

Consultation on
the 13th
Replenishment
of IFAD's
Resources –
second session



Annual report on results and impact >

- Evaluation synthesis
- Corporate and thematic evaluations
- Sub-regional evaluations
- Country strategy and operations
- Project cluster

Evaluative evidence for IFAD13

Rome, 19-20 July 2023

FORGE CORPORATE CULTURE

Contribute to forging IFAD's corporate culture as a transparent, learning-oriented and accountable organization.



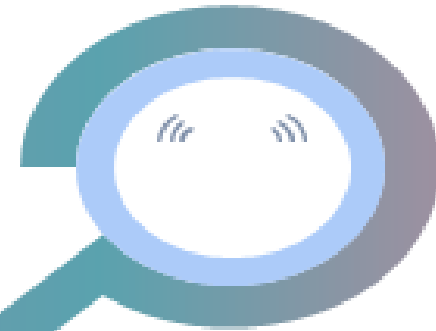
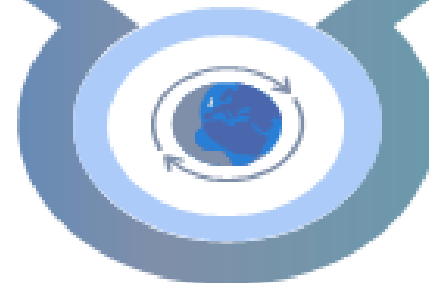
IMPROVE COVERAGE

Improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations.



BUILD EVALUATION DIALOGUES

Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.



RETAIN & DEEPEN LEADERSHIP

Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies.

Meeting accountability obligations

A) All independence elements met; B) high uptake on recommendations; C) board approves IOE work plan, Governing Council approves IOE budget; D) stakeholder workshops reflect IFAD interest

1

Multi-year evaluation plan ensures full engagement on topics, and attempt to precede new CPD with independent evaluation

2

Independent review / validation of all completion report, annual Report of IFAD Development Effectiveness, and Management Action on Evaluation recommendations

3

Standard methodology. Evaluation Manual (2022) guides both self and independent evaluation

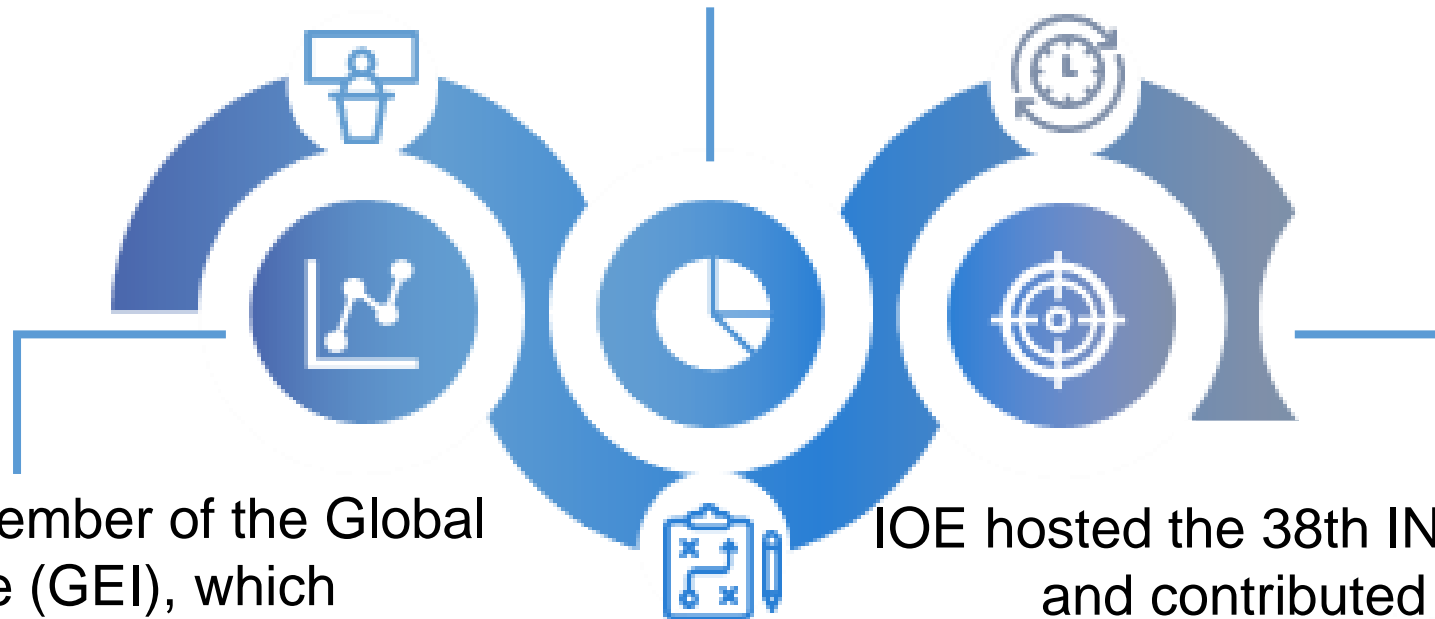
IOE engages with governments during evaluation design, data collection, analysis and reporting, to ensure that evaluations respond to needs, are accurate and provide valuable input to programme preparation and implementation



IOE assesses government performance, as part of ensuring funds are used optimally

IOE is a member of reputed international networks: ECG, UNEG, GEI and INTEVAL

Our methodology and practices are in line with established standards and principles of the professional networks of the evaluation offices of the International Financial Institutions (ECG) and the United Nations (UNEG)



IOE is a Council member of the Global Evaluation Initiative (GEI), which supports government evaluation capacity

IOE hosted the 38th INTEVAL meeting, and contributed to the esteemed network by co-publishing latest book in Routledge series

CLE Collaboration among UN RBA (2021) → [[HERE](#)]

- Advocates setting more realistic expectation on synergies within the framework of UNDS reform
- Despite the daily reality of RBAC, there is widespread ambivalence about the concept. Beneath the strong official commitments to collaboration lie complex layers of doubt and reluctance, and diverse mixtures of motives for urging RBAC or appearing to believe in the official version of RBAC that is formally agreed between the agencies and their Governing Bodies. Not all donors fund RBAC as strongly as they advocate it.

TE: Smallholder Adaptation to Climate Change (2022) → [[HERE](#)]

- Supports the updating of IFAD Strategy and Action Plan on Environment and CCA; argues for more attention to non-lending activities to support scaling up efforts on CCA
- The report found that IFAD's experience with working with marginalized communities in the rural agricultural sector, which often faces adverse climatic and environmental conditions, has positioned it well to address the accelerating risks from climate change and to make climate change adaptation (CCA) a strategic institutional priority.

Sub-regional evaluation: countries with fragility in West Africa (2023) → [\[HERE\]](#)

- IFAD's operations helped address fragility drivers related to economics, poverty, natural resources management, and social inequality. IFAD's engagement and operations were relevant in the fragility contexts, especially for resilience building at the grassroots/community level.
- Recommends: (i) developing subregional resilience frameworks to guide operations; (ii) improving the capabilities of country teams; (iii) promoting the resilience of communities and their organizations

Evaluation Synthesis Note on targeting (2023) → [\[HERE\]](#)

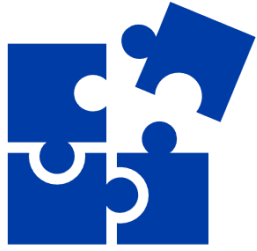
- Contributed to the development of the revised IFAD Policy on Targeting.
- Confirms that targeting poor rural people is central to IFAD's mandate and to realizing its comparative advantage. IFAD's updated 2019 Revised Guidelines on Targeting are more in line with Agenda 2030 and its mandate to "leave no one behind". However, in practice, more attention has been given to targeting the active poor, compared to reaching and empowering the extremely poor. In addition, IFAD's claim to undertake "people-centred development" is not fully internalized and does not permeate project cycles and action.

CLE Decentralization (2023)

- Before proceeding further, IFAD should take stock of its decentralization efforts to correct the course of Decentralization 2.0. To do so, it should identify and address shortfalls and apply adaptive learning processes to inform future decentralization actions.
- IFAD should develop a budget and accounting system to identify and track the costs of decentralization.
- Ensure human resource management, policies and practices focus on improving the well-being of staff.
- Strengthen Executive Board's strategic oversight and guidance for decentralization and subsequent organizational transformations.

ESR on Government performance in IFAD supported operations (2022) → [\[HERE\]](#)

- Government is the key player in IFAD's development effectiveness and has a critical function in project performance.
- Government performance has deteriorated over the synthesis review period. Such decline in performance, while not fully documented, may in part be linked to challenges faced by Ministries of agriculture in implementing more complex projects (e.g., value chain development).
- IFAD country presence is important, not a panacea on its own. IFAD can foster government performance by identifying capacity gaps, helping fill gaps and forming trusted long-term partnerships



CLE Knowledge Management (to be completed end 2023)

□ The CLE will evaluate how the organization has leveraged its knowledge base in practice, and how that has been supported by corporate strategies and structures.



TE Gender Equality (to be completed end 2023)

□ The TE will assess how projects have been designed by IFAD and partner governments to operationalize the gender policy objectives and how IFAD and its development partners have supported project implementation.



Independent Review of follow up to the CLE on Financial Architecture (October 2023)

□ Supporting IFAD financial reform



Independent Review of IFAD12 Result Management Framework (October 2023)

□ To help build a better fit-for-purpose RMF

Proposed evaluation of past replenishment experience (IFAD11 and IFAD12), in line with similar evaluations of other DFIs (GEF, IADB, AsDB)

Thematic and strategic directions and their evolution

Rural development results

Organizational Structure and Performance

Financial Architecture

The Replenishment process and its efficiency