

IOE



Investing in rural people

Independent Office of Evaluation

116th
Evaluation
Committee

Evaluation Synthesis

Government Performance

17th March 2022

Objectives:

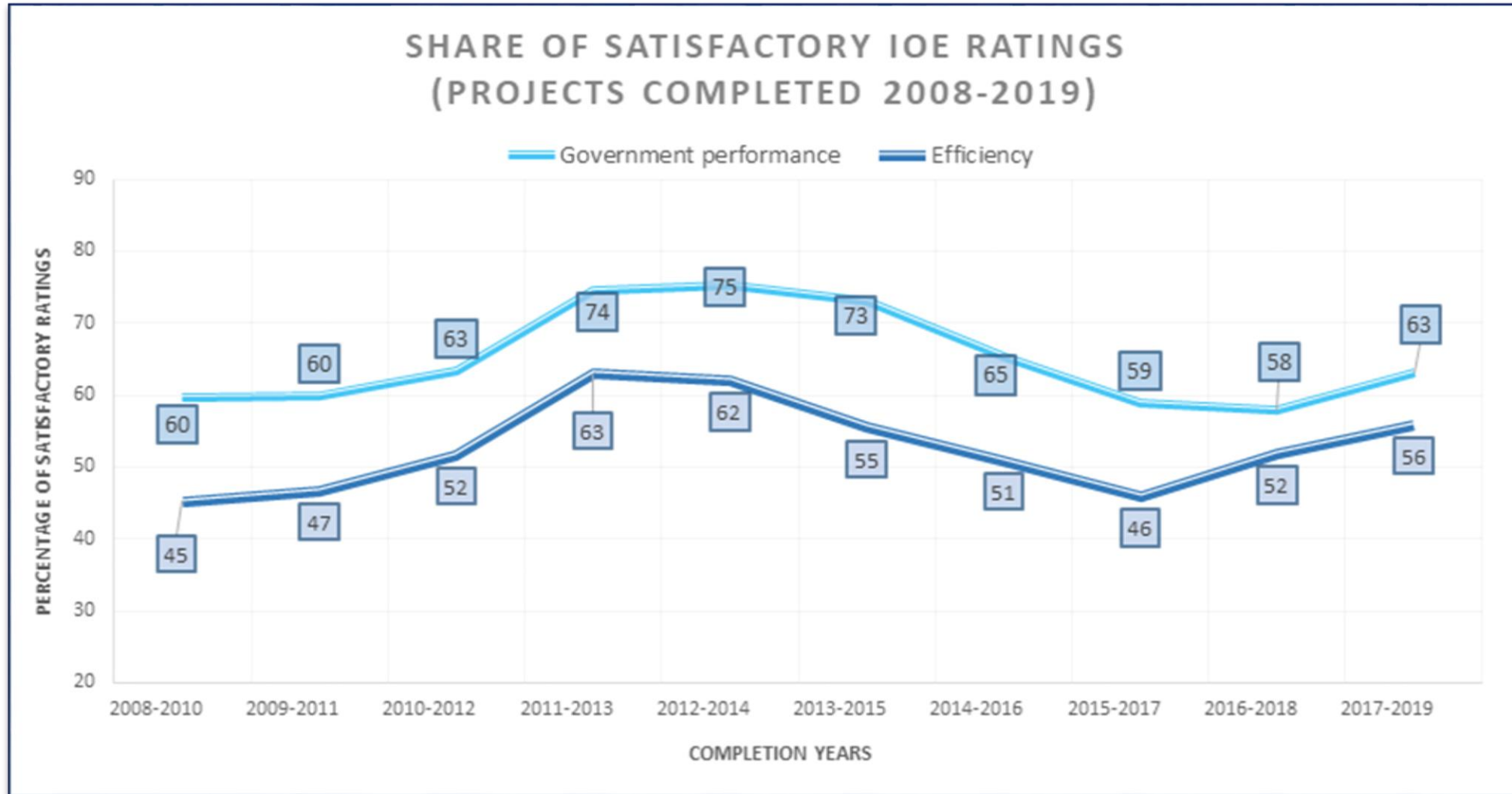
- Develop conceptual framework for evaluating government performance, with particular focus on **institutional efficiency**;
- Synthesize evaluative evidence on government performance, identifying the **dynamics** and **factors** contributing to good or poor performance; and
- Identify critical areas for IFAD to focus in support of enhanced government performance.

Scope:

- Period from 2010 to 2020.
- Performance data from 421 evaluations, including 57 country strategy and programme evaluations (CSPEs), 364 project-level evaluations

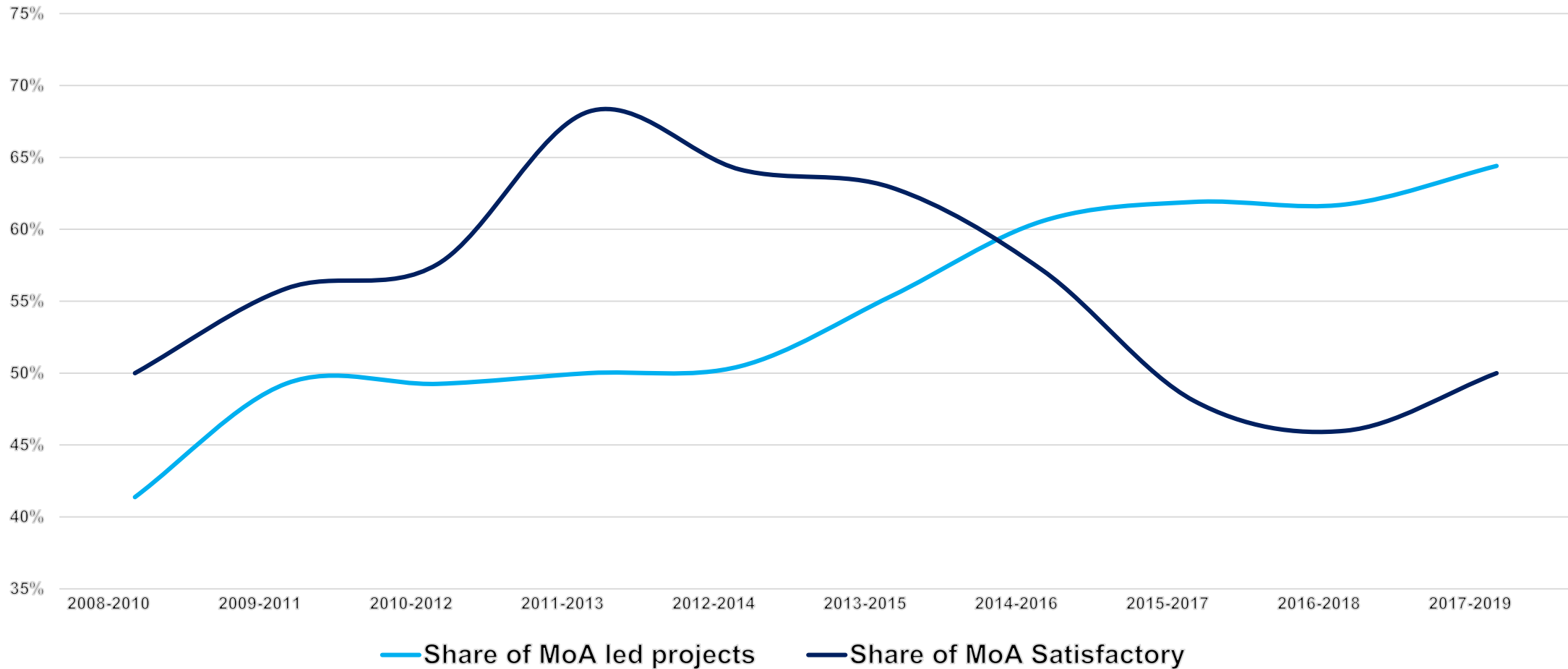
- IFAD Evaluation criterion to review **government responsibilities** and roles in the project cycle
- Key responsibility: transforming resources into outputs (**efficiency**)
- Government ownership is a key driver of performance (**relevance**)
- Government also influences project **effectiveness** and **sustainability**.
- Understanding the **dynamics** underpinning government performance.

Trends on government performance

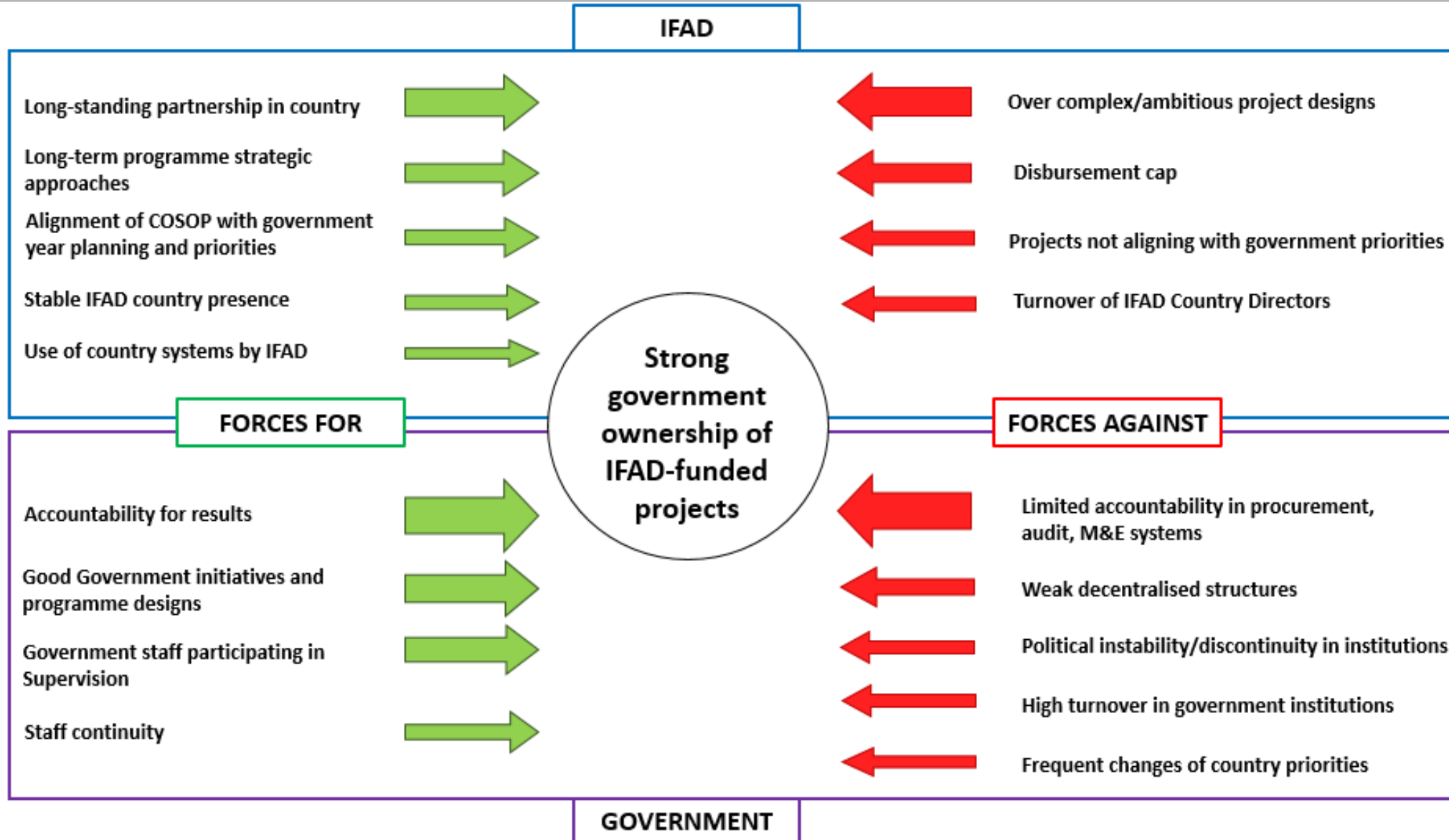


Source: ARRI database

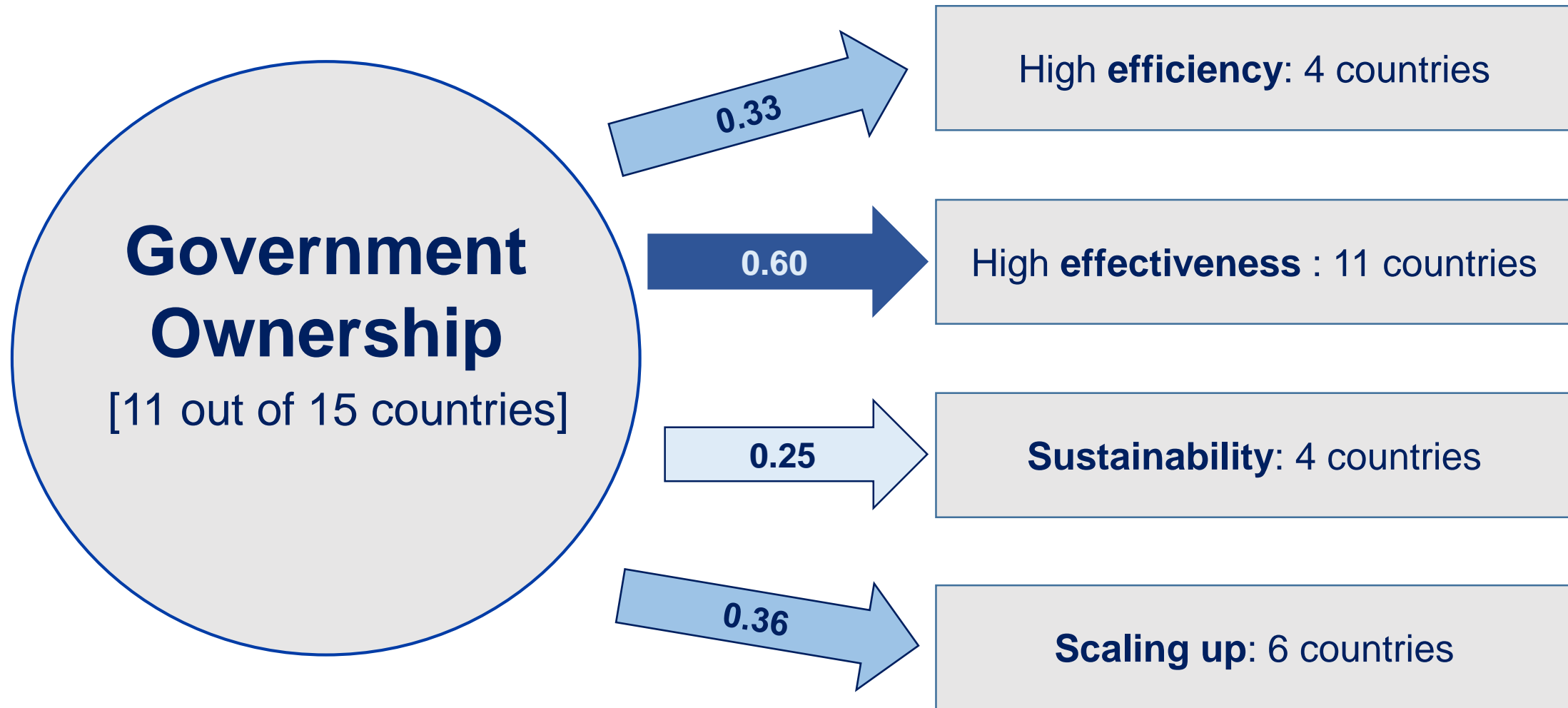
Share of projects led by MoA and their government performance (2008-2019)



Source: ARRI database



Source: ESR stakeholder survey (205 respondents)



Correlations in 15 case study countries



- Alignment with institutional structures
- Flexibility and consistent engagement



Contextual issues

- Government decentralisation
- Changes in the institutional and policy framework
- Fragile situations



Ministries of Agriculture

- Limited flexibility
- Insufficient sector funding
- Weak decentralised capacities
- Coordination capacity



➤ Counterpart funding

- Resource constraints in weak economic or fragile situations;
- Non-monetary forms of counterpart funding, e.g. tax exemptions and in-kind contributions.



➤ Project management

- Staff turnover, low technical capacities, delays in staff recruitment, and lack of incentives.
- Red tape, cumbersome procedures, poor procurement practices.



➤ Financial management

- Improvements where governments put into place systems for fiduciary oversight.
- Operating cost varied, higher in fragile situations;



➤ Adaptive management performance

- Timely design reviews to adjust overestimated goals or match government priorities
- Follow-up on supervision recommendations and evidence of learning from implementation

-  ➤ Governments perform better if they have **ownership** for the programme.
-  ➤ **Long standing relationships** based on mutual trust will enhance performance.
-  ➤ Programmes in **decentralised contexts** require capacities, resources, and support at local level.
-  ➤ **Project designs** have to match government capacities and resources.
-  ➤ Weak systemic capacities require incentives from the top (**leadership**).
-  ➤ **Alignment** with country policies and institutional frameworks will support efficiency.
-  ➤ Continuous **learning and adaptation** will improve government performance over time.

- Government is the key player in IFAD's development effectiveness



- **Knowledge gaps** regarding the factors driving government performance; understanding of why and how government performs in certain situations.



- Situations of **political instability, crisis and fragility**, slow governance reforms, challenging to track, respond and adapt; country presence helps.



- IFAD to address drivers of government performance within **country context**, requires careful analysis of institutional and policy frameworks.

