

IOE



Investing in rural people

Independent Office of Evaluation

118th
Evaluation
Committee

Annual Report on the Independent Evaluation of IFAD

Evaluation synthesis

Corporate-level and thematic evaluations

Sub-regional evaluations

Country strategy and operations evaluations

Project cluster evaluations

Key messages from the Annual Report on Independent Evaluation (ARIE) 2022

September 2022

20th anniversary ARRI → renamed ARIE

IOE Multi-year Evaluation Strategy 2022-2027, repurposing the ARIE are to:

Present a more comprehensive account of IOE evaluation work

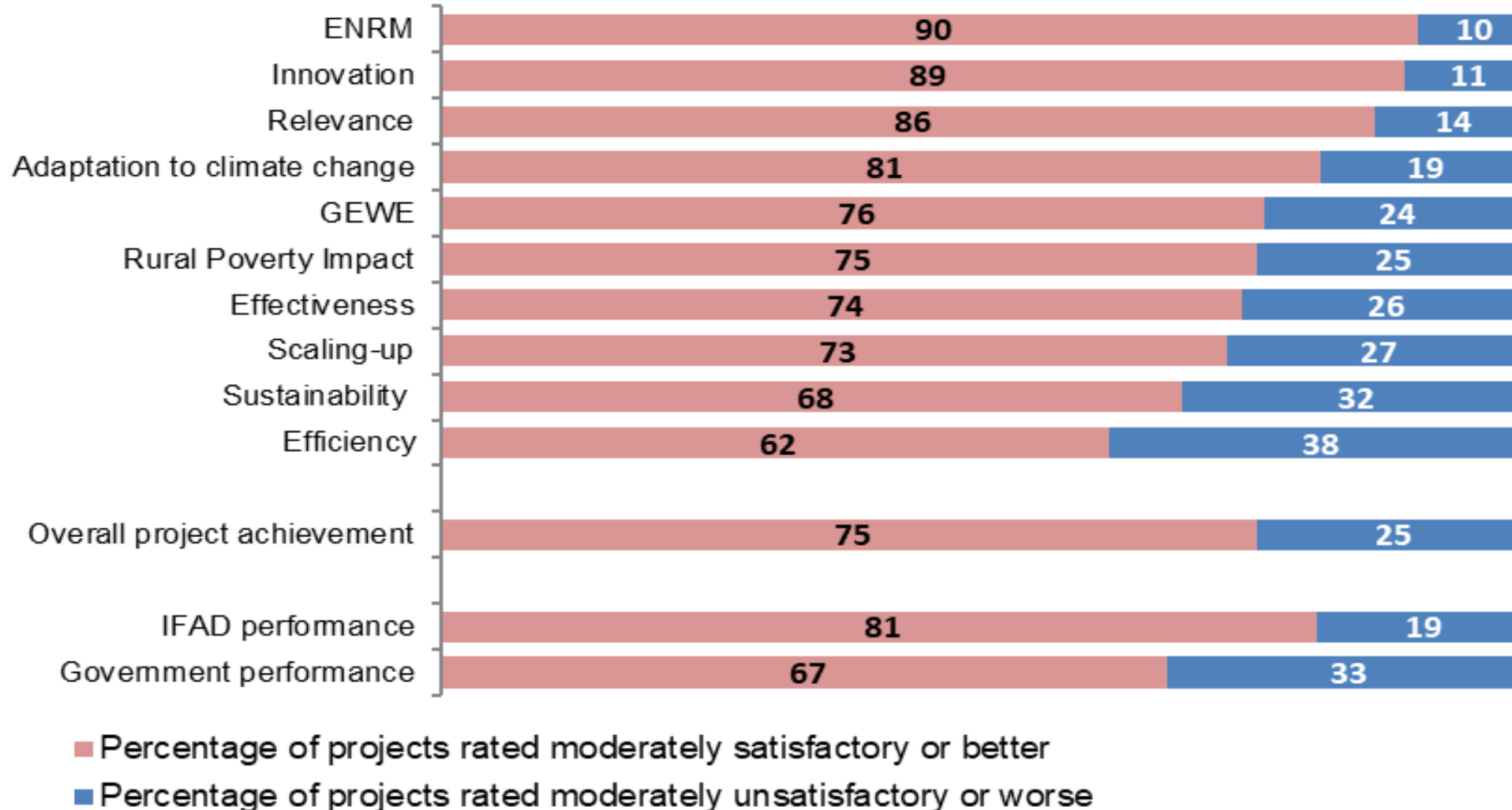
Contribute to learning by extracting findings and lessons from the evaluations in a context of institutional change

Follows examples in other IFIs

ARIE 2022 presents summary of key findings from 2021 CLE / TE / SRE / ES and common lessons drawn from CSPEs and PPEs

Analysis of ratings remains; structure / contents of chapters may change in the future

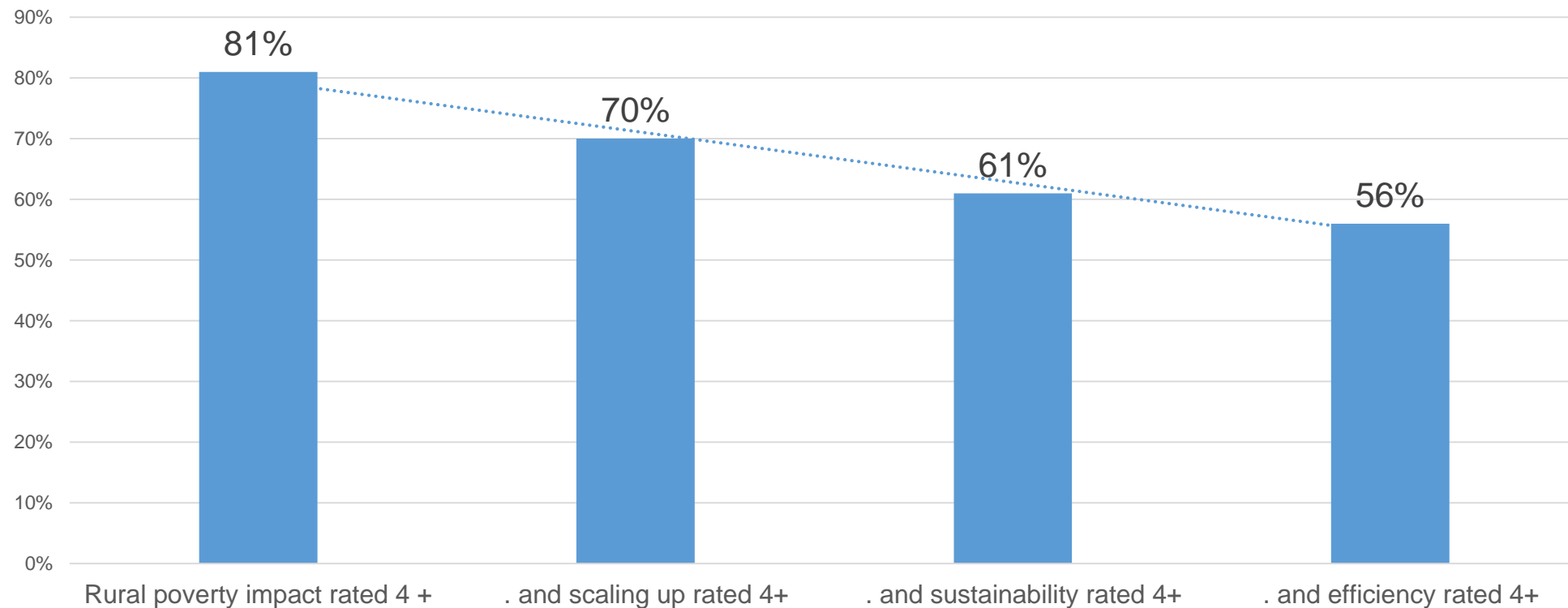
Majority of projects have criteria rated positively (Projects completed 2018-2020)



Four patterns in rating trends (completion: 2011-2020)

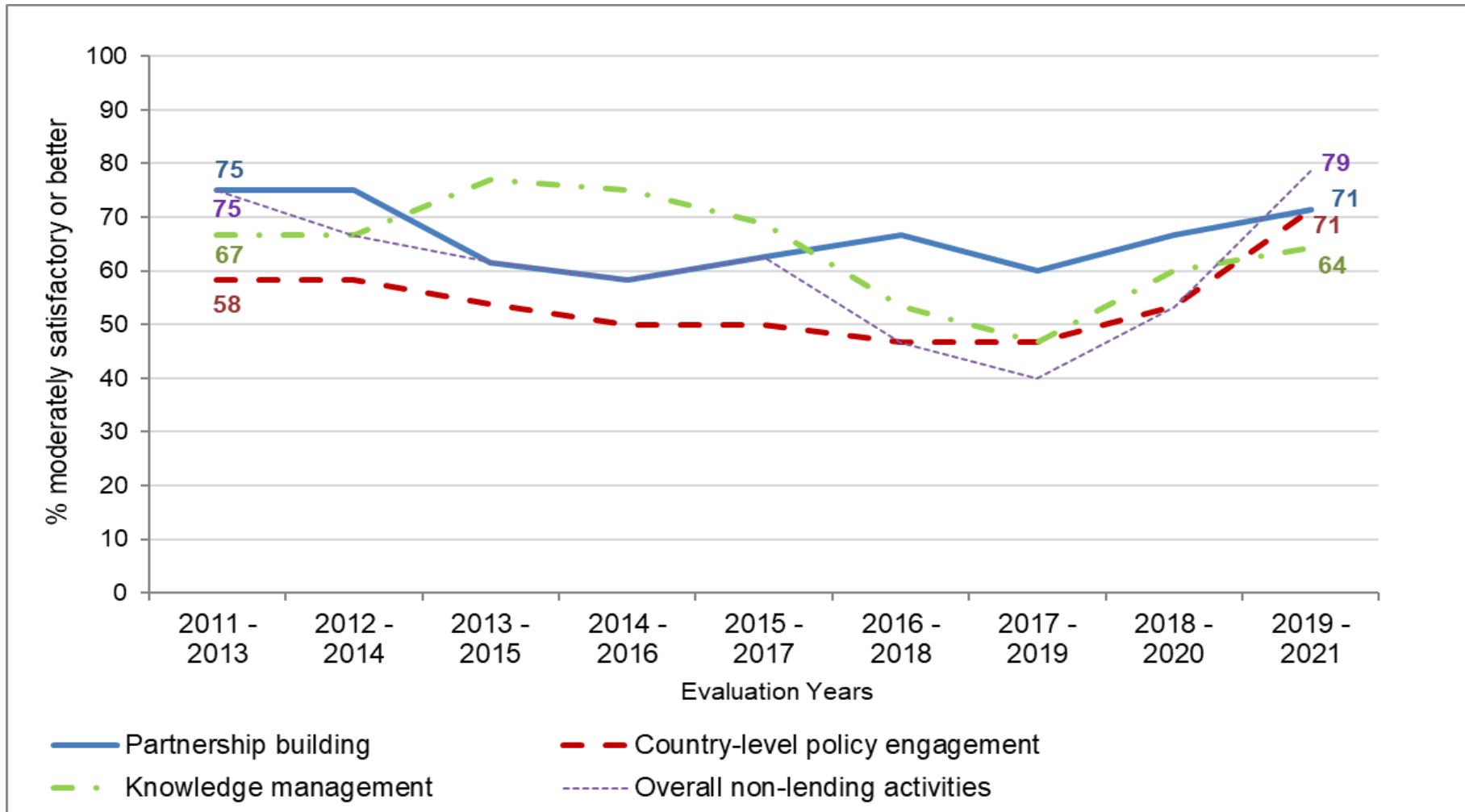
Trend pattern	Related criteria
1. Overall constant across the period	Relevance; Effectiveness;
2. Drop in performance in 2013-2017, have exhibited a partial recuperation	Efficiency and sustainability (among the lowest performing but on an improving path), innovation, scaling up and government performance.
3. Drop in the performance from 2013, then plateau	Rural poverty impact, Gender equality and women's empowerment; Performance of IFAD
4. Increasing path	Environment, natural resource management; Climate change adaptation

Proportions of projects rated moderately satisfactory or better in rural poverty impact and other selected criteria, projects completed in 2011-2020 (Data in percentage, N=284)



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

Performance trends on the increase for non-lending activities



Source: country-level evaluations

Caveat: smaller number of annual observations compared to projects

TE CCA: **performance of ENRM and climate change** benefited from institutional investments : strategies, technical tools, climate financing and dedicated unit

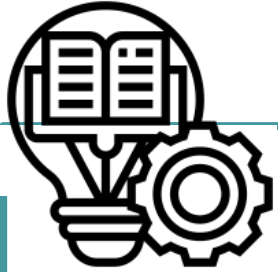
Areas for improvement: clear corporate-level conceptual framework and operational guidance on strengthening smallholders' climate, environmental and socio-economic resilience



Recent Evaluation Synthesis: **Performance of the government** is linked to government ownership, leadership and accountability

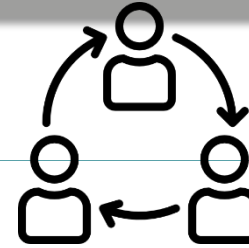
- Dip in gov performance (2013-2017) may in part be linked to challenges faced by Ministries of agriculture in implementing more complex projects (e.g., value chain).
- IFAD country presence is important but not panacea. IFAD can identify capacity gaps, support to filling gaps. Need to pay attention to decentralized governments





Recent CSPEs on KM (dedicated CLE forthcoming)

- Supporting factors to KM: (i) earmarking financial resource, (grants, loan components); (ii) leadership of government agencies
- Constraints: (i) weak M&E systems; (ii) communication ≠ KM; (iii) no dedicated human resources within government or ICO



Joint CLE with FAO & WFP on RBA collaboration, as a case of partnership

- In the domains of **gender, nutrition, and emergency response**, RBA collaboration helped share knowledge & good practice
- **In other areas, limited progress** in reducing overlap, competition
- **Uneven views** and support to RBA collaboration from donors and RBA Mgmt

Sub-regional evaluation in WCA

Countries with
fragility situations

Country strategies and portfolios focused on selected drivers of fragility (poverty, climate), less so on weak public institutions and conflicts.

Overall effective interventions at addressing poverty and environmental threats: mix of income-generating activities, capacity building for CBOs, soil and water conservation practices

Corporate issues: (i) limited loan flexibility to adapt to escalating fragility / conflict; (ii) grants more flexible but small amounts; (iii) in-country presence of country director

Recent Eval Synthesis
and projects evaluations

Community driven development. CDD operations require time to build sustainable organisations but in fragile contexts outperform other intervention types

Post-Tsunami response (2005)

(Eval Synthesis on fisheries and coastal area development, selected project evaluations)



Strong pressure



Strong pressure from members on IFAD to intervene



Attempt to react in 'quasi-real time'



Insufficient design preparation and incorrect assumptions
→ Weak implementation readiness and long time for project start-up



Good example in India-Tamil Nadu



Project remained relevant in a changing context and devoted attention to building community resilience by diversifying income sources through financial instruments, particularly for women