

Independent Office of Evaluation



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Overcoming limitations related to the ToC in designing and conducting evaluations: examples of IOE sub-regional evaluations (SREs)

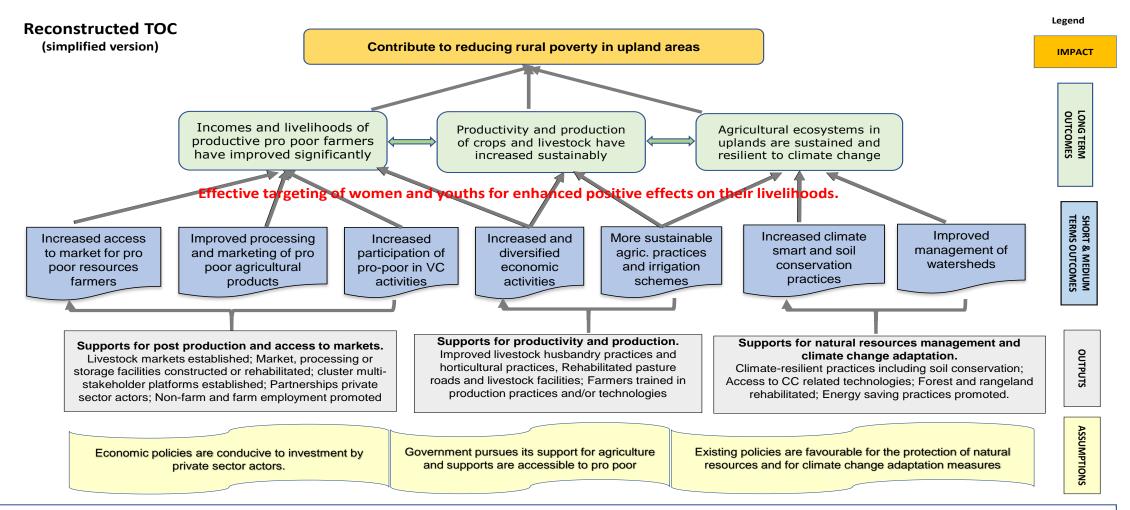


## **SRE-West Africa: Background**

- Title: Sub-regional evaluation of IFAD's engagement in the G5 Sahel countries.
- Overarching question. How IFAD financed operations triggered results that contributed addressing fragility drivers within the sub-region and to reducing rural poverty?
- Methodology:
  - Applying a theory-based model, by reconstructing the ToC of supported interventions;
  - Development of an analytical framework related to the theme of fragility in order to perform an holistic assessment;
  - Mixed-methods approach for data gathering and analysis (e.g. desk reviews, remote interviews, direct observations, quantitative and qualitative analysis).



### SRE-West Africa: Theory of change (reconstructed)



Main issues to be addressed: Weak linkages between productive poor and markets; Imbalance of public focus; low private sector investment in remote highland areas; gender inequalities; degradation of natural resources; high vulnerability to climate change and natural hazards; Uplands suffer rural out-migration;



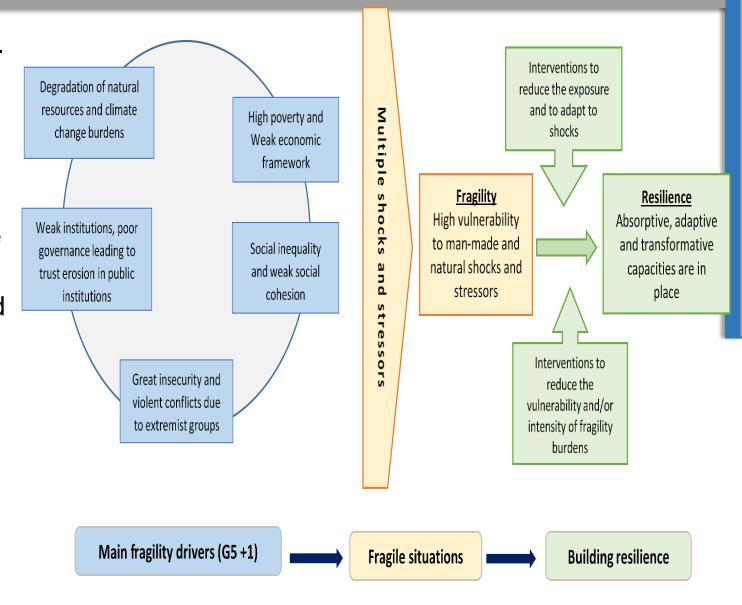
### **SRE-West Africa: Contextual features of operations areas**

- Climate-related shocks, with low productivity, soil depletion, and natural resources degradation;
- High poverty incidence, combined with weak macroeconomic frameworks.
- Structural inequality in the access to productive resources (land and water),
   negatively affecting social cohesion and fueling social conflicts.
- Weak and unstable public institutions, as affected by bad governance and corruption; resulting in poor social contract with public institutions.
- Prevalence of insecurity and violent conflicts, leading to the loss of State control over large parts of national territories, controlled by extremist and/or organised criminal groups.



## SRE-West Africa: Analytical framework developed

- An analytical framework was developed.
- Includes five categories of fragility drivers that are interconnected and at work simultaneously.
- Reflects the need to foster greater resilience: minimizing or suppressing the vulnerability to shocks, and/or improving actors' abilities to effectively manage and mitigate various fragility drivers and stressors.
- Entails developing absorptive, adaptive and transformative capacities.





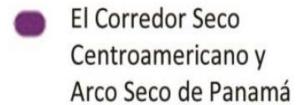
### **SRE-West Africa: Main methodological lessons**

- The framework was complementary to the ToC, enabling carrying out a systemic analysis on three resilience-building pillars (absorptive, adaptive and transformative capacities), and aligned with fragility drivers identified.
- Applying the framework was useful to appreciating: (i) social contract issues, critical in fragile situations; (ii) importance of a nexus approach, conflict prevention – resilience building – and rural transformation.
- In such contexts, developing an explicit resilience framework appears important, to take into account key fragility drivers, in order to guide the operations.



### SRE of the Central American Dry Corridor: context





Map FAO 2016 (definition Van der Zee et al., 2012-FAO

#### Multiple challenges:

- Migration and remittances,
- <u>driven by limited economic</u> opportunities and crime
- Institutional fragility, dissatisfaction with political processes, limited fiscal decentralization
- Violence, illegal activities
- Physical and psychosocial disabilities



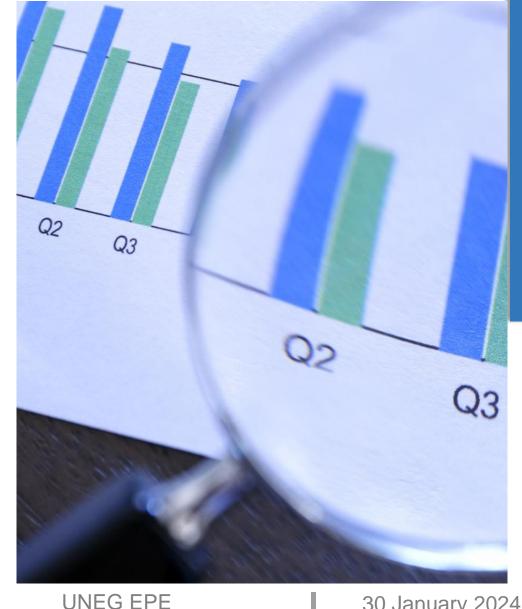
## Methodological steps

### **Drafting evaluation design - approach paper:**

- Considering contextual aspects and unique dynamics of the dry corridor to inform eval design
- Linear vs nonlinear ToC: assessing what works for the scope and objectives of the evaluation
- No previous ToC or conceptual scheme of IFAD's interventions in the region- creating an ex-post theory or a logical scheme by mapping projects and grants

### **Conducting the evaluation -mix methods** approach:

Desk review, remote or hybrid interviews, analysis of GIS data (municipal geographic statistics, satellite imagery), parallel missions by country





#### ResEsC1. Resilience to the agroecological environment and situations of fragility. Public policies (local, national, sub-regional) that favor resilience.



Res.Es B1 – Dialogue with public, private and community stakeholders on local development



ResEs. A`1 - Improved organizational capacities of public institutions and farmers' organizations



Interv. 1 Local institutions and policy support

Territorial plans with municipalities and (in some cases) associations of municipalities

Organizational/business plans with cooperatives and farmers organizations

Supporting national and subregional policies relevant to the Corridor key issues ResEs.A2 – Strengthening of human capital



Interv. 2 Basic needs

Drinking water, latrines, roads, bridges, basic infrastructure, nutrition information, etc.



Res.Es B2 - Improved profitability for smallholders, increased employment and economic resilience to environmental and climatic shocks



Interv. 6- Post-production, value chains

Infrastructure for access to markets and storage of products

Processing, collection of primary production. Links to local, national and international markets.



ResEs. A3 –Resilient and adapted agricultural production



Interv. 3 Primary production

Family or business plans. Varieties and practices adapted to dry areas. Interv. 4 Natural and climatic risk management

Fire prevention, more drought-resistant crop varieties, improved cookstoves

Digital technologies for access to meteo-climatic information



Interv. 7 – Financial and technical services to companies

Support to rural banks and financial institutions Digitalization services to companies and financial institutions
Parametric insurance



Res.Es A4 Income diversification in a climate risk zone

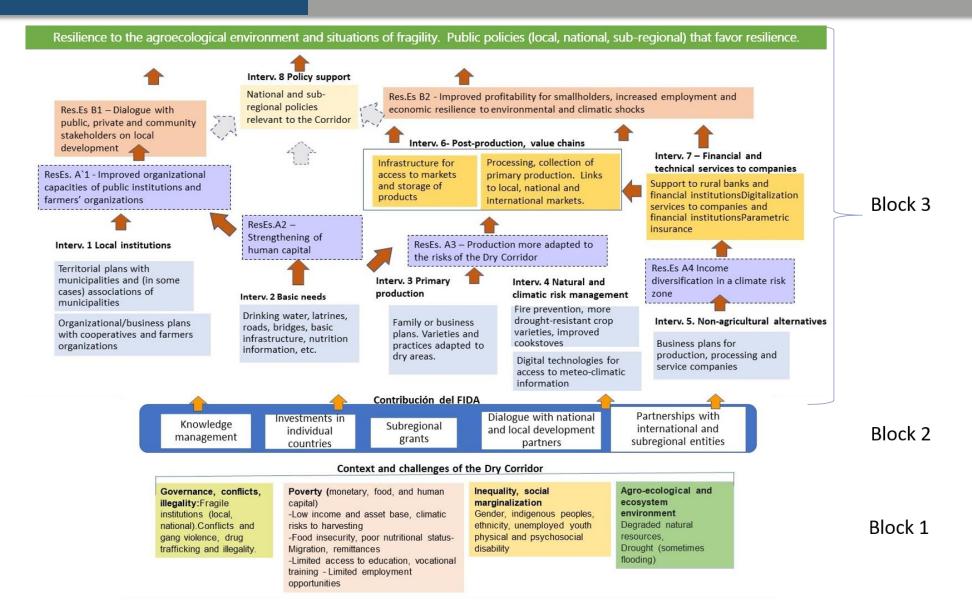


Interv. 5. Non-agricultural alternatives

Business plans for production, processing and service companies



## Conceptual and analytical scheme





## Using a non linear ToC: key lessons

- First attempt of linear ToC not successful: not able to capture key elements of the territory dynamics
- System thinking ToC: allowed to explore contextual aspects, territorial dynamics and expected IFAD's contributions
- Better understanding of 'enablers of results' towards resilience
- IFAD's contributions in a complex setting: added value, good approaches and areas for improvement

# Key findings, revealed through non linear ToC:

- Decentralized institutions as enablers (in some cases) of development results.
- Role of the sub regional institutions: providing policy frameworks, wider understanding of regional underpinning issues.
- A view of territorial development and agrifood systems: the region's approach of development, beyond hh and community level analysis
- Wider understanding of nexus between fragility aspects and rural development intervention: what worked, what did not and what was missing in design





# Thank you for your attention