

IOE



Investing in rural people

Independent Office of Evaluation

122<sup>nd</sup> Session  
of EC

## 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

# Annual Report on Independent Evaluation (ARIE) 2023

05 September 2023

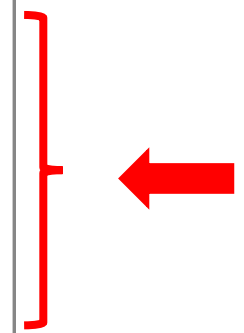
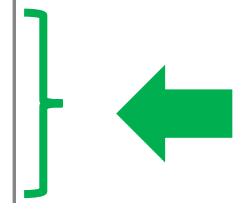
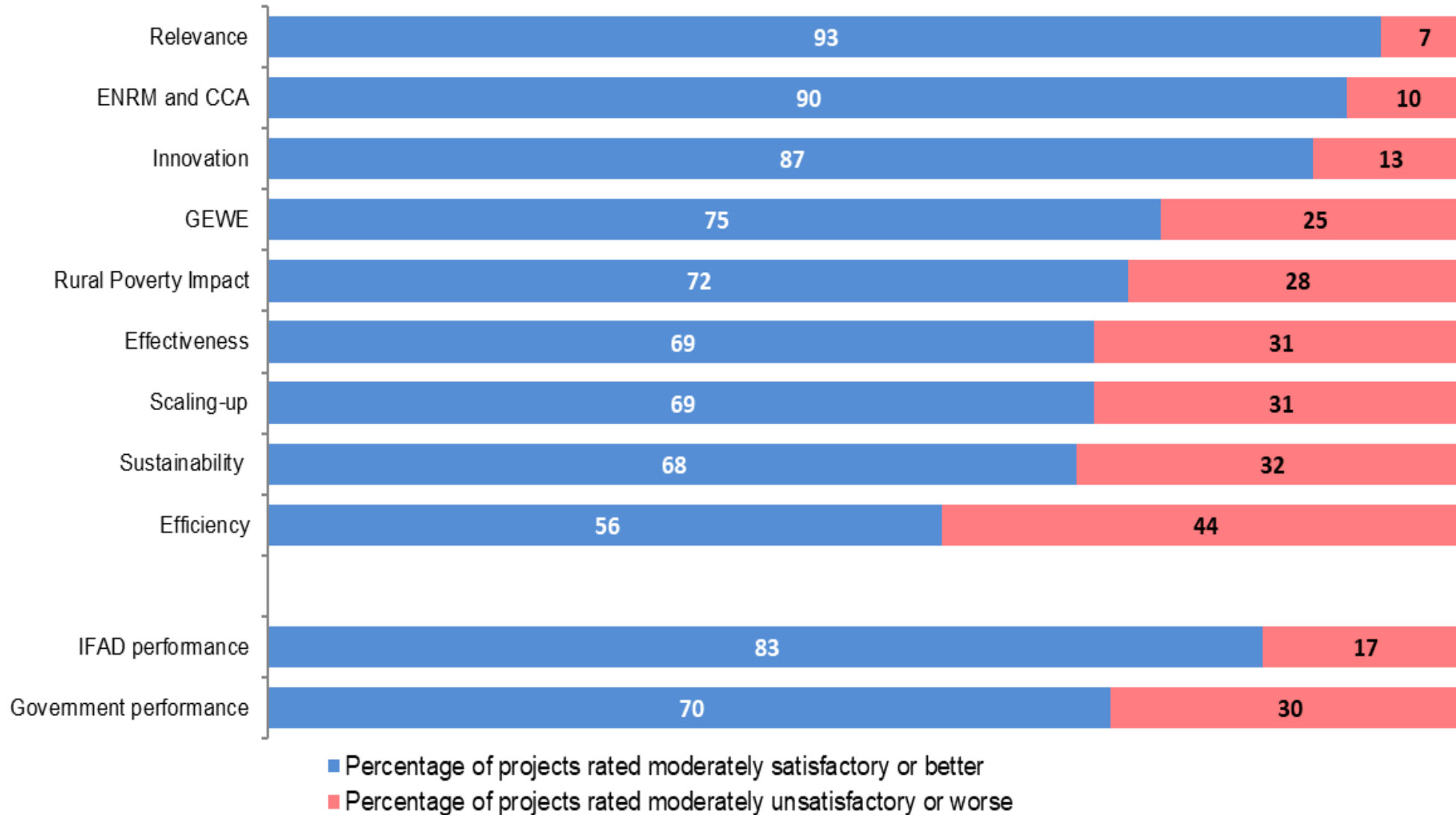
ARIE 2023 consolidated the available evaluative evidence, lessons and challenges from 45 CSPEs, evaluations of 288 projects (year of completion 2012-2021), and other evaluation products such as CLE, SRE, PCE



- Chapter 2 provides the performance analysis of IFAD interventions;
- Chapter 3 provides a summary of key findings in two thematic areas: IFAD support to enterprise development and rural extension services
- Chapter 4 analyses IFAD's institutional efficiency

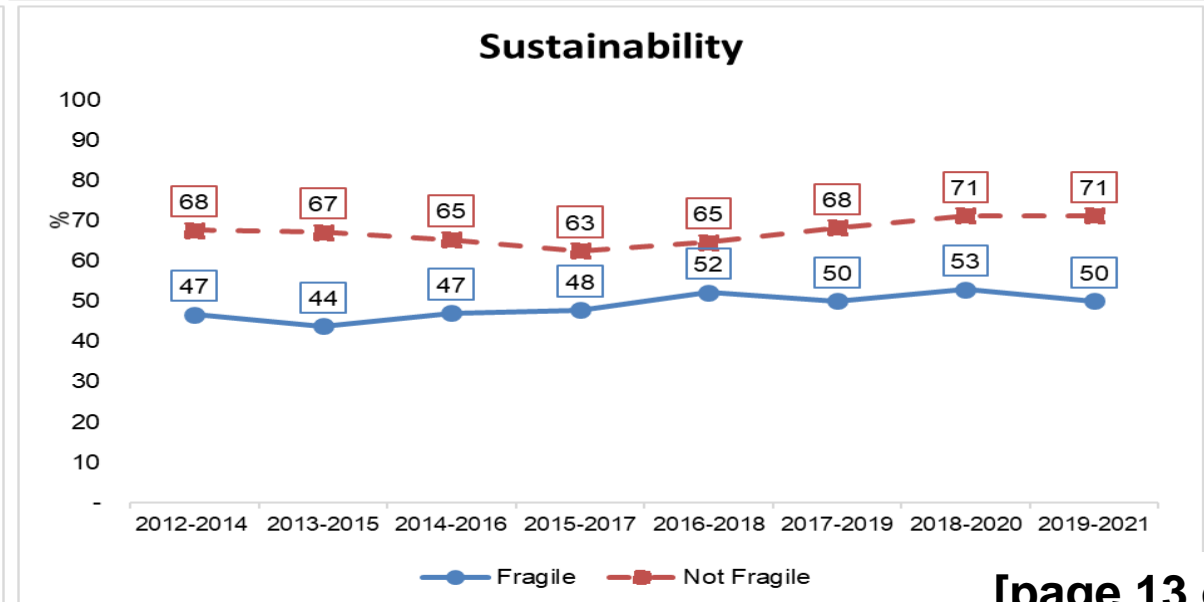
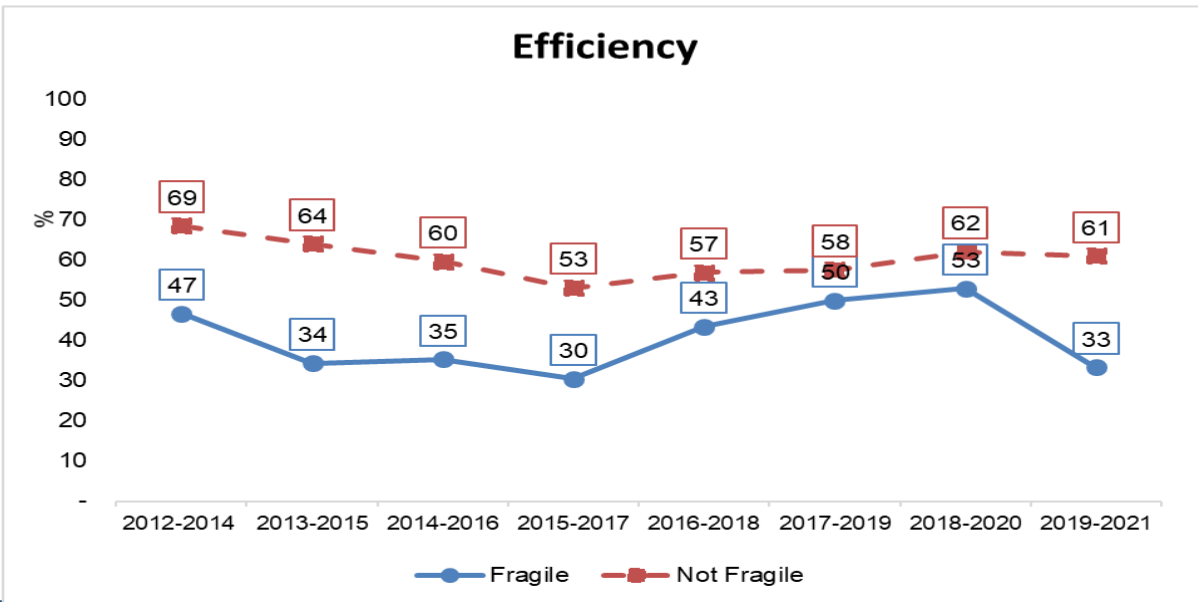
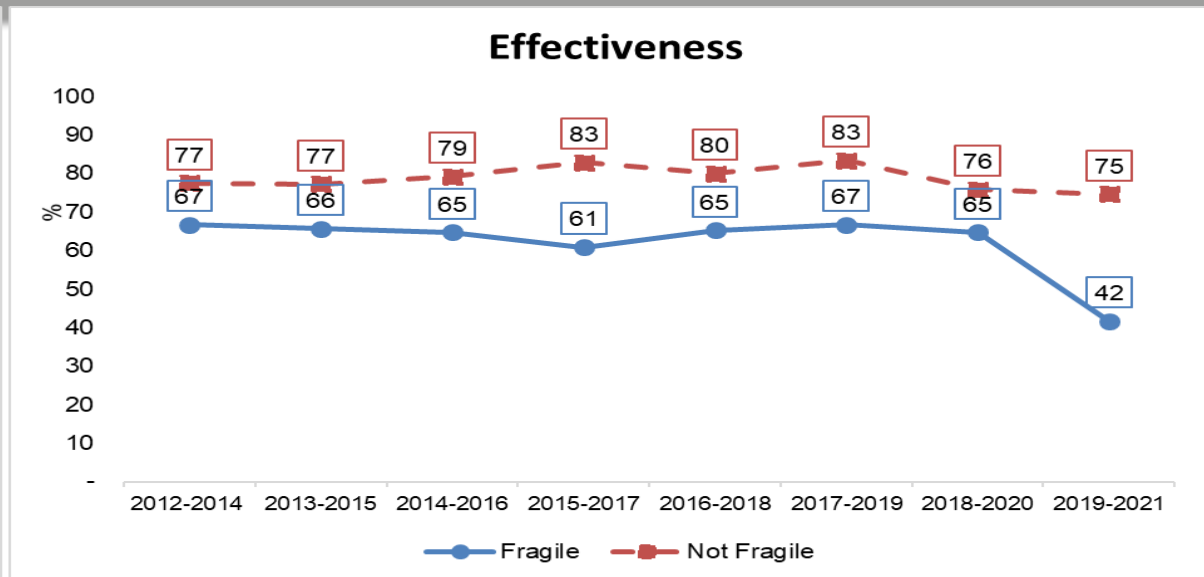
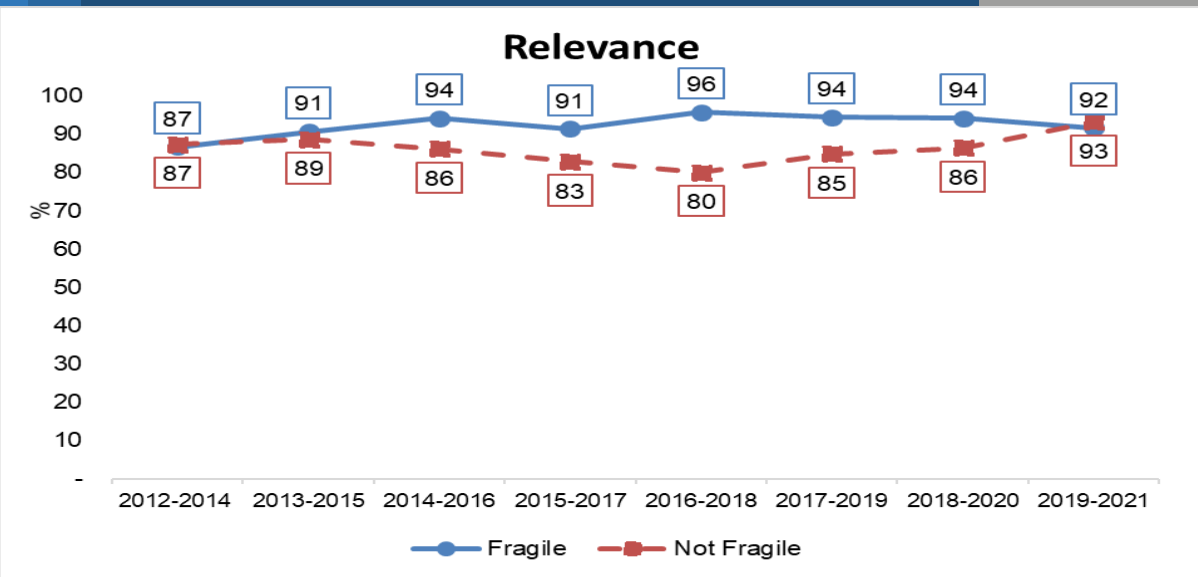


# Majority of projects have criteria rated positively (Projects completed 2019-2021)

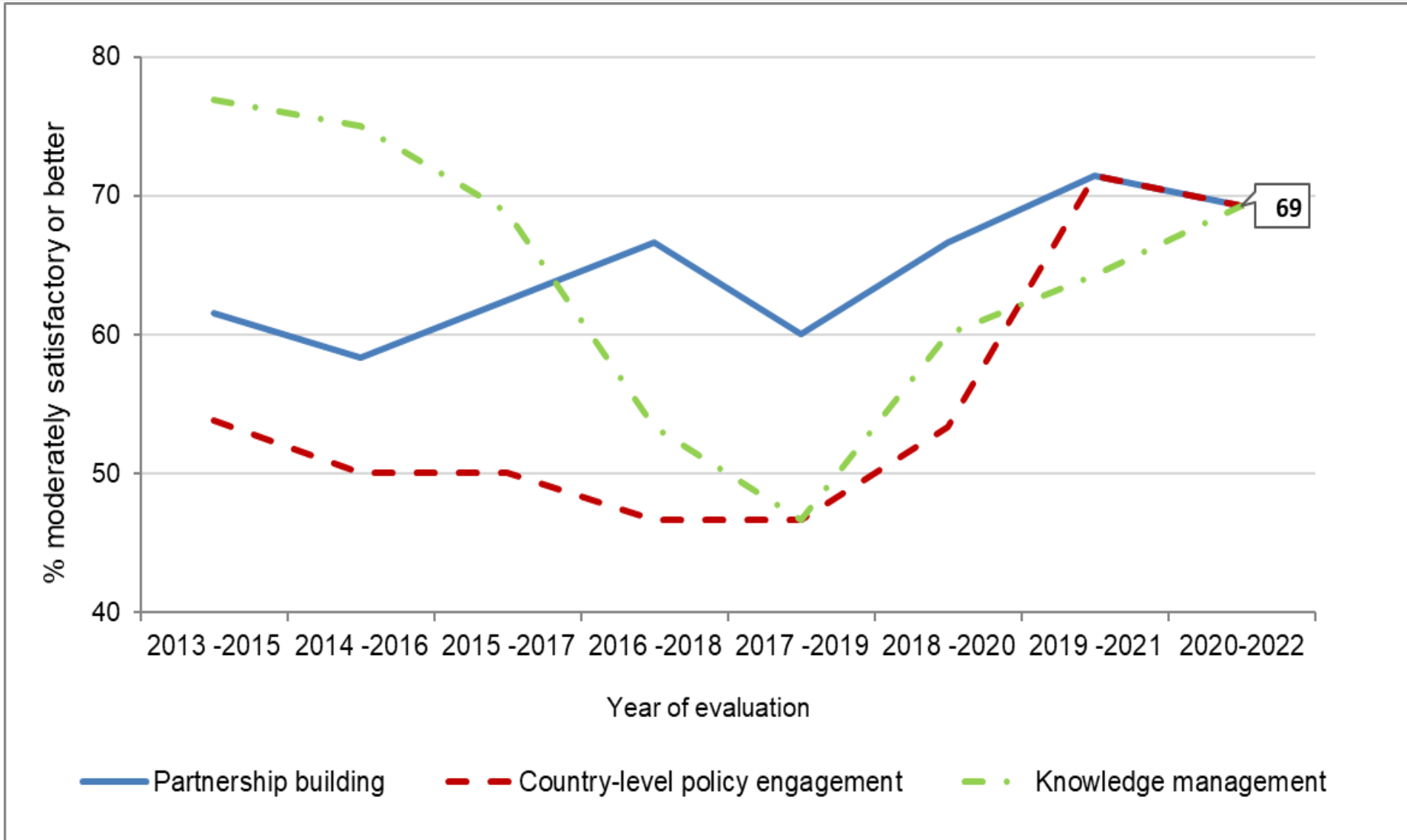


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5 September

# Conditions of Fragility and Rating trends (completion: 2012-2021)



# Mixed trends in performance of non-lending activities



Caveat: Trend analysis involved 45 CSPEs completed over the 10 year period. Caution is needed in interpreting trends because of this small size.

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# Take Away #1 – Analysis of Recent Performance



**Efficiency continued to be the lowest performing area.**

**Effectiveness, sustainability and scaling up exhibit overall low rating.**

**Relevance, ENRM and CCA, and innovation continued to be areas of higher performance.**

## Take Away #2 –Analysis of Performance Trends



- **ENRM & CCA showed improvement throughout 2012-2021. Relevance, sustainability, innovation, and government performance have improved in the recent years (since 2016)**
- **Rural poverty impact and effectiveness declined considerably since 2018. This calls for further analysis, including the effects of recent organizational changes.**
- **The recent declines in effectiveness and efficiency under conditions of fragility and conflict warrants closer scrutiny of ongoing projects under such conditions.**



- Rural enterprises were successful when they had well defined target groups, intervention strategies and financial and non-financial instruments that were aligned with beneficiary enterprise needs and capacities
- Effective enterprise development in rural areas was often linked to agricultural value chains, market opportunities and clear analysis of opportunities and risks for enterprises.
- Focusing on a specific theme, such as finance, enterprise or single value chains contributed to demonstrating effective enterprise support. Such focus also facilitated testing the enterprise development strategy to adaptively improve it.
- IFAD could have better leveraged the expertise of relevant Ministries linked to enterprise development, agriculture commercialization and trade promotion.

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# 1

**Successful extension involved integrated approaches (integration of agricultural production, NRM, non-agricultural marketing, to name a few).**

# 2

**Community-driven approaches, complemented by support to strengthen the capacities of benefiting organizations as well as facilitators, and the adoption of training-of-trainers have led to extension services that are demand-driven and inclusive.**

# 3

**Strengthening government reforms is critical - Many countries continue to struggle with extension systems that are inadequately financed and resourced. This has resulted in very few successful examples of lasting, alternative and innovative extension and advisory services models.**

Since 2017, **statistically significant improvements** observed in measures of institutional efficiency constructed by IOE

- *Total admin budget/total disbursements;*
- *Average size of projects approved (PoLG/number of projects);*
- *Total FTE/unit output (= number of projects approved in a year + 25% projects in active portfolio).*

Yet, share of resources to support operational design, implementation and NLA declined during 2017-2022 (reversed in 2023).

- Coincides with the push for larger and more complex projects.
- The recent decline in effectiveness and rural poverty impact warrants a closer scrutiny of the long-term implications of this resource reduction.

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