



# 2020 Annual Report on Results and Impact of IFAD Operations (ARRI)

Presentation at the 110<sup>th</sup> session of the Evaluation Committee

2 September 2020

Independent Office  
of Evaluation

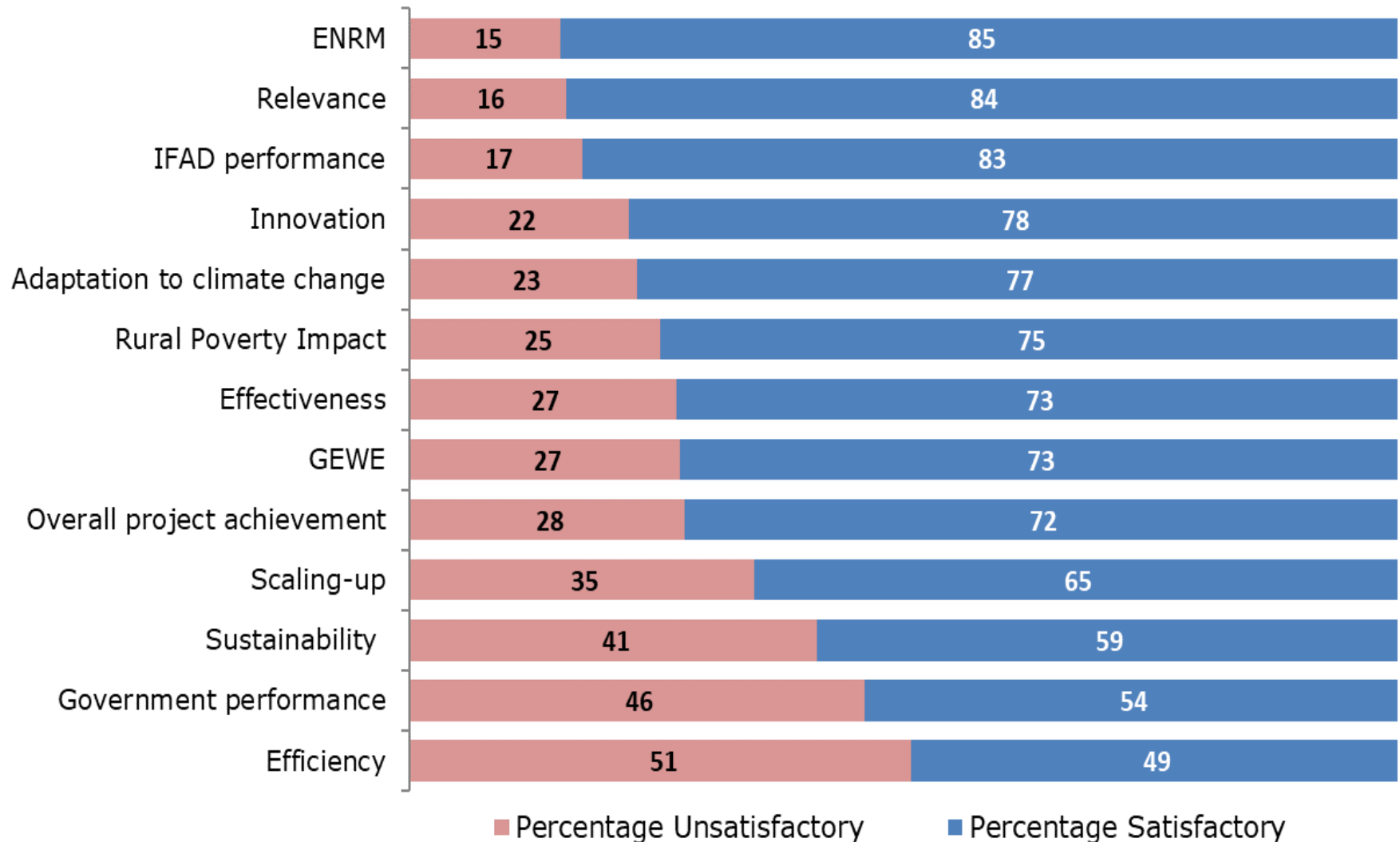


Investing in rural people

# Recent performance

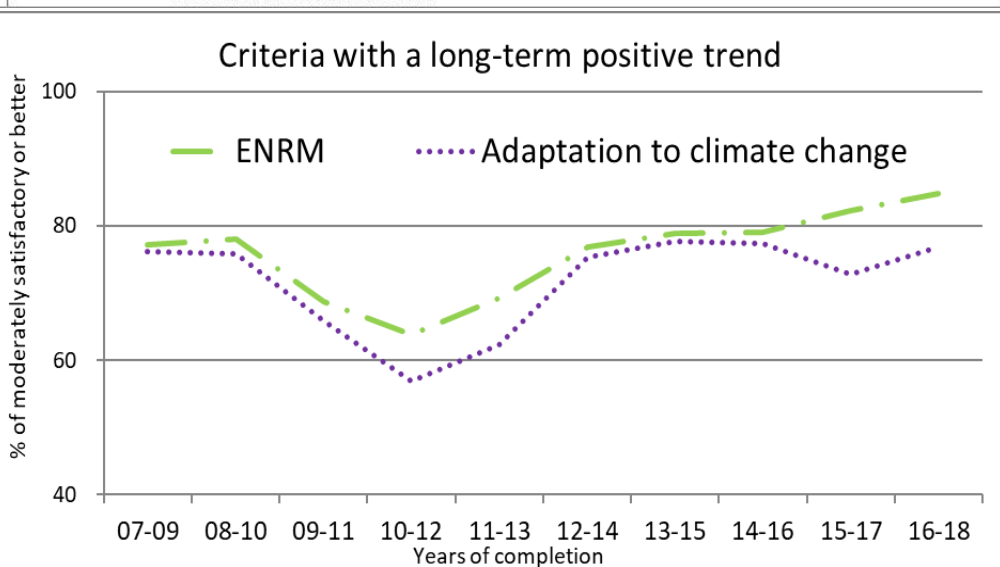
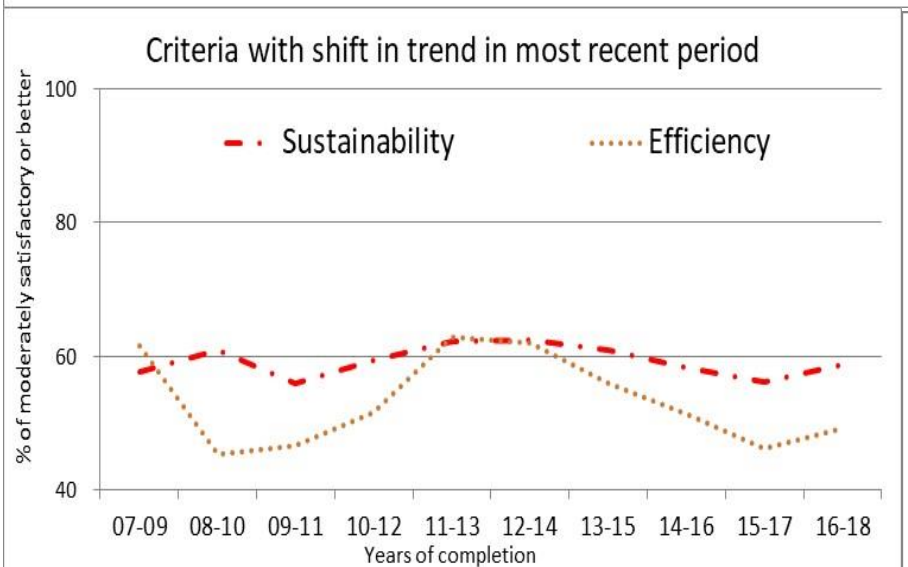
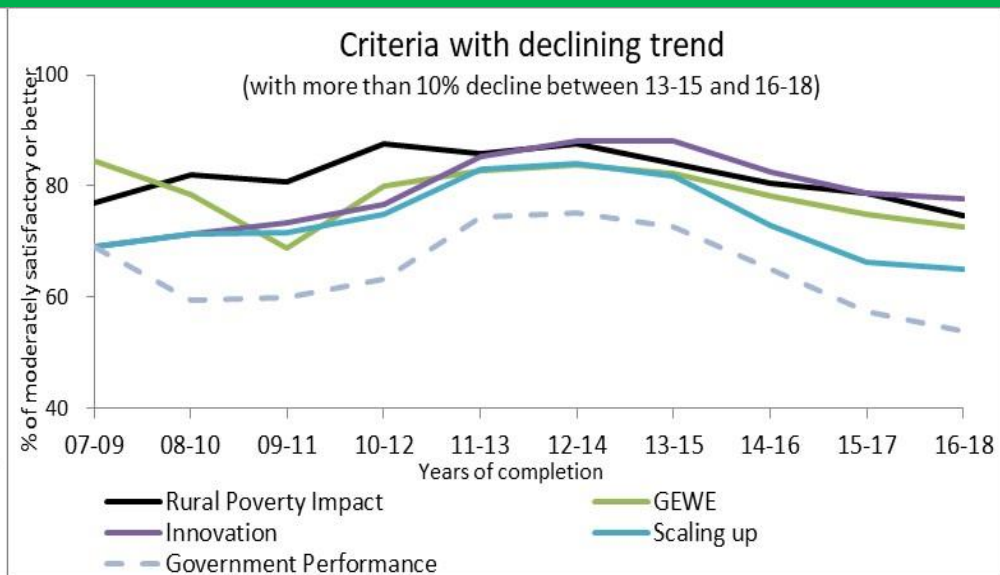
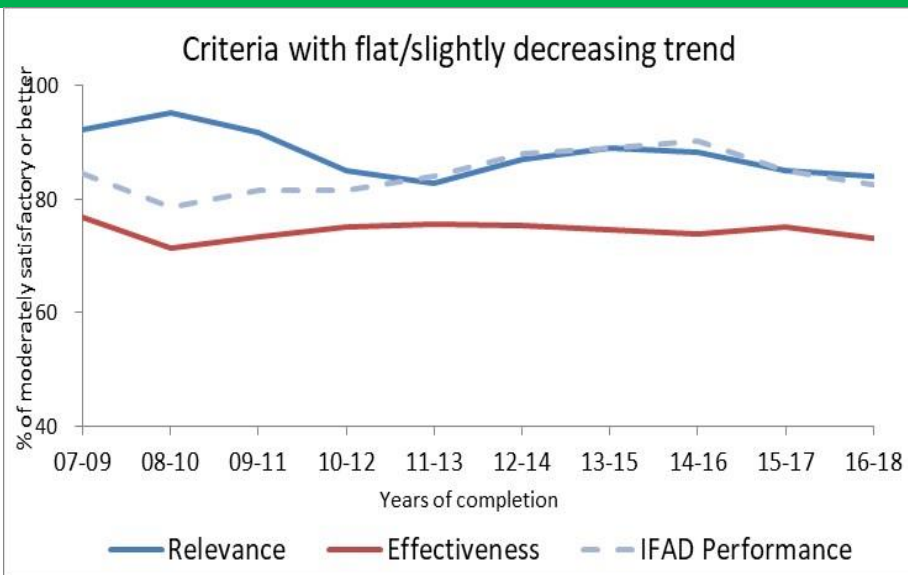
Projects completed between 2016 and 2018

Percentage of projects with moderately satisfactory and above ratings (satisfactory) (in blue)



# Different trends of long term performance: four main patterns

Moderately satisfactory and above ratings, projects completed between 2007 and 2018

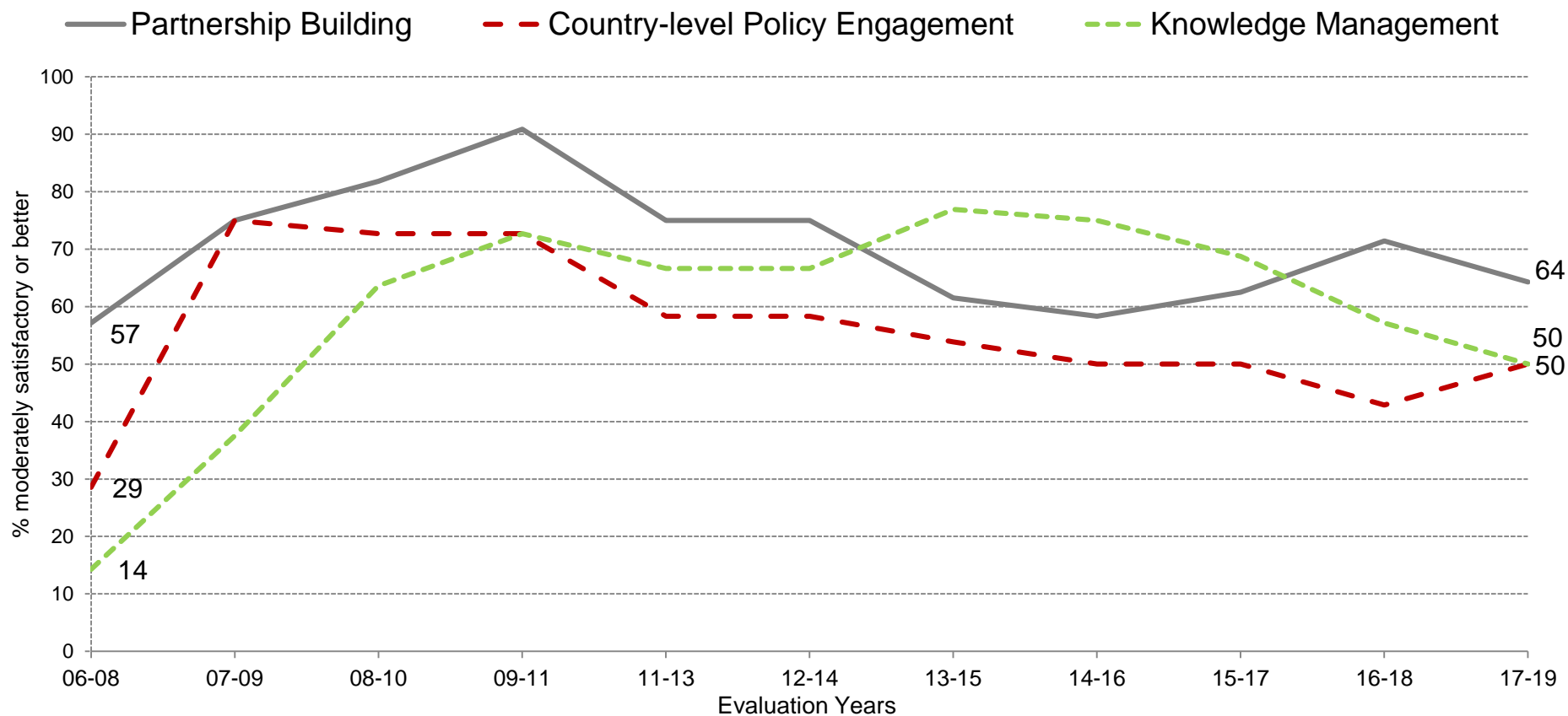


# Recurring factors in project design and implementation affecting performance

Recurring factors in design	Recurring factors in implementation
Addressing specificity of the context	Quality of project management and supervision and implementation support
Effective social targeting	Level of flexibility to adapt to changes in external context
Incorporating lessons learned from past	Quality of support provided to groups and institutions
Partnerships for results	Quality of training for strengthening capacities of beneficiaries
Identifying and mitigating risks	
Coherence of project components and activities	
Enhancing ownership by stakeholders	

# Long-term performance of non-lending activities

Moderately satisfactory and above ratings; projects completed between 2007 and 2018



# Findings and lessons from non lending performance

- A combination of communication tools has worked well for **knowledge management** but knowledge remains confined largely to project level, not contributing sufficiently to higher level corporate or policy processes.
- **Partnerships** with government have been fruitful but collaboration or coordination incipient with RBAs and limited or uneven with development agencies.
- IFAD's strategic and structured support and actions for **policy engagement** may not always match the scope of the objectives of engagement and the scale of activities required to achieve them.
- Non-lending activities are critical for operational effectiveness and enhancing IFAD's contribution to the SDGs, but **ambition** for non-lending is not being matched with the **resources** required to achieve it.

# Findings and lessons from country programme level performance and areas of corporate priorities

- Country programmes are strategically oriented and aligned with policies and priorities of IFAD and government, and well-adapted to the changing context.
- Risk mitigation measures are not always specific or adapted to the context, or sufficiently matched with availability of resources and means to manage risks.
- Progress has been made on **gender** and **climate** in projects through better defined gender strategies and action plans, and through making climate a part of the country programme's strategic objectives.
- But lack of data and evaluability of outcomes has hampered the assessment of the other two corporate priorities: **nutrition** and **youth**.

# Conclusions (1)

1. The majority of ratings remain in the 'moderately satisfactory or above zone'. However, there are multi-year downward trends, albeit with some differences and exceptions.
2. The strategic focus of IFAD's country programmes has adapted to the changing context. However, synergies between lending and non-lending need to be better exploited.
3. Performance of IFAD-supported projects can be linked to four **recurring** design issues: (i) addressing the specific context; (ii) differentiated targeting strategies; (iii) partnerships for results; and (iv) learning from past experience.



## Conclusions (2)

4. Key **recurring** implementation challenges: (i) ensuring that targets of time and quality are met; and (ii) adapting to changes in the social, political, natural and developmental landscape.
  - Requires attention by project management units and IFAD implementation support.
5. In mainstreaming nutrition and youth IFAD can draw valuable lessons learnt from its progress in gender and climate. However, collecting sufficient and reliable data remains a top priority.
6. Larger decline in five areas, including government performance, warrants further examination by IOE's strategic products.
7. The ARRI calls for IFAD-wide reflection and addressing the recurring issues as a priority.

-End of presentation-

THANK YOU