

# 2023 ARIE

## FLAGSHIP REPORT OF THE INDEPENDENT OFFICE OF EVALUATION OF IFAD (IOE)

### PURPOSES:

- 1.** Present a more comprehensive account of IOE's evaluation activities to IFAD governing bodies
- 2.** Further contribute to learning by extracting findings and lessons from evaluations
- 3.** It analyses time series of ratings to identify performance trends of IFAD-supported operations as part of its accountability function

### ANALYSIS:

RECENT PROJECT PERFORMANCE

**71**

Project-level evaluations completed 2019-2021

LONG-TERM PERFORMANCE TRENDS

**288**

Project-level evaluations completed 2012-2021

**45**

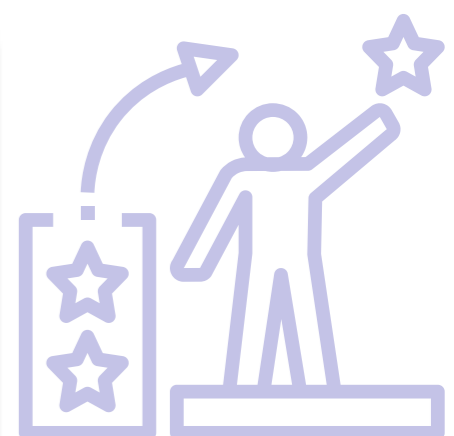
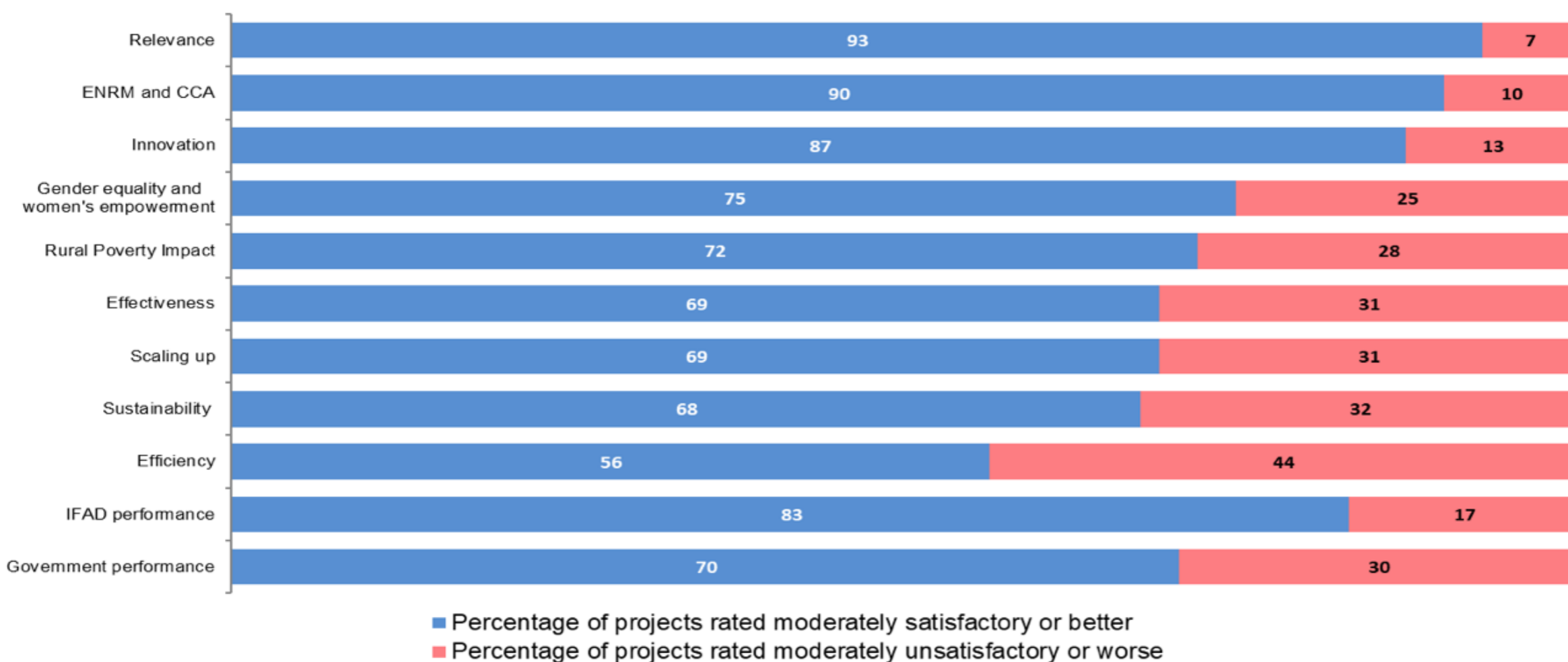
Country strategy and programme evaluations (CSPEs) conducted 2013-2022

**2023**

Corporate-level evaluation of IFAD's decentralization experience

### OVERVIEW OF KEY PERFORMANCE CRITERIA USING IOE RATINGS

PERCENTAGE OF PROJECTS RATED "MODERATELY SATISFACTORY OR BETTER" (2019-2021)



### PERFORMANCE OF RATING TRENDS 2012-2021

#### ➤ Increasing:

relevance; sustainability; environment and natural resource management (ENRM); climate change adaptation (CCA).

#### ➤ Overall constant:

innovation; overall project achievement.

#### ➤ Declining:

efficiency; effectiveness; rural poverty impact; gender equality and women's empowerment (GEWE); scaling up; government performance; IFAD performance.

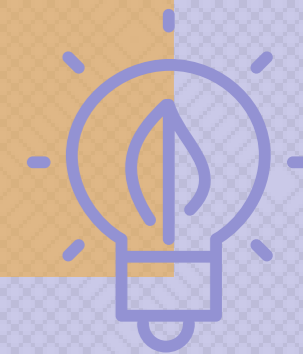
**Performance of non-lending activities** (knowledge management, partnership-building, country-level policy engagement): improved since 2018, but with considerable room for improvement.

# KEY FINDINGS



In line with past ARIE's observations, the majority of recently completed projects (2019-2021) were **performing well**, with a rating of moderately satisfactory or better.

Efficiency continued to be the lowest performing area, while **relevance, ENRM, CCA and innovation were again the top performers**, similarly to 2022 ARIE's findings.



A cause for concern was the **decline in the performance of rural poverty impact and effectiveness** since 2018, particularly in projects operating under conditions of fragility and conflict. **This deterioration calls for further analysis.**



**Rural enterprise development was successful when:**

- enterprises had **well defined target groups**;
- intervention strategies and financial & non-financial instruments were **aligned with beneficiary enterprise needs** and capacities;
- it was linked to agricultural value chains, market opportunities and **clear analysis of opportunities and risks** for enterprises;
- it focused on a specific theme, contributing to **demonstrate effective enterprise support** and facilitating the testing of enterprise development strategy to adaptively improve it.

**IFAD could have better leveraged the expertise of relevant ministries linked to enterprise development, agriculture commercialization and trade promotion.**



**Extension and advisory services:**

- **were successful when they involved integrated approaches** (agricultural production, NRM, non-agricultural marketing, etc.);
- **were demand-driven and inclusive when they involved community-driven approaches**, complemented by support to strengthen the capacities of benefiting organizations as well as facilitators, and the adoption of training-of-trainers;
- **continue to be inadequately financed and resourced in many countries.** Strengthening government reforms is critical to have successful examples of lasting, alternative and innovative extension and advisory service models.



**Institutional efficiency**

**Recent gains in IFAD's institutional efficiency have been observed.** However, the sustained reduction of resources allocated to IFAD's core client services during 2017-2022, along with other organizational changes, **may have adversely affected the fit-for-purpose nature of IFAD's presence in client countries**, warranting closer scrutiny of the long-term implications.

