
Informe anual sobre la evaluación independiente del FIDA de 2023

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Medida: Se invita al Comité de Evaluación a que examine el Informe anual de la Oficina de Evaluación Independiente del FIDA de 2023.

Preguntas técnicas:

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Informe anual sobre la evaluación independiente del FIDA de 2023

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Agradecimientos

El Informe anual de la Oficina de Evaluación Independiente del FIDA (ARIE) de 2023 fue elaborado por la Oficina de Evaluación Independiente (IOE) con la orientación general de su Director, Indran Naidoo, y la estrecha supervisión de Fabrizio Felloni, Director Adjunto. Suppiramaniam Nanthikesan, Oficial Principal de Evaluación, estuvo a cargo de la coordinación del contenido y la preparación del resumen general, así como de los capítulos I y IV. Fumiko Nakai dirigió la preparación del capítulo II en colaboración con Rati Shubladze, consultor. Para la elaboración del capítulo III se recibieron contribuciones fundamentales de Max Kodjo y Johanna Pennarz, Oficiales Principales de Evaluación; Raymond Mubayiwa, Oficial de Evaluación, y Detlev Puetz, consultor superior. Alexander Voccia, Oficial de Comunicaciones sobre Evaluación, contribuyó a elaborar los anexos. Laure Vidaud, Adjunta de Administración del Director Adjunto, se encargó del diseño del documento.

La IOE desea expresar su agradecimiento a la Dirección y al personal del Fondo por el apoyo general prestado y por sus valiosas observaciones sobre el borrador del informe que, en consonancia con la Revisión de la Política de Evaluación del FIDA, se han tenido debidamente en cuenta en la elaboración de la versión definitiva del informe.

Informe anual sobre la evaluación independiente del FIDA de 2023

Resumen

A. Introducción

1. El Informe anual sobre la evaluación independiente del FIDA (ARIE)¹ celebrará en 2023 su vigésimo primer año consecutivo de publicación. Tal como se estipula en la Estrategia de Evaluación Plurianual de la Oficina de Evaluación Independiente del FIDA para el período 2022-2027², los objetivos del ARIE son los siguientes: i) presentar a los órganos rectores del FIDA una relación más exhaustiva de las actividades de evaluación emprendidas por la Oficina de Evaluación Independiente del FIDA (IOE), incluidas las evaluaciones que no se examinan junto con el Comité de Evaluación, y ii) contribuir en mayor medida al aprendizaje extrayendo hallazgos y enseñanzas de las evaluaciones. En ese marco, el ARIE tiene por objeto promover una cultura de evaluación dentro del FIDA, en consonancia con la Revisión de la Política de Evaluación del FIDA de 2021, y poner el acento en el aprendizaje y la colaboración.
2. El ARIE se funda en las evaluaciones independientes llevadas a cabo por la IOE. En él se presentan y analizan series cronológicas de las calificaciones para determinar las tendencias de los resultados, conforme a su función de rendición de cuentas. También se sintetizan los hallazgos de las evaluaciones independientes sobre determinados temas que son fundamentales para el mandato del Fondo, a fin de estimular el aprendizaje y propiciar debates de seguimiento y nuevos análisis.
3. El presente informe incluye un análisis de tendencias de las calificaciones de desempeño correspondientes a los proyectos finalizados entre 2012 y 2021. Al igual que en la edición anterior del ARIE, este informe analiza los resultados de las operaciones apoyadas por el FIDA en condiciones de fragilidad. Asimismo, se analiza la discrepancia entre las calificaciones de las evaluaciones de la IOE y las de los informes finales de proyecto. El análisis también contempla las tendencias de los resultados de las actividades no crediticias, extraídas a partir de las evaluaciones de las estrategias y los programas en los países (EEPP).
4. El ARIE de 2023 explora diversas perspectivas temáticas, entre las que se encuentran las dos esferas temáticas que han acaparado la atención del FIDA en los dos últimos decenios, esto es, el desarrollo de empresas rurales y los servicios de extensión agrícola. En el capítulo III se ofrece una síntesis de los principales hallazgos de una serie de evaluaciones efectuadas en el ámbito de los proyectos (incluida una evaluación de un grupo de proyectos) y de las EEPP llevadas a cabo desde 2019. La tercera perspectiva temática se refiere a la eficiencia institucional del FIDA, basada en la evaluación a nivel institucional de la experiencia del FIDA en materia de descentralización realizada en 2023. El informe concluye con un resumen de los principales hallazgos.
5. En los anexos al informe se presenta información relativa a la definición de los criterios de evaluación, la lista de evaluaciones analizadas, los productos de la IOE y otros datos sobre el análisis de los resultados.
6. Los hallazgos consignados en este informe se basan en las 288 evaluaciones en el ámbito de los proyectos correspondientes a los proyectos finalizados durante el período 2012-2021, las 45 EEPP realizadas entre 2013 y 2022, y la evaluación a nivel institucional de la experiencia del FIDA en materia de descentralización

¹ Hasta la edición de 2021, el informe se titulaba "Informe anual sobre los resultados y el impacto de las actividades del FIDA" (ARRI). En 2022, con ocasión del vigésimo aniversario del inicio de su publicación, el título se cambió a "Informe anual sobre la evaluación independiente del FIDA" (ARIE) a fin de reflejar la actualización de su contenido y la ampliación de su alcance.

² <https://webapps.ifad.org/members/eb/134/docs/spanish/EB-2021-134-R-36.pdf>

de 2023. Teniendo en cuenta que el ciclo de vida de los proyectos del FIDA puede alargarse hasta diez años, es poco probable que los resultados actuales reflejen el impacto total de las grandes reformas en curso, tales como la segunda fase del proceso de descentralización del FIDA, o las perturbaciones externas, como la pandemia de COVID-19. Solo podrán tomarse en consideración estas cuestiones una vez finalizados y evaluados los proyectos más expuestos al cambio.

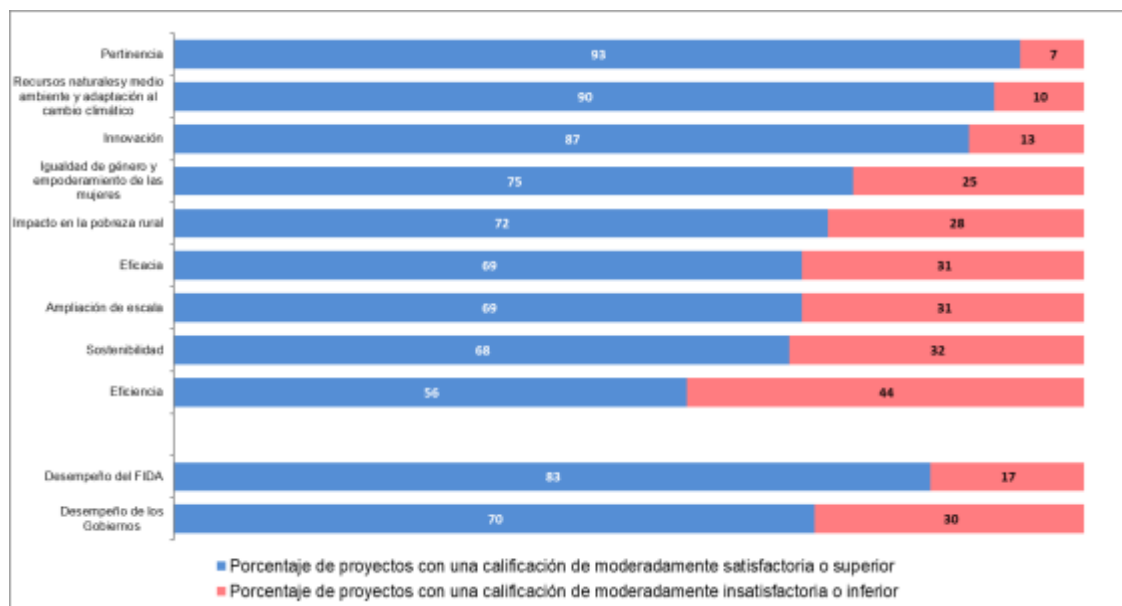
B. Resultados de proyectos recientes (2019-2021)

7. Este análisis se basa en los hallazgos de las evaluaciones de 71 proyectos finalizados en el trienio indicado.
8. **La mayoría de los proyectos obtuvieron buenos resultados (calificación de moderadamente satisfactorios o superior) para todos los criterios (gráfico 1).** La eficiencia fue el criterio que presentó el menor porcentaje de proyectos con calificaciones positivas (el 56 %), mientras que el porcentaje fue mucho mayor en lo que respecta a la pertinencia (el 93 %), la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático (el 90 %) y la innovación (el 87 %). La calificación global media del desempeño³ de los 71 proyectos evaluados y finalizados durante el período 2019-2021 fue de moderadamente satisfactorios (4).

Gráfico 1

Todos los criterios por porcentaje de proyectos con una calificación de moderadamente satisfactoria o superior (N=71)

Porcentaje de proyectos con buenos resultados (finalizados durante el período 2019-2021)



Fuente: Base de datos de evaluación de la IOE (validaciones de los informes finales de los proyectos (VIFP), evaluaciones de los resultados de los proyectos, evaluaciones del impacto), marzo de 2023.

C. Análisis de tendencias de los resultados de los proyectos (2012-2021)

9. **La mayoría de los proyectos obtuvieron buenos resultados (calificación de moderadamente satisfactorio o superior) para todos los criterios de evaluación.** Sin embargo, el porcentaje de proyectos que recibieron una calificación muy satisfactoria fue mínimo. Por ejemplo, ninguno de los 288 proyectos finalizados durante el período 2012-2021 fue calificado de muy satisfactorio en lo que respecta al impacto en la pobreza rural, la eficacia y la sostenibilidad, y solo 13 proyectos alcanzaron la máxima calificación respecto del criterio de pertinencia.

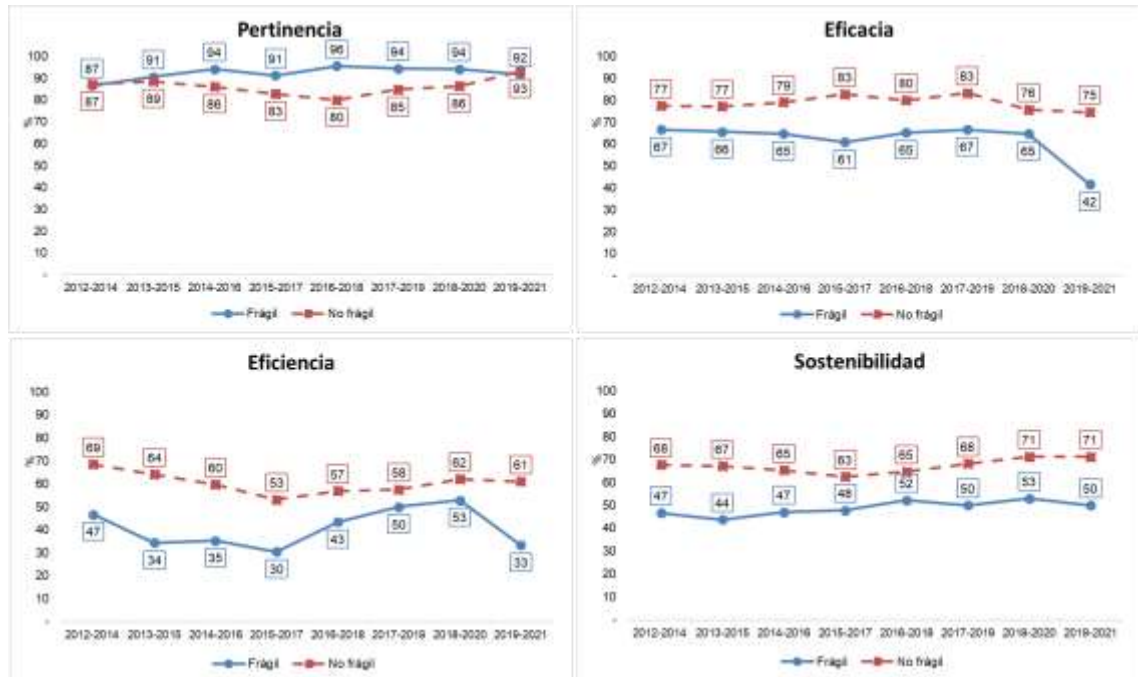
³ Basándose en la calificación media de todos los criterios excepto el desempeño de los asociados (nueve criterios).

10. **La eficacia de los proyectos y el impacto en la pobreza rural disminuyeron en períodos recientes.** El porcentaje de proyectos que cumplieron el criterio de eficacia se redujo de un 83 % en el período 2017-2019 a un 75 % en el período 2019-2021, el nivel más bajo en los últimos 10 años. En lo que respecta al impacto en la pobreza rural, el porcentaje de proyectos con buenos resultados disminuyó de un 89 % en el período 2012-2014 a un 79 % en 2015-2017; se mantuvo en ese nivel y volvió a descender a partir de 2017-2019, hasta situarse en el 72 % en 2019-2021.
11. La evaluación a nivel institucional de la experiencia del FIDA en materia de descentralización efectuada en 2023 puso de manifiesto una serie de factores que podrían haber contribuido a este descenso. Uno de ellos fue, desde 2017, la reducción del presupuesto para la ejecución de programas en los países (destinado al diseño y la implementación y supervisión de las operaciones del FIDA), tanto en términos absolutos como en proporción al presupuesto administrativo total del Fondo. A ello se sumaron las reformas concurrentes, como el ejercicio de reasignación que perturbó los ciclos de operaciones en los países y la nueva política de recursos humanos para promover la descentralización, que redujo la diversidad de categorías en los puestos de Director en el País. Estas reformas afectaron a la calidad del apoyo prestado por el FIDA al diseño y la ejecución de proyectos. Desde 2020, la pandemia dificultó la ejecución de los proyectos y complicó el logro de los efectos directos previstos. No obstante, en la medida en que el análisis se limitó a los proyectos finalizados en 2020 y 2021, con toda probabilidad este impacto se reflejará mejor en ediciones futuras del ARIE.
12. **El desempeño en materia de gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático constituye el único ejemplo claro de mejora continua en los últimos 10 años.** El porcentaje de proyectos con buenos resultados en este ámbito aumentó del 71 % en el período 2011-2013 al 90 % entre 2019 y 2021. Este desempeño puede atribuirse a los esfuerzos sostenidos desplegados por el FIDA a lo largo del último decenio para hacer que la respuesta al cambio climático sea una prioridad institucional y para dedicar recursos humanos y financieros a fortalecer la integración de las consideraciones climáticas y medioambientales en todas sus intervenciones, proporcionando las orientaciones necesarias al efecto.
13. **En general, los proyectos realizados en contextos no frágiles superaron sistemáticamente a los proyectos ejecutados en contextos frágiles en términos de eficacia, eficiencia y sostenibilidad de los beneficios.** En este análisis se comparó el desempeño de 73 proyectos ejecutados en condiciones de fragilidad con el de los proyectos finalizados durante el mismo período (215) en contextos no frágiles. Se consideró que un proyecto se ejecutaba en un contexto frágil cuando se operaba en países que estaban incluidos en la lista anual de situaciones de fragilidad y conflicto del Banco Mundial durante más de la mitad de su ciclo de vida (fases de aprobación a finalización). Como se muestra en el gráfico 2, los proyectos ejecutados en contextos no frágiles superaron sistemáticamente a los proyectos realizados en contextos de fragilidad en términos de eficacia, eficiencia y sostenibilidad de los beneficios. Sin embargo, los resultados relativos a la pertinencia fueron desiguales, ya que los proyectos ejecutados en situaciones de fragilidad obtuvieron los mismos o mejores resultados que los otros proyectos en todos los períodos, salvo en el último (2019-2021), en el cual los proyectos llevados a cabo en contextos no frágiles se situaron ligeramente por encima de los proyectos ejecutados en condiciones de fragilidad (el 93 % frente al 92 %). El porcentaje de proyectos que registraron buenos resultados en cuanto a la eficacia, la eficiencia y la sostenibilidad fue considerablemente mayor en la categoría de proyectos ejecutados en contextos no frágiles durante todo el período 2012-2021.

Gráfico 2

Comparativa del desempeño de los proyectos ejecutados en países en condiciones de fragilidad y en países con contextos no frágiles

Porcentaje de proyectos con buenos resultados (finalizados durante el período 2012-2021)



Fuente: Análisis de la IOE basado en la base de datos de evaluación (VIFP, evaluaciones de los resultados de los proyectos, evaluaciones del impacto), marzo de 2023.

14. En términos de variación de tendencias en función de las regiones, **el promedio decenal de la calificación de los resultados de los proyectos muestra que la región de Asia y el Pacífico concentra el mayor porcentaje de proyectos con buenos resultados y que la de África Occidental y Central registra el menor porcentaje en todos los criterios.** En el cuadro 1 se presenta una comparativa regional del desempeño en materia de impacto en la pobreza rural, desempeño del FIDA, desempeño de los Gobiernos y logros generales de los proyectos. Al consultar este cuadro, no debe interpretarse que la calificación media del desempeño de los proyectos llevados a cabo en una región constituye un indicador del desempeño de la división regional del FIDA. Existen factores ajenos al control de la presencia del FIDA en los países —por ejemplo, el contexto político, institucional y de desarrollo en el que operan los proyectos y la capacidad de ejecución y apropiación de los proyectos por los interlocutores gubernamentales— que influyen en los resultados de los proyectos.

Cuadro 1

Desempeño regional con respecto a criterios seleccionados (proyectos finalizados en el período 2012-2021, N=288)

	Asia y el Pacífico	América Latina y el Caribe	África Oriental y Meridional	Cercano Oriente, África del Norte y Europa	África Occidental y Central	Total
Número de proyectos	70	45	54	54	65	288
Impacto en la pobreza rural						
Porcentaje de proyectos que recibieron la calificación de moderadamente satisfactorios o superior (%)	87	77	85	81	69	80
Porcentaje de proyectos que recibieron la calificación de satisfactorios o superior (%)	29	34	19	26	20	25
Logros generales de los proyectos						
Promedio	4,16	4,03	3,98	4,05	3,82	4,01
Desempeño del FIDA						
Porcentaje de proyectos que recibieron la calificación de moderadamente satisfactorios o superior (%)	90	93	83	87	75	85
Porcentaje de proyectos que recibieron la calificación de satisfactorios o superior (%)	36	56	39	37	28	38
Desempeño del Gobierno						
Porcentaje de proyectos que recibieron la calificación de moderadamente satisfactorios o superior (%)	83	78	61	72	51	69
Porcentaje de proyectos que recibieron la calificación de satisfactorios o superior (%)	40	31	20	20	11	25

Fuente: Base de datos de evaluación de la IOE (VIFP, evaluaciones de los resultados de los proyectos y evaluaciones del impacto), marzo de 2023.

15. Se estableció que **la discrepancia entre las calificaciones de los informes finales de proyecto y las de las evaluaciones de la IOE era significativa desde el punto de vista estadístico** para todos los criterios y evidenciaba tendencias variables. **En dos criterios (eficacia e impacto en la pobreza rural) la discrepancia va en aumento.** En el cuadro 2 se resumen las tendencias relativas a la discrepancia en las calificaciones.

Cuadro 2

Información resumida de la discrepancia entre las calificaciones de la IOE y los informes finales de proyecto

<i>Características</i>	<i>Criterios</i>
Mayor discrepancia	Pertinencia (-0,51) y ampliación de escala (-0,45)
Menor discrepancia	Gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático (-0,18) e innovación (-0,18)
Reducción de la discrepancia	Pertinencia, ampliación de escala
Discrepancia reducida y estabilizada	Gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático e innovación
Discrepancia reducida inicialmente, pero que está aumentando	Eficacia, impacto en la pobreza rural

Fuente: Análisis de la IOE

D. Resultados de las actividades no crediticias (2013-2022)

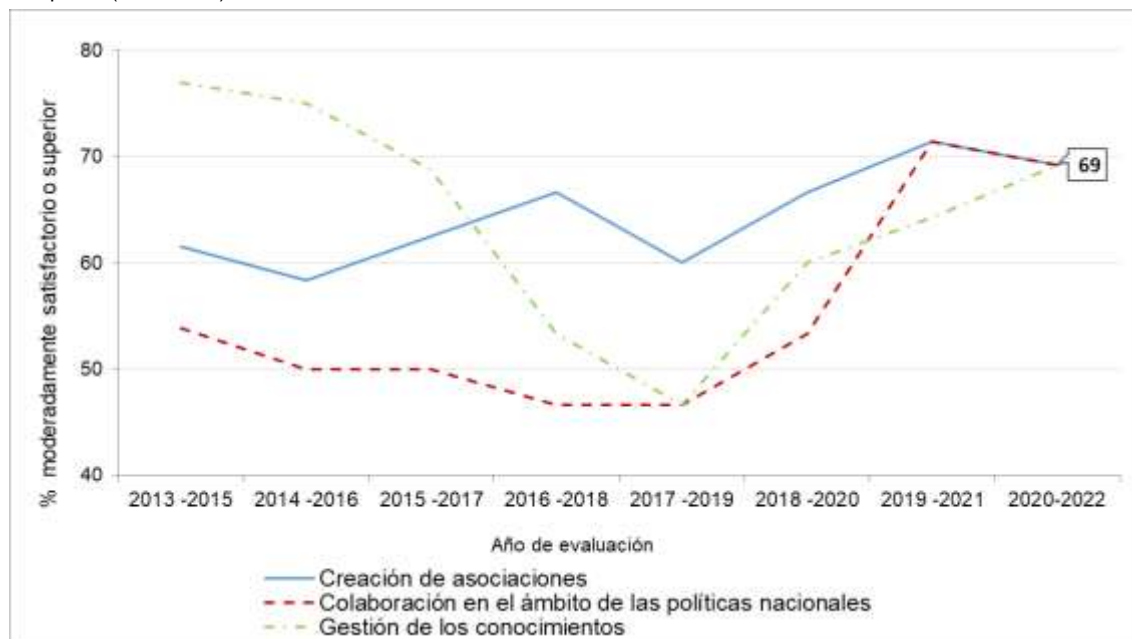
16. Los resultados de las actividades no crediticias han mejorado desde 2018.

Esta evaluación de los resultados de las actividades no crediticias (creación de asociaciones, gestión de los conocimientos y colaboración en el ámbito de las políticas nacionales) se basa en las 45 EEPP realizadas en el período considerado. En el gráfico 3 se presenta el porcentaje de EEPP en las que las actividades no crediticias obtuvieron una calificación moderadamente satisfactoria o superior (4, 5, 6). Muestra que, desde el período 2017-2019, se ha producido una mejora sustancial en la colaboración en el ámbito de las políticas nacionales y la gestión de los conocimientos. Se observó una mejora más modesta en el ámbito de la creación de asociaciones con respecto al 60 % registrado en 2018. A pesar de estos avances, hay un gran margen de mejora. En una reciente evaluación temática de la IOE acerca del apoyo prestado por el FIDA a la adaptación de los pequeños agricultores al cambio climático y en la evaluación a nivel institucional en materia de descentralización de 2023 se recomendó dar mayor prioridad institucional a las actividades no crediticias. Esta priorización se podría lograr incluyendo en los diseños de los proyectos y los programas sobre oportunidades estratégicas nacionales (COSOP) estrategias concretas, basadas en los resultados, a fin de fortalecer las actividades no crediticias, poniendo en práctica esta estrategia desde el inicio y hallando recursos y medios para invertir más recursos financieros y humanos en el fortalecimiento de estas actividades.

Gráfico 3

Resultados de las actividades no crediticias

Porcentaje de evaluaciones en los países que califican las actividades no crediticias de moderadamente satisfactorias o superior (2013-2022)



Fuente: Base de datos de la IOE sobre las EEPP, marzo de 2023 (45 evaluaciones realizadas entre 2013 y 2022)

E. Desarrollo de empresas rurales y servicios de extensión y asesoramiento en el medio rural: perspectivas de las evaluaciones recientes

17. El Marco Estratégico del FIDA (2016-2025) pone explícitamente el foco en la diversificación de las oportunidades empresariales y laborales del medio rural para aumentar los beneficios que obtiene la población rural al participar en los mercados (objetivo estratégico 2).
18. Aunque los servicios de extensión y asesoramiento solo se mencionaban brevemente en el Marco, estos están cubiertos de manera implícita en las esferas de orientación temática relativas al acceso a tecnologías agrícolas y servicios de apoyo a la producción, la sostenibilidad ambiental y las organizaciones de productores rurales. Varias evaluaciones de los resultados de los proyectos efectuadas por la IOE ponen de manifiesto la importancia de los servicios de extensión y asesoramiento para el fortalecimiento de los programas de reducción de la pobreza rural y la mejora de la seguridad alimentaria. Por esa razón, en el presente informe se han escogido estas esferas temáticas para extraer lecciones de las evaluaciones recientes.
19. Ambos análisis se han basado en los datos recabados en 24 evaluaciones de los resultados de los proyectos y EEPP realizadas recientemente por la IOE (finalizadas entre 2019 y 2022) y en la evaluación de un grupo de proyectos sobre desarrollo de empresas rurales realizada por la IOE en 2023.

Desarrollo de empresas rurales

20. En este ámbito, las evaluaciones pusieron de relieve que se habían producido logros generales positivos en 11 países, si bien los resultados fueron desiguales en otros 12 países. Se procedió a un examen más detenido, que reveló los hallazgos que se exponen a continuación.
21. **Las empresas rurales tuvieron éxito cuando los grupos objetivo, las estrategias de intervención y los instrumentos financieros y no financieros estaban bien definidos y eran acordes con las necesidades y capacidades de las empresas beneficiarias.** Hubo progresos considerables en relación con la

respuesta a las necesidades no satisfechas de los grupos objetivo en materia de educación, capacidades de gestión, liquidez financiera y garantía de préstamos. Sin embargo, seguía siendo necesario mejorar otras esferas. Por ejemplo, en siete países, las evaluaciones de las cuestiones de género y las actividades de apoyo complementario no estaban adecuadamente integradas en el diseño de los proyectos. En términos de estrategias de intervención, el desarrollo eficaz de empresas en el medio rural solía estar vinculado a las cadenas de valor agrícolas, las oportunidades de mercado y un análisis claro de las oportunidades y riesgos para las empresas. A su vez, esto dejó de manifiesto la necesidad vital de analizar las cadenas de valor para identificar puntos de entrada que favorezcan oportunidades de rentabilidad para las empresas, poniendo el acento en los análisis en favor de la población pobre que tengan en cuenta las cuestiones de género y juventud. En su mayoría, las instituciones financieras rurales ofrecían productos crediticios con un apetito de riesgo bajo. Las instituciones financieras asociadas no siempre tendían a desarrollar productos financieros adaptados a las necesidades de los grupos objetivo y de las empresas.

22. **La focalización en un tema específico, como las finanzas o una única cadena de valor, contribuía a asegurar la eficacia del apoyo a las empresas.** Esta focalización también facilitaba la puesta a prueba de la estrategia de desarrollo de la empresa para ir adaptándola y mejorándola.
23. El examen de las evaluaciones permitió identificar los aspectos fundamentales para seguir avanzando:
 - a) **Velar por que se establezca un enfoque focalizado, integrado y diferenciado para el desarrollo de empresas.** Tal enfoque incluiría todos los instrumentos financieros, no financieros y habilitantes fundamentales para el desarrollo de las empresas que varían en función del contexto y de las necesidades. Requeriría que se formularan con claridad los objetivos de desarrollo de las empresas (por ejemplo, mayores ingresos y diversificación, creación de puestos de trabajo y empleo por cuenta ajena, capacidad empresarial y desarrollo de los negocios) a fin de determinar los puntos de entrada prioritarios para la prestación de apoyo. Asimismo, se diferenciaría el apoyo por tipo de empresa y capacidades existentes.
 - b) **Aprovechar el conocimiento institucional acumulado desde hace tiempo sobre toda la gama de empresas rurales durante el diseño y la ejecución de proyectos a fin de maximizar el impacto de las intervenciones.** Es importante que ese conocimiento sirva de base para la planificación, la fijación de objetivos y la coordinación de la asistencia prestada a las empresas rurales para satisfacer sus necesidades específicas.
 - c) **Tomar medidas para aliviar las limitaciones institucionales y reglamentarias.** Es importante proporcionar un apoyo más proactivo e innovador a las instituciones financieras rurales para permitirles financiar a las empresas del grupo objetivo del FIDA. Se debe dar mayor atención a la prestación de servicios sostenibles de asesoramiento a las empresas por proveedores públicos, semipúblicos y otros proveedores de servicios. Conviene mejorar los marcos reglamentarios para beneficiar más a las organizaciones de productores.

Servicios de extensión y asesoramiento

24. El FIDA presta servicios de extensión y asesoramiento en el medio rural a través de diversos actores públicos, sociales y comerciales. Estos servicios incluyen el asesoramiento sobre gestión de recursos naturales, proporcionado por la Organización Nacional de Investigación Agrícola y proveedores de servicios de extensión basados en los proyectos (Uganda); insumos y servicios agrícolas (semillas, mecanización, pulverización y financiación), a través de proveedores de servicios de extensión multidisciplinarios (Sudán); servicios de extensión y

asesoramiento descentralizados prestados a las autoridades locales (Nepal), y asesoramiento a agricultores y organizaciones de base para desarrollar la tecnología agrícola a través de las escuelas de campo para agricultores establecidas por iniciativa de la Organización de las Naciones Unidas para la Alimentación y la Agricultura (Burkina Faso, Madagascar y Níger). De las evaluaciones estudiadas se desprenden los hallazgos que se exponen a continuación.

25. **Los servicios de extensión hubieran obtenido mejores resultados si las autoridades hubieran efectuado reformas para facilitar un sistema de divulgación y asesoramiento más pluralista**, en consonancia con la visión y los objetivos de extensión del FIDA actuales. Tal enfoque habría contribuido a que la prestación de servicios de extensión por los Gobiernos estuviera bien coordinada y fuera sostenible, y hubiera permitido la inclusión de otros actores (por ejemplo, institutos de investigación, organizaciones de productores, ONG, proveedores de servicios de pago, distribuidores de insumos agrícolas, agregadores de mercados e instituciones de financiación rural).
26. Varios países han introducido enfoques innovadores y diferentes modelos de servicios de extensión, como escuelas de campo para agricultores, equipos comunitarios y redes sociales, lo que demuestra su compromiso por explorar nuevos métodos y tecnologías para mejorar la eficacia y el carácter inclusivo de los servicios de extensión. Sin embargo, estas actividades no se han sometido a un seguimiento y una investigación suficientes para evaluar su desempeño y eficacia relativos a la hora de modificar los comportamientos de los agricultores y conocer su impacto en la inclusión.
27. **En muchas ocasiones, los sistemas de extensión públicos apoyados por el FIDA tenían pocos recursos, no disponían de personal suficiente para su ejecución y carecían de fortaleza institucional para prestar servicios sostenibles y ampliar su escala.** En general, los servicios de extensión no lograron responder adecuadamente al desafío de llegar a los grupos más marginados.
28. Los enfoques impulsados por la comunidad, complementados con el apoyo al fortalecimiento de las capacidades de las organizaciones de agricultores y productores, así como de los facilitadores, y por la formación de formadores, han dado lugar a servicios de extensión inclusivos y basados en la demanda.
29. Se ha demostrado la eficacia de los enfoques integrados de servicios de extensión y asesoramiento cuando estos incluyen la integración de la producción agrícola y la gestión de los recursos naturales, la resolución de conflictos entre agricultores con pocos recursos y la comercialización no agrícola, y cuando promueven fuertes vínculos entre la extensión y la investigación.
30. En el futuro, los servicios de extensión y asesoramiento deberían:
 - a) **Empoderar a los grupos objetivo del FIDA mediante enfoques de servicios de extensión y asesoramiento más integrados, más comunitarios y más basados en la demanda.** Para ello, el FIDA debería centrarse más en la facilitación comunitaria y la participación de los agricultores, incluyendo mujeres como agentes de extensión, y reforzar los vínculos entre la gestión de los recursos naturales, la agricultura, la comercialización y la investigación en los servicios de extensión y asesoramiento.
 - b) **Fortalecer las capacidades de los actores públicos para facilitar sistemas de extensión y asesoramiento más pluralistas y sostenibles.** Esta labor incluiría la prestación coordinada de servicios para apoyar las cadenas de valor y gestionar el sistema como un bien público; la investigación de modelos de extensión alternativos, como las escuelas de campo para agricultores, los sistemas de agricultores de referencia y el apoyo a la

prestación de servicios de último tramo; la identificación y la puesta a prueba de diferentes modelos de recuperación de costos, y la adopción de políticas y reglamentos favorables. En estas iniciativas deberían tenerse en cuenta las consecuencias políticas y económicas para que las reformas de los servicios de extensión sean eficaces.

F. Eficiencia institucional

31. **Los tres índices de eficiencia estándar que el FIDA presenta a la Junta Ejecutiva en sus documentos presupuestarios anuales (presupuesto administrativo total / programa de préstamos y donaciones: presupuesto administrativo total / programa de trabajo, y valor de la cartera / presupuesto administrativo total) no permiten apreciar de forma suficiente cómo se gestionan los recursos a nivel institucional.** Los dos indicadores que utilizan el programa de préstamos y donaciones y el programa de trabajo no ofrecen información pertinente sobre la eficiencia debido a sus grandes variaciones, y el tercer indicador no refleja una variación significativa desde el punto de vista estadístico a lo largo de los últimos 10 años, y por tanto no evidencia el impacto de los cambios fundamentales en la organización que tuvieron lugar en ese período. Para superar estas limitaciones, la IOE elaboró otros indicadores de eficiencia institucional, en consonancia con las prácticas de otras instituciones financieras internacionales.
32. **La mayoría de estos indicadores adicionales mostró un reciente aumento de la eficiencia institucional del FIDA.** Es importante reconocer que el aumento de la eficiencia institucional puede afectar negativamente a la eficacia de las actividades de desarrollo del FIDA si no se asignan recursos adecuados para apoyar la ejecución de las operaciones. De hecho, la proporción de recursos asignados a la ejecución de los programas en los países en el presupuesto administrativo total del Fondo disminuyó de forma constante entre 2017 y 2022. Esta disminución de recursos coincidió con las reformas organizativas que tenían por objeto incrementar la eficiencia de los proyectos más grandes y establecían la integración sistemática de los temas transversales prioritarios en todos los proyectos, lo cual aumentó su complejidad.
33. Como se ha indicado, **el reciente empeoramiento del desempeño de las operaciones del FIDA en términos de eficacia e impacto en la pobreza rural merece que se examinen con más detenimiento las consecuencias a largo plazo de esta reducción constante de los recursos asignados a los servicios básicos prestados a los clientes del Fondo** entre 2017 y 2022. Esta reducción vino acompañada de reformas organizativas ambiciosas que podrían haber afectado negativamente a la adecuación a la finalidad prevista de la presencia del FIDA en los países a los que el Fondo presta servicios.

G. Mensajes clave derivados del presente ARIE

34. La mayoría de los proyectos finalizados recientemente (en el período 2019-2021) obtuvieron una calificación de moderadamente satisfactorios o superior. La eficiencia seguía siendo el criterio con peores resultados, mientras que la pertinencia, la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático, y la innovación volvieron a obtener los mejores resultados, al igual que en el informe de 2022. Los proyectos analizados con ocasión de la elaboración de este informe han estado expuestos durante 22 meses o menos a las recientes perturbaciones mundiales, como la pandemia de COVID-19, pero no se han visto afectados por la guerra de en Ucrania. Por consiguiente, es poco probable que estos factores condicionen los hallazgos presentados en el presente informe.
35. El desempeño en el ámbito del impacto en la pobreza rural y la eficacia ha experimentado un retroceso constante desde 2018 (períodos comprendidos entre 2017 y 2019, 2018 y 2020, y 2019 y 2021). El empeoramiento del desempeño en términos de eficacia fue más perceptible, en particular en condiciones de

fragilidad y conflicto, donde el porcentaje de proyectos con buenos resultados disminuyó del 67 % al 42 % durante el período. Estos datos exigen un análisis más profundo de las consecuencias a largo plazo de la disminución constante de la proporción de recursos administrativos asignados a la ejecución de programas en los países durante el período 2017-2022. Además, debería evaluarse con más detalle si las oficinas del FIDA en los países siguen estando en condiciones de ejecutar su mandato después de los esfuerzos de descentralización acelerada y los ejercicios de reasignación emprendidos en 2017.

36. El desempeño de las actividades no crediticias ha mejorado desde 2018, en particular en lo relativo a la gestión de los conocimientos y la colaboración en el ámbito de las políticas. Aun así, sigue habiendo un gran margen de mejora.
37. El desarrollo de las empresas ha resultado muy pertinente para la mitigación de la pobreza rural. Las empresas rurales obtenían buenos resultados cuando lograban alcanzar a los grupos objetivo mediante una buena planificación e implementación, cuando sus estrategias de intervención y los instrumentos financieros y no financieros eran acordes a las necesidades y capacidades de las empresas beneficiarias, cuando estaban vinculadas a las cadenas de valor y a las oportunidades de los mercados agrícolas, y cuando disponían de un análisis claro de las oportunidades y riesgos para las empresas.
38. El desempeño enfrentaba diversos desafíos comunes, entre ellos: considerar al desarrollo de las empresas como un complemento de los proyectos sobre financiación rural, cadenas de valor o desarrollo social, sin tener debidamente en cuenta las limitaciones contextuales o de otra índole relacionadas con el desarrollo empresarial; ofertar servicios financieros caracterizados por un apetito de riesgo bajo y productos crediticios mal adaptados a los grupos objetivo, y no aprovechar adecuadamente los conocimientos especializados de los ministerios competentes en materia de desarrollo empresarial, comercialización de productos agrícolas y promoción del comercio.
39. En general, el impacto institucional de los esfuerzos de desarrollo de empresas se observó en el ámbito de los centros de negocio, las incubadoras de empresas o las instituciones financieras que recibían apoyo. Sin embargo, su sostenibilidad constituía un desafío. Hace falta un apoyo más proactivo e innovador para proporcionar servicios de asesoramiento empresarial sostenibles destinados a los grupos beneficiarios del FIDA.
40. Se ha comprobado que los servicios de extensión y asesoramiento resultaban eficaces cuando estos integraban la producción agrícola, la gestión de los recursos naturales, la resolución de conflictos entre agricultores con pocos recursos e intereses contrapuestos, la promoción de la comercialización de productos no agrícolas, y el desarrollo de fuertes vínculos entre la extensión y la investigación. Los enfoques innovadores aplicados a la ejecución de servicios de extensión demostraron el compromiso y el potencial para incrementar la eficacia e inclusión de estos servicios.
41. En muchos países, los sistemas de extensión a menudo no disponían de financiación ni de recursos suficientes. Por ese motivo, hay pocos ejemplos de éxito de modelos de servicios de extensión y asesoramiento innovadores, alternativos y duraderos. El apoyo a los servicios de extensión debería incluir componentes para fortalecer las reformas gubernamentales a fin de facilitar un sistema de extensión y asesoramiento más pluralista, en consonancia con la visión y los objetivos de extensión del FIDA.

2023 Annual Report on the Independent Evaluation of IFAD

Main report

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Abbreviations and Acronyms

APR	Asia and the Pacific Division (IFAD)
ARRI	Annual Report on Results and Impact of IFAD Operations
ARIE	Annual Report on the Independent Evaluation of IFAD
CCA	climate change adaptation
CD	country director
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CSPE	country strategy and programme evaluation
EAS	extension and advisory services
ECG	environment, climate change, gender and social inclusion division
ENRM	environment and natural resources management
ESA	East and Southern Africa Division (of IFAD)
FTE	full time equivalent employment
GEWE	gender equality and women's empowerment
IFI	international financial institution
IOE	Independent Office of Evaluation of IFAD
LAC	Latin America and the Caribbean Division (of IFAD)
M&E	monitoring and evaluation
MSME	micro, small and medium-sized enterprises
NEN	Near East, North Africa and Europe Division (of IFAD)
NLA	non-lending activities
PCE	project cluster evaluation
PCR	project completion report
PCR/V	project completion report validation
PMD	Programme Management Department (of IFAD)
PoLG	programme of loans and grants
PoW	programme of work
PPE	project performance evaluation
S3P	smallholder production and promotion programme
SECAP	Social, Environment and Climate Assessment Procedures
UNEG	UN Evaluation Group
WCA	West and Central Africa Division (of IFAD)

I. Background

A. Introduction

1. In presenting an overview of the performance of IFAD-supported operations, based on independent evaluations, the ARIE remains key in ensuring accountability for results. In addition, the ARIE seeks to promote self-reflection, learning and course adjustment within IFAD by offering an analysis of the diverse evaluative evidence.
2. **Evolving structure of the report.** The annual report of the Independent Office of Evaluation of IFAD (IOE), the Annual Report on the Independent Evaluation of IFAD (ARIE)⁴, celebrates its 21st consecutive year of publication in 2023. The ARIE has codified the available evaluative evidence, lessons and challenges through its use of robust and credible methodology, and established indicators to provide a clear and consistent lens for tracking IFAD's performance. As stated in the IOE Multi-year Evaluation Strategy 2022-2027,⁵ the purposes of the ARIE are to: (i) present to the IFAD governing bodies a more comprehensive account of the evaluation activities undertaken by IOE, including evaluations that are not discussed with the Evaluation Committee; (ii) further contribute to learning by extracting findings and lessons from the evaluations. In doing so, ARIE aims to promote an evaluation culture within IFAD in line with the 2021 Evaluation Policy and emphasize learning and collaboration.
3. The ARIE draws from IOE's traditional ARRI approach of comparing findings across evaluations and presenting and analysing time series of ratings to identify performance trends. The ARIE also draws from practices of evaluation offices of other international financial institutions in preparing an annual report that highlights major evaluations undertaken and their findings. The ARIE draws and expands on existing evaluations as part of a performance narrative of IFAD, which emphasizes the organization's mandate and assesses how it conducts this work globally.
4. Accordingly, the ARIE will: (i) consolidate findings on IFAD-supported operations based on the evaluations conducted by IOE; (ii) highlight evaluation findings on key themes and issues around agriculture and rural development topics central to IFAD's mandate. The structure and content of the ARIE may vary annually, except for a section on the analysis of the ratings, which will be a constant feature.
5. This ARIE report comprises five chapters, each offering an analysis and findings of different IOE evaluation products. Chapter 1 presents the background information on ARIE objectives, scope, approach and the structure of the report. Chapter 2 presents an analysis of project performance, as well as non-lending activities. The analysis includes a trend analysis of performance ratings for the projects completed between 2012 and 2021. This chapter also offers an analysis of the performance of IFAD-supported operations under conditions of fragility. This analysis continues the exploration of 2022 ARIE. The disconnect between the ratings of IOE evaluations and the project completion reports (PCRs) is also analysed. Finally, this chapter presents the trend analysis of the performance of non-lending activities, drawing from country strategy and programme evaluations (CSPEs).
6. The 2023 ARIE explores selected thematic perspectives in chapter 3 and 4. Chapter 3, addresses the two thematic areas that have drawn IFAD's focused attention over the past two decades, namely, rural enterprise development and agricultural extension services. The chapter provides a synthesis of key findings from selected project-level evaluations (including a project cluster evaluation) and country strategy and programme evaluations (CSPEs) conducted since 2019. Chapter 4

⁴ Until the 2021 edition, the report was titled "Annual Report on Results and Impact of IFAD Operations (ARRI)". On the occasion of the 20th anniversary in 2022, the title was renamed as the "Annual Report on the Independent Evaluation of IFAD (ARIE)" in 2022, reflecting upgraded contents and a broader scope.

⁵ <https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf>

discusses IFAD's institutional efficiency, drawing from the corporate-level evaluation of IFAD's decentralization experience 2023. The evaluations used for this report are presented in annex 7. Chapter 5 summarizes the key findings of the report. The annexes provide details such as the definitions of evaluation criteria, list of evaluations analyzed, IOE products and additional details on the performance analysis.

7. **The role of ARIE is to flag issues linked to the trends in aggregate performance of the portfolio of projects completed and evaluated.** As a meta-evaluation/analysis, ARIE may also provide a plausible initial analysis of contributing factors, where feasible. An in-depth analysis of such factors is beyond the scope of a meta-evaluation (that does not collect primary evidence). IOE may undertake selected follow-up in-depth analyses but its resources will not permit a full coverage of all issues flagged. It should be emphasized that the primary responsibility of follow-up analysis rests with the management as part of its learning framework.

B. Coverage and approach

8. The main sources of data are presented in table 1. Quantitative analysis of chapter 2 is based on: (i) project performance ratings from project-level evaluations, project performance evaluations (PPEs) and the project completion report validations (PCRVs); (ii) IFAD's classification of countries under conflict and/or conditions of fragility and the same sources for project performance data; (iii) the disconnect between performance ratings in the self-evaluations in the project completion reports (PCRs) and in the independent evaluation ratings by IOE; (iv) IOE assessment of PCR quality; and, (v) the CSPEs completed during 2013-2022 for the analysis of non-lending activities. As with all ARIE reports, the entire universe of evaluations completed during the period of interest was used for the analysis.
9. Criteria for which ratings are provided are defined in annex 1 and described in the next chapter. The ARIE approach to trend analysis is described in annex 2. The performance ratings were provided on a scale of 1 to 6, though ratings of 1 and 6 are exceedingly rare.⁶ Throughout this analysis, well-performing will be identified as those receiving a rating of moderately satisfactory (4), satisfactory (5) or highly satisfactory (6).

Table 1
Summary of data sources

<i>Chapter</i>	<i>Types of analysis, key topics</i>	<i>Evaluations used as inputs</i>
Chapter 2	Time series analysis of performance ratings on projects and non-lending activities in country programmes	
	Recent project performance (quantitative analysis of performance ratings of projects completed between 2019 and 2021)	71 project-level evaluations (62 PCRVs, 9 PPEs)
	Long-term performance trends (performance ratings of projects completed between 2012 and 2021)	288 project-level evaluations (218 PCRVs, 64 PPEs, 6 IEs)
	Performance of non-lending activities in CSPEs conducted between 2013 and 2022	45 CSPEs
Chapter 3	Rural enterprise development, agricultural extension services	Country strategy and programme evaluations, and project-level evaluations (including a project cluster evaluation) (17 CSPEs, 10 PPEs, 1 PCE)

⁶ For instance, of the 288 projects only one received a rating of 6 for efficiency, and six received this rating for relevance.

Chapter 4	Narrative of key findings on institutional efficiency	Corporate-level evaluation on IFAD's decentralization experience 2023
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CSPE: country strategy and programme evaluation; IE: impact evaluation; PCR/V: project completion report validation; PPE: project performance evaluation; PCE: project cluster evaluation.
Source: IOE database.

10. **Limitations.** Project performance is shaped by a number of factors that may be influenced by these factors throughout their full life cycle - nearly 10 years, spanning the concept note stage to completion). As such, the present performance measures may not necessarily be indicative of future performance. This needs to be factored into assessing the consequences of ongoing major reforms, such as Decentralization 2.0. The findings related to projects that were completed by 2021. Of the 288 projects analysed, 40 had an exposure of 22 months or less to recent external shocks such as the COVID-19 pandemic (and no exposure to the consequences of the war in Ukraine that began in early 2022). While it is unlikely that the impact of pandemic is a major explanatory factor for the ratings trends observed in this report, the effects of this limited exposure on project performance were not evaluable at this point.

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

A. Scope and methodology

11. As in the past editions of the ARRI/ARIE, this chapter presents an analysis of recent project performance ratings and trends in performance ratings as well as the performance of non-lending activities during the past 10 years.
12. **Project performance.** The performance along the nine evaluation criteria,⁷ the overall project performance (the arithmetic average of these nine criteria), as well as performance of IFAD and performance of government are presented in this chapter. The evaluation ratings provided for the **288 projects** completed during 2012 - 2021 were analysed.⁸ Inferential statistics were used to determine statistically significant differences when comparisons were made, such as the performance comparisons of projects operating in conditions of fragility and those that do not face such conditions, and the disconnect between PCR and IOE performance ratings. A three-year moving average of ratings was used to smoothen out spurious year-on-year changes in performance ratings.
13. **Non-lending activities in country programmes.** This chapter also presents the historical IOE ratings of the non-lending activities (namely, knowledge management, partnership-building and country-level policy engagement) provided by the **45 CSPEs** conducted between 2013 and 2022. As with the analysis of project performance, a three-year moving average was used (by the year of evaluation) to determine the performance of each rating each year. Typically, each three-year period involves between 12 and 16 CSPEs.

B. Recent project performance (completed during 2019-2021)

14. **Projects were performing well (rated moderately satisfactory and above) for most criteria. The lowest share of projects performing well is in efficiency (56 per cent).** Chart 1 presents an overview of the project performance by evaluation criteria for projects completed during 2019-2021.

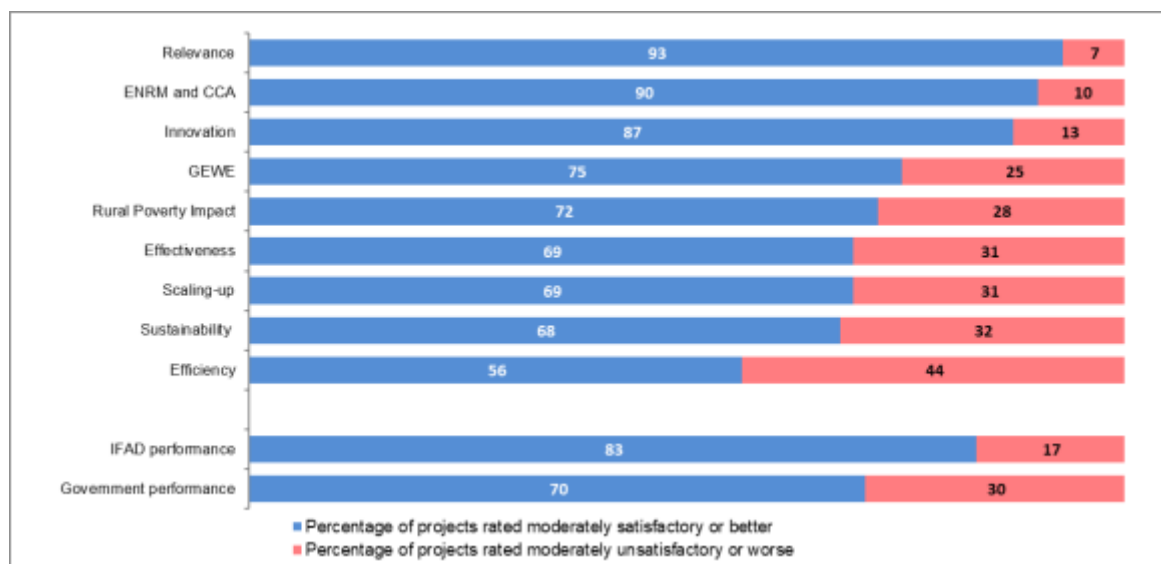
⁷ The nine criteria are: relevance, effectiveness, efficiency, sustainability, rural poverty impact, innovation, scaling up, gender equality and women's empowerment, environment and natural resources management and climate change adaptation (see annex 1).

⁸ In analysing the projects evaluated during 2012-2021, 28 new evaluations were added and 24 evaluations were removed as they fell outside the period considered. The newly-added evaluations covered one project completed in 2016, two in 2019, eight in 2020 and seventeen in 2021. See annex V for the distribution of projects covered by year of completion and the first time they were added to ARRI/ARIE analysis.

Project performance ratings of relevance, environment, natural resource management and climate change adaptation (ENRM & CCA) and innovation criteria are relatively higher than those of other criteria. Efficiency ratings continue to lag other criteria with 56 per cent of the projects performing well. IFAD performance (83 per cent projects performing well) is notably higher than for government performance (70 per cent). The average of the overall project achievement rating⁹ of the 71 evaluated projects completed during 2019-2021 was moderately satisfactory (4).

Chart 1

Ranking of all criteria by share of projects with moderately satisfactory or better ratings (N=71)
Percentage of well-performing projects (completed during 2019-2021)



Source: IOE evaluation database (PCR/PPE/IE), March 2023.

C. Comparison of performance across regions

15. The averages of performance ratings of all projects in a region should not be interpreted as indicative of the performance of the regional division of IFAD. Factors that are beyond the control of any IFAD country presence could influence project performance. These include the political, institutional and development context in which projects operate,¹⁰ and the implementation capacity and ownership of projects by government counterparts. Of the five regions, West and Central Africa (WCA) has the lowest human development index (regional average) and was disproportionately burdened with conditions of fragility and conflicts.¹¹
16. **The Asia and the Pacific Region (APR) reported the highest share of projects performing well¹² and the WCA had the lowest share in all criteria.** The ten-year average of project performance (2012-2021) of regions along the following four evaluation criteria are presented in table 2: rural poverty impact, IFAD performance, government performance and overall project achievement.
17. **Overall project achievement.** Projects in the APR had the highest average rating for overall project achievement (4.16). This was followed by the regions Near East, North Africa, and Europe (NEN) (4.05), Latin America and the Caribbean (LAC)

⁹ Based on the average rating of all criteria except for partners' performance (nine criteria).

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

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

¹² As noted in chapter 1, well-performing is defined as rated moderately satisfactory or better (projects with rating 4, 5, 6).

(4.03) and East and Southern Africa (ESA) (3.98). Projects in WCA had the lowest average rating for overall project achievement (3.82) and other performance measures. Their development context, mentioned above, is very likely to affect the government performance in WCA projects. In fact, WCA had the lowest share of well-performing projects in government performance among all regions (51 per cent) and appears as an outlier. Conversely, projects in APR had the highest corresponding share (83 per cent) followed by LAC (78 per cent). Moreover, differences in country context could have implications for the implementation capacities of project implementation units and the ability of national staff in IFAD country offices (if present) to provide programme support – these factors are key to project performance.

18. **Project performance in rural poverty impact, government performance and IFAD performance.** APR had the largest share of well-performing projects in rural poverty impact (87 per cent), followed by ESA (85 per cent) and NEN (81 per cent), while WCA had the lowest (69 per cent). These rankings closely follow the performance of overall project achievement discussed above. It is worthy of note that APR also has the highest share of well-performing projects in government performance, and WCA has the lowest. The LAC had the second highest share of well-performing projects in government performance, and the highest share of projects with satisfactory or better rating (rating of 5 and 6) for rural poverty impact at 34 per cent. These observations point to the role of government performance as an important factor contributing to the development contribution of IFAD operations, while recognizing that performance cannot be explained solely in terms of government performance.

Table 2

Regional performance in selected criteria (projects completed during 2012 - 2021, N=288)

	<i>Asia and the Pacific</i>	<i>Latin America and the Caribbean</i>	<i>East and Southern Africa</i>	<i>Near East, North Africa and Europe</i>	<i>West and Central Africa</i>	<i>Total</i>
Number of projects	70	45	54	54	65	288
Rural poverty impact						
<i>Percentage of projects rated moderately satisfactory or better (%)</i>	87	77	85	81	69	80
<i>Percentage of projects rated satisfactory or better (%)</i>	29	34	19	26	20	25
Overall project achievement						
Average	4.16	4.03	3.98	4.05	3.82	4.01
IFAD performance						
<i>Percentage of projects rated moderately satisfactory or better (%)</i>	90	93	83	87	75	85
<i>Percentage of projects rated satisfactory or better (%)</i>	36	56	39	37	28	38
Government performance						
<i>Percentage of projects rated moderately satisfactory or better (%)</i>	83	78	61	72	51	69
<i>Percentage of projects rated satisfactory or better (%)</i>	40	31	20	20	11	25

Source: IOE evaluation database (PCR/V/PPE/IE), March 2023.

D. Trend analysis of project performance (2012-2021)

19. This subsection analyses the project performance ratings presented in the independent evaluations of projects completed during 2012-2021.
20. **Overall, the share of projects receiving highly satisfactory rating was very low, but the majority of projects was performing at moderately satisfactory or better rating across all evaluation criteria.** None of the 288 projects completed during 2012-2021 was rated highly satisfactory in rural poverty impact, effectiveness and sustainability, while 13 projects received this highest rating for relevance, 12 for gender equality and women's empowerment (GEWE) and 2 for efficiency.

D.1 Relevance, effectiveness, efficiency and sustainability

21. Chart 2 presents performance across the evaluation criteria of relevance, effectiveness, efficiency and sustainability.
22. **Relevance and sustainability of evaluated IFAD projects completed and evaluated during the past five years have shown steady improvement.** IFAD projects have consistently performed well in being relevant to the priorities of the country and beneficiaries, as well as to the mandate of IFAD. The share of well-performing projects for relevance gradually increased from 84 per cent during 2016-2018 to 93 per cent during 2019-2021. The share of well-performing projects in sustainability was higher than for efficiency and has shown a long-term increase from 59 per cent during 2014-2016 to 68 per cent during 2019-2021. The improvements in the durability of results achieved since 2016-2018 mirrored a similar trend of increasing relevance and government performance.
23. **The project effectiveness showed a decline in recent periods.** The steady gains in effectiveness achieved during 2012-2018 have been eroded since then. The share of effective projects declined from 83 per cent during 2017- 2019 to 75 per cent in 2019-2021, the lowest in the past 10 years.¹³ Several plausible contributing factors exist. As shown subsequently (chart 7), the drop has been more pronounced under conditions of fragility, with a corresponding decline from 67 per cent to 42 per cent. As noted by the corporate-level evaluation of IFAD's decentralization experience 2023 (referred to henceforth as CLE decentralization), the budget for country programme delivery (including the budget for supporting the design and implementation/supervision of IFAD operations) showed a decline in absolute terms and as a share of IFAD's total administrative budget starting in 2017 (table 3).
24. In addition, the same evaluation found that the transition challenges associated with implementing the OpEX and Decentralization 2.0 (2017-2024) initiatives and the associated reassignment processes resulted in disruptions to the operations cycles in IFAD country offices. In particular, the prolonged vacancy rates, changes to the grade-mix of country directors (CDs) (share of CDs at P-5 grade declined from 66 per cent in 2016 to 41.5 per cent in 2022), ad interim measures of appointing P-3 level CDs (10 of the 48 in 2019), to name a few examples, might have adversely impacted the supervision and implementation support to the projects completed since 2017. In addition, the consequences of the disbursement caps introduced in 2020 and 2021 to ensure the necessary liquidity to maintain IFAD's credit ratings are yet to be assessed. The pandemic-related challenges to implementation of projects since 2020 would have compounded the challenges to achieving the intended results. However, given that the analysis was restricted to projects completed in 2020 and 2021, the impact would be more likely to be discerned in future ARIEs

¹³ It should be noted that not all projects completed in 2021 have been subject to IOE evaluation or validation, and therefore, with additional data, the figure for the latest periods may change in future editions of the ARIE.

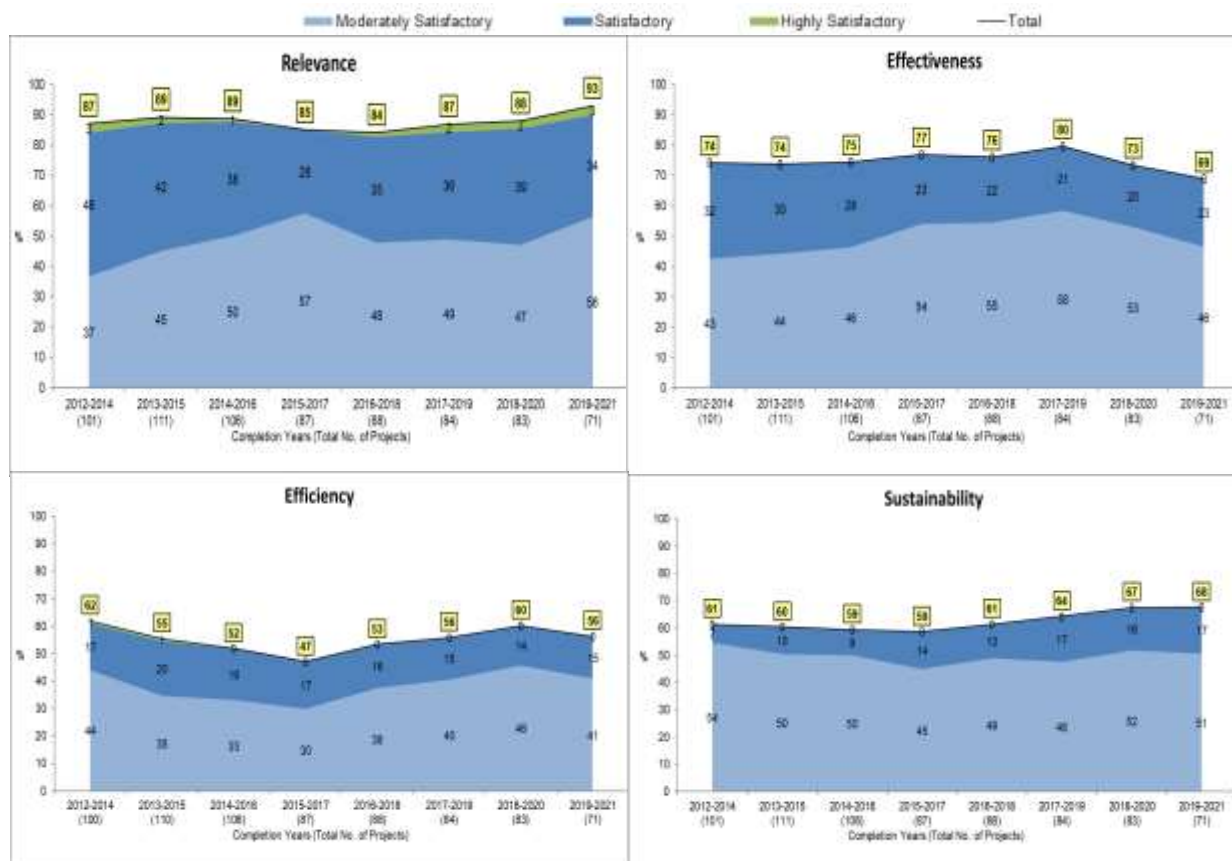
Table 3
Budget for country programme delivery as a share of IFAD’s total administrative budget

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
IFAD total administrative budget (US\$ millions)	144	150	152	147	149	156	158	158	159	167
Country programme development and implementation budget (US\$ millions)	85	88	89	86	79	81	82	80	78	78
Country programme development budget as a share of total administrative budget	59%	59%	59%	59%	53%	52%	52%	51%	49%	47%

Source: Corporate-level evaluation of IFAD’s decentralization experience, 2023.

25. **After increasing during four successive periods, the efficiency performance has slightly declined to reach the 2017-2019 level.** Efficiency performance showed steady increase from 2015-2017 till 2018-2020. During this period, the share of well-performing projects increased from the lowest value in 10 years, 49 percent to 60 per cent but then fell to 56 per cent in 2020. The CLE Decentralization showed that the ongoing decentralization contributed to improving time-based project efficiency measures, such as a reduction in the number of days from Board approval to entry into force by 82 days, and from Board approval to first disbursement by at least 140 days. However, these improvements could be countered by the disbursement delays due to weaker support to the design and implementation of IFAD operations mentioned above. Also, projects completed in 2020 and 2021 would have faced pandemic-related delays in disbursements in their final phase, which would have impacted their efficiency.

Chart 2
Overview of the core performance criteria using IOE ratings
Percentage of well-performing projects (completed during 2012-2021)



Source: IOE evaluation database (PCR/V/PPE/IE), March 2022.

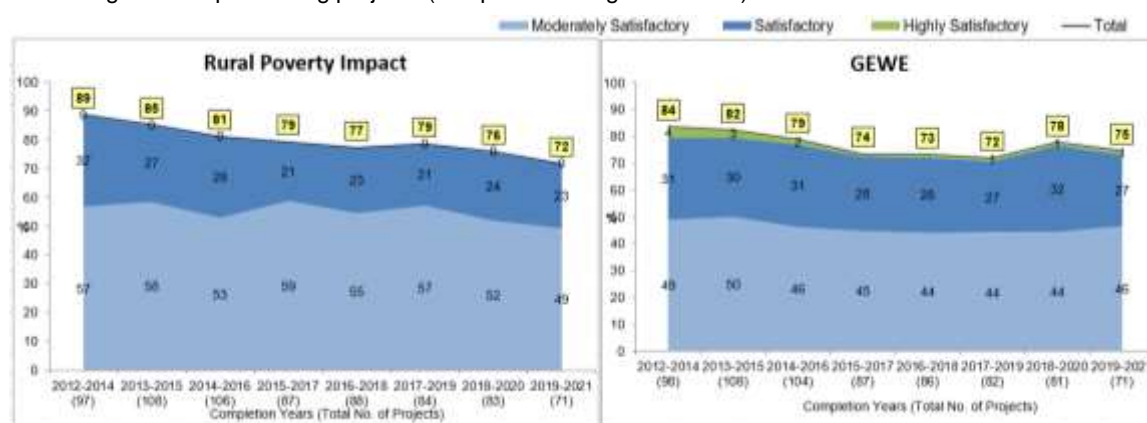
D.2 Rural poverty impact and gender equality and women's empowerment

26. **The majority of projects were well performing in terms of rural poverty impact and promoting gender equality and women's empowerment. However, a declining trend was observed, especially for the rural poverty impact** (where the share of well-performing projects declined from 89 per cent during 2012-2014 to 79 per cent in 2015-2017, plateaued and again declined starting 2017-2019 ending at 72 per cent during 2019-2021). The factors that contributed to the recent decline in effectiveness outlined in paragraphs 23 and 24 were likely to be at play in the recent decline in the rural poverty impact. Effects of the COVID-19 pandemic would have bearing on projects completed in 2020 and 2021 but not earlier ones. The share of well-performing projects in GEWE also declined from its peak of 84 per cent in 2013 which stabilized during 2016-2018 around 73 per cent, and picked up since then, albeit with fluctuations (78 per cent in 2019 and 75 per cent in 2020).

Chart 3

Performance in rural poverty impact and GEWE criteria using IOE ratings

Percentage of well-performing projects (completed during 2012-2021)



Source: IOE evaluation database (PCR/V/PPE/IE), March 2022.

D.3 Innovation and scaling up

27. **Performance in innovation and scaling up declined during 2013-2016 and was followed by partial recuperation in the case of scaling up and full recuperation in innovation.** IFAD-supported projects were continuing to perform well in innovation (the share of well-performing projects remained around 87 per cent during 2019-2021). However, this has not adequately translated into enhancing the performance in scaling up. After a decline from 84 per cent during 2012-2014 to 66 per cent during 2015-2017, the share of well-performing projects in scaling up remained far below the performance in innovation (at 69 per cent during 2019-2021).
28. Evaluations noted instances where innovative interventions were not scaled up (PPE Botswana (2020), PCR/V Bolivia (2022)). In Botswana, conservation agriculture was introduced by IFAD, but scaling up proved unviable at larger scale. Successful innovations were also not scaled up in Bolivia, Pakistan and Senegal as pathways to find ways to upscaling innovations were not identified and operationalized.
29. The sources of weaknesses in scaling up were noted in a number of project-level evaluations. Key contributing factors were identified as weaknesses in project design and implementation, as well as inadequate government capacities and ownership. Design issues included projects having minimal relevance to country needs (PCR/V Maldives (2020)), inadequate or absent strategy to promote scaling up (PPEs Liberia (2020), Malawi (2020), PCR/V Côte d'Ivoire (2021)) or failing to emulate successful prior experience in the country (PCR/V Senegal (2021)).

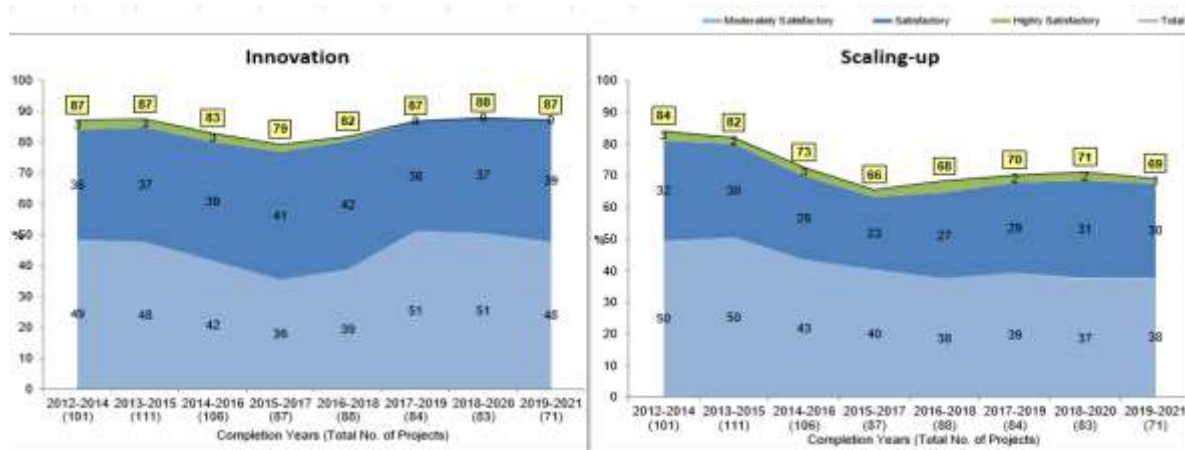
Implementation challenges such as inadequate knowledge management, insufficient resources, poor partnership-building and lack of policy engagement also contributed to weak scaling up (PCR V DRC (2022)). Weak national capacities (PCR V Lebanon (2020)), inadequate or absent ownership by the government units responsible for scaling up (PPE Malawi (2020)) were found to impair scaling up.

30. These limitations notwithstanding, 21 of the 71 evaluated projects completed during 2019-2021 were rated satisfactory and one rated highly satisfactory in scaling up. Lessons from these successful projects, as well as those 22 projects that did not perform well, would provide a strong evidence base to strengthen the design of future projects to improve their performance in scaling up.

Chart 4

Performance in innovation and scaling up criteria using IOE ratings

Percentage of well-performing projects (completed during 2012-2021)



Source: IOE evaluation database (PCR V/PPE/IE), March 2023.

D.4 Environment and natural resource management (ENRM) and climate change adaptation (CCA)

31. **Performance in ENRM & CCA provides the only clear instance of continued improvement during the past 10 years.** The share of well-performing projects in this area improved from 71 per cent during 2011-2013 to 90 per cent during 2019-2021 (chart 5). Of the 71 projects completed during 2019-2021, one project received a highly satisfactory rating (rating of 6), and 25 received satisfactory ratings (rating of 5). This performance could be attributed to the sustained efforts by IFAD for over a decade, making responsiveness to climate change its corporate priority, committing financial and human resources to strengthen the integration of climate and environmental considerations in all its interventions, and providing necessary guidance. For instance, it declared environment and climate change adaptation as a corporate priority in 2010 (IFAD8); committed an increasing share of its programme of loans and grants to finance climate interventions (40 per cent under IFAD12); launched the Adaptation for Smallholder Agricultural Programme (ASAP I) in 2012 to learn lessons and help mainstream climate change adaptation across all IFAD's operations and COSOPs; mandated the Social, Environment, and Climate Assessment Procedures (SECAP) in all projects since 2015 (updated in 2017 and in 2020); instituted a dedicated unit with capacities to support mainstreaming themes including climate change and environment (2018); developed the new IFAD strategy and action plan for environment and climate change (2019-25) and continued to develop mechanisms and tools to guide climate responses, such as the Adaptation Framework (2020).

Chart 5

Performance in ENRM & CCA using IOE ratings

Percentage of well-performing projects (completed during 2012-2021)

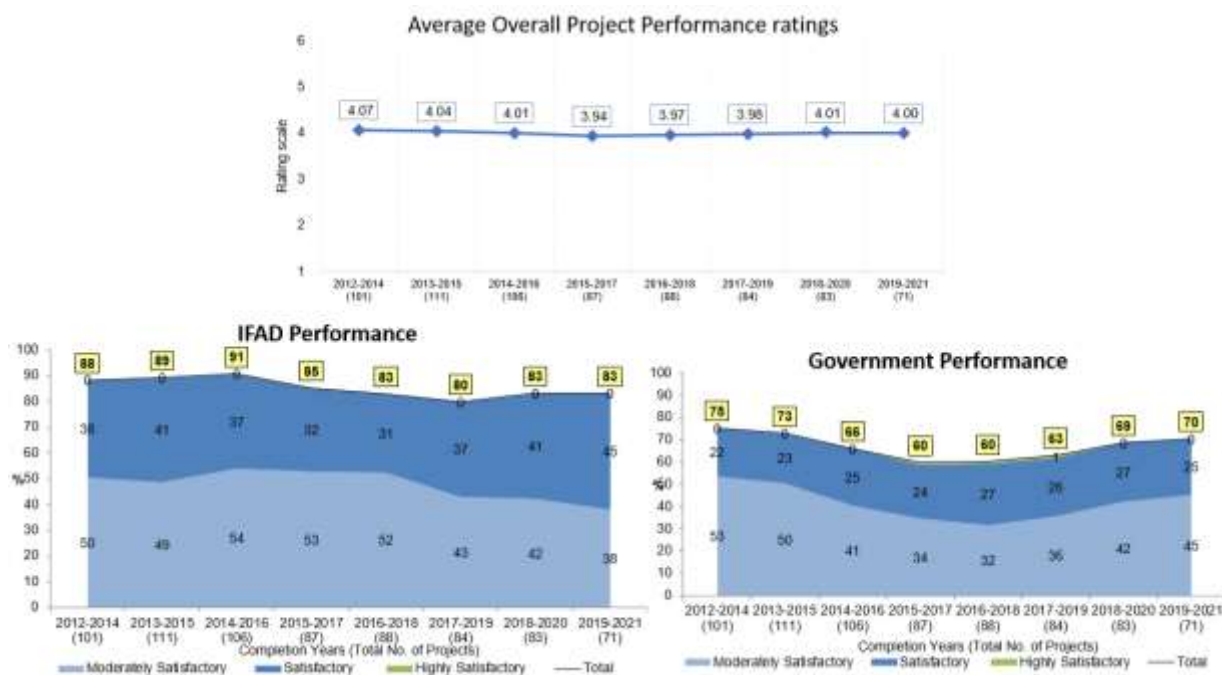


Source: IOE evaluation database (PCR/V/PPE/IE), March 2022.

D.5 Overall project achievement and performance of partners

32. **Overall project achievement rating varied between 3.94 and 4.07, indicating a near flat trend during 2012-2020** (chart 6). While variations were noted in the performance for relevance, effectiveness, efficiency and sustainability of benefits, the average of these ratings converged towards a moderately satisfactory rating.
33. During the period considered, the performance of partners declined initially, followed by partial recuperation. The share of well-performing projects in terms of IFAD performance declined from 91 per cent in 2015 to 80 per cent in 2018 and reached 83 per cent in 2020. Government performance declined more steeply with 75 per cent of the projects performing well in 2012, falling to 60 per cent in 2016-2017 and recovering steadily since then to 70 per cent in 2020. IFAD operations did not demonstrate systematic, consistent efforts to strengthen relevant institutional capacities of the governments, particularly those in conditions of fragility and conflict (CSPEs of Chad, Democratic Republic of Congo, and Guinea Bissau). **The lower performance in government performance and scaling up signals the importance of strengthening the government ownership and implementing capacities of IFAD-supported projects.**

Chart 6
Overview of overall project achievement rating and partner performance (IOE)
[Projects completed during 2012-2021].



Source: IOE evaluation database (PCR/PPE/IE), March 2023.

D.6 Conditions of fragility and project performance ratings – a comparative analysis

34. This analysis compared the performance of projects that operated under conditions of fragility and those that did not for projects completed during 2012-2021. The projects were categorized as fragile if they operated in countries on the World Bank's annual list¹⁴ of countries with fragile and conflict-affected situations for more than half of the project lifecycle (approval to completion stages). The analysis identified 73 projects as operating under conditions of fragility, and the performance of this group was compared with that of the remaining 215 projects (non-fragile conditions). Trend comparisons (chart 7) present the share of well-performing projects year-on-year using a three-year moving average.
35. **Comparative analysis for core criteria.** The trend comparisons of project performance in fragile and non-fragile situations are presented in chart 7. Projects in non-fragile contexts unambiguously outperformed those in fragile contexts in effectiveness, efficiency and sustainability of benefits. However, performance in relevance was mixed, with projects in fragile situations appearing to be matching or outperforming non-fragile contexts in all but the most recent period (2019-2021), where the non-fragile context group gained a slight advantage (93 per cent versus 92 per cent of the fragility group).
36. The share of well-performing projects in effectiveness, efficiency and sustainability was considerably higher for projects in the non-fragile group throughout the period 2012-2021. For instance, the 2019-2021 values for effectiveness were 75 per cent for the non-fragility group and 42 per cent for the fragility group. The differences in

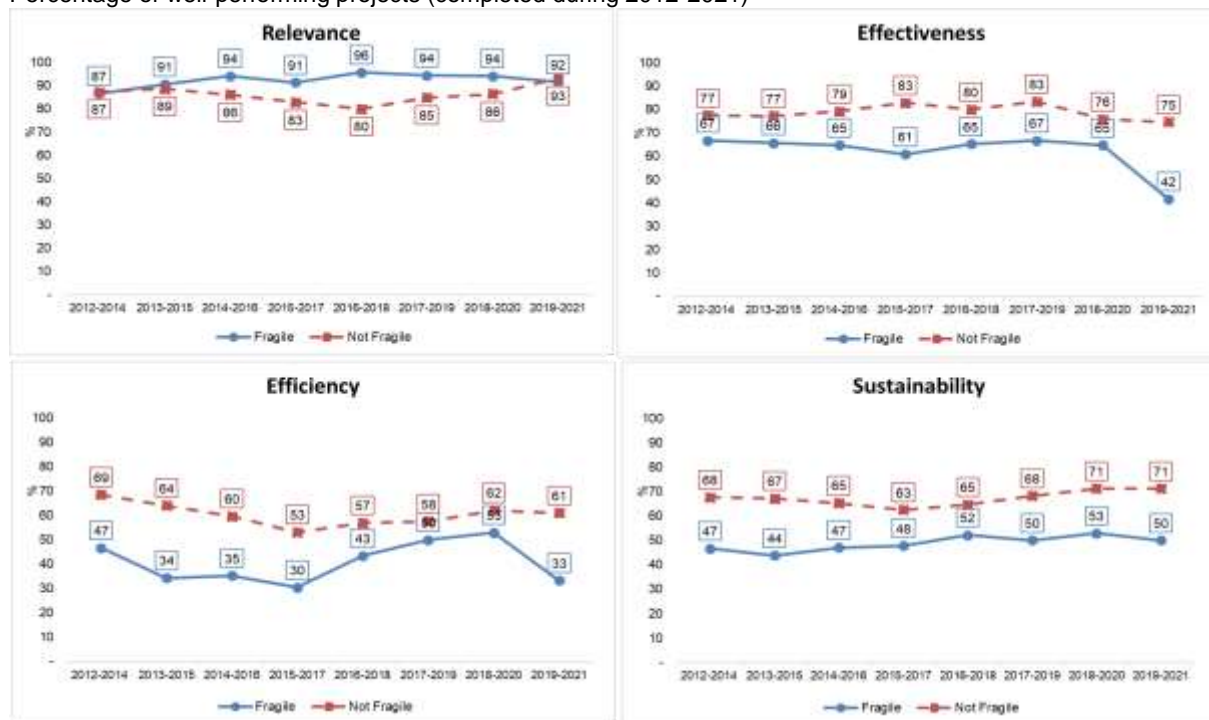
¹⁴ The World Bank Group has annually released a list of fragile and conflict-affected situations since 2006. The list has undergone a series of changes, reflected in its titles: the Low-Income Countries Under Stress List (2006-2009); the Fragile States List (2010); the Harmonized List of Fragile Situations (2011-2019); and the List of Fragile and Conflict-Affected Situations (2020). In fiscal years between 2020 and 2022 the list presents the countries by the following groups: high-intensity conflict; medium-intensity conflict; high institutional and social fragility (with a breakdown between non-small states and small states).

performance varied but 2019-2021 saw the highest difference (with effectiveness 33 per cent, efficiency 28 per cent and sustainability 21 per cent).

Chart 7

Comparison of performance of projects in countries with and without conditions of fragility

Percentage of well-performing projects (completed during 2012-2021)



Source: IOE analysis based on evaluation database (PPE/PCR/IE), March 2023.

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

E.1 IOE and PCR ratings

37. Table 4 presents the comparison between the average ratings of IOE and PCRs for projects completed in 2012-2021. The analysis includes the disconnect between the two ratings, results of non-parametric tests on the difference between IOE and PCR ratings, and correlation analysis between IOE and PCR ratings.
38. **The highest rating disconnect was observed for relevance and scaling up.** Relevance received the highest rating from IOE and PCRs. It also has the largest difference in the two ratings (-0.51), followed by scaling up with a disconnect of -0.45. However, the average disconnects for the criteria of relevance and scaling up have been narrowing (annex 6 B), with the disconnect for scaling up not narrowing as much as for relevance. The main reason for the disconnect in scaling up stems from the different interpretations of scaling up by Management and IOE. The Management focused on the "potential" for scaling up, while IOE ascertains whether concrete steps were taken to ensure further support from the government and other actors to broaden and amplify the project results. This aspect has been clarified in the 2022 Evaluation Manual.
39. **The smallest disconnect was observed for ENRM & CCA and innovation** (-0.18). The analysis (annex 6 B) showed that the disconnect narrowed during the first few years (2012-2015) and remained small thereafter.
40. **The disconnects in the effectiveness and rural poverty impact criteria narrowed until 2015 but have continued to widen since then.** The disconnect in the most recent period was -0.29 and -0.27, respectively, which are relatively smaller disconnects among the 11 criteria analysed (annex 6 B).

41. **Regional disaggregation of disconnects of ratings showed substantial variations across criteria.** Overall, the rating disconnects tend to be lower in the APR, which has the lowest disconnect in 7 of the 12 criteria, while ESA has the highest disconnect in 7 of the 12 criteria (table 4). There are variations in disconnect among the different criteria. For instance, the highest regional disconnect was observed in scaling up with the minimum of -0.35 in NEN to a maximum of -0.57 in WCA. The lowest disconnect was observed for innovation which ranged from a minimum of -0.04 in APR to a maximum of -0.34 in WCA.
42. **The differences between the IOE and PCR ratings of all criteria were found to be statistically significant** (table 4). The Wilcoxon signed-rank test was conducted to understand whether there is a statistically significant difference between the distribution of IOE and PCR ratings. This non-parametric test is used when the data is ordinal and has more than two categories. For overall project achievement, a continuous variable, a t-test was conducted. All tests were two-sided.
43. Table 4 also presents the correlation coefficients of IOE and PCR ratings. All criteria report Spearman's rank-order correlation coefficients, except for overall project performance criterion (Pearson's correlation coefficient). Correlation analysis showed a statistically significant correlation for all criteria, with a particularly high correlation for efficiency and overall project performance. Relevance had the weakest attested correlation among investigated variables, though it was still moderately strong (0.56). All correlations were positive and statistically significant, indicating that IOE and PCR ratings followed a similar pattern.

Table 4
Comparison of IOE and PCR ratings, 2012-2021

Criteria	Mean ratings		Disconnect	Highest disconnect [region]	Lowest disconnect [region]	Comparison of * p-values of Wilcoxon tests	Correlation (IOE and PCR)	Sample	
	IOE	PCR						IOE	PCR
Relevance	4.30	4.81	-0.51	-0.57 [ESA]	-0.43 [WCA]	0.00*	0.56*	288	287
Scaling up	4.02	4.47	-0.45	-0.57 [WCA]	-0.35 [NEN]	0.00*	0.66*	288	286
GEWE	4.08	4.46	-0.38	-0.52 [ESA]	-0.37 [NEN]	0.00*	0.71*	283	287
Efficiency	3.62	3.96	-0.34	-0.47 [LAC]	-0.18 [APR]	0.00*	0.77*	287	288
Sustainability	3.70	4.04	-0.34	-0.43 [ESA]	-0.24 [LAC]	0.00*	0.68*	288	288
Government performance	3.90	4.24	-0.34	-0.48 [NEN]	-0.12 [APR]	0.00*	0.73*	288	288
IFAD performance	4.23	4.54	-0.31	-0.42 [ESA]	-0.10 [APR]	0.00*	0.73*	288	286
Effectiveness	3.96	4.25	-0.29	-0.36 [LAC]	-0.25 [APR]	0.00*	0.73*	288	288
Rural poverty impact	4.03	4.29	-0.27	-0.43 [ESA]	-0.21 [APR]	0.00*	0.65*	284	285
Innovation	4.24	4.42	-0.18	-0.34 [WCA]	-0.04 [APR]	0.00*	0.67*	288	288
ENRM and CCA	4.14	4.31	-0.18	-0.39 [ESA]	-0.02 [LAC]	0.00*	0.62*	263	266
Overall project achievement (arithmetic average)	4.01	4.34	-0.33	-0.37 [ESA]	-0.29 [APR]	0.00*	0.86*	288	288

Source: IOE/PCR ratings, March 2023. * Statistically significant at 5 per cent.

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.

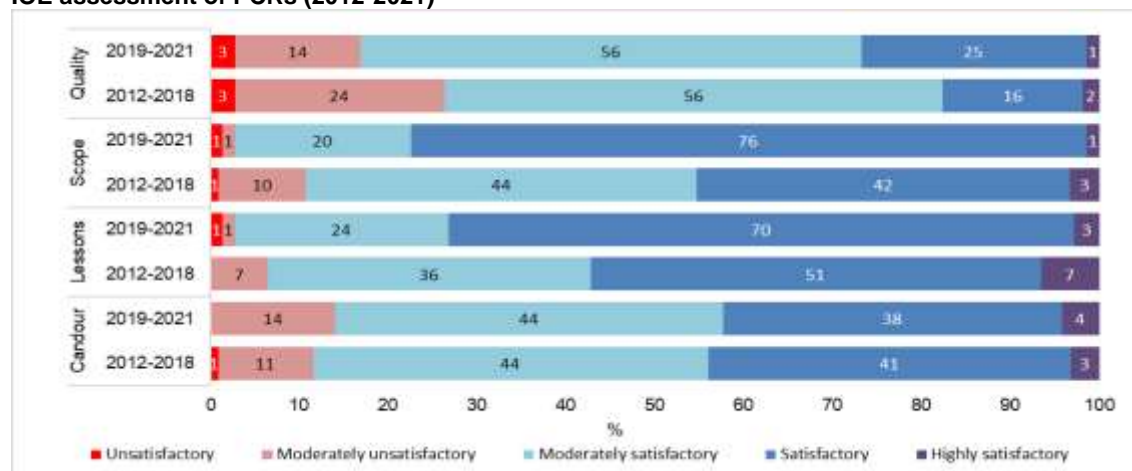
Note: The table is sorted by criteria from the highest to the lowest value of disconnect. Positive correlation coefficient indicates the ratings of IOE, and PCRs move in the same direction across all criteria. All correlation coefficients show positive correlation, classification of the correlation strength is based on rule of thumb commonly used in interpreting size of correlation coefficient: very strong ($r=0.9-1$), strong ($r=0.7-0.89$), moderate ($r=0.5-0.69$), low ($0.3-0.49$), and weak ($r<0.3$).

E.2 Assessment of project completion reports

44. **Overall, PCR quality has improved over time.** Chart 8 presents the IOE assessment of the four dimensions of PCR quality: scope of the report (i.e. compliance with required standards), quality (robustness of methodology and

data), lessons (usefulness of lessons from a developmental perspective) and candour (a balanced presentation of project achievements and weaknesses). The PCR quality improved with the share of PCRs rated moderately satisfactory or better increasing from 73 per cent during 2012-2018 to 83 per cent during 2019-2021 (chart 8). IOE ratings of the dimensions of PCR quality, scope and lessons were higher for the latest three-year period (projects completed in 2019-2021), compared to the earlier period (2012-2018). However, candour of PCRs had a marginal decrease with the share of moderately unsatisfactory or unsatisfactory projects increasing from 12 per cent during 2012-2018 to 14 per cent in 2019-2021.

Chart 8

IOE assessment of PCRs (2012-2021)

Source: IOE evaluation database (PCR/V/PPE/IE), March 2023.

45. Table 5 presents the regional averages of PCR ratings for projects completed during 2012-2021. There were significant regional variations in the ratings for the dimensions of quality, scope and candour.
46. Overall, **PCRs from NEN and APR received the highest share of positive ratings**. ESA and WCA had the lowest shares of PCRs with positive ratings for the dimension of PCR quality (67 per cent and 68 per cent, respectively).

Table 5

Regional averages of IOE ratings of PCRs (2012-2021)

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

	Asia and the Pacific (%)	Latin America and the Caribbean (%)	East and Southern Africa (%)	Near East, North Africa and Europe (%)	West and Central Africa (%)	Global (%)
Number of projects	70 projects	45 projects	54 projects	54 projects	65 projects	288 projects
Quality	83	75	67	87	68	76
Scope	96	91	79	98	91	91
Lessons	100	91	91	94	94	94
Candour	94	86	78	93	86	88

Source: IOE evaluation database (PCR/V/PPE/IE), March 2023.

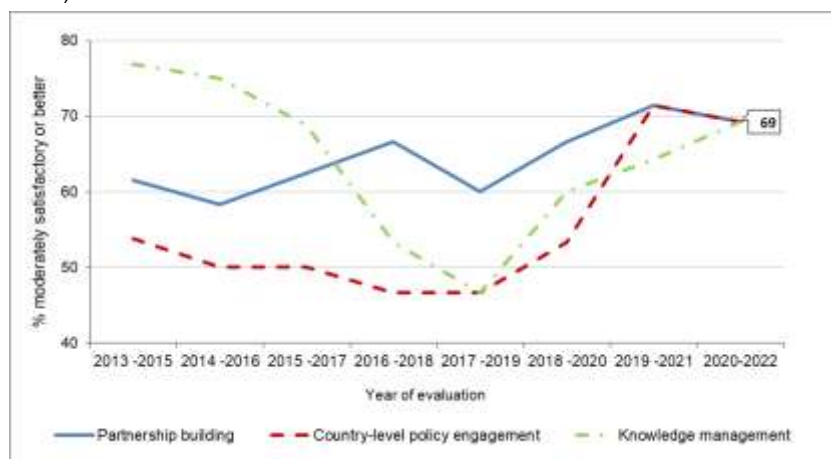
F. Analysis of performance ratings of non-lending activities (2013-2022)

47. **Non-lending activities have improved since 2018.** IOE assesses the performance of non-lending activities (partnership-building, knowledge management, country-level policy engagement) in its country strategy and programme evaluations (CSPEs). Chart 9 presents the percentage of CSPEs that provided moderately satisfactory or better ratings (4,5,6) for non-lending activities. As in the case of project performance ratings, three-year moving averages were calculated for the ratings. It should be noted that the time series of ratings for the non-lending activities were based on a smaller number of observations (45) compared to the project-level ratings (288).
48. In the CSPEs conducted during 2020-2022, the share of evaluations with moderately satisfactory or better ratings was 69 per cent for all three non-lending activities. While there is considerable room for further progress, this also showed substantial improvement for country-level policy engagement and knowledge management, which had a corresponding rating of 47 per cent in 2018. A more modest improvement was observed for partnership-building, which improved from 60 per cent in 2018. A recent IOE thematic evaluation of IFAD support to smallholder farmers' adaptation to climate change and the 2023 CLE decentralization have called for more corporate prioritization of non-lending activities. This could be achieved by ensuring project and COSOP designs include concrete, results-based strategies to strengthen NLAs, operationalizing this strategy from the very beginning of their implementation, and finding resources and means to invest more financial and human resources to strengthen NLAs.

Chart 9

Performance of non-lending activities

Percentage of country evaluations rating non-lending activities moderately satisfactory or better (2013-2022)



Source: IOE CSPE database as of March 2023 (45 evaluations conducted between 2013 and 2022).

Key points

- Overall, the majority of projects were well-performing (rated moderately satisfactory (4) or better) across all evaluation criteria. The share of well-performing projects varies significantly across criteria. Relevance, ENRM and CCA and innovation perform well in over 87 per cent of projects, while efficiency significantly lags with 56 per cent.
- The trend analysis showed that rural poverty impact and effectiveness have seen a decline since 2017-2019. Only ENRM and CCA showed improvement over the last 10 years, while relevance, sustainability, innovation and government performance have improved in the recent years (since 2016-2018).
- This decline in performance in rural poverty impact and effectiveness needs attention and further analysis, given the substantial organizational reforms undertaken since 2017, such as decentralization 2.0, HR policies, and the headquarters reorganization.
- The 10-year average performance of projects in non-fragile contexts was unambiguously better than projects under conditions of fragility for the criteria of efficiency, sustainability of benefits, government performance and overall project performance. The most significant differences in performance were for efficiency (0.38) and government performance (0.35), followed by sustainability (0.22). The differences in all other criteria were not statistically significant (relevance, effectiveness, rural poverty impact, innovation, scaling up, environmental and natural resource management as well as climate change adaptation, gender equality and women's empowerment and IFAD performance).
- Trend analysis of performance during the past 10 years showed that the Asia and the Pacific region continued to have the highest average rating for overall project performance (average rating of all nine evaluation criteria), while the lowest average rating was observed in the West and Central Africa region. This is not an assessment of the performance of individual IFAD divisions as factors beyond the control of IFAD affect project performance. For instance, among the five regions, WCA has the lowest human development index and has 10 of its 39 countries identified as operating under long-term conditions of fragility and conflict.
- CSPEs point to improving performance in non-lending activities, with knowledge management and country-level policy engagement making significant gains since 2018. However, there is room for further improvement, particularly in knowledge management. Recent CLE and TE reiterate the need for results-oriented concerted action to prioritize NLAs in the design and implementation of all IFAD interventions.
- There is a statistically significant level of disconnect between PCR and IOE ratings. This difference varies across evaluation criteria and regions. The disconnect in rural poverty impact and effectiveness has widened recently. The Asia and the Pacific region showed the least disconnect in 6 of the 11 criteria, while ESA showed the highest disconnect in 6 of the 11 criteria.

III. Thematic perspectives from recent IOE project performance evaluations and country strategy and programme evaluations

49. This chapter explores two thematic areas that have drawn IFAD's focused attention over the past two decades: rural enterprise development and rural extension and advisory services. IFAD interventions have supported many rural farm and non-farm businesses.¹⁵ IFAD viewed enterprise development as promoting (pre-entrepreneurial) income-generating activities for micro, small and medium-sized enterprises of different forms of agricultural producer organizations. As such, it involved a broad understanding of enterprise and entrepreneurial activities (table annex 7-1, boxes annex 8-1 and 8-2). The second theme of this chapter focuses on IFAD's support to diversify rural extension services and promote reforms towards a more pluralistic extension system (table annex 7-2, box annex 8-3). IFAD had reached out to individual farmers, groups and communities with rural extension and advisory services with help from a range of actors (e.g. civil society organizations and commercial actors).
50. The IFAD Strategic Framework 2016-2025 focused explicitly on diversified rural enterprise and employment opportunities as a thematic focus to increase rural people's benefits from market participation (strategic objective 2). In contrast, extension and advisory services were only briefly mentioned in the 2016-2025 Framework but were implicitly covered under the focus areas of access to agricultural technologies and production services, environmental sustainability and rural producer organizations. Several PPEs conducted by IOE pointed to the important role played by the extension and advisory services in strengthening rural poverty reduction and food security.
51. The analysis presented in this chapter was informed by the findings and lessons from 24 recent IOE PPEs and CSPEs (completed between 2019 and 2022) and the 2023 IOE project cluster evaluation (PCE) on enterprise development (tables annex 7-1 and 7-2)). Specifically, the enterprise theme drew from 22 evaluations (CSPEs, PPEs and PCE) and the extension theme from 12.

A. Rural enterprise development

52. **The majority of country programmes reviewed provided broad-based support to enterprise development.** Eight of the fifteen CSPEs during 2019-2022 reported programmes with a strong enterprise focus and the remaining seven reported indirect support to many enterprises as part of value chain and rural finance projects. PPEs and the PCE observed dedicated enterprise projects in eight countries.¹⁶ Most IFAD projects supported micro enterprises (16), income-generating activities (12) and farmer/producer organizations (12), and seven projects assisted small and medium-sized enterprises (SMEs) (table annex 7-1).
53. **The evaluations reported positive overall achievements in enterprise development in 11 countries**¹⁷ finding that there was effective outreach to smallholder farmers, women and youth in many countries supporting their non-farm income-generating activities and micro-enterprises. For instance, in Morocco proximity to rural financial services and inclusive finance were pivotal in generating value chain activities and emerging entrepreneurial dynamics in marginal rural areas. In Burkina Faso, IFAD helped farmers with micro-project enterprises through business resource centres and local report writers. IFAD projects also

¹⁵ The first IFAD Rural Enterprise Policy in 2004.

¹⁶ CSPE countries with a strong enterprise focus were Burkina Faso, Ecuador, Madagascar, Morocco, Nepal, Pakistan and Sri Lanka. CSPE countries with ancillary enterprise activities were Burundi, Kenya, Pakistan, Sierra Leone, Sudan, Tunisia and Uganda. PPEs and the PCE covered Bangladesh, Cameroon, Dominican Republic, Ghana, Eswatini, Moldova, Senegal, Sri Lanka and Togo (table Annex 7-1)).

¹⁷ Bangladesh, Burkina Faso, Burundi, Cameroon, Ghana, Kenya, Madagascar, Morocco, Sierra Leone, Sudan, Uganda.

successfully reached many SMEs, mostly through providing financial services to existing businesses (Ghana, Moldova, Sierra Leone, Sri Lanka). Over time, most IFAD country programmes shifted towards specific commodity value chain and commercialization support, often combined with integrated financial services. This helped establish dedicated marketing enterprises, agroprocessors and agricultural service providers and facilitated contractual relationships between producer organizations and market operators (Kenya, Madagascar, Sudan, Uganda).

54. **The evaluations reported mixed results in 12 countries.**¹⁸ The mixed or less than satisfactory achievements in rural enterprise were often linked to weak intervention strategies, targeting or implementation, which are discussed below.

Strategy and enterprise focus

55. **Enterprise support, although important, was often a subordinate and ancillary objective of rural finance, value chain or social development projects and components.** This resulted in low prioritization of enterprises, weak understanding of enterprise needs and an inadequate range of support activities. For instance, the projects analyzed by the IOE cluster evaluation lacked clear pathways to reach IFAD target groups and achieve income and employment growth. Projects usually had stronger strategies for very small enterprises and pre-entrepreneurial activities than for enterprises with greater growth and employment potential. Many projects could have benefited from a more integrated approach combining the three key instruments and intervention areas for enterprise support: financial services, non-financial services (capacity development, technology/innovation and market facilitation), and enabling a supportive legal and regulatory environment.

Inclusiveness and beneficiary targeting

56. **Women and youth benefitted from enterprise development even when explicit targeting strategies and mechanisms were absent.**¹⁹ Evidence indicated that women were more likely to benefit from income-generating activities and micro-enterprises than other enterprises (Eswatini, Burkina Faso, Mexico, Morocco, Nepal, Sri Lanka). Positive examples of enterprise development benefiting youth were found when IFAD adopted social mobilization strategies, promoted youth as project service providers, and deployed special pilot projects (Moldova, Togo, Burundi, Mexico, Morocco, Sierra Leone, Sri Lanka). Specific trade-offs between target group orientation and broader enterprise and value chain development were discussed in Madagascar, Tunisia, Sri Lanka and Uganda.
57. There was considerable progress in addressing the unmet needs of target groups in education, managerial capacities, financial liquidity and securing collateral. However, certain important aspects were lacking. Seven evaluations found that gender diagnoses and complementary support activities were not adequately incorporated into project design. Adequacy of support was further constrained by contextual factors such as continuing unfavourable established practices and adherence to traditional gender roles that inhibited the participation of marginalized groups in emerging markets.

¹⁸ Dominican Republic, Ecuador, Eswatini, Moldova, Mexico, Nepal, Niger, Pakistan, Senegal, Sri Lanka, Togo, Tunisia.

¹⁹ 13 evaluations: PPEs in Dominican Republic, Eswatini, Moldova, and Sri Lanka; and CSPes in Burkina Faso, Burundi, Ecuador, Madagascar, Morocco, Niger, Sierra Leone, Sri Lanka and Tunisia.

Box 1

Micro-enterprise development in Burkina Faso

Micro-enterprise promotion was one of four COSOP intervention priorities in Burkina Faso. Support for micro-enterprises and income-generating activities generated better capacities, increased revenues, and strengthened micro-enterprises, especially in post-harvest activities (CSPE 2019, based on a household survey conducted by the evaluation). Projects helped farmers develop micro-projects through innovative support, such as local report writers and rural business resource centres. But many rural households and enterprises remained largely excluded from financial markets and micro-credit was poorly managed. Support for enterprise development by IFAD target groups did not sufficiently consider and mitigate these groups' low access to education, managerial capacities, financial liquidity and collateral.

Source: IFAD IOE 2019, Country Strategy and Programme Evaluation, Burkina Faso.

Complementarities and enabling environment

58. **Many interventions did not account for the contextual and complementary constraints facing enterprise development.** These included limited access to finance, lack of access to market opportunities, poor infrastructure and lack of enabling regulations preventing satisfactory enterprise performance. Contextual factors were either inadequately analyzed or addressed in design and implementation (eight evaluations).²⁰ Several countries did not have the necessary policies and regulations in place to legally and institutionally guide and support certain types of small enterprises, producer organizations and public support entities, nor did they facilitate their institutional and financial viability. For instance in Pakistan, systematic and structural approaches to value chain governance, regulatory environment and the finance sector were absent.
59. **Greater attention to value chains and market opportunities was the most critical factor that would have strengthened the business potential of farmers and promote enterprise development.** Value chain analyses were essential to identify the entry points to support profitable enterprise opportunities that focussed on pro-poor, gender and youth-sensitive analysis (10 evaluations).²¹ The need for projects to play a stronger brokering role among market actors was frequently mentioned (nine evaluations). Synergies between value chain and finance components were not always realized in projects to effectively support enterprise development. Execution timelines for these components were not sufficiently synchronized. Institutional and policy influence and dialogue were rarely used to promote inclusive finance and clarify a long-term vision with agricultural banks and financial institutions to form a more strategic partnership.

Financial institutions

60. **Rural financial institutions faced considerable challenges in providing financial services to a wider range of targeted enterprises, such as having weak lending products and low appetite for risk.** Partner financial institutions were not always geared towards developing financial products adapted to the needs of the target groups and enterprises (eight evaluations).²² Several evaluations observed that the financial institutions did not receive adequate leadership and guidance from financial apex institutions to help them overcome these challenges.
61. The Kenya PROFIT-project was an exception. As a dedicated finance project, it achieved considerable innovative credit delivery for value chain financing and agroprocessing for target groups. In Moldova, rural partner financial institutions gained experience over time in agricultural lending risks, which allowed them to expand their rural portfolios, reduce interest rates and offer longer-term maturities

²⁰ Eswatini, Moldova, Senegal, Sri Lanka, Burkina Faso, Burundi, Ecuador, Morocco.

²¹ Senegal PPE, Burkina Faso, Burundi, Kenya, Madagascar, Nepal, Pakistan, Sierra Leone, Tunisia, Uganda.

²² Moldova PPE, Togo PPE, Madagascar, Niger, Sierra Leone, Sri Lanka, Sudan, Tunisia.

for rural clients. However the benefits of this experience did not adequately reach the primary target groups of IFAD.

Box 2

SME development in Moldova

The Rural Financial Services and Agribusiness Development Project (RFSADP) in Moldova effectively supported medium-scale enterprises, farms and some non-farm enterprises, providing better access to finance. The project beneficiaries were mostly better off farmers whereas the targets included young entrepreneurs (aged below 40). Planned support for value chain development and agricultural exports was weak, with different timelines and poor integration for finance and value chain components, inadequate linkages among value chain partners and low relevance for exports. The project had limited resources and technical expertise to promote value chains among IFAD target groups.

Source: IFAD IOE 2019, PPE Rural Financial Services and Agribusiness Development Project.

Enterprise capacities

62. **Enterprises made progress despite often facing the challenges of limited management capacities and inadequate financial, business and market expertise.** For group enterprises (producer organizations) their legal incorporation status was often a problem. The PCE reported enterprise capacities varied significantly depending on whether the beneficiaries were newly founded or existing enterprises. Projects working with existing businesses and farmer/producer groups tended to be more effective than those supporting new ones (Morocco, Sri Lanka, Tunisia). Building trust and shared commitment among group members often took time. Some projects made a start to provide enterprises with technical, management and financial literacy support but there was limited monitored data available to gauge the extent and quality of business advisory services provided. Some countries and projects were apparently more effective (Madagascar, Niger) than others (Burkina Faso, Ecuador).
63. The quality of enterprise training and the ability to build sustainable capacity were uneven and baseline capacity needs assessments were missing. There was a need for better quality of training and more continuous mentoring and coaching of enterprises.

Implementation arrangements

64. There were positive examples of progress driven by implementation arrangements. In the Dominican Republic, the involvement of the Ministries of Economic and Business Development, Enterprise and Trade significantly contributed to enterprise development, agricultural commercialization and trade promotion. However, in general, these experiences were inadequately leveraged to better utilize the comparative advantage of relevant ministries with the capacity for enterprise development, agriculture commercialization and trade promotion. The potential of regional chambers of agriculture or business development services could not be fully leveraged as they also proved incapable of providing business development services in the field (Burkina Faso, Madagascar, Niger). Seven evaluations found that the implementation arrangements for enterprise support provided by government and financial institutions were inadequate owing to the absence of support services to strengthen their service delivery capacity.²³ Mostly they were overburdened and underresourced to be able to adequately guide project operations. The issue was further compounded in countries that were decentralizing their public functions and services, where support from local and regional governments was often lacking.
65. **Free-standing and thematically focused projects (such as specifically dedicated finance, enterprise or single value chain projects) were conducive for successful enterprise support.** They were able to apply and test

²³ Dominican Republic, Eswatini, Senegal, Togo, Madagascar, Tunisia, PCE.

strategies more comprehensively. However, this advantage is lost when dedicated projects were too complex and not oriented to the specific needs of IFAD target groups (e.g. Nepal Samriddi Rural Enterprises and Remittances Programme (SRERP) and Sri Lanka National Agribusiness Development Programme (NADeP).

Knowledge, learning, and monitoring and evaluation (M&E)

66. **Many evaluations found the need for better diagnostics and in-depth studies of enterprise opportunities and constraints.** These evaluations called for clearly laying out the strengths, weaknesses and relevance to target groups of enterprises at their design and implementation stages (11 evaluations).²⁴ Effective enterprise models and differentiated approaches by enterprise category and target group were needed, based on solid market analyses. Supportive technologies, innovations and business processes adapted to IFAD target groups needed further attention.
67. **In general, the M&E and the quantitative and qualitative follow up of enterprise development was weak and often did not allow the tracking and assessment of outcomes.** Limited availability of data and information from M&E on enterprise development was explicitly pointed out in seven evaluations²⁵ and was a frequent observation in others.

Box 3

Project cluster evaluation: relevance, success factors and impact of enterprise development

The project cluster evaluation (PCE) is a new concept and IOE approach to project evaluations. IOE's first PCE on enterprise development presented a comparative cross-project performance analysis along several evaluation criteria. It focused on the pre-entrepreneurial activities and micro-enterprises in four IFAD-supported projects that had a clear enterprise focus and covered finance, non-finance and enabling interventions.

The PCE found that enterprise development was highly relevant to rural poverty alleviation but lacked clarity on how to achieve income and employment growth and who to target. Important factors for successful enterprise development (through their creation, survival and growth) were the selection and screening of beneficiaries, their education and literacy levels, along with the sequencing and intensity of non-financial and financial services.

Impactful enterprise support was strongest for existing entrepreneurs and their short-term income perspectives. Impact was relatively low for a broad range of business perspectives, lasting employment generation and institutional impact. Job generation was mostly overestimated, and financial loans went mostly towards the working capital of existing clients. Income increases came mainly from improved technologies and to some extent, from expanded knowledge. Many beneficiaries of enterprise development were "involuntary entrepreneurs", mostly trying to diversify their income.

Instances of institutional impact in terms of business or incubation centres and supported financial institutions were observed, however their sustainability was not ensured.

Source: IOE Project Cluster Evaluation on Enterprise Development 2023.

²⁴ Eswatini, Moldova, Sri Lanka, Togo, Ecuador, Mexico, Pakistan, Sierra Leone, Sri Lanka, Tunisia, Uganda.

²⁵ Senegal PPE, Sri Lanka PPE, Burkina Faso, Madagascar, Nepal, Niger, Tunisia.

Future directions for enterprise development

68. Future directions for enterprise development should emphasize:
- a. **A focused, integrated and differentiated approach for enterprise development.** Such an approach would include all critical financial, non-financial and enabling instruments for enterprise development depending on context and needs. It would require clear formulation of enterprise development objectives (e.g. higher incomes and diversification, generating jobs and wage employment, entrepreneurial capacity and business development) to determine priority entry points for support. It would also differentiate support by enterprise type and existing capacities.
 - b. **Leverage the long-standing institutional knowledge of the range of rural enterprises during project design and implementation** to maximize the impact of interventions on employment, income generation and sustainable enterprise growth. This effort should inform the planning, targeting and coordination of the assistance provided to rural enterprises to address their specific needs.
 - c. **Ensure more inclusion and empowerment of IFAD's target groups.** Analysis of pro-poor value chain and market opportunities with a focus on identifying market opportunities for women and youth is critical to identify profitable opportunities for these target group enterprises and to link them to other market actors. This analysis should consider the specific needs, capacities, and resource constraints of the target groups. Based on the findings of this analysis, the design should determine the areas of interventions and guide how to establish linkages between these enterprises and key market actors, such as processors or exporters, and ensure access to markets and support services. The interventions should further empower the marginalized groups among producer and farmer organizations through mentoring, networking, providing training, access to information and technology and tailored financial products.
 - d. **Alleviation of institutional and regulatory constraints.** More proactive and innovative support is required for rural financial institutions to finance IFAD's target group enterprises. Sustainable business advisory services of public, semi-public and other service providers deserve attention. Producer organizations would often benefit from better regulatory frameworks.

B. Rural extension and advisory services

69. IFAD projects supported rural extension and other advisory services through various public, social, and commercial actors. For instance, in Uganda, innovative natural resource management advice was provided through the National Agricultural Research Organization and project-based extension providers; in Sudan, high-quality agricultural inputs and services (seeds, mechanization, spraying and finance) were provided through multidisciplinary extension service providers; and in Nepal, decentralized extension and advisory services were provided to local governments. Farmers and grass-roots organizations were reached with innovative and participatory development of agricultural technologies and practices in Burkina Faso, Madagascar, and Niger through FAO-initiated farmer field schools.
70. **Extension services would have benefitted from government reforms to facilitate a more pluralistic outreach and advisory system in line with IFAD's current extension vision and objectives.**²⁶ Such an approach would have contributed to a well-coordinated and sustainable delivery of extension by governments while allowing for the inclusion of a number of other actors (such as

²⁶ IFAD. *Lessons learned from supporting pluralistic extension services in Asia and Africa*. (Rome: IFAD, 2022).

research, producer organizations and NGOs as well as paid service providers, agro-input dealers, market aggregators and rural finance institutions).

Reforming extension and advisory systems

71. **IFAD-supported public extension systems often remained poorly resourced, understaffed for delivery, and institutionally weak for sustainable services and scaling up** (as reported by seven evaluations)²⁷ especially when transitioning to more decentralized delivery through states, local governments, and communities. These projects helped with delivery and maintaining focus on target groups but made limited positive contribution to the institutional sustainability of public extension services, farmer apex and community organizations. Realistic project exit strategies were often absent, and project experiences were not mainstreamed in government and partner services (Zambia, Burkina Faso, Madagascar, Pakistan, Sudan) (box 5).

Box 4

Extension development in Madagascar

The Madagascar CSPE found that all projects integrated training and advisory services for better access to production and market support services for farm producers and entrepreneurs. These projects developed technical, management, marketing and self-organization capacities and formulated and implemented activities for extension services and rural vocational training. The Vocational Training and Agricultural Productivity Improvement Programme, 2013-23 (FORMAPROD) was a project specifically dedicated to enhancing capacity development in extension and advisory services. Main entry points for support were producer organizations, their apex organizations, chambers of agriculture, commerce and industry, and regional agriculture ministries. Simplified farmer field schools were an innovative programme feature for Madagascar, but at project completion, many institutions were still lacking sufficient resources, status and legitimacy to operate autonomously as full government partners in providing rural extension services. The evaluation also concluded that advisory services were needed to consolidate support to family farms, producer organizations and rural enterprises.

Source: IFAD IOE 2020, Country Strategy Programme Evaluation, Madagascar.

72. In Botswana and Uganda, extension systems were top-down and supply-driven. Efforts to make them more pluralistic and demand-driven did not deliver the expected results. Systems were overwhelmed and disrupted by government prioritization of subsidized input delivery and hampered by political interference. This resulted in elite capture and weak delivery of the core extension services of innovative technology. In Uganda the Agricultural Technology and Agribusiness Advisory Services (ATAAS) project did not adequately diversify and privatize extension services, establish better links between public extension and agricultural research and make services more demand-driven. The absence of risk analyses of the political context and enabling policy environments contributed to these failures.
73. IFAD made better progress in Zambia, where it raised the awareness for more attention in a pluralistic extension system to target, coordinate at national and local levels, and apply relevant research. However, the ongoing sustainability of the promoted approaches was not sufficiently considered (box 5).
74. **Innovative approaches to extension services were introduced but more research on their effectiveness was needed.** Several countries have introduced innovative approaches and different models of extension services, including farmer field schools, community-based teams and social media, thus demonstrating a commitment to explore new methods and technologies to improve extension's effectiveness and inclusiveness. However, these activities were not sufficiently monitored and researched to assess their relative performance and

²⁷ Seven of twelve retained evaluations for extension analysis emphasized this point: Botswana, Cambodia, Zambia, Kenya, Madagascar, Pakistan, Sudan.

effectiveness in changing farmers' behaviours and understand their impact on inclusiveness (Uganda, Zambia, Burkina Faso and Niger).

Box 5

Agricultural extension development in Zambia

The Smallholder Productivity Promotion Programme (S3P) in Zambia effectively improved Ministry of Agriculture extension delivery and private sector extension services using farmer organizations. However, this delivery was unsustainable as extension outreach was driven by project financing. A more enabling policy environment for private extension services, clearer roles, improved harmonization and coordination between public and private service could have helped the adoption of new technologies, such as conservation agriculture; reach poorer smallholder farmers; and changed the mindset of farmer organizations towards farming as a market-driven business. Although different extension models were applied, such as farmer field schools and lead/follower farmers, little is known about their relative efficacy, especially for serving IFAD target groups. Extension outcomes were not sufficiently monitored and evaluated. Similarly, capacity development for extension workers through training of trainers was weakly evidenced and followed up.

Source: IFAD IOE 2023, PPE Smallholder Productivity Promotion Programme.

Participation, driven by demand and inclusion

75. **Extension driven by community and farmer/producer organizations led to more inclusive and demand-driven service provision.** Several evaluations reported positive results achieved by IFAD-supported projects that incorporated community-driven approaches to achieve more demand-driven extension services that reached poorer farmers. Community-driven approaches worked particularly well when they were linked with capacity support for farmer and producer organizations, community-based facilitators, and adopted the training of trainers (Burkina Faso, Kenya, Pakistan, Sudan, Uganda). In Sudan, the community-based approaches that integrated agricultural production, natural resources management and conflict resolution significantly contributed to reducing tensions between different farmer groups. Sudan successfully raised women's benefits and empowerment through their presence in extension teams and wider representation in project and community coordination units.
76. **In general, extension services did not adequately address the challenges in reaching the most marginalized** (Cambodia, Madagascar). In Cambodia, indigenous groups were not adequately reached as the design did not sufficiently consider the remoteness of the project areas or the specific needs of the target groups in natural resource management, land access and training delivery approaches. Host farmers did not pass on extension messages to less resourced smallholders in Uganda as was their responsibility. Zambia showed that a participatory selection of host farmers would have worked better. Early participatory assessments of capacity, technology and market needs of farmers, farmer organizations and project target groups would have helped with extension performance in Cambodia and Pakistan.

Enabling environment

77. **The decentralization of extension services to commune and regional levels is generally seen as useful for improving performance.** This is necessary to harness the benefits of localized and community-driven approaches in extension. Evidence shows that countries undergoing decentralization may experience temporary disruptions but have demonstrated longer-term potential for improved extension services (Burkina Faso, Nepal, Niger and Pakistan).
78. **The extension policies were often inadequate for expanded pluralistic systems.** Policies were inadequately supported by projects and were not formulated in partnership with other development partners to facilitate a more diverse extension system (Botswana PPE, Uganda PPE, Zambia PPE and

Madagascar). Critical linkages and coordination between extension and research were missing in Uganda and Zambia.

79. The evaluations in Cambodia and Burkina Faso reported low technology adoption due to the **limited availability of complementary inputs**, such as finance and irrigation. In contrast, extension and farmer adoption worked better in parts of Uganda that had growing market opportunities (exogenous to the project) and low political interference with input deliveries.

Future directions for extension and advisory services

80. Going forward, the extension and advisory services should emphasize:
- a) **Empowering IFAD target groups with more demand-driven, community-based, integrated approaches to extension and advisory services.** This approach would also include increasing the use of community-based facilitation and participatory farmer involvement, including women extension agents, and involve better linkages between natural resource management, agriculture, marketing and research in extension and advisory services.
 - b) **Strengthening capacities of public actors to facilitate more pluralistic, sustainable extension and advisory systems.** This would include (i) coordinated delivery of services to support value chains and managing the system as a public good; (ii) research on alternative models of extension, such as farmer field schools, lead farmer systems and last mile delivery support; (iii) identifying and testing different cost-recovery models; and (iv) putting in place supportive policies and regulations. Such efforts should consider the political and economic implications for effective extension reforms.

Key points**Enterprise rural development**

- 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.
- Implementation of IFAD operations could have better utilized the expertise of relevant ministries in enterprise development, agriculture commercialization and trade promotion.

Extension and advisory services

- Innovative approaches to extension services delivery demonstrated both commitment and the potential for enhancing the effectiveness and inclusiveness of these services.
- Community-driven approaches, complemented by support to strengthen the capacities of farmer and producer organizations as well as facilitators, and the adoption of training-of-trainers have led to extension services that are demand-driven and inclusive.
- Integrated approaches to extension advisory services proved effective, encompassing: the integration of agricultural production and natural resource management; conflict resolution among resource-poor farmers; non-agricultural marketing; and promoting strong linkages between extension and research.
- Support to extension services would have benefitted from strengthened government reforms to facilitate a more pluralistic extension and advisory system in line with IFAD's current extension vision and objectives.
- Many countries continue to struggle with extension systems that are inadequately financed and resourced. These have resulted in very few successful examples of lasting, alternative and innovative extension and advisory services models.

IV. Institutional efficiency

81. To complement the project-level efficiency analysis of chapter II, this chapter offers an analysis of institutional efficiency and its trend considering different efficiency indicators. This chapter draws from the analysis and findings of the corporate-level evaluation of IFAD's decentralization experience in 2023 – referred to henceforth as CLE decentralization.

Trends in efficiency ratios at the corporate level

82. IFAD traditionally reports on three efficiency ratios in annual budget documents submitted to the Board: (i) ratio 1: total administrative budget/programme of loans and grants (PoLG); (ii) ratio 2: total administrative budget/programme of work (PoW); and (iii) ratio 3: value of portfolio/total administrative budget (the first three ratios in table 6a). The first two ratios relate to the amount of PoLG and PoW delivered per dollar of administrative expenditure. IFAD found these ratios were not optimal indicators of resources managed given the large year-to-year variations of PoLG and PoW.
83. It preferred the third ratio: the total amount of portfolio managed per dollar of administrative cost. This ratio also offered the benefit of capturing activities that IFAD delivers prior to and following the disbursement of loans and grants. However, this ratio made no distinction between programme delivery costs and other expenditures.
84. However, these three standard efficiency ratios used by IFAD showed no statistically significant changes during the period 2013-2021,²⁸ despite the major organizational changes that took place during this period (reorganization of the headquarters, and a new approach to decentralization efforts since 2017 that accelerated the deployment of staff in the field (Decentralization 2.0)).
85. To address the limitations of these standard ratios, the CLE 2023 constructed the following three ratios as part of the recent corporate-level evaluation of IFAD's decentralization experience 2023. Ratio 4: total administrative budget-total disbursements; ratio 5: average project size; ratio 6: total full-time equivalent (FTE)-unit of output.²⁹ These are in line with the practices of other international finance institutions (IFIs) and presented as the last three ratios in table 6a. The following analysis is based on the trends in these three ratios.
86. **Performance trends of these three new efficiency ratios showed statistically significant changes to institutional efficiency** during this period, particularly after the introduction of the new approach to decentralization and other concurrent organizational and operational reforms.
87. Ratio 4 showed a statistically significant improvement to disbursement per unit administrative cost during 2017-2022, compared to 2013-2016. Since 2017, IFAD disbursed more with every dollar of administrative budget compared to the earlier period and increased the average size of the resulting projects. Increasing the average size of projects (ratio 5) contributed to cost-efficiency because the costs of designing and supervising large projects were not linearly related to increases in project size. IFAD increased its total full-time employee base by 19 per cent from 2016 to 2021 (an increase from 595 to 709). This net increase was not accompanied by a corresponding increase in the number of units of output.

²⁸ For all three ratios the averages for the periods 2013–2016 and 2017–2021 were not statistically different (table 8b).

²⁹ Output is defined as the number of projects approved in a year plus 25 per cent of the projects in the active portfolio, a factor that represents the ratio of budgets assumed to be allocated for project supervision compared with project design.

Consequently, ratio 6 increased from 7.9 to 9.0 FTE during 2016-2021.³⁰ This trend may be a reflection of IFAD projects becoming larger (see ratio 5) and more complex (e.g. integrating cross-cutting issues).

Table 6a
Efficiency ratios at the corporate level

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Ratio 1: Total administrative budget/PoLG	14%	17%	10%	17%	11%	11%	8%	16%	12%
Ratio 2: Total administrative budget/PoW	7%	8%	4%	11%	7%	6%	3%	7%	5%
Ratio 3: Value of portfolio/total administrative budget (US\$ millions)	\$40	\$41	\$47	\$47	\$45	\$45	\$45	\$58	\$49
Ratio 4: Total administrative budget/total disbursements	30%	30%	30%	27%	24%	24%	25%	26%	25%
Ratio 5: Average size of projects approved (PoLG/number of approved projects) (US\$ millions)	\$41	\$34	\$38	\$36	\$41	\$43	\$49	\$50	\$50
Ratio 6: Total FTE/unit of output	6.7	6.9	6.1	7.9	7.1	7.9	7.4	9.5	9.0

Source: IOE corporate-level evaluation of IFAD's decentralization experience, 2023.

88. It is important to recognize that the institutional efficiency gains may adversely impact IFAD's development effectiveness if adequate resources are not allocated in the administrative budget to support operational delivery. IFAD's support for designing and implementing operations and pursuing non-lending activities (such as policy engagement, partnership-building, and knowledge management) are considered core client services that are critical for IFAD-supported interventions to be development effective. IFIs aim to ensure that adequate resources are allocated from the administrative budget to cater for these core client services. In fact, the ratio of budget allocated to core client services to total administrative budgets is tracked in a number of IFIs to ensure that these core services are sufficiently prioritized by the organization. A ratio less than 50 per cent was taken as a cause for concern in many IFIs.
89. **Despite the gains in institutional efficiency in IFAD observed in two of the efficiency ratios, resources allocated to core client services as a share of total administrative budget have declined** from a stable value of 59 per cent prior to 2017 to 47 per cent in 2022 (chapter II, table 3) since 2016. To put it differently, from 2016 to 2022, IFAD's non-operational expenditures grew faster than operational expenditures.³¹
90. In 2022, IFAD had the lowest value for core client services among the IFIs reviewed by IOE as part of CLE Decentralization.³² Management took steps to address this problem in the 2023 budget, approved in December 2022, intending to reverse this situation.

³⁰ Output is defined as the number of projects approved in a year plus 25 per cent of the projects in the active portfolio, a factor that represents the ratio of budgets assumed to be allocated for project supervision compared with project design.

³¹ Some increases in non-operational expenditures were required to support other IFAD reforms. For example, to support the reform of IFAD's financial architecture and get a credit rating, IFAD needed to create a risk management office and strengthen its treasury and financial services.

³² The shares of operational units in the following four multinational development banks' total budget in 2022 were: African Development Bank: 49 per cent; Asian Development Bank: 54 per cent; Inter-American Development Bank: 56 per cent; World Bank: 59 per cent.

Table 6b

Trends in efficiency ratios at the corporate level

<i>Ratio</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Average 2013-2016</i>	<i>Average 2017-2021</i>	<i>T- test p value</i>	<i>T- test score</i>	<i>Difference significance level</i>
Ratio 1: Total administrative budget/PoLG	14%	17%	10%	17%	11%	11%	8%	16%	12%	14.36%	12%	0.2277	1.3222	Not significant
Ratio 2: Total administrative budget/PoW	7%	8%	4%	11%	7%	6%	3%	7%	5%	7.74%	6%	0.1903	1.4502	Not significant
Ratio 3: Value of portfolio/total administrative budget	40	41	47	47	45	45	45	58	49	43	49	0.1632	-1.5579	Not significant
Ratio 4: Total administrative budget/total disbursements	30%	30%	30%	27%	24%	24%	25%	26%	24%	29.34%	25%	0.0008	5.6710	at 99% level
Ratio 5: Average size (\$M) of approved projects (PoLG/number of approved projects)	41	34	38	40	45	49	54	50	50	38	50	0.0012	-5.2415	at 99% level
Ratio 6: Total FTE/unit of output	6.6	6.9	6.1	7.9	7.1	7.9	7.4	9.5	9.0	6.9	8.2	0.0753	-2.0868	at 90% level

Source: IOE corporate level evaluation of IFAD's decentralization experience, 2023.

91. This decline in resources during 2017-2022 was a consequence of funding the one-time costs of increased field presence and higher non-operational costs within the near zero real growth administrative budget of IFAD. This resulted in significant decline in the budgets allowed for design support as well as implementation and oversight support. The CLE e-survey showed that a majority of operational staff disagreed that there was sufficient budget and resources allocated for project processing and supervision (75 per cent) and mainstreaming efforts (79 per cent). The average budget for the design of projects declined by 19 per cent – from US\$177,000 during IFAD9 (2013–2015) to US\$144,000 during IFAD11 (2019–2021). The average budget for supervision decreased by 28 per cent, from US\$29,000 to US\$21,000 during the same period.
92. **The declining budget allocation for IFAD’s country programme delivery came at a time when IFAD projects were becoming larger and more complex to address the multiple mainstreaming needs.** Case studies of CLE decentralization noted the adverse impact of this reduction in financial and human resources on the quality of project design, supervision, mainstreaming and non-lending activities.³³

Key points

- IOE analysis showed statistically significant improvements in some measures of institutional efficiency resulted from the accelerated decentralization efforts since 2017.
- Despite these gains, resources allocated to country programme delivery as a share of total administrative budget has declined. More specifically, there was steady decline of budgets allocated to the design of new projects and to provide implementation support during 2017-2022. This decline occurred when organizational reforms pushed for larger and more complex projects that mainstreamed a number of cross-cutting issues simultaneously.

³³ Including travel from multi-country offices post-pandemic when the cost of air travel increased.

V. Key findings

A. Project performance and non-lending activities

93. In line with the past ARIE observations, the majority of the projects completed recently (during 2019-2021) were performing well, with a rating of moderately satisfactory or better. Efficiency continued to be the lowest performing area, while relevance, ENRM & CCA, and innovation were the top performers again (as in 2022 ARIE). The projects analysed for this report have had an exposure of 22 months or less to recent global shocks, such as the COVID pandemic and none to the consequences of the war in Ukraine. As such, it is unlikely that these were major explanatory factors for the findings of this report .
94. A cause for concern was the decline in the performance in rural poverty impact and effectiveness since 2018 (periods 2017-2019, 2018-2020, 2019-2021). The decline in the performance of effectiveness was more noticeable, particularly under conditions of fragility and conflict, where the share of well-performing projects dropped from 67 per cent to 42 per cent during this period. This calls for further analysis. In particular, the longer-term consequences of the sustained decline in the share of administrative budget allocated to country programme delivery during 2017-2022, and an assessment of the fit-for-purpose of IFAD country offices to deliver their mandate following the accelerated decentralization efforts and reassignment exercises undertaken since 2017 needs closer scrutiny.
95. The performance of non-lending activities has improved since 2018, particularly in knowledge management and policy engagement.

B. Thematic perspectives: rural enterprise development and extension services

96. Enterprise development was highly relevant to rural poverty alleviation. Rural enterprises were successful when they were (i) planned and implemented with clarity to reach target groups, (ii) aligned their intervention strategies, financial and non-financial instruments with beneficiary enterprise needs and capacities, (iii) linked to agricultural value chains, market opportunities, and (iv) were equipped with clear analysis of opportunities and risks for enterprises.
97. Common challenges to performance included: (i) treating enterprise development as an ancillary object of rural finance, value chain or social development projects, (ii) insufficiently accounting for the contextual and other constraints facing enterprise development, (iii) financial services characterized by low risk appetite and lending products ill-suited for target groups, and (iv) inadequate leveraging of the expertise of relevant ministries linked to enterprise development, agriculture commercialization and trade promotion.
98. Overall, instances of institutional impact of enterprise development efforts were observed in terms of business or incubation centres and supported financial institutions. However, their sustainability proved to be a challenge. More proactive and innovative support is needed to alleviate institutional and regulatory constraints and provide sustainable business advisory services.
99. Effective extension advisory services were found to integrate agricultural production, natural resource management, resolving conflicts among competing interests of resource-poor farmers, promote non-agricultural marketing, and develop strong linkages between extension and research. Innovative approaches to extension services delivery demonstrated both commitment and the potential for enhancing the effectiveness and inclusiveness of these services.
100. Extension systems in many countries were often inadequately financed and resourced. These have resulted in few successful examples of lasting, alternative and innovative extension and advisory services models. Support to extension

services would have benefitted from components to strengthen government reforms to facilitate a more pluralistic extension and advisory system in line with IFAD's current extension vision and objectives.

C. Institutional efficiency

101. The three standard efficiency ratios that IFAD presents to the Board in its annual budget documents (total administrative budget/PoLG, total administrative budget /PoW, value of portfolio/total administrative budget) offer limited insights on how resources are managed corporately. The two indicators using PoLG and PoW do not offer relevant insights into efficiency due to their large variations; the third indicator did not show statistically significant variation during the past 10 years, thus failing to capture the impacts of the fundamental organizational changes that took place over this period.
102. Two of the additional institutional efficiency indicators developed by IOE in line with other IFIs showed recent gains in IFAD's institutional efficiency. However, the resources allocated to country programme delivery as a share of total administrative budget steadily declined during 2017-2022. This decline in resources was accompanied by organizational reforms that pushed for larger projects to enhance efficiency and mandated the mainstreaming of priority cross-cutting themes in all projects that also rendered them more complex.
103. As noted, the recent decline in the performance in effectiveness and rural poverty impact of IFAD operations is a cause for concern. This warrants closer scrutiny of the long-term implications of this sustained reduction of resources allocated to IFAD's core client services during 2017-2022, along with other organizational changes that may have adversely affected the fit-for-purpose nature of IFAD's presence in client countries.

Definition of the evaluation criteria used by IOE³⁴

Criteria	Definition ³⁵
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.
	<p>Four impact domains</p> <ul style="list-style-type: none"> • 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 development includes an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, the poor's individual and collective capacity, and in particular, the extent to which specific groups such as youth are included or excluded from the development process. • 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.
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, coherence in achieving its objectives, and 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.
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; workload 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 other agencies.
Environment and natural resources management	The extent to which the development interventions/strategy contribute to the enhancement of environmental sustainability and resilience to climate change in small-scale agriculture."
Overall project achievement	An arithmetic average of ratings for the following nine criteria: rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, environment and natural resources management and adaptation to climate change.

³⁴ Based on Evaluation Manual 2022.

³⁵ 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.

Performance of partners

IFAD	This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support and evaluation. The performance of each partner will be assessed on an individual basis with a view to the partner's expected role and responsibility in the project life cycle.
Government	

Source: IOE Evaluation Manual (2022).

Trend analysis – ARIE Approach

1. The set of criteria analysed in this report includes internationally-recognized core criteria (relevance, effectiveness, efficiency, sustainability and impact),³⁶ as well as IFAD-specific criteria, such as gender equality and women’s empowerment, innovation, scaling up, environment & natural resource management and climate change adaptation (ENRM & CCA), and the performance of partners (table annex 2-1).

Table annex 2-1

Evaluation criteria used in assessment of project performance

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

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

Source: IOE Evaluation Manual (2022).

2. The 2023 ARIE analyses follow the evaluation criteria specified under the 2022 Evaluation Manual (annex 1), which differ from the criteria under the earlier 2015 edition. Consequently, adjustments were needed to ensure comparability with earlier years in order to conduct trend analyses.
 - a) In line with the new Evaluation Manual (2022), environment and natural resource management (ENRM) and adaptation to climate change (CCA) are now combined into one criterion (previously they were treated as two separate criteria).³⁷ To ensure comparability, ratings of ENRM & CCA were combined by averaging and rounding to an integer value.³⁸
 - b) Overall project achievement – the arithmetic average of the ratings of the nine criteria used – is no longer rounded to an integer but treated as a rational number.
3. In line with the Good Practice Standard of the Evaluation Cooperation Group of the Multilateral Development Banks for Public Sector Evaluations, IFAD uses a six-point ratings scale to assess performance under each evaluation criterion,³⁹ except for the indicator of overall project achievement.
4. The analysis of project performance ratings is presented by year of project completion as in previous ARRI/ARIE editions. To establish the underlying trend of performance ratings over the 10-year period, three-year moving periods (by year of completion) are utilized to smoothen the data and to mitigate inter-annual variations. The observation on the performance in the latest period is based on the

³⁶ Notably, the definition of the evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development.

³⁷ They were under one criterion up to 2015 but were separated since 2016 based on the 2015 edition of the Evaluation Manual. The latest 2022 Evaluation Manual returns them to a single criterion.

³⁸ For example, if ENRM and CCA were rated 5 and 4 respectively, the combined rating of 5 for ENRM and CCA (rounding the average of 4.5) was used for this ARIE.

³⁹ 1=highly unsatisfactory; 2=unsatisfactory; 3=moderately unsatisfactory; 4=moderately satisfactory; 5=satisfactory; 6=highly satisfactory.

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

5. The quantitative analysis is mainly derived from descriptive statistics, while inferential statistics were used where relevant: parametric and non-parametric tests were used to analyse rating disconnects between independent and self-evaluations.⁴⁰
6. Additional analyses were conducted by regions, as well as by fragility status. For the latter, the projects were mapped and categorized as having operated in countries with fragile situations if the country was on the World Bank's annual list of fragile and conflict-affected situations⁴¹ for more than half of the project lifecycle (approval to completion).

⁴⁰ The disconnect could be negative or positive: a negative disconnect signifies that the PCR ratings (in self-evaluations) are higher than the IOE ratings, while a positive disconnect means the opposite (i.e. IOE ratings are higher than the PCR).

⁴¹ Up to 2019, the list was for fragile situations, without "conflict-affected" situations. Historical lists can be found at the following site: <https://thedocs.worldbank.org/en/doc/9b8fbd62f7183cef819729cc9073671-0090082022/original/FCSList-FY06toFY22.pdf>

Evaluations completed by IOE in 2022

Country/Region	Title	Project ID	Executive Board approval date	Effectiveness date	Project completion date	Project duration (years)	Total project financing (US\$ million)
Corporate-level evaluation							
All	Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies						
Thematic evaluation							
All	Thematic evaluation of IFAD's support for smallholder farmers' adaptation to climate change						
Country strategy and programme evaluations and projects covered in respective CSPEs							
Burundi	Rural Recovery and Development Programme	1100001105	28/04/1999	04/08/1999	31/12/2010	11	31,300,000
	Transitional Programme of Post Conflict Reconstruction	1100001291	09/09/2004	15/12/2005	21/12/2013	8	36,700,000
	Livestock Sector Rehabilitation Support Project	1100001358	18/04/2007	25/02/2008	30/06/2014	6	17,900,000
	Agricultural Intensification and Value-enhancing Support Project	1100001469	30/04/2009	21/07/2009	30/09/2020	11	39,800,000
	Value Chain Development Programme	1100001489	22/04/2010	07/05/2010	31/12/2020	10	90,500,000
	The Project to Accelerate the Achievement of MDG 1-c (OMD-1c)	N/A	31/05/2013	31/05/2013	22/06/2019	6	18,800,000
	National Programme for Food Security and Rural Development in Imbo and Moso	2000000738	17/09/2014	19/09/2014	31/03/2022	8	67,800,000
	Value Chain Development Programme Phase II	2000001009	15/09/2015	03/11/2015	31/12/2021	6	51,700,000
	Project to Support Agricultural and Rural Financial Inclusion in Burundi	2000001145	02/09/2017	29/01/2018	30/03/2025	7	38,600,000
	Agricultural Production Intensification and Vulnerability Reduction Project	2000001146	14/12/2018	13/05/2019	30/06/2025	6	129,050,000
Eswatini	Lower Usuthu Smallholder Irrigation Project - Phase I	1100001159	06/12/2001	27/01/2004	30/09/2013	10	278,834,000

	Rural Finance and Enterprise Development Programme	1100001373	17/12/2008	15/09/2010	30/09/2016	6	8,468,000
	Smallholder Market-led Project	1100001665	22/04/2015	16/02/2016	31/03/2022	6	25,900,000
	Financial Inclusion and Cluster Development Project	2000001804	21/07/2018	05/09/2019	30/09/2025	6	38,559,000
Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi	1100001258	02/12/2004	18/11/2008	31/12/2014	6	28,330,000
	Village Development Programme (ex-National Programme for Community Empowerment in Rural Areas Project)	1100001341	11/09/2008	17/03/2009	31/12/2018	10	216,770,000
	Smallholder Livelihood Development Project in Eastern Indonesia	1100001509	11/05/2011	05/07/2011	31/01/2019	8	65,000,000
	Coastal Community Development Project	1100001621	21/09/2012	23/10/2012	31/12/2017	5	43,240,000
	Integrated Participatory Development and Management of the Irrigation Sector Project	1100001706	17/12/2015	13/02/2017	31/03/2023	6	852,900,000
	Rural Empowerment and Agriculture Development Scaling-up Initiative	2000001181	14/09/2017	08/01/2018	08/01/2023	5	55,330,000
	Youth Entrepreneurship and Employment Support Services Programme	2000001202	14/12/2018	17/06/2019	30/06/2025	6	72,710,000
	Integrated Village Economic Transformation Project	2000002562	30/10/2019	23/12/2019	31/12/2025	6	702,030,000
	The Development of Integrated Farming Systems in Upland Areas	2000002234	11/12/2019	23/12/2019	31/12/2024	5	151,660,000
Malawi	Rural Livelihoods Support Programme	1100001164	12/09/2001	30/08/2004	30/09/2013	9	16,600,000
	Irrigation, Rural Livelihoods and Agricultural Development Project	1100001334	13/12/2005	24/05/2006	30/06/2012	6	52,100,000
	Rural Livelihoods and Economic Enhancement Programme	1100001365	13/12/2007	01/10/2009	31/12/2017	8	29,200,000
	Sustainable Agricultural Production Programme	1100001534	13/12/2011	24/01/2012	31/03/2023	11	72,400,000
	Programme for Rural Irrigation Development	1100001670	17/12/2015	15/02/2017	31/12/2024	7	84,000,000
	Financial Access for Rural Markets, Smallholders and Enterprise Programme	2000001501	11/12/2017	15/08/2018	30/06/2025	7	57,700,000
	Transforming Agriculture through Diversification and Entrepreneurship Programme	2000001600	11/12/2019	28/07/2020	30/09/2026	6	125,400,000
Pakistan	Community Development Programme	1100001245	18/12/2003	02/09/2004	30/09/2014	10	30,740,000

	Microfinance Innovative and Outreach Programme	1100001324	13/12/2005	01/09/2006	30/09/2011	5	30,540,000
	Programme for Increasing Sustainable Microfinance	1100001413	12/09/2007	07/05/2008	30/09/2013	5	46,580,000
	Southern Punjab Poverty Alleviation Programme	1100001514	15/12/2010	30/09/2011	30/09/2022	11	195,120,000
	Gwadar-Lasbela Livelihood Support Project	1100001515	11/05/2011	31/01/2013	31/07/2020	7	38,270,000
	Economic Transformation Initiative Gilgit-Baltistan	2000000836	22/04/2015	16/09/2015	30/09/2022	7	120,120,000
	National Poverty Graduation Programme	2000001467	14/09/2017	14/11/2017	31/12/2023	6	149,800,000
Uzbekistan	Horticultural Support Project	1100001606	03/04/2012	17/12/2013	31/12/2019	6	31,690,000
	Dairy Value Chains Development Project	1100001714	15/09/2015	07/03/2017	31/03/2023	6	39,410,000
	Agriculture Diversification and Modernization Project	2000001283	11/12/2017	09/01/2019	31/03/2025	6	364,160,000
Project performance evaluations							
Indonesia	Rural Development: Village Development Programme (ex-National Programme for Community Empowerment in Rural Areas Project)	1100001341	2008	2009	2018	10	216,771,295
United Republic of Tanzania	Marketing/Storage/Processing: Marketing Infrastructure, Value Addition and Rural Finance Support Programme	1100001553	2010	2011	2020	10	170,461,491
Uzbekistan	Credit and Financial Services: Horticultural Support Project	1100001606	2012	2013	2019	6	31,693,821
Project completion report validations							
Azerbaijan	Irrigation: Integrated Rural Development Project	1100001561	2011	2011	2019	9	103,468,311
Brazil	Rural Development: Cariri and Seridó Sustainable Development Project	1100001487	2009	2012	2020	8	49,694,550
Burundi	Agricultural Development: Value Chain Development Programme	1100001489	2010	2010	2020	11	110,177,501
China	Marketing/Storage/Processing: Jiangxi Mountainous Areas Agribusiness Promotion Project	1100001701	2014	2015	2020	5	125,210,000
Ecuador	Rural Development: Ibarra-San Lorenzo Corridor Territorial Development Project	1100001354	2009	2011	2018	7	19,956,422
Egypt	Irrigation: On-farm Irrigation Development Project in Oldlands	1100001447	2009	2010	2020	11	92,159,083

El Salvador	Rural Development: Rural Development and Modernization Project for the Eastern Region	1100001321	2005	2008	2016	8	22,199,980
Ethiopia	Credit and Financial Services: Rural Financial Intermediation Programme II	1100001521	2011	2012	2020	9	248,047,924
Ethiopia	Rural Development: Pastoral Community Development Project III	1100001522	2013	2014	2019	5	254,145,666
Fiji	Rural Development: Fiji Agricultural Partnerships Project	1100001707	2015	2015	2019	4	6,052,814
Guinea	Rural Development: National Programme to Support Agricultural Value Chain Actors - Lower Guinea and Faranah Expansion	1100001700	2013	2013	2019	6	40,056,990
Haiti	Agricultural Development: Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region	1100001532	2012	2012	2019	7	16,554,156
Lesotho	Rural Development: Smallholder Agriculture Development Project	1100001530	2011	2011	2011	8	28,783,288
Mauritania	Rural Development: Poverty Reduction Project in Aftout South and Karakoro - Phase II	1100001577	2011	2012	2020	7	28,883,480
Mozambique	Agricultural Development: Artisanal Fisheries Promotion Project	1100001517	2010	2011	2019	8	60,331,736
Mozambique	Agricultural Development: Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	1100001618	2012	2012	2019	8	44,946,936
Nepal	Agricultural Development: Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	1100001602	2012	2012	2020	7	55,402,190
Pakistan	Rural Development: Gwadar-Lasbela Livelihoods Support Project	1100001515	2011	2013	2019	7	38,271,628
Peru	Research/Extension/Training: Strengthening Local Development in the Highlands and High Rainforest Areas Project	1100001498	2012	2013	2020	6	36,468,155
Rwanda	Credit and Financial Services: Climate-Resilient Post-Harvest and Agribusiness Support Project	1100001497	2013	2014	2019	6	83,350,440
Rwanda	Agricultural Development: Project for Rural Income through Exports	1100001550	2011	2011	2020	9	65,845,455
Senegal	Agricultural Development: Agricultural Value Chains Support Project-Extension	1100001693	2013	2014	2020	6	47,478,725
Tajikistan	Livestock: Livestock and Pasture Development Project	1100001575	2011	2011	2020	7	15,780,852
Uganda	Agricultural Development: Vegetable Oil Development Project 2	1100001468	2010	2010	2019	9	146,175,000

Uruguay	Credit and Financial Services: Rural Inclusion Pilot Project	1100001500	2014	2014	2019	5	5,843,942
Viet Nam	Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province	1100001663	2014	2015	2020	5	33,712,100
Viet Nam	Rural Development: Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	1100001664	2013	2014	2020	6	49,344,283

List of country strategy and programme evaluations completed by IOE (1992-2022)

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
Angola	ESA	2018
Argentina	LAC	2010
Bangladesh	APR	1994, 2006, 2016
Benin	WCA	2005
Bolivia (Plurinational State of)	LAC	2019
Brazil	LAC	2005, 2014
Burkina Faso	WCA	2008, 2016
Burundi	ESA	2020
Cambodia	APR	2018
Cameroon	WCA	2018
China	APR	2014
Colombia	LAC	2022
Congo	WCA	2017
Ecuador	LAC	2014, 2020
Egypt	NEN	2005, 2017
Eswatini	ESA	2021
Ethiopia	ESA	2009, 2016
Gambia (The)	WCA	2016
Georgia	NEN	2018
Ghana	WCA	1996, 2012
Guinea-Bissau	WCA	2022
Honduras	LAC	1996
India	APR	2010, 2016
Indonesia	APR	2004, 2014, 2021
Jordan	NEN	2014
Kenya	ESA	2011, 2019
Kyrgyzstan	NEN	2022

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
Madagascar	ESA	2013, 2020
Malawi	ESA	2021
Mali	WCA	2007, 2013
Mauritania	WCA	1998
Mexico	LAC	2006, 2020
Morocco	NEN	2008, 2020
Moldova (Republic of)	NEN	2014
Mozambique	ESA	2010, 2017
Nepal	APR	1999, 2013, 2020
Nicaragua	LAC	2017
Niger	WCA	2011, 2020
Nigeria	WCA	2009, 2016
Pakistan	APR	1995, 2008, 2020
Papua New Guinea	APR	2002
Peru	LAC	2018
Philippines	APR	2017
Rwanda	ESA	2006, 2012
Senegal	WCA	2004, 2014
Sierra Leone	WCA	2020
Sri Lanka	APR	2002, 2019
Sudan	NEN	1994, 2009, 2020
Syrian Arab Republic	NEN	2001
Tanzania (United Republic of)	ESA	2003, 2015
Tunisia	NEN	2003, 2019
Turkey	NEN	2016
Uganda	ESA	2013, 2020
Uzbekistan	NEN	2021
Viet Nam	APR	2001, 2012
Yemen	NEN	1992, 2012

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
Zambia	ESA	2014

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

List of all projects covered in the quantitative analysis on performance ratings

Projects completed in 2012-2021 (N=288)⁴²

Project ID	Country	Project	Type	Approval	Entry into force	Completion
1100001250	Benin	Rural Development Support Programme	PCR/V	2005	2007	2012
1100001296	Bhutan	Agriculture, Marketing and Enterprise Promotion Programme	PPE	2005	2006	2012
1100001342	Bosnia	Rural Enterprise Enhancement Project	PCR/V	2006	2007	2012
1100001335	Brazil	Rural Communities Development Project in the Poorest Areas of the State of Bahia	PPE	2006	2006	2012
1100001220	Burkina Faso	Community Investment Programme for Agricultural Fertility	PCR/V+	2003	2004	2012
1100001238	Cameroon	Roots and Tubers Market-driven Development Programme	PCR/V+	2003	2004	2012
1100001236	Djibouti	Microfinance and Microenterprise Development Project	PPE	2002	2004	2012
1100001244	Democratic Republic of the Congo	Agricultural Revival programme in Equateur Province	PCR/V	2004	2005	2012
1100001187	Ghana	Rural Enterprise Project - Phase II	PCR/V	2002	2003	2012
1100001274	Guatemala	National Rural Development Programme Phase I: the Western Region	PPE	2003	2006	2012
1100001063	India	Jharkhand-Chhattisgarh Tribal Development Programme	IE	1999	2001	2012
1100001226	India	Livelihood Improvement Project for the Himalayas	PPE	2003	2004	2012
1100001234	Kenya	Mount Kenya East Pilot Project for Natural Resource Management	PCR/V+	2002	2004	2012
1100001245	Pakistan	Community Development Programme	PPE	2003	2004	2012
1100001140	Sudan	South Kordofan Rural Development Programme	PCR/V	2000	2001	2012
1100001263	Sudan	Gash Sustainable Livelihoods Regeneration Project	PPE+	2003	2004	2012
1100001374	Viet Nam	Programme for Improving Market Participation of the Poor in Ha Tinh and Tra Vinh Provinces	PCR/V	2006	2007	2012
1100001195	Yemen	Dhamar Participatory Rural Development Project	PCR/V	2002	2004	2012
1100001339	Albania	Programme for Sustainable Development in Rural Mountain Areas	PPE	2005	2007	2013
1100001411	Armenia	Farmer Market Access Programme	PCR/V	2007	2008	2013
1100001322	Bangladesh	Market Infrastructure Development Project in Charland Regions	PCR/V	2005	2006	2013
1100001247	Burkina Faso	Sustainable Rural Development Programme	PCR/V+	2004	2005	2013

⁴² PCR/V+ or PPE+ in evaluation type indicate that these evaluations also benefited from CSPEs.

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001291	Burundi	Transitional Programme of Post-Conflict Reconstruction	PCR/V	2004	2005	2013
1100001015	Cabo Verde	Rural Poverty Alleviation Programme	PCR/V	1999	2000	2013
1100001294	Colombia	Rural Microenterprise Assets Programme: Capitalization, Technical Assistance and Investment Support	PCR/V	2006	2007	2013
1100001327	Congo	Rural Development Project in the Niari, Bouenza, and Lekoumou Departments	PCR/V	2006	2006	2013
1100001311	Democratic Republic of the Congo	Agricultural Rehabilitation Programme in Orientale Province	PPE	2005	2007	2013
1100001359	Eritrea	Post Crisis Rural Recovery and Development Programme	PCR/V	2006	2007	2013
1100001159	Eswatini	Lower Usuthu Smallholder Irrigation Project - Phase I	PCR/V	2001	2004	2013
1100001292	Ethiopia	Agricultural Marketing Improvement Programme	PCR/V	2004	2006	2013
1100001282	Guinea	Support to Rural Development in North Lower Guinea	PCR/V	2003	2005	2013
1100001278	Guinea-Bissau	Rural Rehabilitation and Community Development Project	PCR/V+	2007	2008	2013
1100001243	Kenya	Southern Nyanza Community Development Project	PCR/V+	2003	2004	2013
1100001396	Lao People's Democratic Republic	Northern Regions Sustainable Livelihoods through Livestock Development Programme	PPE	2006	2007	2013
1100001239	Madagascar	Rural Income Promotion Programme	PCR/V	2003	2004	2013
1100001164	Malawi	Rural Livelihoods Support Programme	PPE	2001	2004	2013
1100001347	Maldives	Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	PPE	2005	2006	2013
1100001357	Mauritius	Marine and Agricultural Resources Support Programme	PCR/V	2008	2009	2013
1100001349	Mexico	Sustainable Development Project for Rural and Indigenous Communities of the Semi-Arid North-West	PCR/V	2005	2006	2013
1100001267	Mozambique	Rural Finance Support Programme	PCR/V	2003	2005	2013
1100001120	Nicaragua	Technical Assistance Fund Programme for the Departments of Leon, Chinandenga and Managua	PPE	1999	2001	2013
1100001221	Niger	Project for the Promotion of Local Initiatives for Development in Aguié	PCR/V	2002	2005	2013
1100001443	Niger	Agricultural and Rural Rehabilitation and Development Initiative Project - Institutional Strengthening Component	PCR/V	2008	2009	2013
1100001196	Nigeria	Community-based Agricultural and Rural Development Programme	PPE	2001	2003	2013
1100001413	Pakistan	Programme for Increasing Sustainable Microfinance	PCR/V	2007	2008	2013

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001333	Paraguay	Empowerment of Rural Poor Organizations and Harmonization of Investments Projects	PCR/V	2005	2007	2013
1100001253	Philippines	Rural Microenterprise Promotion Programme	PPE	2005	2006	2013
1100001276	Rwanda	Rural Small and Micro-Enterprise Promotion Project - Phase II	PCR/V	2003	2004	2013
1100001320	Rwanda	Support Project for the Strategic Plan for the Transformation of Agriculture	PPE	2005	2006	2013
1100001565	Solomon Islands	Solomon Islands Rural Development Programme	PCR/V	2010	2011	2013
1100001346	Sri Lanka	Post-Tsunami Coastal Rehabilitation and Resource Management Programme	PPE+	2005	2006	2013
1100001254	Sri Lanka	Dry Zone Livelihood Support and Partnership Programme	IE+	2004	2005	2013
1100001189	Turkey	Sivas – Erzincan Development Project	PPE	2003	2005	2013
1100001197	Uganda	Rural Financial Services Programme	PCR/V	2002	2004	2013
1100001419	Uganda	Community Agricultural Infrastructure Improvement Programme	PCR/V	2007	2008	2013
1100001252	Venezuela	Sustainable Rural Development Project for the Semi-Arid Zones of Falcon and Lara States	PCR/V	2003	2006	2013
1100001293	Yemen	Pilot Community-based Rural Infrastructure Project in Highland Areas	PCR/V	2005	2007	2013
1100001280	Zambia	Rural Finance Programme	PCR/V	2004	2007	2013
1100001452	Albania	Mountain to Markets Programme	PCR/V	2008	2009	2014
1100001279	Argentina	Patagonia Rural Development Project	PCR/V	2004	2007	2014
1100001398	Azerbaijan	Rural Development Project for the North-West	PCR/V	2007	2009	2014
1100001165	Bangladesh	Sunamganj Community-Based Resource Management Project	PCR/V	2001	2003	2014
1100001355	Bangladesh	National Agricultural Technology Project	PCR/V	2007	2008	2014
1100001402	Bangladesh	Finance for Enterprise Development and Employment Creation Project	PPE	2007	2008	2014
1100001368	Burkina Faso	Small-scale Irrigation and Water Management Project	PCR/V+	2007	2008	2014
1100001358	Burundi	Livestock Sector Rehabilitation Support Project	PCR/V	2007	2008	2014
1100001350	Cambodia	Rural Livelihoods Improvement Programme	PPE+	2007	2007	2014
1100001400	China	Inner Mongolia Autonomous Region Rural Advancement Programme	PCR/V	2007	2008	2014
1100001323	China	Xinjiang Uygur Autonomous Region Modular Rural Development Programme	PCR/V	2006	2008	2014
1100001241	Comores	National Programme for Sustainable Human Development	PCR/V	2007	2007	2014

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001435	Côte d'Ivoire	Agricultural Rehabilitation and Poverty Reduction Project	PPE	2009	2009	2014
1100001366	Djibouti	Programme for Mobilization of Surface Water and Sustainable Land Management	PCRv	2007	2008	2014
1100001297	Ecuador	Development of the Central Corridor Project	PCRv	2004	2007	2014
1100001204	Egypt	West Noubaria Rural Development Project	PPE+	2002	2003	2014
1100001152	The Gambia	Participatory Integrated-Watershed Management Project	PCRv	2004	2006	2014
1100001303	The Gambia	Rural Finance Project	PCRv	2006	2008	2014
1100001312	Ghana	Root and Tuber Improvement and Marketing Programme	PPE	2005	2006	2014
1100001345	Guinea	Village Communities Support Project, Phase II	PCRv	2007	2008	2014
1100001171	Haiti	Productive Initiatives Support Programme in Rural Areas	PCRv	2002	2002	2014
1100001258	Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi	PCRv	2004	2008	2014
1100001330	Kenya	Smallholder Horticulture Marketing Programme	IE	2007	2007	2014
1100001434	Kyrgyzstan	Agricultural Investments and Services Project	PPE	2008	2009	2014
1100001301	Lao People's Democratic Republic	Rural Livelihoods Improvement Programme in Attapeu and Sayabouri	PPE	2005	2006	2014
1100001131	Mali	Northern Regions Investment and Rural Development Programme	PCRv	2005	2006	2014
1100001356	Mali	Kidal Integrated Rural Development Programme	PCRv	2006	2007	2014
1100001255	Mauritania	Oasis Sustainable Development Programme	PPE	2003	2004	2014
1100001449	Republic of Moldova	Rural Financial Services and Marketing	PCRv	2008	2009	2014
1100001388	Morocco	Rural Development Project Mountain Zones of Errachidia Province	PCRv	2007	2008	2014
1100001285	Nepal	Leasehold Forestry and Livestock Programme	PCRv	2004	2005	2014
1100001591	Niger	Emergency Food Security and Rural Development Programme	PCRv	2010	2011	2014
1100001240	Peru	Market Strengthening and Livelihood Diversification in the Southern Highlands Project	PPE	2002	2005	2014
1100001310	Sierra Leone	Rural Finance and Community Improvement Programme	PCRv+	2007	2008	2014
1100001476	Sudan	Revitalizing the Sudan Gum Arabic Production and Marketing Project	PCRv	2009	2009	2014

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001233	Syria	Idleb Rural Development Project	PCR/V	2002	2003	2014
1100001299	Tunisia	Integrated Agricultural Development Project in the Governorate of Siliana-Phase II	PCR/V+	2005	2007	2014
1100001344	Turkey	Diyabakir, Batman & Siirt Development Project	PCR/V	2006	2007	2014
1100001369	Uganda	District Livelihoods Support Programme	PCR/V	2006	2007	2014
1100001422	Viet Nam	Developing Business for the Rural Poor Project in Cao Bang Province	PCR/V	2007	2008	2014
1100001269	Yemen	Al-Dhala Community Resource Management Development Project	PCR/V	2004	2007	2014
1100001403	Yemen	Rained Agriculture and Livestock Project	PCR/V	2007	2009	2014
1100001319	Zambia	Smallholder Livestock Investment Project	PCR/V	2005	2007	2014
1100001364	Argentina	Rural Areas Development Programme	PCR/V	2006	2009	2015
1100001298	Bolivia	Enhancement of the Peasant Camelid Economy Support Project	PCR/V	2006	2009	2015
1100001446	Chad	Pastoral Water and Resource Management Project in Sahelian Areas	PPE	2009	2010	2015
1100001454	China	Dabieshan Area Poverty Reduction Programme	PCR/V	2008	2009	2015
1100001438	Congo	Rural Development Project in the Likouala, Pool and Sangha Departments	PCR/V	2008	2009	2015
1100001416	El Salvador	Rural Development and Modernization Project	PCR/V	2007	2009	2015
1100001370	Ethiopia	Participatory Small-Scale Irrigation Development Programme	PCR/V	2007	2008	2015
1100001458	Ethiopia	Pastoral Community Development Project - Phase II	PPE	2009	2010	2015
1100001504	The Gambia	Livestock and Horticulture Development Project	PCR/V	2009	2010	2015
1100001507	Georgia	Agricultural Support Project	IE	2009	2010	2015
1100001415	Guyana	Rural Enterprise and Agricultural Development Project	PPE	2007	2009	2015
1100001381	India	Women's Empowerment and Livelihoods Programme in the mid-Gangetic Plains	PCR/V	2006	2009	2015
1100001295	Jordan	Agricultural Resource Management Project - Phase II	PCR/V	2004	2005	2015
1100001459	Lao People's Democratic Republic	Sustainable Natural Resource Management and Productivity Enhancement Programme	PCR/V	2008	2009	2015
1100001371	Lesotho	Rural Financial Intermediation Programme	PPE	2007	2008	2015
1100001318	Madagascar	Project to Support Development in the Menabe and Melaky Regions	PPE	2006	2006	2015
1100001338	Morocco	Rural Development Project in the Eastern Middle Atlas Mountains	PPE	2005	2007	2015

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001380	Nicaragua	Inclusion of Small-Scale Producers in Value Chains and Market Access Project	PCR/V	2007	2008	2015
1100001260	Nigeria	Community-based Natural Resource Management Programme - Niger Delta Region	PCR/V	2002	2005	2015
1100001079	Palestine	Participatory Natural Resource Management Programme	PPE	1998	2000	2015
1100001389	Panama	Participative Development and Rural Modernization Project	PCR/V	2008	2010	2015
1100001027	São Tomé and Príncipe	Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme	PCR/V	2001	2003	2015
1100001503	Sudan	Rural Access Project	PCR/V	2009	2010	2015
1100001375	Syria	North-eastern Regional Rural Development Project	PCR/V	2007	2008	2015
1100001408	Tajikistan	Khatlon Livelihoods Support Project	PPE	2008	2009	2015
1100001576	Timor-Leste	Timor-Leste Maize Storage Project	PCR/V	2011	2012	2015
1100001213	Tunisia	Programme for Agropastoral Development and Promotion of Local Initiatives in the South-East	PCR/V+	2002	2003	2015
1100001477	Viet Nam	Pro-Poor Partnerships for Agroforestry Development Project	PPE	2008	2009	2015
1100001460	Afghanistan	Rural Microfinance and Livestock Support Programme	PCR/V	2009	2009	2016
1100001391	Angola	Market-oriented Smallholder Agriculture Project	PCR/V+	2007	2009	2016
1100001538	Armenia	Rural Asset Creation Programme	PCR/V	2010	2011	2016
1100001456	Belize	Rural Finance Programme	PPE	2008	2009	2016
1100001331	Benin	Rural Economic Growth Support Project	PCR/V	2009	2010	2016
1100001482	Bhutan	Market Access and Growth Intensification Project	PCR/V	2010	2011	2016
1100001451	Bosnia	Rural Livelihoods Development Project	PCR/V	2008	2010	2016
1100001425	Burkina Faso	Rural Business Development Services Programme	PCR/V+	2009	2010	2016
1100001360	Burkina Faso	Agricultural Commodity Chain Support Project	PCR/V+	2006	2007	2016
1100001362	Cameroon	Rural Microfinance Development Support Project	PPE	2008	2010	2016
1100001582	Chad	Rural Development Support Programme in Guéra	PCR/V	2010	2011	2016
1100001479	Dominican Republic	Development Project for Rural Poor Economic Organizations of the Border Region	PCR/V	2009	2010	2016
1100001518	Eritrea	Fisheries Development Project	PCR/V	2010	2010	2016
1100001373	Eswatini	Rural Finance and Enterprise Development Programme	PPE	2008	2010	2016
1100001390	Ghana	Northern Rural Growth Programme	PCR/V	2007	2008	2016

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001428	Ghana	Rural and Agricultural Finance Programme	PCR/V	2008	2010	2016
1100001275	Haiti	Small Irrigation Development Project – Phase 2	PPE	2006	2008	2016
1100001407	Honduras	Enhancing the Rural Economic Competitiveness of Yoro	PCR/V	2007	2008	2016
1100001040	India	North Eastern Region Community Resource Management Project for Upland Areas	PCR/V	2009	2010	2016
1100001155	India	Orissa Tribal Empowerment and Livelihood Programme	PCR/V	2002	2003	2016
1100001433	Mauritania	Value Chains Development Programme for Poverty Reduction	PCR/V	2009	2010	2016
1100001412	Mexico	Community-based Forestry Development Project in Southern States (Campeche, Chiapas and Oaxaca)	PPE	2009	2011	2016
1100001562	Republic of Moldova	Rural Financial Services and Agribusiness Development Project	PPE	2010	2011	2016
1100001119	Nepal	Western Uplands Poverty Alleviation Project	PPE	2001	2003	2016
1100001431	Rwanda	Kirehe Community-based Watershed Management Project	PPE	2008	2009	2016
1100001414	Senegal	Agricultural Value Chains Support Project	PCR/V	2008	2010	2016
1100001453	South Sudan	South Sudan Livelihoods Development Project	PCR/V	2008	2009	2016
1100001316	Sri Lanka	Smallholder Plantations Entrepreneurship Development Programme	PPE+	2006	2007	2016
1100001277	Sudan	Western Sudan Resources Management Programme	PCR/V	2004	2005	2016
1100001420	United Republic of Tanzania	Agricultural Sector Development Programme	PCR/V	2004	2007	2016
1100001363	United Republic of Tanzania	Rural Micro, Small and Medium Enterprise Support Programme	PCR/V	2006	2007	2016
1100001558	Togo	Support to Agricultural Development Project	PCR/V	2010	2010	2016
1100001483	Viet Nam	Project for the Economic Empowerment of Ethnic Minorities in Poor Communes of Dak Nong Province	PCR/V	2010	2010	2016
1100001321	El Salvador	Rural Development: Rural Development and Modernization Project for the Eastern Region	PCR/V	2005	2008	2016
1100001490	Bolivia	Plan VIDA-PEEP to Eradicate Extreme Poverty - Phase I	PCR/V	2009	2011	2016
1100001439	Cameroon	Commodity Value Chain Support Project	PCR/V	2010	2010	2017
1100001579	Central African Republic	Project to Revitalize Crop and Livestock Production in the Savannah	PCR/V	2011	2011	2017

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001555	China	Guangxi Integrated Agricultural Development Project	PCR/V	2011	2012	2017
1100001627	China	Hunan Agricultural and Rural Infrastructure Improvement Project	PPE	2012	2012	2017
1100001376	Egypt	Upper Egypt Rural Development Project	PCR/V	2006	2007	2017
1100001313	Gabon	Agricultural and Rural Development Project	PCR/V	2007	2008	2017
1100001317	Guatemala	National Rural Development Programme: Central and Eastern Regions	PCR/V	2004	2008	2017
1100001206	Guinea	National Programme to Support Agricultural Value Chain Actors	PCR/V	2002	2004	2017
1100001418	India	Mitigating Poverty in Western Rajasthan Project	PCR/V	2008	2008	2017
1100001621	Indonesia	Coastal Community Development Project	PCR/V	2012	2012	2017
1100001608	Lao People's Democratic Republic	Community-Based Food Security and Economic Opportunities Programme	PCR/V	2011	2011	2017
1100001616	Liberia	Smallholder Tree Crop Revitalization Support project	PPE	2011	2012	2017
1100001501	Liberia	Agriculture Sector Rehabilitation Project	PCR/V	2009	2009	2017
1100001365	Malawi	Rural Livelihoods and Economic Enhancement Programme	PPE	2007	2009	2017
1100001326	Mozambique	National Programme for Agricultural ExtensionSupport Project	PCR/V	2006	2007	2017
1100001505	Nicaragua	Agricultural, Fishery and Forestry Productive Systems Development Programme in RAAN and RAAS Indigenous Territories	PCR/V	2010	2012	2017
1100001212	Nigeria	Rural Finance Institutions Building Programme	PCR/V	2006	2010	2017
1100001054	Sierra Leone	Rehabilitation and Community-based Poverty Reduction Project	PPE	2003	2006	2017
1100001457	Sri Lanka	National Agribusiness Development Programme	PCR/V	2009	2010	2017
1100001600	Sri Lanka	Iranamadu Irrigation Development Project	PCR/V+	2011	2012	2017
1100001628	Tonga	Tonga Rural Innovation Project	PCR/V	2012	2012	2017
1100001492	Turkey	Ardahan-Kars-Artvin Development Project	PPE	2009	2010	2017
1100001552	Viet Nam	Agriculture, Farmers and Rural Areas Support Project	PCR/V	2010	2011	2017
1100001474	Zambia	Smallholder Agribusiness Promotion Programme	PCR/V	2009	2010	2017
1100001466	Bangladesh	Participatory Small-Scale Water Resources Sector Project	PCR/V	2009	2009	2018
1100001546	Botswana	Agricultural Services Support Project	PPE	2010	2012	2018

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001559	Cambodia	Project for Agricultural Development and Economic Empowerment	PCR/V	2012	2012	2018
1100001629	China	Yunnan Agricultural and Rural Improvement Project	PCR/V	2012	2013	2018
1100001583	Congo	Agricultural Value Chains Support Development Programme	PCR/V	2011	2013	2018
1100001589	Côte d'Ivoire	Support to Agricultural Production and Marketing Project	PCR/V	2011	2012	2018
1100001533	Dominican Republic	Rural Economic Development Project in the Central and Eastern Provinces	PPE	2010	2012	2018
1100001568	El Salvador	Rural Territorial Competitiveness Programme	PCR/V	2010	2012	2018
1100001424	Ethiopia	Community-based Integrated Natural Resources Management Project	IE	2009	2010	2018
1100001569	Grenada	Market Access and Rural Enterprise Development Programme	PCR/V	2010	2011	2018
1100001470	India	Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme	PCR/V	2009	2009	2018
1100001314	India	Tejaswini Rural Women's Empowerment Programme	PPE	2005	2007	2018
1100001377	Maldives	Fisheries and Agricultural Diversification Project	PCR/V	2007	2009	2018
1100001444	Mali	Fostering Agricultural Productivity Project	PCR/V	2011	2011	2018
1100001441	Mali	Rural Microfinance Programme	PCR/V	2009	2010	2018
2000000973	Mexico	Rural Productive Inclusion Project	PCR/V	2015	2016	2018
1100001471	Nepal	High-Value Agriculture Project in Hill and Mountain Areas	PCR/V	2009	2010	2018
1100001450	Nepal	Poverty Alleviation Fund Project II	PCR/V	2007	2008	2018
1100001625	Niger	Project to Support Food Security in the Region of Maradi	IE	2011	2012	2018
1100001646	Niger	Ruwanmu Small-scale Irrigation Project	PCR/V	2012	2013	2018
1100001611	Paraguay	Inclusion of Family Farming in Value Chains Project)	PCR/V	2012	2013	2018
1100001560	Seychelles	Competitive Local Innovations for Small-scale Agriculture Project	PCR/V	2013	2013	2018
1100001524	Sudan	Supporting Small-scale Traditional Rainfed Producers in Sinnar State	PCR/V	2010	2011	2018
1100001612	Sudan	Seed Development Project	PCR/V	2011	2012	2018
1100001465	Uganda	Agricultural Technology and Agribusiness Advisory Services	PPE	2010	2011	2018
1100001662	Viet Nam	Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces	PCR/V	2013	2013	2018
1100001341	Indonesia	Village Development Programme (ex National Programme for Community Empowerment in Rural Areas Project)	PPE	2008	2009	2018

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001354	Ecuador	Ibarra-San Lorenzo Corridor Territorial Development Project	PCR/V	2009	2011	2018
1100001575	Tajikistan	Livestock and Pasture Development Project	PCR/V	2011	2011	2018
1100001647	Bangladesh	Coastal Climate Resilient Infrastructure Project	PPE	2013	2013	2019
1100001593	Bosnia	Rural Business Development Project	PCR/V	2011	2014	2019
1100001699	China	Shiyan Smallholder Agribusiness Development Project	PCR/V	2013	2014	2019
1100001473	Guatemala	Sustainable Rural Development Programme for the Northern Region	PCR/V	2008	2012	2019
1100001535	Honduras	Sustainable Rural Development Programme for the Southern Region	PCR/V	2010	2011	2019
1100001509	Indonesia	Smallholder Livelihood Development Project in Eastern Indonesia	PCR/V	2011	2011	2019
1100001378	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies	PCR/V	2010	2010	2019
1100001305	Kenya	Smallholder Dairy Commercialization Programme	PCR/V	2005	2006	2019
1100001626	Kyrgyzstan	Livestock and Market Development Programme	PCR/V	2012	2013	2019
1100001421	Lebanon	Hilly Areas Sustainable Agriculture Development Project	PCR/V	2009	2012	2019
1100001429	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project	PCR/V	2008	2009	2019
1100001624	Maldives	Mariculture Enterprise Development Project	PCR/V	2012	2013	2019
1100001526	Morocco	Agricultural Value Chain Development Project in the Mountain Zones of Al-Hauz Province	PCR/V	2011	2012	2019
1100001687	São Tomé and Príncipe	Smallholder Commercial Agriculture Project	PCR/V	2014	2014	2019
1100001614	Senegal	Support to Agricultural Development and Rural Entrepreneurship Programme	PPE	2011	2011	2019
1100001599	Sierra Leone	Smallholder Commercialization Programme	PCR/V	2011	2011	2019
1100001332	Sudan	Butana Integrated Rural Development Project	PCR/V+	2006	2008	2019
1100001468	Uganda	Vegetable Oil Development Project 2	PCR/V	2010	2010	2019
1100001498	Peru	Strengthening Local Development in the Highlands and High Rainforest Areas Project	PCR/V	2012	2013	2019
1100001500	Uruguay	Rural Inclusion Pilot Project	PCR/V	2014	2014	2019
1100001517	Mozambique	Artisanal Fisheries Promotion Project	PCR/V	2010	2011	2019
1100001522	Ethiopia	Pastoral Community Development Project III	PCR/V	2013	2014	2019

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001532	Haiti	Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region	PCR/V	2012	2012	2019
1100001561	Azerbaijan	Integrated Rural Development Project	PCR/V	2011	2011	2019
1100001577	Mauritania	Poverty Reduction Project in Aftout South and Karakoro - Phase II	PCR/V	2011	2012	2019
1100001602	Nepal	Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	PCR/V	2012	2012	2019
1100001606	Uzbekistan	Horticultural Support Project	PPE	2012	2013	2019
1100001700	Guinea	National Programme to Support Agricultural Value Chain Actors - Lower Guinea and Faranah Expansion	PCR/V	2013	2013	2019
1100001707	Fiji	Fiji Agricultural Partnerships Project	PCR/V	2015	2015	2019
1100001598	Bolivia	Economic Inclusion Programme for Families and Rural Communities in the Territory of Plurinational State of Bolivia	PCR/V	2011	2013	2019
1100001567	Zambia	Smallholder Productivity Promotion Programme	PPE	2011	2011	2019
1100001469	Burundi	Agricultural Intensification and Value-enhancing Support Project	PCR/V	2009	2009	2020
1100001447	Egypt	On-farm Irrigation Development Project in Oldlands	PCR/V	2009	2010	2020
1100001487	Brazil	Cariri and Seridó Sustainable Development Project	PCR/V	2009	2012	2020
1100001489	Burundi	Value Chain Development Programme	PCR/V	2010	2010	2020
1100001497	Rwanda	Climate-Resilient Post-Harvest and Agribusiness Support Project	PCR/V	2013	2014	2020
1100001515	Pakistan	Gwadar-Lasbela Livelihoods Support Project	PCR/V	2011	2013	2020
1100001521	Ethiopia	Rural Financial Intermediation Programme II	PCR/V	2011	2012	2020
1100001530	Lesotho	Smallholder Agriculture Development Project	PCR/V	2011	2011	2020
1100001550	Rwanda	Project for Rural Income through Exports	PCR/V	2011	2011	2020
1100001553	United Republic of Tanzania	Marketing Infrastructure, Value Addition and Rural Finance Support Programme	PPE	2010	2011	2020
1100001618	Mozambique	Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	PCR/V	2012	2012	2020
1100001663	Viet Nam	Commodity-oriented Poverty Reduction Programme in Ha Giang Province	PCR/V	2014	2015	2020
1100001664	Viet Nam	Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	PCR/V	2013	2014	2020
1100001693	Senegal	Agricultural Value Chains Support Project-Extension	PCR/V	2013	2014	2020

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001701	China	Jiangxi Mountainous Areas Agribusiness Promotion Project	PCR/V	2014	2015	2020
1100001683	Nicaragua	Adapting to Markets and Climate Change Project	PCR/V	2013	2014	2020
1100001525	Morocco	Agricultural Value Chain Development Programme in the Mountain Zones of Taza Province	PCR/V	2010	2011	2020
1100001702	China	Qinghai Liupan Mountain Area Poverty Reduction Project	PCR/V	2015	2015	2020
1100001392	Democratic Republic of the Congo	Integrated Agricultural Rehabilitation Programme in the Maniema Province	PCR/V	2008	2010	2020
1100001610	Argentina	Inclusive Rural Development Programme	PCR/V	2011	2011	2020
1100001622	Tunisia	Agropastoral Development and Local Initiatives Promotion Programme for the South-East - Phase II	PCR/V	2012	2014	2020
1100001643	Gambia (The)	National Agricultural Land and Water Management Development Project	PPE	2012	2012	2020
1100001348	India	Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	PPE	2005	2007	2020
1100001563	Brazil	Rural Business for Small Producers Project	PCR/V	2012	2013	2021
1100001590	Côte d'Ivoire	Support to Agricultural Production and Marketing Project-Western Expansion	PCR/V	2014	2014	2021
1100001760	Georgia	Agriculture Modernization, Market Access and Resilience Project	PCR/V	2014	2015	2021
1100001669	Republic of Moldova	Inclusive Rural Economic and Climate Resilience Programme	PCR/V	2013	2014	2021
1100001588	Ecuador	Buen Vivir in Rural Territories Programme	PCR/V	2011	2012	2021
1100001617	India	Integrated Livelihood Support Project	PCR/V	2011	2012	2021
1100001671	Djibouti	Programme to Reduce Vulnerability in Coastal Fishing Areas	PCR/V	2013	2014	2021
2000000977	Tajikistan	Livestock and Pasture Development Project II	PCR/V	2015	2016	2021
1100001692	Nigeria	Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	PCR/V	2013	2015	2021
1100001709	Kyrgyzstan	Livestock and Market Development Programme II	PCR/V	2013	2014	2021
1100001395	Philippines	Second Cordillera Highland Agricultural Resource Management Project	PCR/V	2008	2008	2021
2000001420	India	Andhra Pradesh Drought Mitigation Project	PCR/V	2016	2017	2021
1100001619	Brazil	Productive Development and Capacity-Building Project	PCR/V	2012	2013	2021
1100001639	Togo	National Programme for the Promotion of Rural Entrepreneurship	PPE	2014	2014	2021

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001677	Cuba	Cooperative Rural Development Project in the Oriental Region	PPE	2013	2014	2021
1100001556	Eritrea	National Agriculture Project	PCRVA	2012	2012	2021
1100001649	India	Jharkhand Tribal Empowerment and Livelihoods Project	PCRVA	2012	2013	2021

Table Annex 4-1

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

Project completion year	ARRI/ARIE year (when projects are added to analysis for the first time)											Total	
	2012	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		
2012		3	9	3	2	1							18
2013		1	14	13	8	4							40
2014				7	18	12	6						43
2015	1			1	3	12	8	2	1				28
2016						7	20	6		1	1		35
2017							6	14	4				24
2018								10	16	3			29
2019									17	12	2		31
2020									1	14	8		23
2021												17	17
Total	1	4	23	24	31	36	40	32	39	30	28		288

Analysis of project performance

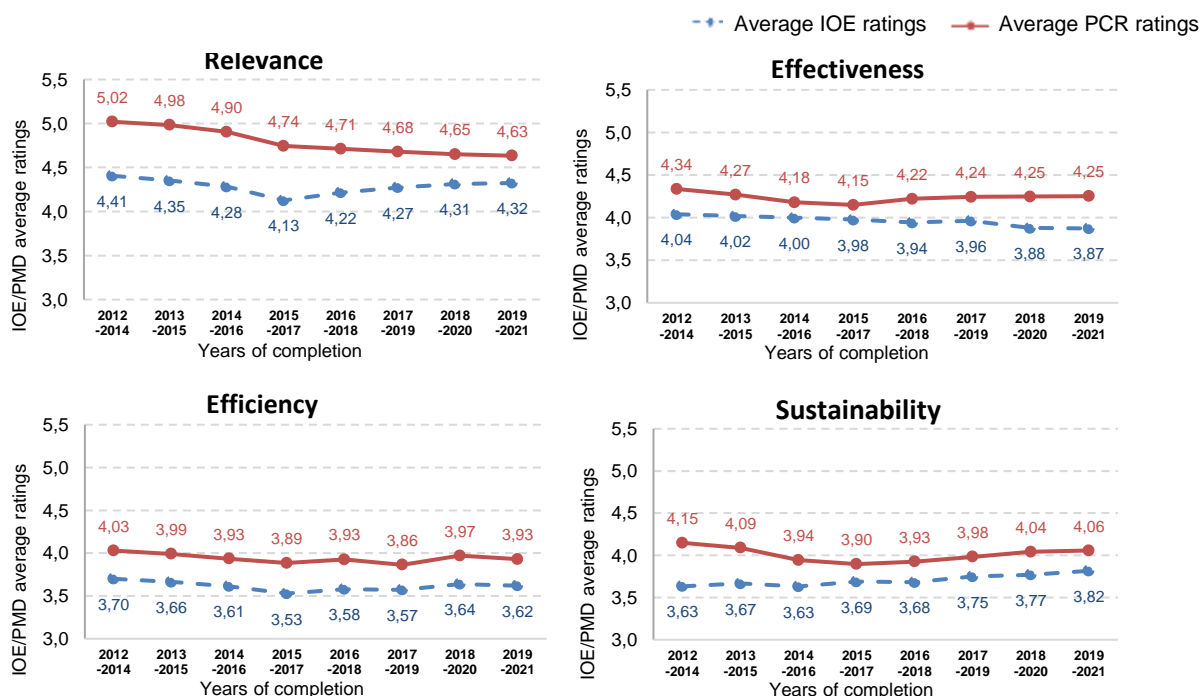
A. Analysis of the disconnect between IOE and PCR ratings

1. The average IOE and PCR ratings of performance in the main evaluation criteria for projects completed during 2012-2021 are presented in chart annex 6-1. Overall, average PCR ratings were higher than the IOE ratings across relevance, effectiveness, efficiency and sustainability. Relevance had the highest average rating, followed by effectiveness. The mean of the efficiency ratings was the lowest among these criteria. These patterns of PCR and IOE ratings were consistent throughout the period considered.
2. The gap between the PCRs and IOE average ratings narrowed for the relevance criterion. The gap has been narrowing since 2017 due to a steady increase in IOE ratings accompanied by a consistent declining trend in PCR ratings. Moreover, the difference in sustainability ratings between IOE and PCRs has been stable since its reduction in 2016. On the other hand, there is a trend of increasing disconnect in the ratings of effectiveness starting from 2016, reaching its peak difference in 2020. The difference in the average rating for efficiency has been relatively stable over the period.

Chart Annex 6-1

Comparison of the average project performance ratings of IOE and PCR in selected criteria (2012-2021)

Average IOE and PCR ratings for project performance



Source: IOE/PCR ratings, March 2023.

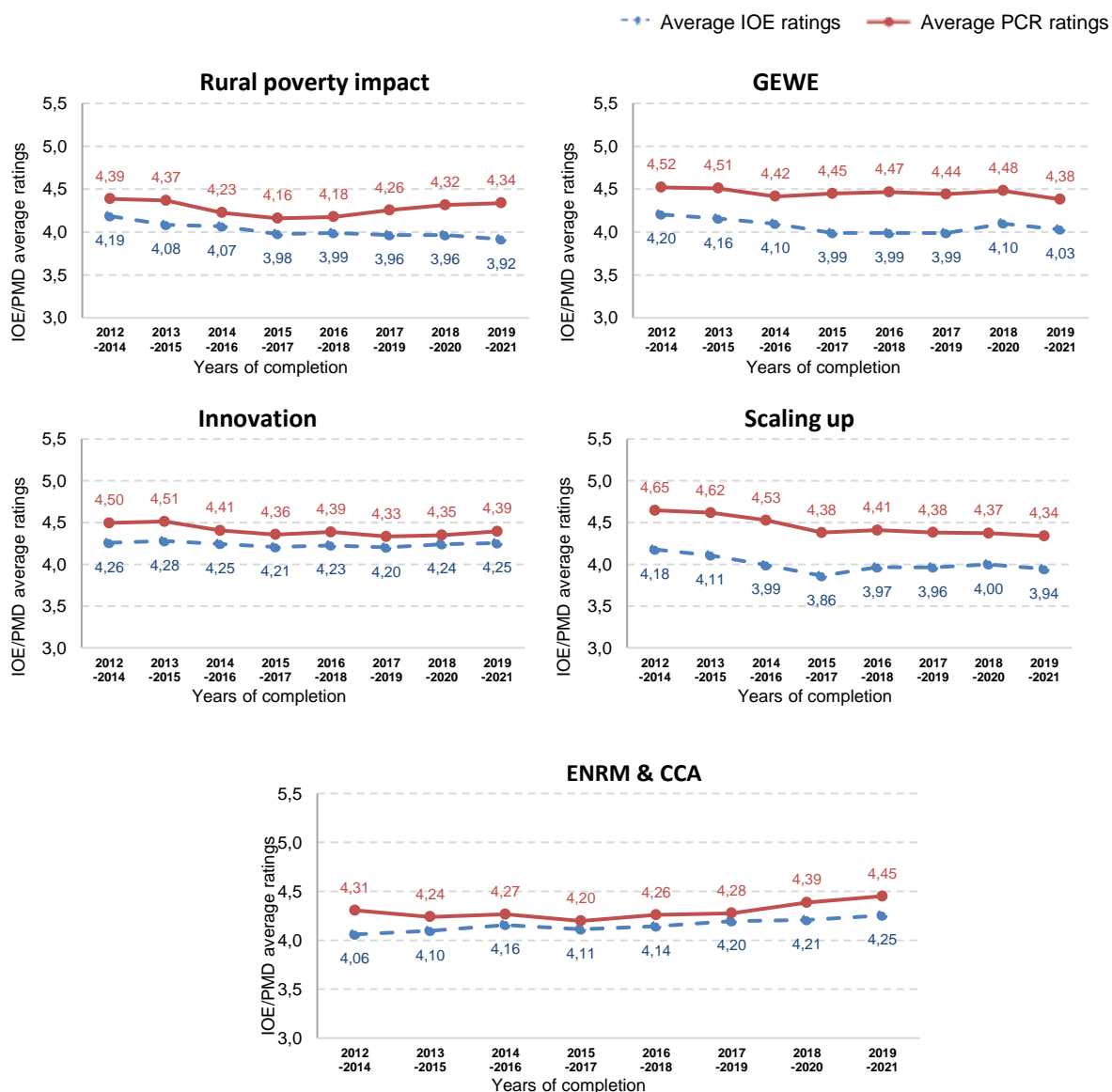
3. Chart annex 6-2 shows a combined overview of the differences in rating performance between IOE and PCR ratings in five criteria: rural poverty impact, GEWE, innovation, scaling up and environment and natural resources management & adaptation to climate change (ENRM & CCA).
4. In general, the average PCR rating has been higher than the average IOE rating across all these criteria in the last ten years, although to varying extents. Chart annex 6-2 shows that rural poverty impact is the only criterion with somewhat growing gaps since the 2016-2018 period, which especially intensified in the last period (2019-2021). In comparison, mean disconnects between IOE and PCR ratings in GEWE and scaling up have been relatively stable since 2015-2017, even

showing a small decrease in the case of GEWE in the last reference period (2019-2021). On the other hand, average rating gaps in innovation and ENRM & CCA ratings have continuously narrowed since the start of the period. These two criteria exhibit the smallest disconnects in the latest period.

Chart Annex 6-2

Comparison of the average project performance ratings of IOE and PCR in other criteria (2012-2021)

Average IOE and PCR ratings for project performance



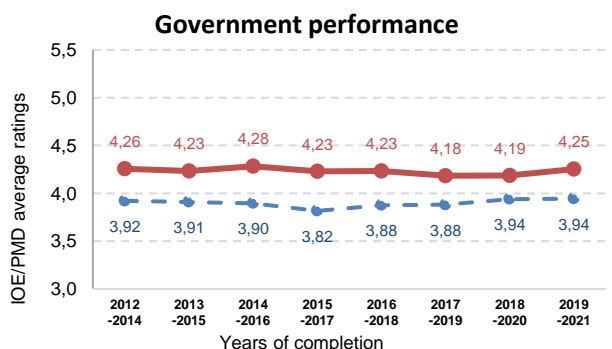
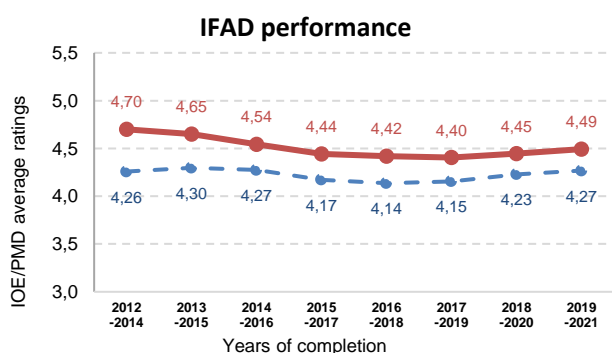
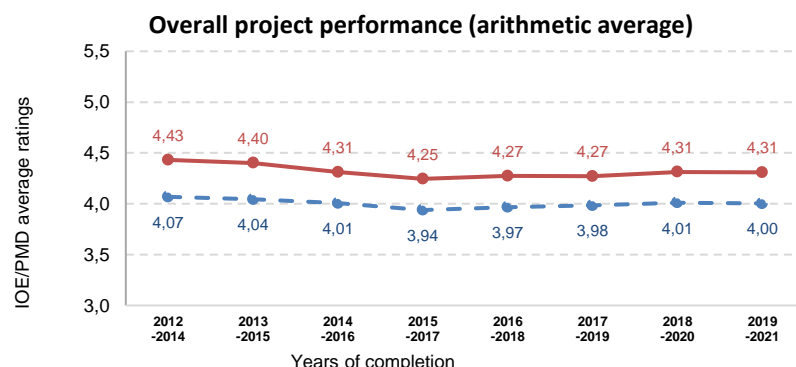
Source: IOE/PCR ratings, March 2023.

- The means of IOE ratings on overall project performance, IFAD performance and government performance were lower than the mean of PCR ratings (chart annex 6-3). Rating gaps in overall project performance (the average of nine criteria) and IFAD performance have been stable since 2016. The mean difference between IOE and PCR ratings for government performance stayed stable and narrowed during the last period.

Chart Annex 6-3

Comparison of the average project performance ratings of IOE and PCR in selected criteria (2012-2021)
[Average IOE and PCR ratings for project performance]

— Average IOE ratings — Average PCR ratings



Source: IOE/PCR ratings, March 2023.

- The global average disconnects between IOE and PCR ratings for all projects by criteria was -0.33 (table annex 6-1). These disconnects varied across regions, ranging from -0.26 to -0.39. The average disconnect of APR (-0.26) was below the global average, while ESA (-0.39) and WCA (-0.35) had disconnects higher than the global average.

Table Annex 6-1

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

Region (PCR/PPE/IE 2012-2021)						
	APR	LAC	ESA	NEN	WCA	Global*
Average disconnect	-0.26	-0.33	-0.39	-0.34	-0.35	-0.33

Source: IOE evaluation database (PCR/PPE/IE), March 2023.

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

B. Correlation among IOE ratings for evaluation criteria

- A Spearman’s rank correlation was conducted to understand the relationships between selected key criteria. A number of criteria showed relatively high and relatively low correlations with other indicators. To provide a more intuitive sense of the strength of the correlations among IOE criteria, the table below provides each correlation labelled as very strong (r= 0.9-1), strong (r=0.7-0.89), moderate (r=0.5-0.69), low (0.3-0.49), and weak (r<0.3).
- The correlation analysis presented in the table below indicates that most criteria are moderately correlated with other indicators. Government performance is strongly correlated with efficiency. Effectiveness has a moderate correlation with all attested indicators. It is important to note that relevance has a weak connection with efficiency, sustainability and government performance.

Table Annex 6-2

Correlation among IOE criteria (all projects completed between 2012 and 2021)

	Relevance	Effectiveness	Efficiency	Sustainability	Rural Poverty Impact	IFAD performance	Government performance
Relevance							
Effectiveness	Moderate (0.53*)						
Efficiency	Low (0.43*)	Moderate (0.66*)					
Sustainability	Low (0.43*)	Moderate (0.62*)	Moderate (0.59*)				
Rural Poverty Impact	Moderate (0.50*)	Moderate (0.69*)	Moderate (0.56*)	Moderate (0.58*)			
IFAD performance	Moderate (0.56*)	Moderate (0.59*)	Moderate (0.52*)	Low (0.49*)	Moderate (0.54*)		
Government performance	Low (0.46*)	Moderate (0.65*)	Strong (0.70*)	Moderate (0.60*)	Moderate (0.59*)	Moderate (0.63*)	

Note: * Statistically significant at 5 per cent.

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

C. Project performance under conditions of fragility

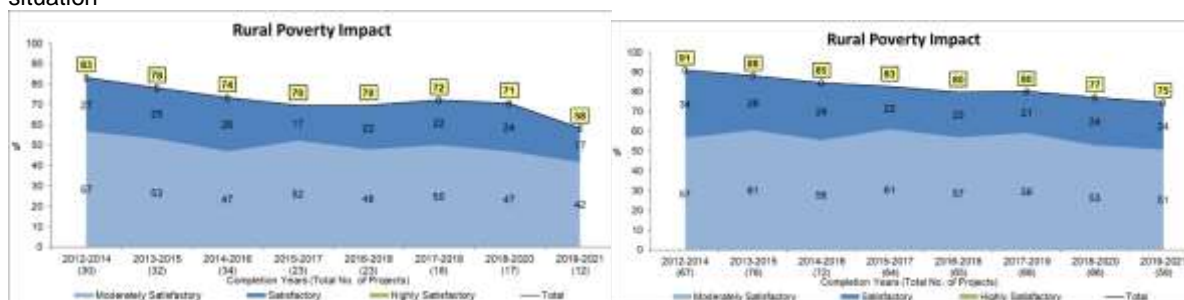
- A comparison of the share of projects rated moderately satisfactory or better for four core evaluation criteria was presented in chapter 2. As for other criteria, a decline in performance was observed for 2020 for projects operated in countries with fragile situations. The exceptions were innovation and ENRM & CCA. For ENRM & CCA, the share of satisfactory or better rating (5 or above) has notably decreased in the fragility group (chart annex 6-4).

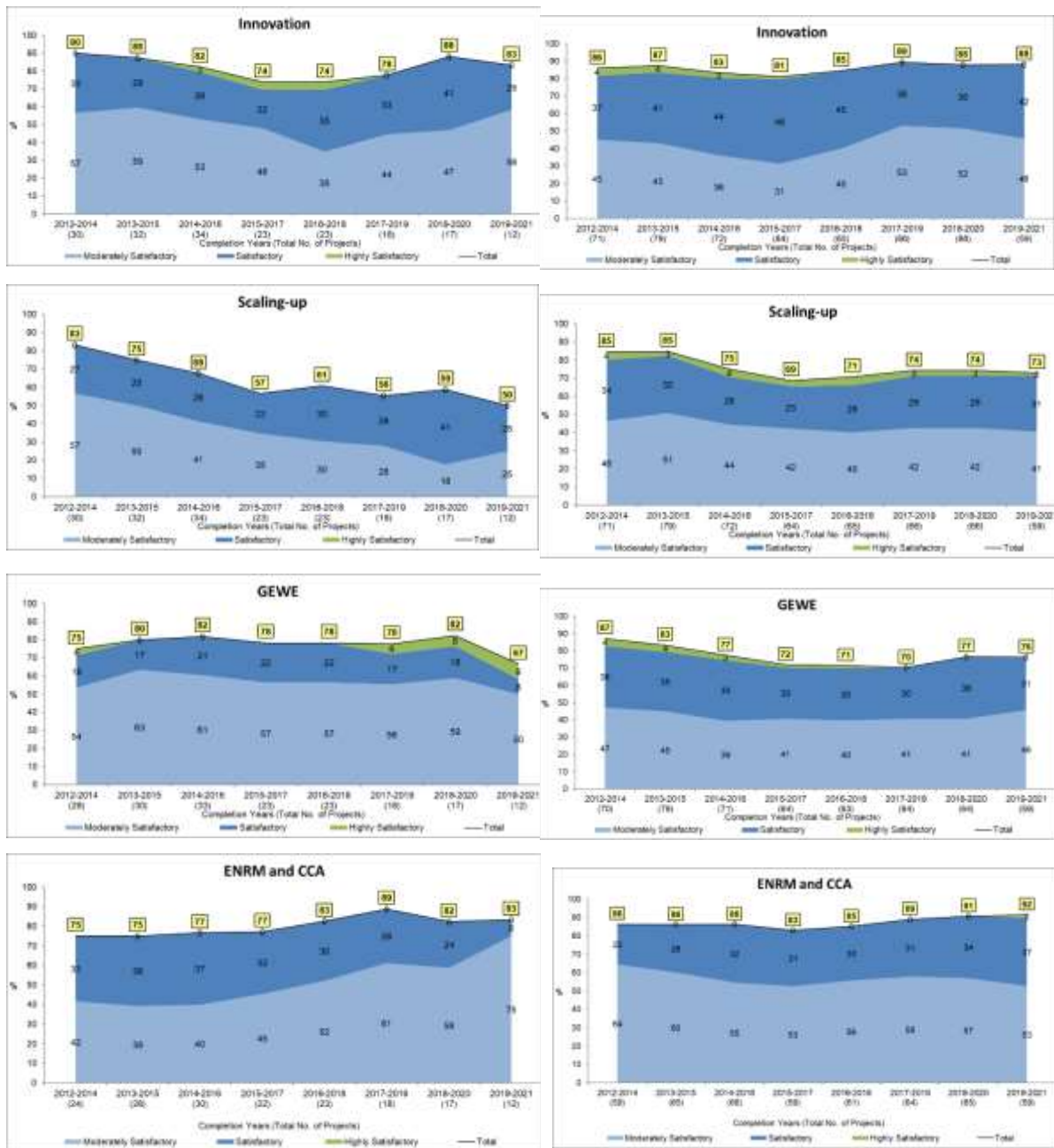
Chart Annex 6-4

Share of projects with moderately satisfactory or better ratings

Projects in countries with fragile and conflict-affected situation

Other projects

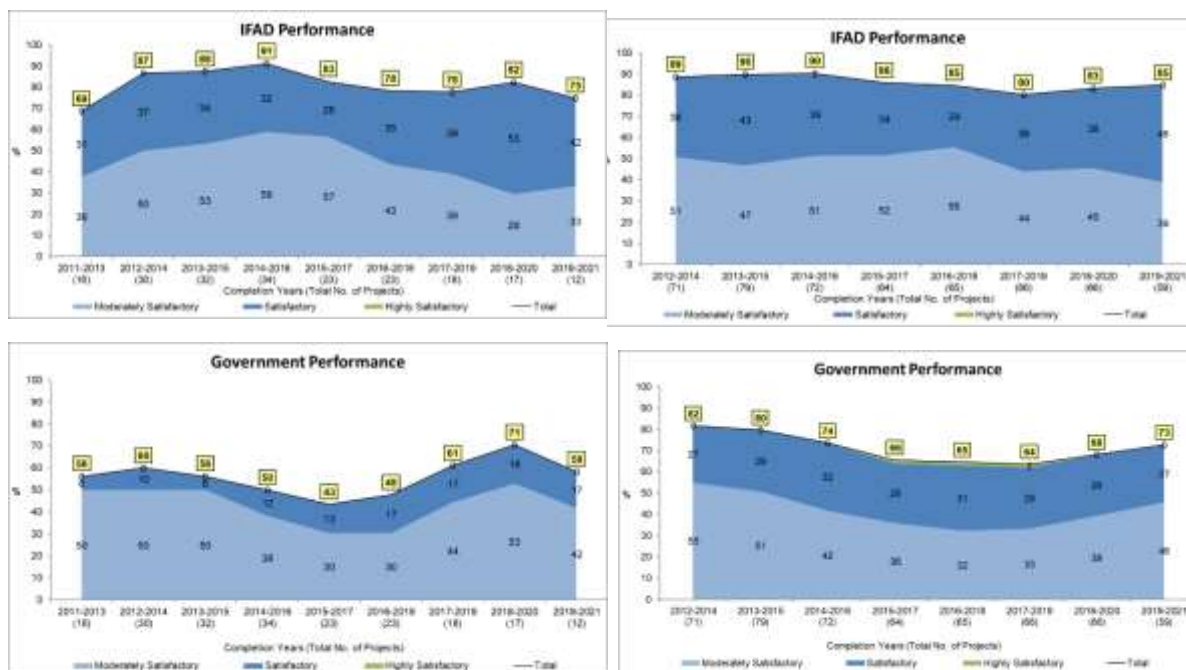




10. The partner performance declined for projects in the fragility group. Government performance ratings have recently experienced a decline (the share of well-performing projects decreased from 71 per cent in 2019 to 58 per cent in 2020). This drop has erased some of the gains achieved since 2016, when the share of projects rated satisfactory and moderately satisfactory for this criterion was at its lowest at 43 per cent (chart annex 6-5).

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

Projects in countries with fragile and conflict-affected situation Other projects



11. The table below shows a comparison of the two groups during 2019-2021 and 2016-2018. The performance of projects in countries with fragile situations worsened for seven of the nine evaluation criteria, with effectiveness suffering the most significant decline (from 65 per cent to 42 per cent). In the non-fragile group, seven of nine criteria showed modest improvements in performance between the two periods (table 4).

Table Annex 6-3
Comparison of performance of projects with and without conditions of fragility (2019-2021 and 2016-2018)
[Percentage of projects with moderately satisfactory rating or better]

Criteria	Fragile situations			Non-fragile situations		
	2016-2018 (N=23)	2019-2021 (N=12)	Δ 2019- 201 vs 2016-2018	2016-2018 (N=65)	2019-2021 (N=59)	Δ 2019- 201 vs 2016-2018
Relevance	96	92	-4	80	93	13
ENRM and CCA	83	83	1			
Innovation	74	83	9			
GEWE	78	67	-12			
Rural Poverty Impact	70	58	-11			
Effectiveness	65	42	-24			
Scaling-up	61	50	-11			
Sustainability	52	50	-2			
Efficiency	43	33	-10			
Overall project performance	48	33	-14			
IFAD performance	78	75	-3			
Government performance	48	58	11			

Source: IOE analysis based on evaluation database (PCR/V/PPE/IE), March 2023.

Evaluations for chapter 3

A. Enterprise development

Table Annex 7-1

Sample of evaluated projects and country programmes for enterprise development (PPE, PCE and CSPE). Relevant project ratings, enterprise development assessments and supported enterprise types.

Country	Project name	Project rating	Traffic light assessment of enterprise development ⁴³	Producer Organisation (PO)	Small and medium-sized enterprises (SME)	Micro-enterprises (ME)	Income generation (IGA) – Pre-entrance
PPE							
1. Dominican Republic	PRORURAL Centre and East (2009-2019)	MS	Yellow	✓			
2. Eswatini	RFEDP - Rural Finance and Enterprise Development Programme (2010-2017)	MU	Red			✓	✓
3. Moldova	RFSADP - Rural Financial Services and Agribusiness Development Project (2011-2017)	MS	Yellow		✓		
4. Senegal	PADAER - Programme d'appui au développement agricole et à l'entrepreneuriat rural (2013-2019)	MU	Red	✓		✓	
5. Sri Lanka	SPEnDP - Smallholder Plantations Entrepreneurs'hip Development	MS	Yellow	✓		✓	✓

⁴³ Color legend: Green: largely satisfactory performance; Red: largely non-satisfactory performance; Yellow: mixed performance

	Programme (2007-2016)				
6. Togo	PNPER - Projet National de Promotion de l'Entreprenari at Rural (2014-2021)	MU		✓	✓

Project Cluster Evaluation

7. Bangladesh ana neroon	PACE – Promoting Agricultural Commercialization and Enterprises REP – Rural Enterprises Programme PEAJ – Youth Agropastoral Entrepreneurs hip Promotion Programme			✓	✓	✓
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CSPE

21. Burkina Faso	PAMER - Projet d'Appui aux Micro-Entreprises Rurales (2000-2008) PASPRU Programme d'Appui et de Promotion du Secteur Privé en Milieu Rural (2010-2017)	MS MU		✓	✓	✓
22. Burundi	PRODEFI 1 - Piloting youth entrepreneurship	S n/a		✓		
23. Ecuador	PISL - Proyecto de desarrollo (development) en Ibarra-San Lorenzo PBVTR - Programa del Buen Vivir en Territorios Rurales	MS MS		✓		

24. Kenya	PROFIT - Financial Services Project (2010-2019) SDCP SHoMaP (horticulture and livestock)	MS S MS		✓	✓	
25. Madagascar	PROSPERER - Programme de soutien aux pôles de microentreprises rurales et économies régionales (2008-2021) AROPA - Programme de soutien aux poles de microentreprises rurales et économies régionales (2009-2019)	MS MS		✓	✓	
26. Mexico	Several projects (especially DECOFOS and PRODESNOs)	MS				✓
27. Morocco	PDFAZMH (2012-2019); PDFAZMT (2011-2020) These were VC projects in two different provinces	S S		✓	✓	✓
28. Nepal	SRERP - Samridi Rural Enterprises and Remittances Programme HVAR (and another)	MS S			✓	✓
29. Niger	Several projects				✓	✓
30. Pakistan	MIOP, PRISM Micro-finance; both projects ending in early 2010s	S		✓	✓	✓

31. Sierra Leone	Rural Finance and Community Improvement Progr. RFCIP I and II SCP-GAFSP commerc. /VC	S / MS MU		✓	✓	
32. Sri Lanka	NADeP - National Agribusiness Development Programme (2010-2017)	MS		✓		✓
33. Sudan	SDP Seed development project Gum Arabic project	MS S		✓	✓	✓
34. Tunisia	n/a			✓		✓
35. Uganda	PROFIRA - Project for financial inclusion in rural areas (2014-2021) VODP2 - Vegetable oil development project (2010-2019)	MS MS		✓		✓

B. Extension and advisory services

Table Annex 7-2

Sample of evaluated projects and country programmes for extension and advisory services.⁴⁴ Relevant project ratings, project features and observations.

Country	Project name	Project rating	Traffic light assessment of extension ⁴⁵	Project features	Other observations
PPE					
11. Botswana PPE	ASSP - Agricultural Services Support Project (2007-2014)	U		POs, credit, failed extension reform	Weak and distracted project implementation
12. Cambodia PPE	Rural Livelihoods Improvement in Kratie, Preah Vihear and Ratanakiri (2007-14)	MS		Upgrading of existing extension	A recent follow-up project on extension exists
13. Uganda PPE	ATAAS - Agricultural Technology and Agribusiness Advisory Services Project (2011-2018)	MU		Failed extension reform	World Bank was in the lead
14. Zambia PPE	S3P - Smallholder Agricultural Productivity Promotion Programme (2011-2019)	MS		Public and private extension improved, but not sustainably	Policy support for extension reform is missing
CSPE					
21. Burkina Faso	Several projects			FOs, community based	But not sustainable; missing value chain and finance support
24. Kenya	n/a			Extension services 'in decline'; positive extension impact in community-	

⁴⁴ Includes only countries and CSPEs with **sufficient and relevant information on extension and advisory services**

⁴⁵ Color legend: Green: largely satisfactory performance; Red: largely non-satisfactory performance; Yellow: mixed performance

				based approaches	
25. Madagascar	FORMAPROD - Programme de formation professionnelle et d'amélioration de la productivité agricole (2013-23)	MS		POs, PO apex organizations and regional chambers of commerce were supported	Overall relatively weak implementation capacities and sustainability
28. Nepal	Several projects			Extension is mainstreamed	Support for decentralization is important
29. Niger	Several projects			Extension for FOs is mainstreamed	Extensive use of farmer field schools
30. Pakistan	Several projects			Community-based extension in projects is effective	But not mainstreamed, weak public extension systems
33. Sudan	SUSTAIN Supporting small-scale traditional rainfed production in Sinnar state Several other projects	S		Good case study of an integrated approach	But limited mainstreaming so far in public services; missing exit strategy and sustainability
35. Uganda	ATAAS - Agricultural Technology and Agribusiness Advisory Services Project (2011-2018) VODP2 - Vegetable oil development project (2010-2019)	MS MS		Same project as covered by PPE #13 above In VODP2 extension worked through 11 private serv.providers and 5000 FOs	

Rural enterprise development - definitions and concepts

Box annex 8-1

Types of enterprise models and examples of (off-farm) micro- and small enterprises (MSE) activities in 2004 Rural Enterprise Policy

Pre-entrepreneurial activities: traditionally designated as income-generating activities (small crafting, petty trading, etc.), supporting people who have limited knowledge of the basic principles that guide any business activity and lack basic assets.

Microenterprises: semi-structured activities including limited fixed assets and observing some basic management principles.

Small enterprises: structured businesses that usually have a well-defined market niche and physical location, an acceptable turnover, some business skills, regular access to market-based business advisory services and a number of part- or full-time employees.

Examples of agriculture-based MSEs: livestock processing and products; fish processing and marketing; processing (e.g. milling, jam-making); agricultural marketing enterprises; agricultural equipment manufacturing; non-timber forest products.

Examples of non-agricultural MSEs: brick-making; transport; small rural shops; rural restaurants; blacksmith; carpentry; handicrafts; ecotourism.

Source: IFAD 2004 Rural Enterprise Policy

Box annex 8-2

Definition of rural enterprises for the purpose of IFAD12 results management framework

Rural enterprises: Structured businesses that have a well-defined physical location, normally with legal status, a bank account and some employees. They also include pre-entrepreneurial activities such as self-employment initiatives and microenterprises with semi-structured activities. Both formal and informal enterprises can be considered, but only non-farm upstream and downstream activities (processing and marketing) are to be included. Production activities are excluded.

Source: IFAD 2021. Report of the Consultation on the Twelfth Replenishment of IFAD's Resources. GC44/L.6.

Box annex 8-3

Key concepts in extension

Extension and advisory services (EAS)

These include all activities that provide the information and services required by farmers and other actors in rural areas to assist them in developing their technical, organizational and management skills and practices to improve their livelihoods.

Pluralistic EAS (PEAS)

PEAS over the years have become pluralistic, with increasing participation and coexistence of multiple providers representing the public sector, the private sector, NGOs and producer organizations offering diverse types of services funded by diverse sources.

Private extension service providers (PESP)

This refers to the broad range of extension service providers working at the field level that complement government extension systems. These can be: (i) commercially-oriented for-profit private business companies and individual entrepreneurs selling inputs and services; or (ii) socially-oriented not-for-profit service providers such as NGOs and farmer organizations.

Source: IFAD 2022 report on lessons learned from supporting pluralistic extension services in Asia and Africa.

Relevant project and country evaluation findings - synopses

C. Enterprise development

[1] PPE Dominican Republic: PRORURAL Centre and East

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

[2] PPE Eswatini: Rural Finance and Enterprise Development Programme (RFEDP)

The **Eswatini** project, the Rural Finance and Enterprise Development Programme, targeted rural farmers, women and youth, including MSMEs, mainly through providing improved access to finance and other rural services. However, important contextual factors of weak rural financial institutions, a poor enabling environment and structural constraints were insufficiently incorporated in the design. The project achieved relatively good results on improving macro-policies and national coordination mechanisms, but was weak on the ground. Targeting mechanisms between enterprise and finance development components were disjointed. Rural financial institutions were not the right entry points in this setting, and it was found savings and credit cooperatives would have been better as poorer farmers (called 'survivalists') could not access credit through financial institutions. The project's effects on rural income-generation and enterprises were limited and it was rated moderately unsatisfactory.

[3] PPE Moldova: Rural Financial Services and Agribusiness Development Project (RFSADP)

The **Republic of Moldova** Rural Financial Services and Agribusiness Development Project effectively supported medium-scale enterprises, farms and some non-farm enterprises with better access to finance. Mostly better-off farmers were reached. The project also targeted young entrepreneurs under 40 years old. Seasonal employment jobs were generated for 1500 people, but assumptions about trickle-down effects among the rural poor were not measured. Planned support for value chain development was weak, with different timelines and poor integration for finance and value chain components, weak linkages among partners and low relevance for exports. There were only loose and insecure informal agreements with buyers. The project lacked both resources and technical expertise to promote the value chain. Participating banks gained experience in agricultural lending risks which allowed them to expand portfolios, reduce interest rates, and offer longer-term maturities to rural clients. After a long series of

IFAD-supported projects to channel rural finance through commercial banks in the Republic of Moldova, the PPE suggested an exit strategy for these banks from loans subsidized by IFAD. IOE rated the project moderately satisfactory.

[4] PPE Senegal: Support to Agricultural Development and Rural Entrepreneurship Programme (PADAER)

The **Senegal** project, the Support to Agricultural Development and Rural Entrepreneurship Programme, aimed to empower producer organizations organizationally and operationally to increase access to inputs and improve marketing of outputs, and thus increase entrepreneurial capacities. Unfortunately, very few SMEs were covered. In the end, the goal of professionalizing producers turned out to be overly ambitious for the project. Experiences from previous projects could not be sufficiently used as the project covered an area of the country with specific client needs (for irrigation and water management, subsidized inputs etc.), additional complementary constraints (finance, infrastructure) and low institutional capacities. IOE rated the project moderately unsatisfactory.

[5] PPE Sri Lanka: Smallholder Plantations Entrepreneurship Development Programme (SPEnDP)

The **Sri Lanka** Smallholder Plantations Entrepreneurship Development Programme mainly targeted farmers to help them establish and maintain commercial tea and rubber smallholder plantations. Its activities aimed at improved production support, finance access, infrastructure and land tenure security and its finance also extended to some income-generating activities. While there was some success on the agricultural production side, the planned outgrower scheme was not maintained. Forming new groups to operate as group enterprises was not effective and the project's overall community support and income-generating activities were assessed by the evaluation as weak. There was a good participation of women in the project who benefited but were not fundamentally empowered, for example by improved access to land. Lack of support for post-harvest handling and processing was a missed opportunity for the project. Its benefits reached a small number of relatively better-off group members as eligibility was not well defined, beyond geographic targeting criteria. Overall the project was found to suffer from unclear and shifting objectives.

[6] PPE Togo: National Programme for the Promotion of Rural Entrepreneurship (PNPER)

The project in **Togo**, the National Programme for the Promotion of Rural Entrepreneurship, was mainly geared towards financial and entrepreneurial support for cooperatives. It also targeted young 'primo-entrepreneurs' although there was ambiguity in defining this group. The project offered both non-financial support (training and mentoring) and an injection of financial services. Initial implementation was weak and the project was moved at mid-term from the Ministry of Agriculture to the President's Office which improved performance. A workable implementation mechanism for the project was missing at start-up, which had to be established. Longer-term, national interventions were required and it became clear initial assumptions about interest in risk sharing had been incorrect. Beneficiaries and financial institutions showed little interest in contributing either with repaying loans or cofinancing, there were too few financial products for the entrepreneurs targeted and loss-sharing mechanisms were not clear.

The project did not conduct sufficient value chain analysis to ensure the profitability of enterprises. The quality of training and mentoring was not well monitored and remained unclear. IOE rated the project as moderately satisfactory.

[21] CSPE Burkina Faso

PAMER (2000-2008) – Rural Microenterprise Support Project

PASPRU (2010-17) – Rural Business Development Services Programme

Microenterprise promotion is one of four intervention priorities in **Burkina Faso**. The CSPE covered at least two successive projects that specifically supported rural microenterprises (PAMER and PASPRU). Increased promotion and supportive income-generating activities resulted in better capacities, higher revenues and stronger microenterprises, especially in post-harvest activities (according to a large household survey conducted by the 2019 CSPE). Projects helped farmers develop microprojects through innovative support, such as access to local report writers and rural business resource centres. At the same time, rural households were still largely excluded from financial markets and microcredit was weakly managed which constrained enterprise growth. Capable but largely overburdened regional chambers of agriculture helped manage the programme. Providing adequate support for IFAD target groups for enterprise development was more problematic. The approach did not sufficiently consider and mitigate the inherent weaknesses of target group beneficiaries, especially in education, managerial capacities, financial liquidity and collateral, all necessary even for microcredits. The IFAD Country Office was unable to engage in the stronger policy dialogue and knowledge management leadership on enterprise development which was required as core portfolio management absorbed available resources.

[22] CSPE Burundi

PRODEFI 1 - Piloting Youth Entrepreneurship

PRODER – Rural Entrepreneurship Development Programme

The **Burundi** country programme focused its enterprise support on developing more commercially-oriented producer organizations, especially in dairy and rice marketing. It also conducted a pilot on youth entrepreneurship that led to a recently approved IFAD project on the same theme (but little was reported in the CSPE on pilot results or lessons for a follow-up project). At the time of the evaluation producers were still characterized by relatively weak institutional structures and member commitments, insufficient market orientation and lack of training. Some value chain linkages are emerging in the 70 milk collection centres and mini-dairies established by the programme, but partnerships and secure contracts with the private sector are generally still weak, with too little project emphasis on value chain support in the private sector. Finance support is often lacking, with few projects taking an integrated approach, except the latest ongoing finance support project (Project to Support Agricultural and Rural Financial Inclusion). Burundi is moving towards a programmatic approach for IFAD projects to achieve long-term results, with grants needing to be better integrated, including for sustainable enterprise development.

[23] CSPE Ecuador

Enterprises are a cornerstone of the **Ecuador** country programme, mainly through the instrument of cooperative development. Enterprise development is mainstreamed in the

programme, without specialized projects. The two completed projects in the CSPE (ISL and PBVTR) generated 6,500 jobs (a 70 per cent achievement rate) for entrepreneurs engaged mainly in food processing cooperatives, yet performance remains below expectations.

Most cooperatives supported are generally only managing to cover their costs, while their financial situation remains weak. Few cooperatives have well-trained accounting managers and are unprofitable. Their long-term sustainability without an external injection of funds (in the form of project extensions) is questionable. Farmers and cooperatives do not have access to the agricultural, financial and business-related services they need to sustain a rural transformation process.

The lack of the project's attention to marketing and market access limited its ability to achieve expected outcomes. There were no preparatory studies of marketing opportunities, private sector partners, priority sectors and products. Farmers and their organizations have little knowledge about local, national and export markets and their mechanisms. More recent projects (Project to Strengthen Rural Actors in the Popular and Solidary Economy, Catalysing Inclusive Value Chain Partnerships Project) have evolved, and increasingly allocate resources to key areas such as trade capacity development in agricultural and non-agricultural sectors.

Decentralized territorial planning units and local committees are innovative and efficient, but the Ministry of Production, Foreign Trade, Investment and Fisheries specializing in marketing and trade is not included in the projects.

[24] CSPE Kenya

PROFIT (2010-2019): Programme for Rural Outreach of Financial Innovations and Technologies

Although the **Kenya** CSPE does not specifically report or analyse country performance in developing enterprises and SMEs, it points out that the country programme shifted towards developing value chains and rural finance and both areas are performing well (paragraph 50) which bodes well for enterprises. Substantial support for enterprises came through this free-standing rural finance project after it faced some serious initial delays due to its high complexity. Horticulture and livestock value chain projects (Smallholder Dairy Commercialization Programme, Smallholder Marketing Programme) also have integrated financial support. Group risk-sharing approaches for finance access worked well, and there has been innovative credit delivery for value chain financing and agroprocessing.

[25] CSPE Madagascar

PROSPERER (2008-21): Support Programme for Rural Microenterprise Poles and Regional Economies.

AROPA (2009-19): Support to Farmers' Organizations and Agricultural Services Project.

The **Madagascar** country programme supported critical producer organizations, FOs and their apex organizations to generate better linkages with market operators for product sales and profit sharing; it also improved services and training for microenterprises and value chain operators, partly in these specialized projects (PROSPERER and AROPA). One focus in these latter projects was on ME support services

through developing regional enterprise and economic development hubs⁴⁶ and national rural support organizations, such as AROPA.⁴⁷ Projects were moderately satisfactory in improving access to microenterprise support services, establishing contractual relationships between producer organizations and market operators and putting in place extensive storage and sales infrastructure. But at the time of the evaluation partnerships with the private sector were only beginning. The limited capacities of implementing institutions ought to have been taken into account more systematically during design. Including the most vulnerable in FOs and microfinance services was also less satisfactory. The evaluation identified trade-offs between IFAD target group orientation and value chain enterprise development.

[26] CSPE Mexico

Although the **Mexico** country programme had no specific enterprise focus or related specialized projects there were many references to income-generation activities, markets and value chains in the evaluation. The programme was driven by the need to diversify income sources and rural services to move agroforestry producers from subsistence to semi-commercial producers, especially in the Community-based Forestry Development Project in Southern States, through rural finance and other interventions. The country programme was exclusively targeted to support poor regions and indigenous peoples. Advanced, high-level technical support and policy dialogue could have helped to strengthen programme interventions, but IFAD's lack of presence and visibility in the country negatively affected performance.

[27] CSPE Morocco

PDFAZMH (2012-19): Agricultural Value Chain Project in the Mountain Zones of al-Haouz Province and **PDFAZMT (2011-2020):** Agricultural Value Chain Project in the Mountain Zones of Taza Province.

These projects were relatively strong on income-generating activities and value chain development.

The **Morocco** country programme had increasingly viewed the proximity of rural financial services and inclusive finance as its pivot for achieving economic diversification, entrepreneurial dynamics and higher incomes in marginal areas (with providing access to financial services as one of three strategic objectives in the country's COSOP). Income-generating activities and value chain development were central instruments in meeting this objective. Income-generating activities achieved moderately satisfactory results, mainly through sheep and goat rearing, bee-keeping and agroprocessing. However, newly established value addition units, which were specific economic interest groups for better market access, did not meet expectations. They had problems in set-up, profitability and institutional capacities and projects ended before many had become viable. Market access did not meet expectations due to the limited operational autonomy of most value addition units, insufficient analyses of the value chain, and missing value addition partnerships downstream. Although IFAD reached the poor in disadvantaged and remote areas of Morocco in several ways, they were not well reached by rural financial services that lacked innovation.

[28] CSPE Nepal

⁴⁶ Pôles de microentreprises rurales et économies régionales.

⁴⁷ Support organization for FOs and agricultural services.

SRERP: Samridi Rural Enterprises and Remittances Programme.

Given **Nepal's** high farm fragmentation, the government and IFAD emphasized on- and off-farm enterprise development, including the transitioning of small-scale farmers to higher-value products per unit of land as a crucial element of the rural strategy. Linking small-scale farmers with value chains was a central component. For the 2013 COSOP, off-farm enterprise development was also an important instrument for social targeting (supporting the landless, youth, etc.). Several projects focused on value chains (e.g. the High Value Agricultural Project in Hill and Mountain Areas and its successor project, the Agricultural Sector Development Programme). Another project, the Smallholder Resilience Enhancement Project, was initially specifically designed to support rural enterprises, partly through the use of remittances, but the project turned out to be too complex. It was eventually redesigned for value chain support. The evaluation found impact on women dairy enterprises and other activities, but in the end there was simply not enough evidence to assess COSOP 2013's coverage and performance in terms of rural enterprise development. The dilemma in Nepal was that there were too many beneficiary groups but a shortage of profitable, bankable and income-generating enterprise opportunities.

[29] CSPE Niger

In **Niger**, support for microenterprises was an important element in the country programme by providing better access to finance and market infrastructure. However, it was seen as moderately ineffective by the CSPE for three reasons: (i) enterprise financial support mechanisms functioned poorly since implementing agencies were not familiar with the grants and cost-sharing mechanisms; (ii) credit terms and conditions were not adapted well to IFAD target groups; and (iii) the strategy and priorities around microenterprises remained unclear. Revitalizing trade and marketing was increasingly emphasized but the concept of economic development 'poles' (or hubs) relied more on building physical infrastructure than supporting enterprises around such infrastructure. The focus on market infrastructure also led to reduced emphasis on income-generating activities that were better adapted to the needs of women and others. Regional chambers of agriculture institutionalized the promotion of emerging private entrepreneurship and viable management structures under various forms of community organizations.

[30] CSPE Pakistan

The main support for enterprise development in **Pakistan** came through broadly targeted microfinance in two early projects covered by the CSPE that ended in 2011 and 2013, as well as through skills training and community development. The latter included matching funds for community organization savings, to be used for internal lending. Although there were some achievements in strengthening microfinance service providers and improving their enabling environment, overall access of the rural poor to financial services and community-based funds remained modest. Microfinance effects on enterprises and those of community development were unclear due to missing data. Skills and vocational training of women and youth were too much aimed at individual households and beneficiaries and achieving short-term results (such as targeted training numbers) rather than having a focus on long-term institutional improvements of enabling institutions and the policy environment. They were also oriented more towards traditional roles, especially for women, without sufficient attention to market needs and contextual realities.

[31] CSPE Sierra Leone

Two dedicated finance and CD programmes 2008 - 2022: Rural Finance and Community Improvement Programmes (RFCIP I and II).

Smallholder commercialization, SCP-GAFSP; 2011-19.

Agricultural value chain development project (AFDP).

The country programme in **Sierra Leone** shifted from basic agricultural inputs and infrastructure rehabilitation during the post-civil war period (after 2003) to providing accessible finance and agricultural commercialization that both supported rural enterprises. Financial services dominated the programme, with two dedicated, successive finance projects (Rural Finance Community Improvement Programme, phases I and II) and two value chain projects with finance components (Smallholder Commercialization Programme and Agriculture and Fisheries Development Programme). They successfully reached 200,000 households in rural areas and many rural enterprises, and the large majority of financial services remain operationally sustainable. The CSPE carried out a detailed survey of rural financial institutions which found that they adopted rather conservative strategies for targeting rural agricultural producers and enterprises which limited their outreach, providing financial products not well suited to agricultural smallholders and enterprises. They also lacked training and a sufficient capital base to broaden their outreach. The national Apex Bank needs to play a more active role in developing modalities and extend the scale of rural lending. In value chain projects, agroprocessing and marketing components have not performed satisfactorily, with weak linkages between farmers and value chain actors, especially private sector input suppliers. The support model has proved effective for grass-roots production-based groups, but less so for agribusiness groups. Issues presenting a barrier included a lack of trust, elite capture in the agribusiness centres and the fact that some centres only had capabilities to perform basic post-production functions. A rice cooperative failed to perform as a buyer, as had been planned.

In terms of approach, the standalone nature of projects in Sierra Leone and their thematic focus kept project designs uncomplicated, implementation less demanding, and avoided the complexity that is often a prohibitive factor in fragile countries.

[32] CSPE Sri Lanka

NADeP 2010-17 (National Agribusiness Development Programme).

SAPP 2018-23 (Smallholder Agribusiness Partnerships Programme).

IFAD is actively promoting SME enterprises and market access and improved commercialization in core country projects in **Sri Lanka**; but less so in post-tsunami (2004) programmes where income-generating activities dominated. There have been two dedicated, successive enterprise/4Ps support projects, the National Agribusiness Development Programme (2010-17) and the Smallholder Agribusiness Partnerships Programme (2018-23), in addition to the Smallholder Plantations Entrepreneurship Development Programme discussed above. The National Agribusiness Development Programme successfully established a number of agribusiness product collection and processing centers (for milk, fruits and vegetables), yet the CSPE concluded that it had questionable value addition, uncertain income effects and a weak poverty focus. The project gained little leverage with the funds injected and no efforts were made for innovating financial products. Matching grants coverage was limited and revolving funds were slow to materialize. Income-generating activities in post-tsunami projects yielded variable results.

[33] CSPE Sudan

SUSTAIN (Supporting Small-scale Traditional Rainfed Production in Sinnar State).

SDP (Seed Development Project).

Gum Arabic project.

Several projects in **Sudan** developed innovative private sector partnerships with enterprises. Supporting Small-scale Traditional Rainfed Production in Sinnar State project (2011-2018) which was rated satisfactory, introduced new business models of partnerships between farmers and the private sector for new technology adoption (e.g. mechanized service providers, agro-dealers). Subsequently, the government's national Integrated Agricultural Solutions Programme was modelled on this project. The more specialized Gum Arabic project supported producer organizations with microfinance, matching grants and capacity-building and thus increased producer opportunities through a more commercialized business model. In general, projects adapted well over the course of the CSPE period to take advantage of emerging priorities with the private sector and youth. A large part of enterprise support took place through improved access to finance. One special group which benefitted from better access to finance were women who, following empowerment training and increased market access, managed to significantly diversify and grew their income through income-generating activities. For financial enterprise support the CSPE noted that IFAD projects could do more to influence policy and institutions to promote inclusive finance, clarify a long-term vision with agricultural banks for reinforcing strategic partnerships and develop a more conducive enabling environment.

[34] CSPE Tunisia

In the post-Arab spring period (since 2011) projects in **Tunisia** shifted from earlier area-based support for rural infrastructure and grass-roots organizations to broader value chain support. The promotion of income-generating activities and rural microenterprises remained important in this context and included better collaboration with rural financial institutions for microenterprise support. Yet the CSPE found that income-generating activities and support for enterprises that directly targeted the poorest and most vulnerable households, women and young adults was the portfolio's weakest point, due to limited resources (based on only some training and materials), insufficient opportunities and efforts to develop tailored financial services and inconsistent support.

[35] CSPE Uganda

Project for Financial Inclusion in Rural Areas, 2014-2021 (PROFIRA).

Vegetable Oil Development Project 2, 2010-2019 (VODP2).

Enterprise development in **Uganda** was embedded and mainstreamed in area-based community development and value chain and finance projects (but there are relatively few explicit observations on enterprises in the CSPE). Over the years, the Uganda portfolio has been shifting to broader value chain support, which brought a stronger commercialization and enterprise focus, especially for oilseeds value chains. A large number of farmer organizations in the Vegetable Oil Development Project (2010-2019) strengthened their business literacy and obtained extension advisory services through 11 private sector providers to expand their semi-commercial operations. Four thousand oilseeds farmers accessed financial services from 10 financial institutions. In general, rural finance projects improved community-based savings and credit cooperatives,

increased access to microfinance institutions, and improved their supporting regulatory frameworks. But there is little information in the CSPE to clarify to what extent rural finance helped off- and non-farm enterprises. Seed multiplication enterprises were supported under the Vegetable Oil Development Project and the Project for the Restoration of Livelihoods in the Northern Region. Seed businesses run by farmer groups have been an effective way to meet quality seed constraints while building ownership and incomes. On the marketing side, agroprocessing facilities were more effective than the market structures built by projects, especially when agroprocessors moved management from collective to private operators. This underscored the importance of enterprise development for market access. In terms of 4Ps, projects in Uganda effectively worked with palm mills, established grower associations and multi-stakeholder platforms. In contrast, income-generating activities were seen as performing weakly by the evaluation, mainly due to limited access of poorer populations to rural finance and weak implementation.

D. Extension and advisory services

[11] PPE Botswana: Agricultural Services Support Project

The **Botswana** project was part of a broader sector reform programme of agricultural services. Yet its focus was derailed as extension agents were distracted and then redeployed for subsidized input delivery. As a result the project's proposed conservation agriculture was poorly implemented and supported. Extension services were essentially top-down, supply-driven and training failed to enhance agents' capacities beyond only input delivery. Extension services were unwilling and unable to change. IOE rated the project unsatisfactory.

[12] PPE Cambodia: Rural Livelihoods Improvement in Kratie, Preah Vihear and Ratanakiri

In **Cambodia** the IFAD project aimed to upgrade relatively weak public extension services through agent training and a more farmer demand-driven and decentralized system. The process of moving from standard extension packages to a more demand-driven approach was long and only partially successful. It included farmer capacity needs assessments and a more participatory selection of extension topics. The special needs of indigenous populations were still inadequately addressed. Technology adoption was weak as complementary inputs, finance and irrigation were not well covered. The implementation approach was characterized by a lack of clarity on the purpose of farmer groups and by erratic group formation; community councils were mostly reporting training activities rather than engaging in comprehensive planning. IOE rated the project as moderately satisfactory.

[13] PPE Uganda: Agricultural Technology and Agribusiness Advisory Services Project (ATAAS)

In **Uganda**, a sweeping vision for innovative extension and an expanded pluralistic, decentralized and private sector model had to be abandoned mid-stream as the government reverted in 2015 to a conventional public sector-led model, combined with putting a high priority on subsidized input delivery (called a 'single-spine extension model'). This project was cofinanced with the World Bank, which also drove the policy dialogue. The project failed to diversify and privatize extension services, link public extension better with agricultural research, and make the process more demand-driven.

The lack of a joint implementation unit across the two national agencies responsible for research and extension, the National Agricultural Research Organization and the National Agricultural Advisory Services, made coordination difficult at all levels. However, some farmer adoption and scaling up of technology innovations was achieved through the separately delivered support of the National Agricultural Research Organization and the Global Environment Facility-financed SLM interventions in degraded watersheds and rangelands implemented by the World Bank. Community-based facilitators, a training-of-trainer concept and reliance on previously established farmer groups all worked well. Contextual factors of growing market opportunities (exogenous to the project) and the absence of political interference in research (as opposed to input delivery) further supported farmer adoption. IOE rated the project moderately unsatisfactory.

[14] PPE Zambia: Smallholder Agricultural Productivity Promotion Programme (S3P)

The Smallholder Agricultural Productivity Promotion Programme project in **Zambia** effectively improved Ministry of Agriculture extension delivery and private sector extension services, especially through FOs, but not sustainably. Extension outreach was driven by project financing. A better enabling policy environment for private extension services, clearer roles, harmonization and coordination between public and private services could have helped with adopting new technologies, such as conservation agriculture; reaching poorer smallholder farmers; and changing the mindset among FOs towards farming as a market-driven business. Although different extension models were applied, such as farmer field schools and lead/follower farmers, little is known about their relative efficacy (i.e. advantages/disadvantages of each model), especially for serving IFAD target groups. Extension outcomes were not sufficiently monitored and evaluated. Similarly, capacity development for extension workers through TOT was weakly evidenced and followed up.

[21] CSPE Burkina Faso

Projects in **Burkina Faso** provided considerable support for farmer grass roots and apex organizations, featuring innovative extension concepts and participatory development of agricultural technologies (and community-based village mobilizers). They notably strengthened the capacity for action of FOs in the country. But in the end such support activities and benefits were not sustainable, requiring continued support for decentralized, community-based service delivery. Inadequate exit strategies, without government integration of projects after completion, and community weaknesses in operation and maintenance were the main factors. Scaling up in Burkina Faso takes place from project to project. Another problem was inadequate or missing support for farmers to access value chains and credit.

[24] CSPE Kenya

The Kenya CSPE evaluation draws attention to the vacuum generated in the rural space by declining levels of traditional public extension services. IFAD support for community-based extension personnel was effective, with positive impact through the agricultural solutions offered through agri-tec.

[25] CSPE Madagascar

The CSPE in Madagascar found training and advisory services for better access to production and market support services of farm producers and entrepreneurs in all projects. The Vocational Training and Agricultural Productivity Improvement project (2013-23) was specifically dedicated to increase capacity development for extension and advisory services. Its main entry points for support were producer organizations, their apex organizations, chambers of agriculture, commerce and industry, and regional directorates of agriculture. Simplified farmer field schools were an innovative programme feature for Madagascar. However, at project completion, many institutions still lacked sufficient resources and financial empowerment, as well as the status and legitimacy to operate autonomously and sustainably as full government partners in rural extension and advisory programmes. The evaluation also concluded that advisory services needed to consolidate support to family farms, producer organizations and rural enterprises. The evaluation rated beneficiary access to training and extension outreach through developing technical, management, marketing and self-organization capacities as moderately satisfactorily, and gave the same rating for formulating and operationalizing strategies on agricultural support services and rural vocational training.

[28] CSPE Nepal

The **Nepal** CSPE emphasized the need to support local governments in extension and advisory services, in the context of far-reaching decentralization in the country. An overly complex design that required technical service delivery from different district line agencies did not work.

[29] CSPE Niger

The IFAD country programme in **Niger** emphasized agricultural advisory support through FOs, social engineering and decentralized approaches, mostly for crop production. Projects supported a stronger commercial production orientation through agricultural input supply, improved seed multiplication, processing and marketing, often through farmer field schools for production and marketing. Decentralization was seen as conducive to strengthening regions and communes for better rural service delivery but was progressing slowly. Several extension methods have been deployed and extended over the years, including extensive use of farmer field schools for markets.

[30] CSPE Pakistan

In **Pakistan** extension agencies discovered the benefits of interacting with organized forums of farmers and developing strong grass roots linkages between beneficiaries and government departments. This was mainly done through community organizations, the main medium of project support in Pakistan, but such interactions were rarely sustainable after project completion. Participatory, bottom-up and community-driven approaches through community, village and local support organizations were not mainstreamed into the government's regular development planning and budgeting processes but undertaken only when there was a project. The evaluation identified continuously weak public crop extension services as a missed opportunity for the country programme.

[33] CSPE Sudan

Sudan offers a good example of an integrated approach to extension that covers production, natural resource management and conflict resolution, with community

development as the foundation for success. A combination of multidisciplinary extension, quality agricultural inputs and services (e.g. seeds, mechanization and spraying) and access to finance improved adoption of the technology. Tensions arising over natural resource use around livestock routes were reduced through effective conflict resolution mechanisms (e.g. a council of traditional leaders and conflict resolution centers) and a more coherent natural resource governance framework was developed.

Interventions rooted in community structures and mechanisms fostered sustainable community ownership. Sudan also successfully used its participatory community development approach, where the strong presence and representation of women in extension teams and coordination units and support through young professional extension workers, partly living in the villages, raised women's participation, benefits and self-esteem.

Yet, in the absence of a realistic exit strategy, the capability of state government and community institutions to fully assume project responsibilities was not ensured, with knowledge management, scaling up and mainstreaming of project activities into government services still lagging.

[35] CSPE Uganda

The CSPE in **Uganda** underlined the failure to reform the country's extension services through policy engagement and demand-driven services in the Agricultural Technology and Agribusiness Advisory Services Programme, with the government policy reversal on extension causing disruptions and elite capture. Extension and advisory services worked much better in the Vegetable Oil Development Project through 11 private service providers and 5000 farmer groups, although little is clear about its future sustainability.

IOE activities and products

This annex presents the spectrum of IOE products completed between January and December 2022, and the progress of documents in the areas of leadership and strategy, advancing established outputs, generating new products, improving staff capability and communications. The work has focused both internally and externally, noting that IOE operates within a global oversight architecture, together with other independent evaluation and oversight functions of the international financial institutions and the United Nations Evaluation Group.

A. Expand and deepen IOE's leadership role in producing high-quality evaluations

A set of initiatives seeking to advance the quality of evaluations in IFAD overall were completed, each of which introduces an element to support effective planning, promote a common understanding of terminology and methodology and advance the capacity of staff.

Strengthen the evaluation function of IFAD

- **Evaluation Manual, 3rd edition** [[here](#)]. The 3rd edition of the IFAD Evaluation Manual was published on 17 June 2022. The manual implements IFAD's 2021 Evaluation Policy, to which it is aligned. It seeks to renew, update and consolidate current guidelines. The manual provides a comprehensive institution-wide approach through which self and independent evaluation will be planned, conducted and used. IOE interacted and coordinated with Management in preparing the Manual.
- **On-line training course** [[here](#)]. For the first time in its over forty-year history, IOE has launched a fully interactive on-line training course, available also to users outside IFAD. Through an audio-visual immersive experience, users will learn about the principal contents of part 1 of the 2022 IFAD Evaluation Manual. The training was officially launched on 10 October 2022.
- **IOE Evaluation Advisory Panel** [[here](#)]. The IOE Evaluation Advisory Panel held its inaugural annual meeting on 12-14 July 2022. Deliberations of the Panel confirmed that IOE is on the right path and that it is important for the Office to continue to strive to engage constructively with stakeholders. The Panel has brought a wealth of global expertise and remains a valuable sounding board for IOE and IFAD, as it advances the evaluation culture and practice. The meeting benefitted from very broad participation by members of the IFAD Executive Board and senior management, as well as the heads of Rome-based evaluation offices. In addition, the Panel provided comments on key evaluation reports during 2022, including the Thematic Evaluation of IFAD's support to smallholder farmers' climate change adaptation; and the Corporate Level Evaluation on Knowledge Management.
- **Research publications.** IOE improves the quality of evaluative products through the production of a suite of new substantive research publications. Each of these publications aims to improve the conceptual and methodological underpinnings of independent evaluation at IFAD. Pieces produced during 2022 include the following:
 - **Research paper series.** Efficiency – Economic analysis for evaluation [[here](#)].

- **Learning notes series.** Working in the context of decentralized policies [[here](#)].
- **IOE staff** [[here](#)]. The professional development of IOE staff has been enhanced through the hiring of new staff and a process of continuous training and skills building.
- **IOE-led seminars and events.** IOE organized and co-hosted two international seminars and events: Insights from recent studies on targeting of the poor and the ultra-poor [[here](#)]; the 2022 IFAD Evaluation Manual as a new tool for rural development practitioners [[here](#)].
- **Evaluation Advisory Panel Seminars** [[here](#)]. IOE hosted three seminar presentations, delivered by the members of the Evaluation Advisory Panel:
 - The revised evaluation criteria, delivered by Hans E. Lundgren on 3 March 2022.
 - Measuring multidimensional poverty, delivered by Gonzalo Hernandez Licona on 7 April 2022.
 - Indigenous evaluations, delivered by Bagele Chilisia on 17 June 2022.
- **Coffee Talk series** [[here](#)]. IOE hosted 14 sessions of its Coffee Talk series, aimed at providing an informal forum in which to address a variety of evaluation-related topics. Sessions which featured external speakers included:
 - The importance of values in evaluation when goals collide. Talk presented by Ida Lindkvist, Senior Advisor, Department for Evaluation, Norad [[here](#)].
 - Evaluation in fluid and volatile contexts. Talk presented by Hur Hassnain (Senior Evaluation Advisor, European Commission) and Inga-Lill Aronsson (Senior Lecturer, Uppsala University, Sweden) [[here](#)].
 - Leveraging GIS for evaluation. Talk presented by Oliver Mundy, Athur Mabiso and Rakhat Zhanuzakov (IFAD, GIS specialists) [[here](#)].
 - Fast-tracking knowledge management - Experience from China. Talk presented by Bruce Boyes (Director of RealKM Magazine) [[here](#)].
 - Mindset Strategies for Post-Evaluation Transformation. Talk presented by Srinii Pillay, M.D. (CEO and Founder NeuroBusiness Group) [[here](#)].
 - Transformational change for people and planet. Talk presented by Juha Ilari Uitto (Director of the Independent Evaluation Office of the Global Environment Facility) and Geeta Batra (Chief Evaluator and Deputy Director for Evaluation at the Independent Evaluation Office of the Global Environment Facility) [[here](#)].

Strengthen evaluation coverage

Between January and December 2022, IOE finalized 45 reports. Of these, 30 were publicly available on the IOE website, and 15 were pending final publication as of 31 December 2022.

Published evaluation reports

- **2022 Annual Report on the Independent Evaluation of IFAD.** Since 2003, IOE has produced an Annual Report on Results and Impact of IFAD Operations. On the occasion of the twentieth anniversary of this flagship report, it has been re-pitched and renamed as the Annual Report on the Independent Evaluation of

IFAD (ARIE), reflecting upgraded contents and a broader scope. In providing an overview of the performance of IFAD-supported operations based on independent evaluations, the ARIE continues to be pivotal in ensuring accountability for results [[here](#)].

- **Evaluation synthesis reports.** The primary objective of an evaluation synthesis report is to contribute to knowledge generation by consolidating findings from past evaluations. Its main users are Senior Management, Directors, staff of regional and technical divisions, and members of IFAD’s Governing Bodies. During the reporting period, IOE published a synthesis of the government performance in IFAD-supported operations (2010-2020) [[here](#)].
- **Country strategy and programme evaluations (CSPEs).** The primary objective of a CSPE is to assess performance and results of country strategy and operations and provide lessons and recommendations to guide the preparation of the next country strategy. Its main users are divisional and country directors, country teams and governments. During the reporting period, IOE published three CSPE reports: Morocco CSPE [[here](#)]; Pakistan CSPE [[here](#)]; and Burundi CSPE [[here](#)].
- **Project performance evaluations (PPEs).** The primary objective of a PPE is to assess the performance and results of project-level operations funded by IFAD. Its main users are regional and country directors, technical advisors, operational staff, and government counterparts. During the reporting period, IOE published five PPE reports: from India [[here](#)]; The Gambia [[here](#)]; Tanzania [[here](#)]; Uzbekistan [[here](#)]; and Indonesia [[here](#)].
- **Project completion report validations (PCRVs).** The primary objective of a PCRV is to validate the project completion reports prepared by IFAD Management. Its main users are IOE and IFAD Management for reporting and feedback. During the reporting period, IOE published 20 PCRV reports: Argentina [[here](#)]; Bolivia | ACCESOS [[here](#)]; Bolivia | VIDA-PEEP [[here](#)]; Brazil [[here](#)]; Brazil | Paulo Freire Project [[here](#)]; China [[here](#)]; Congo [[here](#)]; Côte d'Ivoire [[here](#)]; Djibouti [[here](#)]; Ecuador [[here](#)]; Georgia [[here](#)]; India [[here](#)]; India | Andhra Pradesh Drought Mitigation Project [[here](#)]; Kyrgyzstan [[here](#)]; Moldova [[here](#)]; Morocco [[here](#)]; Nicaragua [[here](#)]; Nigeria [[here](#)]; Philippines [[here](#)]; Tajikistan [[here](#)].

Completed evaluations

- **Thematic evaluation (TE).** The primary objective of a TE is to provide evidence of the development effectiveness, performance and results of operations in a thematic topic. Its main users are Senior Management, directors, staff of regional and technical divisions, and members of IFAD’s Governing Bodies. During the reporting period, IOE carried out the thematic evaluation of IFAD support to smallholder farmers’ adaptation to climate change.
- **Sub-regional evaluation.** Its primary objective is to assess strategy, common intervention approaches and IFAD organizational set-up in a set of countries that share salient characteristics. Its main users are regional and country directors, technical advisors, operational staff, and government counterparts. During the reporting period, IOE carried out the sub-regional evaluation of fragile states in West and Central Africa.

- **Project cluster evaluation (PCE).** The primary objective of a PCE is to assess the experience of several projects that have a common theme or major component. Its main users are regional and country directors, technical advisors, operational staff and government counterparts. During the reporting period, IOE carried out the PCE on rural enterprise development.
- **Country strategy and programme evaluations (CSPEs).** CSPEs completed include Colombia; Eswatini; Indonesia; Malawi; Uzbekistan; and Guinea-Bissau.
- **Project performance evaluations (PPEs).** PPEs completed include Cuba; Zambia; Togo; and Egypt.
- **Project completion report validations (PCRVs).** PCRVs completed include: India/JTELP and Tunisia.

Strategic engagement with IFAD governance and management

IOE has placed increasing emphasis on engagement with Member States and IFAD Management, with a view to further promoting learning, accountability and reflection through independent evaluation. These efforts have taken shape through a series of briefings, corporate learning workshops, country learning workshops, and an Executive Board field mission.

- **Corporate level workshops.** IOE organized two corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors and other staff members to discuss learnings. These discussed: thematic evaluation of IFAD support to smallholder farmers' adaptation to climate change [[here](#)]; and Evaluation synthesis on government performance in IFAD-supported operations (2010-2020) [[here](#)].
- **Country learning workshops.** IOE organized five country learning workshops, with the involvement and participation of government representatives, national partner agencies, IFAD staff and international development agencies, including multilateral and bilateral partners. These include: Eswatini, 28 January 2022 [[here](#)]; Uzbekistan, 24 February 2022 [[here](#)]; Indonesia, 18 March 2022 [[here](#)]; Malawi, 17 May 2022 [[here](#)]; and Guinea-Bissau, 12 December 2022 [[here](#)].
- **Executive Board field missions.** The IOE Director joined a high-level delegation of IFAD's Executive Board members and IFAD senior staff for a working visit to Sierra Leone, from 19 to 26 November 2022. During the mission, the delegation met with high-level government officials, and travelled to IFAD-supported projects in the country to see progress and meet with community members and rural farmers [[here](#)].

A. Contributions to global evaluative knowledge

- **Global evaluation networks.** IOE has formal membership of three global professional evaluation networks comprising the United Nations and international financial institutions. These are the UN Evaluation Group (UNEG) [[here](#)], the Evaluation Cooperation Group (ECG) [[here](#)] and the Global Evaluation Initiative (GEI) [[here](#)].
 - **GEI.** On 3-4 May, IOE participated in the GEI Partnership Council which took place in Paris, France. Key outcomes of the event include the endorsement by GEI members of the overall direction of GEI's work, its new fundraising

strategy, and proposed evaluation methods for each of GEI’s business lines. Indran Naidoo attended the event [[here](#)].

- **ECG.** On 10 June, IOE participated in the ECG spring meeting in Washington, DC. IOE contributed to the event in several ways by engaging in different sessions at multiple levels. The purpose of the meeting was to discuss ways in which ECG members are finding new ways to support accountability and enhance learning within their institutions [[here](#)]. On 14-15 November, IOE attended the 2022 meeting of the ECG. IOE presented examples of transformative and impactful corporate level evaluations that have made a significant contribution to the work of IFAD in recent years [[here](#)]
- **UNEG.** On 20 October, IOE hosted a meeting with Oscar Garcia, UNDP IEO Director (former IOE Director). Mr. Garcia shared insights on the use and impact of artificial intelligence in evaluation. RBA evaluation office representatives attended the one-day hybrid meeting, which also included discussions on the future directions of UNEG, and insights into the National Evaluation Capacities 2022 conference [[here](#)].
- **National Evaluation Capacities** [[here](#)]. The 7th National Evaluation Capacities Conference took place at the ITC-ILO Conference and Training Centre, Turin, Italy, from 25-28 October 2022. The conference was co-organized by the UNDP Independent Evaluation Office (IEO) and the Global Evaluation Initiative (GEI), and benefitted from the strong support of IOE. In addition to bursaries, IOE played an active role in the event by providing substantive inputs to various sessions.

- **Leading and contributing to sessions in global evaluation fora**

Global invitations. IOE and its staff responded to multiple global invitations, and organized or actively contributed to a range of workshops, seminars, presentations and other international events. These efforts have helped forge evaluation coalitions to improve IFAD effectiveness. IOE staff have been invited to deliver presentations and participate in 19 international events, including: the second and third Wilton Park dialogue series on climate change [[here](#)] and [[here](#)]; 3rd International Conference of Asia Pacific Evaluation Association and EVALFEST [[here](#)]; Inaugural lunch of the Regent Business School Journal Club [[here](#)]; 10th African Evaluation Association International Conference [[here](#)]; IsDB Group Evaluation Symposium titled ‘Reshaping evaluation through the lens of recovery’ [[here](#)]; International Research Group for Policy and Program Evaluation annual meeting [[here](#)]; two events during the gLOCAL Evaluation Week 2022 [[here](#)] [[here](#)]; four events during the 14th European Evaluation Society biennial conference [[here](#)] [[here](#)] [[here](#)] [[here](#)]; the Czech Evaluation Society Annual Conference 2022 [[here](#)]; evaluation practitioners network session at the UK Department for Business, Energy & Industrial Strategy [[here](#)]; Asian Evaluation Week 2022 [[here](#)]; 2022 IDEAS Conference and Global Assembly [[here](#)]; ‘Impact Evaluations: Lessons learnt from IEU’s Learning-Orientated Real-Time Impact Assessment programme and other international organizations’ [[here](#)]; and the Centre for International Development Evaluation [[here](#)].

Contributions to evaluation literature

IOE staff members authored, co-authored and edited the following books, peer reviewed journal articles and publications:

- 'Transformational Change for People and the Planet', book published by Springer Nature. Indran Naidoo and Suppiramaniam Nanthikesan were among the co-authors [[here](#)].
- 'Transformational Evaluation for the Global Crises of Our Times', book published by IDEAS. Fabrizio Felloni among co-authors [[here](#)].
- Japanese Journal of Evaluation Studies, 2nd number, 21st volume. Indran Naidoo authored an article [[here](#)].
- 'Evaluations under COVID-19: how the pandemic affected the evaluation of the performance of the Coastal Climate Resilient Infrastructure project in Bangladesh, and what we learned', eVALUation Matters, Volume 2, 2021, co-authored by Fabrizio Felloni [[here](#)].
- 'Evaluation through narratives: A practical case of Participatory Narrative Inquiry in women empowerment evaluation in Niger,' Evaluation 1– 20, Sage Publisher, co-authored by Fabrizio Felloni [[here](#)].
- 'Combining participatory narrative methods with quantitative approaches to evaluate impact: Experiences in Cameroon and Niger'; eVALUation Matters, Volume 1, 2022, co-authored by Fabrizio Felloni [[here](#)].

B. Enhance IOE strategic communication, outreach and knowledge management

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

- **IOE Media Coverage Report.** In September 2022, IOE issued its first Media Coverage Report, which came four months after the launch of the new IOE website. The report, which will be issued biannually, presents the latest data, statistics and trends relating to our website, social media platforms and select IOE products, such as the 3rd edition of the Evaluation Manual, the 2022 Evaluation Policy and Independent Magazine.
- **Independent Magazine** [[here](#)]. As IOE's flagship communication product, *Independent Magazine* brings the major efforts undertaken by IOE to the forefront of the global development dialogue, while seeking to advance IFAD's vision of vibrant, inclusive and sustainable rural economies, where people live free from poverty and hunger. In 2022, IOE published two editions of the Magazine reaching over 11,000 readers in 76 countries, across all continents. This brings the cumulative total number of readers to 18,500 in 97 countries since the launch of the magazine.
- **IOE website** [[here](#)]. The website is structured to best meet the specific needs of IOE's stakeholders, with the adoption of dynamic functionalities that maximize opportunities for user engagement. It also ensures an intuitive, easy navigation experience as the Office builds evaluation capacity across IFAD, advancing the IOE conduct model and creating evaluation dialogues to enhance understanding and improve performance. In 2022, 32,000 people accessed the website for a total of 122,000 times, from 199 different countries. IFAD has 177 Member States comprised of developing, middle and high-income countries. This means that the IOE website has reached 22 countries beyond IFAD's membership. It is

important to note that while the new IOE website was officially launched on 15 March 2022, the Google Analytics tracking dashboard was finalized on 28 April. The data presented in this section thus refers only to an eight-month period, 28 April 2022 – 31 December 2022.

- **Social media.** IOE has a strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated about its latest endeavours, whilst ensuring that its stakeholders are easily able to interact with the Office. In 2022, IOE has continued to grow its audiences on Twitter, reaching 3,082 followers [[@IFADeval](#)], LinkedIn reaching 3,875 followers [[here](#)], and YouTube, reaching 486 subscribers [[here](#)].
- **IOE newsletter** [[here](#)]. The IOE newsletter promotes transparency and shares knowledge with partners and stakeholders about key developments related to IOE's work. The newsletter is aligned with IOE's visual identity and strategic approach to communications. The broad readership of the newsletter ensures that IOE stakeholders have quick access to the latest outputs of the Office. In 2022, IOE published three issues.
- **News items** [[here](#)]. The IOE news items capture the work of the Office, highlighting key take-home messages. The breadth of issues addressed by the items ranges from the publishing of reports to meetings, events, new products and opportunities for engagement with the Office. In 2022, IOE published a record-breaking 40 news items.
- **Video series: 60 seconds with the Director** [[here](#)]. The video series offers easy-to-digest insights into the IOE Director's perspectives on a number of salient, evaluation-related issues. In 2022, IOE published three instalments of the series.
- **Promotional videos** [[here](#)]. Through its promotional videos, IOE provides enhanced visibility to key substantive issues of at the heart of the international evaluation debate, while bringing to the forefront important new outputs produced by the Office. In 2022, IOE produced three promotional videos.
- **Director's Bulletin.** The Bulletin responds to the IOE Director's personal commitment to transparent and proactive internal communication. The Bulletin serves as a valuable resource to record IOE outputs, engagements and activities. In 2022, IOE issued nine issues of the Bulletin.
- **IOE Coffee and Gender talk series** [[here](#)]. Each instalment of the previously presented talk series is captured through new fact sheets. In 2022, IOE published 14 Coffee Talk sheets, featuring 17 different presenters.
- **Advisory Panel Seminar series.** Each instalment of the previously presented seminar series is captured through two new communication products, namely the fact sheets and re-live videos [[here](#)].
- **IOE blogs** [[here](#)]. Blogs advance IOE's critical thinking vis-à-vis issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and debate. In 2022, IOE staff published four blogs.

2022

IOE | **IFAD**
Investing in rural people

Independent Office of Evaluation

Engage strategically with IFAD governance & management

Expand IOE learnership in building global evaluations

Improve evaluation coverage

45 Reports

Evaluation

9 Country Strategy & Programme

9 Project Performance

22 Project Completion Report Validation

Government performance synthesis report

Annual Report on Independent Evaluation 2022

Thematic evaluation on climate change adaptation

5 Country learning workshops

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

2 Corporate learning events

Project cluster evaluation on rural enterprise

EVALUATION QUALITY

- On-line training course
- Research publications
- Evaluation Manual 3rd edition
- IOE staff development
- Evaluation Advisory Panel

EVALUATION PROFESSIONALIZATION

- Membership of global networks
- 2 International seminars hosted by IOE
- IOE staff authored, co-authored and edited 6 books, peer reviewed journal articles & publications
- IOE staff invited to deliver presentations in 19 international events

STRATEGIC COMMUNICATION

IOE Website

n. countries **> 199**

n. views **> 122,000**

Independent Magazine

n. countries **> 76**

n. readers **> 11,000**

Newsletter **x3**

Coffee Talk **x14**

On-line training **x40**

Video series **60** (1.9k views)

News Items **x40**

60 Video series (1.9k views)

3,875 followers (LinkedIn)

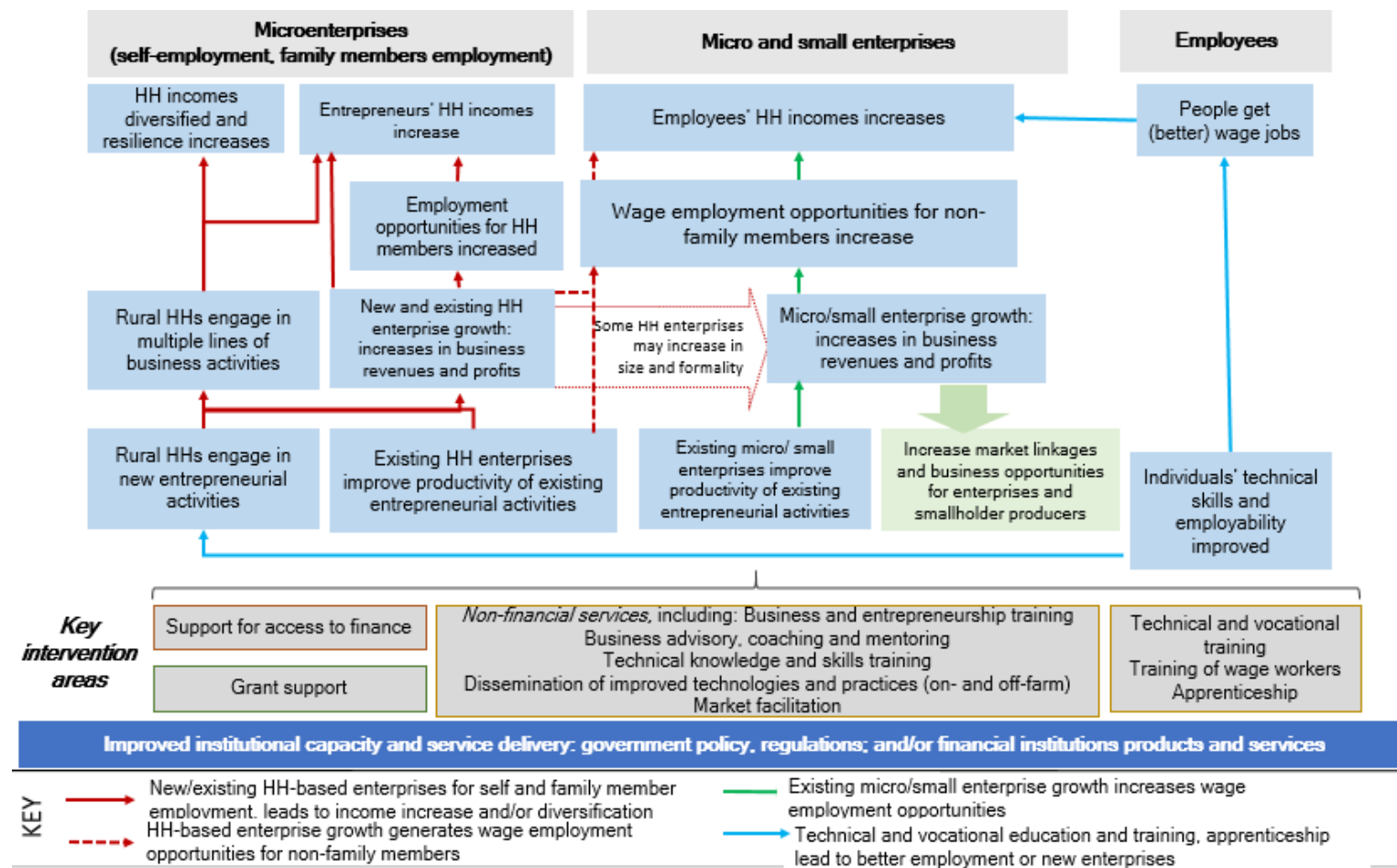
486 subscribers (YouTube)

3,082 followers (Twitter)

Theory of Change - Rural Enterprises: Impact pathways and key interventions

Figure Annex 11-1

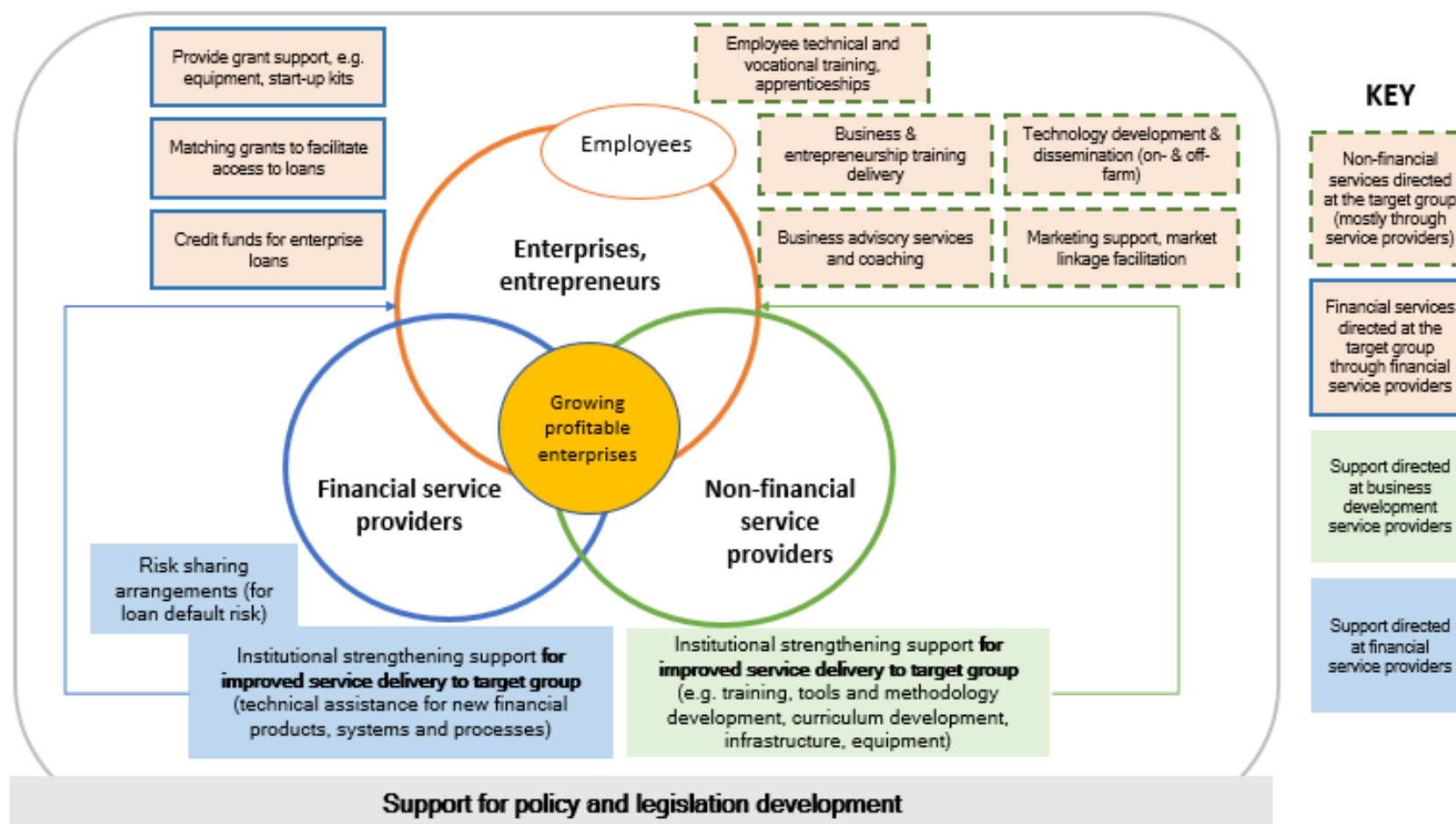
Theory of Change Rural Enterprises – Impact Pathways



Source: IOE Cluster Evaluation Rural Enterprise Development 2022.

Figure Annex 11-2

Schematic presentation of key intervention areas



Source: IOE Cluster Evaluation Rural Enterprise Development 2022.