هيئة المشاورات الخاصة بالتجديد الثالث عشر لموارد الصندوق
الدورة الأولى
روما، 16-17 فبراير/شباط 2022

التقرير السنوي عن التقييم المستقل في الصندوق لعام 2022

الوثيقة: IFAD13/1/R.4

بند جدول الأعمال: 3

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للاستعراض

مراجع مفيدة: سياسة التقييم المعدلة في الصندوق (2021) EB 2021/132/R.5/Rev.1، استراتيجية التقييم المتعددة السنوات لمكتب التقييم المستقل في الصندوق EB 2021/134/R.36

الإجراء: هيئة المشاورات الخاصة بالتجديد الثالث عشر لموارد الصندوق مدعوة إلى استعراض التقرير السنوي عن التقييم المستقل في الصندوق لعام 2022

الأسئلة التقنية

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جدول المحتويات

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شكر وتقدير

أُعد مكتب التقييم المستقل في الصندوق التقرير السنوي عن التقييم المستقل في الصندوق لعام 2022 بتوجيه عام من المدير Indran Naidoo. وقاد نائب المدير، Fabrizio Felloni، تنسيق المضمون وإعداد اللمحة العامة. كما قاد Fumiko Nakai إعداد الفصلين الأول والثاني بالتعاون مع الاستشاري، Ratih Dewi. وقُدمت مساهمات أساسية في الفصول الثالث، والرابع، والخامس من قبل: موظفي التقييم الرئيسيين Max Kodjo، وJohanna Pennarz، وSuppiramaniam Nanthikesan؛ وChitra Deshpande، في وظيفتها السابقة ككبيرة موظفي التقييم؛ وموظفي التقييم Prashanth Kotturi وRaymond Mubayiwa؛ وموظف التواصل المعني بالتقييم Alexander Voccia. وقادت تنسيق الوثيقة نائبة المدير المساعدة Laure Vidaud. وقدم الدعم الإداري كل من مساعدي التقييم Federica Raimondo، وMargherita Iovino، وNene Etim.

ويشكر مكتب التقييم المستقل في الصندوق إدارة الصندوق وموظفيه على اللمحة العامة وعلى التعليقات الواردة على مسودة التقرير، والتي نُظر فيها على النحو الواجب بما يتماشى مع سياسة التقييم المعدلة في الصندوق لعام 2021 عند إعداد التقرير النهائي.

التقرير السنوي عن التقييم المستقل في الصندوق لعام 2022

لمحة عامة

ألف- مقدمة

1- **الهيكل المتطور للتقرير.** منذ عام 2003، يُعّد مكتب التقييم المستقل في الصندوق تقريرا سنويا يعرف باسم التقرير السنوي عن نتائج وأثر عمليات الصندوق.

2- وبمناسبة الذكرى السنوية العشرين للتقرير السنوي عن نتائج وأثر عمليات الصندوق، واعتبارا من الإصدار الحالي، تعاد تسمية التقرير لتصبح التقرير السنوي عن التقييم المستقل في الصندوق، ليعكس مضمونا مطورا ونطاقا أوسع. ويتماشى التقرير السنوي عن التقييم المستقل في الصندوق مع سياسة التقييم المعدلة في الصندوق لعام 2021 التي تشدد على إيجاد ثقافة تقييم عامة (مستقلة وذاتية التقييم على السواء) وعلى التعلم والتعاون.

3- وكما ورد في استراتيجية التقييم المتعددة السنوات لمكتب التقييم المستقل في الصندوق للفترة 2022-2027، تتمثل أهداف التقرير السنوي عن التقييم المستقل في الصندوق في: (1) تقديم بيان أكثر شمولا إلى الهيئات الرئاسية والإدارة في الصندوق عن أنشطة التقييم التي يضطلع بها مكتب التقييم المستقل، بما في ذلك التقييمات التي لم تناقش مع لجنة التقييم؛ (2) زيادة المساهمة في التعلم من خلال استخلاص النتائج والدروس من التقييمات.

4- ويتأصل التقرير السنوي عن التقييم المستقل في الصندوق في النهج التقليدي للتقرير السنوي عن نتائج وأثر عمليات الصندوق في مكتب التقييم المستقل في الصندوق لمقارنة النتائج عبر التقييمات وعرض وتحليل سلاسل زمنية للتصنيفات من أجل تحديد اتجاهات الأداء. كما يستفيد التقرير السنوي عن التقييم المستقل في الصندوق من ممارسات مكاتب التقييم في المؤسسات المالية الدولية الأخرى في إعداد تقرير سنوي يسلط الضوء على التقييمات الرئيسية التي أجريت ونتائجها. وينصب التركيز في التقرير السنوي عن التقييم المستقل في الصندوق على النتائج الموضوعية وعلى إضافة القيمة إلى التقييمات الحالية. وقد يتغير هيكل ومضمون التقرير السنوي عن نتائج وأثر عمليات الصندوق سنويا، باستثناء تحليل التصنيفات، التي ستكون ميزة ثابتة.

5- ويبقى التقرير السنوي عن التقييم المستقل في الصندوق عنصرا أساسيا في ضمان المساءلة عن النتائج بتقديمه لمحة عامة عن أداء العمليات التي يدعمها الصندوق، استنادا إلى التقييمات المستقلة. وبالإضافة إلى ذلك، يسعى التقرير السنوي عن التقييم المستقل في الصندوق إلى تعزيز التفكُر الذاتي والتعلم في الصندوق من خلال تقديم تحليل لأدلة التقييم المتنوعة.

باء- نتائج أداء حافظة المشروعات (2011-2020)

6- على غرار الإصدارات السابقة للتقرير السنوي عن نتائج وأثر عمليات الصندوق، يبين التقرير السنوي عن التقييم المستقل في الصندوق هذا أن **معايير التقييم على مستوى المشروعات لها تصنيفات مرضية إلى حد ما أو أفضل** (4 وما فوق) **في أغلبية الحالات** (الرسم البياني 1). والمعيار الذي يظهر أعلى نسبة من التصنيفات الإيجابية هو إدارة البيئة والموارد الطبيعية مع حصول 90 في المائة من التصنيفات على درجة 4 وما فوق، ويليه الابتكار (89 في المائة)، والملاءمة (86 في المائة). وفي الطرف الآخر من الطيف، لا تزال الكفاءة، وأداء الحكومة، والاستدامة هي المعايير ذات الأداء الأضعف، مع حصول أقل من 70 في المائة من المشروعات على تصنيف 4 وما فوق.

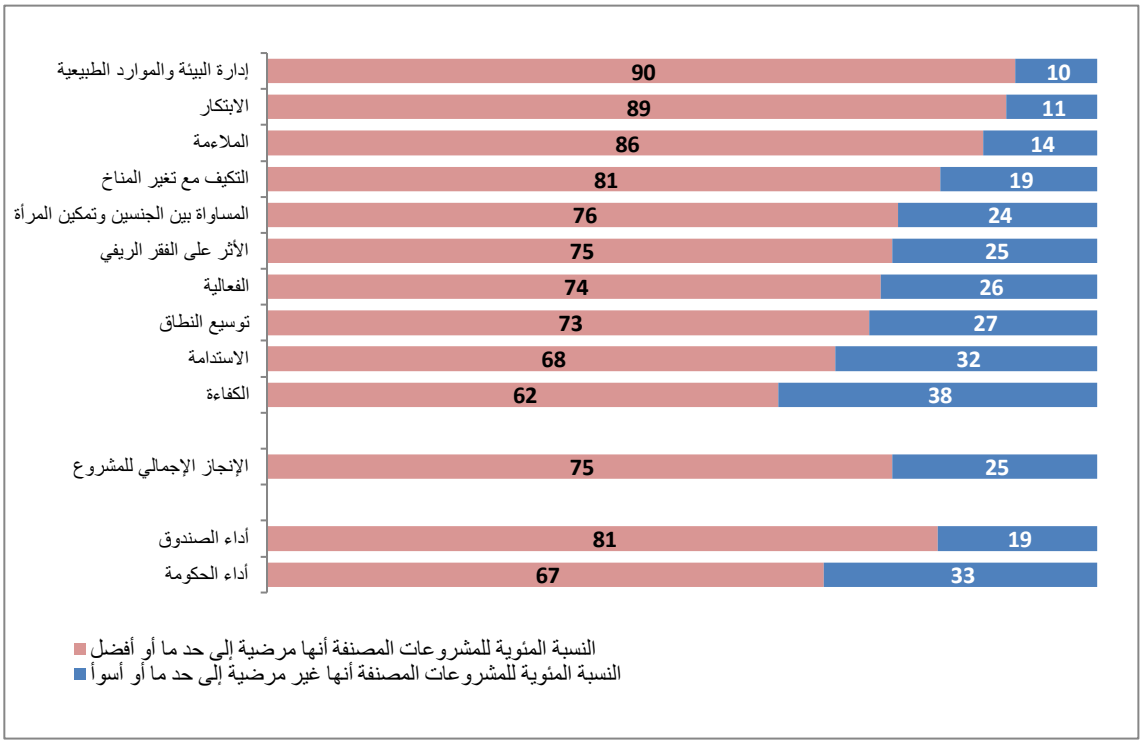
7- ومن حيث **التقسيم الطبقي الجغرافي**، حصلت المشروعات في إقليم آسيا والمحيط الهادي على أعلى نسبة من التصنيفات 4 وما فوق بالنسبة للأثر على الفقر الريفي، والإنجاز الإجمالي للمشروع، وأداء الحكومة. وفي حين

أن ذلك مشابه لما حدث في الماضي، يُلاحظ بأن الأقاليم الأخرى للصندوق مثل إقليم أفريقيا الشرقية والجنوبية، والشرق الأدنى وشمال أفريقيا وأوروبا، تضيّق الفجوة. ويميل إقليم أفريقيا الغربية والوسطى إلى التخلف من حيث التصنيفات الإيجابية. وبما أن السياق القطري، بالإضافة إلى العوامل المؤسسية والسياسية، لها تأثير عميق على أداء المشروعات، لا ينبغي اعتبار تحليل التقرير السنوي عن التقييم المستقل في الصندوق معادلا لتقييم أداء شعبة إقليمية واحدة في الصندوق.

الرسم البياني 1

تصنيف جميع المعايير بحسب نسبة المشروعات المصنفة على أنها مرضية إلى حد ما أو أفضل (العدد الإجمالي = 73)

النسبة المئوية للمشروعات المصنفة بأنها مرضية إلى حد ما أو أفضل، 2018-2020 (بحسب سنة إنجاز المشروع)



المصدر: قاعدة بيانات التقييم التابعة لمكتب التقييم المستقل في الصندوق (عمليات التثبت من تقارير إنجاز المشروعات/تقييم أداء المشروعات/تقييم الأثر)، فبراير/شباط 2022.

8- تستند المناقشة التالية إلى تحليل كمي لتصنيفات أداء المشروعات باستخدام إحصاءات استنتاجية ووصفية. ويؤكد التقرير السنوي عن التقييم المستقل في الصندوق هذا النتيجة السابقة التي توصل إليها التقرير السنوي عن نتائج وأثر عمليات الصندوق والتي تشير إلى **تراجع في الأداء لمعظم معايير تقييم المشروعات بالنسبة لمجموعة المشروعات المنجزة بين عامي 2013 و2017** (مثلا، بالنسبة للكفاءة، والاستدامة، والأثر، والمساواة بين الجنسين، والابتكار، وتوسيع النطاق، وأداء الصندوق والحكومة).

9- ومن حيث الاتجاهات، يمكن تحديد **أربعة أنماط مختلفة** (الجدول 1). أولا، تظهر بعض المعايير مسارا عاما مسطحا بين عامي 2011 و2020: هذا هو حال الملاءمة، والفعالية، والإنجاز الإجمالي للمشروع. ثانيا، هناك معايير أظهرت، بعد تراجع واضح في الأداء في الفترة 2013-2017، انتعاشا جزئيا، على الرغم من أنها لم تصل بشكل عام إلى مستويات ما قبل التراجع. وهذا هو حال الكفاءة والاستدامة (كلاهما من بين المعايير الأقل أداء ولكن في مسار تصاعدي)، والابتكار، وتوسيع النطاق، وأداء الحكومة.

10- ثالثا، شهدت معايير أخرى (الأثر على الفقر الريفي، والمساواة بين الجنسين، وأداء الصندوق) تراجعا في النسبة المئوية للتصنيفات المرضية إلى حد ما وما فوق منذ مجموعة الإنجاز عام 2013، تبعه مستوى مستقر. رابعا وأخيرا، أظهر معياران فقط زيادة مطردة في العقد الماضي: إدارة البيئة والموارد الطبيعية والتكيف مع

تغير المناخ (الجدول 1). وكما لوحظ في التقييم المواضيعي الأخير للدعم المقدم من الصندوق إلى المزارعين أصحاب الحيازات الصغيرة من أجل التكيف مع تغيُّر المناخ، يمكن أن تقدم زيادة الانتباه لإدارة الموارد الطبيعية والتكيف مع تغير المناخ منذ عام 2010، وإنشاء وحدة مخصصة تفسيرا جزئيا لهذا الاتجاه.

الجدول 1
الأنماط المختلفة في السلاسل الزمنية لمعايير التقييم 2011-2020

نمط الاتجاه	*المعايير*
1- ثابت بشكل إجمالي خلال الفترة	الملاءمة؛ الفعالية، الإنجاز الإجمالي للمشروع
2- تراجع في الأداء في الفترة ما بين 2013-2017، يتبعه انتعاش جزئي	الكفاءة والاستدامة (بين المعايير الأدنى أداء ولكن في مسار تصاعدي)، الابتكار، توسيع النطاق، وأداء الحكومة
3- تراجع في الأداء منذ مجموعة الإنجاز عام 2013، يتبعه مستوى مستقر	الأثر على الفقر الريفي؛ المساواة بين الجنسين وتمكين المرأة؛ أداء الصندوق
4- زيادة مطردة	إدارة البيئة والموارد الطبيعية؛ التكيف مع تغير المناخ

المصدر: قاعدة بيانات التقييم التابعة لمكتب التقييم المستقل (عمليات التثبت من تقارير إنجاز المشروعات/تقييم أداء المشروعات/تقييم الأثر).

11- **معيار الأثر هام ولكن ينبغي ألا ينظر فيه بمعزل عن المعايير الأخرى.** من منظور إنمائي، تحدث الفوائد الناتجة عن مشروع ما فرقا أعمق إذا بقيت راسخة بعد توقف الدعم الخارجي (أي إذا كانت مستدامة) وإذا جرى توسيع نطاقها. وعلاوة على ذلك، فإن أحد الشواغل الهامة هو ما إذا كانت الفوائد الناتجة عن تدخل إنمائي تتناسب مع الموارد المخصصة لتنفيذها (أي الكفاءة). ويظهر فحص لبيانات التصنيف في السنوات العشر الماضية أن النسبة المئوية للمشروعات المصنفة 4 وما فوق بالنسبة للأثر عالية (81 في المائة). وعند النظر في تصنيف الأثر الحاصل على درجة 4 وما فوق بالاقتران مع تصنيف 4 وما فوق للاستدامة، وتوسيع النطاق أو الكفاءة (الجدول 2)، لا تزال أغلبية المشروعات تحصل على تصنيف 4 وما فوق، ولكن النسب المئوية تهبط بشكل كبير (إلى 70 في المائة بالنسبة للأثر وتوسيع النطاق، وإلى 61 في المائة بالنسبة للأثر والاستدامة، وإلى 56 في المائة بالنسبة للأثر والكفاءة).

الجدول 2
النسبة المئوية للمشروعات المصنفة بأنها مرضية إلى حد ما وما فوق بالنسبة للأثر (ومعايير مختارة أخرى) (2011-2020)

المعايير	*النسبة المئوية للمشروعات المصنَّفة بأنها مُرضية إلى حد ما وما فوق*
الأثر	%81
الأثر وتوسيع النطاق	%70
الأثر والاستدامة	%61
الأثر والكفاءة	%56

المصدر: قاعدة بيانات التقييم التابعة لمكتب التقييم المستقل (عمليات التثبت من تقارير إنجاز المشروعات/تقييم أداء المشروعات/تقييم الاثر).

جيم- الأنشطة غير الإقراضية (2011-2021)

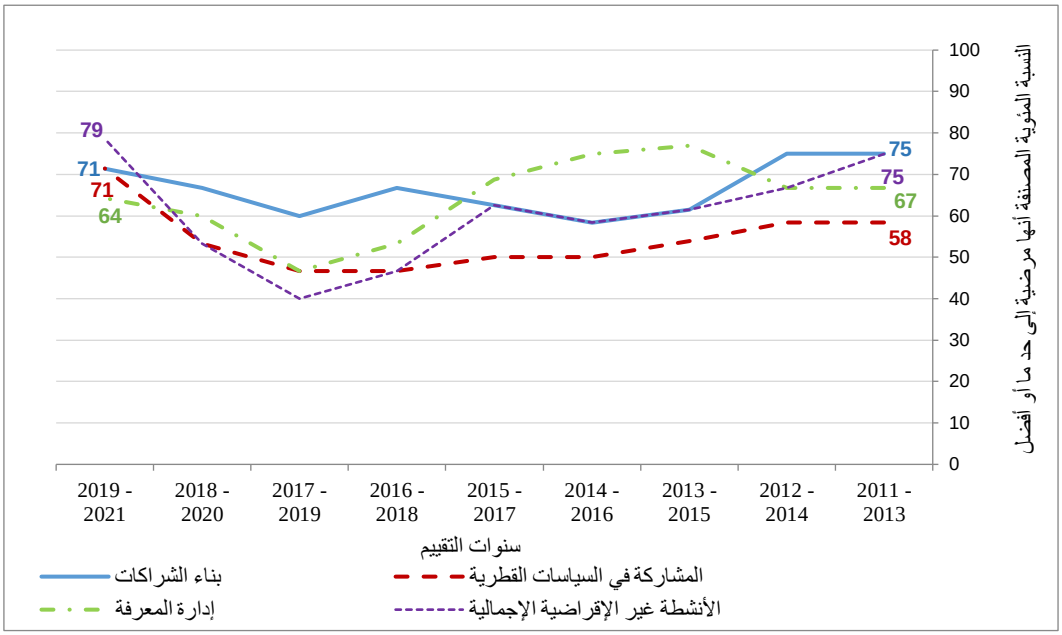
12- جميع تقييمات الاستراتيجيات القطرية والبرامج القطرية تقيّم أداء الأنشطة غير الإقراضية. وتشمل هذه إدارة المعرفة، وبناء الشراكات، والمشاركة في السياسات على المستوى القطري. وفي تقييمات الاستراتيجيات القطرية والبرامج القطرية التي أجريت بين عامي 2019 و2021، زادت نسبة التقييمات ذات التصنيفات 4 وما فوق بالنسبة لجميع الأنشطة غير الإقراضية مقارنة بالسنوات السابقة (الشكل 1). وبين المجالات المختلفة للأنشطة غير الإقراضية، سجلت إدارة المعرفة أقل نسبة من التصنيفات 4 وما فوق. وبشكل عام، بلغت النسبة المئوية للتصنيفات 4 وما فوق في السنوات الأخيرة مستويات مماثلة لما

كانت عليه قبل عشر سنوات (الشكل 1). ومن المهم التنبيه إلى أن الاتجاهات في الأنشطة غير الإقراضية تستند إلى عدد أصغر من المشاهدات مقارنة بالاتجاهات في التصنيفات المتعلقة بالمشروعات، وبالتالي فإنها أكثر حساسية لنتائج بعض التقييمات.

الشكل 1

أداء الأنشطة غير الإقراضية

النسبة المئوية للتقييمات القطرية المصنفة بأنها مرضية إلى حد ما أو أفضل في الفترة 2011-2021 (سنة التقييم)



المصدر: قاعدة بيانات تقييمات الاستراتيجيات القطرية والبرامج القطرية التابعة لمكتب التقييم المستقل في الصندوق في أبريل/نيسان 2022 (49 تقييما أجريت بين عامي 2011 و2021).

دال- نظرات ثاقبة من التقييمات التي أجراها مكتب التقييم المستقل في الصندوق

دال- 1 النتائج من تقييمات الاستراتيجيات القطرية والبرامج القطرية

13- يبرز استعراض أعمق لتقييمات الاستراتيجيات القطرية والبرامج القطرية التي أُنجزت بين عامي 2018 و2021 أجري من أجل هذا الإصدار من التقرير السنوي عن التقييم المستقل في الصندوق عوامل مختارة وراء أداء إدارة المعرفة على المستوى القطري. وبالنظر لأهمية هذا الموضوع، بدأ مكتب التقييم المستقل في الصندوق تقييما مؤسسيا بشأن إدارة المعرفة في عام 2022، على أن يستكمل في عام 2023.

14- **بالنسبة لإدارة المعرفة، كان الوضوح الاستراتيجي للصندوق، وموارده المخصصة، وشراكاته من عوامل النجاح. كما كان التزام الحكومات وملكيتها من العوامل الأساسية**. وتفاوت الأداء بشأن إدارة المعرفة بين البلدان، مما يعكس تنوع السياقات، بالإضافة إلى الدعم المقدم من قبل الشركاء الوطنيين والصندوق.

15- تشاركت حالات الأداء الإيجابي في مجموعة من العوامل المشتركة وهي: (1) كانت برامج الفرص الاستراتيجية القطرية صريحة في تصور خطة لتفعيل عمليات إدارة المعرفة ولم تقتصر على إدراج مجموعة من أهداف إدارة المعرفة؛ (2) أقام الصندوق شراكات تشغيلية لإدارة المعرفة مع شركاء إنمائيين آخرين؛ (3) خصص الصندوق موارد مالية، مثل المنح (كما في حالة منح تمويل خبرات مسارات التعلم) أو مكونات المشروعات القائمة على القروض لدعم أنشطة إدارة المعرفة؛ وأخيرا (4) كانت الوكالات الحكومية مشاركة بشكل واضح وأظهرت قيادة في اكتساب واستخدام المعرفة. وكان من الأهمية بمكان أن تستجيب أهداف وعمليات إدارة المعرفة في الصندوق لاحتياجات الجهات الفاعلة الوطنية، بإسماع صوت السكان الريفيين، والبناء على الممارسات المحلية لإدارة المعرفة، وتقديم التدريب والموارد حسب الاقتضاء. وقد كان من المهم

أيضا بناء القدرات الوطنية. وغالبا ما كانت المهارات المطلوبة لتحليل ونشر المعرفة غير متوفرة على مستوى المشروعات.

16- **قوضت نُظم الرصد والتقييم المتعثرة، والنطاق غير الواضح، والموارد غير الكافية أداء إدارة المعرفة.** وتمثلت القيود المشتركة الرئيسية لإدارة المعرفة في: (1) ضعف نظم الرصد والتقييم في المشروعات الذي أعاق جمع المعلومات الأولية وهو أمر ضروري لتحليل نجاحات وإخفاقات المشروعات من أجل استخلاص الدروس التي يمكن الاستفادة منها؛ (2) الخلط بين أنشطة إدارة المعرفة وأنشطة التواصل: في حين أن إعداد مواجيز عن خبرة المشروعات كان مفيدا، فقد كان من الضروري إجراء المزيد من العمل التحليلي لاستخلاص النتائج والعمل مع صناع السياسات الوطنيين والشركاء الإنمائيين الآخرين؛ (3) عدم تخصيص موارد بشرية ومالية كافية: وكما ذكر، فقد كان من الضروري توفير مخصصات في الميزانية، بالإضافة إلى موظفين مخصصين لإدارة المعرفة في أفرقة المشروعات وفي المكاتب القطرية للصندوق.

الاستراتيجيات القطرية التي تعالج أوضاع الهشاشة: أول تقييم دون إقليمي في أفريقيا الغربية والوسطى

17- في عام 2021، أجرى مكتب التقييم المستقل بأول تقييم دون إقليمي له لمشاركة الصندوق في البلدان التي تعاني من أوضاع هشة ضمن شعبة أفريقيا الغربية والوسطى في الصندوق. وغطى التقييم دون الإقليمي المجموعة الخماسية لبلدان منطقة الساحل – بوركينا فاسو، وتشاد، ومالي، وموريتانيا، والنيجر – وعمليات الصندوق في المنطقة الشمالية من نيجيريا. وكان الغرض تقييم استراتيجيات وعمليات الصندوق بين عامي 2010 و2021 باستخدام عدسة الهشاشة.

18- **ركزت الاستراتيجيات والحوافظ على العوامل المحركة المختارة للهشاشة ولكنها افتقرت إلى تقييم صريح وشامل للهشاشة.** ركز تصميم برامج الفرص الاستراتيجية القطرية والمشروعات إلى حد كبير على ثلاث فئات من العوامل المحركة للهشاشة وهي: الاقتصاد والفقر، وإدارة الموارد الطبيعية وتغير المناخ، وعدم المساواة الاجتماعية. ولكن كان هناك القليل من التحليل المتعلق بالعاملين المحركين الآخرين وهما: ضعف المؤسسات العامة وانعدام الأمن أو النزاع الخطير. وعلاوة على ذلك، كان هناك القليل من التحليل لأوجه الترابط بين العوامل المحركة للهشاشة.

19- **التصدي للتهديدات البيئية والمناخية.** كان تعزيز الأنشطة المدرة للدخل، وبناء القدرات، والدعم غير المالي للمنظمات المجتمعية حاسما في تعزيز القدرات الاستيعابية والتكيفية للمستفيدين في السياقات الهشة (أي الهشاشة الإيكولوجية والمتعلقة بالمناخ). وكانت ممارسات حفظ التربة والمياه المروج لها في تلك السياقات القاحلة وشبه القاحلة ملائمة من حيث الممارسات الزراعية الذكية مناخيا، فضلا عن كونها حاسمة في تحسين قدرة المستفيدين والمجتمعات المحلية على الصمود. وتشير النتائج إلى أن المشروعات الممولة من الصندوق قد عالجت جزئيا مسألة **عدم المساواة وانعدام الأمن في الحصول على الأراضي**. وفي تلك السياقات، تواجه النساء والشباب قيودا على حقوقهم في حيازة الأراضي وعدم ضمان حصولهم عليها. وعلاوة على ذلك، وعلى الرغم من أن الرعي يُعد مسألة هامة في سياق منطقة الساحل، فإنه حظي باهتمام محدود في العمليات التي يدعمها الصندوق خلال فترة الاستعراض (أنظر الإطار 3 في التقرير الرئيسي).

20- **التحديات التنظيمية: أدوات التمويل.** وفقا للتقييم دون الإقليمي، فإن القروض، وهي أداة التمويل الرئيسية للصندوق، أكثر ملاءمة للإنجاز في الأوضاع غير الهشة منها في سياقات المجموعة الخماسية لمنطقة الساحل + 1. ولم يكن التمويل بالقروض مرنا بما فيه الكفاية للسماح بإجراء تعديلات سريعة في حالة الأحداث الحرجة (مثل الجفاف الشديد، أو الأزمة الاقتصادية، أو الاضطراب السياسي). وكان تمويل نوافذ المنح من حيث المبدأ أكثر ملاءمة وتكيفا بفضل المرونة الأكبر (للصرف والإدارة) ولكنه كان محدودا من حيث مبلغ التمويل. ومن ناحية إيجابية، كانت الأموال التي وفرتها جهات التمويل المشترك الدولية الأخرى مثل مرفق البيئة العالمية، والصندوق الأخضر للمناخ فعالة في بناء القدرة على الصمود.

التقييم المواضيعي للدعم الذي يقدمه الصندوق إلى المزارعين أصحاب الحيازات الصغيرة من أجل التكيف مع تغيُّر المناخ

21- **في السنوات العشر الماضية، وضع الصندوق الاستجابة لتغير المناخ في صميم الأولويات المؤسسية، ونهجه تجاه تغير المناخ يتطور.** لقد أعد الصندوق استراتيجيات مؤسسية ملائمة وعبأ التمويل المناخي. وبالإضافة إلى ذلك، زاد الصندوق من حصة برنامجه للقروض والمنح المخصصة للاستجابة لتغير المناخ إلى 25 في المائة في إطار التجديد الحادي عشر لموارد الصندوق، وما يصل إلى 40 في المائة في إطار التجديد الثاني عشر لموارد الصندوق. وأنشأ وحدة مخصصة لتعميم الاستجابات لتغير المناخ، ووضع التوجيهات والأدوات الملائمة لدعم التنفيذ. وقد تحولت التوجيهات بشأن الاستجابات للتكيف مع تغير المناخ من إدارة المخاطر إلى ضمان الفوائد المشتركة لأصحاب الحيازات الصغيرة. ويجري إيلاء اهتمام متزايد للنزاعات على الموارد الطبيعية.

22- **ولا تزال هناك فجوات هامة ينبغي معالجتها على المستوى المؤسسي كي يفي الصندوق بالتزاماته في التجديد الثاني عشر لموارد الصندوق.** وتفتقر جهود التعميم المبذولة في الصندوق إلى إطار مفاهيمي مؤسسي واضح وتوجيهات تشغيلية بشأن كيفية تعزيز قدرة أصحاب الحيازات الصغيرة على الصمود في وجه تغير المناخ، إلى جانب القدرة على الصمود البيئي والاجتماعي-الاقتصادي.

23- وعلى وجه الخصوص، سلط التقييم المواضيعي الضوء على الحاجة إلى: (1) النظر في استدامة التدخلات المناخية من خلال التركيز على التبعات على النظام البيئي المحيط، مثل صحة التربة، وإدارة المياه، واستخدام الأراضي؛ (2) رؤية مشتركة بين الإدارة والموظفين لإدماج التكيف مع تغير المناخ في تدخلات الصندوق وتنفيذ الالتزامات المتزايدة في إطار التجديد الثاني عشر لموارد الصندوق، في سياق عملية اللامركزية؛ (3) الاستثمار في الموارد البشرية لتحسين تصميم تدخلات التكيف مع تغير المناخ والأنشطة غير الإقراضية، وتعزيز القدرة التقنية في الصندوق ووحدات المشروعات؛ (4) إطار نتائج متين للقدرة على الصمود في وجه تغير المناخ، ونظام رصد لتتبع أداء التدخلات، والتعلم من النتائج، وضمان توجيه النتائج لتعميم التكيف مع تغير المناخ.

التقييم المشترك للتعاون بين وكالات الأمم المتحدة التي تتخذ من روما مقرا لها

24- ويأخذ التعاون بين الوكالات التي تتخذ من روما مقرا لها – وهي منظمة الأغذية والزراعة للأمم المتحدة، والصندوق، وبرنامج الأغذية العالمي - أشكالا عديدة، من العمل المشترك بشأن الترويج والسياسات والعمل التقني إلى المشروعات المشتركة. ووجد التقييم المشترك الذي أجراه مكتب التقييم المستقل بالتعاون مع مكتبي التقييم في منظمة الأغذية والزراعة وبرنامج الأغذية العالمي أنه **في حين أن التعاون بين الوكالات التي تتخذ من روما مقرا لها ملائم للاتجاه الاستراتيجي لمنظومة الأمم المتحدة الإنمائية، كان له نتائج متباينة في تعزيز التنسيق.** وقد كان التعاون متفاوتا، مع وجود روح تعاونية قوية في بعض البلدان، واعتراف عملي بالتكامل في العديد من البلدان، وتعاون قليل في بلدان أخرى.

25- ويُعد المنظور الجنساني، والتغذية، والاستجابة لحالات الطوارئ من المجالات التي عزز فيها التعاون مع الوكالتين اللتين تتخذان من روما مقرا لهما تبادل المعرفة، والدروس، والممارسات الجيدة. ووفرت سياقات الاستجابة لحالات الطوارئ إطارا مؤاتيا للتعاون مع الوكالتين اللتين تتخذان من روما مقرا لهما داخل هياكل الاستجابة التابعة للأمم المتحدة. ومع ذلك، وفي العمل الإنمائي، أحرزت الوكالات التي تتخذ من روما مقرا لها تقدما محدودا في الحد من التداخل والمنافسة والازدواجية. وخارج بيئات المشروعات المهيكلة رسميا، يمكن التغلب على هذه الصعوبات من خلال قدرة الزملاء التقنيين على العمل معا حيثما يرون مصلحة متبادلة.

26- **وجد التقييم إشارات متضاربة بالنسبة لدعم التعاون من الحكومات، والهيئات الرئاسية للوكالات التي تتخذ من روما مقرا لها، والإدارة.** ولم يعزز الهيكل والعمليات العالمية الرسمية للتعاون بين الوكالات التي تتخذ

من روما مقرا لها التنسيق إلى حد كبير. وكان هناك انفصال بين ترويج المانحين بشأن التعاون بين الوكالات التي تتخذ من روما مقرا لها وكيفية دعمهم له عمليا. كما تراوحت وجهات نظر قيادات الوكالات التي تتخذ من روما مقرا لها بشأن التعاون على نطاق واسع بين الدعم والشك.

التقييم التجميعي بشأن أداء الحكومات

27- أجرى مكتب التقييم المستقل هذا التقييم التجميعي في عام 2021، بعد أن خَلُص التقرير السنوي عن نتائج وأثر عمليات الصندوق لعام 2020 إلى أن أداء الحكومات قد تراجع خلال الفترة ما بين 2013 و2018. وفي حين أنه لا يوجد سبب واحد للمسار التنازلي الملاحظ في الماضي، فقد وجد التقييم التجميعي أن المشروعات الممولة من الصندوق خلال الفترة نفسها نُفذت بشكل متزايد من قبل وزارات الزراعة وأن أداءها قد تراجع. وأصبح تصميم المشروعات أكثر تعقيدا: فقد كانت المشروعات تدعم تنمية سلاسل القيمة بالإضافة إلى الإنتاج الأولي، ولم تكن وزارات الزراعة تملك ما يكفي من القدرة، والموارد، والخبرة لإدارة هذه المشروعات.

28- وقد ارتبطت **ملكية الحكومة وقيادتها ومساءلتها ارتباطا وثيقا**، وشكلت مجتمعة عوامل محركة رئيسية لأداء الحكومة. ودعم الصندوق الملكية الحكومية من خلال شراكات طويلة الأجل مع الوزارات والوكالات المفضلة، أو من خلال تصميم برامج متجاوبة، وإدماج موظفي الحكومة في وحدات الإدارة. ويتسم أداء الوكالة الرائدة، إلى جانب ولايتها وقدرتها على التنسيق بين أصحاب المصلحة المعنيين، بأهمية محورية في ضمان فعالية تقديم الخدمات والوصول إلى المجموعات التي يستهدفها الصندوق، وتخصيص الموارد المطلوبة وإنشاء الآليات المؤسسية اللازمة لتحقيق الاستدامة وتوسيع النطاق.

29- **كان الحضور القطري هاما، ولكنه لم يكن كافيا بمفرده لتحسين أداء التنفيذ.** لقد كان الحضور القطري للصندوق عاملا مساهما في أداء الحكومة. ومع ذلك، فإن تأثيره على أداء الحكومة يعتمد أيضا على المؤهلات التقنية لموظفي الصندوق ومستوى أقدميتهم وكذلك العوامل "غير الملموسة" الأخرى التي تُشكل العلاقة مع الشركاء الحكوميين. وقد عزز انتداب كبار موظفي الصندوق كمديرين قطريين الإشراف وساهم في تحسين التنفيذ في عدد من البلدان. غير أن حضور الصندوق كان عادة غير كاف في البرامج التي تمتد إلى مواقع نائية حيث القدرة ضعيفة لدى الحكومات المحلية.

30- وأدى الانتقال في بعض البلدان من التنفيذ اللامركزي إلى وحدات إدارة البرامج/وحدات تنسيق البرامج الوطنية إلى إرهاق القدرات والنُظم الحكومية القائمة. وأخيرا، أثر تكرار دوران موظفي المشروعات والحدود القصوى المفروضة على صرف الأموال تأثيرا سلبيا على مشاركة الحكومة وثقتها. ويحتاج الصندوق إلى تقديم دعم حاسم من أجل المشاركة الفعالة مع الحكومات، مثل المشورة التقنية، والموارد التي يمكن التنبؤ بها، وحوافز من أجل علاقات دائمة. ويحتاج المديرون القطريون في الصندوق إلى القيام بدور محوري من خلال رعاية الملكية والثقة، وتعزيز الأداء المؤسسي، ودعم التعلم من التجربة.

النتائج على مستوى المشروعات بشأن التنمية التي يقودها المجتمع المحلي

31- أجرى مكتب التقييم المستقل تقييما تجميعيا بشأن التنمية التي يقودها المجتمع المحلي في عام 2019 على نطاق عالمي. كما يستعرض التقرير السنوي عن التقييم المستقل في الصندوق لعام 2022 النتائج المستخلصة من تقييمات الأداء لمشروعات مختارة أجريت بين عامي 2017 و2021. وقدم الصندوق، منذ إنشائه، حوالي خُمس تمويله من خلال نُهج يقودها المجتمع المحلي.

32- **تلزم مدة أطول للتدخلات القائمة على التنمية التي يقودها المجتمع المحلي** لتعديل العمليات التشغيلية، والتعلم من التجربة، وتحسين الأداء. وفي حالة المشروعات التي قيّمت مؤخرا، تراوحت المدة بين ثماني سنوات (طاجيكستان) و14 سنة (الهند). وهناك مفاضلات بين نقاط قوة التنمية التي يقودها المجتمع المحلي فيما يتعلق بالفعالية والاستدامة والوقت والتكاليف المطلوبة لبناء القدرات والملكية المستدامتين على مستوى المجتمع المحلي.

33- **على الرغم من التحديات والتباين في أداء العمليات المتعلقة بالتنمية التي يقودها المجتمع المحلي، فقد حققت أداء أفضل بشكل عام من العمليات غير المتعلقة بالتنمية التي يقودها المجتمع المحلي في السياقات الهشة، والنائية، والهامشية.** وفي حين أن التنمية التي يقودها المجتمع المحلي تحقق فوائد قصيرة الأجل مثل تحسين الوصول إلى البنية التحتية والخدمات حتى في الأوضاع الهشة، تتطلب النتائج الأطول أجلا مثل المؤسسات المستدامة وآليات الحوكمة المحسنة مستويات كبيرة من المشاركة مع مرور الزمن. ومع ذلك فإن بناء القدرات غير الكافية أو تمكين المنظمات المجتمعية مثل مشكلة شائعة. وشمل هذا عدم كفاية التدريب على النُهج التشاركية والاهتمام بالاستدامة المؤسسية، وعدم كفاية الروابط مع الحكومة المحلية.

34- **تكوّن مشروعات التنمية التي يقودها المجتمع المحلي أصولا مثل البنية التحتية، وتمكّن المزارعين ومنظماتهم القاعدية.** ويمكن للهيئات الرئيسية للمنظمات الشعبية، مثل مجموعات المساعدة الذاتية في الهند، أن تقدم المزيد من خدمات الدعم الاجتماعي والاقتصادي، وربط المجتمعات المحلية بالفرص الخارجية. وفي الهند، أصبحت اتحادات مجموعات المساعدة الذاتية مهنية ومعتمدة على نفسها ماليا من خلال فرض رسوم على الأعضاء مقابل خدماتها، وتطوير أنشطة أخرى مدرة للدخل. وأتاحت اتحادات مجموعات المساعدة الذاتية تمكينا سياسيا أكبر، وتفاوضت على شروط مشاركة أكثر فائدة مع العديد من أصحاب المصلحة.

الصندوق وتدخلات ما بعد حالات الطوارئ: دروس من الاستجابة لكارثة تسونامي

35- استُعرضت استجابة الصندوق لكارثة تسونامي في تقييم تجميعي أجراه مكتب التقييم المستقل لدعم الصندوق لسبل العيش التي تشمل الموارد المائية من مصايد الأسماك الصغيرة، وتربية الأحياء المائية الصغيرة، والمناطق الساحلية (2018). وتضيف ثلاثة تقييمات أخيرة لأداء المشروعات المزيد من الأدلة.

36- **تحلى الصندوق بنوايا جديرة بالثناء ولكنه افتقر إلى نقاط قوة نسبية.** استجاب الصندوق لكارثة الزلزال وتسونامي في المحيط الهندي التي وقعت في ديسمبر/كانون الأول 2004 بتقديم المساعدة في شكل قروض جديدة للبلدان المتضررة. وأشار التقييم التجميعي لعام 2018 إلى أن الصندوق كان يتعرض لضغوط للمساهمة في جهود إعادة الإعمار العالمية، ولكن كان لديه خبرة قليلة في التصميم في ظل ظروف ما بعد الكارثة، ولم يكن نموذج عمله موجها لتقديم استجابة شبه آنية.

37- **قصر الوقت المخصص للتصميم وافتراضات غير صحيحة.** في حين شملت تصاميم المشروعات "مكونات" هامة، مثل مبادئ التنمية التي يقودها المجتمع المحلي، وتركيز على الموارد الطبيعية، جرى تصميمها في أقل من ستة أسابيع (فيما عدا المشروع في ملديف). وبالإضافة إلى عيوب التصميم، لم تتبع المشروعات استراتيجية واضحة لربط تدخلات الانتعاش بالتنمية الطويلة الأجل. وافتقرت المشروعات الثلاثة إلى تحليل للفقر والضعف مراع للمنظور الجنساني لتستنير به استراتيجية التصميم والتنفيذ بأكملها.

38- ومن النتائج المترتبة على ذلك تلك المستخلصة من تقييمات أداء المشروعات في الهند، وملديف، وسري لانكا. واستغرق تنفيذ هذه المشروعات ما بين 10 سنوات (سري لانكا) و15 سنة (الهند). واحتاجت الحكومات لفترات طويلة من الوقت لاستيفاء المعايير الدنيا لدخول المشروعات حيز النفاذ، الأمر الذي يتعارض مع الحاجة إلى العمل بسرعة في حالة الطوارئ.

39- **وكان المنعطف الإيجابي هو مشروع ما بعد تسونامي في الهند، والذي استطاع أن يبقى ملائما في سياق متغير.** ويمكن القول بأن هذا المشروع كان الأكثر نجاحا في مجموعة ما بعد تسونامي. فقد ساهم في زيادة دخل الأسرة المعيشية، وأصولها، وعزز قدرة المجتمع المحلي على الصمود في وجه الصدمات، بما في ذلك جائحة كوفيد-19، من خلال صندوق للحد من الضعف. ودعم الأخير المؤسسات وصناديق الادخار التي تقودها النساء. وأدى هذا إلى تنويع الدخل، كما أشير إلى ذلك في استقصاء لتقدير أثر الصندوق، من خلال زيادة مشاركة النساء في أنشطة سبل العيش الأخرى (بالإضافة إلى تقطيع الأسماك)، والأهم من ذلك، مساهمتهن في اقتصاد الأسرة المعيشية.

هاء- الرسائل الرئيسية المنبثقة عن هذا التقرير السنوي ا عن التقييم المستقل في الصندوق

40- **صُنفت أغلبية المشروعات، في جميع معايير التقييم، بأنها مرضية إلى حد ما أو أفضل،** مع كون إدارة البيئة والموارد الطبيعية، والابتكار، والملاءمة أهم ثلاثة معايير للأداء، بينما حصلت الكفاءة، وأداء الحكومة، والاستدامة على أقل نسبة مئوية من التصنيفات الإيجابية.

41- يجد التقرير السنوي عن التقييم المستقل في الصندوق هذا **أربعة أنماط لاتجاهات التصنيف** بين عامي 2011 و2020. أولا، أظهرت تصنيفات الملاءمة، والفعالية، والإنجازات الإجمالية للمشروعات مسارا مسطحا. ثانيا، أظهرت الكفاءة والاستدامة، والابتكار، وتوسيع النطاق، وأداء الحكومة، بعد تراجع في الأداء بين عامي 2013 و2017، انتعاشا جزئيا. ثالثا، شهد الأثر على الفقر الريفي، والمساواة بين الجنسين، وأداء الصندوق تراجعا تبعه مستوى مستقر. رابعا، أظهرت إدارة البيئة والموارد الطبيعية والتكيف مع تغير المناخ زيادة مطردة.

42- **يمكن ربط الأداء الإيجابي بشأن إدارة البيئة والموارد الطبيعية وتغير المناخ، على الأقل جزئيا، بالجهود المؤسسية للصندوق،** بما في ذلك إعداد الاستراتيجيات ذات الصلة، وأدوات التوجيه، وتعبئة التمويل المناخي، وإنشاء وحدة مخصصة لتعميم الاستجابات المناخية. ومع ذلك، لا تزال **هناك فجوات** تتعلق بالتمويل المناخي. وعلى وجه الخصوص، هناك حاجة لما يلي: (1) رؤية مشتركة بين الإدارة والموظفين لإدماج التكيف مع تغير المناخ في تدخلات الصندوق؛ (2) تحسين تصميم تدخلات التكيف مع تغير المناخ والأنشطة غير الإقراضية؛ (3) إطار للنتائج لتتبع أداء التدخلات.

43- وفيما يتعلق **بأداء الحكومات،** أشار تقييم تجميعي حديث إلى أن ملكية الحكومة، وقيادتها، ومساءلتها كانت مرتبطة بشكل وثيق، وشكلت معا عوامل محركة رئيسية لأداء الحكومة. وكان الحضور القطري للصندوق هاما، ولكنه لم يكن كافيا بمفرده لتحسين أداء التنفيذ. ولم يكن الحضور القطري للصندوق كافيا في حالة العمليات التي تعمل في المواقع النائية وحيث القدرة ضعيفة لدى الحكومات المحلية.

44- تحسن أداء **الأنشطة غير الإقراضية** (إدارة المعرفة، وتطوير الشراكات، والمشاركة في السياسات على المستوى القطري) على نحو ملحوظ وفقا لمجموعة تقييمات الاستراتيجيات القطرية والبرامج القطرية التي أجريت بين عامي 2019 و2021، مقارنة بالماضي. وجدير بالذكر أن هذه النتيجة مستندة إلى عدد أصغر من المشاهدات، مقارنة بالتصنيفات المتعلقة بالمشروعات.

45- **بالإشارة تحديدا إلى إدارة المعرفة،** تشير تقييمات حديثة للاستراتيجيات القطرية والبرامج القطرية إلى أن العوامل المشتركة للأداء الإيجابي تتمثل في: (1) صياغة خطة لتفعيل عمليات إدارة المعرفة؛ (2) توفر موارد مالية مخصصة؛ (3) المشاركة مع الوكالات الحكومية وقيادتها. وعلى العكس من ذلك، ترتبط الإدارة الضعيفة للمعرفة بما يلي: (1) نظم الرصد والتقييم المتعثرة؛ (2) دمج إدارة المعرفة مع أنشطة التواصل؛ (3) عدم تخصيص موارد بشرية ومالية كافية. وتعيق نظم الرصد والتقييم الضعيفة من قدرة الحكومات والصندوق على تقييم النتائج، وتصحيح مسار التنفيذ، وإثبات النجاح في حالة النتائج المواتية.

46- ويمثل **التعاون مع الوكالتين اللتين تتخذان من روما مقرا لهما** جانبا محددا من تطوير الشراكات. ووفقا للتقييم المشترك الذي أجراه مكتب التقييم المستقل ومكتبي التقييم في منظمة الأغذية والزراعة وبرنامج الأغذية العالمي، يُعد المنظور الجنساني، والتغذية، والاستجابة لحالات الطوارئ من المجالات التي عزز فيها التعاون بين الوكالات التي تتخذ من روما مقرا لها تبادل المعرفة، والدروس، والممارسات الجيدة. ولكن في مجالات إنمائية أخرى، لم تحرز الوكالات التي تتخذ من روما مقرا لها سوى تقدم محدود في الحد من التداخل والمنافسة والازدواجية. ولم يكن دعم المانحين للتعاون بين الوكالات التي تتخذ من روما مقرا لها قويا دائما، وعبرت قيادة الوكالات التي تتخذ من روما مقرا لها عن طيف من الدعم والشك بشأن التعاون.

47- وجد أول تقييم دون إقليمي أجراه مكتب التقييم المستقل لعمل الصندوق في **البلدان التي تعاني من أوضاع هشة** في أفريقيا الغربية والوسطى أن الاستراتيجيات والحوافظ القطرية ركزت على عدة عوامل محركة للهشاشة، ولكن كان هناك القليل من التحليل لعاملين محركين هما: المؤسسات العامة الضعيفة والنزاعات. وكانت المشروعات فعالة على نطاق واسع في التصدي للتهديدات البيئية والمناخية، من خلال مزيج من الأنشطة المدرة للدخل، وبناء قدرات المنظمات المجتمعية، وممارسات حفظ التربة والمياه. ويواجه الصندوق **تحديات مؤسسية**: القروض ليست مرنة بما فيه الكفاية للسماح بتعديلات سريعة في حال الأحداث الحرجة. وقد تكون المنح أكثر مرونة، ولكن حجم التمويل المتوفر في شكل منح صغير.

48- وإضافة إلى الأدلة أعلاه، وجدت تقييمات حديثة للمشروعات وتقييم تجميعي مخصص أن **العمليات المتعلقة بالتنمية التي يقودها المجتمع المحلي قد حققت أداء أفضل من غيرها من العمليات في السياقات الهشة، والنائية، والهامشية.** وغالبا ما تتطلب هذه العمليات فترة تنفيذ طويلة لبناء المؤسسات المستدامة، ويتطلب تعزيز آليات الحوكمة مستويات كبيرة من المشاركة مع مرور الزمن. وفي حين أن فوائدها راسخة جيدا، تشمل التحديات التي تواجهها عمليات التنمية التي يقودها المجتمع المحلي النقص في بناء القدرات أو تمكين المنظمات المجتمعية، والروابط غير الكافية مع الحكومة المحلية.

49- وأخيرا، أقرت التقييمات الحديثة التي أجريت لتقييم **استجابة الصندوق لكارثة تسونامي** في عام 2004 بالتوقعات الكبيرة التي وضعتها الدول الأعضاء على الصندوق للتدخل. ولكنها أشارت أيضا إلى **التحدي المتمثل في الاستجابة لأوضاع ما بعد حالات الطوارئ**. فنموذج عمل الصندوق موجه للمشاركة الطويلة الأجل، وليس للاستجابات في وقت شبه آني، وتمثلت المشاكل الرئيسية في التصميم المتسرع، و**استراتيجية** غير واضحة لربط تدخلات الانتعاش بالتنمية الطويلة الأجل. وبينما كان أداء العديد من المشروعات في فترة ما بعد تسونامي ضعيفا، كان أحد الاستثناءات الإيجابية في الهند حيث بقي مشروع ملائما في سياق متغير وكرس الاهتمام ببناء قدرة المجتمع المحلي على الصمود من خلال تنويع مصادر الدخل من خلال الأدوات المالية، ولا سيما من أجل النساء.

2022 Annual Report on the Independent Evaluation of IFAD

Main report

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Abbreviations and Acronyms

AsDB	Asian Development Bank
AfDB	African Development Bank
APR	Asia and the Pacific Division (IFAD)
ARRI	Annual Report on Results and Impact of IFAD Operations
ARIE	Annual Report on Independent Evaluation
CCA	Climate Change Adaptation
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CPM	country programme manager
CSPE	country strategy and programme evaluation
ENRM	Environment and natural resources management
ESA	East and Southern Africa Division of IFAD
ESR	Evaluation synthesis report
FAO	Food and Agriculture Organization
GEWE	Gender equality and women's empowerment
IE	Impact evaluation
IFI	International financial institution
IOE	Independent Office of Evaluation of IFAD
LAC	Latin America and the Caribbean Division (IFAD)
M&E	monitoring and evaluation
NEN	Near East, North Africa and Europe Division (IFAD)
NGO	Non-governmental organization
PCR	Project completion report
PCRV	Project completion report validation
PMD	Programme Management Department (IFAD)
PPE	project performance evaluation
WCA	West and Central Africa Division (IFAD)

I. Background

A. Introduction

1. Since 2003, every year, the Independent Office of Evaluation of IFAD (IOE) has prepared an annual report based on the evaluations conducted, known as "Annual Report on Results and Impact of IFAD Operations (ARRI)", presenting a synthesis of IFAD's performance, lessons and challenges to enhance its development effectiveness.

2. In the occasion of the 20th anniversary, the report is renamed as the Annual Report on Independent Evaluation (ARIE), reflecting upgraded contents and a broader scope. As stated in the IOE Multi-Year Evaluation Strategy of the Independent Office of Evaluation of IFAD,[1] the purposes of the new ARIE are to: (i) present to the IFAD governing bodies a more comprehensive account of the evaluation activities undertaken by IOE and of their findings, including evaluations that are not presented to the Evaluation Committee; (ii) further contribute to learning by extracting findings and lessons from its evaluations.

3. The ARIE draws from IOE's traditional ARRI approach of comparing findings across evaluations and of presenting and analyse 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 highlighting major evaluation undertaken and their findings. The focus on the ARIE is on substantive findings and adding value to the existing evaluations.

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 ARRI may vary annually, with the exception of the analysis of rating which will be a constant feature.

5. This ARIE report is structured as follows. Chapter I presents the ARIE objectives and the scope, followed by Chapter II presenting a time-series analysis of performance ratings for the projects completed between 2011 and 2020 and for the non-lending activities, by the same methodology as used in the past by the ARRI. Chapter III focuses on key findings from a Corporate-level evaluation on the collaboration of UN Rome-based Agencies, from a Thematic Evaluations on IFAD's support to smallholder farmer's climate change adaptation and from an Evaluation Synthesis on Government Performance.

6. Chapter IV presents selected findings from Country Strategy and Programme Evaluations on the topic of knowledge management (2018-2021) as well as a summary of key findings of the first sub-regional evaluation, conducted by IOE in the West and Central Africa Region of IFAD on countries with situations of fragility. Chapter V presents findings from recent Project Performance Evaluations, organized along three thematic axes: community-driven interventions, watershed development and post-tsunami interventions. While these themes were addressed by past evaluation, the project-level evaluations provide further illustration and opportunities for reflection.

B. Coverage and approach

7. The main sources of evaluative data and findings used for chapters II-IV are shown in table 1.

[1] https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf

Table 1
Summary of data sources of 2022 ARIE

Chapter	*Types of analysis, key topics*	*Evaluations used as inputs*
Chapter II Time series analysis on performance ratings on projects and non-lending activities in country programmes	Recent project performance (quantitative analysis of performance ratings of projects completed between 2018 and 2020)	73 project-level evaluations (62 PCRVs, 9 PPEs, 2 IEs)
	Long-term performance trends (performance ratings of projects completed between 2011 and 2020) Performance of non-lending activities in CSPEs conducted between 2011 and 2021	284 project-level evaluations (208 PCRVs, 69 PPEs, 7 IEs) 49 CSPEs
Chapter III. Thematic, Corporate-level Evaluations and Evaluation Syntheses	Narrative of key findings	Thematic evaluation of IFAD's support to smallholder farmers adaptation to climate change Joint evaluation on the collaboration among Rome-based agencies Evaluation synthesis report on government performance
Chapter IV. Selected findings from recent Country Strategy and Programme Evaluations and from a Sub-regional Evaluation	Lessons from CSPE assessment on knowledge management (KM)	18 CSPEs conducted from 2018 to 2021
	Narrative of key findings	Sub-regional evaluation of IFAD's engagement in countries with fragility situations within IFAD's West and Central Africa division
Chapter V. Thematic highlights from project - level evaluations	Results and lessons from PPEs focussing on: community-driven development, watershed management, and tsunami response	11 PPEs conducted between 2018 and 2021

CSPE: country strategy and programme evaluation; IE: impact evaluation; PCRV: project completion report validation; PPE: project performance evaluation
Source: IOE database.

8. Quantitative analysis in chapter II is based on: (i) project performance ratings along all evaluation criteria used in IOE evaluations; (ii) disconnect between performance ratings in the self-evaluations in project completion reports (PCRs) and in the independent evaluation ratings by IOE; and (iii) IOE assessment of PCR quality. More detailed information on the methodology and approach is provided in Chapter II.

II. Time-series analysis on performance ratings on projects and on non-lending activities

A. Scope and methodology

9. As in past editions of the ARRI, this chapter presents the time-series analysis of project performance ratings, as well as performance of non-lending activities as assessed in the Country Strategy and Programme Evaluations (CSPEs).

10. **Project performance**. The analysis of performance ratings by evaluation criteria by IOE covers 284 projects that reached completion phase between 2011 and 2020 (see also table 1, chapter I), with some comparison with self-ratings by IFAD Management (i.e. PCR ratings). For the 2022 ARIE, 30 projects were added to the analysis.[2]

11. Table 2 below presents the evaluation criteria and the two aggregate measures (i.e. project performance and overall project achievement) used for project performance assessment. The core criteria (relevance, effectiveness, efficiency, sustainability and impact) are consistent with international standards and practices.[3] Other criteria, such as gender equality and women's empowerment, innovation, scaling up, environment and natural resource management, climate change adaptation and the performance of partners are IFAD-specific criteria.

12. 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.

13. The ARIE 2022 is based on the criteria as per 2015 Evaluation Manual (table 2). In 2022, IOE in collaboration with IFAD Management, has introduced a new Evaluation Manual, with some re-organization of the evaluation criteria. ARIE Reporting according to the new manual will start in 2023.

14. The analysis of project performance ratings is presented by year of project completion as has been done in the past ARRI. To establish the underlying trend of performance ratings over the 10-year period, a three-year moving average is utilised to smoothen the data and to mitigate inter-annual variations. Performance observation of the latest period is based on the performance ratings of the projects completed between 2018 and 2020.

15. 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.

[2] For the 30 newly added evaluations, projects were completed in the following years: 2016 (1 projects); 2018 (three projects); 2019 (12 projects) and; 2020 (14 projects). This reflects delays in the production of some PCRs, in part related to the COVID-19 crisis. This has resulted in some changes in the data for the 2017-2019 period, which was presented in the 2021 ARRI. Some fluctuations due to the addition of evaluations for the period already reported earlier are not something new, also because the time lag between the preparation of PCRs and PCRVs or PPEs is inevitable.
[3] Notably, the definition on the evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development.

Table 2
Evaluation criteria used in assessment of project performance

Evaluation criteria
Relevance
Effectiveness
Efficiency
Sustainability of benefits
Project performance* (arithmetic average of the ratings in the above four criteria)
Rural poverty impact
Innovation
Scaling-up
Gender equality and women's empowerment (GEWE)
Environment and natural resource management (ENRM)
Adaptation to climate change
Overall project performance taking into consideration the performance in all criteria above
Performance of IFAD
Performance of Government

Note: All criteria rated on a scale of 1-6 (see table 3) except for project performance*.
Source: IOE Evaluation Manual (2015).

16. **Non-lending activities in country programmes**. This chapter also presents historical IOE ratings on non-lending activities in 49 CSPEs conducted between 2011 and 2021. Similar to the analysis of project performance, a three-year moving average is used (by year of evaluation). Typically, a three-year period covers between 12 and 16 CSPEs.

17. For project criteria ratings, it is to be noted that, since 2016: (i) project performance calculation includes the rating on sustainability of benefits; (ii) environment and natural resources management (ENRM) and climate change adaptation are rated as separate criteria; (iii) rural poverty impact is rated as overarching criterion, hence, its subdomains such as household income and assets, human and social empowerment, are no longer rated separately. Moreover, since 2017, scaling up and innovation have been rated separately, per the revised harmonisation agreement between IFAD Management and IOE.

B. Recent performance (projects completed during 2018-2020)

18. **Most criteria continue to be rated moderately satisfactory and above**. **Sustainability, efficiency and government performance have a lower percentage of ratings moderately satisfactory and above.** Chart 1 presents an overview of the performance by evaluation criteria for projects completed between 2018 and 2020. Across all criteria, the majority of projects are rated moderately satisfactory or better (i.e., rated 4 and above on a scale of 1-6). Environment and natural resources management (ENRM), innovation and relevance are the top three criteria in terms of proportion of projects rated 4 and above. In contrast, efficiency, government performance and sustainability have less than 70 per cent of the projects rated 4 and above.

19. The overall project achievement is based on the analysis and ratings of all criteria except for the performance of IFAD and of government. Seventy-five per cent of the projects completed in 2018-2020 were rated 4 and above. Looking at partner performance criteria, the share of projects rated 4 and above is higher for IFAD performance than for government performance.

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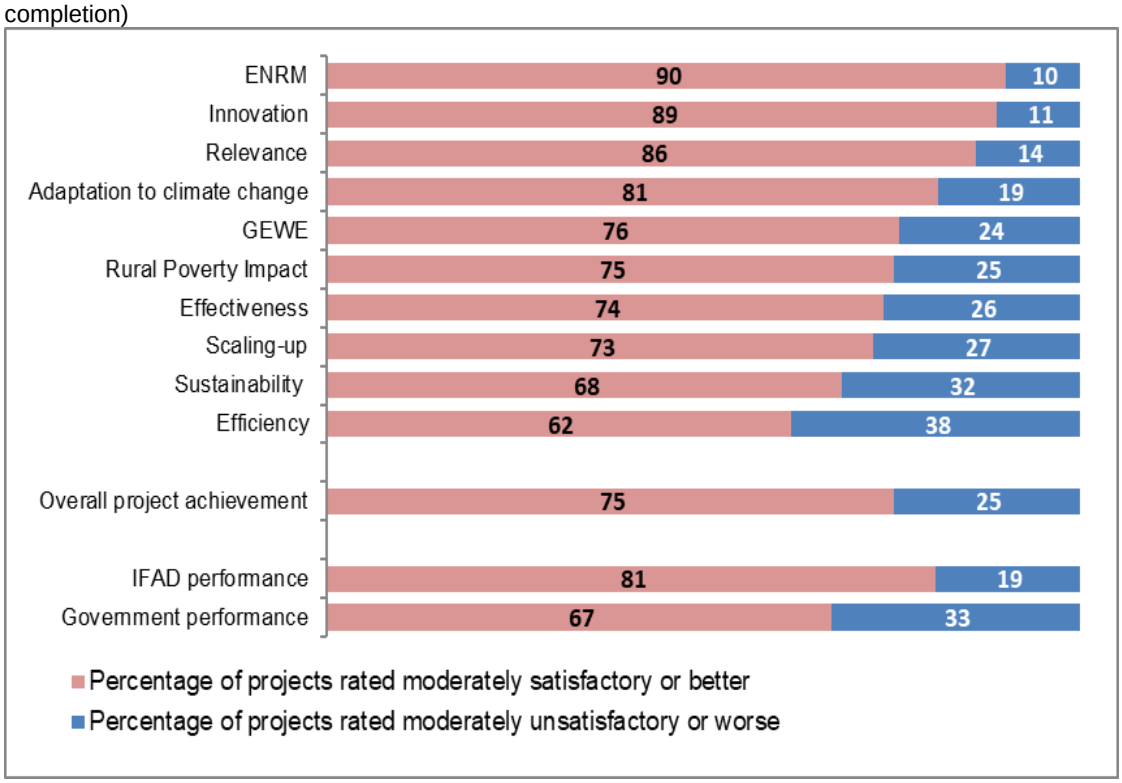
Chart 1
Ranking of all criteria by share of projects with moderately satisfactory or better ratings (N=73)
Percentage of projects with moderately satisfactory or better ratings, 2018-2020 (by year of project completion)



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

C. Regional performance differences

20. **Asia and the Pacific Region continues to exhibit the highest percentage of positive ratings. West and Central Africa generally posts lowest percentages of positive ratings. Contextual factors are at play**. Table 3 shows project performance in rural poverty impact, overall project achievement, IFAD performance and government performance criteria by region for projects completed between 2011 and 2020. This should not be considered as equivalent to an assessment of individual IFAD regional division performance: various factors influence project performance, including the context in which projects operate and the institutional context, the implementation capacity and the ownership of the government counterparts.

21. Over the ten years, the Asia and the Pacific region shows a higher proportion of projects rated moderately satisfactory or better for three of the four criteria (rural poverty impact, overall project achievement and government performance) compared to other regions. The lowest proportion of projects rated at least moderately satisfactory is observed in the West and Central Africa region.

22. In the case of rural poverty impact, the Asia and the Pacific region has the highest proportion for projects rated moderately satisfactory or better (90 per cent) as well as rated satisfactory (5) or better (31 per cent). While the Latin America and the Caribbean region has fared relatively low for projects rated moderately satisfactory or better (76 per cent), it was the second highest in terms of projects rated satisfactory (5) or better (29 per cent).

23. Government performance shows the largest variation across regions. The Asia and the Pacific region has the highest share of projects with moderately satisfactory or better (84 per cent) as well as satisfactory ratings (41 per cent). Less than half of the projects (48 per cent) in West and Central Africa were rated moderately satisfactory or better and only 11 per cent rated satisfactory or better.

24. For IFAD's performance, the Latin America and the Caribbean region has a relatively higher proportion of projects rated moderately satisfactory (4) or better, followed by the Asia and the Pacific region and the Near East, North Africa and Europe region. Moreover, half of the projects in the Latin America and the Caribbean region rated satisfactory (5) or higher, which is the highest among all regions. The lowest proportion is in the West and Central Africa region but it is still high (77 per cent).

Table 3
Project performance by regions
Ratings on selected criteria by IFAD regional divisions, 2011-2020 (by year of project completion) – percentage of projects rated moderately satisfactory and better (MS+) and projects rated satisfactory or better (S+)

	Asia and the Pacific	*Latin America and the Caribbean*	*East and Southern Africa*	*Near East, North Africa and Europe*	*West and Central Africa*
Number of projects	**70 projects**	**42 projects**	**57 projects**	**51 projects**	**64 projects**
Rural poverty impact					
Percentage of projects rated moderately satisfactory or better	90	76	85	82	73
Percentage of projects rated satisfactory or better	31	29	22	25	22
Overall project achievement					
Percentage of projects rated moderately satisfactory or better	88	75	79	78	64
Percentage of projects rated satisfactory or better	42	30	18	18	14
IFAD performance					
Percentage of projects rated moderately satisfactory or better	90	93	84	86	77
Percentage of projects rated satisfactory or better	36	50	40	35	27
Government performance					
Percentage of projects rated moderately satisfactory or better	84	74	63	71	48
Percentage of projects rated satisfactory or better	41	29	19	20	11

Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

D. Review of project performance by individual criteria

D.1 Relevance, effectiveness, efficiency and sustainability

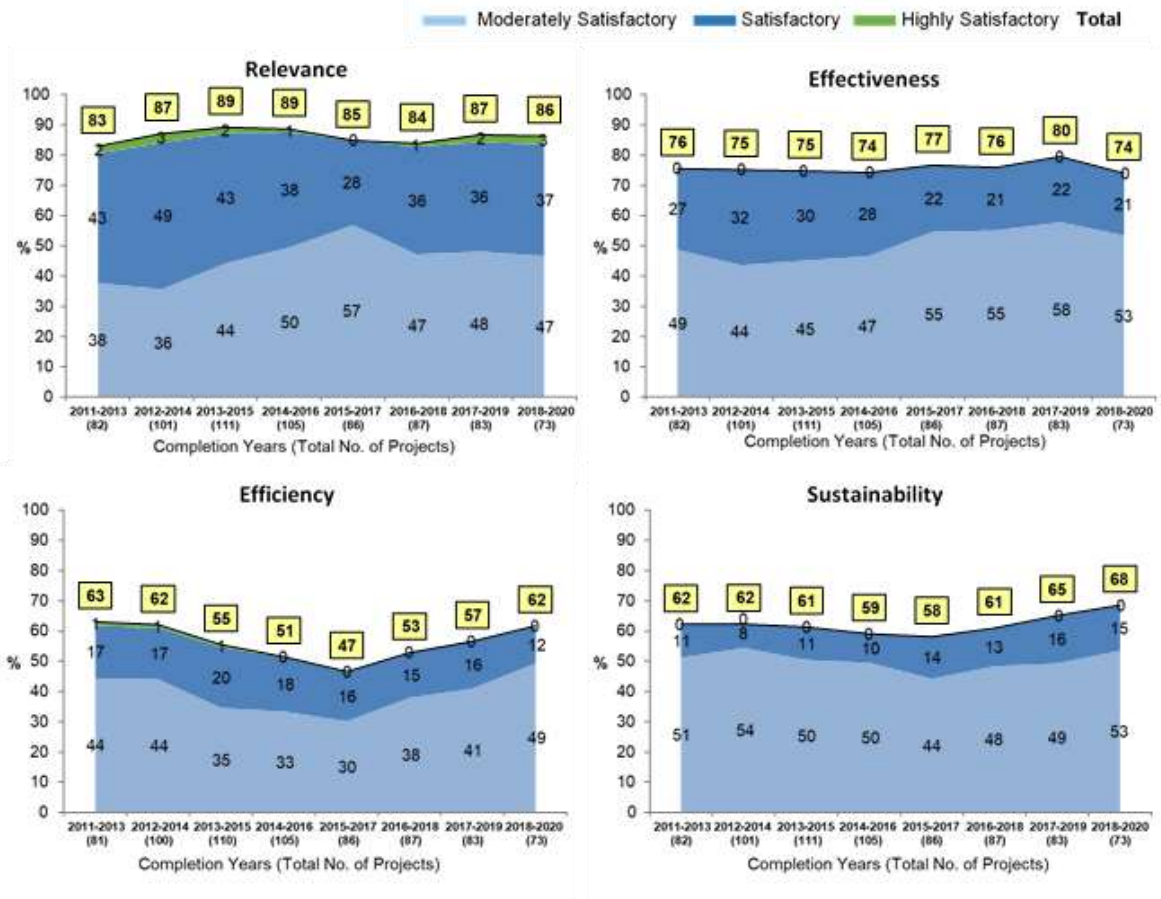
25. **A relative flat trend for relevance and effectiveness in the long period**. Chart 2 presents a combined overview of performance across relevance, effectiveness, efficiency and sustainability, for projects completed between 2011 and 2020. No project was rated highly satisfactory (6 on a scale of 1-6), except for relevance, in rare cases (and, for efficiency, only in the earlier years).

26. Over the ten years, projects have shown the best performance in terms of relevance followed by effectiveness, with more than 70 per cent of projects rated moderately satisfactory or better. Performance in relevance was relatively stable across the past ten years. In the case of the effectiveness criterion, the trend was initially flat but in the latest period (i.e., projects completed in 2018-2020), the share of projects rated moderately satisfactory or better reduced by six percentage points compared to 2017-2019.[4] Disaggregation of performance by region (not shown in chart 2) suggests that all five regions experience a decreasing performance for effectiveness, particularly for the Near East, North Africa and Europe region (by 10 per cent) and the West and Central African (by 13 per cent).

27. **Efficiency and sustainability are the criteria of lower performance but have exhibited an improving path**. As noted, projects perform worse in efficiency and sustainability, compared to other criteria. However, these two criteria have shown improvement since their lowest point in 2015-2017, consistent with observations made in the ARRI 2021. In the latest period (2018-2020), the share of projects rated moderately satisfactory or better in efficiency and sustainability are 62 per cent and 68 per cent, respectively (chart 2). Efficiency and sustainability criteria also have smaller proportions of projects rated satisfactory (ranging from 8 to 20 per cent) than relevance and effectiveness (ranging from 21 to 49 per cent) during the latest ten years.

[4] It should be noted that in the 2021 ARRI, the value for 2017-2019 was reported as 78 per cent, and with the addition of projects into this cohort, it increased to 80 per cent.

Chart 2
Overview of the core performance criteria using IOE ratings
Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

28. Chart 3 shows historical trends of 'average project performance' ratings from IOE and PCRs ratings across ten years for projects completed from 2011 to 2020. Project performance is an arithmetic average of the ratings of relevance, effectiveness, efficiency and sustainability criteria. Across the 10-year period, the mean of project performance from IOE ratings is consistently lower than of those from PCRs. While both series exhibit a slightly downward trend, the difference in absolute and relative terms between the average in 2011-2013 and the one in 2018-2020 is small.

Chart 3
Project performance (2011-2020, by year of project completion)
Average IOE and PCR ratings for project performance by three-year moving period

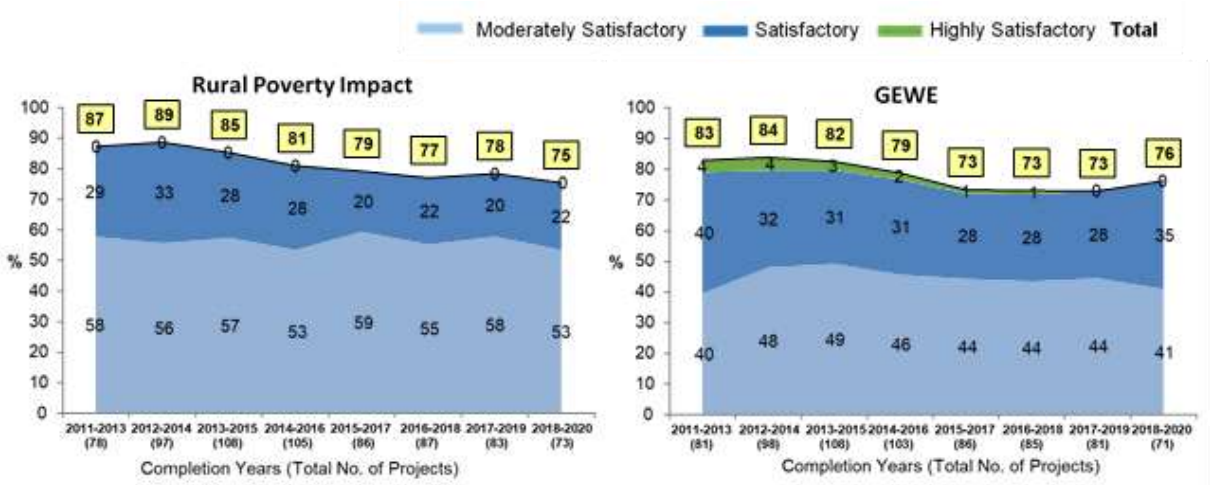
Source: IOE/PCR ratings, March 2022.

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

29. **While the majority of projects are rated moderately satisfactory and above for impact and gener equality, a declining path is observed since 2013**. Chart 4 provides an overview of the evolution of ratings of rural poverty impact and gender equality and women's empowerment (GEWE) in ten years. Overall, performance in rural poverty impact has shown a downward movement since its peak in 2012-2014, when 89 per cent of projects were rated moderately satisfactory or better. A comparison between the latest period (2018-2020) and the previous one (2017-2019) shows a further slight decrease in the trend of impact. Disaggregation by region shows that four out of five regions experienced a declining performance, notably in the Near East, North Africa and Europe region (by 12 per cent) and in the Asia and the Pacific region (by nine per cent).

30. GEWE performance has also declined since its peak in the 2012-2014 period, then stabilized since 2015-2017 (the latest period shows a small uptick from 73 to 76 per cent). In terms of rating distribution, the GEWE criterion shows a better performance than rural poverty impact, which is shown by higher proportions of projects rated satisfactory (5) across ten years. None of the projects completed between 2011 and 2020 was rated highly satisfactory in rural poverty impact. On the other hand, GEWE started with small proportions of projects rated highly satisfactory, which has declined to zero in the last two periods. IOE will conduct a Thematic Evaluation on Gender Equality in 2022-2023 which may help shed light on these trends.[5]

Chart 4
Overview of rural poverty impact and GEWE criteria using IOE ratings
Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

D.3 Innovation and scaling up

31. **Decline in the period 2013-2016, followed by partial recuperation in the recent years**. Performance in both innovation and scaling up criteria shows steady improvement since the low performance in the 2015-2017 cohort (Chart 5). The proportion of projects rated moderately satisfactory or better in innovation and scaling up are 89 per cent and 73 per cent, respectively, in the latest period. For the innovation criterion, the performance rating performance was previously dominated by satisfactory ratings (5 on a scale of 1-6), but in the last two periods, more projects were rated moderately satisfactory ratings (4). Moreover, none of

[5] Evaluations at IFAD (self- and independent) may have also become more 'demanding' on the topic of gender, after the 2012 approval of an IFAD Policy on Gender Equality and after the 2017 IOE Evaluation Synthesis on the same topic.

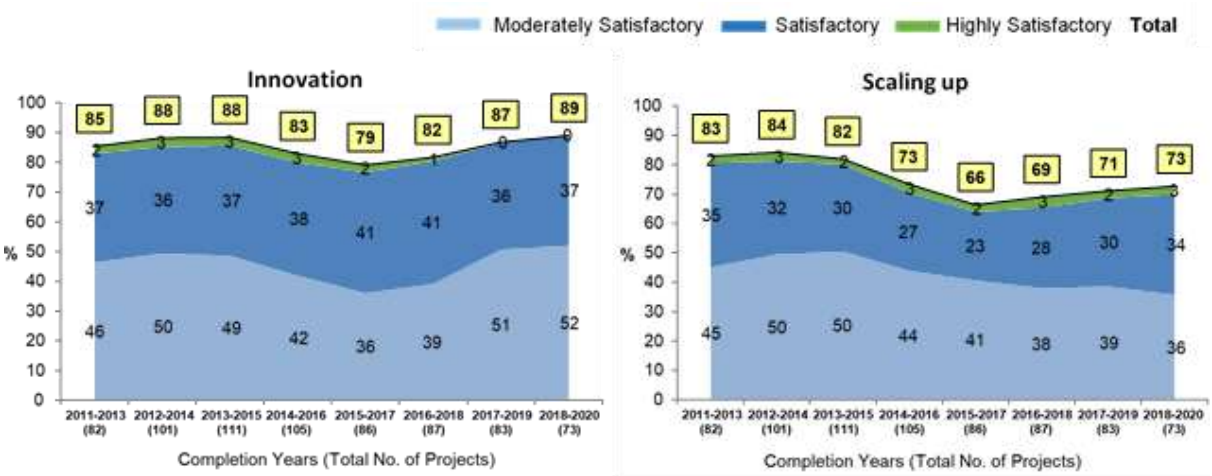
the projects has been rated highly satisfactory (6 on a scale of 1-6) in innovation since 2017-2019.

32. The trend for scaling up experienced an initial sharp decrease in the percentage of ratings of moderatetly satisfactory and above between 2013-2015 and 2015-2017, followed by partial recuperation. The share of projects rated highly satisfactory in scaling up has been relatively stable throughout the period covered, ranging from 2 to 3 per cent.

Chart 5

Combined overview of innovation and scaling up criteria using IOE ratings

Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)

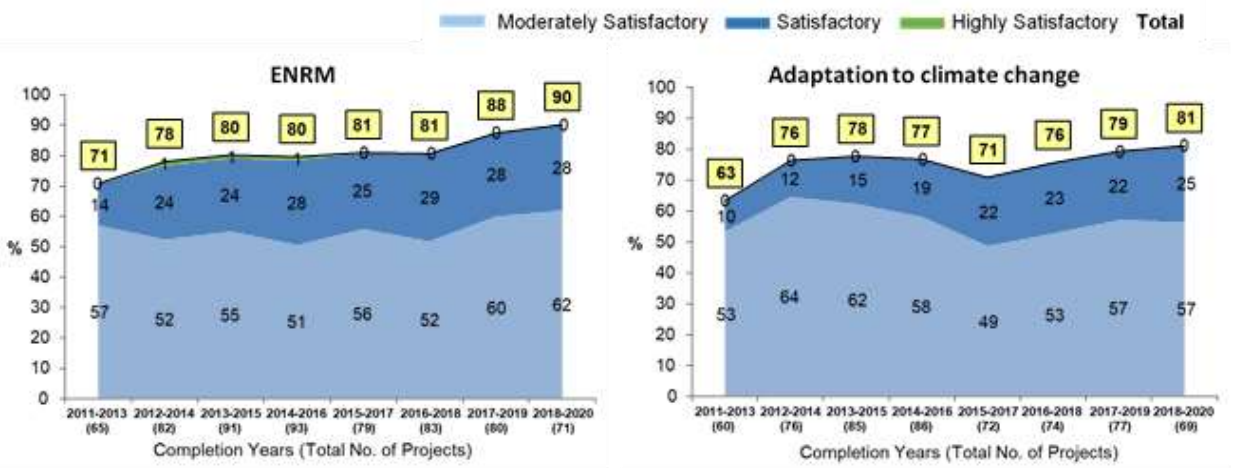


Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

D.4 Environment and Natural Resource Management and Climate Change Adaptation

33. **The only clear case of continued improvement in the past ten years**. Chart 6 shows the performance in ENRM and adaptation to climate change from 2011 to 2020. In general, a long term positive trend of performance in ENRM and adaptation to climate change is confirmed, with a new peak being established in the latest period. Ninety per cent of projects completed in 2018-2020 were rated moderately satisfactory or better in the ENRM criterion, and 81 per cent for the adaptation to climate change criterion. An important qualification is that most of the projects are rated only moderately satisfactory (4) in both criteria, and none of the projects received highly satisfactory ratings, especially from the 2016-2017 cohort onwards. As noted by the recent Thematic Evaluation on climate change adaptation, the increased attention to natural resource management and climate change adaptation, since 2010, and the investment made in a dedicated unit within IFAD, may in part explain the trend.

Chart 6
Combined overview of ENRM and adaptation to climate change criteria using IOE ratings
Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

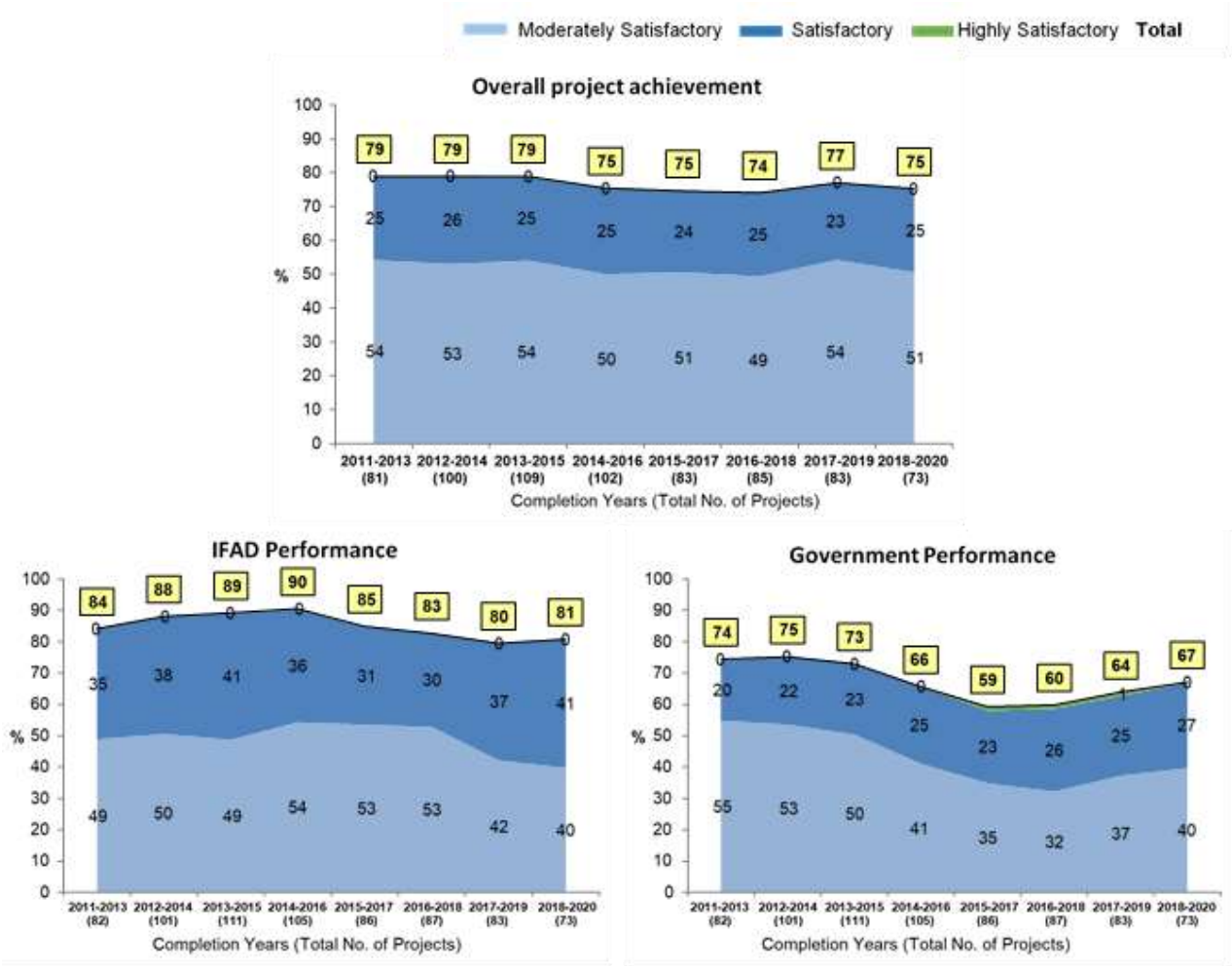
D.5 Overall project achievement and performance of partners

34. **Overall project achievement had generally flat trend. Performance of partners followed initially a declining trend, with some recuperation more recently**. Chart 7 shows the performance trend in overall project achievement, IFAD performance and government performance in ten years. There is little change in overall project achievement over the ten-year period, also in terms of the share between those rated "satisfactory" and "moderately satisfactory".

35. The proportion of projects rated moderately satisfactory or better for IFAD performance is relatively stable since 2016-2018, though at a slightly lower level than the earlier periods (2012-2014 to 2014-2016) and after experiencing a decline until 2017-19.

36. As to the performance of government, a gradual increase has been observed since 2017-19, but after a marked decline that had started in 2013-15. Moreover, the latest performance has not yet reached the 75 per cent level of 2012-2014. Although there is no single explanation to the decline in ratings for government performance, a recent evaluation synthesis on government performance notes two factors that may be associated with the trend: one the one hand, the increased IFAD portfolio emphasis on value chain development, which makes implementation more complex and dependent on the collaboration with many partners, including private sector entities. On the other hand, an increase in projects with the ministry of agriculture as main implementation partner. As the synthesis notes, these ministries were particularly challenged by the increasing complexity of design. Chapter III discusses this topic further.

Chart 7
Overview of overall project achievement and partner performance criteria using IOE ratings
Percentage of projects rated moderately satisfactory or better, 2011-2020 (by year of project completion)



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

D.6 Observing impact on rural poverty in conjunction with other criteria

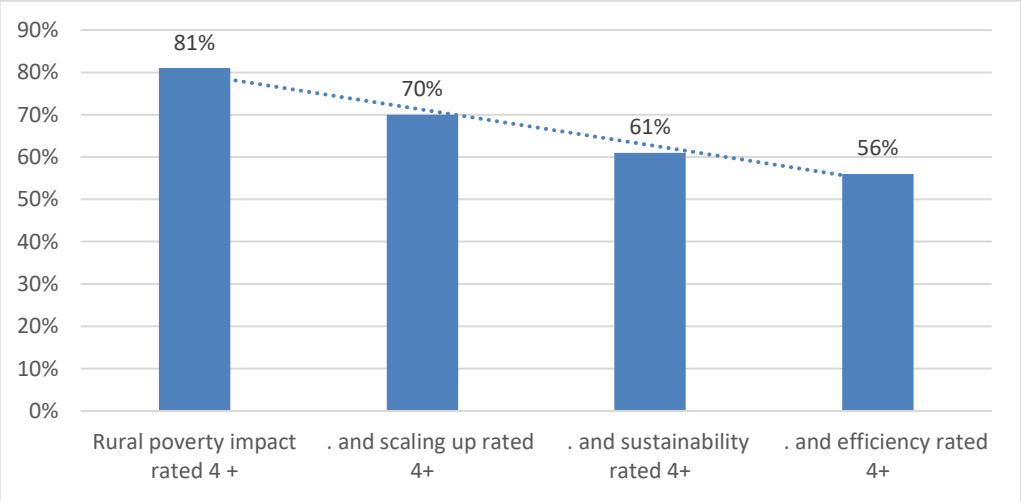
37. **From a developmental perspective, combining ratings for impact in combination with ratings for scaling up, sustainability and efficiency provides useful qualifications**. Given IFAD's mandate to help reduce rural poverty and to promote rural development and transformation, *prima facie*, impact on rural poverty may be considered as the most important evaluation criterion. However, the impact criterion, while important, if used in isolation, is incomplete for judging the worth of a development intervention. From a developmental perspective, benefits generated by a project would make little change to a household or to a community, if they do not persists in time (i.e., if benefits are not sustainable). Moreover, an important concern is whether benefits generated by a development intervention are commensurate with the resources deployed for its implementation (i.e., efficiency). Another important developmental question is whether project benefits are localised or can be and have been scaled up.

38. To explore these important aspects of rural poverty impact, chart 8 shows the share of projects completed between 2011 and 2020 rated moderately satisfactory or better for rural poverty impact, first on its own and then combined with other selected criteria (efficiency, sustainability and scaling up). Each column displays the percentage of projects that are rated at least 'moderately satisfactory' for impact as well as for three additional criteria (i.e., scaling up, sustainability, efficiency).

39. The chart shows that the share of projects rated at least moderately satisfactory for impact was high overall (81 per cent) in the decade under observation. However, when considering projects that in addition to impact, have a rating of at least moderately satisfactory for another selected criterion, percentages drop notably:

- 70 per cent in the case of scaling up (conversely, 11 per cent of projects were rated moderately satisfactory or higher for impact but moderately unsatisfactory or lower for scaling up);
- 60 per cent in the case of sustainability (i.e., 21 per cent of projects were rated moderately satisfactory or higher for impact but moderately unsatisfactory or lower for sustainability); and
- 56 per cent in the case of efficiency (i.e., 25 per cent of projects were rated moderately satisfactory or higher for impact but moderately unsatisfactory or lower for efficiency).

Chart 8
Proportions of projects rated moderately satisfactory or better in rural poverty impact and other selected criteria, projects completed in 2011-2020 (Data in percentage, N=284)



Note: the first column shows the percentage of projects with rating of 4 and higher for impact. The second, third and fourth columns show the percentage of projects with a rating of 4 and higher for impact and a rating of 4 and higher for, respectively, scaling up, sustainability and efficiency.
Source: IOE evaluation database (PCRV/PPE/IE), February 2022

E. Comparison of IOE and PCR ratings by evaluation criteria and PCR quality assessment

E.1 IOE and PCR ratings

40. Table 4 shows the comparison between the average ratings by IOE and PCRs for projects completed in 2011-2020, including analysis of disconnects between the two means, results of non-parametric tests on the difference between IOE and PCR ratings, and correlation analysis between IOE and PCR ratings.

41. **The highest rating disconnects are related to project relevance and scaling up**. Despite receiving the highest rating by both IOE and PCRs, relevance continues to be the criterion with the largest disconnect (-0.52), followed by scaling-up with a disconnect of -0.44. In the case of relevance, IOE evaluations pay special attention to the technical quality of project design, to the degree of proactivity in revising design, when flaws become apparent and to the adaptation of the design to the national implementation capacity. In the case of scaling up, while Management focuses on scaling up 'potential', IOE ascertains whether concrete steps were taken to ensure further support (from the government, other international agencies, private sector or grassroots organizations, in addition to IFAD's support) in order to

broaden and amplify the results. The 2022 new Evaluation Manual clarifies the definition of these criteria and this may help reduce the disconnect in future evaluations.

42. On the other hand, ENRM and innovation are the two criteria with the smallest disconnect, by -0.16 and -0.18, respectively. Disaggregation of ratings disconnects by divisional region shows substantial variations in scaling up (ranging from -0.26 in the Latin and the Caribbean region to -0.61 in the West and Central Africa region) and government performance (ranging from -0.11 in the Asia and Pacific region to -0.47 in the Near East, North Africa, and Europe region). Overall, rating disconnects tend to be lower in the Asian and the Pacific and West and Central Africa regions (table 4)

43. The Wilcoxon signed-rank test has been conducted to understand whether there is a statistically significant difference between IOE ratings and PMD ratings. This non-parametric test is used when the data is ordinal and has more than two categories. For the case of project performance criterion (average of rating for relevance, effectiveness, efficiency and sustainability), which is a continuous variable, a t-test has been conducted. All tests are two-sided. The test results show that the differences between the IOE and PMD ratings are statistically significant across all criteria (table 4).

44. Table 4 also presents correlation coefficients between the IOE and PCR ratings. All criteria report Spearman's rank-order correlation coefficients, except for project performance criterion (Pearson's correlation coefficient). Correlation analysis shows a statistically significant correlation for all criteria, and particularly high for efficiency and project performance. All correlations are positive and statistically significant, indicating that the IOE and PCR ratings follow a similar pattern.

45. Further analysis on rating disconnect is presented in Annex V of this document (tables 3-7), particularly on the frequency of disconnect by criterion, rating level and size of disconnect. The analysis (table 6, Annex V), inter alia suggests that the disconnect has reduced for most criteria, although the difference is statistically significant only for the criteria of relevance and performance of IFAD.

Table 4

Comparison of IOE and PCR ratings for all evaluation criteria, 2011-2020 (by year of project completion)

Criteria	*Mean ratings*		*Average Disconnect*	*Highest disconnect [region]*	*Lowest disconnect [region]*	*Comparison of means* p-value*	*Correlation (IOE and PCR)*
	IOE	*PMD*					
Relevance	4.28	4.80	-0.52	-0.57 [NEN]	-0.50 [WCA]	0.00*	0.53*
Scaling-up	4.04	4.48	-0.44	-0.61 [WCA]	-0.26 [LAC]	0.00*	0.65*
GEWE	4.12	4.48	-0.35	-0.46 [ESA]	-0.26 [NEN]	0.00*	0.69*
Efficiency	3.62	3.96	-0.34	-0.43	-0.21	0.00*	0.79*
Sustainability	3.69	4.03	-0.34	-0.39 [ESA]	-0.21 [LAC]	0.00*	0.67*
Project performance	3.92	4.26	-0.34	-0.38 [NEN]	-0.30 [APR]	0.00*	0.80*
Government	3.88	4.21	-0.33	-0.47	-0.11	0.00*	0.73*
IFAD performance	4.22	4.54	-0.32	-0.40 [ESA]	-0.16 [APR]	0.00*	0.72*
Overall project	3.99	4.31	-0.31	-0.41	-0.20	0.00*	0.73*
Effectiveness	3.98	4.25	-0.27	-0.33 [LAC]	-0.20 [WCA]	0.00*	0.74*
Rural Poverty Impact	4.04	4.27	-0.23	-0.28 [NEN]	-0.14 [WCA]	0.00*	0.67*
Adaptation to climate	3.88	4.07	-0.19	-0.28	-0.08	0.00*	0.59*
Innovation	4.23	4.41	-0.18	-0.33 [WCA]	-0.07 [APR, LAC]	0.00*	0.67*
ENRM	4.04	4.20	-0.16	-0.24 [LAC]	-0.09 [WCA]	0.00*	0.62*

Source: IOE/PCR ratings, March 2022. * Statistically significant at 5 per cent.
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 PMD move in the same direction across all criteria.

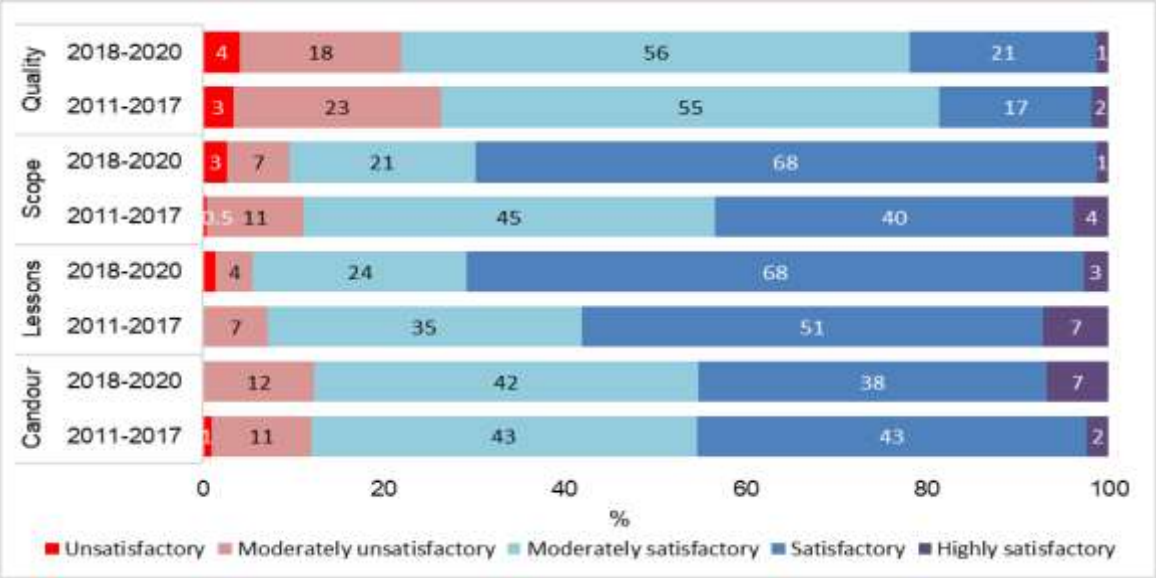
E.2 Assessment of Project Completion Reports

46. **Improvements are noted in the last three years**. In its project-level evaluations, IOE assesses the project completion reports (PCRs) under four dimensions: (i) scope of the report (i.e. compliance with required standards); (ii) quality (robustness of methodology and data); (iii) lessons (usefulness of lessons learnt from a developmental perspective) and (iv) candour (i.e., balancing achievements and weaknesses of the project).

47. IOE rated the overall quality of PCRs higher in the latest three-year period (for projects completed in 2018-2020), compared to the previous longer period (2011-2017), for all criteria (Chart 9). While the PCR quality (which refers to methodology, evidence and analysis) has been the lowest performing dimension, it has also experienced the largest improvements. PCR lessons have also received slightly better ratings in the 2018-2020 period, compared to the 2011-2017 period. It is to be noted that, while in the past IFAD considered the PCR preparation as the duty of the borrowing government, since the approval of the Development Effectiveness Framework (2016), the Programme Management Department has been more involved in the PCR preparation, which has led to greater attention to the quality of the process and of the document.

Chart 9

Percentage of IOE ratings for PCR documents (projects completed Between 2011 and 2020)



Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

48. The disaggregation by divisional region (table 5) shows that **the region with highest percentages of positive PCR ratings is Asia and the Pacific, closely followed by Near East and North Africa and Europe**. The lowest individual percentage of positive ratings was recorded for the PCR quality dimension in the East and Southern Africa region (67 per cent) and by West and Central Africa (69 per cent). The highest individual case of positive ratings is observed in the Asia and Pacific region for PCR lessons: all projects completed between 2011 and 2020 were rated moderately satisfactory or higher for PCR lessons.

Table 5

IOE ratings for PCR document by region

Ratings on PCR document by IFAD regional divisions, 2011-2020 (by year of project completion) – percentage of projects rated moderately satisfactory and better (MS+)

	Asia and the Pacific	*Latin America and the Caribbean*	*East and Southern Africa*	*Near East, North Africa and Europe*	*West and Central Africa*
Number of projects	**70 projects**	**42 projects**	**57 projects**	**51 projects**	**64 projects**
Quality	81	68	67	84	69
Scope	96	85	79	98	88
Lessons	100	88	89	94	92
Candour	94	83	77	92	89

Source: IOE evaluation database (PCRV/PPE/IE), February 2022.

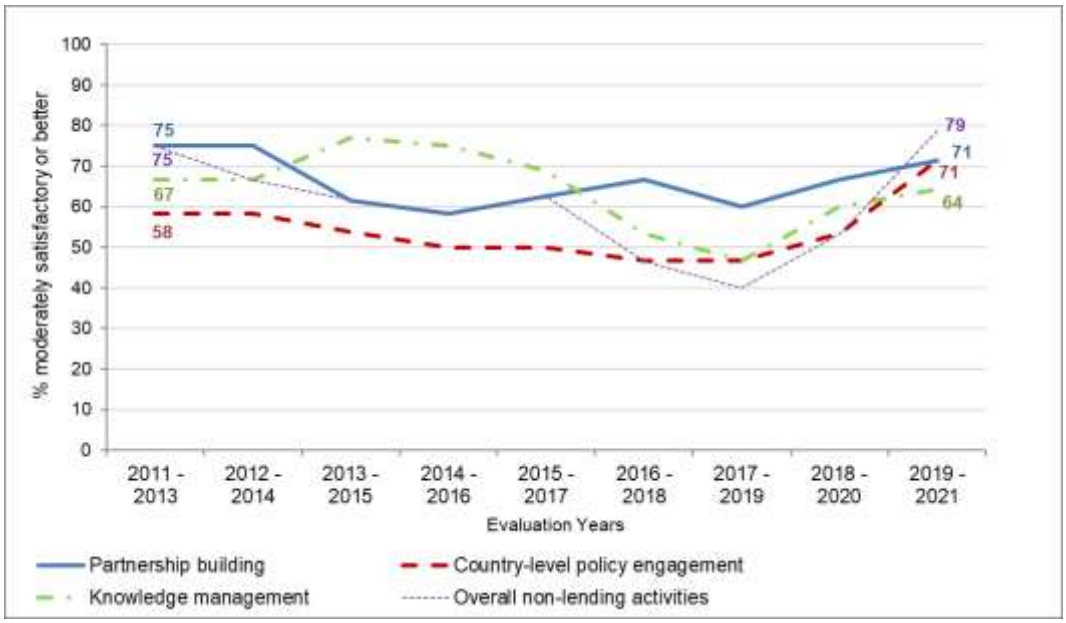
F. Analysis of performance ratings of non-lending activities

49. **After several years of lower performance, recent CSPEs have observed an upward trend in non-lending activities**. IOE assesses the performance of the non-lending activities in its country strategy and programme evaluations (CSPEs). Chart 10 presents the proportion of CSPEs conducted between 2011 and 2021 which provided moderately satisfactory or better ratings (4 or above, on a scale of 1-6) for non-lending activities (i.e. partnership building, knowledge management, country-level policy engagement, and overall). As in the case of project performance ratings, the data are presented for three-year moving periods - based on the year of evaluation.

50. In the CSPEs conducted between 2019 and 2021, the share of evaluations with moderately satisfactory or better ratings increased for all non-lending activities criteria in contrast with those conducted in the previous period.[6] The largest difference was observed in country-level policy engagement (an increase by 18 percentage points from 53 per cent in the 2018-2020 period). The share also increased in partnership building and knowledge management although at more modest level, with an increase by five and four percentage points, respectively.

51. Among the different areas of non-lending activities, knowledge management registered the lowest share of moderately satisfactory or better ratings in the CSPEs conducted in 2019-2021. For overall performance rating on non-lending activities,[7] the share of CSPEs with moderately satisfactory or better ratings was also higher in the 2019-2021 period - 79 per cent compared to 53 per cent in the CSPEs conducted in the previous period (2018-2020). A caveat is that the time series of ratings for the non-lending activities are based on a smaller number of observations compared to the project-level ratings.

Chart 10
Performance of non-lending activities
Percentage of country evaluations rated moderately satisfactory or better in 2011-2021 (year of evaluation)



Source: IOE CSPE database as of April 2022 (49 evaluations conducted between 2011 and 2021).

[6] As in the case of project performance ratings, due to the addition of CSPEs conducted during the previous period (2018-2020) in this ARIE which were not included in the 2021 ARRI, the data for the 2018-2020 period have been updated as follows (i.e. the share of CSPEs with moderately satisfactory or better ratings): knowledge management (60 per cent), partnership building (67 per cent), country-level policy engagement (53 per cent). These were reported in the 2021 ARRI as 58 per cent, 67 per cent, and 58 per cent, respectively.

[7] Four CSPEs conducted in 2021 do not include overall non-lending activities rating as they followed the revised evaluation manual (published in 2022). Hence, the arithmetic average of ratings in the three areas of non-lending activities were used. The average was a whole number except for one CSPE for which the average was rounded.

Key points

- Across the valuation criteria, the large majority of projects is rated moderately satisfactory (4) or above. Environment and natural resources management, innovation and relevance are the top three criteria in terms of proportion of projects rated 4 and above. In contrast, efficiency, government performance and sustainability are the lowest performing criteria, with less than 70 per cent of the projects rated 4 and above
- Over the past ten years, the Asia and the Pacific region confirms the highest proportion of projects rated 4 and above for rural poverty impact, overall project achievement and government performance. On the other tail of the distribution, the lowest proportion of projects rated 4 and above is observed in the West and Central Africa region. This is not an assessment of the performance of individual IFAD regional divisions as many country-specific factors affect project performance.
- Looking at time series, the only two criteria that exhibited a constant increase in the past decade were ENRM and climate change adaptation. Several criteria experienced a decline, typically between 2013 and 2017, followed by some recuperation. This is the case of the performance of IFAD and of the government, innovation, scaling up, as well as gender equality and women's empowerment.
- The trends of impact on rural poverty has been on a declining path for several years, although about three quarters of the projects are still rated moderately satisfactory and above. Two criteria, efficiency and sustainability exhibit overall the lowest rating in the past ten years but have posted an improving trend since 2015.
- On a positive note, the ratings for non-lending activities (knowledge management, partnership development and engagement in policy dialogue) are on an increasing trend, according to recent CSPEs.
- While impact on rural poverty is an important criterion for IFAD, this ARIE argues that impact ratings should not be observed in isolation. In the past ten years, the overall percentage of projects rated 4 and above for impact is high (80 per cent). When impact is considered in conjunction with sustainability, scaling up or efficiency, the majority of projects are still assessed 4 and above but percentages drop (to 68, 60 and 55 per cent respectively).
- In the period 2019-2021 there has also been a surge in ratings 4 or above for non-lending activities. However, these time series are based on a smaller number of observations compared to project-level time series.

III. Thematic, Corporate-level Evaluations and Evaluation Synthesis

52. This chapter is dedicated to three higher-plane evaluations completed by IOE in 2021: (i) the Thematic Evaluation of IFAD's support to Smallholder Farmers' Climate Adaptation; (ii) the Corporate-level Evaluation on the Collaboration among the Rome-based agencies, conducted jointly with the evaluation offices of FAO and WFP; and (iii) the Evaluation Synthesis on Government Performance. The following sections provide a brief overview of the methodology, key findings and recommendations of these evaluations.

A. Thematic Evaluation of IFAD's Support to Smallholder Farmers' Climate Adaptation

53. This thematic evaluation reviewed IFAD's experience in assisting the livelihoods of poor rural smallholders living in marginal and/or unfavourable agro ecological conditions. It assessed: (i) the results achieved after the Fund formally recognized mainstreaming climate change adaptation in its operations and country strategies as a corporate priority in 2010; and (ii) IFAD's readiness to deliver the enhanced climate commitments under IFAD12 (2022–2024).

54. **Approach and methodology.** The evaluation covered the 2010-2020 period and reviewed the business model related to Climate Change Adaptation (CCA) – such as, relevant corporate replenishment commitments, resource mobilization and corporate strategies, guidance and tools.

55. Primary data were collected from: (i) 20 country case studies covering 35 projects identified through a stratified purposive sampling that represented 14 per cent of IFAD's climate portfolio, (ii) two online-surveys; and (iii) four ad hoc studies (on IFAD's readiness to deliver on CCA commitments, scaling up, knowledge management and environmental sustainability of climate response). Interviews were held with over 700 stakeholders and beneficiaries, and 227 survey responses were received from staff. Secondary data were collected from a rapid evidence assessment of relevant peer-reviewed and 'grey literature', complemented by an analysis of geospatial data from geographical information systems in nine of the case study countries.

56. Within IFAD, the evaluation established a core learning partnership group, comprising of CCA technical experts and managers that interacted throughout the evaluation process to strengthen its relevance to the organization.

Main findings

57. **Over the past decade, the Fund has achieved important progress in supporting smallholder CCA**. It has made climate response a corporate priority, mobilized climate finance and focused an increasing share of its Programme of Loans and Grants on climate response. It has set up a dedicated unit to mainstream climate responses across all interventions and developed relevant guidance and tools to support implementation. In addition, COSOPs and operations approved after 2015 were relevant to countries' nationally determined contributions to mitigate greenhouse gas emissions.

58. **However, IFAD's mainstreaming efforts lack a clear corporate-level conceptual framework** and operational guidance on how to strengthen smallholders' climate resilience together with environmental and socio-economic resilience. This has limited the ability to analyse critical pathways to achieve climate resilience under country strategies.

59. **There are still gaps in technical capacity to mainstream and monitor CCA responses at the headquarters and project levels.** However, CCA capacity will

need to expand further when the climate focus of the Programme of Loans and Grants increases from 25 per cent under IFAD11 to 40 per cent under the IFAD12.

60. The future of IFAD's ability to successfully strengthen smallholder climate resilience at scale depends on additional funding to promote non-lending activities. Resources remain a challenge and performance of non-lending activities are a recurring area of weakness identified by several independent evaluations.

61. **As it learns from experience, IFAD's approach to CCA is evolving and progressing in the correct direction.** Guidance of CCA responses has moved from managing risks to ensuring co-benefits to smallholders. Gender responses have moved from establishing targets and quotas for women's participation to addressing the root causes of gender inequality. Increasing attention is being paid to conflicts over natural resources, such as those between pastoralists and sedentary farmers in the Sahel region. Similarly, targeting approaches have continued to improve. From geographic targeting, the recent projects also aim to reach the most marginalized and climate-vulnerable smallholder farmers. However, IFAD's guidance has yet to pay sufficient attention to addressing this issue through participatory community-driven approaches.

62. **In selected cases, IFAD has demonstrated capacity to improve the economic, climate and environmental resilience of smallholders** though a suite of appropriate interventions. Climate responses in six of the 20 case studies of this evaluation were likely doing no net harm to the environment. These good examples offer important lessons to improve IFAD's CCA response in all its interventions.

63. **However, there were important gaps to be addressed for IFAD to deliver on its CCA commitments under IFAD12.** These include: (i) a shared vision and commitment between management and staff to integrate CCA in IFAD interventions and to deliver the increased CCA commitments under IFAD12, in the context of the decentralization process; (ii) human resources investments to improve the design of CCA interventions and non-lending activities and to enhance technical capacity across IFAD and project units; (iii) the need for a robust results framework for climate resilience and a monitoring system to track performance of interventions, learning from results and ensuring results-orientation of mainstreaming CCA. The evaluation formulated the following recommendations:

64. **Recommendation 1:** Update the IFAD Strategy and Action Plan on Environment and Climate Change 2019–2025 to comprehensively address bottlenecks to CCA performance.

65. **Recommendation 2:** Expand CCA guidance to include restorative solutions, in order to fulfil IFAD's commitment to go beyond doing no harm and to restore the environment, and where feasible, CCA responses that achieve economic, climate and environmental resilience.

66. **Recommendation 3:** Undertake an analysis of the IFAD staff capacity and skill sets needed to design, implement and monitor the delivery of climate finance of 40 per cent of the Programme of Loans and Grants under IFAD12 that also accounts for the ongoing decentralization.

67. **Recommendation 4:** IFAD should systematically prioritize, with dedicated resources, scaling up and other non-lending activities at sub-national, national, regional and global levels.

68. **Recommendation 5:** Develop and implement a framework and strategy for partnerships needed to achieve results identified in COSOPs and related operations through lending and non-lending activities.

69. **Recommendation 6**: Ensure results-focused organizational learning from operational experience to improve current and future CCA performance. This

requires identifying successful CCA responses, and mechanisms to translate these lessons into demonstrable improvements in design and implementation support.

B. Joint Corporate-level Evaluation of the Collaboration among the Rome-based agencies of the UN

70. The United Nations Rome-based agencies (RBAs) – FAO, IFAD and WFP – collaborate in many forms, from joint advocacy, policy and technical work to joint projects. This was the first independent evaluation of the collaboration among the RBAs. It was jointly undertaken by the evaluation offices of the FAO, IFAD and WFP. The evaluation's primary objective was to assess whether and to what extent RBA collaboration is contributing to the achievement of the 2030 agenda, particularly at the country level.

71. **Approach and methodology**. This was a theory-based strategic evaluation that used mixed methods to answer key questions: (i) how relevant is RBA collaboration in contributing to the achievement of the 2030 Agenda for Sustainable Development?; (ii) what are the positive, negative, intended and unintended results of RBA collaboration to date?; (iii) what factors have enabled or hindered the effectiveness of RBA collaboration?; (iv) what is the added value of RBA collaboration (as opposed to single Agency processes and results) across the different aspects and levels?

72. The team assembled data from an extensive review of documents and data from interviews and discussions with informants at global, regional and country levels, including twelve country case studies. The evaluation was both summative and formative.

Main Findings

73. **Relevant direction but uneven outcomes**. Since 2018, and especially at the country level, the drivers of RBA collaboration in support of the 2030 Agenda have been reshaped by the reform of the United Nations Development System, and by reforms aimed at enhancing operational efficiency. RBA collaboration is relevant to the strategic direction of the United Nations Development System. In practice, it has had mixed results in strengthening coordination between agencies. Outcomes are uneven at the country level: there is a strongly collaborative spirit in some countries; pragmatic collaboration and recognition of complementarity in many countries when RBA collaboration is seen to make sense; and, in some countries, little or no strengthened collaboration.

74. **Emergency situations, gender and nutrition are examples of areas in which RBA collaboration has enhanced the sharing of knowledge, lessons and good practice at all levels**. Emergency response contexts provide a conducive framework for RBA collaboration within United Nations response structures. However, collaboration is more challenging in formal development project settings. In the development work, the RBAs have made limited progress in reducing overlap, competition and duplication. Achievement of their shared objectives is still impaired by misunderstandings about the mandates of FAO and WFP. The success of RBA collaboration in enhancing joint administrative efficiency has been limited.

75. **Government attitudes range from strong support for collaboration to indifference or dismay about perceived duplication and competition**. The official global structure and processes of RBA collaboration do not strongly contribute to coordination. Donor support for RBA collaboration is not as strong or coherent in practice as donor advocacy of it implies. RBA leadership express a spectrum of support and scepticism about collaboration. Some Member States urge stronger collaboration, but overall, RBA collaboration is not a high priority for the Governing Bodies or RBA management.

76. **There is limited quantitative evidence on the added value of RBA collaboration**. In principle, collaboration can enhance effectiveness and achieve administrative cost savings. However, there are multiple administrative difficulties in achieving constructive interfaces between the structures and cultures of the RBAs. Outside formally structured project settings, these difficulties can be overcome through the often-displayed ability of technical colleagues to work together where they perceive clear mutual interest. This kind of mutual technical respect and support is a daily reality but across the RBAs there is widespread ambivalence about RBA collaboration.

77. The evaluation makes six recommendations, of which five are addressed to management of the three agencies and one of which targets the member states.

78. **Recommendation 1**. Update the Memorandum of Understanding between the RBAs. Although the current five-year MOU was only signed three years ago, important changes since then make an update necessary.

79. **Recommendation 2**. Restructure and reinforce the coordination architecture for RBA collaboration within the framework of UN Development System reform to ensure that at all levels, the coordination and evaluation of RBA collaboration includes more proactive efforts to develop and disseminate lessons and knowledge about how to optimize collaboration among and beyond the RBAs, about the costs and benefits of RBA collaboration, and about technical experience that can be usefully shared.

80. **Recommendation 3**. Further embrace the new joint programming mechanisms at the country level and ensure constructive, collaborative RBA engagement with these mechanisms.

81. **Recommendation 4**. Focus administrative collaboration efforts on further embracing the United Nations efficiency agenda.

82. **Recommendation 5**. In considering the development of joint projects and programmes, assess the costs and benefits of the proposed collaboration and only proceed if the benefits outweigh the costs.

83. **Recommendation 6**. The Member States of the RBA Governing Bodies should reappraise and adequately resource their position on RBA collaboration.

C. Evaluation Synthesis on the Performance of Government

84. **Rationale.** Previous IOE reports have noted government performance as an area where IFAD's operations underperform. In the past, relatively weak and worsening government performance ratings have raised concerns about the efficiency, effectiveness, sustainability and ultimately the impact of IFAD projects. The issue of government performance, and how it relates to other performance dimensions, therefore requires heightened attention.

85. **Scope and methodology.** This synthesis was a learning product, focussed on the performance of government in IFAD-supported operations and drawing from completed IOE evaluations. It covered the period 2010–2020 period. For this decade, performance data were available from 421 evaluations, including 57 country strategy and programme evaluations (CSPEs) and 364 project-level evaluations. The synthesis selected 15 countries as case studies. The synthesis took a broad approach to review government performance, looking at government actions in terms of its institutional efficiency, prevailing enabling conditions, and the structures, capacities and processes that are required for transforming financial and non-financial resources into operational results.

86. **Deteriorating government performance.** Government performance deteriorated over the review period. At the same time, performance in low-income countries and countries with fragile situations has been stable. However, the performance of projects led by ministries of agriculture has been declining, while their overall share

in the portfolio increased. The last 10 years have seen projects grow more complex, with the inclusion of value chain support in project design and increasing reliance on ministries of agriculture, which often did not have the capacities and resources to act as an implementing agency in a more demanding project formulation.

87. **Government ownership, leadership and accountability** are closely connected and, together, they are key drivers of government performance. Ownership is what – together with knowledge and information – drives project decisions and activities. It derives from societal norms and structures (including accountability structures) and project-specific – typically contract-based – organizational arrangements. IFAD has supported government ownership through long-standing partnerships with preferred ministries and agencies or through responsive programme design and integration of government staff into management units. Reliable support and partnerships were particularly important in fragile situations.

88. **Programme effectiveness, sustainability and scaling up strongly correlate with the choice of the lead agency**. Many lead agencies have exhibited exemplary ownership and commitment, often nourished through long-term partnership with IFAD. Others, however, have demonstrated persistent weaknesses such as lack of technical assistance, limited capacity at decentralized level and high staff turnover. The performance of the lead agency, with the mandate and capacity to coordinate relevant stakeholders, is pivotal to ensuring effective service delivery and outreach to IFAD's target groups, and for putting in place the required resources and institutional mechanisms for sustainability and scaling up.

89. The **institutional arrangements for project implementation**, agreed during project design, include the choice of lead agency and implementing partners as well as the set-up for project management. Integration of IFAD projects in country structures has enhanced ownership. It enables national government and decentralized authorities to provide oversight, coordination and other types of support to ongoing projects and programmes. The capacity and resources mobilized by government are key variables determining the performance of project management. Government staff capacity still is the main bottleneck to sound management.

90. **IFAD country presence** has been a contributing factor to government performance. However, its influence on government performance also depends on the technical qualifications and seniority of IFAD staff as well as other "soft" factors shaping the relationship with government partners. The out-posting of a senior IFAD staffer as country director has enhanced oversight and contributed to improved implementation a number of countries. IFAD presence was usually insufficient in programmes stretching into remote locations and with weak decentralized capacities. In such cases, posting a country director in the capital was not sufficient.

91. The synthesis identified other factors on IFAD's side that are affecting government performance. IFAD's recent reforms and developments, such as decentralization of technical support and senior IFAD staff, and enhanced procurement and financial systems are likely to improve efficiency. However, other prevailing issues had a negative effect on government performance. These included insufficient consideration of government capacities and institutional and policy frameworks, and lack of suitable incentives to keep government staff engaged. In some countries, the transition from decentralized implementation to national PMUs/programme coordination units has overstretched existing government capacities and systems. Finally, frequent turnover of staff and disbursement caps have negatively affected government engagement and trust.

92. The synthesis concluded that the simultaneous presence of positive and negative drivers has led to overall low government performance. IFAD has to build on its

strength, identifying and addressing drivers of government performance, after careful analysis of institutional and policy frameworks at country level. The organization has to become an enabling environment for country management, providing critical support for effective engagement with government, such as technical advice, predictable resources and incentives for durable relationships.

93. Country managers have a pivotal role to play, nurturing ownership and trust, enhancing institutional performance and supporting learning from experience. A better understanding of why and how government performs in certain situations requires closing information gaps in IFAD's corporate M&E, like those identified in the synthesis.

Key points

TE IFAD's Support to Smallholder Farmers' Climate Adaptation

- Over the past decade, IFAD has made climate response a corporate priority, mobilized climate finances, increased its financing to climate response and set up a dedicated unit to mainstream climate responses. However, IFAD's mainstreaming efforts lack a clear corporate-level conceptual framework and operational guidance on how to strengthen smallholders' climate resilience, together with environmental and socio-economic resilience.
- IFAD has shown capacity to improve the economic, climate and environmental resilience of smallholders though a suite of appropriate interventions.
- The future of IFAD's ability to successfully strengthen smallholder climate resilience at scale depends on additional funding to promote non-lending activities. Resources remain a challenge and performance of non-lending activities a recurring weakness identified by several independent evaluations.

Joint CLE of the Collaboration among the Rome-based agencies of the UN

- Gender and nutrition are areas in which RBA collaboration has enhanced the sharing of knowledge, lessons and good practices. Emergency response contexts provide a conducive framework for RBA collaboration. However, in development work, the RBAs have made limited progress in reducing overlap, competition and duplication.
- Donor support for RBA collaboration is not as strong or coherent in practice as donor advocacy of it implies.
- RBA collaboration can enhance effectiveness and achieve administrative cost savings but there are multiple administrative difficulties in interfacing between RBA structures and cultures. These difficulties can be overcome through the often-displayed ability of technical colleagues to work together, where they perceive clear mutual interest.

Evaluation Synthesis on the Performance of Government

- Government performance deteriorated over the review period. At the same time, projects grew more complex (shift to value chain approaches) and increasing reliance on ministries of agriculture, which often did not have adequate capacity and resources.
- Government ownership, leadership and accountability are key drivers of government performance. IFAD has supported government ownership through long-standing partnerships with preferred ministries and agencies, or through programme design.
- IFAD country presence has contributed to government performance but its influence also depended on the technical qualifications and seniority of IFAD staff as well as other "soft" factors. IFAD presence was insufficient in programmes operating in remote areas and with weak decentralized capacity.
- IFAD needs to become an enabling environment for country management, providing critical support for effective engagement with government, such as technical advice, predictable resources and incentives for durable relationships.

IV. Findings from recent Country Strategy and Programme Evaluations and from a Sub-regional Evaluation: Knowledge Management and operating in fragile situations

94. This Chapter ha two sections dedicated to the Country Strategy and Programme Evaluations (CSPEs) conducted by IOE and to the first Sub-regional Evaluation, a new product piloted by IOE in 2021, respectively. A sub-regional evaluation covers a group of countries that share common agro-ecological or socio-economic characteristics.

95. The first section of the chapter, on CSPEs, focuses on the topic of 'knowledge management', one of the three non-lending activities assessed by CSPEs (the other two are partnership development and policy engagement). The choice of knowledge management takes into consideration the fact that IOE is embarking on a broader Corporate-level evaluation on this topic, which, inter alia, will benefit from a mid-term review of the 2019 Knowledge Management Strategy to be conducted by IFAD Management in 2022. Thus, this chapter is an attempt to take stock of recent IOE contributions. The focus is on findings from 18 CSPEs conducted between 2018 and 2021.

A. Findings on Knowledge Management from recent CSPEs

96. **Rationale.** Knowledge management is a process to organize data and information into a knowledge base for access and use by a diverse range of stakeholders. This intangible knowledge capital is intended to enable the management and enhancement of competencies, capitalization of experience, and improvement of internal and external communication.[8] Accordingly, IFAD considers knowledge management as a key tool to ensure effectiveness and optimize the use of resources to achieve objectives.[9] This led to approving a corporate strategy on knowledge management in 2007 and of a second knowledge management strategy in 2019.

97. **Strategic context of knowledge management at IFAD.** The need to build knowledge management into IFAD programmes and projects is expressed in the IFAD Knowledge Management Strategy of 2007. According to the ARRI (2016) the strategy's implementation made it possible to achieve a number of objectives, including improving technological infrastructure and increasing the number of knowledge management products developed and disseminated. However, the same ARRI indicated that knowledge management was not yet systematically integrated with IFAD's modus operandi to better access tacit or explicit knowledge available to the organization and improve its use and reuse.[10] The new knowledge management strategy approved by IFAD in 2019 had the main objective of improving IFAD's ability to generate, use and share the best knowledge available based on empirical data and experience. The ultimate goal was to improve the quality of IFAD-funded operations and raise the organization's visibility and influence.

98. **Contribution of IOE to IFAD knowledge management.** Unlike the 2007 strategy, the 2019 strategy explicitly recognized the role of IFAD's independent evaluations in identifying and disseminating knowledge, as well as improving the learning process within the organization.

[8] IFAD, *IFAD Strategy for Knowledge Management* (2007) (EB 2007/90/R.4). https://webapps.ifad.org/members/eb/126/docs/french/EB-2019-126-R-2-Rev-1.pdf.
[9] IFAD, *IFAD Knowledge Management Strategy* (2019) EB 2019/126/R.2/Rev.1. https://webapps.ifad.org/members/eb/126/docs/french/EB-2019-126-R-2-Rev-1.pdf.
[10] Many activities were undertaken in isolation, hindering efforts to integrate knowledge management more systematically into the Fund's operations as a whole. IFAD, *ARRI* (2016). www.ifad.org/documents/38714182/39709860/ARRI_2016_full.pdf/569bcea7-a84a-4d38-867f-89b3bb98e0e4.

99. The CSPEs conducted by IOE systematically assess the performance of non-lending activities, which include knowledge management activities, as well as their contribution to improving the overall performance of the country strategy and programme. Thus, knowledge management performance are rated, and recent CSPEs show a rather mixed performance, as discussed below.

100. **Assessment of knowledge management results by CSPEs.** Table 6 below presents the scores for the 18 CSPEs taken into account in this analysis (2018-2021). The knowledge management scores assigned by each of the 18 CSPEs generate an overall average of 3.5, which is at mid-point between moderately unsatisfactory and moderately satisfactory. The factors underlying these ratings are analysed below in terms of strengths and weaknesses.

Table 6
CSPE Scores for Knowledge Management (2018-2021)

Country	*Knowledge management rating assigned by CSPE*
Peru	5
Burkina Faso, Cambodia, Madagascar, Morocco, Nepal, Niger, Sudan	4
Angola, Cameroon, Ecuador, Georgia, Kenya, Mexico, Sierra Leone, Sri Lanka, Tunisia, Uganda	3
Average score	3.5

101. **Cases of stronger knowledge management results** identified in country programmes. The aspects of knowledge management that generated positive results are presented in box 1 below. They relate to knowledge management processes such as knowledge generation, sharing, dissemination and use in scaling up results.

Box 1
Positive cases of knowledge management identified by CSPEs

Knowledge generation. The country programme activities led to the production of a large number of studies, guidelines, platforms, knowledge products and communication aids (Burkina Faso, Cambodia, Georgia, Kenya, Madagascar, Morocco, Nepal, Sierra Leone, Sri Lanka, Sudan and Tunisia), although the evaluations noted that the analytical content and quality was uneven.

Knowledge sharing. The knowledge generated was shared in different ways, including cross learning through study visits between projects in a single country and with other countries. An approach that was appreciated by IFAD partners (government officials, project staff, NGOs, rural development researchers) was the so-called 'learning routes',[11] which was used in several countries covered by the CSPEs (Cambodia, Nepal, Peru and Sudan) and led to disseminating performing practices and informed project design and implementation (e.g., setting up community learning centres in Cambodia).

Dissemination with and use by development partners. The other avenue of knowledge-sharing that can be considered successful is the organization of events for dissemination (workshops and conferences) and monitoring missions, which provided opportunities for exchanges and networking among project implementation officers and stakeholders (Cambodia, Cameroon, Kenya, Madagascar, Nepal, Sri Lanka). In the case of Peru, knowledge management stimulated innovation and scaling up through the systematic production and use of experience.

102. **Success factors.** These results were obtained thanks to several factors. Among them were: (i) the explicit integration of knowledge management processes in COSOPs; (ii) forging effective operational partnerships for knowledge management with other development partners; (iii) ear-marking financial resources, such as grant financing or specific loan components, to support capacity development in

[11] Learning routes refer to a KM approach developed by PROCASUR (see https://procasur.org/en/home/), an international NGO. The focus is on structured visits to IFAD development projects, based on a set of learning questions and topics that are defined in collaboration with the main stakeholders (many of them government and project staff). The aim is to improve and strengthen the capacities of professionals and technicians to lead knowledge management, with concrete results applied to new initiatives and rural development policies. PROCASUR benefited of IFAD's grant financing, between 2006 and 2016, to promote innovations developed in the context of IFAD supported operations.

knowledge management activities; and, finally, (iv) ownership and engagement by the government agencies.

103. In Peru, for instance, the inclusion of knowledge management as a separate component in projects with a specific budget made it an instrument for stimulating innovation and scaling up through the systematic production and use of learning, based on the experience of the 'learning routes' initiative. The learning routes approach helped disseminate and exchange knowledge based on project experience: it transcended the projects and countries involved and even the Latin American region (expanding into Africa and Asia), while promoting South-South cooperation.[12] Another success factor for knowledge management in Peru was the proactive role of the country programme manager in boosting dissemination of knowledge generated and lessons learned through projects implementation, reflecting that the availability of a dedicated staff is a critical factor in enhancing the performance of knowledge management activities.

104. **Challenges of knowledge management within country programmes.** The limited operationalization of the 2007 Knowledge Management Strategy, which served as a strategic guide for most of the period covered by the evaluations, can explain gaps identified in CSPEs. One obvious deficiency was the little or no systematization of documentation and sharing of experiences, leading to limited capitalization on lessons learned (instances were found in Burkina Faso, Cameroon, Georgia, Mexico, Nepal and Tunisia). Other shortfalls identified are presented in box 2.

[12] Learning routes played a fundamental role in the systematic use and sharing of knowledge. The strategic and operational integration of learning routes into activities as part of IFAD project components was shown to be important in achieving results.

Box 2
Weaknesses preventing the achievement of knowledge management results

Lack of awareness of the scope of knowledge management. In some cases, knowledge management was limited to its simplest expression: communication on project activities or publication of technical factsheets, guides and brochures or folders (Cameroon, Niger) with no real work done to collect information (Georgia) or analyse experiences to draw lessons learned. Knowledge-sharing remained limited because of the difficulty accessing and recovering documents and communication aids, invalidating the efforts made to produce them (Cambodia, Cameroon).

Inadequate tools or inappropriate use of tools. The tools adopted for knowledge dissemination were either not used sufficiently (e.g. knowledge products developed as part of regional grants in Mexico; blogs and discussion groups in Cambodia) or there was scarce utilization of information and communication technologies (as in Niger where relatively expensive documentation centres were built, instead of making documentation available on line). In Tunisia, the national network of practitioners that had received training on knowledge management tools and methodologies within KariaNet was still incipient and the website created to enable members to share experiences was not yet used effectively.

Weak M&E systems. Weaknesses or lack of M&E capacity meant that primary information was unavailable to analyse project successes and failures and generate lessons that can be capitalized in strategic and operational plans (Angola, Cameroon, Ecuador, Kenya, Morocco, Sierra Leone, Sudan, and Tunisia). Having weak links between M&E systems and knowledge management processes affected policy dialogue (Cambodia).

Failure to allocate adequate resources. The absence of specific budget allocations for knowledge management activities was noted (e.g., Kenya, Tunisia), and explained the poor results achieved. Insufficient human resources were also a constraint. For instance, the lack of a full-time knowledge management officer for the country programme slowed knowledge capitalization and limited the effectiveness of knowledge management (in Burkina Faso, Cameroon, and Tunisia). In other cases, the knowledge management officer position was eliminated and the budget reduced (Burkina Faso, Uganda).[13] In addition, high staff turnover (among portfolio officers, country programme managers and project personnel) stood in the way of developing institutional memory and therefore disrupted knowledge management activities in some countries (Angola, Burkina Faso).

105. **Key role of grants for knowledge management.** Grants have provided financing to promote knowledge management since the 2009 Policy for Grant Financing was adopted. Unfortunately, they have not always been used properly to this end. This was the case when grant objectives were not well aligned with the country strategy and programme objectives. A positive exception was the country programme of Peru. In Sierra Leone, for instance, there was little evidence that the grants had led to producing knowledge used in the country. In Mexico, on the other hand, grants provided very important learning opportunities but were used little in the country.

106. **Clear strategic orientations translated into operational actions.** Achieving better knowledge management results as part of IFAD country programmes starts with clear strategic orientations on knowledge management as set forth in COSOPs. These orientations then need to be translated into an operational plan within the programme. Full ownership and implementation of the plan by all stakeholders is required. To this end, the availability of competent and dedicated staff within the programme is a prerequisite, followed by the allocation of sufficient budget resources.

107. **Effective M&E systems and processes.** Functional M&E systems need to be in place that will contribute to promoting knowledge creation, capture and distillation within the country programmes. These systems should not only enable to capture results of interventions, but also serve as a springboard for experience-based, hands-on mutual learning. It is essential to: (i) strengthen M&E processes and mechanisms within country programmes to make them more effective in quality data collection and analysis (both quantitative and qualitative); (ii) ensure

[13] The results were also mediocre when human resources assigned to knowledge management had poor qualifications, whether in terms of methodological or practical knowledge, as they did not enable the objectives of IFAD's Knowledge Management Strategy to be achieved, as demonstrated by the CSPEs for Burkina Faso, Cameroon, Kenya and Tunisia.

interpretation of those data in order to draw relevant conclusions and lessons, as well as to understand the conditions for achieving results. To this end, the availability of qualified M&E specialists is crucial to enable a continuous learning efforts, based on sound evidence. This calls for attention to M&E capacity building at the national level, including the collaborating with existing international initiatives to strengthen M&E.

108. **National orientation and capacity development.** Finally, it is crucial that IFAD knowledge management objectives and processes respond to the needs of national actors, bringing the voices of the rural people, building on local knowledge management practices, and providing training and resources as required. It is necessary to build national capacity, because the skills required for creation, analysis, and dissemination of knowledge may not be available at the project level. It is also important to forge operational partnerships with key actors operating in the agricultural development sector to enhance the effectiveness of knowledge management activities. This calls for consultation and coordination on joint actions.

B. The Sub-regional evaluation of IFAD's engagement in countries with fragility situations in IFAD's West and Central Africa

Introduction

109. The Independent Office of Evaluation (IOE) conducted its first Sub-regional Evaluation (SRE) of IFAD's engagement in countries with fragility situations in IFAD's West and Central Africa (WCA) in 2021. The SRE covered the G5 Sahel countries – Burkina Faso, Chad, Mauritania, Mali, and Niger – and IFAD operations in the Northern region of Nigeria, which are facing similar fragility challenges. The purpose was to assess IFAD's operations between 2010 and 2021, using fragility lenses, in order to identify useful and relevant lessons. [14]

Evaluation Design and Methodology

110. The SRE design was theory-based, aligned with the IOE's evaluation guidelines. It constructed a theory of change, based on document review and interactions with the main stakeholders at the headquarters and in the countries. The SRE also reviewed the results framework of Joint Programme for the Sahel Response to the Challenges of COVID-19, Conflict, and Climate Change. The team designed an analytical framework, which included five groups of fragility drivers related to: (i) socioeconomic issues, (ii) social disruption; (iii) environmental and climate change challenges; (iv) institutional weaknesses and weak social contracts; and (v) insecurity and conflict issues.

111. The SRE applied a mixed-methods approach, combining qualitative and quantitative data collected through desk reviews, interviews with stakeholders and primary field data collection. Virtual interviews were also conducted with various categories of stakeholders at IFAD-HQ, sub-regional and country levels. In line with COVID-19 restrictions, national consultants carried out field missions in the six countries. Overall, conclusions were based on triangulation of evidence from several sources.

Main Findings

112. The **IFAD's strategies and programmes reviewed were relevant to support rural resilience building but with specific gaps**. Contextual analyses of reviewed experiences have focused extensively on three categories of fragility drivers where IFAD makes a direct contribution: economic / poverty, natural resources management / climate change, and social inequality. There was little in-depth analysis related to the other two drivers (weak public institutions and

[14] Relevant corporate documents are the IFAD strategy for engagement in countries with fragile situations (2016) and the Special Programme for Countries with Fragile Situations: Operationalizing IFAD's Fragility Strategy (2019).

insecurity/serious conflict). There was little clarity on how to perform holistic fragility analysis and the benefit of doing this.

113. **The IFAD portfolio was coherent with the programmes of other partners but lacked an explicit intent of tackling fragility holistically**. The SRE found a broad complementarity of IFAD's operations with programmatic priorities of other international partners (e.g. African Development Bank, World Band, FAO and WFP) in the G5+1 countries. However, evidence is still lacking on the extent to which such complementarity translates into either formal mechanisms to strengthen relative comparative advantages or to deliver synergies at the field level.

114. Promoting income-generating activities, capacity building and non-financial supports was critical in strengthening absorptive and adaptive capacities of beneficiaries in fragile contexts. At the community level, the building of cereal bank facilities contributed to improving absorptive capacities, by making food available for poor smallholders and reduced hunger burdens in the lean season, as well as buffering the variation of food prices.

115. **Soil and water conservation practices** promoted in those arid and semi-arid contexts were relevant in terms of climate-smart farming practices, as well as critical in improving the resilience of beneficiaries and communities. Achieving effective NRM results in those contexts requires full engagement of all parties to manage adequately differing interests on water and grazing resources across communities.

Box 3
Fragility and conflict drivers and IFAD interventions

Socioeconomic fragility drivers ▪ Promoting income generating activities and income source diversification ▪ Capacity building and non-financial support for agricultural micro-projects and rural enterprises ▪ Support to customary credit and saving groups ▪ Support to village cereal banks as a buffer against seasonal price spikes
Environment and climate change fragility drivers ▪ Promoting soil and water conservation practices in Sahelian arid and semi-arid contexts ▪ Using GEF and ASAP funding to support communal planning and action for climate change resilience ▪ Promoting consultation among multiple users of natural resources, such as water or grazing land
Institutional fragility: role of farmers' organizations ▪ Empowering people's /farmer organizations to deliver services for improved input supply and product marketing; and capacity to intervene in policy-level discussions ▪ Support to local chambers of agriculture as a way to build trust between beneficiaries and local authorities.
Social inequality, particularly for women and the youth and pastoralists. Conflicts may escalate ▪ Project addressed land tenure insecurity to some extent around investments supported for NRM and infrastructure, but not always translated into policies (positive exception: Mali) ▪ Few IFAD projects have dealt with transhumance and its transboundary aspects
Violent conflicts and insecurity ▪ A nexus approach addressing poverty and conflict is missing in IFAD supported operations in the G5+1 contexts

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Source: excerpted from the SRE of IFAD's engagement in countries with fragility situations in WCA (2022).

116. **Empowering people's organizations, farmer organizations and community-based organizations** to deliver effectively and sustainably was instrumental, in those fragile contexts, to building absorptive and adaptive capacities. Community-based organizations can play a critical role to foster social cohesion. However, while project made intensive efforts to support ware user associations in charge of small-scale irrigation schemes (e.g., Burkina Faso, Chad, Mali, and Niger), the capacity of these associations to manage and maintain scheme was uneven.

117. Findings suggest that **IFAD supported projects have partially addressed the issue of inequality and insecurity in land access**. In those contexts, women and youths have restricted land rights and are more subject to insecure land access. Moreover, although pastoralism is an important issue in the Sahelian context, it received insufficient focus in IFAD supported operations over the reviewed period.

118. **Gender equality** was a clear focus in all IFAD supported operations, as women are highly vulnerable in such fragile contexts. The supported interventions were insufficient to address the root causes of gender inequality, mostly linked to social traditions and practices. Nevertheless, IFAD's support through value chain development contributed to empower rural women and improve access to productive assets, which were useful in building absorptive and adaptive capacities. In addition, through value chain support, recent projects also contributed to building skills of the youth, who can be instrumental within their communities for effective resilience strategies.

119. Lastly, the SRE identified the following **key challenges**. First, IFAD's engagement did not adequately reflect the specificities of working in the G5+1 fragile contexts (e.g., simplicity of design, prior holistic analyses to understand the root causes of fragility, transboundary issues).

120. Second, IFAD's financial instruments are better suited for delivering in non-fragile situations, than in the G5+1 contexts. Loan financing was not flexible enough to allow swift adjustments in cases of critical events (e.g. severe drought, economic crisis, political disruption), while grant windows financing seemed more appropriate and adaptive due to their flexibility (for disbursement and management), but were very limited in their amounts. Meeting co-financing agreements has been challenging for governments of the G5 countries. On the positive side, the availability of funding from other international co-financiers (e.g. GEF and GCF) was important to support resilience.

121. Third, during the reviewed period, most country directors (five out of six) did not reside in the countries, thus constraining IFAD's ability to work with key partners and respond quickly to changing contexts.

122. The SRE made the following recommendations:

123. **Recommendation 1**. Develop a comprehensive resilience framework for the sub-region or region to guide assessments, designs and implementation of operations (at field, national and regional levels).

124. **Recommendation 2**. Use the opportunity of IFAD decentralisation 2.0 to improve the capabilities of country teams, interactions and agility for effective delivery in the G5+1 fragile contexts.

125. **Recommendation 3**. Revisit approaches for value chain development support within the sub-region to further improve the inclusiveness, and to build on community-driven approaches in highly fragile areas.

126. **Recommendation 4**. Promote further the resilience of rural communities through supports to people and farmer organizations and other community-based organizations to effectively deliver services and strengthen their capacity to engage in policy dialogue on topic of importance to them.

127. **Recommendation 5**. Organise greater support to country teams for a greater effectiveness of non-lending operations, which are critical in those contexts.

Key points

CSPE findings on Knowledge Management

- Factors for successful knowledge management included: (i) explicit integration of knowledge management processes in COSOPs; (ii) proactive role of the country programme manager; and (iii) securing financing of knowledge management either via grant or as a project component (loan). Regarding grants, a particularly successful series of initiatives were the 'learning routes', promoting a structured approach to learning from project experiences.
- Key constraints to knowledge management were: (i) confusion between communication and knowledge management; (ii) weak M&E systems as a major constraint to collecting primary information to analyse project successes and failures in order to generate lessons that can be capitalized upon; (iii) failure to allocate adequate resources (i.e., lack of specific budget allocations or dedicated staff in projects and in IFAD country offices).

Sub-regional evaluation on countries with fragility situations in WCA

- Contextual analyses of IFAD-funded programmes focused extensively on three categories of fragility drivers: economic / poverty, natural resources management / climate change, and social inequality. Deep analysis related to the other two drivers (weak public institutions and insecurity/serious conflict) was generally absent.
- Promoting income-generating activities, capacity building and non-financial supports was critical in strengthening adaptive capacities of beneficiaries in fragile contexts. Community cereal bank facilities contributed to reducing hunger in the lean season.
- IFAD supported projects have partially addressed the issue of inequality in land access. Moreover, although pastoralism is an important issue in the Sahelian context, it received insufficient focus in IFAD-supported operations over the reviewed period.
- Loan financing was not flexible enough to allow swift adjustments in cases of critical events (e.g. severe drought, economic crisis, political disruption), while grant windows financing was more adaptive but limited in the amounts. During the reviewed period, most country directors did not reside in the countries, thus constraining IFAD's ability to work with key partners and respond quickly to changing contexts.

V. Thematic perspectives from recent project-level evaluations

128. This chapter is dedicated to three thematic topics that emerged in selected project performance evaluations (PPEs) conducted between 2017 and 2021: (i) community driven development, which was also the subject of an evaluation synthesis completed in 2019;[15] (ii) watershed development, which was the main focus of an impact evaluations completed in 2020;[16] and (iii) IFAD response to the tsunami disaster, which was also reviewed in an IOE evaluation synthesis on IFAD's support to livelihoods involving aquatic resources from small-scale fisheries, small-scale aquaculture and coastal zones (2018).[17] This chapter offers insights that complement previous evaluation syntheses conducted by IOE.

A. Community-driven development

129. IFAD has a long history of community-driven development (CDD) projects. The total investment in CDD-related operations (those that include CDD components or CDD-related elements) was 20 per cent (US$9.5 billion) of the total approved amounts from 1978 until 2018.[18] CDD principles are enshrined in IFAD policies and strategies. They include empowerment, strengthening social capital, and building the capacities of poor rural people and their organizations. In 2019, IOE conducted an Evaluation Synthesis on community-driven development (CDD), which reviewed a sample of project evaluations in all regions. The evidence from four recently evaluated CDD projects in India, Indonesia, Sri Lanka and Tajikistan complements the findings of that synthesis.

Table 6
Recent PPEs of Community driven development projects

Project	*Country*	*Year of project evaluation*
Community Driven Development Projects		
Tejaswini Women's Empowerment Programme	India	2020
Village Development Programme	Indonesia	2020
Smallholder Plantations Entrepreneurship Development Programme	Sri Lanka	2019
Khatlon Livelihoods Support Project	Tajikistan	2021

Source: elaboration of the ARIE 2022.

130. **CDD projects usually take longer to implement because they involve extensive capacity building and consultation.** Longer project durations (or follow-on phases) are needed to adjust operational processes, learn from experience and mistakes, and improve performance. The evaluation synthesis on CDD identified insufficient capacity building or empowerment of community organizations as a common problem. This includes insufficient training on participatory approaches and attention to institutional sustainability, insufficient links with local government; or financial allocations that were too small to have a major impact. In some cases, the implementing government partners did not show much commitment. The 2019 evaluation synthesis on CDD found that the sustainability of the rural organizations created or strengthened by the projects was uneven.

131. In the case of the recently evaluated projects, the duration ranged between 8 years (Tajikistan) and 14 years (India). The size of funding varied, between the smallest project, in Tajikistan (total funding US$ 10.1 million), and the largest projects, in Indonesia (total funding US$ 2385.76 million, of which IFAD funding

[15] https://www.ifad.org/en/web/ioe/w/community-driven-development-in-ifad-supported-projects
[16] https://www.ifad.org/en/web/ioe/w/community-based-integrated-natural-resources-management-in-ethiopia
[17] https://www.ifad.org/en/web/ioe/w/ifad-s-support-to-livelihoods-involving-aquatic-resources-from-small-scale-fisheries-small-scale-aquaculture-and-coastal-zones?p_l_back_url=%2Fen%2Fweb%2Fioe%2Fevaluation-synthesis
[18] IOE ESR on CDD.

was US$ 66 million, with major financing from the World Banka and the government), which had the largest geographic scope. Out of the four projects, the one in India (Tejaswini) was the best performing, overall rated satisfactory (5); it also had the longest duration. A closer look at the facilitation approaches helps explain strengths and weaknesses.

132. **Use of external facilitators.** Of the four CDD projects evaluated in 2020, two (India and Tajikistan) used local or international NGOs for the delivery of community facilitation services. The evaluations showed that **NGO-led facilitation focused on empowering the most marginalised groups**. The aim was to link communities with opportunities for support, growth and development. In Tajikistan, the evaluation found that the mobilization and capacity building provided by the NGO[19] was instrumental in terms of community mobilization, local self-governance and local resource mobilization, and laid the foundations for the continuity of project-initiated activities. However, strategic follow-up would have been needed to strengthen village organizations and common-interest groups.

133. **Government-led facilitation services**, in the projects in Indonesia and Sri Lanka, were used to establish community organisations. However, in these cases, communities lacked a sense of ownership. The project in Indonesia was a particularly challenging one: it aimed to roll out the CDD approach over a large area in the remote provinces of Papua and West Papua. The facilitators recruited at district and sub-district level received a 12-day training, which did not provide them with sufficient understanding of their role. Groups were formed for the purpose of availing project funding. The evaluation found that village funds were used in a one-off manner, without a systematic plan for ensuring follow-up and backstopping. Decisions around utilization of village funds did not involve substantial participation of target groups. There was no substantive effect on the existing livelihoods of target groups. New avenues for livelihoods were not created. The impact on human and social capital was marginal, as the facilitators did not give priority to technical capacity building and training.

134. The PPE in Indonesia also found that there was little harmonization and dovetailing with ongoing government programmes. The short length of the project precluded the provision of intensive and sufficient training, mentoring and handholding required for empowerment and consequent sustainability outcomes. The same PPE noted the insufficient linkages with district and sub-district public departments, poorly functioning coordination teams at provincial and district levels and insufficient decentralisation of authority as factors contributing to limited sustainability. This confirms the finding from the evaluation synthesis on CDD that projects that had fully involved local government were more effective in strengthening local governance.

135. **Empowerment and sustainability**. CDD projects created assets, such as infrastructure, and empowered farmers vis-à-vis other stakeholders. Secondary group or apex bodies provided further social and economic support services and linked communities to external opportunities. In **India**, apexes were set up to negotiate engagement with other actors operating along value chains and with governments. Such a collective approach strengthened their bargaining position compared to individual SHGs. Instead, the project in **Sri Lanka** provided a different case. It recorded impressive increases in production but impact on social capital was low; groups dissolved at completion.

136. Overall, **India** provided the **one of the most convincing practice models**. The federations of SHGs became professional, financially self-reliant organisations by charging fees to member SHGs for their services and developing other income-generating activities. They shifted away from skills development gradually, which was the initial request from SHGs, to focus more on preparing and implementing

[19] Mountain Societies Development Support Programme (MSDSP).

micro-livelihood plans for groups of SHG members engaged in the same livelihood activities. In addition, they set up social enterprises (in partnership with SHGs or independently) as an income stream to reach financial sustainability and to support agriculture and horticulture activities with a value chain orientation. These apex-level structures allowed for greater political empowerment and negotiated advantageous terms of engagement with a multiplicity of stakeholders on behalf of their member SHGs. Members of the SHGs obtained roles as managers, coordinators and community resource persons within the federations.

137. The evaluation synthesis concluded that **CDD-related operations, in spite of variations in their implementation, overall have performed better than non-CDD operations in fragile, remote and marginal contexts**.[20] While CDD delivers short-term benefits such as improved access to infrastructure and services even in fragile situations, the longer-term results such as sustainable institutions and enhanced governance mechanisms require substantial levels of engagement over time. There are trade-offs between the strengths of CDD with regard to effectiveness and sustainability and its weaknesses with regard to the time and costs. Where IFAD aims to build sustainable capacities and ownership at community level, it needs to engage with a longer-term perspective.

B. Integrated Watershed Management Projects

138. IOE evaluated four Integrated Watershed Management Projects between 2018 and 2021. The projects targeted particularly disadvantaged transhumant pastoral and agro-pastoral communities depending for their livelihoods on increasingly **deteriorated and fragile ecosystems**. Some were affected by conflict and insecurity, which limited their mobility and livelihood options. All addressed the main challenge of unsustainable management of natural resources and consequences such as land degradation, soil erosion and water scarcity.

Table 7
Integrated Watershed Management Projects

Project	*Country*	*Year of project evaluation*
Environment and Natural Resource Management		
Projet d'hydraulique pastorale en zone sahélienne	Chad	2018
Community based Integrated Natural Resource Management Project	Ethiopia	2021
National Agricultural Land and Water Management Development Project	Gambia	2021
Kirehe Community-based Watershed Management Project	Rwanda	2019

Source: elaboration of the ARIE 2022.

139. A common lesson from the evaluations was that **ecosystem service restoration takes time**, to a large extent for building the capacities of grassroots institutions that are appropriate to the resource they manage. Investments into integrated watershed require longer gestation periods to show impact. They also require time to adopt phased approaches to allow grassroots institutions to grow and develop the capacities they need to fulfil their roles. For the evaluated projects, implementation periods ranged from 6 years (Chad) to 10 years (Ethiopia).

140. All four projects were designed to adopt integrated landscape participatory approaches. However, in The Gambia and Rwanda, the projects envisaged **multi-sectoral interventions** that addressed different types of deprivation – agricultural production, infrastructure development, and access to markets. In Ethiopia and in Chad the projects focused on either water and soil conservation or securing access to water for people and livestock, and covered large geographic areas. In Ethiopia, the project also addressed issues of land tenure as a priority, considering it directly

[20] Comparative analysis of performance ratings for 347 evaluated projects showed that CDD-related operations performed better than non-CDD projects on effectiveness, sustainability and gender criteria (ESR CDD).

responsible for land degradation. Climate change adaptation was a general concern, which the projects sought to address although the experience in The Gambia and Rwanda points to a lack of explicit focus at design.

141. In Ethiopia, analysis of geo-spatial data showed that there was an improvement in vegetation coverage over the 7-year period of observation. This greening of the watersheds over time could be associated with improved anti-erosion techniques or common land rehabilitation and might lead to improve livelihoods in the longer term.

142. Projects that were able to secure transhumant pastoral systems[21] were also able to reduce overgrazing, prevent conflicts and secure herders' mobility on one side and increase agricultural production on the other which are extremely important factors for the sustainability of pastoral livelihoods systems and agro pastoral communities. However, incomes increases were not substantial in the same manner.

143. The above PPE overall found limited impact on incomes. This could be related to the nature of the project and the types of interventions. Natural resource management interventions have longer gestation periods and therefore it can take longer for associated income effects to be visible. A crucial element in favour of income generation was the provision of market-led investments in value chain development, crop and livestock intensification, irrigation development in addition to conserving soil and water.

144. The evaluations highlighted the **lack of coherent synergies among the different activities taking place within the watershed**. This was partially caused by the **absence of a Master river basin management plan**, linking upstream and downstream communities, for example at the river basin level. The development of a watershed master plan was an important recommendation that both the evaluations in Ethiopia and Gambia offered to better integrate the various interventions at micro-watershed level into an overall coherent framework that would improve both livelihoods and ecosystem services substantially.

145. As most watershed programmes have a clear hierarchy of benefits and beneficiaries,[22] there is a need to place these at the centre of a participatory process, ensuring that vulnerable men and women are involved in decision-making and that interventions respond to the needs of different segments of the rural poor.

146. When gender equity was a specific objective of the project and the implementation strategy was equipped with the appropriate tools and methods to pursue it, results were strong, as in the case of the KWAMP project in Rwanda. Similarly, for the Nema project in The Gambia, deliberate efforts to target women and youth through sustainable water management of vegetable gardens were found to be empowering economically.

C. IFAD responses to the tsunami disaster

147. IFAD responded to the Indian Ocean earthquake and tsunami disaster of 26 December 2004, offering its assistance in the form of new loans to the affected countries. The projects in Maldives, Sri Lanka and India were designed in 2005. The projects varied notably in terms of size and duration. The projects took between 10 years (Sri Lanka) and 15 years (India) to implement. Governments met the minimum criteria for effectiveness declaration with great delays. IFAD resources remained idle for a long time.

[21] E.g. through soil and water conservation, area closure, fodder and pastoral management, and land tenure security (Ethiopia),basic services and social and productive infrastructures (Gambia, Rwanda) including construction and rehabilitation of pastoral water points – wells, ponds and troughs, in addition to hydraulic works management (Chad)
[22] On this, see for example FAO. (2006). The New Generation of Watershed Management Programmes and Projects. FAO Forestry Paper 150. http://www.fao.org/tempref/docrep/fao/00g9/a0644e/a0644e00.pdf.

148. The evaluation synthesis on IFAD's support to livelihoods involving aquatic resources from small-scale fisheries, small-scale aquaculture and coastal zones (2018) noted that IFAD was under 'political pressure' to contribute to the global rehabilitation effort but did not possess any comparative strength in this area of work and was not adequately equipped, as its business model is oriented to long-term engagement, not real-time responses.

Table 8
IFAD's post-tsunami responses

Project	*Country*	*Year of project evaluation*
Post Tsunami Projects		
Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	Maldives	2017
Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	India	2021
Post-Tsunami Coastal Rehabilitation and Resource Management Programme	Sri Lanka	2017

Source: elaboration of the ARIE 2022.

149. The three projects were designed as operational frameworks, to flexibly accommodate early recovery needs of coastal communities. They adopted **community driven development** (CDD) principles and relied on the strengthening or formation of community based organisations to deliver assistance and empower communities in managing their own recovery and rehabilitation. They were **multisectoral** in nature and offered support to rehabilitate social and productive infrastructure, asset replacement and livelihood restoration, skill development and access to finance. The interventions aspired to not only restore livelihoods and help people get back to normalcy but tackle at least some of the root causes that caused inequality, deprivation, marginalisation and exclusion, contributed to vulnerability to crises and shocks and existed prior to the disaster.

150. As post-disaster contexts are fast evolving, the **flaws in project designs and insufficient adaptation of designs ex post to changing contexts** were common issues. Projects were designed in less than six weeks apart from one (Maldives). Given the speed with which the designs had been completed, many were the information gaps and the unwarranted assumptions. This led to implementation of projects that had design flaws or were developed in a reactive, fragmented way but not following a clear strategy that linked recovery interventions to long term development, a finding that echoes key points made by the 2018 evaluation synthesis. The three projects lacked a gender-sensitive poverty and vulnerability analysis that would inform the whole design and implementation strategy. Project achievement was rated moderately unsatisfactory for the Maldives and Sri Lanka.

151. The project in India was arguably one of the most successful of the post-tsunami cohort. It contributed to **increase in household income, assets and strengthening of community resilience to shocks**, including the COVID-19 pandemic, through the Vulnerability Reduction Fund, which supported savings groups and women-led enterprises. This contributed to livelihoods diversification, by increasing women participation in other livelihoods activities (in addition to fish cutting) and, importantly, their contribution to the household economy, as was also found by an IFAD impact assessment conducted on the same project. However, the engagement of men and young men in alternative livelihoods activities was limited, as evidenced by low uptake of trades/vocations that were less attractive in comparison to the fishing sector. As such, men remained exposed to risk and vulnerability due to over-reliance on fisheries based livelihoods, which remained uncertain due to decline in fish stocks. In some cases, women felt compelled to

channel their loans to their husbands' fishing activities, thereby compromising their households' resilience to possible shocks.

Key points

Community-driven development

- Since its establishment, IFAD has delivered around one fifth of its financing through community-driven approaches. CDD projects usually take longer to implement because they involve extensive capacity building and consultation. Longer project durations is needed to learn from experience and adjust operational processes.
- NGO-led facilitation focused on empowering the most marginalised groups. It supported community mobilization, local self-governance and local resource mobilization.
- CDD-related operations have performed well overall, and better than non-CDD operations, in particular in fragile, remote and marginal contexts. While CDD delivers short-term benefits such as improved access to infrastructure and services, the longer-term results such as sustainable institutions and enhanced governance mechanisms require substantial levels of engagement over time.

Integrated Watershed Management Projects

- Ecosystem service restoration takes time, notably to build the capacities of grassroots institutions that are appropriate to the resource they manage.
- Projects that were able to secure transhumant pastoral systems were also able to reduce overgrazing, prevent conflicts and secure herders' mobility on one side and increase agricultural production on the other.
- The evaluations highlighted the absence of a Master river basin management plan linking upstream and downstream communities, for example at river basin level.
- In watershed programmes, there is a need to set up a participatory process that ensures that vulnerable men and women are involved in decision-making and that interventions respond to the needs of different segments of the rural poor.

IFAD responses to the tsunami disaster

- IFAD was under pressure to intervene but its business model is fit for long-term support, not for real-time response to disasters. Projects were designed in a short time frame, leading to information gaps and flawed assumptions. Projects were not following a clear strategy, affecting performance.
- A positive exception was the project in Tamil Nadu (India) that contributed to increase in household income, assets and strengthening of community resilience to shocks, including the COVID-19 pandemic, through the vulnerability reduction fund. This contributed to the livelihoods diversification for women, less so for men who remained over reliant on fisheries-based livelihoods.

Definition of the evaluation criteria used by IOE[23]

Criteria	*Definition* *
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.
	Four impact domains • 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 empowerment include 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.
Project performance	Average of the ratings for relevance, effectiveness, efficiency and sustainability of benefits.
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.
Other performance criteria	
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; work load 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 others agencies.
Environment and natural resources management	The extent to which IFAD development interventions contribute to resilient livelihoods and ecosystems. The focus is on the use and management of the natural environment, including natural resources defined as raw materials used for socio-economic and cultural purposes, and ecosystems and biodiversity - with the goods and services they provide.
Adaptation to climate change	The contribution of the project to reducing the negative impacts of climate change through dedicated adaptation or risk reduction measures.
Overall project achievement	Overarching assessment of the intervention, drawing upon the analysis and ratings for 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.

Performance of partners

[23] These are the criteria as per 2015 Evaluation Manual. In 2022, IOE and Management prepared a new Evaluation Manual which IOE will apply from 2022 and will start reporting according to the new manual in the ARIE 2023.

IFAD Government	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.

* 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.

Evaluations completed by IOE in 2021

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 (PRDMR)	1100001105	28/04/1999	04/08/1999	31/12/2010	11	31,300,000
	Transitional Programme of Post Conflict Reconstruction (PTRPC)	1100001291	09/09/2004	15/12/2005	21/12/2013	8	36,700,000
	Livestock Sector Rehabilitation Support Project (PARSE)	1100001358	18/04/2007	25/02/2008	30/06/2014	6	17,900,000
	Agricultural Intensification and Value-enhancing Support Project (PAIVA-B)	1100001469	30/04/2009	21/07/2009	30/09/2020	11	39,800,000
	Value Chain Development Programme (PRODEFI)	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) (PROPA-O)	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 (PNSADR-IM)	2000000738	17/09/2014	19/09/2014	31/03/2022	8	67,800,000
	Value Chain Development Programme Phase II (PRODEFI 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 (PAIFAR-B)	2000001145	02/09/2017	29/01/2018	30/03/2025	7	38,600,000
	Agricultural Production Intensification and Vulnerability Reduction Project (PIPARV-B)	2000001146	14/12/2018	13/05/2019	30/06/2025	6	129,050,000

Eswatini	Lower Usuthu Smallholder Irrigation Project - Phase I (LUSIP-I)	1100001159	06/12/2001	27/01/2004	30/09/2013	10	278,834,000
	Rural Finance and Enterprise Development Programme (RFEDP)	1100001373	17/12/2008	15/09/2010	30/09/2016	6	8,468,000
	Smallholder Market-led Project (SMLP)	1100001665	22/04/2015	16/02/2016	31/03/2022	6	25,900,000
	Financial Inclusion and Cluster Development Project (FINCLUDE)	2000001804	21/07/2018	05/09/2019	30/09/2025	6	38,559,000
Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi (READ)	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) (VDP)	1100001341	11/09/2008	17/03/2009	31/12/2018	10	216,770,000
	Smallholder Livelihood Development Project in Eastern Indonesia (SOLID)	1100001509	11/05/2011	05/07/2011	31/01/2019	8	65,000,000
	Coastal Community Development Project (CCDP)	1100001621	21/09/2012	23/10/2012	31/12/2017	5	43,240,000
	Integrated Participatory Development and Management of the Irrigation Sector Project (IPDMIP)	1100001706	17/12/2015	13/02/2017	31/03/2023	6	852,900,000
	Rural Empowerment and Agriculture Development Scaling-up Initiative (READSI)	2000001181	14/09/2017	08/01/2018	08/01/2023	5	55,330,000
	Youth Entrepreneurship and Employment Support Services Programme (YESS)	2000001202	14/12/2018	17/06/2019	30/06/2025	6	72,710,000
	Integrated Village Economic Transformation Project (TEKAD)	2000002562	30/10/2019	23/12/2019	31/12/2025	6	702,030,000
	The Development of Integrated Farming Systems in Upland Areas (UPLANDS)	2000002234	11/12/2019	23/12/2019	31/12/2024	5	151,660,000
Malawi	Rural Livelihoods Support Programme (RLSP)	1100001164	12/09/2001	30/08/2004	30/09/2013	9	16,600,000
	Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)	1100001334	13/12/2005	24/05/2006	30/06/2012	6	52,100,000
	Rural Livelihoods and Economic Enhancement Programme (RLEEP)	1100001365	13/12/2007	01/10/2009	31/12/2017	8	29,200,000
	Sustainable Agricultural Production Programme (SAPP)	1100001534	13/12/2011	24/01/2012	31/03/2023	11	72,400,000
	Programme for Rural Irrigation Development (PRIDE)	1100001670	17/12/2015	15/02/2017	31/12/2024	7	84,000,000

	Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE)	2000001501	11/12/2017	15/08/2018	30/06/2025	7	57,700,000
	Transforming Agriculture through Diversification and Entrepreneurship Programme (TRADE)	2000001600	11/12/2019	28/07/2020	30/09/2026	6	125,400,000
Pakistan	Community Development Programme (CDP)	1100001245	18/12/2003	02/09/2004	30/09/2014	10	30,740,000
	Microfinance Innovative and Outreach Programme (MIOP)	1100001324	13/12/2005	01/09/2006	30/09/2011	5	30,540,000
	Programme for Increasing Sustainable Microfinance (PRISM)	1100001413	12/09/2007	07/05/2008	30/09/2013	5	46,580,000
	Southern Punjab Poverty Alleviation Programme (SPPAP)	1100001514	15/12/2010	30/09/2011	30/09/2022	11	195,120,000
	Gwadar-Lasbela Livelihood Support Project (GLLSP)	1100001515	11/05/2011	31/01/2013	31/07/2020	7	38,270,000
	Economic Transformation Initiative Gilgit-Baltistan (ETI-GB)	2000000836	22/04/2015	16/09/2015	30/09/2022	7	120,120,000
	National Poverty Graduation Programme (NPGP)	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
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 (PROCASE-Paraiba)	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
Vietnam	Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province	1100001663	2014	2015	2020	5	33,712,100
Vietnam	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 (1992-2021)

Country programme evaluation	*Division*	*Evaluation year(s)*
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
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
Honduras	LAC	1996
India	APR	2010, 2016
Indonesia	APR	2004, 2014, 2021
Jordan	NEN	2014
Kenya	ESA	2011, 2019
Madagascar	ESA	2013, 2020
Malawi	ESA	2021
Mali	WCA	2007, 2013

Country programme evaluation	*Division*	*Evaluation year(s)*
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
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 quantitative analysis on performance ratings

Projects completed in 2011-2020 (N=284)[24]

Project ID	*Country*	*Project*	*Type*	*Approval*	*Entry into Force*	*Completion*
APR (70)						
1100001460	Afghanistan	Rural Microfinance and Livestock Support Programme	PCRV	2009	2009	2016
1100001284	Bangladesh	Microfinance for Marginal and Small Farmers Project	PPE	2004	2005	2011
1100001322	Bangladesh	Market Infrastructure Development Project in Charland Regions (MIDPCR)	PCRV	2005	2006	2013
1100001165	Bangladesh	Sunamganj Community-Based Resource Management Project (SCBRMP)	PCRV	2001	2003	2014
1100001355	Bangladesh	National Agricultural Technology Project (NATP)	PCRV	2007	2008	2014
1100001402	Bangladesh	Finance for Enterprise Development and Employment Creation Project (FEDEC)	PPE	2007	2008	2014
1100001466	Bangladesh	Participatory Small Scale Water Resources Sector Project (PSSWRSP)	PCRV	2009	2009	2018
1100001647	Bangladesh	Coastal Climate Resilient Infrastructure Project (CCRIP)	PPE	2013	2013	2019
1100001296	Bhutan	Agriculture, Marketing and Enterprise Promotion Programme	PPE	2005	2006	2012
1100001482	Bhutan	Market Access and Growth Intensification Project	PCRV	2010	2011	2016
1100001261	Cambodia	Rural Poverty Reduction Project (Prey Veng and Svay Rieng)	PPE+	2003	2004	2011
1100001350	Cambodia	Rural Livelihoods Improvement Programme (RULIP)	PPE+	2007	2007	2014
1100001559	Cambodia	Project for Agricultural Development and Economic Empowerment	PCRV	2012	2012	2018
1100001223	China	Environment Conservation and Poverty Reduction Programme in Ningxia and Shanxi	PPE	2002	2005	2011
1100001400	China	Inner Mongolia Autonomous Region Rural Advancement Programme	PCRV	2007	2008	2014
1100001323	China	Xinjiang Uygur Autonomous Region Modular Rural Development Programme	PCRV	2006	2008	2014
1100001454	China	Dabieshan Area Poverty Reduction Programme	PCRV	2008	2009	2015
1100001555	China	Guangxi Integrated Agricultural Development Project (GIADP)	PCRV	2011	2012	2017
1100001627	China	Hunan Agricultural and Rural Infrastructure Improvement Project (HARIIP)	PPE	2012	2012	2017
1100001629	China	Yunnan Agricultural and Rural Improvement Project (YARIP)	PCRV	2012	2013	2018
1100001699	China	Shiyan Smallholder Agribusiness Development Project (SSADeP)	PCRV	2013	2014	2019
1100001701	China	Marketing/Storage/Processing: Jiangxi Mountainous Areas Agribusiness Promotion Project	PCRV	2014	2015	2020
1100001707	Fiji	Rural Development: Fiji Agricultural Partnerships Project	PCRV	2015	2015	2019
1100001063	India	Jharkhand-Chhattisgarh Tribal Development Programme	IE	1999	2001	2012
1100001226	India	Livelihood Improvement Project for the Himalayas	PPE	2003	2004	2012

[24] PCRV+ or PPE+ in evaluation type indicate that these evaluations also benefited from CSPEs.

1100001381	India	Women's Empowerment and Livelihoods Programme in the mid-Gangetic Plains (WELP)	PCRV	2006	2009	2015
1100001040	India	North Eastern Region Community Resource Management Project for Upland Areas	PCRV	2009	2010	2016
1100001155	India	Orissa Tribal Empowerment and Livelihood Programme	PCRV	2002	2003	2016
1100001418	India	Mitigating Poverty in Western Rajasthan Project	PCRV	2008	2008	2017
1100001470	India	Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (CAIM)	PCRV	2009	2009	2018
1100001314	India	Tejaswini Rural Women's Empowerment Programme	PPE	2005	2007	2018
1100001258	Indonesia	Rural Empowerment and Agricultural Development Programme in Central Sulawesi	PCRV	2004	2008	2014
1100001621	Indonesia	Coastal Community Development Project	PCRV	2012	2012	2017
1100001509	Indonesia	Smallholder Livelihood Development Project in Eastern Indonesia (SOLID)	PCRV	2011	2011	2019
1100001341	Indonesia	Rural Development: Village Development Programme (ex National Programme for Community Empowerment in Rural Areas Project)	PPE	2008	2009	2018
1100001459	Lao People's Dem. Rep.	Sustainable Natural Resource Management and Productivity Enhancement Programme	PCRV	2008	2009	2015
1100001608	Lao People's Dem. Rep.	Community Based Food Security and Economic Opportunities Programme	PCRV	2011	2011	2017
1100001396	Laos	Northern Regions Sustainable Livelihoods through Livestock Development Programme (NRSLLDP)	PPE	2006	2007	2013
1100001301	Laos	Rural Livelihoods Improvement Programme in Attapeu and Sayabouri	PPE	2005	2006	2014
1100001347	Maldives	Post-Tsunami Agricultural and Fisheries Rehabilitation Programme	PPE	2005	2006	2013
1100001377	Maldives	Fisheries and Agricultural Diversification Project	PCRV	2007	2009	2018
1100001624	Maldives	Mariculture Enterprise Development Project (MEDEP)	PCRV	2012	2013	2019
1100001205	Mongolia	Rural Poverty Reduction Programme	PPE	2002	2003	2011
1100001285	Nepal	Leasehold Forestry and Livestock Programme	PCRV	2004	2005	2014
1100001119	Nepal	Western Uplands Poverty Alleviation Project	PPE	2001	2003	2016
1100001471	Nepal	High-Value Agriculture Project in Hill and Mountain Areas (HVAP)	PCRV	2009	2010	2018
1100001450	Nepal	Poverty Alleviation Fund Project II (PAF II)	PCRV	2007	2008	2018
1100001602	Nepal	Agricultural Development: Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram)	PCRV	2012	2012	2019
1100001324	Pakistan	Microfinance Innovation and Outreach Programme	PCRV	2005	2006	2011
1100001245	Pakistan	Community Development Programme	PPE	2003	2004	2012
1100001413	Pakistan	Programme for Increasing Sustainable Microfinance (PRISM)	PCRV	2007	2008	2013
1100001515	Pakistan	Rural Development: Gwadar-Lasbela Livelihoods Support Project	PCRV	2011	2013	2020
1100001253	Philippines	Rural Microenterprise Promotion Programme(RuMEPP)	PPE	2005	2006	2013
1100001565	Solomon Islands	Solomon Islands Rural Development Programme (RDP)	PCRV	2010	2011	2013

1100001346	Sri Lanka	Post-Tsunami Coastal Rehabilitation and Resource Management Programme (PT-CRReMP)	PPE+	2005	2006	2013
1100001254	Sri Lanka	Dry Zone Livelihood Support and Partnership Programme	IE+	2004	2005	2013
1100001316	Sri Lanka	Smallholder Plantations Entrepreneurship Development Programme (SPEnDP)	PPE+	2006	2007	2016
1100001457	Sri Lanka	National Agribusiness Development Programme (NADeP)	PCRV	2009	2010	2017
1100001600	Sri Lanka	Iranamadu Irrigation Development Project	PCRV+	2011	2012	2017
1100001576	Timor Leste	Timor-Leste Maize Storage Project	PCRV	2011	2012	2015
1100001628	Tonga	Tonga Rural Innovation Project	PCRV	2012	2012	2017
1100001272	Vietnam	Decentralized Programme for Rural Poverty Reduction in Ha Giang and Quang Binh Provinces	PCRV	2004	2005	2011
1100001374	Vietnam	Programme for Improving Market Participation of the Poor in Ha Tinh and Tra Vinh Provinces	PCRV	2006	2007	2012
1100001422	Vietnam	Developing Business for the Rural Poor Project in Cao Bang Province	PCRV	2007	2008	2014
1100001477	Vietnam	Pro-Poor Partnerships for Agroforestry Development Project	PPE	2008	2009	2015
1100001483	Vietnam	Project for the Economic Empowerment of Ethnic Minorities in Poor Communes of Dak Nong Province	PCRV	2010	2010	2016
1100001552	Vietnam	Agriculture, Farmers and Rural Areas Support Project TNSP	PCRV	2010	2011	2017
1100001662	Vietnam	Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces (SRDP)	PCRV	2013	2013	2018
1100001663	Vietnam	Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province	PCRV	2014	2015	2020
1100001664	Vietnam	Rural Development: Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	PCRV	2013	2014	2020
ESA (57)						
1100001391	Angola	Market-oriented Smallholder Agriculture Project	PCRV+	2007	2009	2016
1100001546	Botswana	Agricultural Services Support Project	PPE	2010	2012	2018
1100001291	Burundi	Transitional Programme of Post-Conflict Reconstruction	PCRV	2004	2005	2013
1100001358	Burundi	Livestock Sector Rehabilitation Support Project	PCRV	2007	2008	2014
1100001469	Burundi	Agricultural Intensification and Value-Enhancing Support Project (PAIVA - B)	PCRV	2009	2009	2019
1100001489	Burundi	Agricultural Development: Value Chain Development Programme	PCRV	2010	2010	2020
1100001241	Comoros	National programme for sustainable human development (PNDHD)	PCRV	2007	2007	2014
1100001359	Eritrea	Post Crisis Rural Recovery and Development Programme (PCRRDP)	PCRV	2006	2007	2013
1100001518	Eritrea	Fisheries Development Project	PCRV	2010	2010	2016
1100001159	Eswatini	Lower Usuthu Smallholder Irrigation Project (LUSIP) - Phase I	PCRV	2001	2004	2013
1100001373	Eswatini	Rural Finance and Enterprise Development Programme	PPE	2008	2010	2016
1100001292	Ethiopia	Agricultural Marketing Improvement Programme (AMIP)	PCRV	2004	2006	2013
1100001370	Ethiopia	Participatory Small-Scale Irrigation Development Programme	PCRV	2007	2008	2015

1100001458	Ethiopia	Pastoral Community Development Project - Phase II (PCDP II)	PPE	2009	2010	2015
1100001424	Ethiopia	Community-based Integrated Natural Resources Management Project	IE	2009	2010	2018
1100001521	Ethiopia	Credit and Financial Services: Rural Financial Intermediation Programme II	PCRV	2011	2012	2020
1100001522	Ethiopia	Rural Development: Pastoral Community Development Project III	PCRV	2013	2014	2019
1100001234	Kenya	Mount Kenya East Pilot Project for Natural Resource Management	PCRV+	2002	2004	2012
1100001243	Kenya	Southern Nyanza Community Development Project	PCRV+	2003	2004	2013
1100001330	Kenya	Smallholder Horticulture Marketing Programme (SHoMaP)	IE	2007	2007	2014
1100001378	Kenya	Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT)	PCRV	2010	2010	2019
1100001305	Kenya	Smallholder Dairy Commercialization Programme (SDCP)	PCRV	2005	2006	2019
1100001150	Lesotho	Sustainable Agriculture and Natural Resource Management Programme	PPE	2004	2005	2011
1100001371	Lesotho	Rural Financial Intermediation Programme	PPE	2007	2008	2015
1100001530	Lesotho	Rural Development: Smallholder Agriculture Development Project	PCRV	2011	2011	2020
1100001239	Madagascar	Rural Income Promotion Programme	PCRV	2003	2004	2013
1100001318	Madagascar	Project to Support Development in the Menabe and Melaky Regions (AD2M)	PPE	2006	2006	2015
1100001429	Madagascar	Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA)	PCRV	2008	2009	2019
1100001164	Malawi	Rural Livelihoods Support Programme (RLSP)	PPE	2001	2004	2013
1100001365	Malawi	Rural Livelihoods and Economic Enhancement Programme	PPE	2007	2009	2017
1100001357	Mauritius	Marine and Agricultural Resources Support Programme (MARS)	PCRV	2008	2009	2013
1100001184	Mozambique	Sofala Bank Artisanal Fisheries Project	IE	2001	2002	2011
1100001267	Mozambique	Rural Finance Support Programme (RFSP)	PCRV	2003	2005	2013
1100001326	Mozambique	PRONEA Support Project	PCRV	2006	2007	2017
1100001517	Mozambique	Agricultural Development: Artisanal Fisheries Promotion Project	PCRV	2010	2011	2019
1100001618	Mozambique	Agricultural Development: Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors	PCRV	2012	2012	2020
1100001149	Rwanda	Umutara Community Resource and Infrastructure Development Project	PCRV	2000	2000	2011
1100001232	Rwanda	Smallholder Cash and Export Crops Development Project (PDRCRE)	PCRV	2002	2003	2011
1100001276	Rwanda	Rural Small and Micro-Enterprise Promotion Project - Phase II (PPPMER II)	PCRV	2003	2004	2013
1100001320	Rwanda	Support Project for the Strategic Plan for the Transformation of Agriculture (PAPSTA)	PPE	2005	2006	2013
1100001431	Rwanda	Kirehe Community-based Watershed Management Project	PPE	2008	2009	2016
1100001497	Rwanda	Credit and Financial Services: Climate-Resilient Post-Harvest and Agribusiness Support Project	PCRV	2013	2014	2020
1100001550	Rwanda	Agricultural Development: Project for Rural Income through Exports	PCRV	2011	2011	2020
1100001560	Seychelles	Competitive Local Innovations for Small-scale Agriculture Project (CLISSA)	PCRV	2013	2013	2018

1100001453	South Sudan	South Sudan Livelihoods Development Project	PCRV	2008	2009	2016
1100001420	Tanzania	Agricultural Sector Development Programme (ASDP)	PCRV	2004	2007	2016
1100001363	Tanzania	Rural Micro, Small and Medium Enterprise Support Programme	PCRV	2006	2007	2016
1100001553	Tanzania	Marketing/Storage/Processing: Marketing Infrastructure, Value Addition and Rural Finance Support Programme	PPE	2010	2011	2020
1100001021	Uganda	Vegetable Oil Development Project	PCRV	1997	1998	2011
1100001197	Uganda	Rural Financial Services Programme	PCRV	2002	2004	2013
1100001419	Uganda	Community Agricultural Infrastructure Improvement Programme	PCRV	2007	2008	2013
1100001369	Uganda	District Livelihoods Support Programme	PCRV	2006	2007	2014
1100001465	Uganda	Agricultural Technology and Agribusiness Advisory Services (ATAAS)	PPE	2010	2011	2018
1100001468	Uganda	Agricultural Development: Vegetable Oil Development Project 2	PCRV	2010	2010	2019
1100001280	Zambia	Rural Finance Programme	PCRV	2004	2007	2013
1100001319	Zambia	Smallholder Livestock Investment Project	PCRV	2005	2007	2014
1100001474	Zambia	Smallholder Agribusiness Promotion Programme	PCRV	2009	2010	2017
LAC (42)						
1100001098	Argentina	North Western Rural Development Project (PRODERNOA)	PCRV	1999	2003	2011
1100001279	Argentina	Patagonia Rural Development Project (PRODERPA)	PCRV	2004	2007	2014
1100001364	Argentina	Rural Areas Development Programme (PRODEAR)	PCRV	2006	2009	2015
1100001456	Belize	Rural Finance Programme	PPE	2008	2009	2016
1100001298	Bolivia	Enhancement of the Peasant Camelid Economy Support Project	PCRV	2006	2009	2015
1100001335	Brazil	Rural Communities Development Project in the Poorest Areas of the State of Bahia	PPE	2006	2006	2012
1100001487	Brazil	Rural Development: Cariri and Seridó Sustainable Development Project (PROCASE-Paraiba)	PCRV	2009	2012	2020
1100001294	Colombia	Rural Microenterprise assets programme: capitalization, technical assistance and investment support	PCRV	2006	2007	2013
1479	Dominican Republic	Development Project for Rural Poor Economic Organizations of the Border Region	PCRV	2009	2010	2016
1100001533	Dominican Republic	Rural Economic Development Project in the Central and Eastern Provinces	PPE	2010	2012	2018
1100001297	Ecuador	Development of the Central Corridor Project	PCRV	2004	2007	2014
1100001354	Ecuador	Rural Development: Ibarra-San Lorenzo Corridor Territorial Development Project	PCRV	2009	2011	2018
1100001215	El Salvador	Reconstruction and Rural Modernization Programme	PCRV	2001	2002	2011
1100001416	El Salvador	Rural Development and Modernization Project (PRODERMOR CENTRAL)	PCRV	2007	2009	2015
1100001568	El Salvador	Rural Territorial Competitiveness Programme (Amanecer Rural)	PCRV	2010	2012	2018
1100001321	El Salvador	Rural Development: Rural Development and Modernization Project for the Eastern Region	PCRV	2005	2008	2016
1100001569	Grenada	Market Access and Rural Enterprise Development Programme	PCRV	2010	2011	2018
1100001085	Guatemala	Rural Development Programme for Las Verapaces (PRODEVER)	PCRV	1999	2001	2011

1100001274	Guatemala	National Rural Development Programme Phase I: the Western Region	PPE	2003	2006	2012
1100001317	Guatemala	National Rural Development Programme: Central and Eastern Regions (PNDR ORIENTE)	PCRV	2004	2008	2017
1100001473	Guatemala	Sustainable Rural Development Programme for the Northern Region	PCRV	2008	2012	2019
1100001415	Guyana	Rural Enterprise and Agricultural Development Project	PPE	2007	2009	2015
1100001171	Haiti	Productive Initiatives Support Programme in Rural Areas	PCRV	2002	2002	2014
1100001275	Haiti	Projet de Développement de la Petite Irrigation–Phase 2 (PPI-2)	PPE	2006	2008	2016
1100001532	Haiti	Agricultural Development: Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region	PCRV	2012	2012	2019
1100001407	Honduras	Enhancing the Rural Economic Competitiveness of Yoro	PCRV	2007	2008	2016
1100001535	Honduras	Sustainable Rural Development Programme for the Southern Region (Emprende Sur)	PCRV	2010	2011	2019
1100001349	Mexico	Sustainable Development Project for Rural and Indigenous Communities of the Semi-Arid North-West (PRODESNOS)	PCRV	2005	2006	2013
1100001412	Mexico	Community-based Forestry Development Project in Southern States (Campeche, Chiapas and Oaxaca) (DECOFOS)	PPE	2009	2011	2016
2000000973	Mexico	Rural Productive Inclusion Project United Mexican States (PROINPRO)	PCRV	2015	2016	2018
1100001120	Nicaragua	Technical Assistance Fund Programme for the Departments of Leon, Chinandenga and Managua	PPE	1999	2001	2013
1100001380	Nicaragua	Inclusion of Small-Scale Producers in Value Chains and Market Access Project	PCRV	2007	2008	2015
1100001505	Nicaragua	Agricultural, Fishery and Forestry Productive Systems Development Programme in RAAN and RAAS Indigenous Territories – NICARIBE	PCRV	2010	2012	2017
1100001199	Panama	Sustainable Rural Development Project for the Ngobe-Buglé Territory and Adjoining Districts	PCRV	2001	2003	2011
1100001389	Panama	Participative Development and Rural Modernization Project	PCRV	2008	2010	2015
1100001333	Paraguay	Empowerment of Rural Poor Organizations and Harmonization of Investments Projects	PCRV	2005	2007	2013
1100001611	Paraguay	Inclusion of Family Farming in Value Chains Project (Paraguay Inclusivo)	PCRV	2012	2013	2018
1100001240	Peru	Market Strengthening and Livelihood Diversification in the Southern Highlands Project	PPE	2002	2005	2014
1100001498	Peru	Research/Extension/Training: Strengthening Local Development in the Highlands and High Rainforest Areas Project	PCRV	2012	2013	2019
1100001161	Uruguay	Uruguay Rural	PPE	2000	2001	2011
1100001500	Uruguay	Credit and Financial Services: Rural Inclusion Pilot Project	PCRV	2014	2014	2019
1100001252	Venezuela	Sustainable Rural Development Project for the Semi Arid Zones of Falcon and Lara States (PROSALAFA II)	PCRV	2003	2006	2013
NEN (51)						
1100001339	Albania	Programme for Sustainable Development in Rural Mountain Areas	PPE	2005	2007	2013
1100001452	Albania	Mountain to Markets Programme	PCRV	2008	2009	2014

1100001411	Armenia	Farmer Market Access Programme (FMAP)	PCRV	2007	2008	2013
1100001538	Armenia	Rural Asset Creation Programme	PCRV	2010	2011	2016
1100001289	Azerbaijan	North East Rural Development Project	PPE	2004	2006	2011
1100001398	Azerbaijan	Rural Development Project for the North-West	PCRV	2007	2009	2014
1100001561	Azerbaijan	Irrigation: Integrated Rural Development Project	PCRV	2011	2011	2019
1100001342	Bosnia	Rural Enterprise Enhancement Project (REEP)	PCRV	2006	2007	2012
1100001451	Bosnia	Rural Livelihoods Development Project	PCRV	2008	2010	2016
1100001593	Bosnia	Rural Business Development Project (RBDP)	PCRV	2011	2014	2019
1100001236	Djibouti	Microfinance and Microenterprise Development Project (MMDP)	PPE	2002	2004	2012
1100001366	Djibouti	Programme for Mobilization of Surface Water and Sustainable Land Management (PROMES-GDT)	PCRV	2007	2008	2014
1100001204	Egypt	West Noubaria Rural Development Project	PPE+	2002	2003	2014
1100001376	Egypt	Upper Egypt Rural Development Project	PCRV	2006	2007	2017
1100001447	Egypt	Irrigation: On-farm Irrigation Development Project in Oldlands	PCRV	2009	2010	2020
1100001147	Georgia	Rural Development Programme for Mountainous and Highland Areas	PPE	2000	2001	2011
1100001325	Georgia	Rural Development Project	PPE	2005	2006	2011
1100001507	Georgia	Agricultural Support Project	IE	2009	2010	2015
1100001295	Jordan	Agricultural Resource Management Project - Phase II	PCRV	2004	2005	2015
1100001434	Kyrgyzstan	Agricultural Investments and Services Project (AISP)	PPE	2008	2009	2014
1100001626	Kyrgyzstan	Livestock and Market Development Programme (LMDP)	PCRV	2012	2013	2019
1100001421	Lebanon	Hilly Areas Sustainable Agriculture Development Project (HASAD)	PCRV	2009	2012	2019
1100001340	Moldova	Rural Business Development Programme	PPE	2005	2006	2011
1100001449	Moldova	Rural Financial Services and Marketing (RFSMP)	PCRV	2008	2009	2014
1100001562	Moldova	Rural Financial Services and Agribusiness Development Project	PPE	2010	2011	2016
1100001388	Morocco	Rural Development Project Mountain zones of Errachidia Province (PDRZME)	PCRV	2007	2008	2014
1100001338	Morocco	Rural Development Project in the Eastern Middle Atlas Mountains (PDRMO)	PPE	2005	2007	2015
1100001526	Morocco	Agricultural Value Chain Development Project in the Mountain Zones of Al-Haouz Province (PDFAZMH)	PCRV	2011	2012	2019
1100001079	Palestine	Participatory Natural Resource Management Programme	PPE	1998	2000	2015
1100001140	Sudan	South Kordofan Rural Development Programme (SKRDP)	PCRV	2000	2001	2012
1100001263	Sudan	Gash Sustainable Livelihoods Regeneration Project	PPE+	2003	2004	2012
1100001476	Sudan	Revitalizing the Sudan Gum Arabic Production and Marketing Project	PCRV	2009	2009	2014
1100001503	Sudan	Rural Access Project (RAP)	PCRV	2009	2010	2015
1100001277	Sudan	Western Sudan Resources Management Programme	PCRV	2004	2005	2016
1100001524	Sudan	Supporting Small-scale Traditional Rainfed Producers in Sinnar State (SUSTAIN)	PCRV	2010	2011	2018
1100001612	Sudan	Seed Development Project (SDP)	PCRV	2011	2012	2018

1100001332	Sudan	Butana Integrated Rural Development Project (BIRDP)	PCRV+	2006	2008	2019
1100001233	Syria	Idleb Rural Devt Prj: Idleb Rural Development Project (IRDP)	PCRV	2002	2003	2014
1100001375	Syria	North-eastern Regional Rural Development Project (NERRD)	PCRV	2007	2008	2015
1100001408	Tajikistan	Khatlon Livelihoods Support Project	PPE	2008	2009	2015
1100001575	Tajikistan	Livestock: Livestock and Pasture Development Project	PCRV	2011	2011	2018
1100001299	Tunisia	Integrated Agricultural Development Project in the Governorate of Siliana-Phase II (RAP Siliana II)	PCRV+	2005	2007	2014
1100001213	Tunisia	Programme for Agro-pastoral Development and Promotion of Local Initiatives in the South-East (PRODESUD)	PCRV+	2002	2003	2015
1100001189	Turkey	Sivas – Erzincan Development Project	PPE	2003	2005	2013
1100001344	Turkey	Diyabakir, Batman & Siirt Development Project (DBSDP)	PCRV	2006	2007	2014
1100001492	Turkey	Ardahan-Kars-Artvin Development Project (AKADP)	PPE	2009	2010	2017
1100001606	Uzbekistan	Credit and Financial Services: Horticultural Support Project	PPE	2012	2013	2019
1100001195	Yemen	Dhamar Participatory Rural Development Project	PCRV	2002	2004	2012
1100001293	Yemen	Pilot Community-based Rural Infrastructure Project in Highland Areas	PCRV	2005	2007	2013
1100001269	Yemen	Al-Dhala Community Resource Management Development Project	PCRV	2004	2007	2014
1100001403	Yemen	Rained Agriculture and Livestock Project (RALP)	PCRV	2007	2009	2014
WCA (64)						
1100001211	Benin	Participatory Artisanal Fisheries Development Support Programme	PCRV	2001	2003	2011
1100001250	Benin	Rural Development Support Programme (PADER)	PCRV	2005	2007	2012
1100001331	Benin	Rural Economic Growth Support Project	PCRV	2009	2010	2016
1100001220	Burkina Faso	Community Investment Programme for Agricultural Fertility	PCRV+	2003	2004	2012
1100001247	Burkina Faso	Sustainable Rural Development Programme (PDRD)	PCRV+	2004	2005	2013
1100001368	Burkina Faso	Small-scale irrigation and water management project (PIGEPE)	PCRV+	2007	2008	2014
1100001425	Burkina Faso	Rural Business Development Services Programme (PASPRU)	PCRV+	2009	2010	2016
1100001360	Burkina Faso	Agricultural Commodity Chain Support Project (PROFIL)	PCRV+	2006	2007	2016
1100001238	Cameroon	Roots and Tubers Market-driven Development Programme	PCRV+	2003	2004	2012
1100001362	Cameroon	Rural Microfinance Development Support Project	PPE	2008	2010	2016
1100001439	Cameroon	Commodity Value Chain Support Project	PCRV	2010	2010	2017
1100001015	Cape Verde	Rural Poverty Alleviation Programme	PCRV	1999	2000	2013
1100001579	Central African Republic	Project to Revitalize Crop and Livestock Production in the Savannah	PCRV	2011	2011	2017
1100001446	Chad	Pastoral Water and Resource Management Project in Sahelian Areas (PROHYPA)	PPE	2009	2010	2015
1100001582	Chad	Rural Development Support Programme in Guéra	PCRV	2010	2011	2016

1100001216	Congo	Rural Development Project in the Plateaux, Cuvette and Western Cuvette Departments	PCRV	2004	2004	2011
1100001327	Congo	Rural Development Project in the Niari, Bouenza, and Lekoumou Departments (PRODERSUD)	PCRV	2006	2006	2013
1100001438	Congo	Rural Development Project in the Likouala, Pool and Sangha Departments	PCRV	2008	2009	2015
1100001583	Congo	Agricultural Value Chains Support Development Programme (PADEF)	PCRV	2011	2013	2018
1100001133	Cote d'Ivoire	Small Horticultural Producer Support	PCRV	2000	2001	2011
1100001435	Cote d'Ivoire	Agricultural Rehabilitation and Poverty Reduction Project	PPE	2009	2009	2014
1100001589	Cote d'Ivoire	Support to Agricultural Production and Marketing Project	PCRV	2011	2012	2018
1100001244	DR Congo	Agricultural Revival programme in Equateur Province (PRAPE)	PCRV	2004	2005	2012
1100001311	DR Congo	Agricultural rehabilitation programme in orientale province (PRAPO)	PPE	2005	2007	2013
1100001313	Gabon	Agricultural and Rural Development Project	PCRV	2007	2008	2017
1100001152	Gambia	Participatory Integrated-Watershed Management Project (PIWAMP)	PCRV	2004	2006	2014
1100001303	Gambia	Rural Finance Project (RFP)	PCRV	2006	2008	2014
1100001504	Gambia	Livestock and Horticulture Development Project (LHDP)	PCRV	2009	2010	2015
1100001183	Ghana	Northern Region Poverty Reduction Programme	PCRV	2001	2004	2011
1100001187	Ghana	Rural Enterprise Project - Phase II	PCRV	2002	2003	2012
1100001312	Ghana	Root and Tuber Improvement and Marketing Programme	PPE	2005	2006	2014
1100001390	Ghana	Northern Rural Growth Programme	PCRV	2007	2008	2016
1100001428	Ghana	Rural and Agricultural Finance Programme	PCRV	2008	2010	2016
1100001282	Guinea	Support to Rural Development in North lower Guinea PADER BGN	PCRV	2003	2005	2013
1100001345	Guinea	Village Communities Support Project, Phase II (PACV II)	PCRV	2007	2008	2014
1100001206	Guinea	National Programme to Support Agricultural Value Chain Actors (PNAAFA)	PCRV	2002	2004	2017
1100001700	Guinea	Rural Development: National Programme to Support Agricultural Value Chain Actors - Lower Guinea and Faranah Expansion	PCRV	2013	2013	2019
1100001278	Guinea Bissau	Rural Rehabilitation and Community Development Project	PCRV+	2007	2008	2013
1100001616	Liberia	Smallholder Tree Crop Revitalization Support project (STCRSP)	PPE	2011	2012	2017
1100001501	Liberia	Agriculture Sector Rehabilitation Project	PCRV	2009	2009	2017
1100001131	Mali	Northern Regions Investment and Rural Development Programme (PIDRN)	PCRV	2005	2006	2014
1100001356	Mali	Kidal Integrated Rural Development Programme (PIDRK)	PCRV	2006	2007	2014
1100001444	Mali	Fostering Agricultural Productivity Project (FAPP)	PCRV	2011	2011	2018
1100001441	Mali	Rural Microfinance Programme (PMR)	PCRV	2009	2010	2018
1100001255	Mauritania	Oasis Sustainable Development Programme	PPE	2003	2004	2014
1100001433	Mauritania	Value Chains Development Programme for Poverty Reduction	PCRV	2009	2010	2016
1100001577	Mauritania	Rural Development: Poverty Reduction Project in Aftout South and Karakoro - Phase II	PCRV	2011	2012	2019

1100001221	Niger	Project for the Promotion of Local Initiative for Development in Aguié	PCRV	2002	2005	2013
1100001443	Niger	Agricultural and Rural Rehabilitation and Development Initiative Project - Institutional Strenghtening Component	PCRV	2008	2009	2013
1100001591	Niger	Emergency Food Security and Rural Development Programme (PUSADER)	PCRV	2010	2011	2014
1100001625	Niger	Projet d'appui à la sécurité alimentaire et au développement dans la région de Maradi (PASADEM)	IE	2011	2012	2018
1100001646	Niger	Ruwanmu Small-Scale Irrigation Project	PCRV	2012	2013	2018
1100001196	Nigeria	Community-based Agricultural and Rural Development Programme (CBARDP)	PPE	2001	2003	2013
1100001260	Nigeria	Community-based Natural Resource Management Programme - Niger Delta Region	PCRV	2002	2005	2015
1100001212	Nigeria	Rural Finance Institutions Building Programme	PCRV	2006	2010	2017
1100001027	Sao Tome e Principe	Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme (RAP PAPAFPA)	PCRV	2001	2003	2015
1100001687	Sao Tome e Principe	Smallholder Commercial Agriculture Project (PAPAC)	PCRV	2014	2014	2019
1100001414	Senegal	Agricultural Value Chains Support Project	PCRV	2008	2010	2016
1100001614	Senegal	Support to Agricultural Development and Rural Entrepreneurship Programme (PADAER)	PPE	2011	2011	2019
1100001693	Senegal	Agricultural Development: Agricultural Value Chains Support Project-Extension	PCRV	2013	2014	2020
1100001310	Sierra Leone	Rural Finance and Community Improvement Programme (RFCIP)	PCRV+	2007	2008	2014
1100001054	Sierra Leone	Rehabilitation and Community-Based Poverty Reduction Project (RCPRP)	PPE	2003	2006	2017
1100001599	Sierra Leone	Smallholder Commercialization Programme (SCP)	PCRV	2011	2011	2019
1100001558	Togo	Support to Agricultural Development Project (PADAT)	PCRV	2010	2010	2016

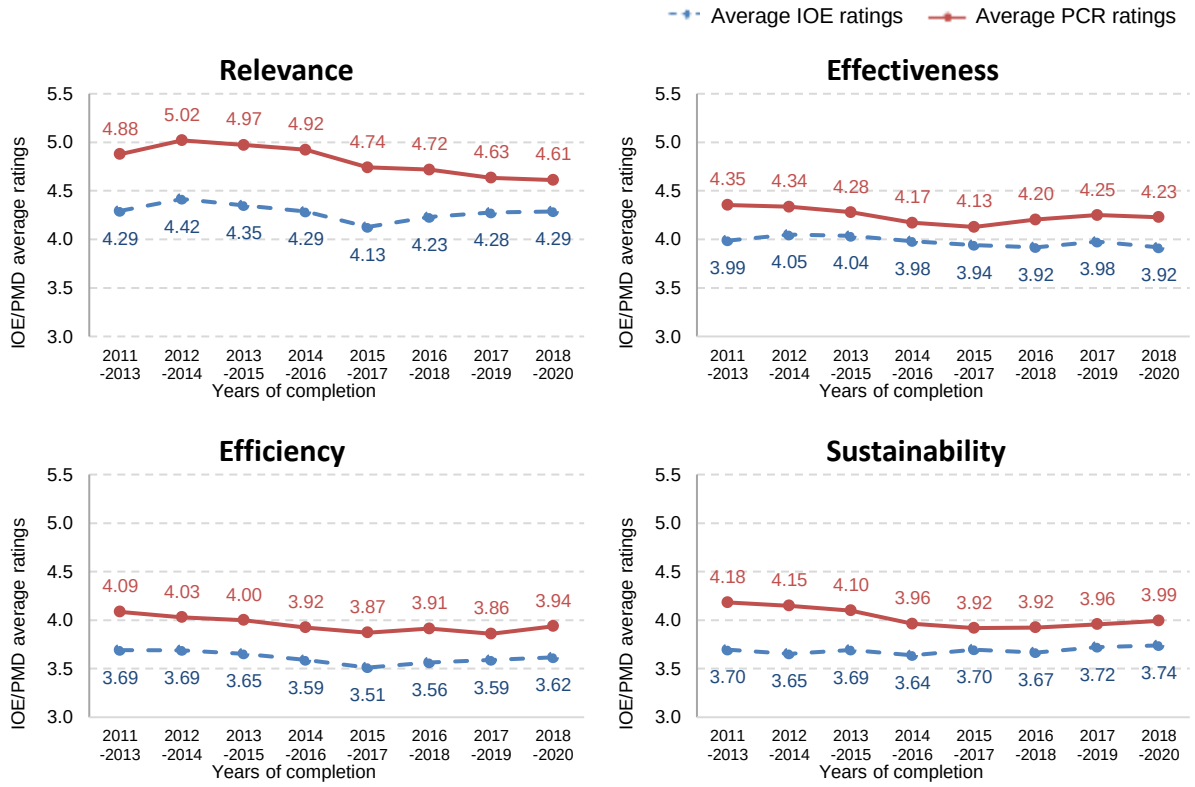
Analysis of project performance

A. Analysis of IOE and PCRs ratings

Chart 1

Combined overview of project performance on core evaluation criteria from IOE and PCR ratings (2011-2020, by year of project completion)

Average IOE and PCR ratings for project performance by three-year moving period

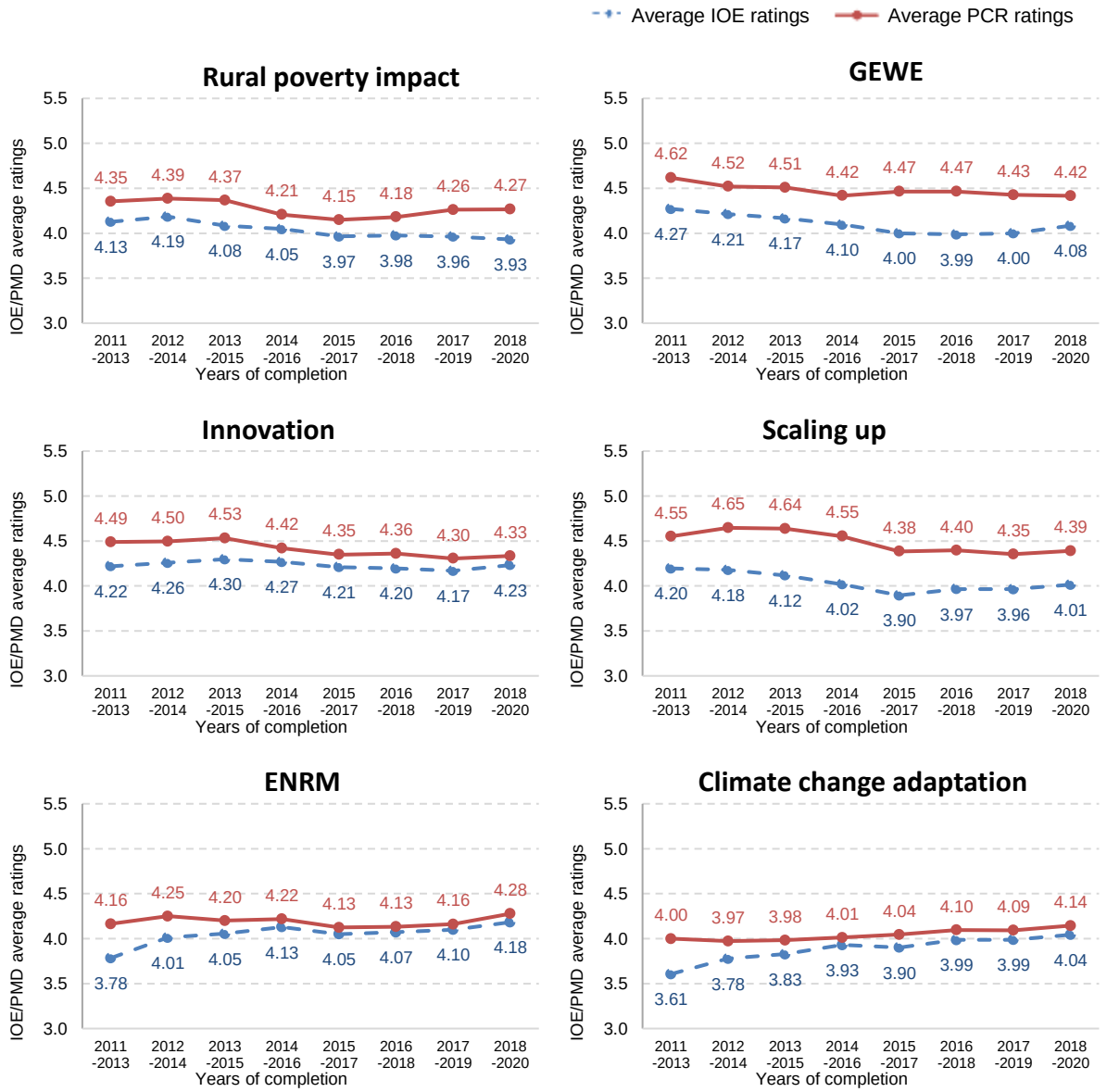


Source: IOE/PCR ratings, March 2022.

1. Chart 1 presents the average IOE and PCR ratings on performance in the main evaluation criteria for projects completed between 2011 and 2020. Overall, average PCR ratings are higher than IOE ratings across all core criteria, namely relevance, effectiveness, efficiency and sustainability. The highest average is seen in relevance, followed by effectiveness. The mean of efficiency ratings is the lowest among the main criteria. These patterns are consistent throughout the whole period, both in PCR and IOE ratings.

2. An apparent narrowing gap between the PCRs and IOE average ratings can be observed in the relevance criterion. The gap has been narrowing since 2016-2018 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 the 2015-2017 period. On the other hand, the difference in the average rating in effectiveness and efficiency has been relatively stable over the period.

Chart 2
Combined overview of rural poverty impact and other performance criteria from IOE and PCR ratings (2011-2020, by year of project completion)
Average IOE and PCR ratings for project performance by three-year moving period

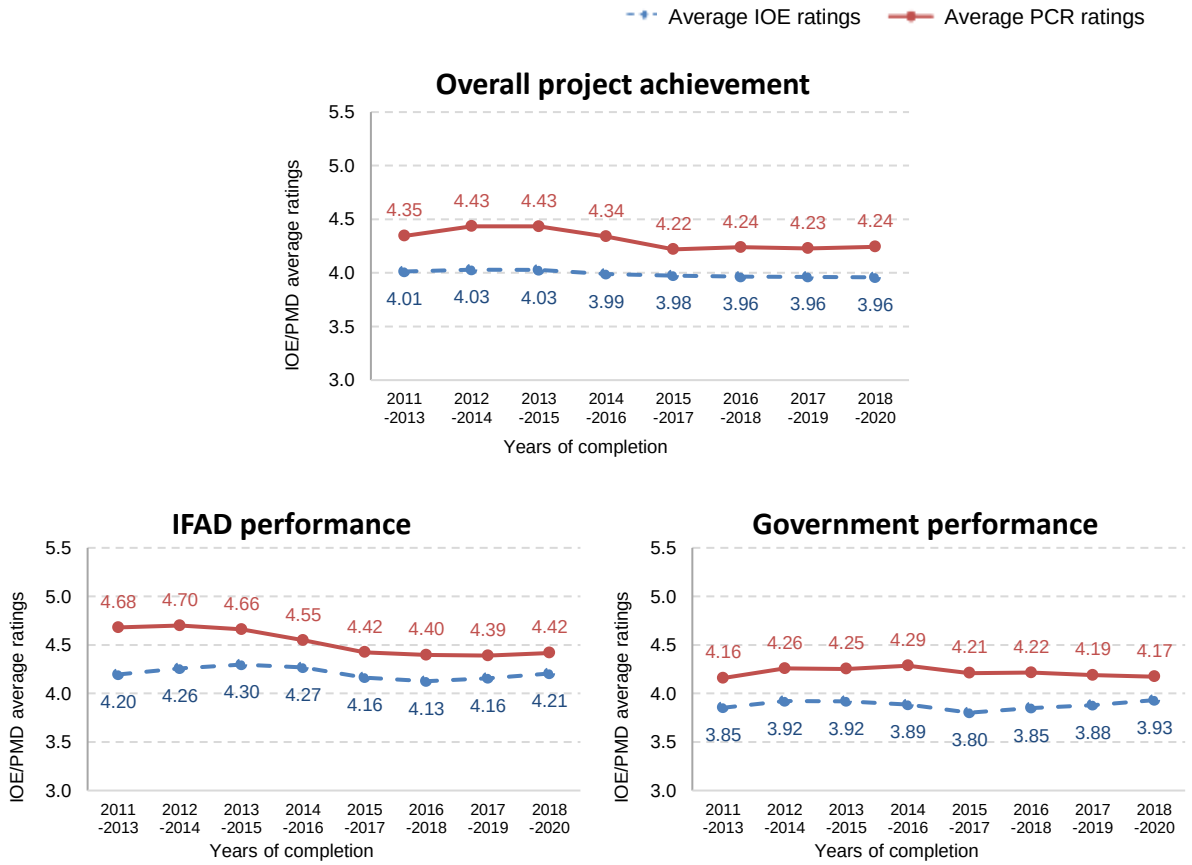


Source: IOE/PCR ratings, March 2022.

3. Chart 2 shows a combined overview of the differences in rating performance between IOE and PCR ratings in six criteria: rural poverty impact, GEWE, innovation, scaling up, ENRM and climate change adaptation (CCA).

4. Chart 2 shows that rural poverty impact is the only criterion with somewhat growing gaps since the 2016-2018 period, although by a small margin. In comparison, mean disconnects between IOE and PCR ratings in GEWE and scaling up have been relatively stable since 2015-2017. On the other hand, average rating gaps in innovation, ENRM and CCA ratings have continuously narrowed since the start of the period. These three criteria show the smallest disconnects in the latest period, with average PCRs ratings are higher by only 0.10 than average IOE ratings.

Chart 3
Combined overview of overall project achievement and partner performance criteria from IOE and PCR ratings (2011-2020, by year of project completion)
Average IOE and PCR ratings for project performance by three-year moving period



Source: IOE/PCR ratings, March 2022.

5. Chart 3 above shows that the means of IOE ratings on overall project achievement, IFAD performance and government performance are lower than the mean of PCR ratings. Rating gaps in overall project achievement and IFAD performance have been stable since the reduction in the 2015-2017 period. The mean difference between IOE and PCR ratings on government performance has shown a relatively stable movement over time. The latest period, however, shows a narrowing gap.

Table 1
Correlation among IOE criteria (all projects completed between 2011 and 2020)

	Project performance	*Overall project achievement*
Relevance	**Moderate** (0.61*)	**Moderate** (0.57*)
Effectiveness	**Strong** (0.76*)	**Strong** (0.83*)
Efficiency	**Strong** (0.71*)	**Moderate** (0.67*)
Sustainability	**Moderate** (0.63*)	**Moderate** (0.69*)
Rural poverty impact	**Moderate** (0.62*)	**Strong** (0.73*)
IFAD performance	**Moderate** (0.57*)	**Moderate** (0.63*)
Government performance	**Moderate** (0.64*)	**Strong** (0.73*)

Source: IOE evaluation database (PCRV/PPE), February 2022.
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).

6. Correlation analysis is conducted to examine the possible two-way relationships between criteria of interest. Spearman rank-order correlation is used to test the correlation between overall project achievement and other criteria (the left column of Table x above), while Kendall's Tau correlation is used for project performance. The results show positive and statistically significant correlations between all criteria tested, which imply the criteria are moving in the same direction, and we can reject the idea that the criteria are independent of each other.

7. The correlation analysis presented in Table 1 above indicates that most criteria are moderately correlated with other indicators. Strong correlations with project performance are observed in effectiveness and sustainability. In comparison, overall project achievement is strongly correlated with effectiveness, rural poverty impact and government performance.

B. Rating disconnect and performance by region

Table 2
Overall average of IOE-PCR disconnect average, by region and global
PCRV/PPE/IE data series, 2011-2020

Region (PCRV/PPE/IE 2011-2020)						
	APR	LAC	ESA	NEN	WCA	**Global***
Average disconnect	-0.18	-0.29	-0.25	-0.29	-0.19	-0.23

Source: IOE evaluation database (PCRV/PPE/IE), February 2022.
** This is the average of average disconnect for all projects by criteria and not the average of regional averages.*

8. The average disconnect between IOE and PCRs ratings for all projects by criteria globally is -0.23 (See Table 2 above). When disaggregated by region, the average disconnects range from -0.18 to -0.29. The average disconnects of the Asia and Pacific region and the West and Central Africa region are below the global average, at -0.18 and -0.19, respectively. On the other hand, the Latin America and the Caribbean region (-0.29), the East and Southern Africa region (-0.25) and the Near East, North Africa, and Europe region (-0.29) average disconnects are above the global mean.

9. Further analysis of the rating disconnect is presented un tables 3-7 below, showing statistics on average number of criteria downgraded or upgraded per project, frequency of downgrading by one or more points and average disconnect by time period (table 6). In particular, for most criteria, average disconnects are lower for 2018-2020 completion cohorts than for previous cohorts but the difference is not statistically significant, except for *relevance* and *performance of IFAD*.

Table 3
Average number of criteria upgraded/downgraded by IOE
Projects completed in 2011-2020 (N=284)

Average number of criteria downgraded per project	3.7
Average number of criteria upgraded per project	0.5

Source: IOE/PCR ratings, March 2022.

Table 4
Frequency and percentage of ratings being downgraded or upgraded by IOE
Projects completed in 2011-2020 (N=284)

Summary statistics	*Freq. of ratings*	*% of ratings*
Downgraded	1 047	33%
Downgraded (by 1 point)	953	30%
Downgraded (by >=2 points)	91	3%
Upgraded	146	5%
Upgraded (by 1 point)	137	4%
Upgraded (by >=2 points)	5	0%
Unchanged	2 019	63%
Total ratings available	**3 212**	

Source: IOE/PCR ratings, March 2022.
Note: Percentage of ratings are against the total of available ratings. The 196 not rated ratings are excluded from calculations.

Table 5
Frequency and percentage of ratings being downgraded by IOE, by rating level
Projects completed in 2011-2020 (N=284)

Rating	*Freq. of ratings*	*Freq. of ratings downgraded*	*% of ratings downgraded*
Rating 6	118	96	81%
Rating 5	1 334	606	45%
Rating 4	1 302	300	23%
Rating 3	390	44	11%
Rating 2	58	1	2%
Rating 1	10	0	0%
Overall	3 212	1 047	33%

Source: IOE/PCR ratings, March 2022.

Table 6
Average disconnect among project criteria by time period (year of completion)

Criteria	*2011-2020*	*2018-2020*	*Difference*
Relevance	-0.52	-0.33	0.19**
Effectiveness	-0.27	-0.31	-0.04
Efficiency	-0.34	-0.31	0.03
Sustainability	-0.33	-0.24	0.09
Rural poverty impact	-0.23	-0.32	-0.09
Innovation	-0.18	-0.10	0.08
Scaling up	-0.43	-0.36	0.07
GEWE	-0.34	-0.31	0.03
ENRM	-0.17	-0.11	0.06
CCA	-0.16	-0.12	0.04
IFAD performance	-0.32	-0.21	0.11*
Government performance	-0.33	-0.23	0.10
Overall project achievement	-0.32	-0.30	0.02

** * Significant at 1%; * Significant at 5%*
Source: IOE/PCR ratings, March 2022.

Table 7
Frequency and percentage of ratings being downgraded by IOE, by number of criteria downgraded
Projects completed in 2011-2020 (N=284)

Number of criteria downgraded	*No. of projects*	*Percent*
0	20	7%
1	38	13%
2	47	17%
3	46	16%
4	38	13%
5	30	11%
6	24	8%
7	19	7%
8	11	4%
9	4	1%
10	3	1%
11	4	1%
Total	**284**	**100%**

Source: IOE/PCR ratings, March 2022.

IOE products

This annex presents the spectrum of IOE products, between 1st March 2021 and 30th June 2022, and documents the progress 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 with other independent evaluation and oversight functions of the International Financial Institutions and United Nations Evaluation Group.

EXPAND AND DEEPEN IOE'S LEADERSHIP ROLE IN BUILDING GLOBAL EVALUATIONS

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

Improvement of IOE evaluation quality

- ***Multi-Year Evaluation Strategy of the Independent Office of Evaluation of IFAD*** [here]. For the first time, the work of IOE is guided by a multi-year evaluation strategy. The strategy spans a period of six years: from 2022 to 2027 (IFAD12 and IFAD13). IOE will conduct a review at midterm, to reflect priorities that will be agreed in the context of IFAD13 as well as to learn from the experience of the first three years.
- ***Revised IFAD Evaluation Policy*** [here]. The new policy presents, for the first time, a comprehensive framework through which self-evaluation (conducted under the aegis of Management) and independent evaluation will be planned, conducted and used. The revised policy also seeks to promote complementarity and synergy between the two.
- ***Evaluation Manual, 3rd edition***. The manual implements IFAD's 2021 evaluation policy to which it is aligned. It seeks to renew, update and consolidate current guidelines. For the first time, the manual provides a comprehensive institution-wide approach through which self- and independent evaluation will be planned, conducted and used [here].
- ***IOE Evaluation Advisory Panel*** [here] [here]. Comprising internationally renowned leaders in the field of evaluation, the newly established Evaluation Advisory Panel provides the IOE Director with systematic advice, by reviewing and commenting various aspects of IOE's work to enhance the professionalism of the evaluation function. The panel also serves as a critical friend, drawing on its substantive experience and expertise to help improve our independence, credibility and utility.

Professionalization

- ***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].
- ***ICT for evaluation***. In the forthcoming years, IOE plans to make more systematic usage of information and communication technology for evaluation. In 2021, IOE conducted a stocktaking of its own experience, on progress made at IFAD and in evaluation offices if major multilateral organizations. This resulted in an assessment of available options in order of importance and time priority. This will help orient IOE directions in the future.

Participation

- ***IOE-led seminars and events, and global invitations*** [here]. IOE organized and co-hosted five international seminars and events, in addition to which IOE staff have been invited to deliver presentations and participate in 25 international events. These efforts have helped forge evaluation coalitions to improve IFAD effectiveness.
- ***Evaluation Advisory Panel Seminars*** [here]**.** IOE hosted five seminar presentations, delivered by the members of the evaluation advisory panel
- ***Coffee and Gender Talk series*** [here]**.** IOE hosted twenty four sessions of its Coffee Talk series, aimed at providing an informal forum in which to address a variety of evaluation related topics.

Publication

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. Indran Naidoo, Suppiramaniam Nanthikesan and Prashanth Kotturi among co-authors [here]
- 'Evaluation in Fragility, Conflict and Violence', book published by IDEAS. Simona Somma among 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', article published by the African Development Bank, co-authored by Fabrizio Felloni [here]

IMPROVE EVALUATION COVERAGE

The IOE Director provided oversight to the publishing of 32 evaluation reports, covering USD 900 million of IFAD financing, and designed three new evaluation products.

Evaluation reports published

- ***Annual Report on Results and Impact of IFAD Operations (ARRI)***. The primary objective of the ARRI is to report all of IOE's evaluation activities in a given year, and presents a synthesis of IFAD's performance, lessons and challenges. 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 the ARRI 2021 [here].
- ***Corporate level evaluations (CLEs)***. The primary objective of a CLE is to assess the organizational performance and institutional effectiveness of IFAD. 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 the Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies [here].
- ***Evaluation synthesis reports (ESRs)***. The primary objective of an ESR 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 two ESR reports, namely the ESR: Infrastructure; and the ESR: Government performance in IFAD-supported operations [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 five CSPE reports: Morocco CSPE [here]; Uganda CSPE [here]; Niger CSPE [here]; Pakistan CSPE [here]; and Burundi CSPE [here]
- ***Impact evaluations (IEs)***. The primary objective of an IE is to provide a rigorous quantitative assessment of the impact on rural poverty of selected IFAD operations. Its main users are regional and country directors, technical advisors, operational staff, and government counterparts. During the reporting period, IOE published the Impact Evaluation: Ethiopia [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 seven PPE reports: Uzbekistan [here]; Indonesia [here]; Senegal [here]; Uganda [here]; Dominican Republic [here]; Tajikistan [here]; and Bangladesh [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 thirteen PCRV reports: Uganda [here]; Mozambique [here]; Guinea [here]; Nepal [here]; Fiji [here]; El Salvador [here]; Ethiopia [here]; Azerbaijan [here]; Senegal [here]; Burundi [here]; Viet Nam [here]; Peru [here]; China [here]; and Rwanda [here] In addition, the Director has approved five further PCRV reports.

New evaluation products designed

- ***Thematic evaluations (TEs)***. The primary objective of a TE is to provide evidence of development effectiveness, performance and results of operations in a thematic topic. Its main users will be 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'. The report will be published during the course of 2022.
- ***Sub-regional evaluations (SREs)***. The primary objective of an SRE will be to assess strategy, common intervention approaches and IFAD organizational set-up in a set of countries that share salient characteristics. Its main users will be regional and country directors, technical advisors, operational staff, and government counterparts. IOE's first SRE will be published during the course of 2022.
- ***Project cluster evaluations (PCEs)***. The primary objective of a PCE is to assess the experience of several projects that have a common theme or common major component. Its main users will be regional and country directors, technical advisors, operational staff, and government counterparts. IOE's first PCE, on rural enterprises, will be published during the course of 2022.

ENGAGE STRATEGICALLY 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 to donor and programme countries, corporate learning workshops, country learning workshops, and an Executive Board field mission.

Country briefings

IOE delivered eighteen tailored briefing packages to members of the Evaluation Committee and non-borrowing members of the Executive Board. The reports present the commitment of IOE to transparent and proactive communication, based on Board-approved evaluation policy, strategy and requests.

Corporate learning workshops

IOE organized five corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members: ARRI 2021, 11 November 2021 [here]; ESR on Infrastructure, 26 March 2021 [here]; TE of IFAD's support to smallholder farmers' adaptation to climate change, 19 May 2022 [here]; the 2022 IFAD Evaluation Manual, 2 June 2022 [here]; and ESR on Government performance in IFAD-supported operations, 3 June 2022 [here]

Country learning workshops

IOE organized nine 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. Workshops included: Morocco, 3 February 2021 [here]; Uganda, 5 February 2021 [here]; Niger, 15 April 2021 [here]; Burundi, 24 May 2021 [here]; Pakistan, 2 June 2021 [here]; Eswatini, 28 January 2022 [here]; Uzbekistan, 24 February 2022 [here]; Indonesia, 18 March 2022 [here]; and Malawi, 17 May 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 five-day working visit to Egypt, from 23 to 28 October. 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].

ENHANCE IOE STRATEGIC COMMUNICATION, OUTREACH AND KNOWLEDGE MANAGEMENT

Over the past twelve months, IOE has re-positioned its brand identity. A range of new communication resources now defines the office's visual persona, embodying its independent stature. Through this assortment of new products, IOE is building safe spaces for user interaction, which invite its stakeholders to continuously reach out and engage in with IOE products in a more accessible manner.

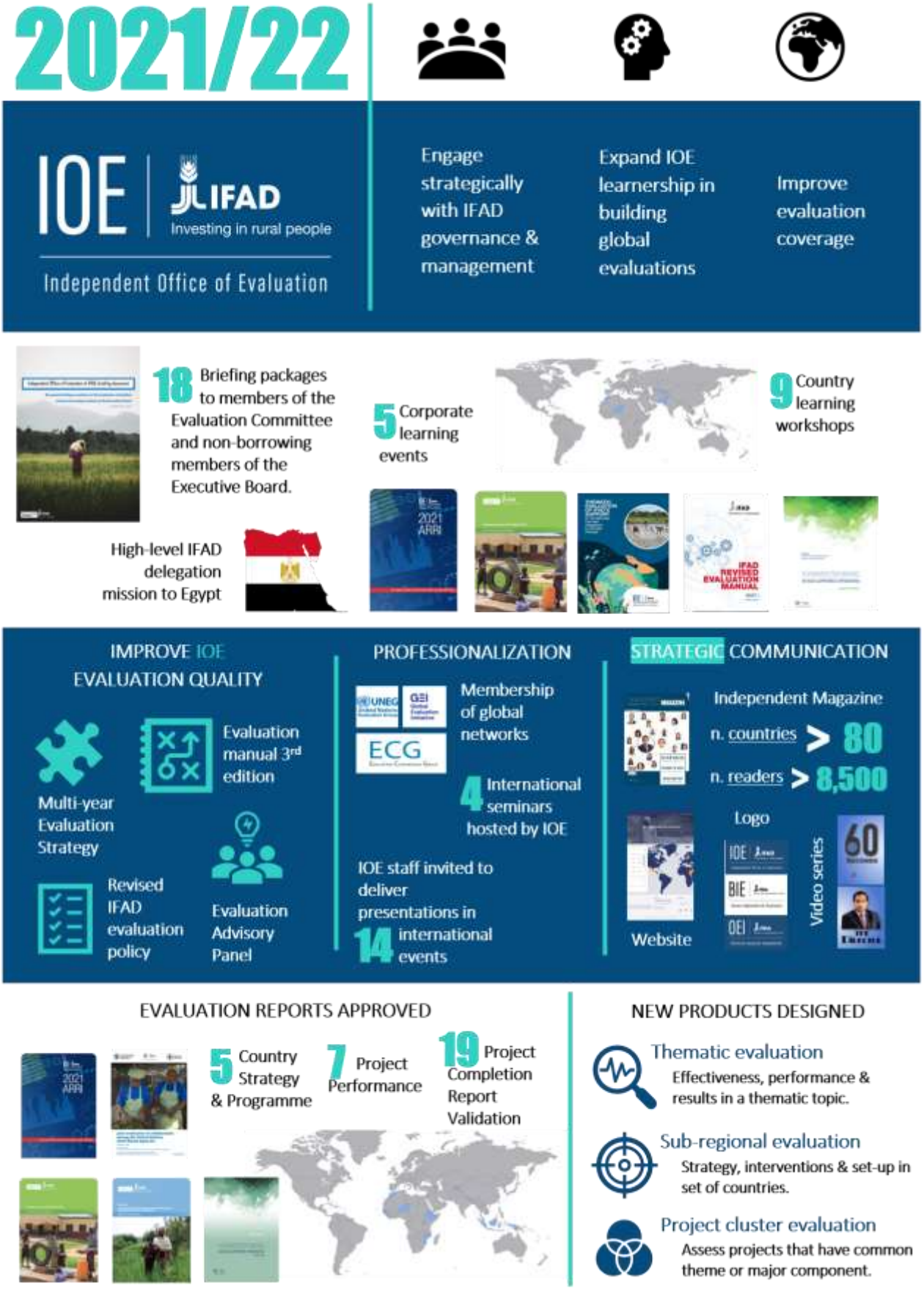
New communication products

- ***Independent Magazine***. As IOE's flagship communication product, *Independent Magazine* brings to the forefront of the global development dialogue the major efforts undertaken by IOE, while seeking to advance IFAD's vision of vibrant, inclusive and sustainable rural economies, where people live free from poverty and hunger. During the reporting period, the first three editions of the Magazine reached over 14,000 readers in 84 countries, across all continents. [here].
- ***IOE website***. The website, for which IOE maintains full intellectual ownership, is structured to best meet the specific needs of IOE, with the adoption of dynamic functionalities that maximize opportunities for user engagement. It also ensures an intuitive, easy navigation experience as the Office moves forward in building evaluation capacity across IFAD, advancing the IOE conduct model, and building

bridges through evaluation dialogues to enhance understanding and improve performance.

- ***IOE logo***. The new IOE logo adopts a strong visual identity that ensures continuity with IFAD's image whilst providing scope for a clear, coherent and visually independent brand image.
- ***Video series: 60 seconds with the Director.*** The new video series offers easy-to-digest insights into the IOE Director's perspectives on a number of salient, evaluation-related issues [here].
- ***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 Coffee and Gender talk series***. Each instalment of the previously presented talk series is captured through new fact sheets.
- ***IOE blogs***. The new blogs advance IOE's critical thinking vis-à-vis issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and debate.

Existing communication products enhanced during 2021

- ***Social media***. IOE has re-launched its strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated in real-time of is latest endeavours, whilst ensuring that its stakeholders are able to interact with the Office in an on-going and fluid fashion [here] [here] [here].
- ***IOE newsletter***. IOE has re-engineered its newsletter, to ensure optimal alignment with its new 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 [here].
- ***Infographics***. IOE's re-envisaged infographics offer an invaluable compendium to its evaluation reports. Each infographic presents soundbite report extracts, packaged in visually appealing solutions.

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