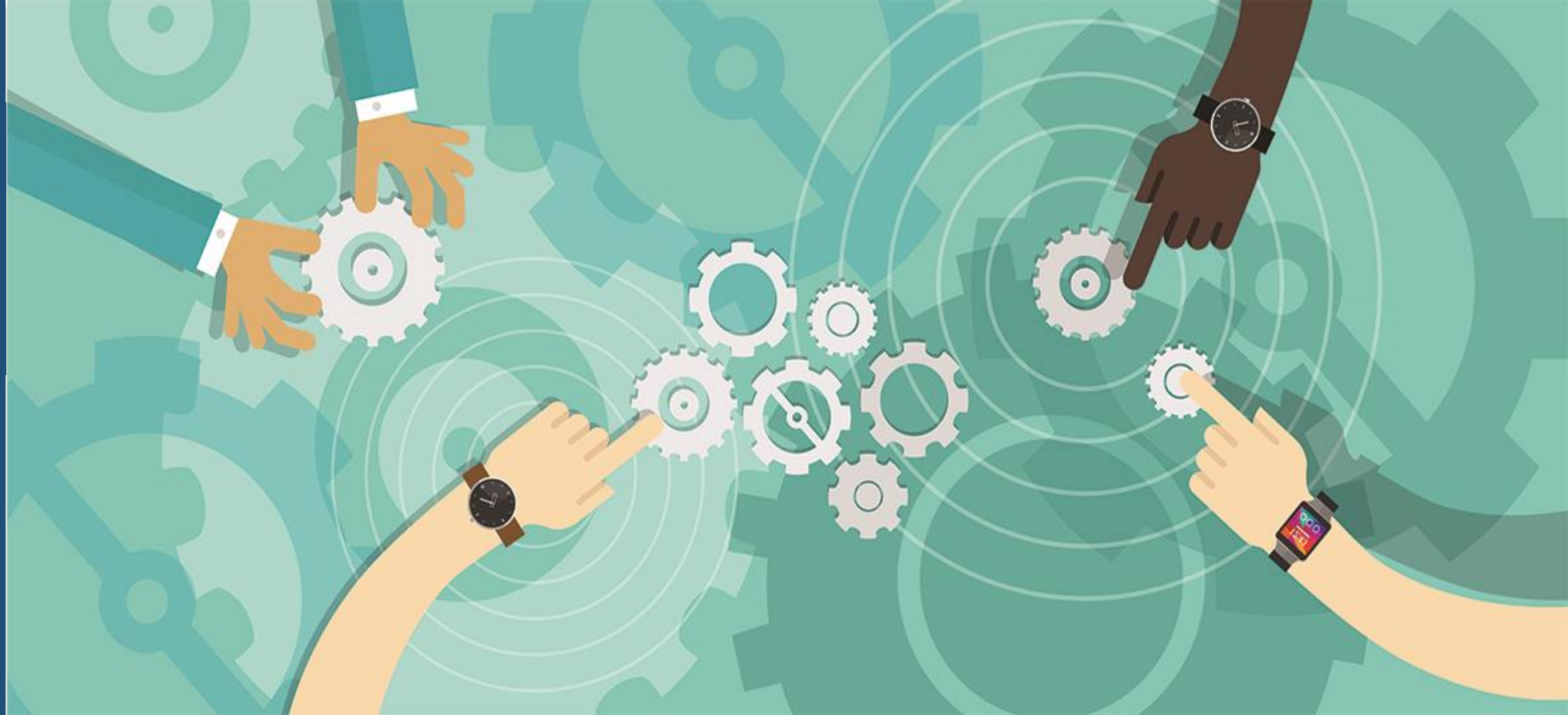


IOE



Investing in rural people

Independent Office of Evaluation



Learning Event

Evaluation Synthesis

Government performance in IFAD-supported operations

3 June 2022

Scope and objectives


Scope:



Period from 2010 to 2020;




FGDs and e-surveys among IFAD staff, consultants and Government partners;




Performance data from 421 evaluations, including 57 country strategy and programme evaluations (CSPEs), 364 project-level evaluations.


Main objectives:



Develop conceptual framework for evaluating government performance, with particular focus on **institutional efficiency**;

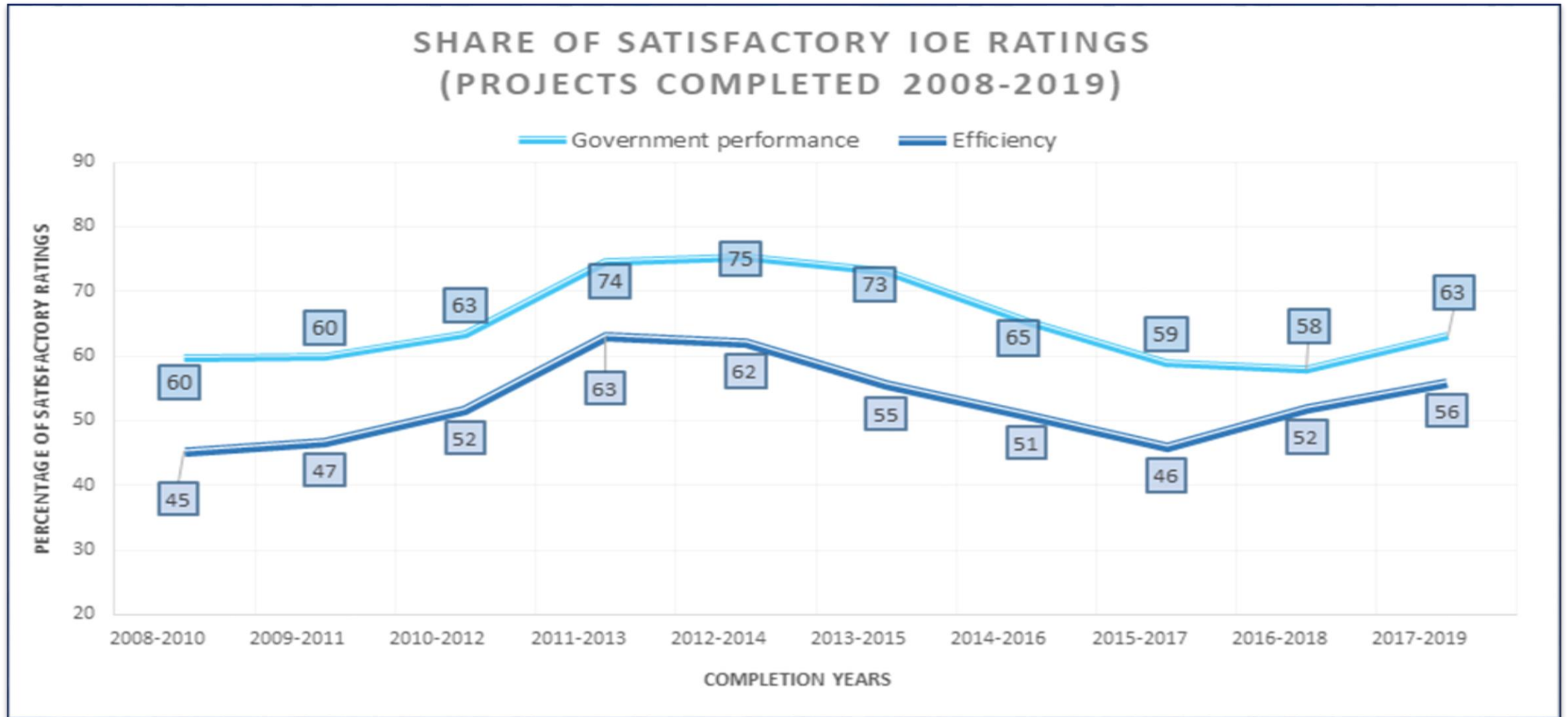


Synthesize evaluative evidence on government performance, identifying the **dynamics** and **factors** contributing to good or poor performance;



Identify critical areas for IFAD to focus in support of enhanced government performance.

Trends on government performance



Source: ARRI database

What is government performance?

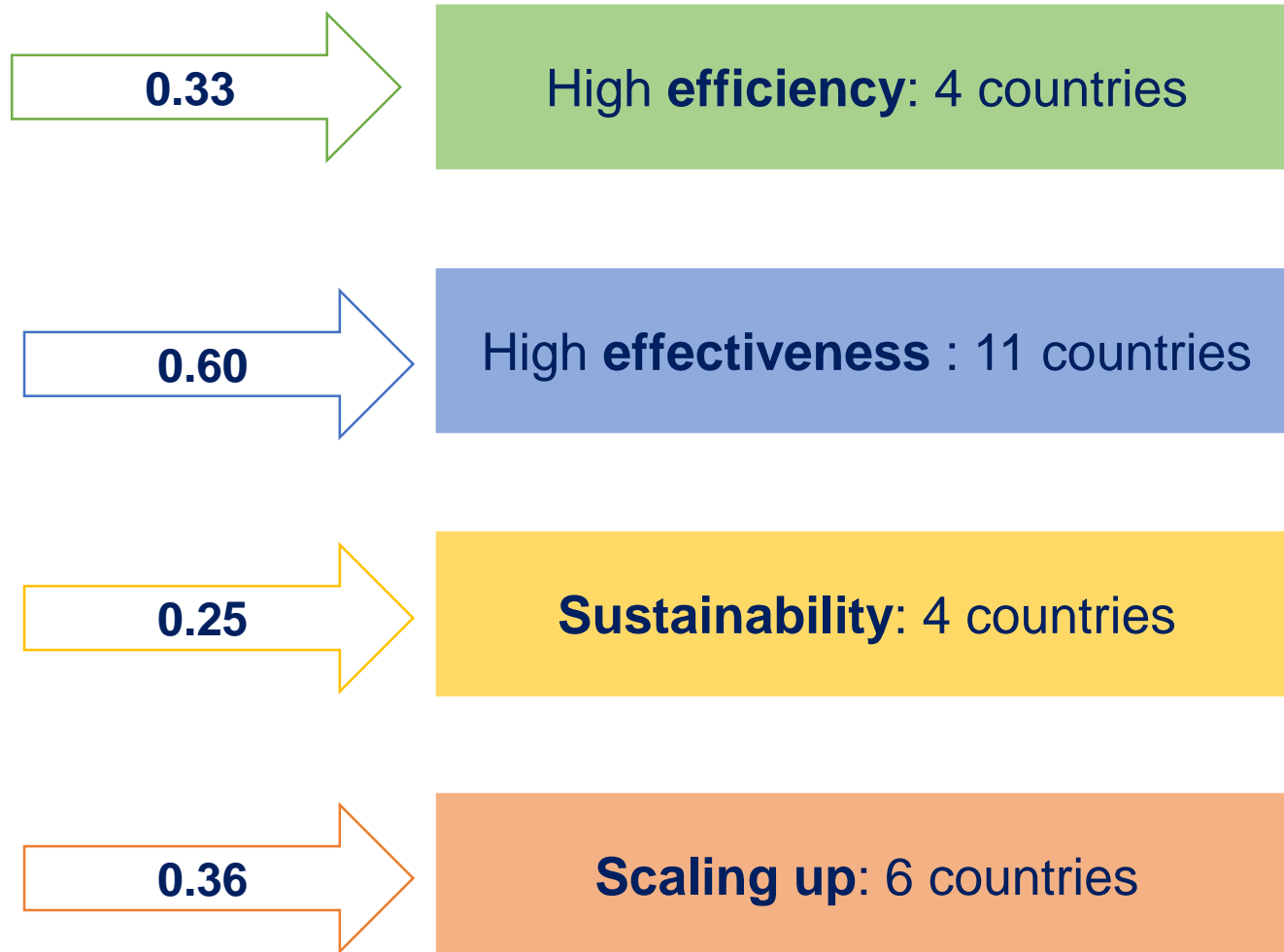
➤ Key responsibility: transforming resources into outputs (**efficiency**)

➤ Government ownership is a key driver of performance (**relevance**)

IFAD Evaluation
criterion to review
**government
responsibilities** and
roles in the project cycle

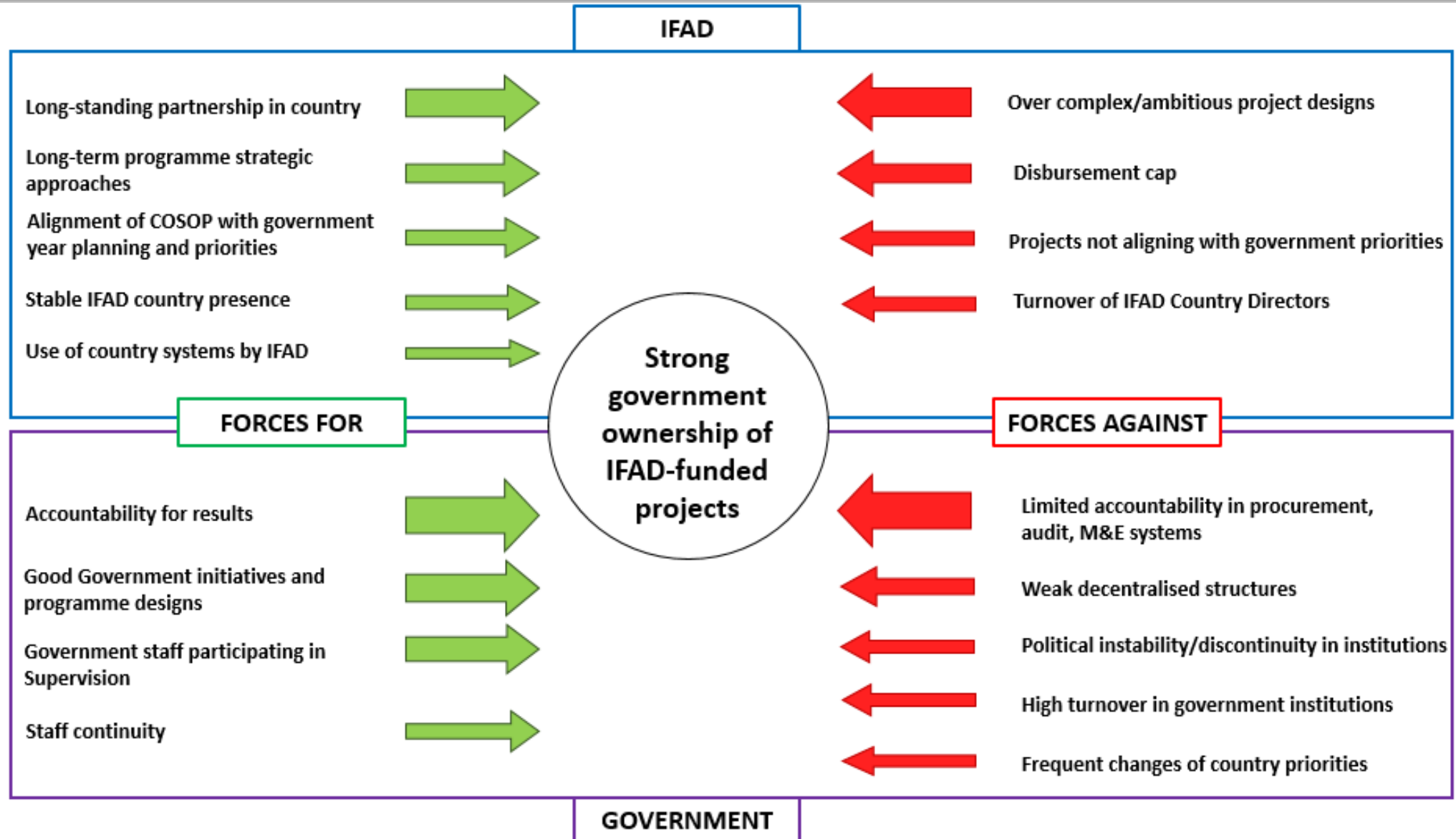
➤ Government also influences project **effectiveness** and **sustainability**.

➤ Involves understanding the **dynamics** underpinning government performance.



Correlations in 15 case study countries

Forces affecting ownership

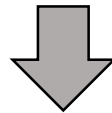


Source: ESR stakeholder survey (205 respondents)

Ownership in fragile situations

Common features in fragile contexts:

- Low government capacity
- Underestimation of fragile context at design
 - Weak decentralized structures



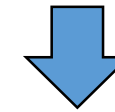
LOW OWNERSHIP

Government side:

- Lack of engagement in the sector
- Weakest performance in audit, fiduciary management
- Limited funding and capacity in executing agencies
- Complex and costly management structures

IFAD side:

- Inadequate risk management and assessment of country context
- Overambitious design
- Limited country presence



HIGH OWNERSHIP

Government side:

- Project staff with **deep understanding** of IFAD's approach
- Possibility to build on existing (pre-fragility) structures

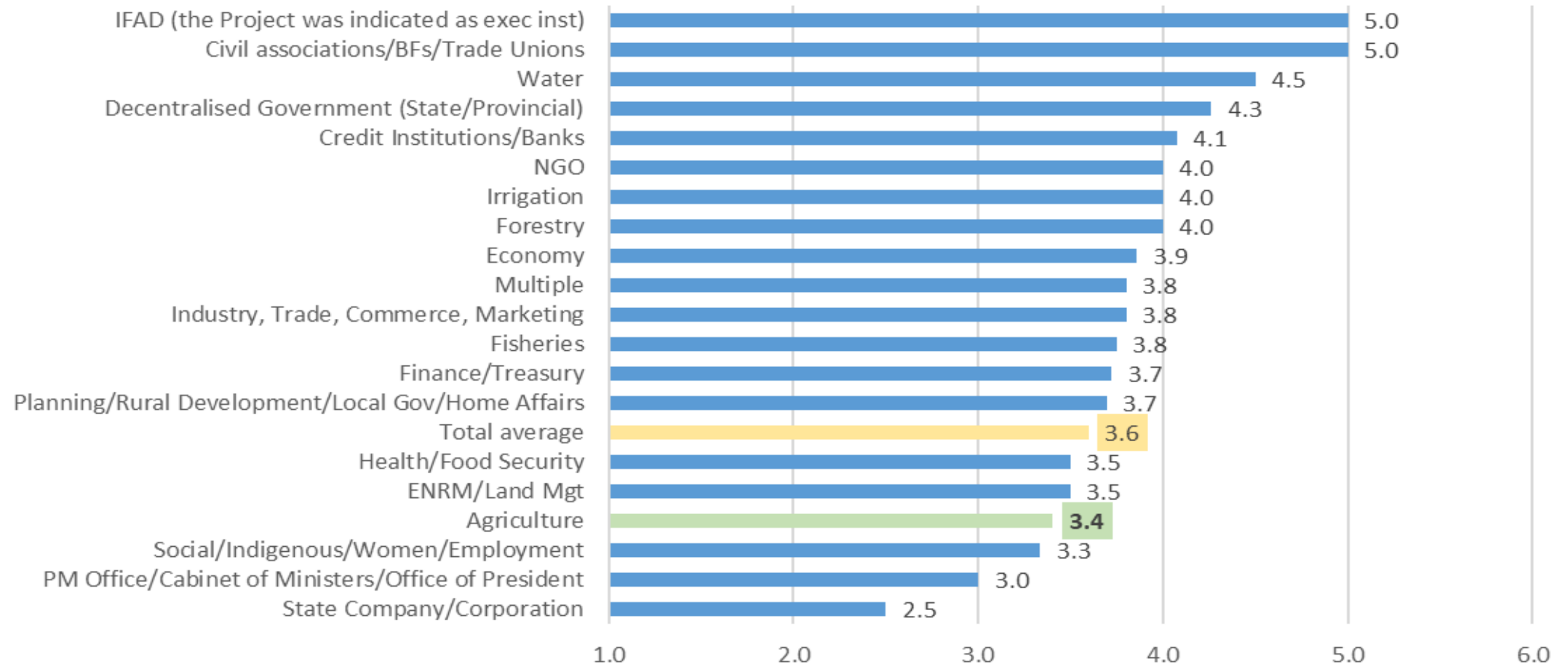
IFAD side:

- Adequate assessment of fragility at design
- **Strong relationship** with government
- Adequate fiduciary management

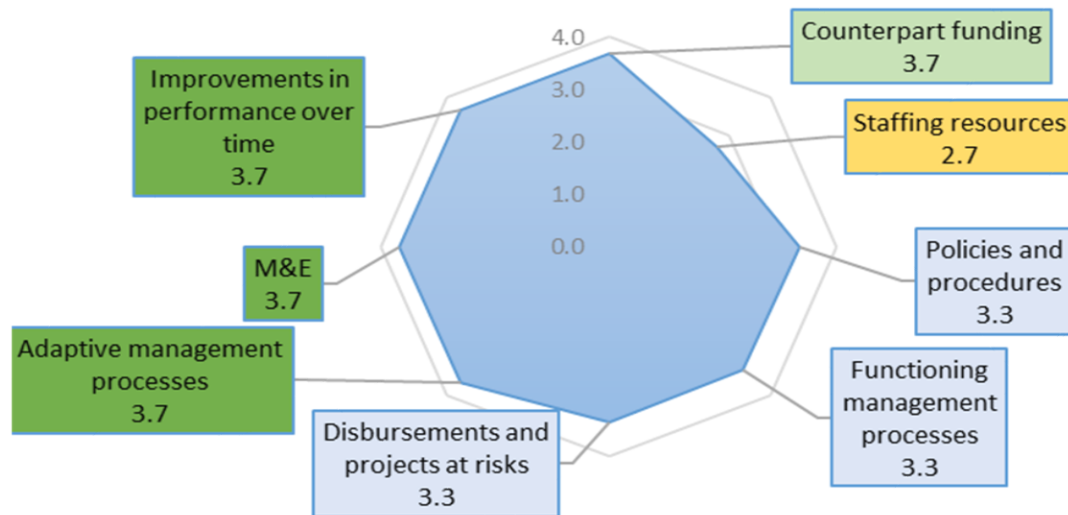


Efficiency among lead agencies

Average of efficiency ratings by executing institutions
Projects completed between 2010 and 2019



Efficiency in high performing case study countries (average ratings: Moldova, Peru, Kenya)



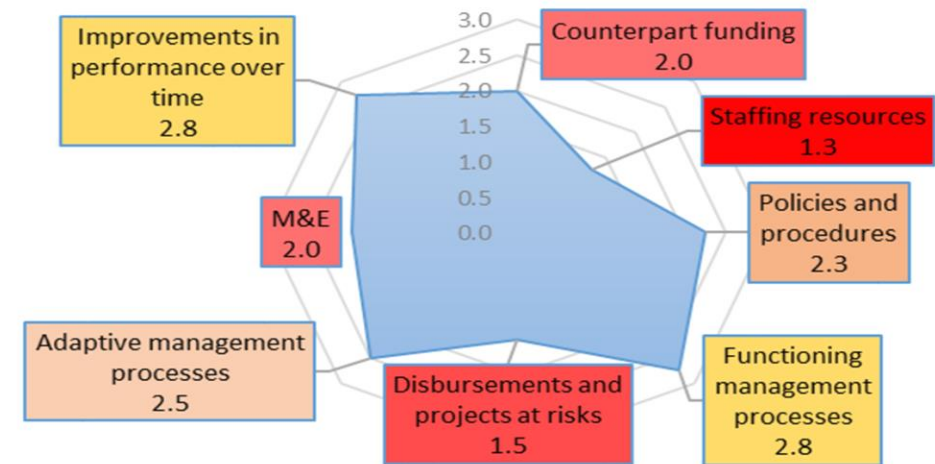
More efficient Governments:

- Adaptive management style
- Ensuring or exceeding counterpart funding
- Effective fiduciary management + audit
- Good and reliable M&E system + baseline studies

Less efficient governments :

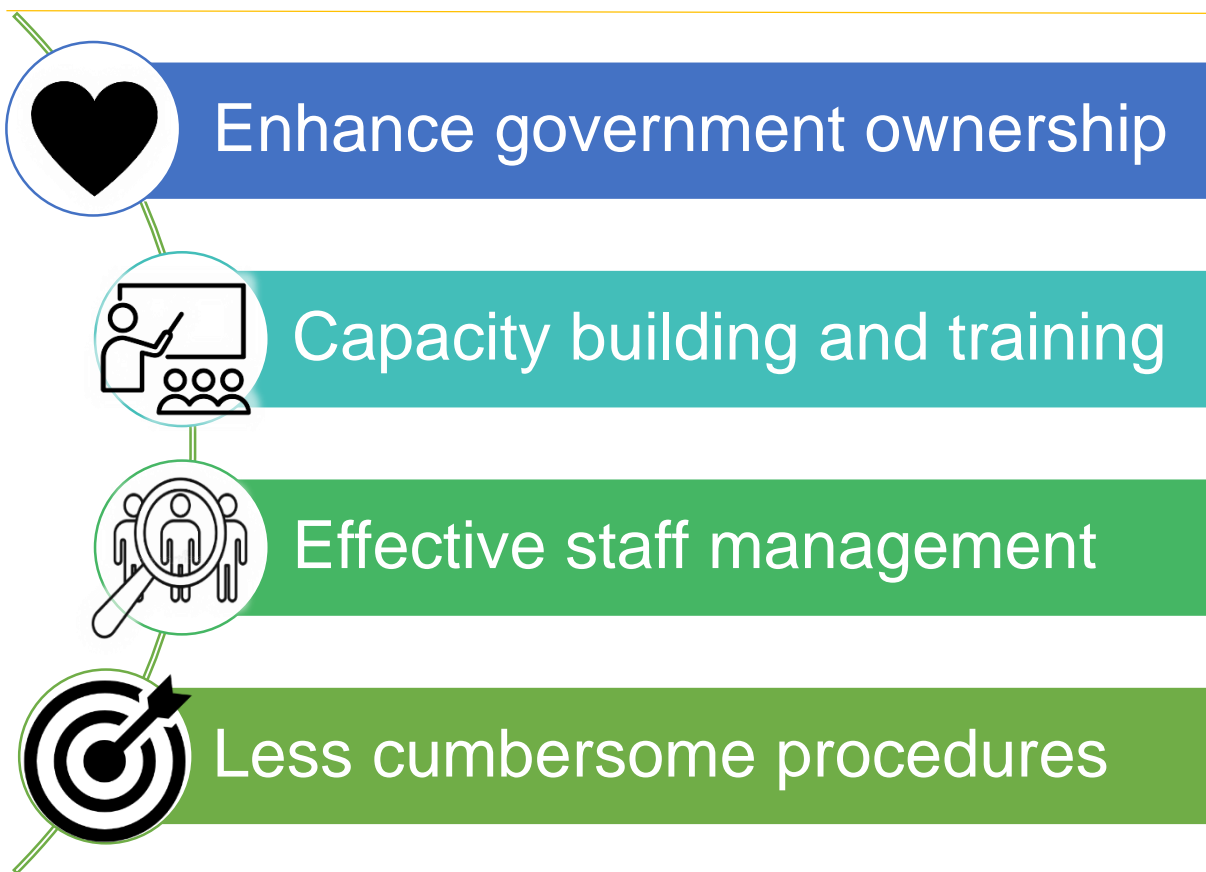
- Difficulties with counterpart funding
- Procurement & disbursement delays
- Non-eligible expenditures
- High staff turnover and delays in recruitments

Efficiency in low performing case study countries (average ratings: DRC, Mexico, Ecuador, India)

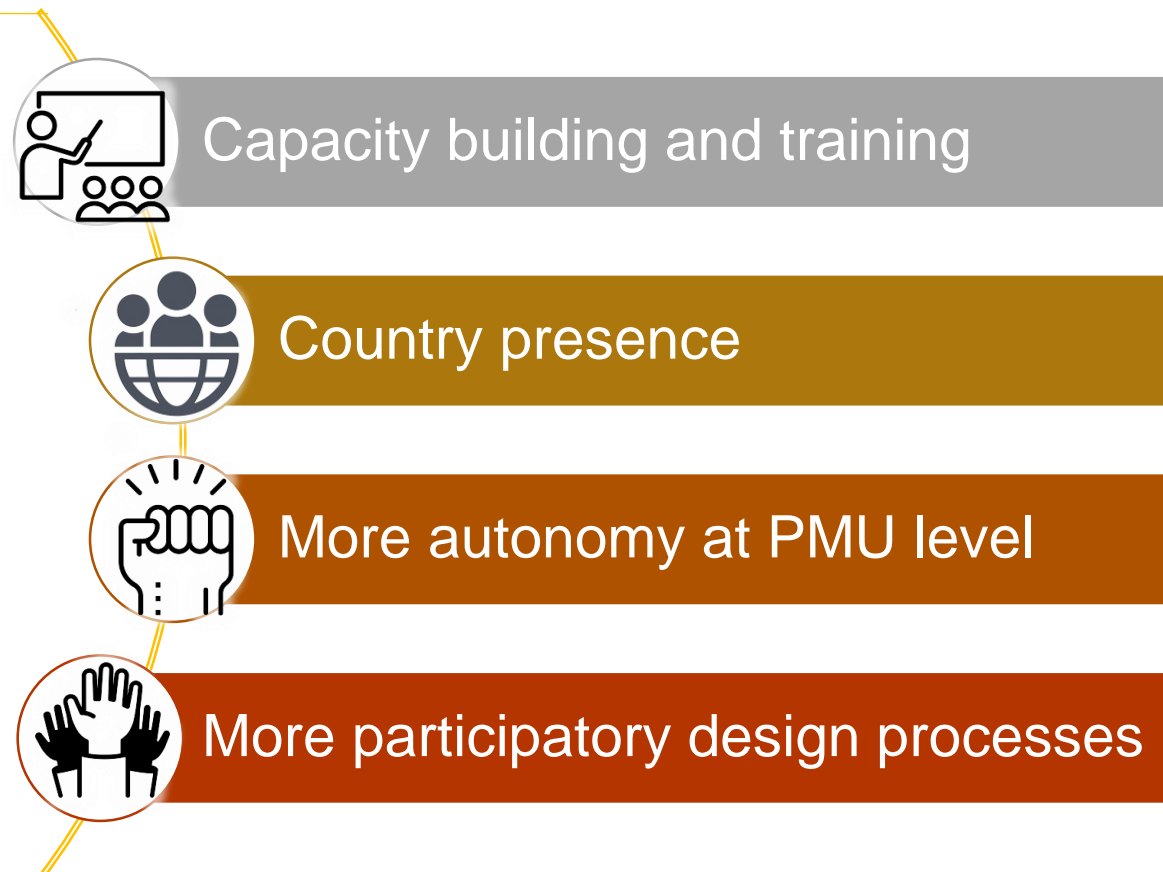


What should IFAD do differently?

IFAD survey



Governments survey



Conclusions



➤ Government is the key player in IFAD's development effectiveness

➤ **Knowledge gaps** regarding the factors driving government performance; understanding of why and how government performs in certain situations.

➤ Situations of **political instability, crisis and fragility**, slow governance reforms, challenging to track, respond and adapt; country presence helps.

➤ IFAD to address drivers of government performance within **country context**, requires careful analysis of institutional and policy frameworks.