IOE | IFAD Investing in rural people

Independent Office of Evaluation

UK Department for Business, Energy & Industrial Strategy

Evaluation synthesis in the context of IFAD's evaluation architecture

Session at the Evaluation Practitioners Network

21 June 2022

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PART I: IFAD'S EVALUATION ARCHITECTURE

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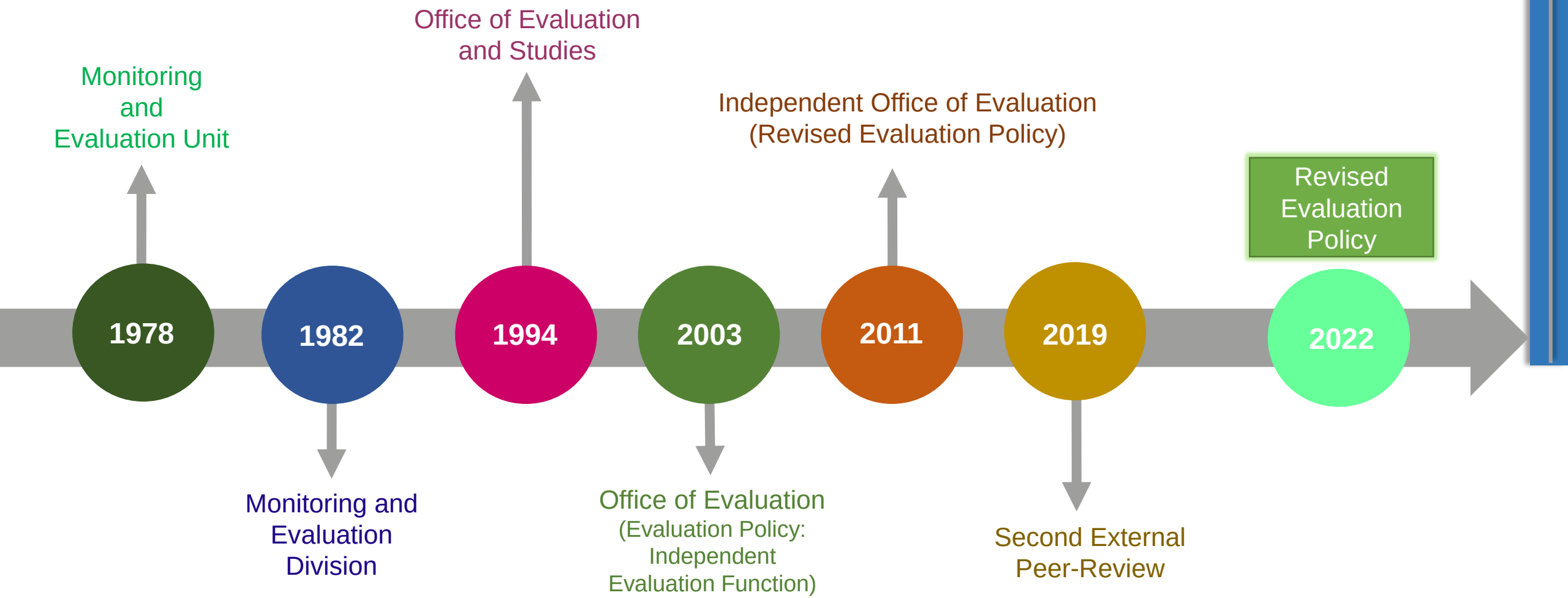
A short history of our evaluation office



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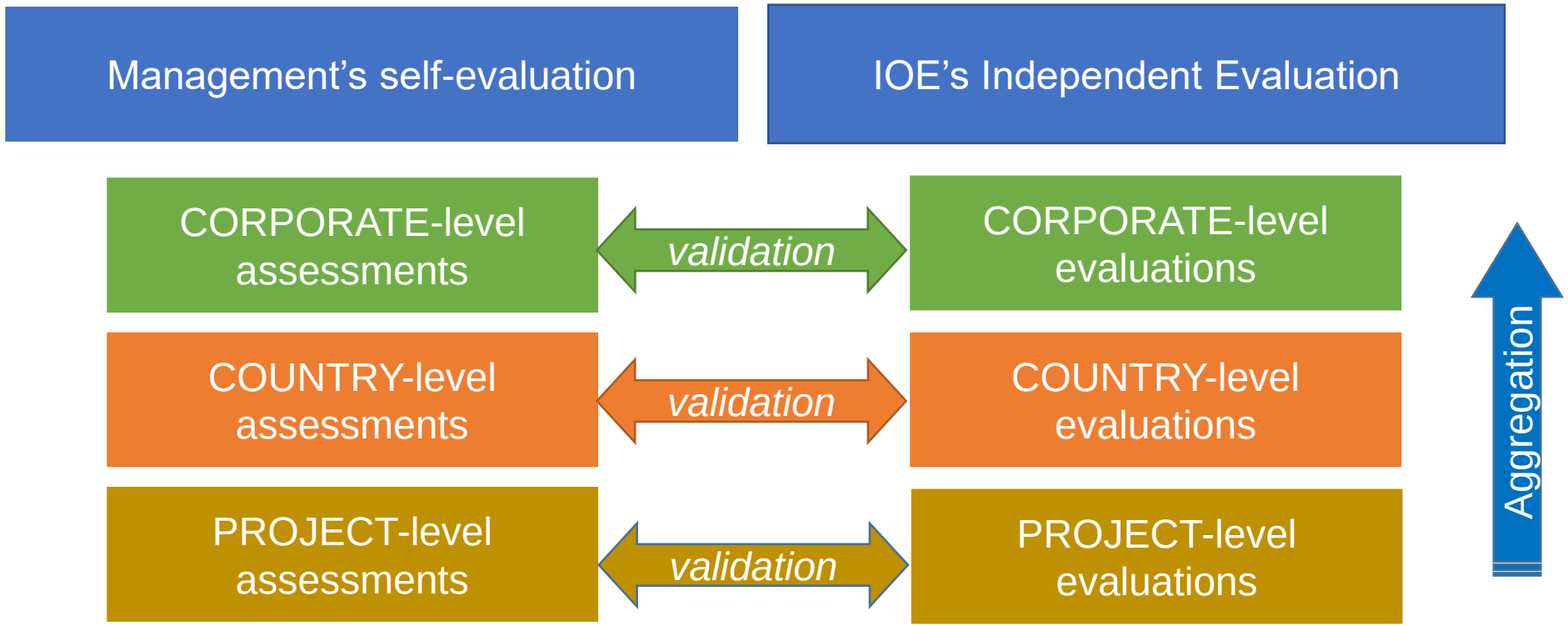
Core principles of IFAD Evaluation

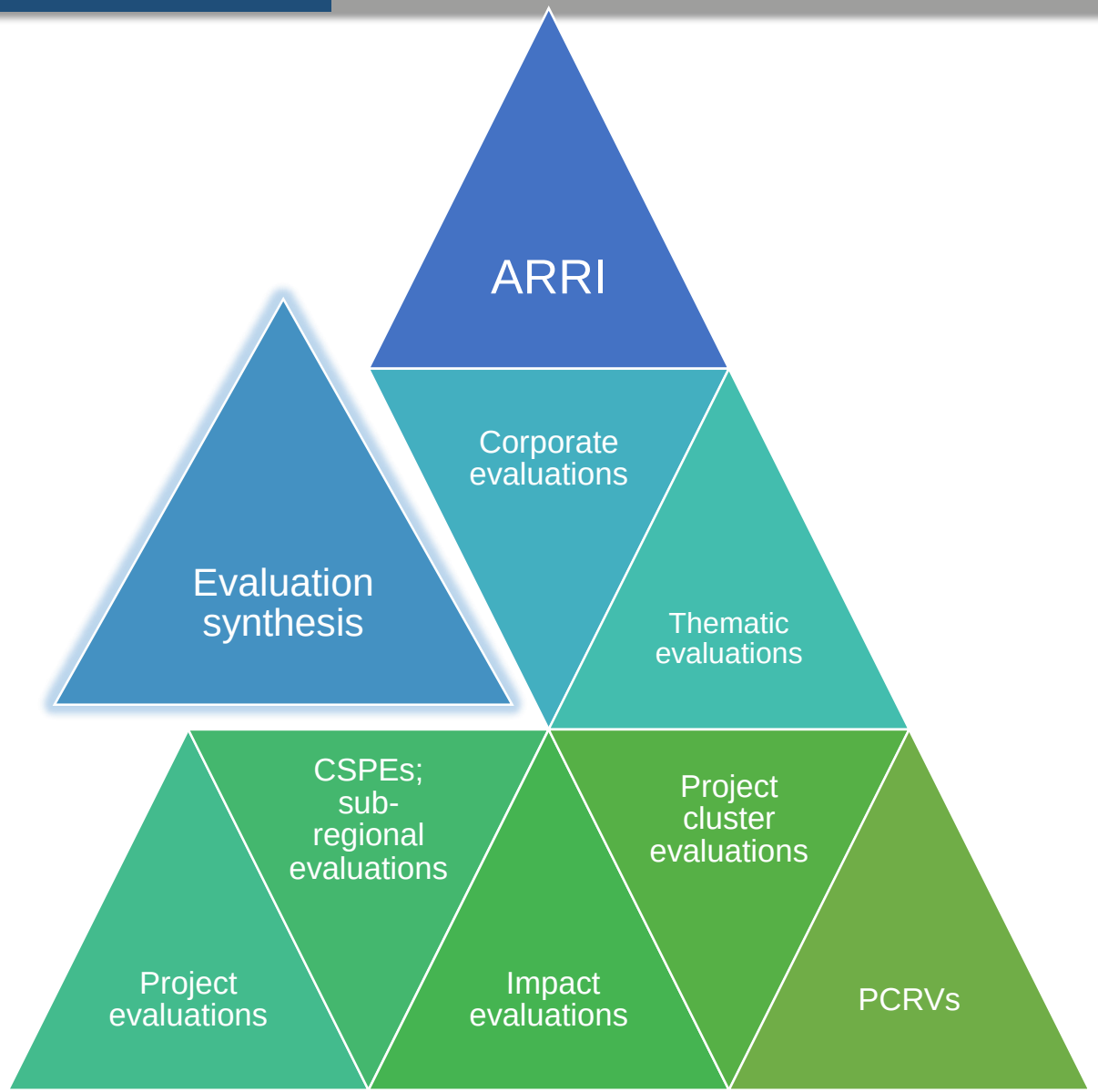
1. Usefulness
2. Partnership and collaboration
3. Value for money/Cost effectiveness

4. Impartiality, Credibility, Ethical Standards and Equity
5. Transparency
6. Evaluability

IFAD'S EVALUATION ARCHITECTURE



The foundations of the Updated Evaluation Manual



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PART II: EVALUATION SYNTHESIS

Why evaluation synthesis?

Knowledge product - knowledge generation by consolidating findings from past evaluations

Topics of strategic relevance and inform future IFAD strategies and directions

To facilitate wider use of evaluation findings

To contribute to **decision-making** processes

Effective when there is limited resources or time

Building blocks

Portfolio analysis

Case studies

Outlier analysis

Focus group discussions

E-survey

Hypothesis testing

ESR on government performance

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.

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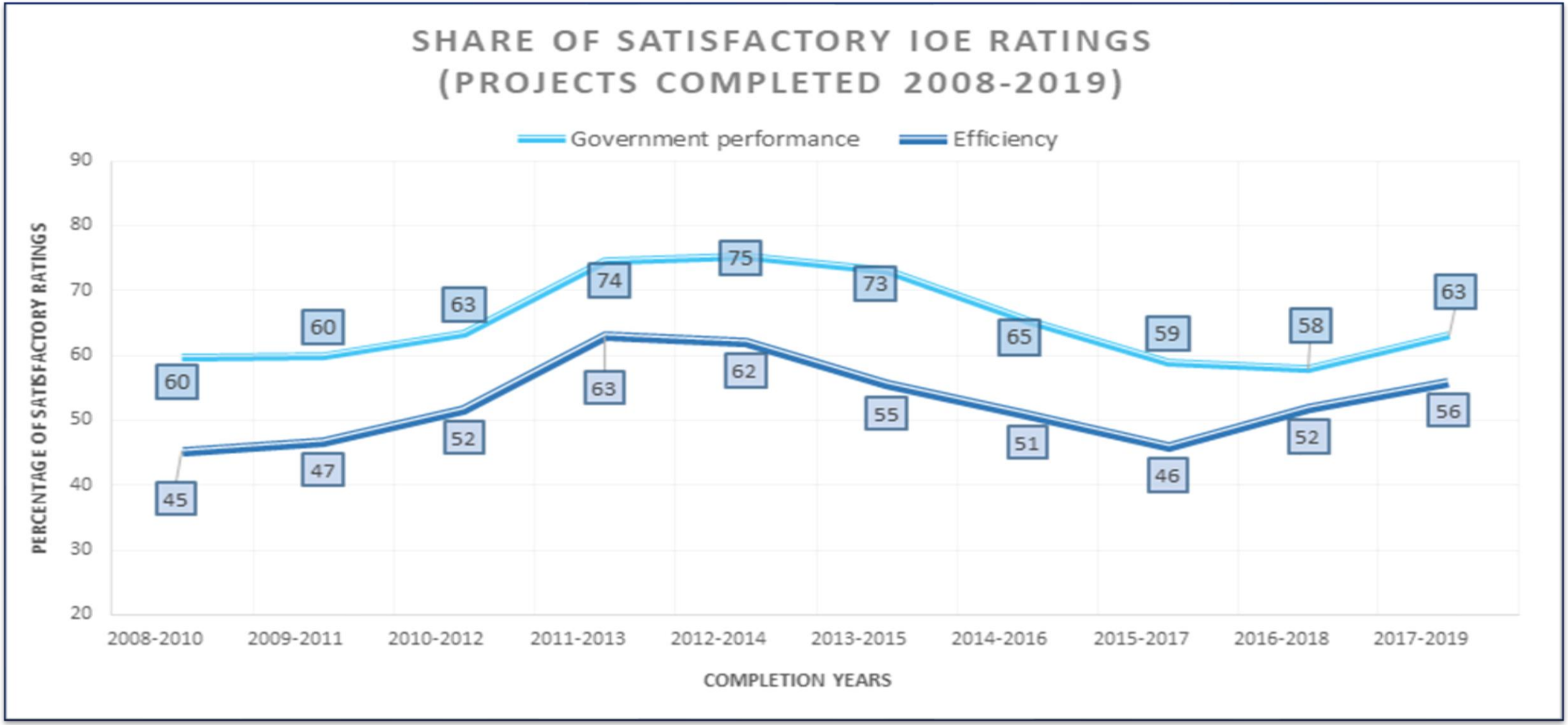
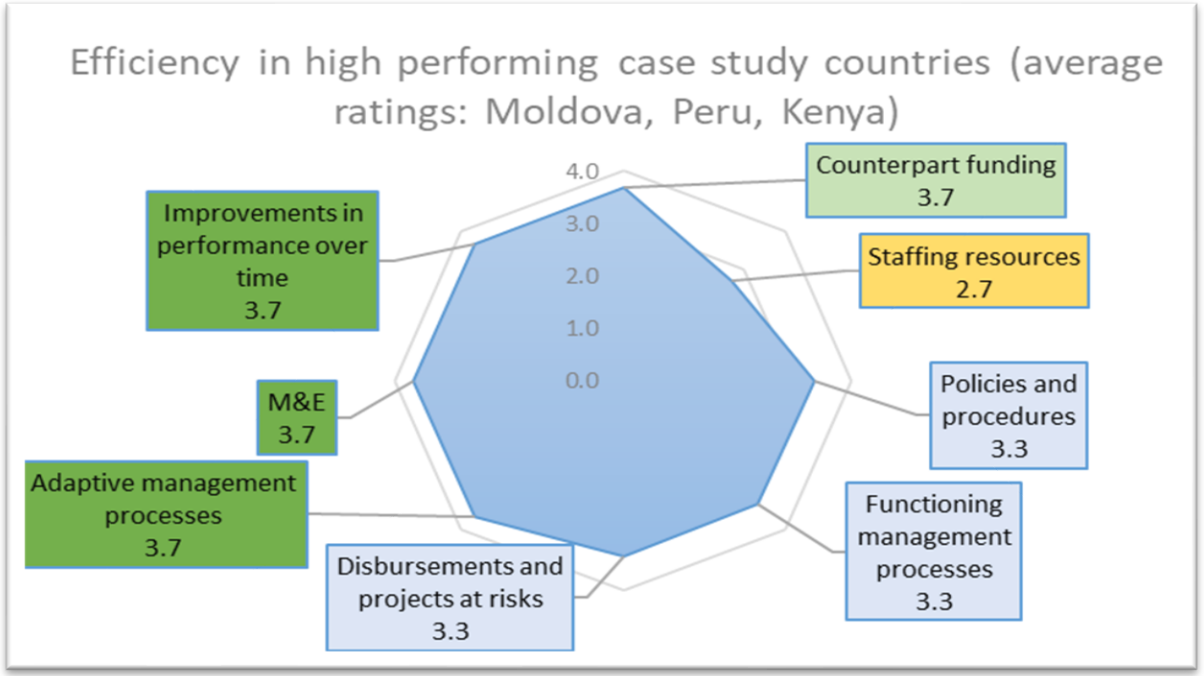
Portfolio analysis: performance ratings

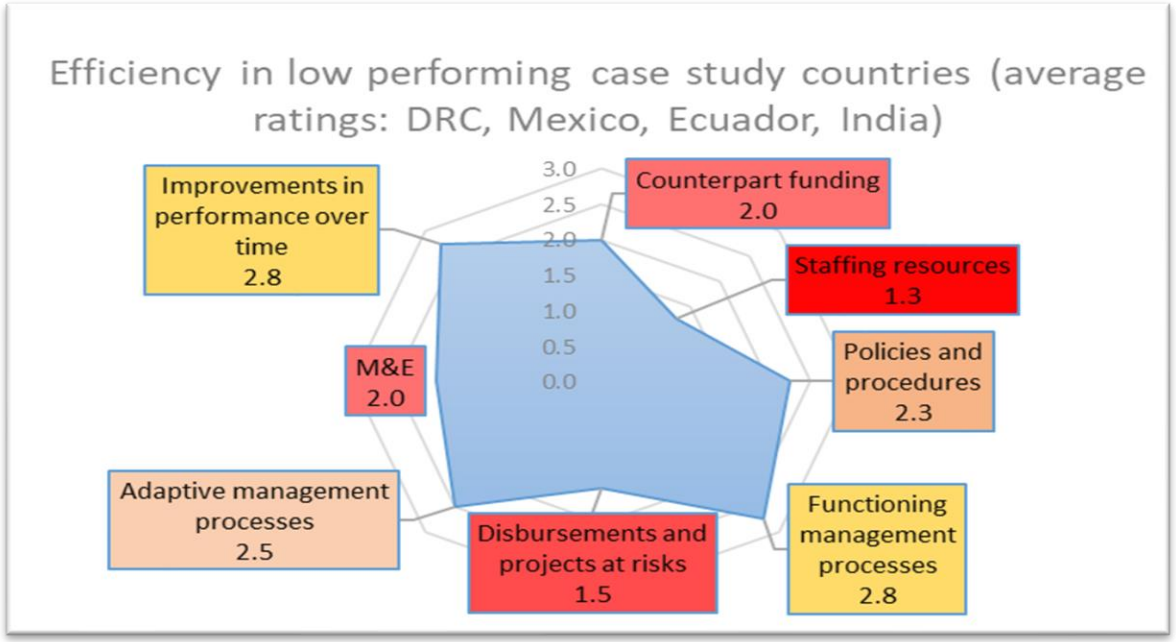


Outlier analysis: highly efficient and less efficient governments



Less efficient governments :

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



More efficient Governments:

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

Case studies: Correlation with ownership in case study countries

Government Ownership

11 out of 15 countries

0.33 → High **efficiency**: 4 countries

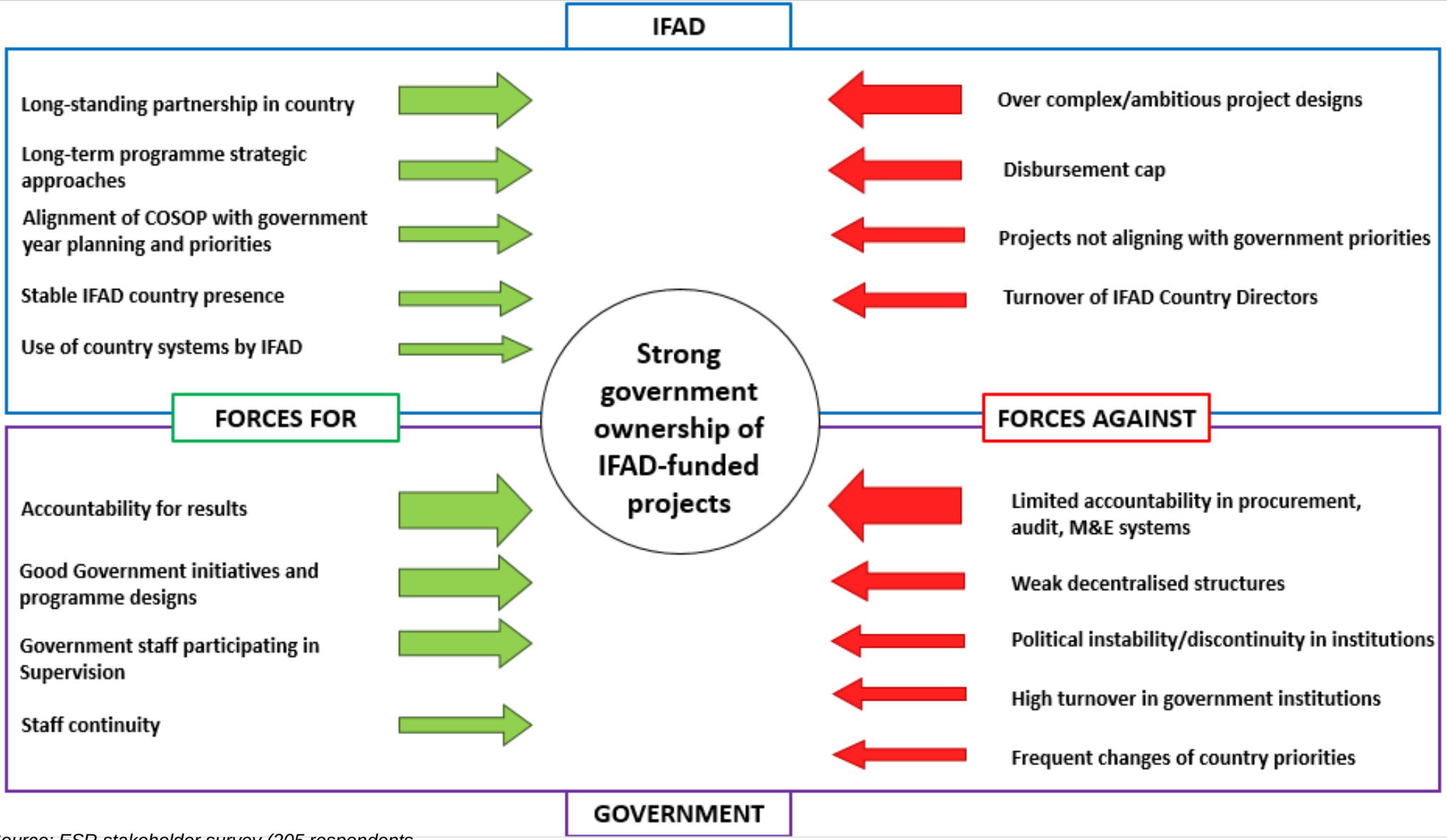
0.60 → High **effectiveness** : 11 countries

0.25 → **Sustainability**: 4 countries

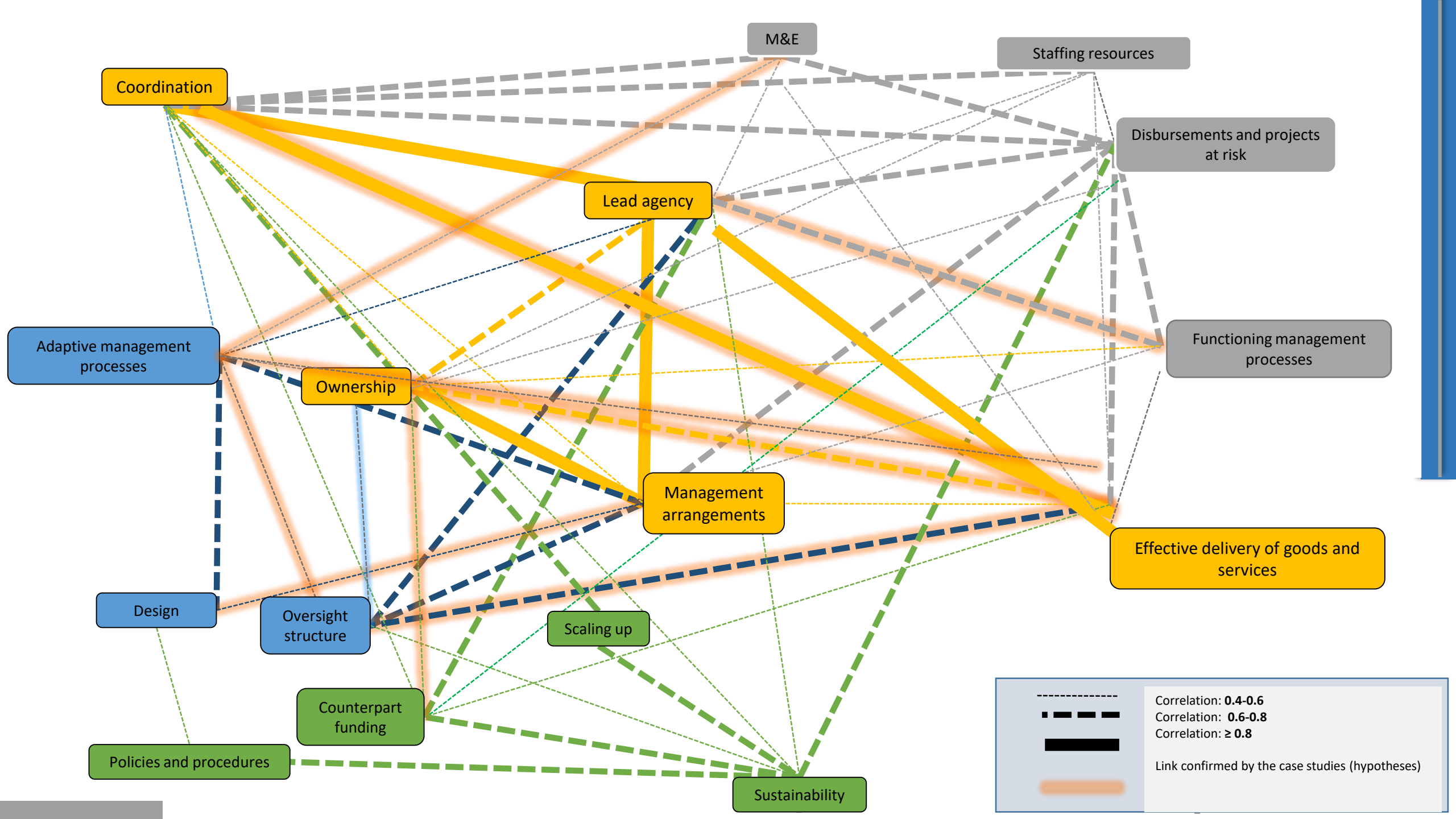
0.36 → **Scaling up**: 6 countries

Correlations in 15 case study countries

E-survey: Forces affecting ownership



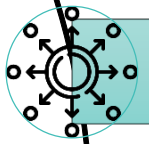
Source: ESR stakeholder survey (205 respondents


M&E
Staffing resources
Coordination
Disbursements and projects at risk
Lead agency
Adaptive management processes
Functioning management processes
Ownership
Management arrangements
Effective delivery of goods and services
Design
Oversight structure
Scaling up
Counterpart funding
Policies and procedures
Sustainability
Correlation: 0.4-0.6
Correlation: 0.6-0.8
Correlation: ≥ 0.8
Link confirmed by the case studies (hypotheses)

Lessons

Governments perform better if they have **ownership** for the programme.

Long standing relationships based on mutual trust will enhance performance.



Programmes in **decentralised contexts** require capacities, resources, and support at local level.

Project designs have to match government capacities and resources.

Weak systemic capacities require incentives from the top (**leadership**).

Alignment with country policies and institutional frameworks will support efficiency.

Continuous **learning and adaptation** will improve government performance over time.

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Thank you