorest indigenous and nonindigenous populations of the Western region of Guatemala through the comprehensive, integrated and environmentally sustainable socio-economic development of rural areas. The programme is articulated through four strategic axes: decentralization, competitiveness, social investments and institutional ties with the Ministry of Agriculture, Livestock and Nutrition (MAGA), executing agency of the programme.
Laos Northern Region Sustainable Livelihoods through Livestock Development Project	The overall project goal is to reduce poverty by promoting sustainable livelihoods among upland smallholders in the five selected provinces of Lao PDR. The specific objective is to enhance village livestock systems through improved livestock productivity and profitability under integrated upland farming systems. Thus, improvement in livelihoods of ethnic population and livestock development are the two main and related concerns of the project. Additionally, the project is expected to have an influence on the following key policy and institutional areas: (i) stabilization of shifting cultivation in the upland areas based on the principle of ensuring sustainable livelihoods for the local population and for people resettled from these areas; and (ii) gradual decentralization to the provincial, district and village levels of authority, functions, resources and accountability for the planning, financing and implementation of development initiatives.
Lesotho Rural Financing Intermediation Programme	The programme objective is to enhance access to efficient financial services by the rural poor on a sustainable basis. RUFIP was designed to contribute to enhanced access of the rural poor to financial services on a sustainable basis through four pillars: (i) building the capacity of governmental implementing partners, which in turn would build the capacity of MBFIs as member-owned local financial intermediaries and enable them to accumulate member savings and transform them into loans to members for income smoothing and the financing of member enterprises; (ii) building the capacity of senior management and staff of Lesotho Post Bank, which in turn would transform a postal savings bank into a self-reliant bank and expand its credit outreach to rural areas and enable borrowers to finance their income and employment-generating enterprises; (iii) building the regulatory and supervisory capacity of Central Bank of Lesotho and governmental implementation partners, which in turn would cooperate in the formulation and enactment of a legal and regulatory framework for MBFIs; and (iv) facilitating linkages between formal financial institutions and MBFIs by providing credit to the latter for on-lending to their members.

Country and project/programme names	*Objectives*
Maldives Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	The programme's overall goals are to contribute to restoring agricultural gross domestic product to pre-tsunami levels, returning the economy to a stable, long-term growth trend and reducing the fishery sector's vulnerability to natural disasters. Specifically, it aims to help re-establish the country's fishing operations and augment the household income of fishers by restoring their livelihoods. With regard to agriculture, the programme aims to encourage crop production in the atolls so as to rebuild the islanders' livelihoods and improve their diets, increase household incomes, reduce poverty and ensure food security.
Palestine Participatory Natural Resource Management Programme	The programme is a natural resource management programme with an overarching focus on land rehabilitation and reclamation. Its overall objective is to "increase the incomes and living standards of small farmers in areas where there are few alternative income-generating possibilities by developing and managing the land and water resources to conserve and enhance their productivity".
Peru Market Strengthening and Livelihood Diversification in the Southern Highlands Project	The objective of the project is to reduce the number of poor people among the rural families of the Southern Highlands through a sustained increase in their human, natural, physical, financial, cultural and social assets. This would be done through the execution of four components: i) management of natural resources; ii) strengthening of local markets; iii) knowledge management and cultural assets; and iv) organization and administration.
Sri Lanka Post-Tsunami Coastal Rehabilitation and Resource Management Programme	The goal of the programme is to "restore the assets of women and men directly or indirectly affected by the tsunami and to re-establish the foundation of their previous economic activities, while helping them diversify into new and profitable income-generating activities". The underlying aim to restore livelihoods is reflected in the programme components: a) community-based coastal resource management; b) support to artisanal fisheries development; c) microenterprise and financial services development; and d) social and economic infrastructure development.
Albania Mountain to Markets Programme	The objective of the programme is to reduce rural poverty by improving the opportunities of the rural poor to participate and be employed in commercially competitive rural supply chains through increased access to markets, technical know-how and finance. In order to achieve this objective the programme aimed at building human capital, supporting rural market development and at building infrastructures for market linkage.
Bhutan Market Access and Growth Intensification Project	The goal of the project is to reduce poverty and improve food security and the standards of living of the targeted rural households in the project area. The objectives of the project are to improve the productivity of subsistence-based farming systems in communities with no road access, and to intensify the production of cash crops and dairy products, while enhancing smallholders' access to markets, in communities with road access.

Country and project/programme names	*Objectives*
Bolivia Enhancement of the Peasant Camelid Economy Support Project	The project's overarching objective is to increase the income of producer families and small and medium-sized business operators in the camelids sector. It is expected to open up new opportunities for income, employment and capitalization through the launching of an investment system built around value chains. This is expected to boost private investment and development capacity.
Bosnia and Herzegovina Rural Livelihood Development Project	The project goal is to achieve sustained improvements in livelihoods, particularly income and employment levels in the rural communities of the project area with a primary purpose of sustained growth of local organizations, rural enterprises and employment opportunities. Key supporting objectives include: (i) increased output, cost-effectiveness and the quality of farm and natural products; (ii) empower and build the capability of groups and producer associations; (iii) promotion of business development, provision of enterprise support and fostering the participation of producers in value chains; (iv) construction or rehabilitation of crucial facilities for production and marketing and (v) make credit available and accessible to poor rural communities for priority value chain investments.
China Inner Mongolia Autonomous region Rural Advancement Programme	The programme's key development objective is to reduce poverty in a sustainable and gender-equitable way by establishing improved access to information, technology, rural financial services, and markets. Its overall goal is to develop successful innovative pilot approaches to poverty reduction that could be replicated by Government and other donors.
China Dabieshan Area Poverty Reduction Programme	The key programme objective is described as innovative and diversified development modules that lead to increased income and reduced poverty for farm households in a sustainable and gender-equitable way in eight poverty-stricken counties of the Xinyang Prefecture.
El Salvador Rural Development and Modernization Project for the Central and Paracentral Regions	The project's goal is to significantly reduce poverty among the rural population in communities and municipalities of the Central and Paracentral Regions. This is to be achieved by building up beneficiaries' human and social capital and increase production, employment and incomes, while rehabilitating and rationally managing natural resources within a context of consolidated structures for rural development. The project has six specific objectives: 1) promote the development of the target group's social and human capital; 2) support competitive and sustainable production for smallholder households, farmers' associations, and economic organizations; 3) contribute to the reversal of processes that cause erosion, deforestation, and the degradation of natural resources; 4) promote the creation and consolidation of productive and transformative activities and turn these into viable and competitive microenterprises; 5) facilitate access to basic rural financial services that are specialized in servicing the target group, for productive and marketing purposes; and 6) facilitate the coordination of rural development programmes and projects, and the harmonization of intervention strategies.
Eritrea Fisheries Development Project	The project's overarching goal is to contribute to Eritrea's household and national food security, alleviate rural poverty in line with the major development priorities of the Government of Eritrea, and increase the contribution of the fishery sector to the national economy. The central objective of the Fisheries Development Project was to raise production and productivity of the fisheries sector while conserving fish stocks and the marine ecosystem. The policy and institutional objectives were to strengthen Eritrea's Ministry of Marine resources and support the restructuring of the cooperative system.

Country and project/programme names	*Objectives*
Ethiopia Participatory Small-Scale Irrigation Development Programme	The goal of the programme is to improve the food security, family nutrition and incomes of 62,000 poor rural households living in drought-prone areas through a sustainable, farmer-owned and famer-managed system of small-scale irrigated agriculture with scaling-up potential. Policy and institutional objectives are to establish a participatory process of small-scale irrigation development that reinforced the sense of ownership. The objectives are supported by three key intervention components: (i) institutional development; (ii) small-scale irrigation development; and (iii) agricultural development. The three components are aimed at empowering farmers and ensuring their participation in the design, construction and Operation & Maintenance (O&M) of the irrigation scheme. They are also designed to improve agricultural support services and strengthen institutions at all levels, particularly the grass-roots level.
Guinea Support to Rural Development in North Lower Guinea	The project's overall objective is to sustainably improve the incomes, food security and living conditions of poor rural households in the North Lower Guinea region. Specific objectives are to: (a) strengthen the capacity of the target population and their organizations; and (b) increase agricultural (crops and livestock) productivity and diversify income sources in a sustainable manner.
Guinea Village Communities Support Project, Phase II	The overall goal is to strengthen local governance in rural Guinea and promote the social and economic empowerment of the rural population, including women, young people and other marginalized groups. The project has the dual objective of strengthening local governance in rural Guinea and promoting the social and economic empowerment of the rural and marginalized population. Furthermore, the programme increased the range of eligible micro-projects to include all types of socio-economic infrastructure of a public goods nature and aimed at better implicating the lowest level civil servants (the sub-prefecture) in order to build skills amongst key institutions and individuals.
Haiti Productive Initiatives Support Programme in Rural Areas	The programme goal is to contribute to poverty reduction through diversifying and increasing incomes on a sustainable basis, improving food security and leading to better and sustainable management of natural resources. More specifically, the project intends : (i) to strengthen local and national capacities for grass-roots-level planning, social and economic development management, micro project design and implementation; and absorption of rural financing; (ii) to support productive initiatives identified and prioritized by the communities, as well as cross-sectoral activities adding value to these initiatives; and (iii) to facilitate sustainable access to financial services for poor rural households, particularly women, the landless and young people.
India Odisha Tribal Empowerment and Livelihood Programme	The purpose of the project is to ensure that the livelihoods and food security of poor tribal households are sustainably improved by promoting a more efficient, equitable, self-managed and sustainable exploitation of the natural resources at their disposal and by developing off-farm/nonfarm enterprises.
Indonesia Rural Empowerment for Agricultural Development	The goal of the programme is a sustainable improvement in the livelihoods of the rural poor in 150 targeted villages in the five target districts. The objective of the programme is to obtain sustained growth of economic activities and improved natural resources management in the target villages. The programme would reduce rural poverty by establishing conditions that could lead to increased household income and improved livelihoods for the target population through sustained growth of rural economic activities. The objective was adjusted after MTR in 2011. The post MTR objective is to strengthen the capabilities of local communities in general and of the rural poor in particular, to plan and manage their own development and improve their livelihood on a sustainable basis.

Country and project/programme names	*Objectives*
Jordan Agricultural Resources Management Project-Phase II	The goal of the project is to improve food and water security, income security, and income levels of 22,300 poor rural households in the project area. This is to be achieved by supporting community development and the efficient use and management of natural productive resources (especially soil and water).
Laos Sustainable Natural Resource Management and Productivity Enhancement Project	The project's objective is to achieve more efficient and sustainable natural resource management and higher sector productivity. The expected project outcome is enhanced institutional capacity at provincial and national levels to manage natural resource utilization in a sustainable manner resulting in poverty reduction and enhanced market linkages.
Mauritania Value Chains Development Programme for Poverty Reduction	The project has the double goal of fighting poverty and increasing national production of agricultural products, with the aim to reduce the country's reliance on food imports and dependency on price increases. The programme goal is to improve the incomes and living conditions of the target groups, women and young people. Its specific objective is to increase, in a sustainable manner, the target groups' access to the added value that will be created through the development of seven value chains.
Nigeria Community-Based Natural Resource Management Programme –Niger Delta Region	The projects intends to improve the standard of living and quality of life of at least 400,000 poor rural households of the Niger Delta region, with an emphasis on women and youth. The programme's purposes are: i) to strengthen the community development capacity of rural communities and service providers; and (ii) to establish a community development fund with effective disbursal.
Panama Participative Development and Rural Modernization Project	The Project objective is to improve the social, economic and living conditions of men, women and young people in rural poor communities through an environmentally sustainable, participative social and economic development process with gender equality. The project specific objectives are: a) Empowerment of extremely poor and poor rural inhabitants and their grass root organizations to effectively participate in local social and economic development processes; b) Improvement of the target population's income-generating capacities, transforming subsistence economic activities into profitable agricultural and non-agricultural rural business with proper care of the environment, with access to investment funds and financial services to support the development of their economic ventures; c) Establishment of a knowledge management and M&E system capable of systematizing and disseminate the Project best practices and methodologies applied to inclusive and participative rural development and the development of economic initiatives for the rural extremely poor and poor; and d) Reduction of gender disparities in the target population in rural development participation and in economic activities.
South Sudan South Sudan Livelihood Development Project	The project development objective is to increase food security and incomes from farm and off-farm activities by: (i) supporting community-based development of productive activities with the full participation of vulnerable community members, including women; and (ii) promoting infrastructure that supports improved food security and higher incomes derived from agricultural activities. The institutional project objectives are that: (i) communities in the targeted counties are organized and empowered with equal participation of women and vulnerable people; and (ii) the capacity of county offices is strengthened so that they can assume a supervision/ regulatory, planning and budgeting role.

Country and project/programme names	*Objectives*
Sudan Revitalizing The Sudan Gum Arabic Production and Marketing Project	The overall objective of the project is to increase the production and income of small-scale gum producers in selected areas of the gum belt through improved performance of production and marketing systems.
Timor Leste Timor-Leste Maize Storage Project	The project goal is to improve food security for maize growing households in Timor-Leste, while the development objective is to reduce losses of maize stored on-farm. This improvement in household food security is expected initially to increase on-farm supplies of maize after harvest, and then reduce the length of the hungry season.
Turkey Diyarbakir, Batman and Siirt Development Project	The overall goal of the Project is to improve the economic and social status of poor rural people in the provinces of Diyarbakir, Batman and Siirt in line with Turkey's national strategy for poverty reduction. The specific objectives of the project are to: (i) improve economic efficiencies and the quality of life in poor rural villages in the Project area based on current production and employment patterns; (ii) where feasible, diversify income sources and increase employment through the establishment of new and expansion of existing profitable businesses, both on- and off-farm, mainly through measures to improve supply chain management; and (iii) optimise employability of members of the target groups through support to enhancement of individual and organisational skills necessary to achieve the objectives (i) and (ii).
Uganda District Livelihoods Support Programme	The programme goal is to achieve a significant improvement in the standard and sustainability of livelihoods of rural poor households. Subordinated to this goal, two complementary objectives are formulated in the 2009 President's Report: (i) empowering rural households to increase their food security and incomes; and ii) empowering local governments to deliver decentralized services to rural communities.
Viet Nam Developing Business for the Rural Poor Project in Cao Bang Province	The project was designed to sustainably and equitably reduce rural poverty, a goal which echoes the policies and strategies set out in Viet Nam's Socio-Economic Development Plan (SEDP) 2006-2010. The purpose of the project is to empower rural poor households to benefit from profitable, socially equitable and environmentally sustainable business opportunities.
Zambia Smallholder Livestock Investment Project	The project goal is to increase incomes and food security among poor smallholder farmers through restoring their access to animal draught power. The two objectives are: i) reduction of the incidence of ECF and CBPP to the levels which will allow reestablishment and growth of smallholder cattle herds; and ii) re-stocking of smallholder farmers who have lost their cattle due to disease, to a level and in a manner which provides them with sustainable access to draught animal power.

Annex VI. 2018 ARRI methodology and analyses

Part 1 - Methodology

1. Methodology. The project evaluations informing the 2018 ARRI were performed in 2017 and thus follow the provisions of the second edition of the Evaluation Manual published in December 2015. This is the second year that this new methodology is reflected in the ARRI. The evaluation criteria and definitions included in the revised harmonization agreement[134] between Management and IOE are fully reflected in the 2018 ARRI.

2. With the introduction of the 2015 Evaluation Manual, each project is assessed and rated across ten evaluation criteria: relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact[135], gender equality and women's empowerment, innovation, scaling up, environment and natural resource management and adaptation to climate change.

3. IOE also has two composite evaluation criteria: project performance and overall project achievement. Project performance is an average of the ratings of four individual evaluation criteria (relevance, effectiveness, efficiency and sustainability), whereas overall project achievement is based on (but not an average of) all ten criteria now applied by IOE. Finally, each project is also evaluated for IFAD and government performance as partners, in line with the practice of other international financial institutions. The definitions for each evaluation criteria are found in annex II.

4. This year's ARRI was also prepared using the NVivo software for the qualitative analysis, an advanced data management tool which allows queries and visualization of data in an efficient and organized way. The 2018 methodology also includes a t-test to compare average ratings of criteria across IOE and PMD evaluations and conclude on the statistical significance of the observed differences. Lastly, a correlation analysis was performed on PCRV/PPE ratings in order to test for interrelationships among evaluation criteria.

5. Ratings scale and data series. In line with the Good Practice Standard of the Evaluation Cooperation Group of the Multilateral Development Banks for Public Sector Evaluations, IOE uses a six-point rating scale to assess performance in each evaluation criterion. The rating scale is summarized in table 1.

Table 1
IOE rating system

Score	*Assessment*	*Category*
6	Highly satisfactory	
5	Satisfactory	*Satisfactory*
4	Moderately satisfactory	
3	Moderately unsatisfactory	
2	Unsatisfactory	*Unsatisfactory*
1	Highly unsatisfactory	

Source: IFAD Evaluation Manual, 2015

6. The ratings, which are the foundation of performance reporting in IOE evaluations, are thereafter used in the analysis of the ARRI for reporting on IFAD's aggregate operational

[134] Agreement on the Harmonization of IFAD's Independent Evaluation and Self-Evaluations Methods and Systems Part I: Evaluation Criteria: https://webapps.ifad.org/members/eb/120/docs/EB-2017-120-INF-2.pdf
[135] As per the new methodology, Environment and natural resources management as well as adaptation to climate change are no longer included among the impact domains contributing to Rural Poverty Impact. The four remaining impact domains (Household income and net assets; Human and social capital and empowerment; Food security and agricultural productivity; Institutions and policies) are no longer rated.

performance. Therefore, in each independent evaluation, IOE pays maximum attention to ensuring that the ratings assigned are based on evidence and follow a standard methodology and process. Moreover, comprehensive internal and external peer reviews are organized in finalizing the assessments and ratings of each evaluation, also as a means to enhance objectivity and minimize inter-evaluator variability.

7. As in the last couple of ARRIs, the analysis is based on two data series: (i) all evaluation data and (ii) PCRV/PPE data only. The 2018 ARRI primarily presents analysis based on "PCRV/PPE data" series[136] which contains only ratings from PCRVs, PPEs and impact evaluations of completed projects. As IOE conducts PCRVs for all completed projects since 2011, covering the entire portfolio at exit, there are no selection biases in the projects chosen for evaluation. The PCRV/PPE data series currently includes ratings from 189 evaluations out of the total 320 evaluations[137] analysed in the 2018 ARRI. As the PCRVs, PPEs and IE evaluations conducted in 2017 include projects that completed between 2011 and 2016, both data series stop in 2016 in the last cohort[138].

8. The "all evaluation data" series consists of ratings from all evaluations conducted by IOE since 2002. In addition to PCRV/PPE data it also includes CSPEs, and therefore contains evaluated projects that were not selected randomly and followed other criteria.[139] In the 2018 ARRI, the "all evaluation data" series is used to triangulate findings and for the analysis benchmarking IFAD performance with other IFIs, as the sample sizes provided by "PCRV/PPE data" series are currently too small for this exercise. Finally, the ratings discussed in the CSPE section (portfolio performance, non-lending activities and COSOPs) come from a separate database of CSPEs undertaken by IOE between 2006 and 2017.[140] The analysis on project evaluations has been carried out based on the year of project completion[141], in line with most other IFIs and previous editions of the ARRI.

9. Charts and tables showing the moving averages of performance based on the "all evaluation data" series are available in Annex VII and VIII respectively, as they overall support the trends of the "PCRV/PPE data" series and therefore do not need to be mentioned in comparison with the "PCRV/PPE data" series. As in the past, the 2018 ARRI analysed independent evaluation ratings grouped by IFAD replenishment periods, starting with the IFAD5 replenishment period (2001-2003). The results of the analysis by replenishment periods are commented in Section F of Chapter 2 and included in annex VII.

10. The qualitative analysis is based on the project evaluations done in 2017 (PCRVs, PPEs, impact evaluations and CSPE projects) as well as Evaluation Syntheses and a Corporate-level evaluation. For the complete overview of consulted evaluations of 2017, please see Annex IV.

11. Age of the portfolio. Of the 36 newly evaluated projects included in this year's ARRI, one was approved in 1998, eight were approved from 2002 to 2003, fourteen from 2005 to 2007 and thirteen from 2008 to 2011. All of these projects are completed and closed: six completed from 2012-2013 and 30 completed from 2014 to 2016. The average project duration was 6.75 years with three projects having an implementation period of more than 10 years. Thus, although some projects were designed 10 or more years ago, a large number of them were under implementation until recently. However, given the

[136] Introduced in the 2013 ARRI.
[137] Sample size of the all evaluation data series.
[138] The all evaluation data series also stops in 2016 due to comparability with the PCRV/PPE data series and due to the small sample size of CSPE projects completing in 2016.
[139] For example, in the past it was mandatory for IOE to undertake an interim (project) evaluation before Management could proceed with the design of a second phase of the same operation.
[140] CSPEs are included in this database based on year of evaluation.
[141] Reporting by year of project completion is preferred to year of approval as this includes all the inputs and changes to the project, not just project design and appraisal. It is also preferred over presentation by year of evaluation results where there is a wide range of project approval dates, and sometimes very old projects are included. Presentation by year of project completion provides a more homogenous cohort.

age of the portfolio of projects analysed in the ARRI, it is important to note that the analysis of performance does not take into account recently designed projects.

12. The ARRI also assesses the performance of IFAD country programmes beyond the project level, using the assessments contained in CSPEs. Historically, a total of 67 CSPEs have been undertaken by IOE since the product was introduced in the 1990s. Of these, 45 CSPEs have been conducted since 2006, based on a consistent methodology including the use of ratings, which allows for the aggregation of results across country programmes. This year's ARRI includes five new CSPEs carried out in Cambodia, Cameroon, Egypt, Georgia and Peru.

13. Analysis of ratings. As per past practice, the ARRI uses three-year moving averages to smoothen short-term fluctuations and highlight long-term trends.[142] While the moving average is particularly applicable to the "all data" series as it includes projects that were not randomly selected, it also enlarges the sample of ratings for the PCRV/PPE data set.

14. The main trends in performance are explained through an analysis of the percentages of projects that are rated as moderately satisfactory or better. However, as requested by the Evaluation Committee, the proportion of ratings for each evaluation criteria falling within the full range of the six-point rating scale (i.e. from highly unsatisfactory to highly satisfactory) used by IOE are shown in Annex VI.

15. Before proceeding with the detailed analysis on the performance of IFAD's operations, the ARRI provides an overview of the results from 2007 to 2016. This includes the results of the distribution analysis of available ratings in the PCRV/PPE data series in the period. Further comparison is done between the IFAD8 and IFAD9 periods by conducting a t-tests[143] to test the significance of the difference between their evaluation criteria means. Finally, these analyses are complemented by a block analysis which provides a summary of the mean, and SDs by evaluation criteria and correlation analyses of PCRV/PPE ratings to test for interrelationships among evaluation criteria.

16. For a nuanced understanding of performance, it is important to look at the mean together with the Standard Deviation (SD) along with the coefficient of variation. Coefficient of variation is a relative measure of variability and is calculated as the ratio of the SD to the mean. This analysis reveals that the best performing criteria in the period 2007-2016, besides relevance, are IFAD performance, gender equality, innovation, scaling up and rural poverty impact. This is positive given the mandate of IFAD to reduce poverty for women and men in rural areas. The weakest performing areas based on the means from 2007-2016 are operational efficiency, sustainability of benefits and adaptation to climate change. However, the performance of adaptation to climate change is based on a very small sample and is therefore only indicative.

[142] Three-year moving averages were first used in the 2009 ARRI, before IOE started undertaking PCRVs/PPEs. A three-year moving average allows for the assessment of trends in performance over time, and also overcomes any bias that may result from the sample of projects evaluated, which are not chosen on a random basis. Three-year moving averages are calculated by adding evaluation results from three consecutive years.

Table 2
Ranking of averages and data dispersion per criteria
PCRV/PPE data series, 2007-2016

Criteria	*Mean*	*Moderately satisfactory or better*	*Standard deviation*	*Coefficient of Variation*	
Relevance	4.30	87.8	0.71	17%	
IFAD performance	4.21	85.6	0.70	17%	
Innovation	4.20	82.0	0.88	22%	
GEWE	4.18	79.9	0.85	20%	Better Performance
Scaling-up	4.16	81.1	0.92	22%	
Rural Poverty Impact	4.08	83.4	0.76	19%	
Overall project achievement	3.98	78.6	0.79	20%	
Effectiveness	3.95	74.6	0.83	21%	
ENRM	3.94	75.0	0.77	20%	
Project performance	3.94	68.8	0.73	19%	
Government performance	3.83	69.7	0.86	22.5%	
Adaptation to climate change	3.79	71.7	0.81	21.4%	
Sustainability	3.68	60.6	0.78	21.1%	Weaker Performance
Efficiency	3.60	55.3	0.94	26.0%	

Source: IOE evaluation database, May 2018.

17. Comments on the 2017 ARRI. During the preparation of the 2018 ARRI, IOE carefully revisited the main comments of IFAD Management, the Evaluation Committee and the Executive Board on last year's edition of the ARRI (2017). IFAD's governing bodies agreed with the recommendations of the ARRI which indicated the need to ensure that consolidation of IFAD9 achievement does not result in stagnation in IFAD10 and beyond. Management also agreed to adopt transformative approaches that address the root causes of gender inequality and discrimination and systemize the three non-lending activities to unlock their potential to scale up country programme results. The need for data granularity for selected strategic criteria to better monitor and enhance interventions approaches is considered as a priority both by management and the evaluation team.

Part 2 - Test for correlation between evaluation criteria

1. The most commonly followed approach to evaluating project performance is an analysis of the various evaluation criteria through their ratings scale. This approach involves an examination of ratings for individual criteria in order to understand performance of projects (either the project is performing well or not). However, this method may reveal only part of the picture. It may be then useful to take into account ratings of other criteria which could be closely associated and could therefore guide in understanding the underlying explanation on the performance of projects. For instance, close association between ratings for effectiveness and sustainability could help understand to what extent project objectives have been reached and how results from the project are likely to continue beyond the phase of IFAD's funding support.

2. In order to avoid multicollinearity issues among some evaluation criteria, project performance and the overall project achievement criteria have been removed from the analysis. In fact, these variables represent two composite evaluation criteria: while the former is based on the ratings of four individual criteria (namely relevance, effectiveness, efficiency and sustainability), the latter is based on all eight criteria[144] applied by IOE.

3. The correlation analysis is based on the PCRV/PPE data series which includes evaluations for projects completed between 2007 and 2016. For a better understanding of the underlying associations between the various evaluation criteria, the Spearman's rank correlation test[145] is used to undertake correlations. The correlation results are also tested for statistical significance at the 5 per cent significance level. The results are presented in a matrix form and show the degree of association i.e. the correlation coefficient between the various criteria.

4. For the sake of simplicity, the different correlation coefficient values could be interpreted[146] in the following way:

    * for values between 0.90 and 1, the correlation is very strong.
    * for values between 0.70 and 0.89, correlation is strong.
    * for values between 0.50 and 0.69, correlation is moderate.
    * for values between 0.30 and 0.49, correlation is moderate to low.
    * for values between 0.16 and 0.29, correlation is weak to low.
    * for values below 0.16, correlation is too low to be meaningful.

5. The table below shows the correlation of all the indicators with one another. It is important to ensure that there are no perfectly correlated variables (which would need removing) before looking for significant correlations and possibly clusters of them.

6. The results are presented in the table below. Thus, for instance, results show that:

    - All criteria are positively correlated
    - All correlations between criteria appear to be statistically significant at the 5 per cent level.
    - The majority of correlations between criteria are between moderate and moderate to low.
    - The strongest correlation was observed between rural poverty impact and effectiveness (0.72).
    - On the other hand, there is moderate correlation between effectiveness vis-à-vis efficiency, sustainability and government performance, as well as between

[144] See ARRI 2017, p. for description of all evaluation criteria.
[145] The Spearman correlation test provides reliable results for ordinal variables which usually present non-linear relationship among them.
[146] There is no set rule in the interpretation of the correlation coefficient.

sustainability and rural poverty impact, and between government performance and efficiency.

- Correlation with most criteria is stronger for effectiveness than relevance (confirming that quality of implementation has stronger effects than design).
- Correlation between government performance and other criteria is slightly stronger than between IFAD performance and other criteria and this is particularly the case for effectiveness and efficiency.

Table 3
Correlation between evaluation criteria
Spearman's correlation coefficients, PCRV/PPE data series, 2007-2016

	Relevance	Effectiveness	Efficiency	Sustainability	Rural poverty impact	Innovation	GEWE	ENRM	IFAD performance	Government performance
Relevance	1									
Effectiveness	0.61*	1								
Efficiency	0.38*	0.58*	1							
Sustainability	0.54*	0.66*	0.47*	1						
Rural poverty impact	0.51*	0.72*	0.52*	0.62*	1					
Innovation	0.46*	0.56*	0.42*	0.49*	0.56*	1				
GEWE	0.31*	0.37*	0.38*	0.27*	0.28*	0.33*	1			
ENRM	0.34*	0.43*	0.29*	0.40*	0.58*	0.34*	0.22*	1		
IFAD performance	0.51*	0.60*	0.44*	0.50*	0.55*	0.43*	0.34*	0.35*	1	
Government performance	0.47*	0.66*	0.62*	0.48*	0.59*	0.49*	0.38*	0.31*	0.56*	1

* indicates statistical significance at 5% level
Source: IOE evaluation database, Mary 2018.

Part 3 - T-test on average rating differences between IFAD 9 and IFAD 8

1. The purpose of this section is to compare the average ratings of evaluation criteria across IFAD 9 and IFAD 8 and to test the differences for statistical significance. This is done using a t-test, a procedure that is useful for interpreting comparison results from two discrete sets of data.
2. The t-test is set with two tails (as it tests whether the difference in means is different from zero), unpaired (as the projects are different in the two groups related to IFAD 8 and 9), and with unequal variance (as it is evident comparing the variances for each criterion across IFAD 8 and IFAD 9). The analysis is based on the PCRV/PPE/IE data series.
3. Results show that the differences between IFAD 9 and IFAD 8 rating averages are positive for all criteria but rural poverty impact (table 3). This may suggest that there was a general improvement in IFAD projects between the two replenishment periods. In particular, it is worth highlighting that overall project achievement increased over the two periods (+0.1). Nevertheless, only some of the differences show statistical significance.
4. The criteria that show a statistically significant and positive change between IFAD 9 and IFAD 8 are ENRM, IFAD performance, innovation, government performance, and project performance.
5. All the other criteria do not show statistical significance, hence not making it possible to conclude that there was a substantial change in their ratings between IFAD 9 and 8.
6. In order to interpret the non-significance of some of the differences, it is worth noting that this result might be due, not only to relatively small changes in the ratings between the two periods, but also to the reduced size of the sample which causes large standard errors and low levels of statistical significance.

Table 4
Comparison of project average ratings of IFAD 9 (94 evaluations) vs IFAD 8 (61 evaluations)

Criteria	*IFAD 8 mean*	*IFAD 9 mean*	*Difference*	*p-value*
ENRM	3.72	4.07	0.34	0.022**
IFAD performance	4.08	4.32	0.24	0.041**
Innovation	4.05	4.32	0.27	0.087*
Government performance	3.69	3.92	0.24	0.098*
Project performance	3.82	4.04	0.22	0.081*
Scaling-up	4.05	4.26	0.21	0.201
Effectiveness	3.85	4.04	0.19	0.184
Relevance	4.20	4.38	0.19	0.134
Efficiency	3.49	3.66	0.16	0.308
Adaptation to climate change	3.67	3.80	0.13	0.422
Sustainability	3.62	3.72	0.11	0.411
Overall project achievement	3.93	4.03	0.10	0.474
GEWE	4.15	4.20	0.05	0.709
Rural Poverty Impact	4.14	4.11	-0.03	0.824

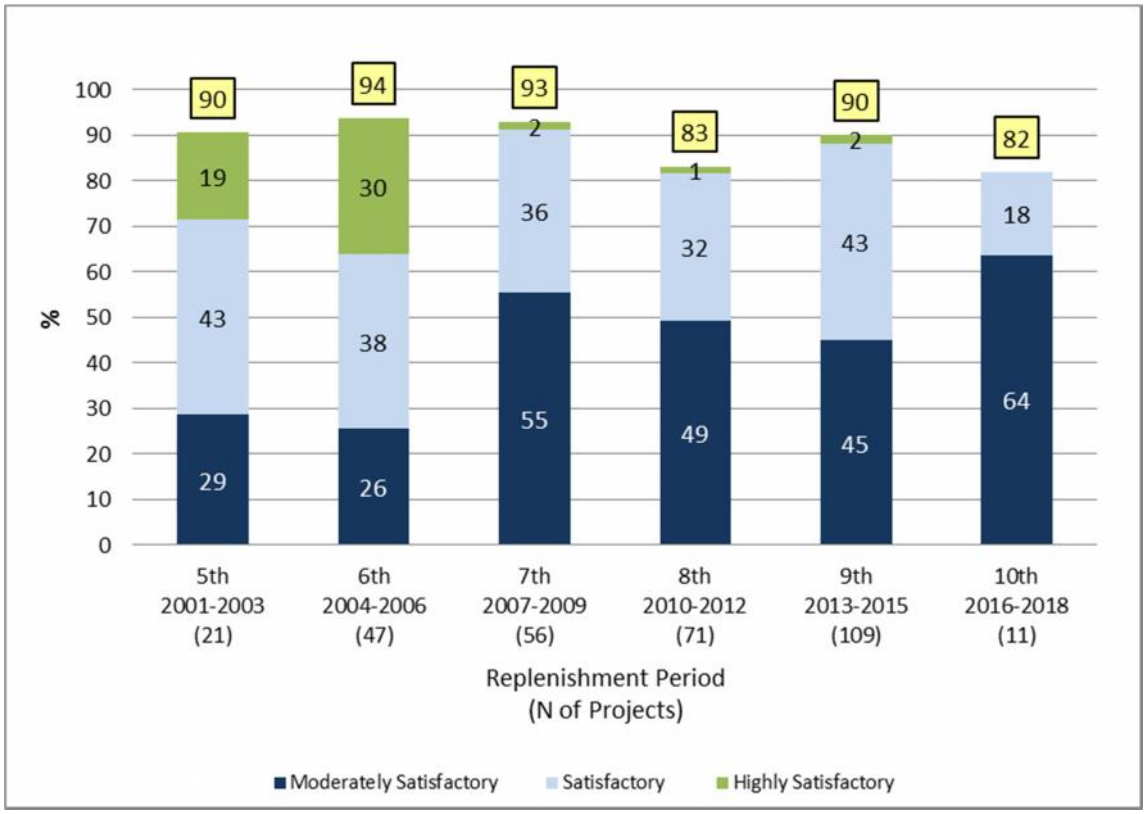
* Difference significant at the 10% level; ** Difference significant at the 5% level

Source: IOE Evaluation database, PCRV/PPE/IE data series, May 2018.

Annex VII. Project performance trends 2001-2016

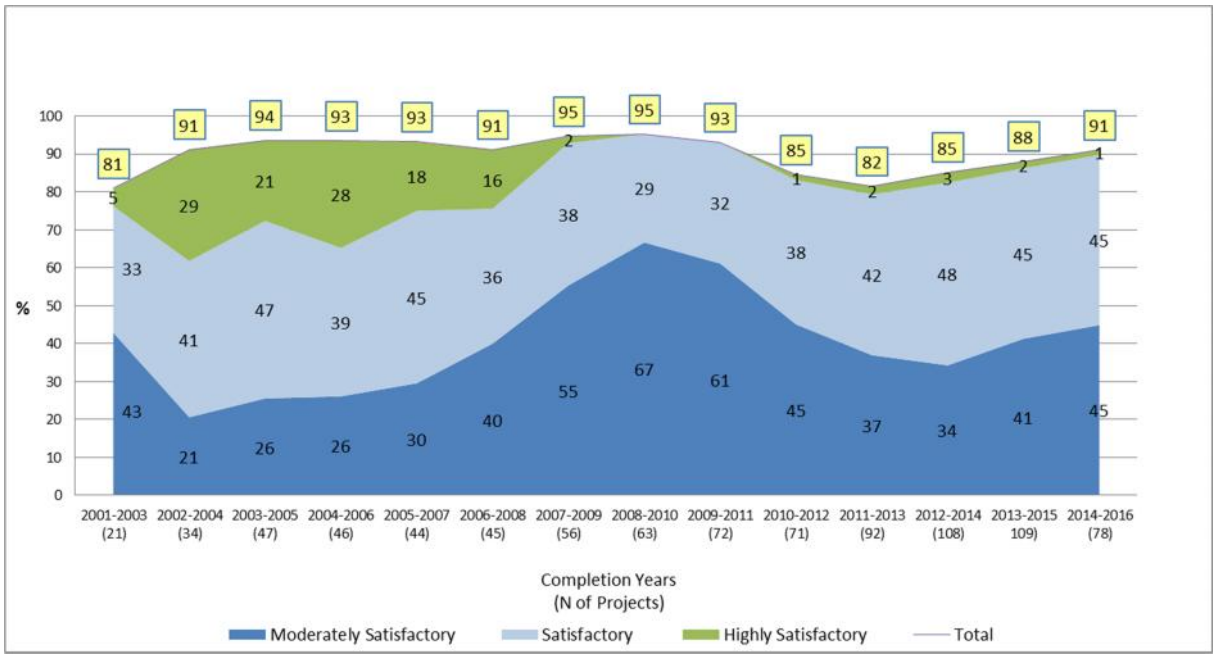
Relevance – by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



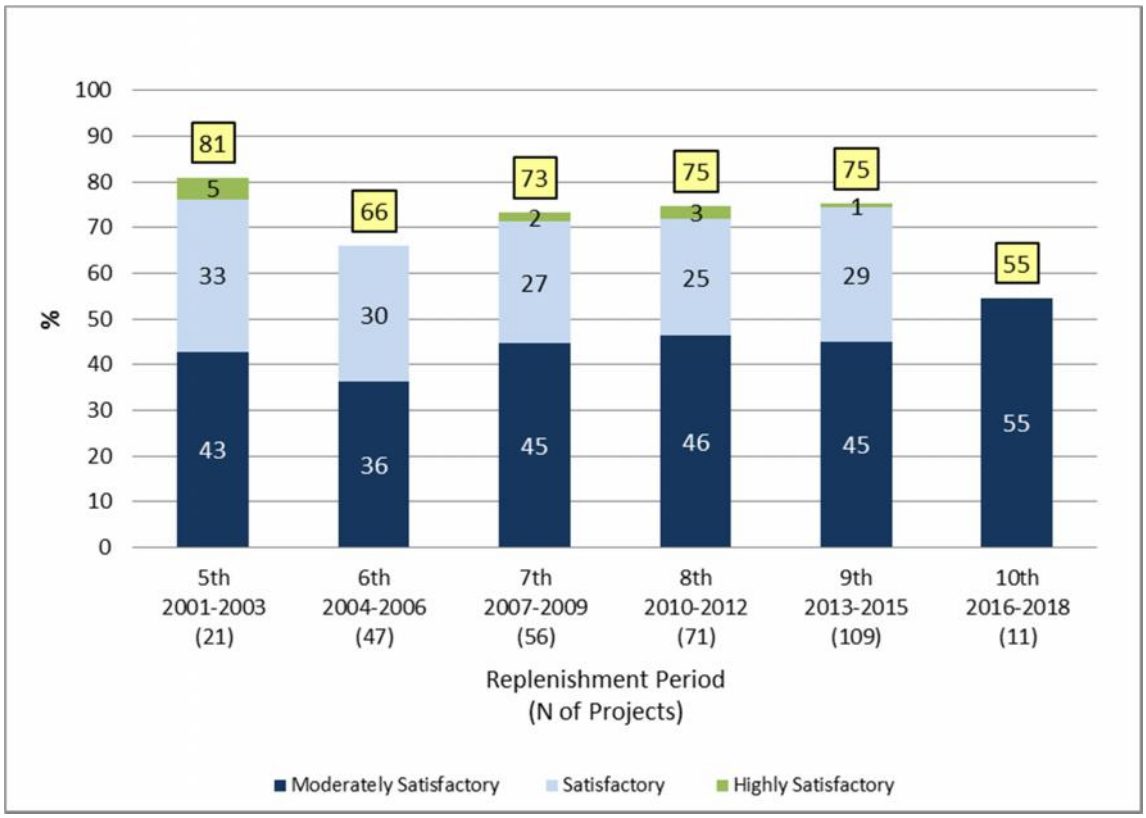
Relevance – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



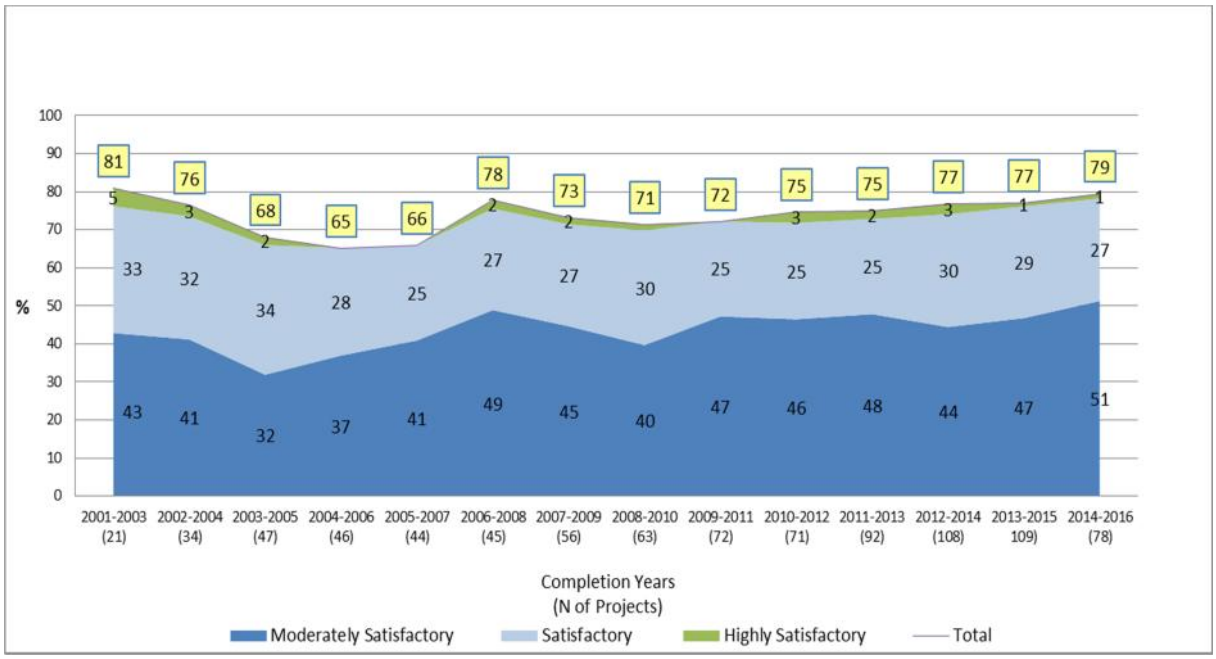
Effectiveness - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



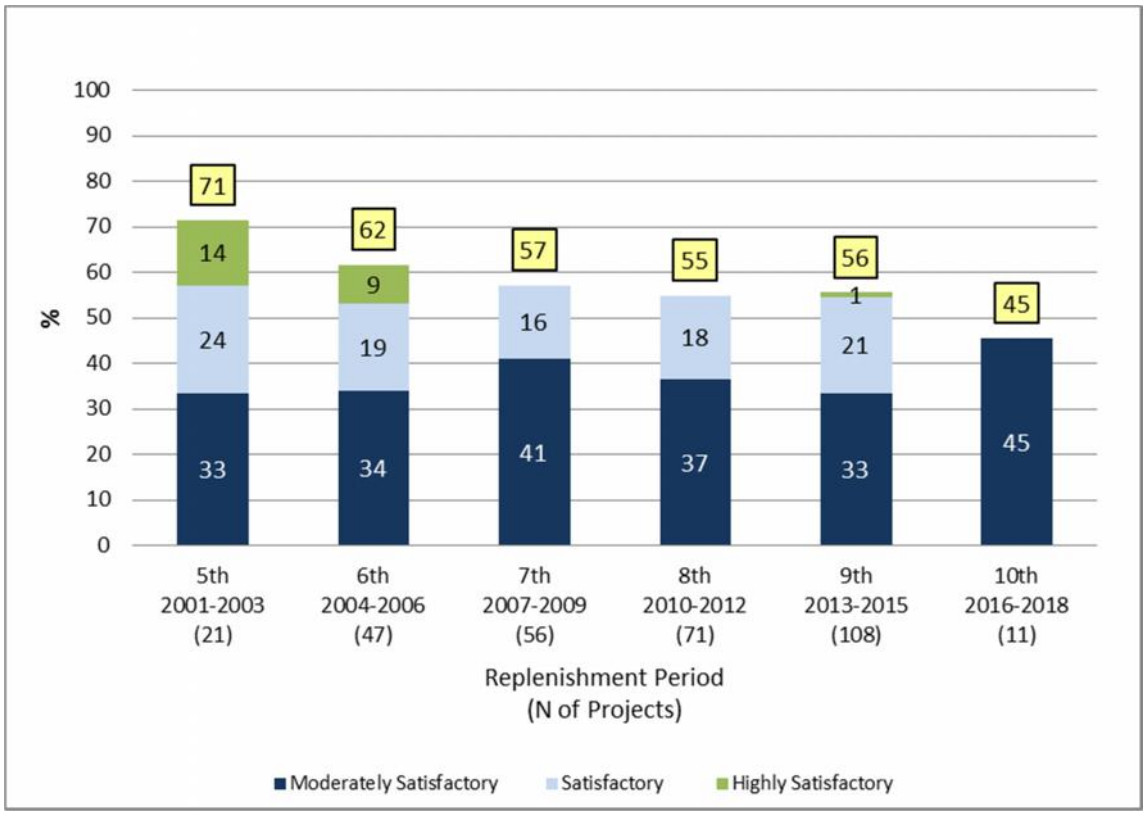
Effectiveness – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



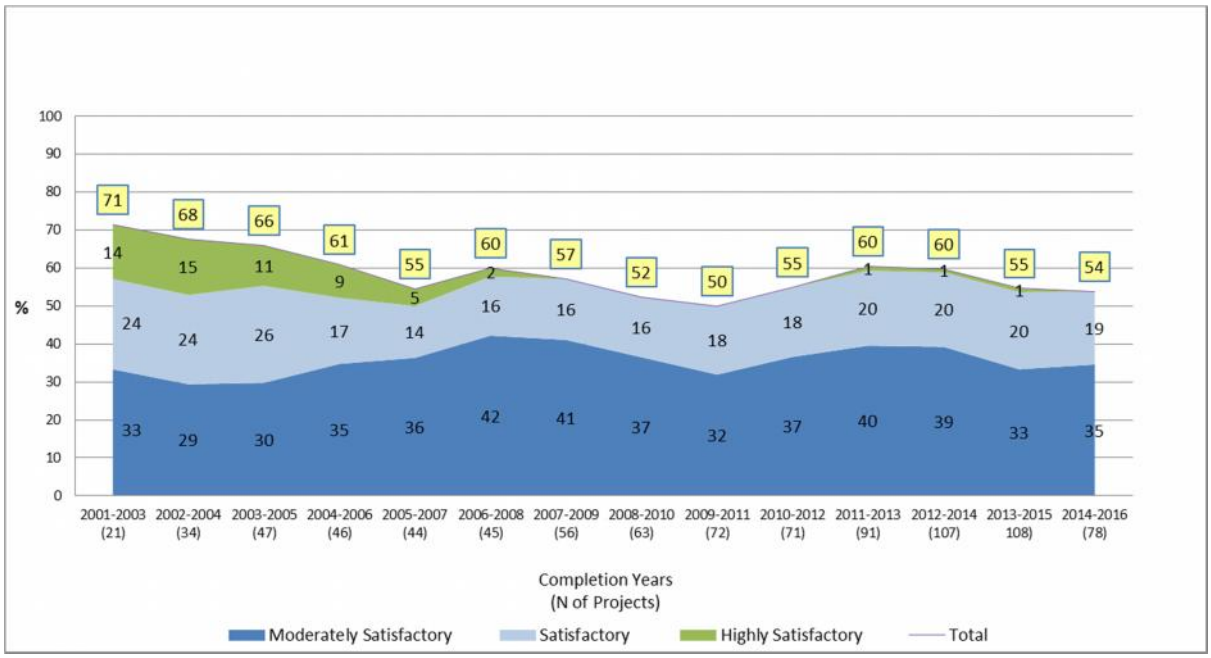
Efficiency - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



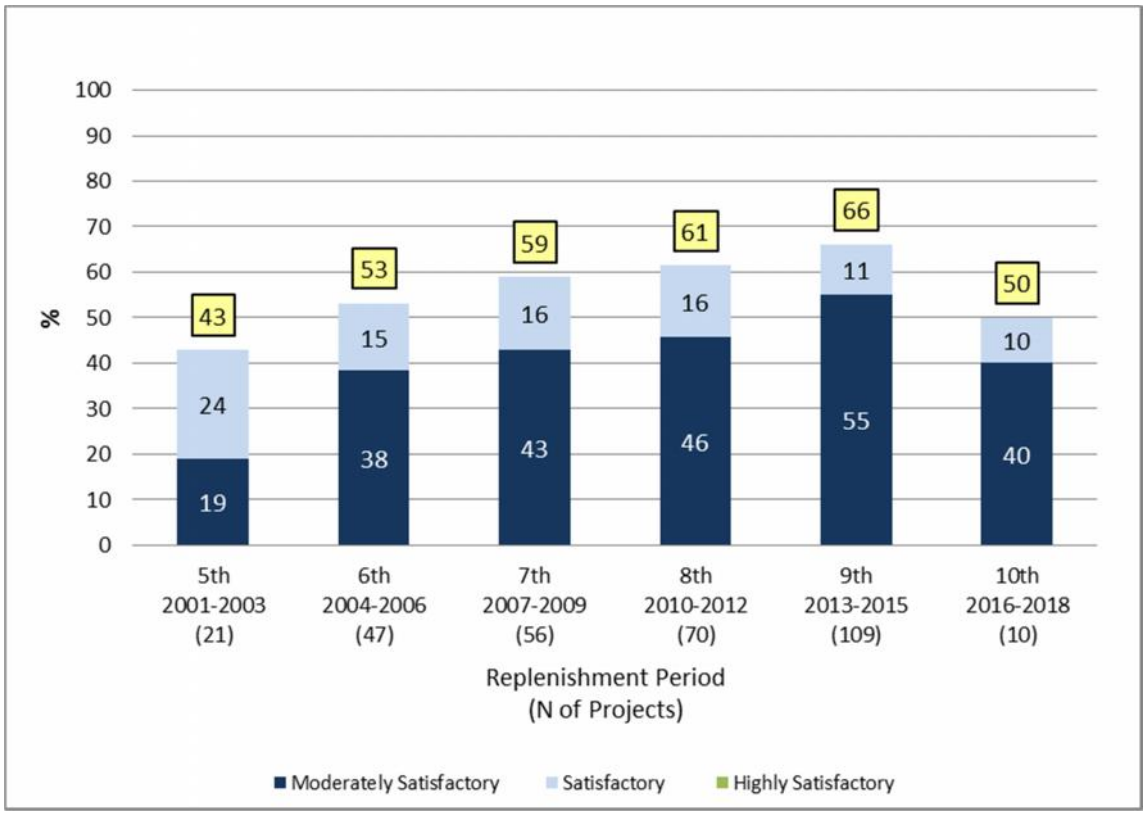
Efficiency – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



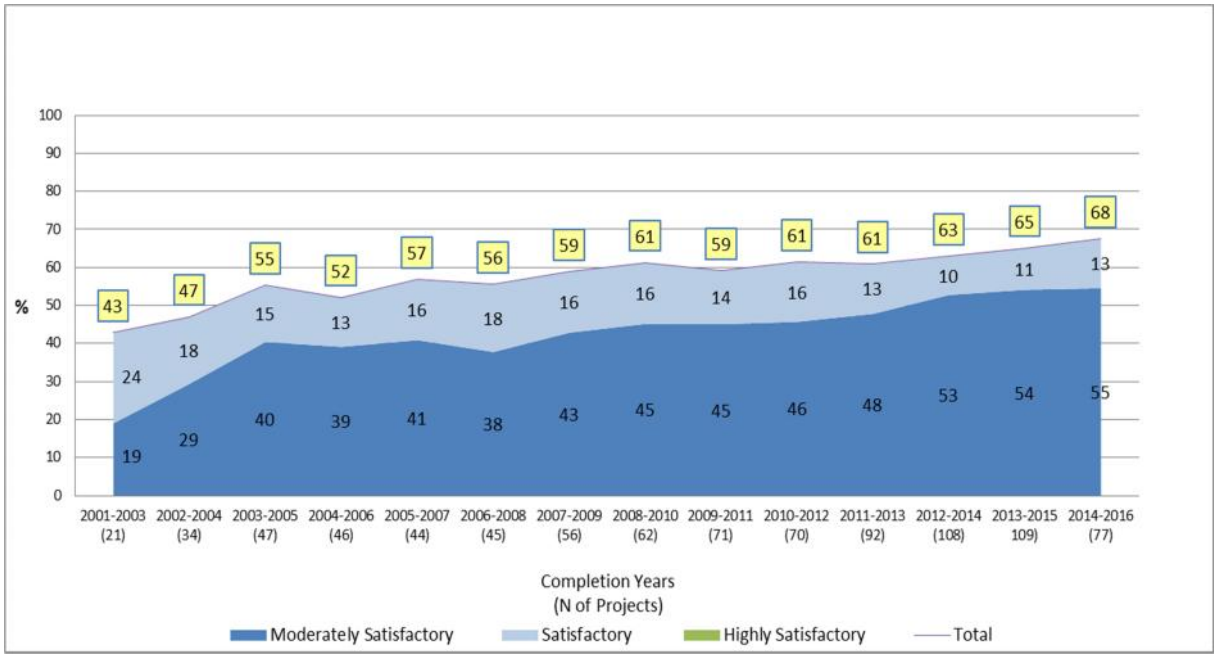
Sustainability - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



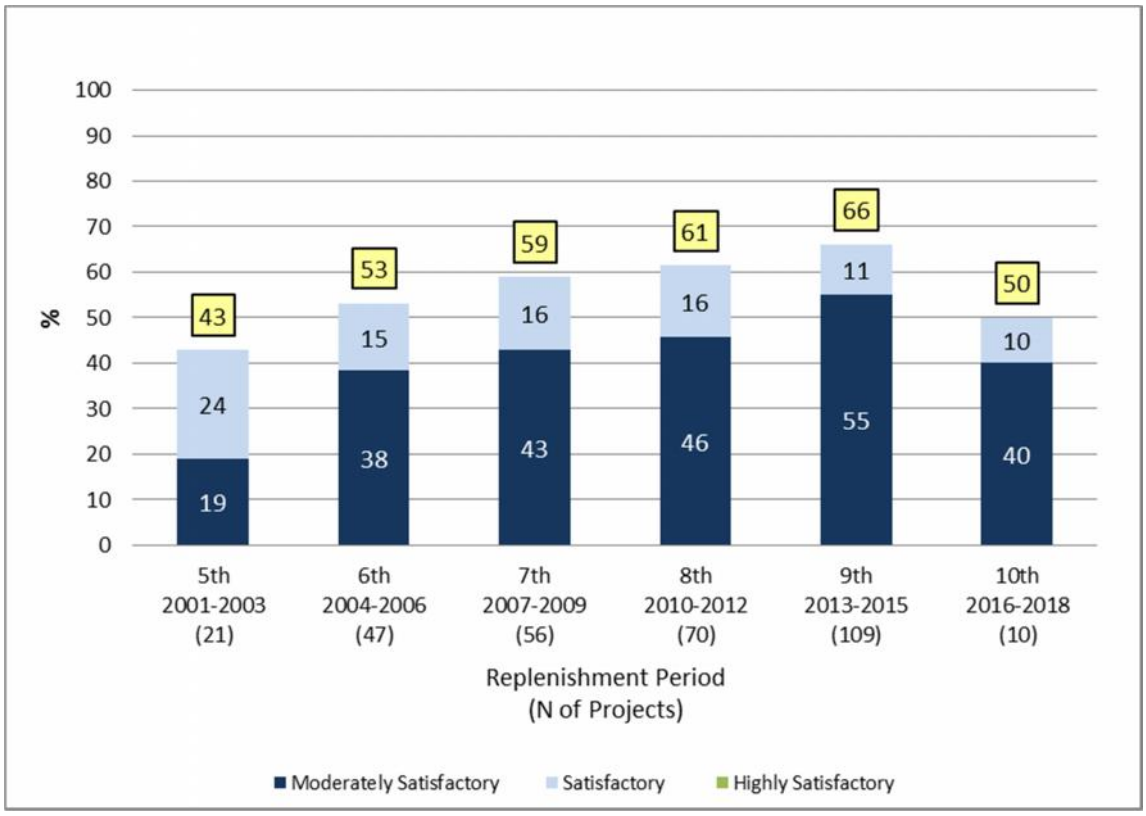
Sustainability – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



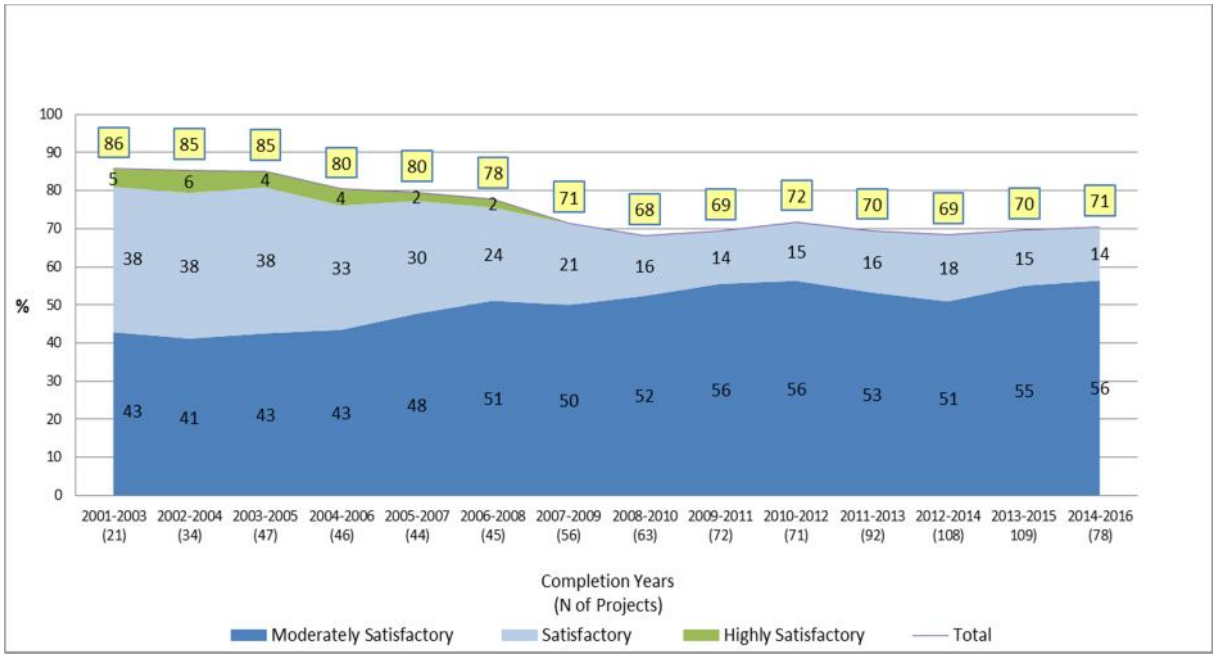
Project performance - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



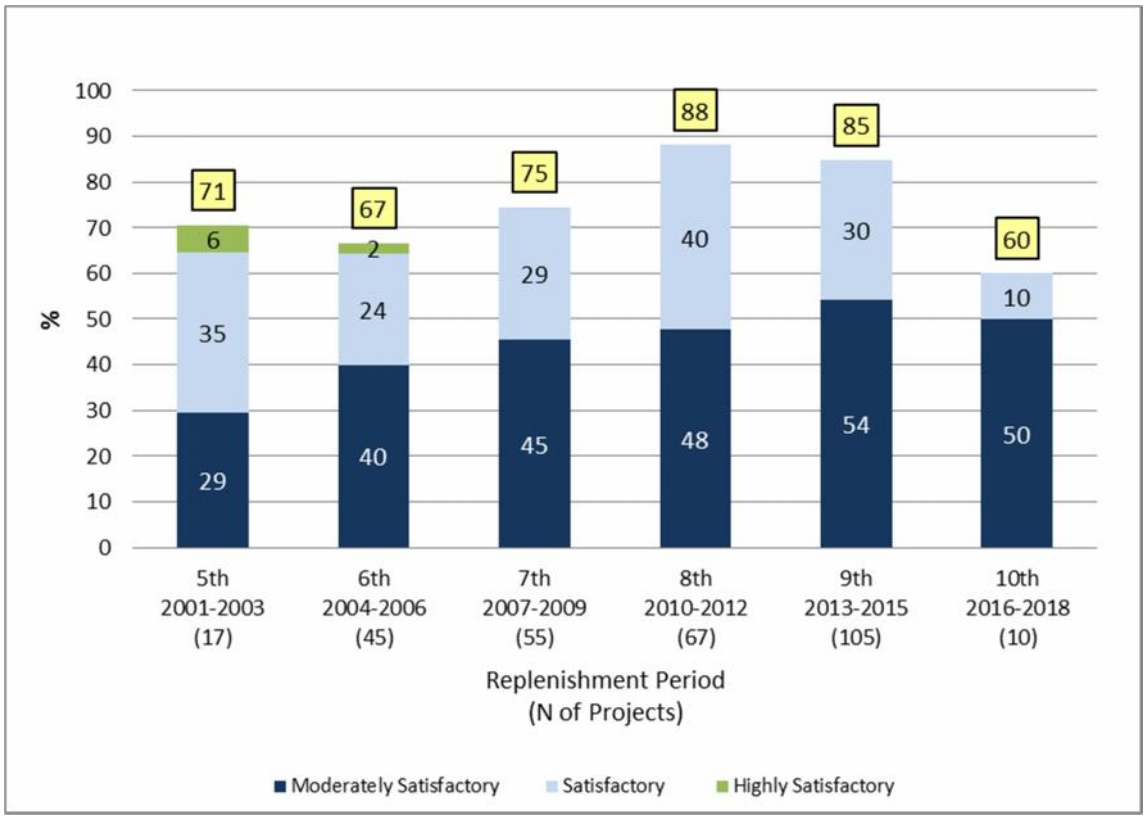
Project performance – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



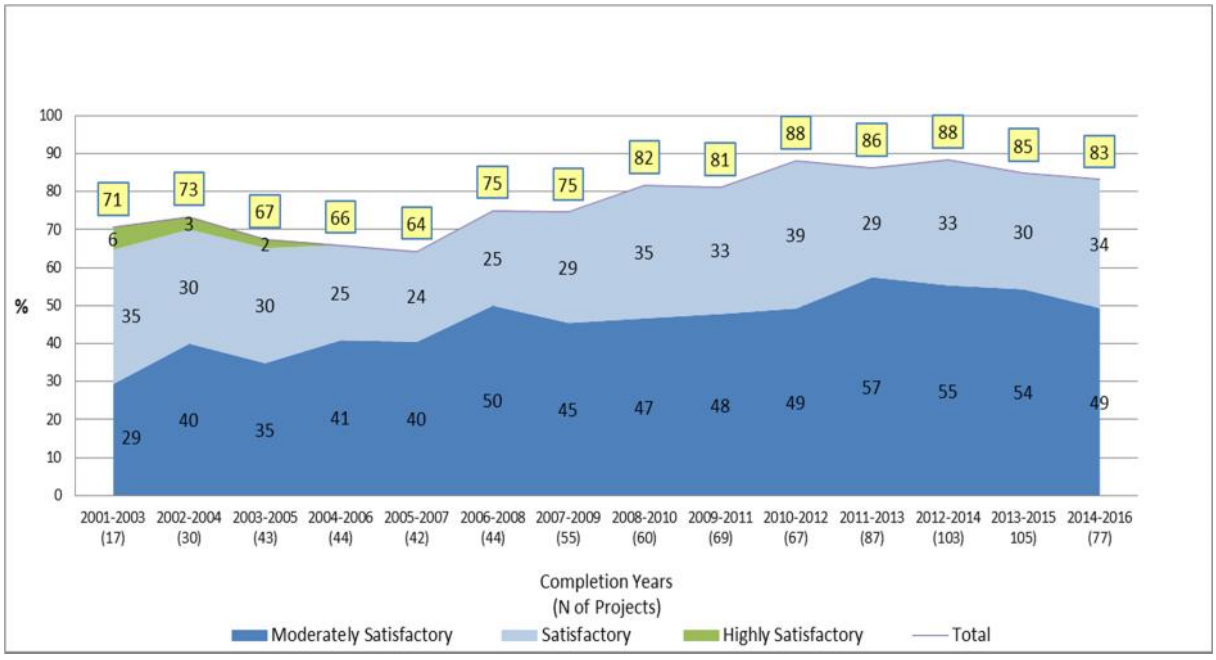
Rural poverty impact - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



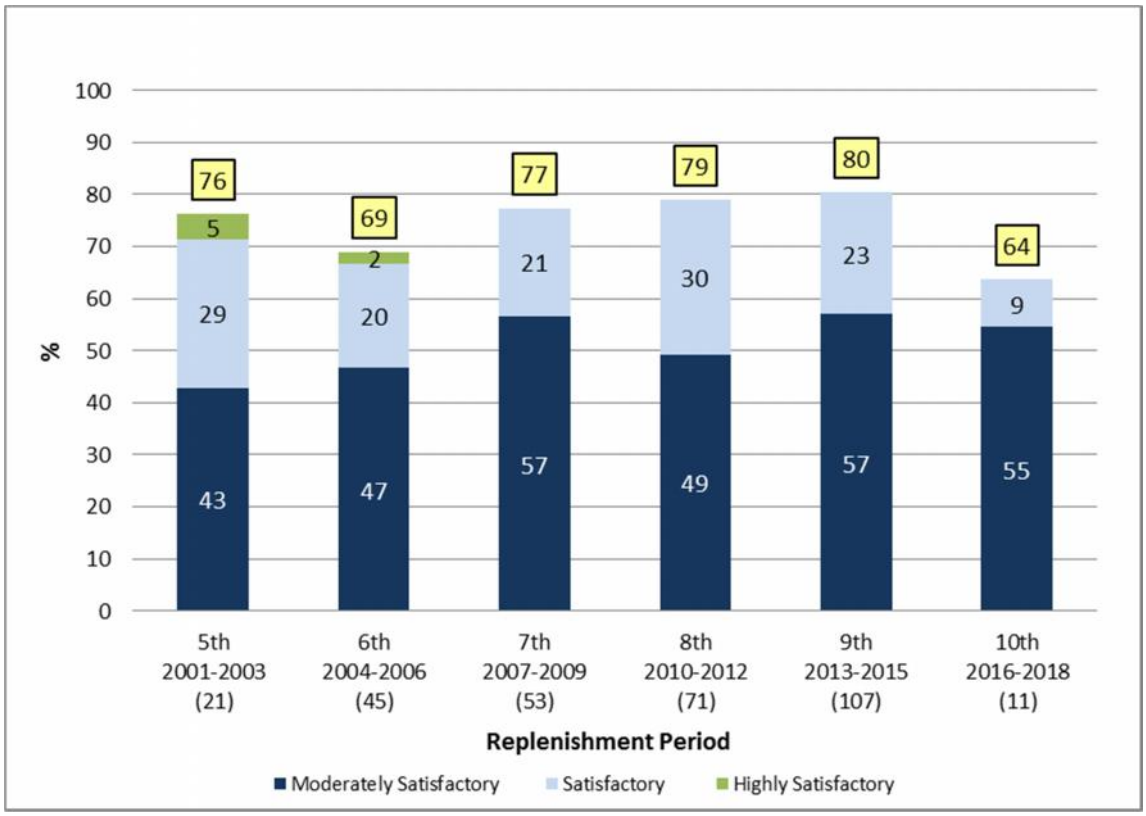
Rural poverty impact – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



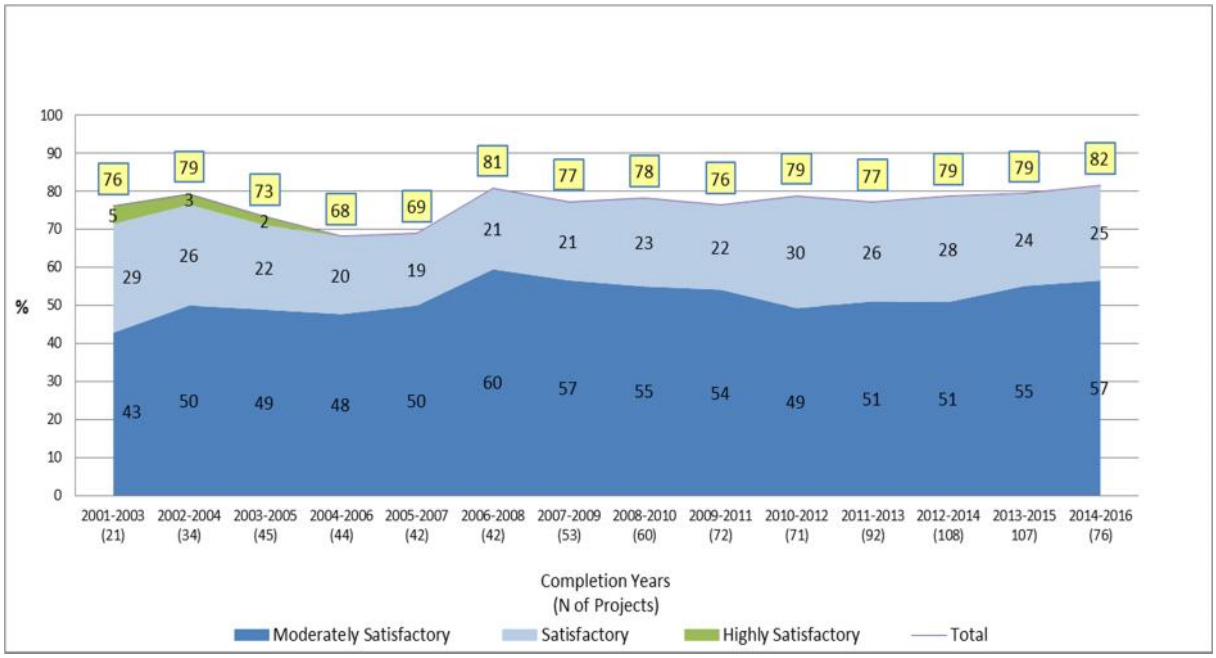
Overall project achievement - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



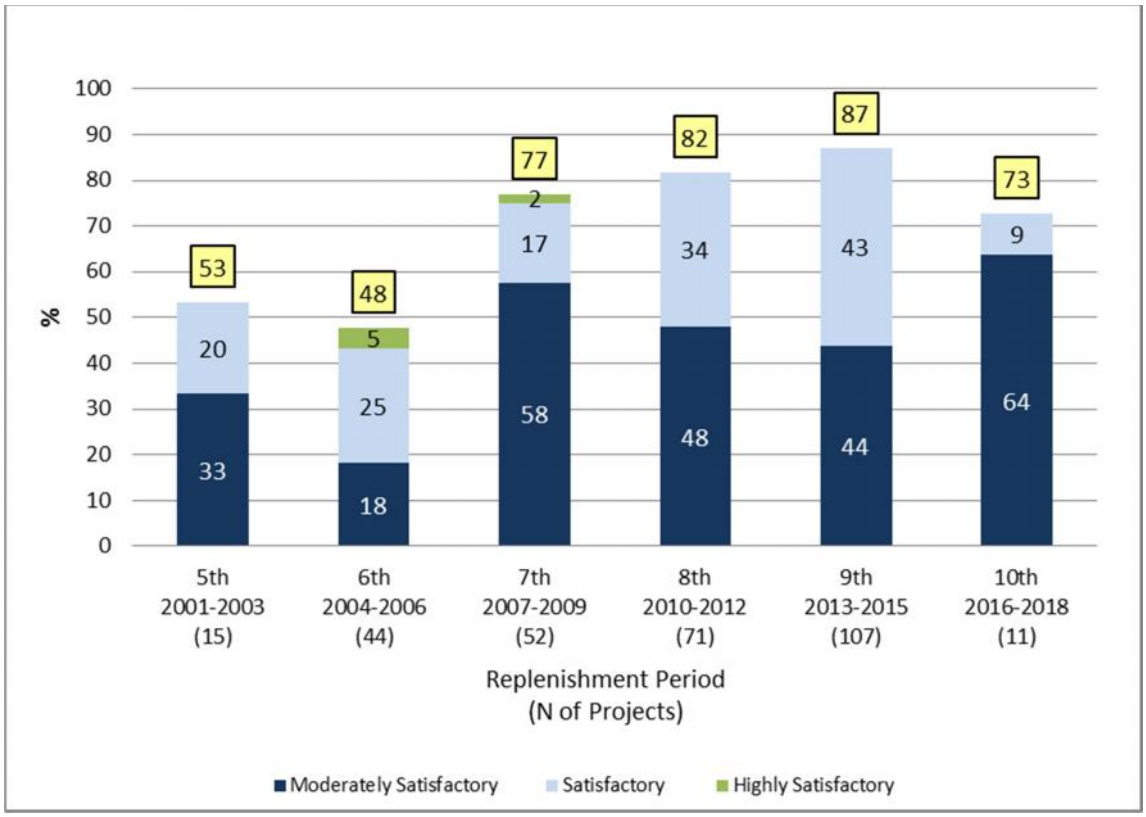
Overall project achievement – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



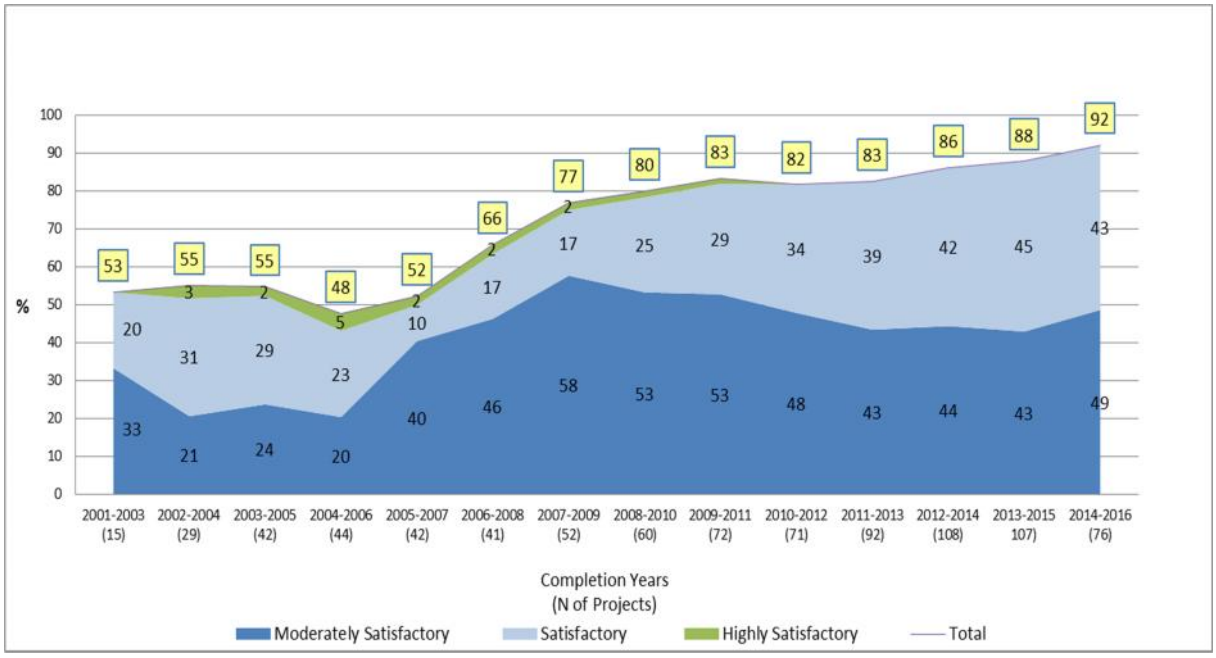
IFAD performance as partner - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



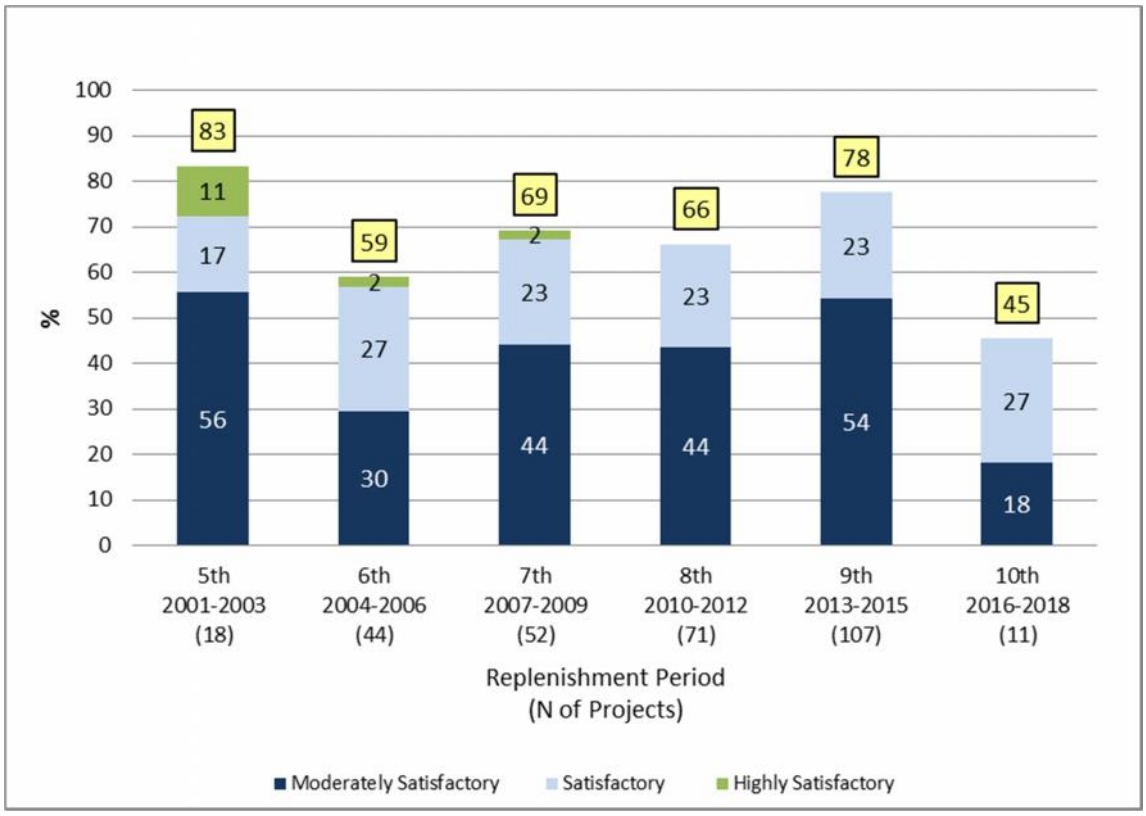
IFAD performance as partner – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



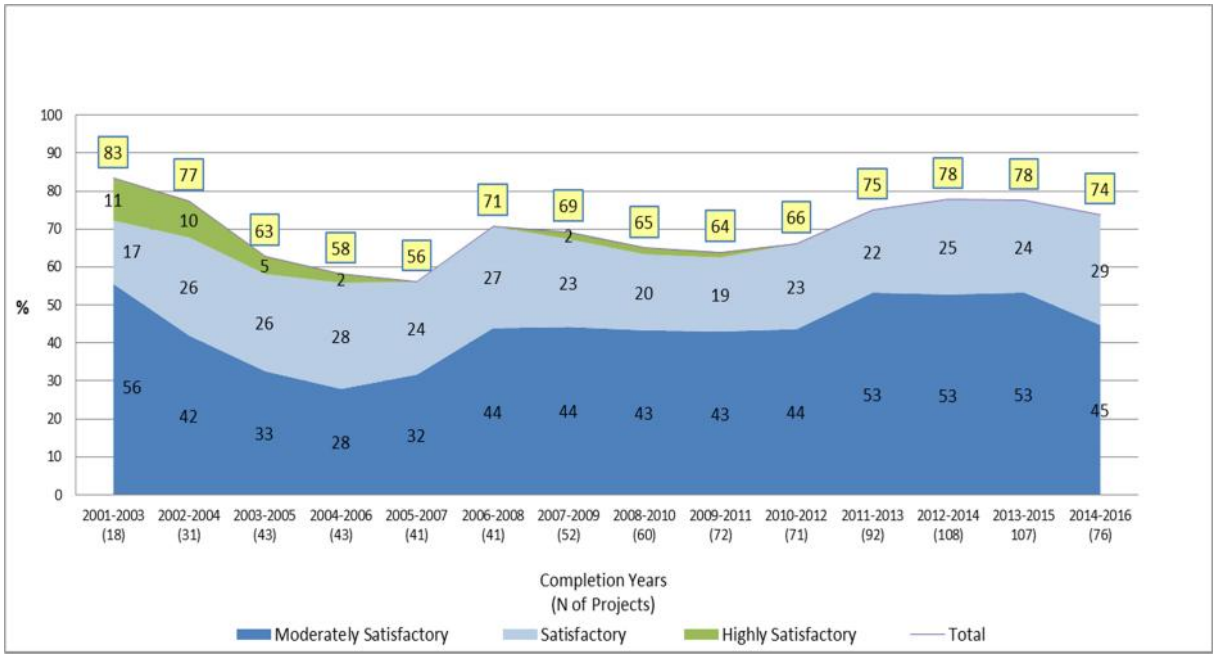
Government performance as a partner - by replenishment period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



Government performance as a partner – by 3-year moving period

Percentage of projects rated moderately satisfactory or better, all evaluation data series



Annex VIII. Project performance ratings 2000-2016

Relevance

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	1.6	2.4	3.2	2.1	1.7
Satisfactory	28.0	24.4	30.0	34.4	41.2	49.5	45.7	47.5
Moderately satisfactory	68.0	70.7	61.7	47.5	40.0	33.7	40.4	40.7
Moderately unsatisfactory	4.0	4.9	6.7	14.8	15.3	13.7	11.7	10.2
Unsatisfactory	0.0	0.0	1.7	1.6	1.2	0.0	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.2	4.2	4.2	4.2	4.3	4.4	4.4	4.4
Standard deviation	0.5	0.5	0.6	0.8	0.8	0.8	0.7	0.7
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0

Relevance

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	23.5	4.8	29.4	21.3	28.3	18.2	15.6	1.8	0.0	0.0	1.4	2.2	2.8	1.8	1.2
Satisfactory	52.9	33.3	41.2	46.8	39.1	45.5	35.6	37.5	28.6	31.9	38.0	42.4	48.1	44.5	43.4
Moderately satisfactory	17.6	42.9	20.6	25.5	26.1	29.5	40.0	55.4	66.7	61.1	45.1	37.0	34.3	40.9	43.4
Moderately unsatisfactory	5.9	14.3	8.8	6.4	6.5	6.8	8.9	5.4	4.8	5.6	14.1	17.4	14.8	12.7	12.0
Unsatisfactory	0.0	4.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.4	1.4	1.1	0.0	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.9	4.7	4.9	4.8	4.9	4.8	4.6	4.4	4.2	4.2	4.2	4.3	4.4	4.4	4.3
Standard deviation	0.8	0.9	0.9	0.8	0.9	0.8	0.9	0.6	0.5	0.6	0.8	0.8	0.8	0.7	0.7
1st Quartile	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	6.0	5.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Relevance

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Highly satisfactory	19.0	29.8	1.8	1.4	1.8	0.0
Satisfactory	42.9	38.3	35.7	32.4	43.1	18.2
Moderately satisfactory	28.6	25.5	55.4	49.3	45.0	63.6
Moderately unsatisfactory	9.5	6.4	7.1	15.5	10.1	18.2
Unsatisfactory	0.0	0.0	0.0	1.4	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Average rating	4.7	4.9	4.3	4.2	4.4	4.0
Standard deviation	0.9	0.9	0.6	0.8	0.7	0.6
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	6.0	5.0	5.0	5.0	4.0

Effectiveness

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	24.0	24.4	21.7	23.0	27.1	32.6	30.9	27.1
Moderately satisfactory	56.0	48.8	51.7	50.8	48.2	44.2	44.7	49.2
Moderately unsatisfactory	12.0	17.1	15.0	14.8	20.0	21.1	22.3	20.3
Unsatisfactory	8.0	9.8	11.7	11.5	4.7	2.1	2.1	3.4
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.0	3.9	3.8	3.9	4.0	4.1	4.0	4.0
Standard deviation	0.8	0.9	0.9	0.9	0.8	0.8	0.8	0.8
1st Quartile	4.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0
3rd Quartile	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0

Effectiveness

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	4.8	2.9	2.1	0.0	0.0	2.2	1.8	1.6	0.0	2.8	2.2	2.8	0.9	1.3
Satisfactory	29.4	33.3	32.4	34.0	28.3	25.0	26.7	26.8	30.2	25.0	25.4	25.0	29.6	29.4	26.9
Moderately satisfactory	52.9	42.9	41.2	31.9	37.0	40.9	48.9	44.6	39.7	47.2	46.5	47.8	44.4	46.8	51.3
Moderately unsatisfactory	11.8	14.3	17.6	27.7	26.1	25.0	8.9	17.9	19.0	18.1	15.5	20.7	21.3	21.1	17.9
Unsatisfactory	5.9	4.8	5.9	4.3	8.7	9.1	13.3	8.9	9.5	9.7	9.9	4.3	1.9	1.8	2.6
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.1	4.0	4.1	4.0	3.8	3.8	4.0	3.9	4.0	3.9	4.0	4.0	4.1	4.1	4.1
Standard deviation	0.8	1.4	0.9	0.9	0.9	0.9	1.0	0.9	1.0	0.9	1.0	0.8	0.8	0.8	0.8
1st Quartile	4.0	3.0	4.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.5	3.8	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	4.3	5.0	5.0	5.0	4.3	5.0	5.0	5.0	5.0	5.0

Effectiveness

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Highly satisfactory	4.8	0.0	1.8	2.8	0.9	0.0
Satisfactory	33.3	29.8	26.8	25.4	29.4	0.0
Moderately satisfactory	42.9	36.2	44.6	46.5	46.8	54.5
Moderately unsatisfactory	14.3	25.5	17.9	15.5	21.1	45.5
Unsatisfactory	4.8	8.5	8.9	9.9	1.8	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Average rating	4.2	3.9	3.9	4.0	4.1	3.5
Standard deviation	0.9	0.9	0.9	1.0	0.8	0.5
1st Quartile	4.0	3.0	3.0	3.5	4.0	3.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	4.0

Efficiency

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	1.2	1.1	1.1	0.0
Satisfactory	16.0	14.6	18.3	14.8	17.9	17.0	18.3	15.3
Moderately satisfactory	48.0	34.1	30.0	37.7	41.7	44.7	36.6	37.3
Moderately unsatisfactory	24.0	36.6	36.7	32.8	27.4	27.7	33.3	39.0
Unsatisfactory	12.0	14.6	13.3	11.5	9.5	8.5	10.8	8.5
Highly unsatisfactory	0.0	0.0	1.7	3.3	2.4	1.1	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.7	3.5	3.5	3.5	3.7	3.7	3.7	3.6
Standard deviation	0.9	0.9	1.0	1.0	1.0	0.9	0.9	0.8
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
3rd Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Efficiency

All evaluation data series by year of completion – 3-year moving averages

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	5.9	14.3	14.7	10.6	8.7	4.5	2.2	0.0	0.0	0.0	0.0	1.1	0.9	0.9	0.0
Satisfactory	11.8	23.8	23.5	25.5	17.4	13.6	15.6	16.1	15.9	18.1	18.3	19.8	19.6	20.4	19.2
Moderately satisfactory	41.2	33.3	29.4	29.8	34.8	36.4	42.2	41.1	36.5	31.9	36.6	39.6	39.3	33.3	34.6
Moderately unsatisfactory	29.4	14.3	17.6	25.5	28.3	34.1	24.4	28.6	33.3	36.1	32.4	28.6	31.8	36.1	39.7
Unsatisfactory	0.0	4.8	8.8	6.4	6.5	6.8	11.1	12.5	14.3	12.5	9.9	8.8	7.5	9.3	6.4
Highly unsatisfactory	11.8	9.5	5.9	2.1	4.3	4.5	4.4	1.8	0.0	1.4	2.8	2.2	0.9	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.6	4.0	4.0	4.0	3.8	3.6	3.6	3.6	3.5	3.5	3.6	3.7	3.7	3.7	3.7
Standard deviation	1.2	1.4	1.4	1.2	1.2	1.1	1.1	1.0	0.9	1.0	1.0	1.0	0.9	0.9	0.9
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
3rd Quartile	4.0	5.0	5.0	5.0	4.8	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Efficiency

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Highly satisfactory	14.3	8.5	0.0	0.0	0.9	0.0
Satisfactory	23.8	19.1	16.1	18.3	21.3	0.0
Moderately satisfactory	33.3	34.0	41.1	36.6	33.3	45.5
Moderately unsatisfactory	14.3	27.7	28.6	32.4	35.2	54.5
Unsatisfactory	4.8	6.4	12.5	9.9	9.3	0.0
Highly unsatisfactory	9.5	4.3	1.8	2.8	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Average rating	4.0	3.8	3.6	3.6	3.7	3.5
Standard deviation	1.4	1.2	1.0	1.0	0.9	0.5
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0
3rd Quartile	5.0	5.0	4.0	4.0	4.0	4.0

Sustainability

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	20.0	17.5	13.6	11.7	10.6	9.5	11.7	11.9
Moderately satisfactory	40.0	45.0	42.4	46.7	50.6	53.7	52.1	49.2
Moderately unsatisfactory	28.0	30.0	37.3	35.0	35.3	32.6	33.0	33.9
Unsatisfactory	12.0	5.0	5.1	5.0	3.5	4.2	3.2	5.1
Highly unsatisfactory	0.0	2.5	1.7	1.7	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.7	3.7	3.6	3.6	3.7	3.7	3.7	3.7
Standard deviation	0.9	0.9	0.8	0.8	0.7	0.7	0.7	0.7
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
3rd Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Sustainability

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	29.4	23.8	17.6	14.9	13.0	15.9	17.8	16.1	16.1	14.1	15.7	13.0	10.2	11.0	13.0
Moderately satisfactory	11.8	19.0	29.4	40.4	39.1	40.9	37.8	42.9	45.2	45.1	45.7	47.8	52.8	54.1	54.5
Moderately unsatisfactory	35.3	38.1	32.4	25.5	26.1	25.0	31.1	30.4	32.3	35.2	32.9	35.9	32.4	31.2	27.3
Unsatisfactory	17.6	14.3	17.6	17.0	19.6	18.2	13.3	10.7	4.8	4.2	4.3	3.3	4.6	3.7	5.2
Highly unsatisfactory	5.9	4.8	2.9	2.1	2.2	0.0	0.0	0.0	1.6	1.4	1.4	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.4	3.4	3.4	3.5	3.4	3.5	3.6	3.6	3.7	3.7	3.7	3.7	3.7	3.7	3.8
Standard deviation	1.2	1.1	1.1	1.0	1.0	1.0	0.9	0.9	0.9	0.8	0.8	0.7	0.7	0.7	0.7
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
3rd Quartile	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Sustainability

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	23.8	14.9	16.1	15.7	11.0	10.0
Moderately satisfactory	19.0	38.3	42.9	45.7	55.0	40.0
Moderately unsatisfactory	38.1	25.5	30.4	32.9	30.3	40.0
Unsatisfactory	14.3	19.1	10.7	4.3	3.7	10.0
Highly unsatisfactory	4.8	2.1	0.0	1.4	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Average rating	3.4	3.4	3.6	3.7	3.7	3.5
Standard deviation	1.1	1.0	0.9	0.8	0.7	0.8
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0
3rd Quartile	4.0	4.0	4.0	4.0	4.0	4.0

Project performance

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	20.0	14.6	13.3	11.5	14.1	15.8	12.8	10.2
Moderately satisfactory	56.0	53.7	55.0	57.4	55.3	53.7	56.4	59.3
Moderately unsatisfactory	20.0	26.8	25.0	21.3	24.7	25.3	25.5	23.7
Unsatisfactory	4.0	4.9	6.7	9.8	5.9	5.3	5.3	6.8
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.9	3.8	3.8	3.8	4.0	4.1	4.0	4.0
Standard deviation	0.7	0.7	0.8	0.8	0.8	0.7	0.7	0.7
1st Quartile	4.0	3.7	3.0	3.3	3.5	3.7	3.6	3.6
3rd Quartile	4.0	4.0	4.0	4.0	4.6	4.6	4.6	4.5

Project performance

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	4.8	5.9	4.3	4.3	2.3	2.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	29.4	38.1	38.2	38.3	32.6	29.5	24.4	21.4	15.9	13.9	15.5	16.3	17.6	14.7	14.1
Moderately satisfactory	52.9	42.9	41.2	42.6	43.5	47.7	51.1	50.0	52.4	55.6	56.3	53.3	50.9	55.0	56.4
Moderately unsatisfactory	11.8	9.5	14.7	14.9	19.6	13.6	13.3	21.4	27.0	25.0	19.7	25.0	26.9	25.7	24.4
Unsatisfactory	5.9	4.8	0.0	0.0	0.0	6.8	8.9	7.1	4.8	5.6	8.5	5.4	4.6	4.6	5.1
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.1	4.3	4.4	4.4	4.3	4.1	4.1	3.9	3.9	3.8	3.9	4.0	4.1	4.0	4.0
Standard deviation	0.8	0.9	0.8	0.8	0.8	0.9	0.9	0.8	0.7	0.8	0.8	0.8	0.7	0.7	0.7
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.7	3.6	3.0	3.7	3.3	3.7	3.7	3.7
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.1	4.0	4.0	4.3	4.6	4.7	4.6	4.5

Project performance

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Highly satisfactory	4.8	4.3	0.0	0.0	0.0	0.0
Satisfactory	38.1	34.0	21.4	15.5	15.9	0.0
Moderately satisfactory	42.9	42.6	50.0	56.3	54.2	45.5
Moderately unsatisfactory	9.5	19.1	21.4	19.7	25.2	54.5
Unsatisfactory	4.8	0.0	7.1	8.5	4.7	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Average rating	4.3	4.3	3.9	3.9	4.0	3.6
Standard deviation	0.9	0.8	0.8	0.8	0.7	0.5
1st Quartile	4.0	4.0	3.7	3.7	3.7	3.1
3rd Quartile	5.0	5.0	4.4	4.3	4.6	4.0

Rural poverty impact

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	24.0	31.6	31.6	35.1	27.5	33.3	30.0	32.2
Moderately satisfactory	56.0	52.6	49.1	50.9	58.8	55.6	55.6	49.2
Moderately unsatisfactory	16.0	10.5	12.3	8.8	10.0	8.9	10.0	13.6
Unsatisfactory	4.0	5.3	7.0	5.3	3.8	2.2	4.4	5.1
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.0	4.1	4.1	4.2	4.1	4.2	4.1	4.1
Standard deviation	0.7	0.8	0.8	0.8	0.7	0.7	0.8	0.8
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Rural poverty impact

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	7.1	5.9	3.3	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	28.6	35.3	30.0	30.2	25.0	23.8	25.0	29.1	35.0	33.3	38.8	28.7	33.0	30.5	33.8
Moderately satisfactory	35.7	29.4	40.0	34.9	40.9	40.5	50.0	45.5	46.7	47.8	49.3	57.5	55.3	54.3	49.4
Moderately unsatisfactory	21.4	23.5	23.3	27.9	27.3	31.0	22.7	23.6	15.0	13.0	7.5	10.3	9.7	11.4	13.0
Unsatisfactory	7.1	5.9	3.3	4.7	6.8	4.8	2.3	1.8	3.3	5.8	4.5	3.4	1.9	3.8	3.9
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.1	4.1	4.1	4.0	3.8	3.8	4.0	4.0	4.1	4.1	4.2	4.1	4.2	4.1	4.1
Standard deviation	1.0	1.0	0.9	0.9	0.9	0.9	0.8	0.8	0.8	0.8	0.8	0.7	0.7	0.7	0.8
1st Quartile	3.3	3.0	3.3	3.0	3.0	3.0	3.8	3.5	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	4.3	4.5	4.7	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Rural poverty impact

All evaluation data series by year of completion – by replenishment period

Percentage of projects by rating

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Highly satisfactory	5.9	2.2	0.0	0.0	0.0	0.0
Satisfactory	35.3	24.4	29.1	40.3	30.5	10.0
Moderately satisfactory	29.4	40.0	45.5	47.8	54.3	50.0
Moderately unsatisfactory	23.5	26.7	23.6	7.5	11.4	40.0
Unsatisfactory	5.9	6.7	1.8	4.5	3.8	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Average rating	4.1	3.9	4.0	4.2	4.1	3.7
Standard deviation	1.0	0.9	0.8	0.8	0.7	0.6
1st Quartile	3.0	3.0	3.5	4.0	4.0	3.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	4.0

Environment and Natural Resources management

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	2.1	1.5	2.6	1.3	1.9
Satisfactory	15.0	16.7	12.8	10.6	10.6	22.4	25.0	32.7
Moderately satisfactory	60.0	63.3	55.3	51.1	56.1	52.6	53.9	50.0
Moderately unsatisfactory	20.0	16.7	25.5	29.8	25.8	19.7	18.4	15.4
Unsatisfactory	5.0	3.3	6.4	6.4	6.1	2.6	1.3	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.9	3.9	3.7	3.7	3.8	4.0	4.1	4.2
Standard deviation	0.7	0.7	0.8	0.8	0.8	0.8	0.7	0.7
1st Quartile	3.8	4.0	3.0	3.0	3.0	4.0	4.0	4.0
3rd Quartile	4.0	4.0	4.0	4.0	4.0	4.3	5.0	5.0

Environment and Natural Resources management

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	5.6	3.4	5.1	2.9	3.0	2.9	2.3	2.2	0.0	1.8	1.4	2.3	1.1	1.5
Satisfactory	33.3	33.3	20.7	23.1	17.1	24.2	22.9	22.7	21.7	13.0	14.5	12.7	22.1	22.7	26.5
Moderately satisfactory	25.0	33.3	31.0	28.2	20.0	15.2	25.7	40.9	54.3	57.4	50.9	54.9	51.2	53.4	52.9
Moderately unsatisfactory	16.7	16.7	24.1	20.5	34.3	39.4	40.0	27.3	19.6	24.1	25.5	23.9	20.9	21.6	19.1
Unsatisfactory	16.7	5.6	13.8	15.4	14.3	12.1	5.7	6.8	2.2	5.6	7.3	7.0	3.5	1.1	0.0
Highly unsatisfactory	8.3	5.6	6.9	7.7	11.4	6.1	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.6	4.0	3.6	3.6	3.3	3.5	3.7	3.9	4.0	3.8	3.8	3.8	4.0	4.0	4.1
Standard deviation	1.3	1.2	1.2	1.3	1.3	1.2	1.1	0.9	0.8	0.7	0.8	0.8	0.8	0.7	0.7
1st Quartile	2.8	3.3	3.0	3.0	2.5	3.0	3.0	3.0	4.0	3.0	3.0	3.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	4.0	5.0	4.0	5.0	4.5	4.3	4.0	4.0	4.0	4.0	4.0	4.0	5.0

Environment and Natural Resources management

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Highly satisfactory	5.6	0.0	2.3	1.8	1.1	0.0
Satisfactory	33.3	22.2	22.7	14.3	23.0	20.0
Moderately satisfactory	33.3	19.4	40.9	51.8	52.9	80.0
Moderately unsatisfactory	16.7	33.3	27.3	25.0	21.8	0.0
Unsatisfactory	5.6	13.9	6.8	7.1	1.1	0.0
Highly unsatisfactory	5.6	11.1	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Average rating	4.0	3.3	3.9	3.8	4.0	4.2
Standard deviation	1.2	1.3	0.9	0.8	0.7	0.4
1st Quartile	3.3	2.8	3.0	3.0	4.0	4.0
3rd Quartile	5.0	4.0	4.3	4.0	4.0	4.0

Adaptation to climate change

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	2.2	1.6	1.4	0.0	0.0
Satisfactory	15.0	16.7	13.0	10.9	9.5	11.3	14.1	18.8
Moderately satisfactory	60.0	63.3	54.3	47.8	52.4	62.0	62.0	62.5
Moderately unsatisfactory	20.0	16.7	26.1	30.4	25.4	16.9	14.1	10.4
Unsatisfactory	5.0	3.3	6.5	8.7	11.1	8.5	9.9	8.3
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.9	3.9	3.7	3.7	3.7	3.8	3.8	3.9
Standard deviation	0.7	0.7	0.8	0.9	0.9	0.8	0.8	0.8
1st Quartile	3.8	4.0	3.0	3.0	3.0	3.5	4.0	4.0
3rd Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Adaptation to climate change

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	5.6	3.4	2.6	0.0	0.0	2.9	2.3	2.2	0.0	1.9	1.5	1.2	0.0	0.0
Satisfactory	33.3	33.3	20.7	23.1	17.1	24.2	17.1	18.2	17.8	13.5	15.1	11.8	12.3	13.1	15.4
Moderately satisfactory	25.0	33.3	31.0	30.8	22.9	18.2	28.6	43.2	55.6	55.8	47.2	51.5	59.3	60.7	63.1
Moderately unsatisfactory	16.7	16.7	24.1	20.5	34.3	39.4	40.0	27.3	20.0	25.0	26.4	23.5	18.5	17.9	15.4
Unsatisfactory	16.7	5.6	13.8	15.4	14.3	12.1	8.6	9.1	4.4	5.8	9.4	11.8	8.6	8.3	6.2
Highly unsatisfactory	8.3	5.6	6.9	7.7	11.4	6.1	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.6	4.0	3.6	3.6	3.3	3.4	3.6	3.8	3.9	3.8	3.7	3.7	3.8	3.8	3.9
Standard deviation	4.2	1.2	1.2	1.3	1.3	1.2	1.1	0.9	4.9	0.7	0.9	0.9	0.8	0.8	0.7
1st Quartile	2.8	3.3	3.0	3.0	2.5	3.0	3.0	3.0	4.7	3.0	3.0	3.0	3.0	3.0	4.0
3rd Quartile	5.0	5.0	4.0	5.0	4.0	4.0	4.0	4.0	4.8	4.0	4.0	4.0	4.0	4.0	4.0

Adaptation to climate change

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Highly satisfactory	5.6	0.0	2.3	1.9	0.0	0.0
Satisfactory	33.3	16.7	22.7	15.1	12.0	22.2
Moderately satisfactory	33.3	25.0	40.9	47.2	61.4	77.8
Moderately unsatisfactory	16.7	33.3	27.3	26.4	18.1	0.0
Unsatisfactory	5.6	13.9	6.8	9.4	8.4	0.0
Highly unsatisfactory	5.6	11.1	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Average rating	4.0	3.2	3.8	3.7	3.8	4.2
Standard deviation	1.2	1.2	0.9	0.9	0.8	0.4
1st Quartile	3.3	2.8	3.0	3.0	3.0	4.0
3rd Quartile	5.0	4.0	4.0	4.0	4.0	4.0

Innovation

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	4.0	4.9	3.3	3.3	2.4	3.2	2.1	1.7
Satisfactory	28.0	29.3	30.0	34.4	37.6	37.9	39.4	42.4
Moderately satisfactory	40.0	39.0	40.0	37.7	44.7	49.5	47.9	42.4
Moderately unsatisfactory	24.0	17.1	18.3	16.4	12.9	8.4	9.6	11.9
Unsatisfactory	4.0	7.3	6.7	4.9	1.2	0.0	1.1	1.7
Highly unsatisfactory	0.0	2.4	1.7	3.3	1.2	1.1	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.0	4.0	4.0	4.0	4.2	4.3	4.3	4.3
Standard deviation	0.9	1.1	1.0	1.1	0.8	0.8	0.7	0.8
1st Quartile	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Innovation

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	1.8	0.0	0.0	0.0	0.0	0.0	0.0	1.8	3.2	2.8	2.8	2.2	2.8	1.8	1.3
Satisfactory	32.1	36.8	35.5	34.9	27.9	27.9	35.6	32.1	31.7	29.2	33.8	34.8	34.3	36.7	39.7
Moderately satisfactory	44.6	31.6	29.0	27.9	34.9	39.5	44.4	44.6	42.9	43.1	39.4	44.6	49.1	45.9	41.0
Moderately unsatisfactory	17.9	15.8	22.6	27.9	30.2	27.9	17.8	17.9	15.9	18.1	16.9	16.3	12.0	13.8	15.4
Unsatisfactory	3.6	15.8	12.9	9.3	7.0	4.7	2.2	3.6	4.8	5.6	4.2	1.1	0.9	1.8	2.6
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.6	1.4	2.8	1.1	0.9	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.1	3.9	3.9	3.9	3.8	3.9	4.1	4.1	4.1	4.0	4.1	4.2	4.2	4.2	4.2
Standard deviation	1.1	1.1	1.0	1.0	0.9	0.9	0.8	0.8	1.0	1.0	1.0	0.8	0.8	0.8	0.8
1st Quartile	4.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	3.8	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Innovation

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Highly satisfactory	0.0	0.0	1.8	2.8	1.8	0.0
Satisfactory	36.8	29.5	32.1	35.2	36.7	36.4
Moderately satisfactory	31.6	34.1	44.6	38.0	46.8	36.4
Moderately unsatisfactory	15.8	29.5	17.9	16.9	12.8	27.3
Unsatisfactory	15.8	6.8	3.6	4.2	1.8	0.0
Highly unsatisfactory	0.0	0.0	0.0	2.8	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Average rating	3.9	3.9	4.1	4.1	4.2	4.1
Standard deviation	1.1	0.9	0.8	1.0	0.8	0.8
1st Quartile	3.0	3.0	4.0	4.0	4.0	3.5
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0

Scaling-up

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	4.0	4.9	3.3	3.3	2.4	3.3	2.2	3.5
Satisfactory	28.0	29.3	30.0	34.4	38.6	37.0	35.6	31.6
Moderately satisfactory	40.0	39.0	40.0	37.7	43.4	48.9	51.1	49.1
Moderately unsatisfactory	24.0	17.1	18.3	16.4	13.3	8.7	8.9	12.3
Unsatisfactory	4.0	7.3	6.7	4.9	1.2	1.1	1.1	1.8
Highly unsatisfactory	0.0	2.4	1.7	3.3	1.2	1.1	1.1	1.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.0	4.0	4.0	4.0	4.2	4.3	4.3	4.2
Standard deviation	0.9	1.1	1.0	1.1	0.8	0.8	0.8	0.9
1st Quartile	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Scaling-up

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.8	3.2	2.8	2.8	2.2	2.8	2.8	3.8
Satisfactory	46.2	36.8	35.5	34.9	27.9	27.9	33.3	30.4	30.2	29.2	33.8	34.8	33.3	32.1	30.8
Moderately satisfactory	30.8	31.6	29.0	27.9	34.9	39.5	42.2	42.9	41.3	43.1	39.4	43.5	48.1	47.7	44.9
Moderately unsatisfactory	7.7	15.8	22.6	27.9	30.2	27.9	20.0	19.6	17.5	18.1	16.9	17.4	13.0	14.7	16.7
Unsatisfactory	15.4	15.8	12.9	9.3	7.0	4.7	2.2	3.6	4.8	5.6	4.2	1.1	1.9	1.8	2.6
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	2.2	1.8	3.2	1.4	2.8	1.1	0.9	0.9	1.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.1	3.9	3.9	3.9	3.8	3.9	4.0	4.0	4.0	4.0	4.1	4.2	4.2	4.2	4.1
Standard deviation	1.1	1.1	1.0	1.0	0.9	0.9	0.9	0.9	1.0	1.0	1.0	0.9	0.8	0.8	0.9
1st Quartile	4.0	3.0	3.0	3.0	3.0	3.0	4.0	3.8	3.3	3.8	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Scaling-up

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Highly satisfactory	0.0	0.0	1.8	2.8	1.9	9.1
Satisfactory	36.8	29.5	30.4	35.2	33.0	18.2
Moderately satisfactory	31.6	34.1	42.9	38.0	49.1	36.4
Moderately unsatisfactory	15.8	29.5	19.6	16.9	13.2	36.4
Unsatisfactory	15.8	6.8	3.6	4.2	1.9	0.0
Highly unsatisfactory	0.0	0.0	1.8	2.8	0.9	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Average rating	3.9	3.9	4.0	4.1	4.2	4.0
Standard deviation	1.1	0.9	0.9	1.0	0.8	1.0
1st Quartile	3.0	3.0	3.8	4.0	4.0	3.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	4.5

Gender equality and women's empowerment

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	8.3	5.0	3.3	1.6	3.6	4.4	3.3	1.8
Satisfactory	29.2	25.0	28.3	36.1	39.8	35.2	34.4	36.8
Moderately satisfactory	50.0	47.5	46.7	41.0	39.8	42.9	43.3	38.6
Moderately unsatisfactory	8.3	17.5	18.3	18.0	14.5	15.4	16.7	21.1
Unsatisfactory	4.2	5.0	3.3	3.3	2.4	2.2	2.2	1.8
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.3	4.1	4.1	4.1	4.3	4.2	4.2	4.2
Standard deviation	0.9	0.9	0.9	0.8	0.8	0.8	0.8	0.8
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Gender equality and women's empowerment

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	6.7	4.4	3.2	1.5	3.3	3.8	2.9	1.3
Satisfactory	26.7	26.7	31.7	38.8	40.0	33.7	34.3	39.5
Moderately satisfactory	56.7	48.9	44.4	38.8	40.0	46.2	46.7	42.1
Moderately unsatisfactory	6.7	15.6	17.5	17.9	14.4	14.4	14.3	15.8
Unsatisfactory	3.3	4.4	3.2	3.0	2.2	1.9	1.9	1.3
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.3	4.1	4.1	4.2	4.3	4.2	4.2	4.2
Standard deviation	0.8	0.9	0.9	0.8	0.8	0.8	0.8	0.8
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Gender equality and women's empowerment

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2007-2009 (7th)	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Highly satisfactory	6.7	1.5	2.9	0.0
Satisfactory	26.7	38.8	33.3	54.5
Moderately satisfactory	56.7	38.8	46.7	18.2
Moderately unsatisfactory	6.7	17.9	15.2	27.3
Unsatisfactory	3.3	3.0	1.9	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0

	2007-2009 (7th)	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Average rating	4.3	4.2	4.2	4.3
Standard deviation	0.8	0.8	0.8	0.9
1st Quartile	4.0	4.0	4.0	3.5
3rd Quartile	5.0	5.0	5.0	5.0

Overall project achievement

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	20.0	22.0	21.7	26.2	24.7	27.4	24.7	25.9
Moderately satisfactory	60.0	56.1	55.0	50.8	54.1	53.7	55.9	55.2
Moderately unsatisfactory	12.0	12.2	13.3	13.1	17.6	16.8	17.2	15.5
Unsatisfactory	8.0	9.8	10.0	9.8	3.5	2.1	2.2	3.4
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.9	3.9	3.9	3.9	4.0	4.1	4.0	4.0
Standard deviation	0.8	0.8	0.9	0.9	0.8	0.7	0.7	0.7
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	4.0	4.0	4.0	5.0	4.0	5.0	4.0	4.8

Overall project achievement

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	5.9	4.8	2.9	2.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Satisfactory	29.4	28.6	26.5	22.2	20.5	19.0	21.4	20.8	23.3	22.2	29.6	26.1	27.8	24.3	25.0
Moderately satisfactory	35.3	42.9	50.0	48.9	47.7	50.0	59.5	56.6	55.0	54.2	49.3	51.1	50.9	55.1	56.6
Moderately unsatisfactory	23.5	19.0	17.6	24.4	29.5	28.6	16.7	18.9	15.0	15.3	12.7	19.6	19.4	18.7	15.8
Unsatisfactory	5.9	4.8	2.9	2.2	2.3	2.4	2.4	3.8	6.7	8.3	8.5	3.3	1.9	1.9	2.6
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.1	4.1	4.1	4.0	3.9	3.9	4.0	3.9	4.0	3.9	4.0	4.0	4.0	4.0	4.0
Standard deviation	1.0	0.9	0.8	0.8	0.8	0.7	0.7	0.7	0.8	0.8	0.9	0.8	0.7	0.7	0.7
1st Quartile	3.0	4.0	4.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	4.0	4.3

Overall project achievement

All evaluation data series by year of completion – by replenishment period

Percentage of projects by rating

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Highly satisfactory	4.8	2.2	0.0	0.0	0.0	0.0
Satisfactory	28.6	20.0	20.8	29.6	23.4	9.1
Moderately satisfactory	42.9	46.7	56.6	49.3	57.0	54.5
Moderately unsatisfactory	19.0	28.9	18.9	12.7	17.8	36.4
Unsatisfactory	4.8	2.2	3.8	8.5	1.9	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 (5th)	*2004-2006 (6th)*	*2007-2009 (7th)*	*2010-2012 (8th)*	*2013-2015 (9th)*	*2014-2016 (10th)*
Average rating	4.1	3.9	3.9	4.0	4.0	3.7
Standard deviation	0.9	0.8	0.7	0.9	0.7	0.6
1st Quartile	4.0	3.0	4.0	4.0	4.0	3.0
3rd Quartile	5.0	4.0	4.0	5.0	4.0	4.0

IFAD performance as a partner

PCRV / PPE **data series by year of completion – 3-year moving periods**

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	4.0	2.4	1.7	0.0	0.0	0.0	0.0	0.0
Satisfactory	24.0	24.4	28.3	29.5	35.3	40.0	43.0	43.1
Moderately satisfactory	60.0	53.7	51.7	50.8	48.2	47.4	46.2	51.7
Moderately unsatisfactory	12.0	19.5	16.7	18.0	15.3	12.6	10.8	5.2
Unsatisfactory	0.0	0.0	1.7	1.6	1.2	0.0	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.2	4.1	4.1	4.1	4.2	4.3	4.3	4.4
Standard deviation	0.7	0.7	0.8	0.7	0.7	0.7	0.7	0.6
1st Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

IFAD performance as a partner

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	0.0	0.0	3.4	2.4	4.5	2.4	2.4	1.9	1.7	1.4	0.0	0.0	0.0	0.0	0.0
Satisfactory	0.0	20.0	31.0	28.6	22.7	9.5	17.1	17.3	25.0	29.2	33.8	39.1	41.7	44.9	43.4
Moderately satisfactory	27.3	33.3	20.7	23.8	20.5	40.5	46.3	57.7	53.3	52.8	47.9	43.5	44.4	43.0	48.7
Moderately unsatisfactory	72.7	46.7	41.4	42.9	50.0	45.2	31.7	19.2	18.3	13.9	16.9	16.3	13.9	12.1	7.9
Unsatisfactory	0.0	0.0	3.4	2.4	2.3	2.4	2.4	3.8	1.7	2.8	1.4	1.1	0.0	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.3	3.7	3.9	3.9	3.8	3.6	3.9	3.9	4.1	4.1	4.1	4.2	4.3	4.3	4.4
Standard deviation	0.4	0.8	1.0	0.9	1.0	0.8	0.8	0.8	0.7	0.8	0.7	0.7	0.7	0.7	0.6
1st Quartile	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
3rd Quartile	3.5	4.0	5.0	5.0	5.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

IFAD performance as a partner

All evaluation data series by year of completion - by replenishment period

Percentage of projects by rating

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Highly satisfactory	0.0	4.5	1.9	0.0	0.0	0.0
Satisfactory	20.0	25.0	17.3	33.8	43.0	9.1
Moderately satisfactory	33.3	18.2	57.7	47.9	43.9	63.6
Moderately unsatisfactory	46.7	50.0	19.2	16.9	13.1	27.3
Unsatisfactory	0.0	2.3	3.8	1.4	0.0	0.0
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003 *(5th)*	*2004-2006* *(6th)*	*2007-2009* *(7th)*	*2010-2012* *(8th)*	*2013-2015* *(9th)*	*2014-2016* *(10th)*
Average rating	3.7	3.8	3.9	4.1	4.3	3.8
Standard deviation	0.8	1.0	0.8	0.7	0.7	0.6
1st Quartile	3.0	3.0	4.0	4.0	4.0	3.5
3rd Quartile	4.0	5.0	4.0	5.0	5.0	4.0

Government performance as a partner

PCRV/PPE data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	4.0	2.4	1.7	0.0	0.0	0.0	0.0	0.0
Satisfactory	20.0	17.1	18.3	18.0	21.2	22.1	21.5	20.7
Moderately satisfactory	48.0	41.5	40.0	44.3	52.9	55.8	54.8	51.7
Moderately unsatisfactory	16.0	26.8	28.3	26.2	17.6	16.8	18.3	24.1
Unsatisfactory	12.0	12.2	11.7	11.5	8.2	5.3	5.4	3.4
Highly unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2007-2009	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	3.9	3.7	3.7	3.7	3.9	3.9	3.9	3.9
Standard deviation	1.0	1.0	1.0	0.9	0.8	0.8	0.8	0.8
1st Quartile	3.0	3.0	3.0	3.0	3.0	4.0	4.0	3.0
3rd Quartile	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

Government performance as a partner

All evaluation data series by year of completion – 3-year moving periods

Percentage of projects by rating

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Highly satisfactory	16.7	11.1	9.7	4.7	2.3	0.0	0.0	1.9	1.7	1.4	0.0	0.0	0.0	0.0	0.0
Satisfactory	16.7	16.7	25.8	25.6	27.9	24.4	26.8	23.1	20.0	19.4	22.5	21.7	25.0	24.3	28.9
Moderately satisfactory	33.3	55.6	41.9	32.6	27.9	31.7	43.9	44.2	43.3	43.1	43.7	53.3	52.8	53.3	44.7
Moderately unsatisfactory	33.3	16.7	16.1	30.2	34.9	36.6	24.4	21.2	25.0	25.0	23.9	17.4	17.6	17.8	22.4
Unsatisfactory	0.0	0.0	3.2	4.7	4.7	7.3	4.9	9.6	10.0	11.1	9.9	7.6	4.6	4.7	3.9
Highly unsatisfactory	0.0	0.0	3.2	2.3	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

	2000-2002	*2001-2003*	*2002-2004*	*2003-2005*	*2004-2006*	*2005-2007*	*2006-2008*	*2007-2009*	*2008-2010*	*2009-2011*	*2010-2012*	*2011-2013*	*2012-2014*	*2013-2015*	*2014-2016*
Average rating	4.2	4.2	4.1	3.9	3.8	3.7	3.9	3.9	3.8	3.8	3.8	3.9	4.0	4.0	4.0
Standard deviation	1.1	0.9	1.1	1.1	1.0	0.9	0.8	0.9	0.9	0.9	0.9	0.8	0.8	0.8	0.8
1st Quartile	3.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.8	4.0	4.0	3.0
3rd Quartile	5.0	4.8	5.0	5.0	5.0	4.0	5.0	4.3	4.0	4.0	4.0	4.0	4.3	4.0	5.0

Government performance as a partner

All evaluation data series by year of completion – by replenishment period

Percentage of projects by rating

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Highly satisfactory	11.1	2.3	1.9	0.0	0.0	0.0
Satisfactory	16.7	27.3	23.1	22.5	23.4	27.3
Moderately satisfactory	55.6	29.5	44.2	43.7	54.2	18.2
Moderately unsatisfactory	16.7	34.1	21.2	23.9	17.8	54.5
Unsatisfactory	0.0	4.5	9.6	9.9	4.7	0.0
Highly unsatisfactory	0.0	2.3	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

	2001-2003	*2004-2006*	*2007-2009*	*2010-2012*	*2013-2015*	*2014-2016*
	(5th)	*(6th)*	*(7th)*	*(8th)*	*(9th)*	*(10th)*
Average rating	4.2	3.8	3.9	3.8	4.0	3.7
Standard deviation	0.9	1.0	0.9	0.9	0.8	0.9
1st Quartile	4.0	3.0	3.0	3.0	4.0	3.0
3rd Quartile	4.8	5.0	4.3	4.0	4.0	4.5

Annex IX. Number of projects per each rating in the PCRV/PPE data series (2007-2016)

Absolute number of projects per each rating in PCRV/PPE data series

Evaluation Criteria	*<=6*	*<=5*	*<=4*	*<=3*	*<=2*	*<=1*	*Total*
Relevance	3	74	89	22	1	0	189
Effectiveness	0	50	91	37	11	0	189
Efficiency	1	31	72	62	20	2	188
Sustainability	0	24	90	64	9	1	188
Project performance	0	25	105	47	12	0	189
Rural poverty impact	0	53	98	22	8	0	181
Innovation	5	70	80	27	5	2	189
Scaling-up	6	63	81	27	5	3	185
GEWE	6	64	77	32	5	0	184
ENRM	2	30	82	33	5	0	152
Adaptation to climate change	1	21	82	29	12	0	145
IFAD performance	1	66	94	26	1	0	188
Government performance	1	38	92	42	15	0	188
Overall project achievement	0	46	101	30	10	0	187

Per cent of projects per each rating in PCRV/PPE data series

Evaluation Criteria	*<=6*	*<=5*	*<=4*	*<=3*	*<=2*	*<=1*	*Total*
Relevance	1.6	39.2	47.1	11.6	0.5	0.0	100.0
Effectiveness	0.0	26.5	48.1	19.6	5.8	0.0	100.0
Efficiency	0.5	16.5	38.3	33.0	10.6	1.1	100.0
Sustainability	0.0	12.8	47.9	34.0	4.8	0.5	100.0
Project performance	0.0	13.2	55.6	24.9	6.3	0.0	100.0
Rural poverty impact	0.0	29.3	54.1	12.2	4.4	0.0	100.0
Innovation	2.6	37.0	42.3	14.3	2.6	1.1	100.0
Scaling-up	3.2	34.1	43.8	14.6	2.7	1.6	100.0
GEWE	3.3	34.8	41.8	17.4	2.7	0.0	100.0
ENRM	1.3	19.7	53.9	21.7	3.3	0.0	100.0
Adaptation to climate change	0.7	14.5	56.6	20.0	8.3	0.0	100.0
IFAD performance	0.5	35.1	50.0	13.8	0.5	0.0	100.0
Government performance	0.5	20.2	48.9	22.3	8.0	0.0	100.0
Overall project achievement	0.0	24.6	54.0	16.0	5.3	0.0	100.0

Annex X. Comparison of IOE's PPE ratings and PMD's PCR ratings

All evaluation criteria, projects completed in 2007-2016 (N=59)

Criteria	*Mean ratings*		*Disconnect of mean rating*	*Mode ratings*	
	IOE	*PMD*		*IOE*	*PMD*
Relevance	4.15	4.91	-0.76	4	5
Effectiveness	4.08	4.47	-0.39	4	5
Efficiency	3.75	4.12	-0.37	4	4
Sustainability	3.81	4.22	-0.41	4	4
Project performance	4.01	4.40	-0.39	4	4.75
Rural poverty impact	4.25	4.41	-0.16	4	5
Innovation	4.17	4.44	-0.27	4	5
Scaling-up	4.18	4.68	-0.51	4	5
GEWE	4.27	4.59	-0.32	4	5
ENRM	3.76	4.19	-0.43	4	4
Overall project achievement	4.10	4.53	-0.43	4	5
IFAD performance	4.19	4.54	-0.36	4	5
Government performance	3.98	4.31	-0.32	4	5

Source: IOE evaluation rating database and PMD project completion report rating database.

Annex XI. Analysis of disconnect between PCR and IOE ratings

PCRV/PPE data series

I. Analysis of disconnect by evaluation criteria

1. Project completion reports (PCRs). In PCRVs, IOE assesses and rates PCRs using four evaluation criteria. These are: (i) scope (e.g. whether the PCR has adhered to IFAD guidelines for PCRs); (ii) quality (e.g. report preparation process and robustness of the evidence base); (iii) lessons (e.g. whether the PCR includes lessons on the proximate causes of satisfactory or less than satisfactory performance); and (iv) candour (e.g. in terms of objectivity in the narrative, and whether ratings in the PCR are supported by evidence included in the document). Ratings for each of these criteria are aggregated in the PCRVs to provide an overall rating of the PCR document.

2. As seen in table 7, the overall assessment of PCRs in 2014-2016 has improved compared to 2013-2015 with 90 per cent of the PCRs validated by IOE rated moderately satisfactory or better. The 2018 ARRI finds a significant improvement in quality, with an increase of the percentage of satisfactory or better (from 18 to 27 per cent).

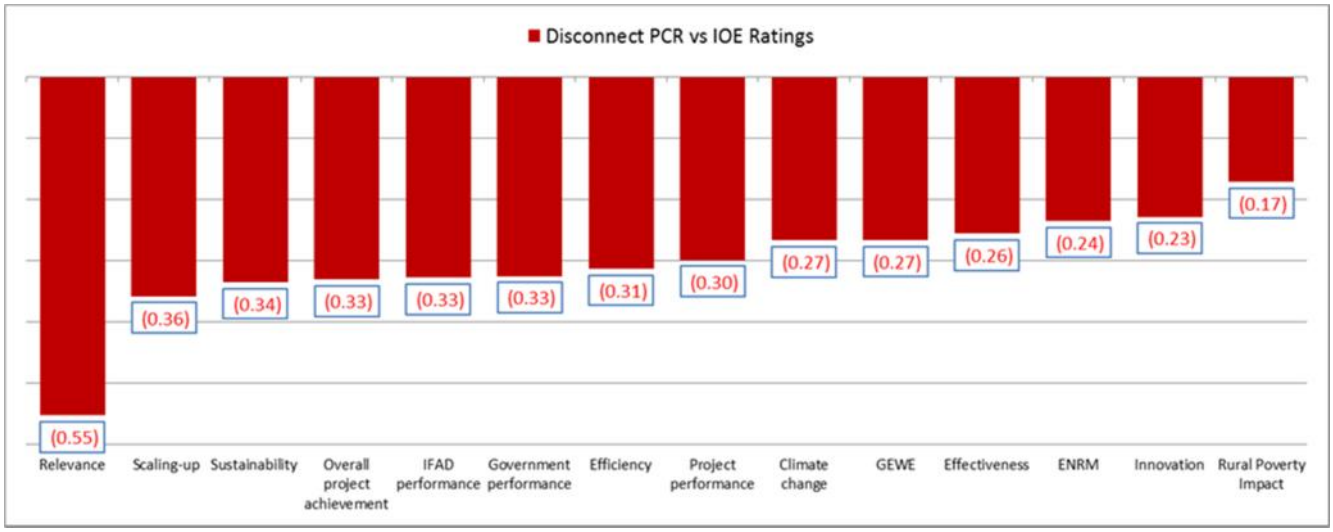
Table 1
Quality of PCR documents
Percentage of satisfactory ratings by evaluation criteria, PCRV/PPE data series, 2012-2016

Evaluation criteria	*Percentage of satisfactory or better*			*Percentage of moderately satisfactory*		
	2012-2014	*2013-2015*	*2014-2016*	*2012-2014*	*2013-2015*	*2014-2016*
Scope	35	33	39	90	88	91
Quality	16	18	27	81	79	83
Lessons	54	53	64	94	94	97
Candour	41	33	34	87	85	90
Overall rating for PCR document	21	15	26	88	85	90

3. Within the 2007-2016 PCRV/PPE projects analysed in ARRI 2018, the largest disconnect is registered in relevance, followed by scaling up and sustainability. It is noticeable that in case of efficiency, sustainability and government performance, the actual gap is between almost always positive ratings for PMD and an average IOE rating which is well below moderately satisfactory.

4. Rural Poverty Impact shows the lowest disconnect between IOE and PCR ratings in the 2007-2016 PCRV/PPE data series.

Chart 1
Ranking of Disconnect between IOE and PCR ratings



5. When looking at average ratings per year and based on year of project completion within the 2007-2016 PCRV/PPE data series, a consistent declining trend of PCR ratings can be noticed and overall aligned to IOE ratings trend. In particular, between 2015 and 2016 almost all criteria ratings for both IOE and PCR show a decline and an aligned trend.

6. Relevance in particular decreases more for PCR between 2016 and 2015 (-0.2 points) than for IOE (stable) and the disconnect is the highest of all criteria across all time periods. Effectiveness shows a consistent aligned trend between IOE and PCR average ratings per year.

Chart 2
Relevance

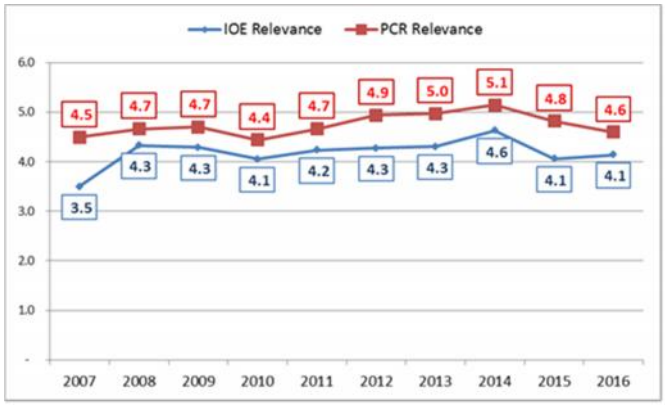
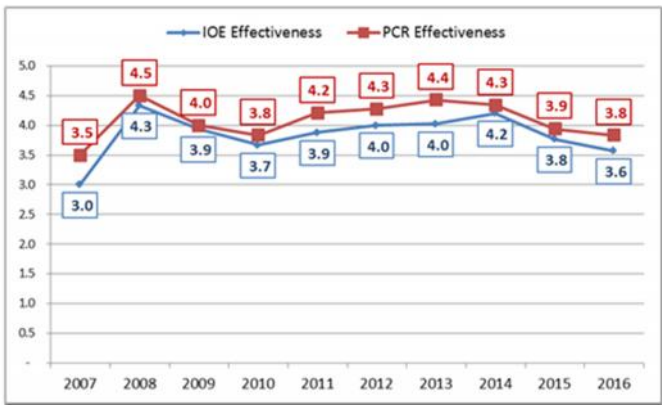


Chart 3
Effectiveness



7. Efficiency remains stable in 2015 and 2016 for PCR and shows a slight increase in 2016 for IOE (although it still remains one of the less performing criteria overall). Sustainability, which registers a high disconnect in 2018 analysis, has also a decline in average IOE ratings (more than PCR average ratings).

Chart 4
Efficiency

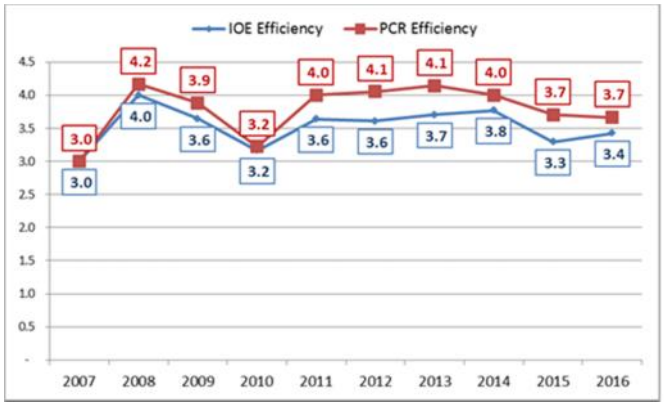
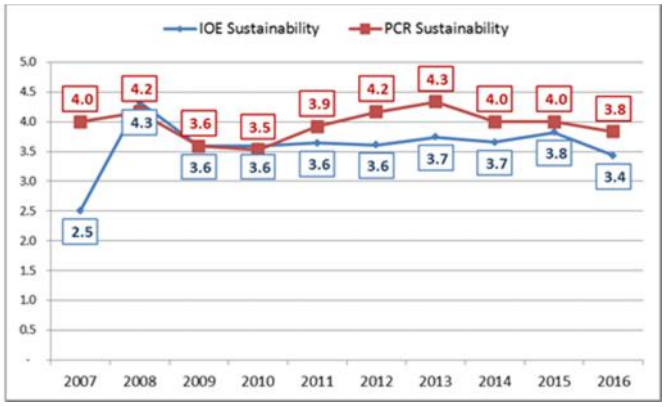


Chart 5
Sustainability



8. Noticeably, rural poverty impact declines consistently in the last 2 years for both IOE and PCR ratings. As for GEWE, more consistency and alignment is noticed overall.

Chart 6
Rural poverty impact

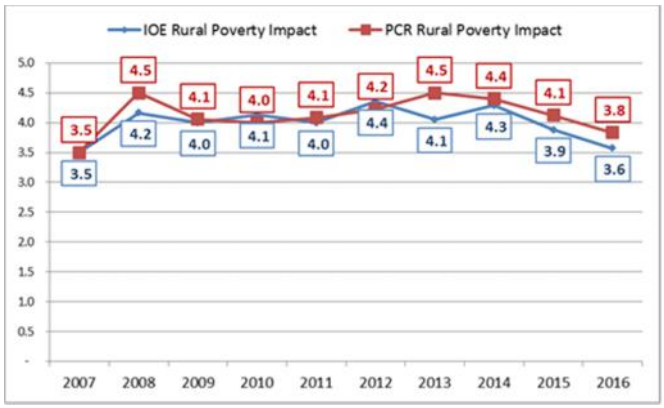
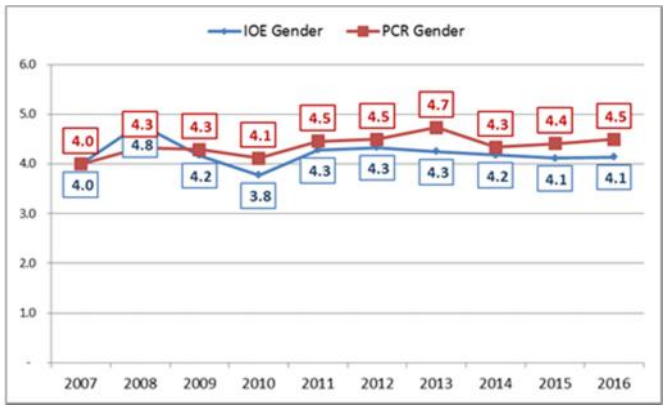


Chart 7
GEWE



9. Innovation and Scaling Up ratings are aligned in trend both for PCR and IOE.

Chart 8
Innovation

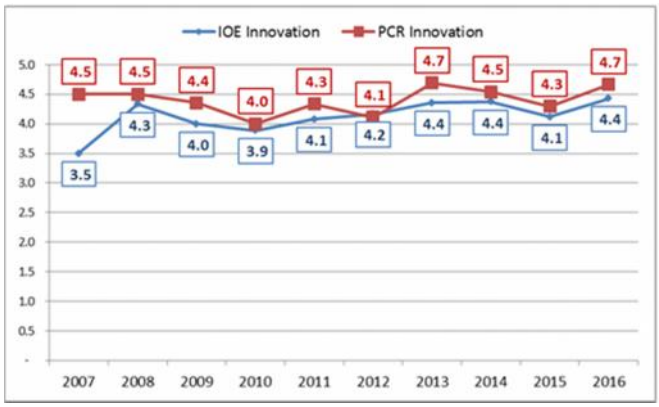
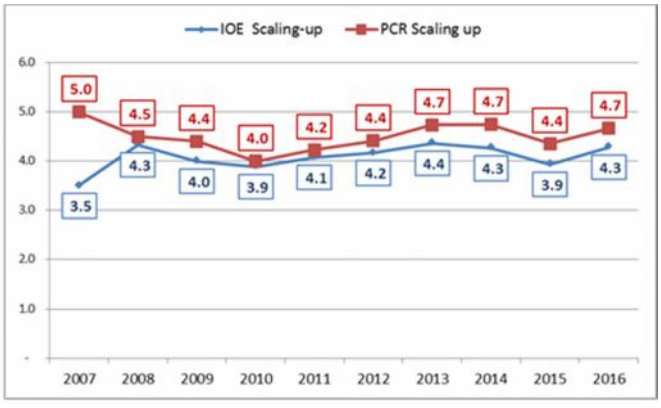


Chart 9
Scaling up



10. ENRM and adaptation to climate change show little disconnect in ratings between IOE and PCR and trends are aligned.

Chart 10
ENRM

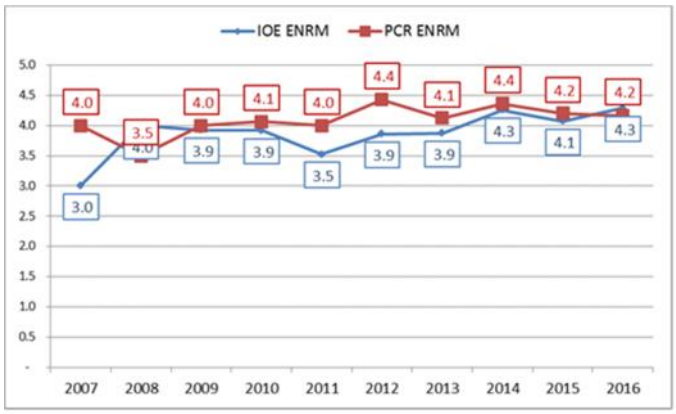
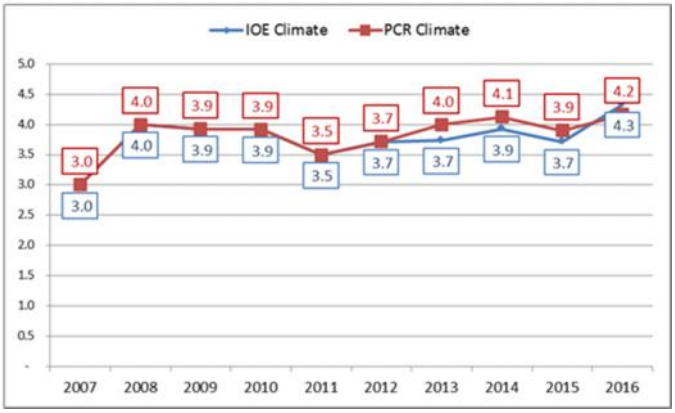


Chart 11
Adaptation to climate change



11. As for IFAD performance as a partner, ratings were matching in 2015 and show a little disconnect in 2016. Government performance as a partner has a higher disconnect between IOE and PCR ratings but trend are aligned.

Chart 12
IFAD performance

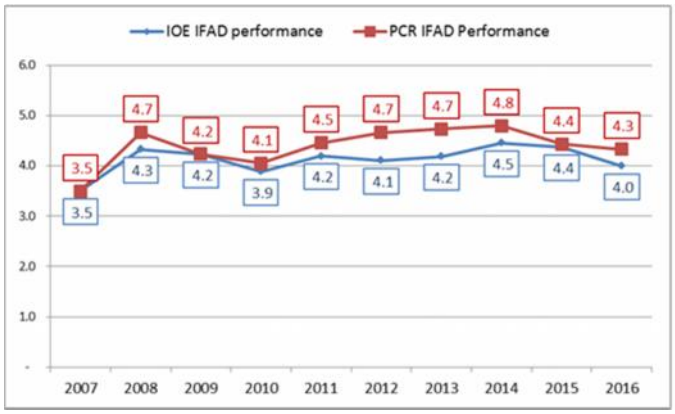
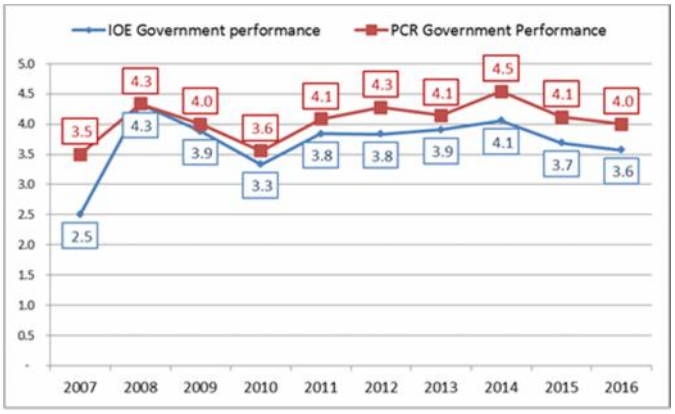


Chart 13
Government performance



12. Finally, Project performance and Overall project achievement show a slight disconnect and aligned trends across time.

Chart 14:
Project performance

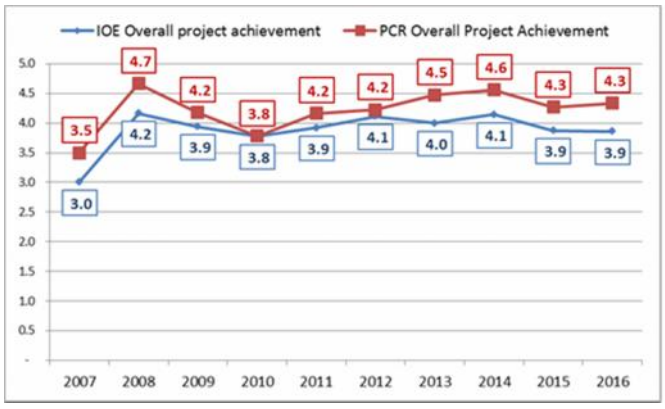
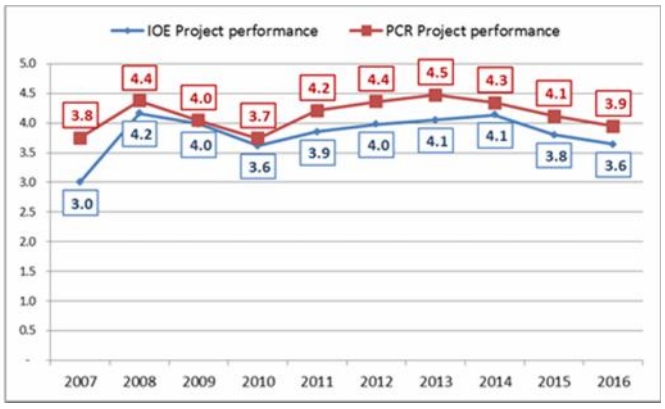


Chart 15:
Overall project achievement



13. In the chart below, a comparison between the distribution IOE ratings (PCRV/PPE data, N=2541) and PCR ratings (N=2426) shows that ratings 4 and 5 are those where most disconnect occurs. IOE ratings moderately satisfactory (4) and moderately unsatisfactory (3) have a higher distribution than PCR ratings, whereas PCR satisfactory ratings (5) are 14.5 per cent higher than IOE.

Chart 16
Distribution of IOE and PCR ratings

14. In summary, the disconnect between IOE and PCR ratings is confirmed in the ARRI 2018 and it reflects an aligned trend for all criteria, with very small exceptions. In particular, the declining trend of ratings has started for both IOE and PCR in 2015 and has progressed in 2016 as well.

15. The main area of disconnect is around the moderately satisfactory ratings that IOE assigns, mostly replacing satisfactory ratings for the same criteria/projects given by PCR. Overall, it can be affirmed that since 2011, the average PMD and IOE ratings tend to move in the same direction (with very few exceptions). Similar trends in this case corroborate ARRI findings and the reasons behind can be identified both in projects doing worse in general and PMD and IOE becoming more demanding.

II. Analysis of performance by Region

16. The regional average disconnect between IOE and PMD ratings is shown in the table below:

Table 2
Regional average disconnects
PCRV/PPE data series, 2007-2016

	Regions (PCRV/PPE 2007-2016)					
	ESA	APR	*LAC*	*NEN*	*WCA*	*All regions*
Average disconnect	-0.24	-0.27	-0.30	-0.30	-0.39	-0.30

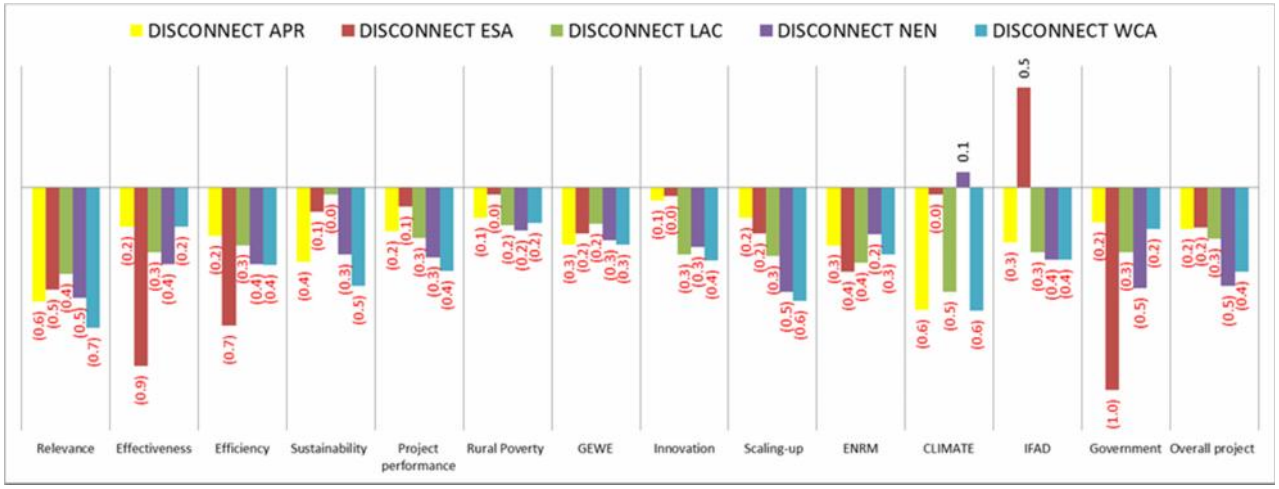
17. The average disconnects shown in the table above were calculated through two steps. First, average disconnects between IOE and PMD ratings were obtained for each evaluation criteria within each region. Second, the average disconnects of each criteria were averaged within each region. For instance, the average disconnect shown for APR is the average of the mean disconnects between IOE and PMD ratings regarding

relevance, effectiveness, etc. in all APR evaluations. This method was also applied to determine the overall average disconnect which includes all regions.

18. The graph below (PCRV/PPE data 2007-2016) shows some differences in disconnect amongst regions for the different criteria as show below:

- Relevance: lowest disconnect in LAC/highest in WCA
- Effectiveness: lowest disconnect in WCA/highest in ESA
- Efficiency: lowest disconnect in APR/highest ESA
- Sustainability: lowest disconnect in LAC/highest in WCA
- Project performance: lowest disconnect in ESA/highest in WCA
- Rural Poverty Impact: no disconnect in ESA
- GEWE: aligned disconnect amongst regions
- Innovation: no disconnect in ESA/highest in WCA
- Scaling up: lowest disconnect in APR/highest in WCA
- ENRM: lowest disconnect in NEN/highest in ESA and LAC
- Adaptation to climate change: positive disconnect in NEN/lowest WCA and APR
- IFAD performance as a partner: positive disconnect in ESA/highest disconnect in NEN and WCA
- Government performance as a partner: lowest disconnect in APR/highest in ESA
- Overall project achievement: lowest disconnect in APR and ESA/highest in NEN

Chart 17
IOE/PCR ratings disconnect by Regions



19. The tables below indicate the performance of every region within each criteria analysed in the most recent periods presented in the ARRI 2018. Table 3 presents the percentage of moderately satisfactory and better ratings (PCRV/PPE data series) by region in 2014-2016. Dark cells indicate a negative trend compared to the previous three-year period of 2013-2015. Table 4 indicates the magnitude of the decline or increase between 2014-2016 and 2013-2015.

20. The tables can be summarized with the following findings:

- LAC shows declining ratings across all criteria but adaptation to climate change and IFAD performance and shows double digits decreases in 8 out of the 14 criteria considered.
- APR performance improves across all criteria except rural poverty impact which slightly declines. The most substantial improvements can be noticed in adaptation to climate change, efficiency, and sustainability.
- NEN presents declining trends for all criteria but relevance, effectiveness and IFAD performance, even though the declines are lower in magnitude compared to those occurring in LAC. GEWE shows the most severe decline in performance while IFAD performance represents the best improvement.

- ESA performance deteriorates for 11 out of the 14 criteria, with rural poverty impact and government performance presenting the most severe drops. On the other side, ENRM shows a double digit growth.
- WCA presents mixed results with performance improving for 8 criteria and declining for 6 criteria. ENRM, adaptation to climate change and GEWE represent the most important improvements, while scaling up, innovation and sustainability show the most alarming declines.

Table 3
Percentage of moderately satisfactory+ ratings by Region, 2014-2016

Criteria	**APR** (15 projects)	**LAC** (7 projects)	**NEN** (18 projects)	**ESA** (9 projects)	**WCA** (10 projects)
Relevance	93.3	71.4	94.1	90.0	90.0
Effectiveness	93.3	71.4	76.5	60.0	70.0
Efficiency	73.3	42.9	52.9	40.0	40.0
Sustainability	86.7	57.1	58.8	50.0	40.0
Project performance	93.3	57.1	58.8	60.0	70.0
Rural poverty impact	93.3	71.4	82.4	70.0	80.0
Innovation	86.7	71.4	88.2	100.0	80.0
Scaling-up	85.7	66.7	94.1	90.0	70.0
ENRM	92.3	57.1	86.7	100.0	75.0
Adaptation to climate change	91.7	80.0	80.0	77.8	71.4
GEWE	93.3	71.4	62.5	80.0	77.8
IFAD performance	100.0	100.0	100.0	80.0	88.9
Government performance	93.3	71.4	64.7	50.0	77.8
Overall project achievement	93.3	71.4	82.4	66.7	80.0

Negative Trend **Positive Trend**

Table 4
Percentage point increase/decrease between 2014-2016 and 2013-2015 period

Criteria	**APR**	**LAC**	**NEN**	**ESA**	**WCA**
Relevance	7.0	-11.9	3.6	-0.9	1.8
Effectiveness	7.0	-3.6	0.3	-8.2	-0.6
Efficiency	9.7	-23.8	-4.2	-5.5	-10.0
Sustainability	9.4	-9.5	-3.1	-9.1	-12.9
Project performance	7.0	-9.5	-3.1	-3.6	5.3
Rural poverty impact	-1.9	-3.6	-3.4	-20.0	5.0
Innovation	0.3	-11.9	-2.2	9.1	-14.1
Scaling-up	1.5	-15.2	-1.1	-0.9	-18.2
ENRM	4.1	-17.9	-2.2	13.3	17.9
Adaptation to climate change	11.7	2.2	-3.3	-2.2	14.3
GEWE	7.0	-11.9	-12.5	5.0	-9.7
IFAD performance	4.5	0.0	9.5	-6.4	13.9
Government performance	2.4	-11.9	-6.7	-18.2	9.0
Overall project achievement	7.0	-11.9	-3.4	-4.8	3.5

Negative Trend **Positive Trend**