



# Democratic Republic of Congo

## Country strategy and programme evaluation

---

**97th Session of the Evaluation Committee**

**12 July 2017**

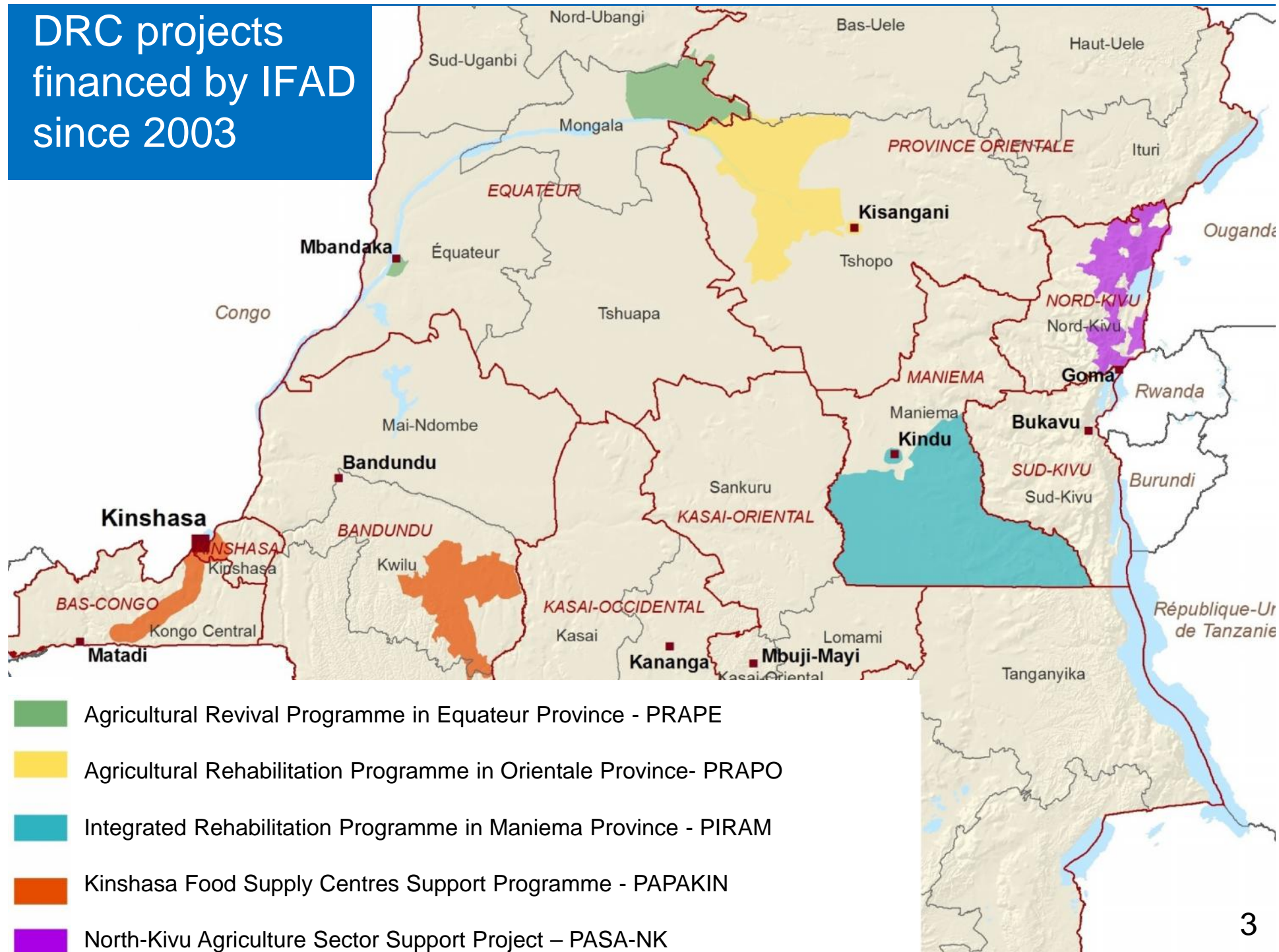
Independent Office  
of Evaluation

**IFAD**  
Investing in rural people

# IFAD in DRC since 1980

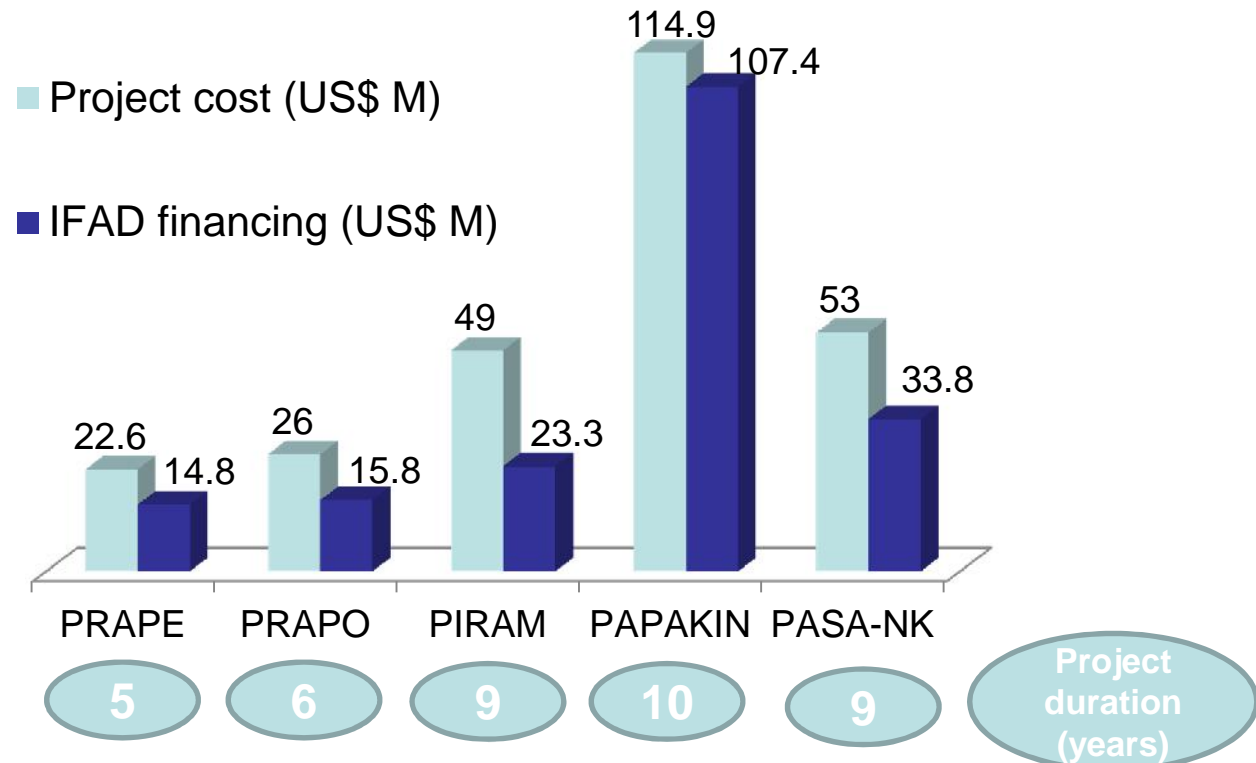
- 8 projects in 10 of the 11 former provinces
- Total cost is approx. US\$ 340 million – IFAD financing of US\$ 224 million
- Portfolio suspended from 1993 to 2003
- 2 COSOPs (2003-2011 et 2012-2016)
- Strategic objectives focussed on:
  - 1) Agricultural production and access to markets
  - 2) Farmer organisations
  - 3) Basic social services (2002 COSOP only)
- IFAD Country Office and resident CPM since 2012

# DRC projects financed by IFAD since 2003



# Scope of the CSPE (2003-2015)

- 5 projects
- 20 IFAD grants (7 country & 13 regional)



- **Non-lending activities:** policy dialogue, knowledge management and partnerships

# Main findings



# Country with fragile conditions

- 2/3 of the rural population lives under the national poverty line
  - Poverty is multidimensional: economic, social, education, health...
  - Strong pressure on natural resources
  - Access to interior of the country is very difficult
  - Degradation of social and economic infrastructure
  - Poor governance and high level of corruption
  - Weakness of public and private services
- **Very difficult operating conditions**

## Good alignment at the policy level but insufficient consideration for the country context

- COSOPs well aligned with Government policies; projects well aligned with the COSOPs
- Fragility context not sufficiently taken into account in project design
- Limited consideration for gender and environmental issues

### Recommendations:

- ✓ Better analysis of root causes of poverty related to fragility
- ✓ Better risk analysis and consideration in project design
- ✓ Better geographic concentration and longer presence in same area

# Encouraging impacts but poor targeting and limited sustainability

- Strategic focus on interventions with immediate effects has led to **increased agricultural productivity, food security and incomes** (rural roads, seeds, farming tools etc.)
- Essential social infrastructure and services: **improved access to health and education**
- “Self-targeting” within the FOs: risk of elite capture and exclusion of more vulnerable population groups
- Limited sustainability - Immaturity of FOs and weakness of public services

## Recommendations:

- ✓ Improve targeting of vulnerable population groups
- ✓ Strengthen the role and capacity of provincial and local public services in project support and steering



# Poor efficiency despite efforts

- Operations costs too high, frequent implementation delays, ineligible expenses
- Causes: difficult context, complex institutional setup, weak planning and fiduciary management capacity of PMUs, duplication of roles between ICO, Liaison office, PMUs and project sub-offices
- Efforts made: intensified supervision, staff replacements, technical assistance, strengthened IFAD country team

## Recommendations:

- ✓ Strengthen the role and capacity of PMUs and scale down the Liaison office as much as possible
- ✓ Strengthen the ICO
- ✓ Transfer financial supervision to Ministry of finance
- ✓ Conduct joint annual portfolio review

## Non-lending activities: a less seized opportunity

- Policy dialogue: successful on technical themes linked to the projects, but much less on key themes of the COSOPs
- Knowledge management: some important events but lack of strategy and project engagement
- Important financial partnerships but less strategic
- Useful technical assistance grants

### Recommendations:

- ✓ Better integrate projects and non-lending activities
- ✓ Strengthen strategic partnerships for policy dialogue
- ✓ Capitalise key experiences that can feed into knowledge sharing and policy dialogue

# Conclusions

- Very difficult operating context of fragility not well enough taken into account in the country strategy and project design
- Observable short-term rural poverty impact thanks to quick-win investments in infrastructure, improved seeds and agricultural extension
- Scope and depth of impact limited due to low effectiveness and efficiency despite increased efforts by IFAD
- Inadequate geographic and social targeting
- Sustainability supported by enhanced capacity of farmer organisations but limited by insufficient Government resources to maintain infrastructure and agricultural services
- Non-lending activities could be better exploited supported by grants

# Thank you

