



Investing in rural people

Independent Office
of Evaluation



2021 Annual report on results and impact of IFAD operations (ARRI)

114th Evaluation Committee

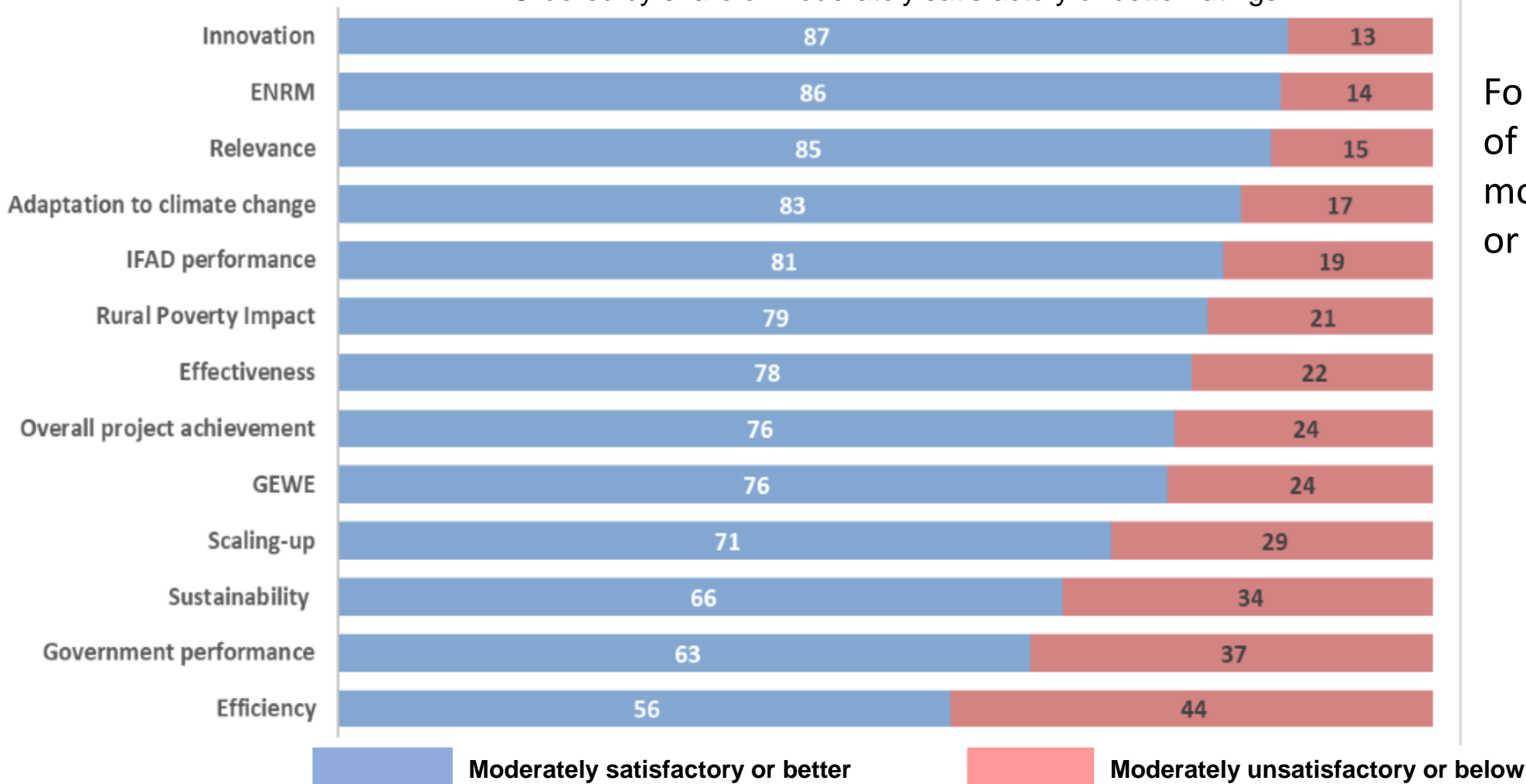
1 September 2021

- **ARRI:** to provide a “systematic overview of the results and impact of IFAD’s operations, based on the evaluations undertaken each year”
- **Objectives** of ARRI:
 - Report on results and impacts (investment portfolio and non-lending activities)
 - Identify lessons and systemic issues [2021 ARRI: efficiency, and performance in fragile contexts]

Project portfolio: recent performance

Share of projects rated moderately satisfactory or above or moderately unsatisfactory or below by criteria (%)
(projects completed between 2017-2019)

Ordered by share of moderately satisfactory or better ratings

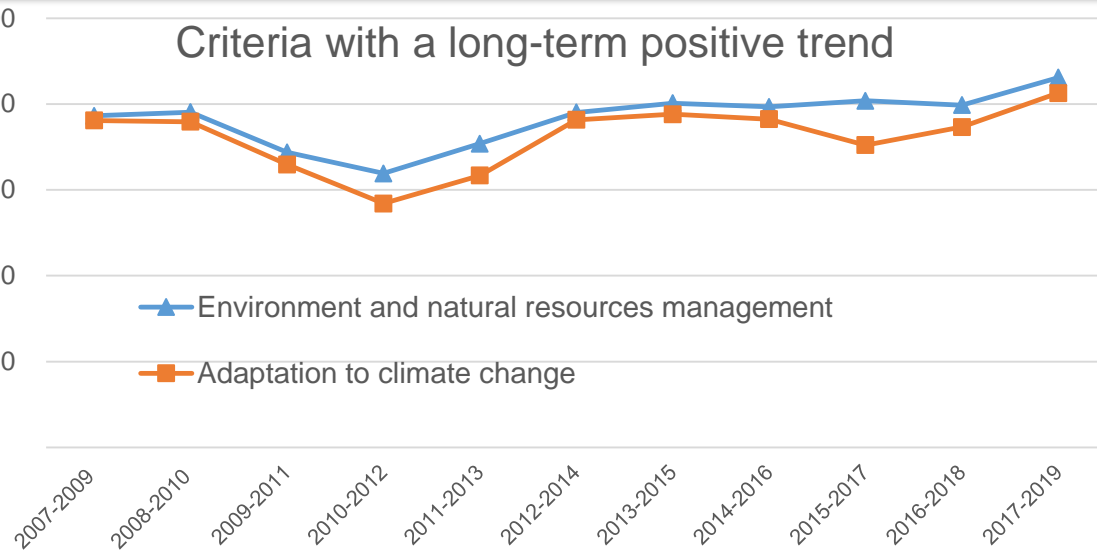


For all criteria, majority of projects rated moderately satisfactory or above

Project portfolio long-term performance

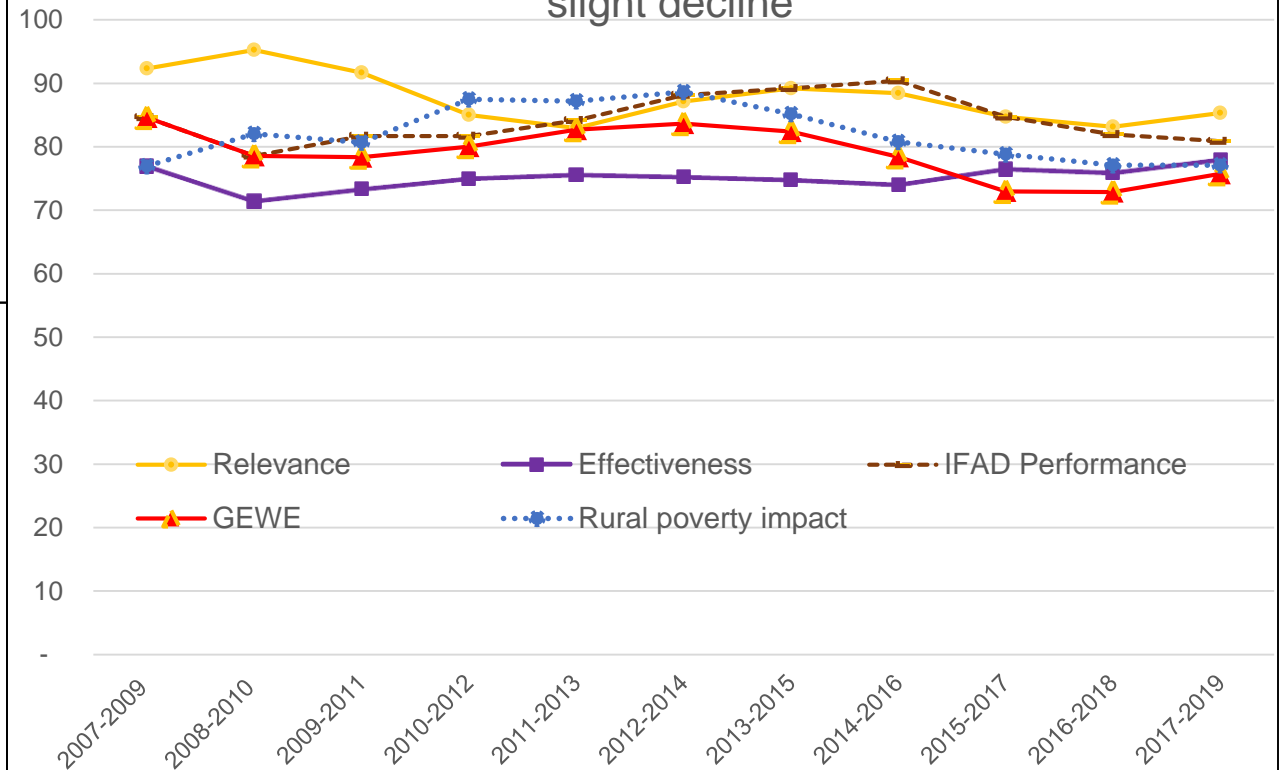
Criteria with a long-term positive trend

Environment and natural resources management
Adaptation to climate change



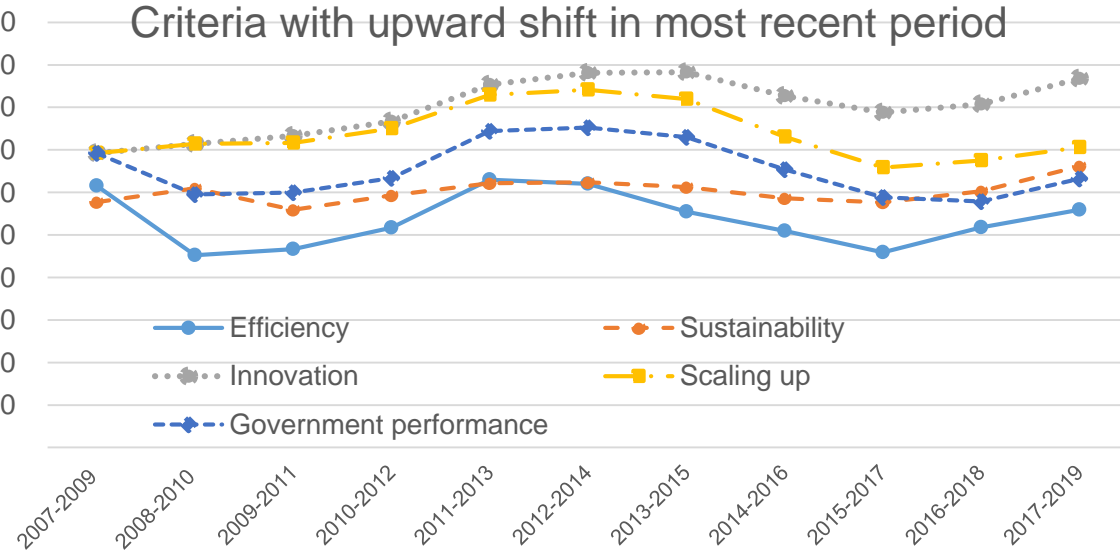
Share of projects rated >4 (on a scale of 1-6) by criteria (%)
(by year of completion)

Criteria without observable positive change or with slight decline



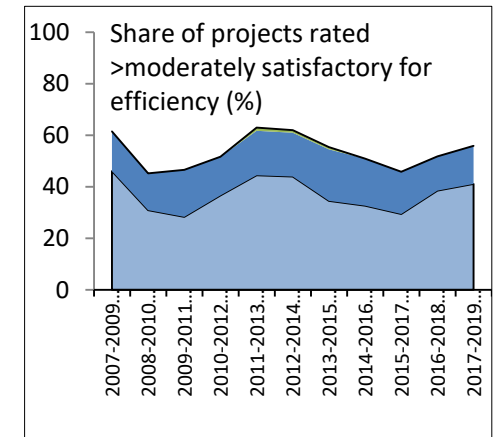
Criteria with upward shift in most recent period

Efficiency
Innovation
Government performance
Sustainability
Scaling up



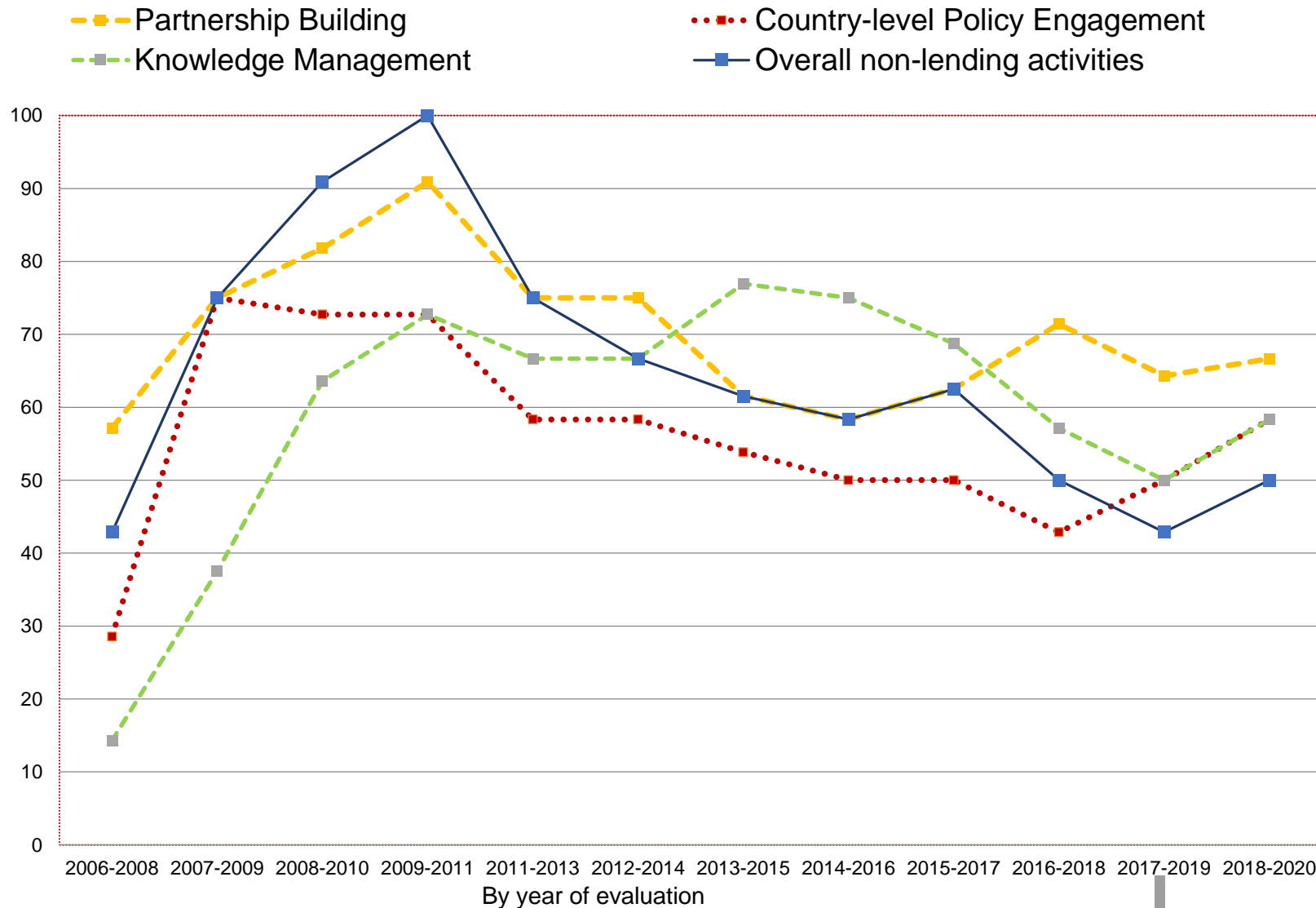
Project performance: factors influencing efficiency

- Long effectiveness lag, mostly due to the role/process on the side of the Government
- Pace of implementation – most often affected by procurement and recruitment related issues, which in turn affect the results/benefits and sustainability
- Staffing issues, e.g. weak capacity of project staff, high staff turn-over
- Cost-related issues
 - High project administration cost – lack of consideration of country contextual issues; underestimation of needs for certain expertise and skills
 - Structural issues – small number of eligible bidders with the tendency of pushing up prices



Non-lending activities: long-term performance

Share of CSPE ratings over 4+ (on a scale of 1-6) (%)



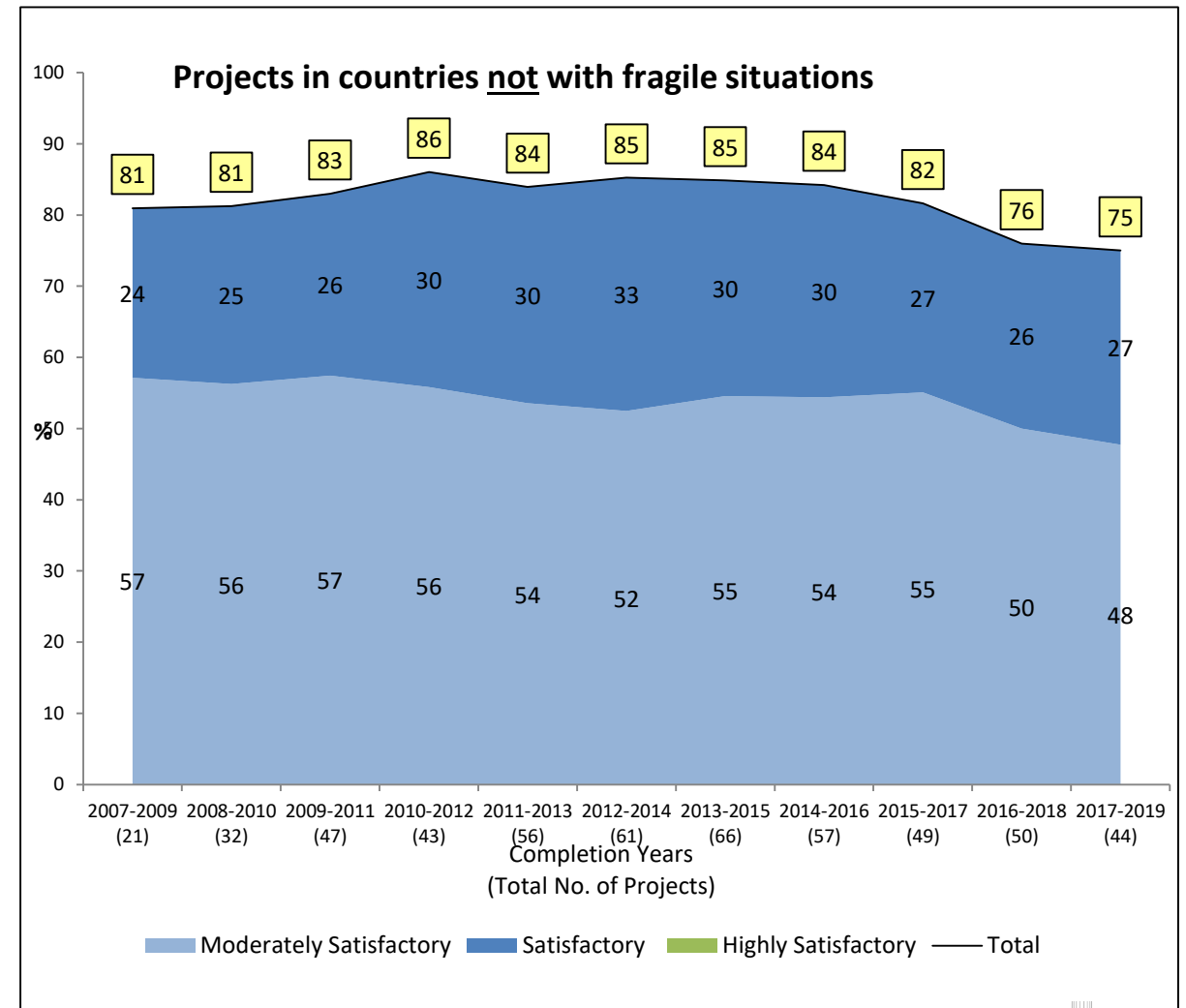
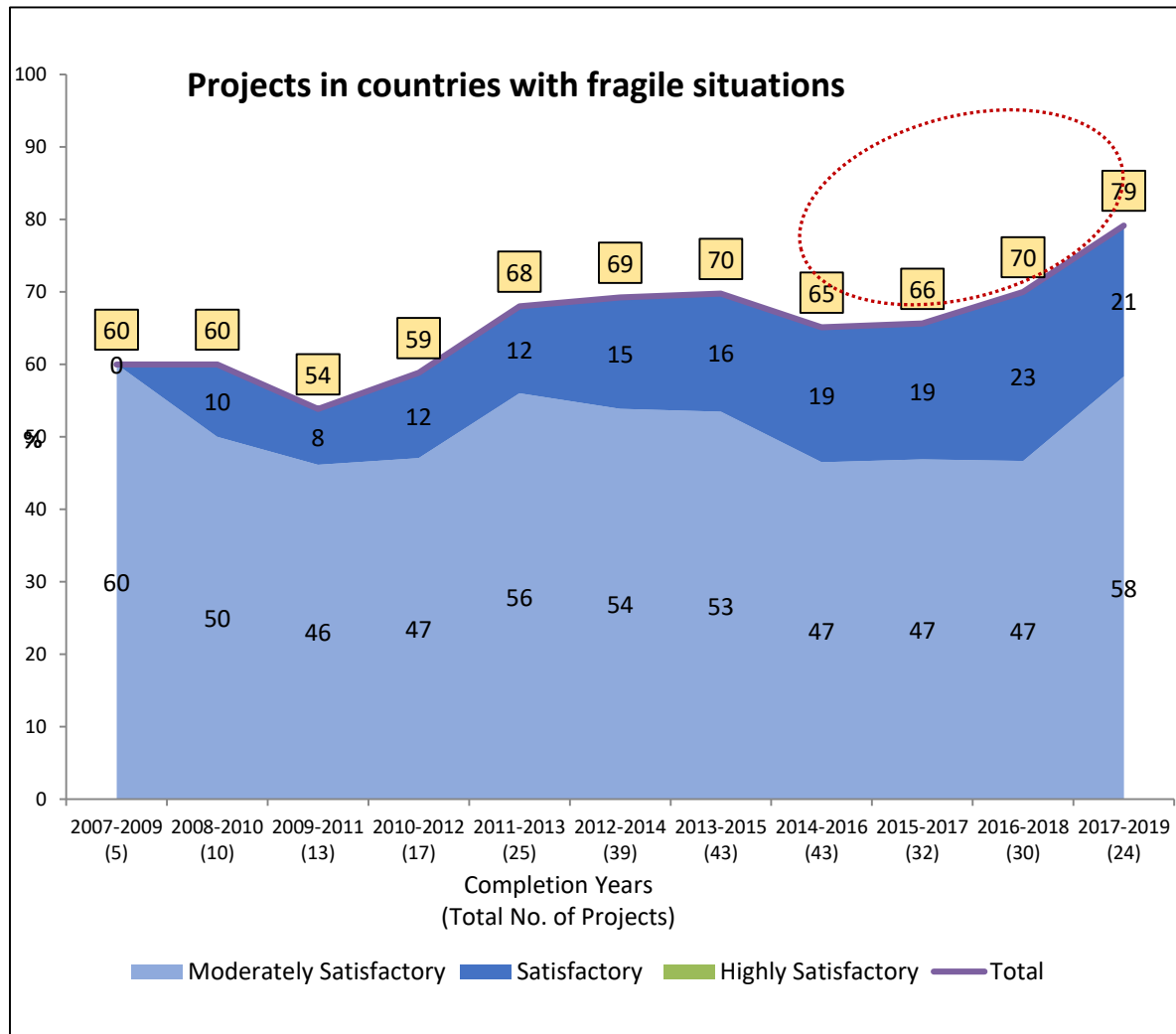
- Positive shift in all areas of NLAs compared to the previous period.
- Share of country programmes rated moderately satisfactory or better for overall NLAs ↑ to 50% (2018-2020) from 43% (2017-2019).

Highlights from recent CSPE findings on non-lending activities

- KM found more at project level than country programme level - absence of overarching KM strategy at country level, dedicated and qualified human resources
- Partnerships with direct counterpart ministries generally effective, but missed opportunities to collaborate with other government agencies
- Partnerships with international development agencies – mixed performance, in part due to limited staffing at ICOs
- Projects/project teams can serve as a good vehicle to work on policy-related issues, but they do not replace the role of IFAD in policy engagement processes
- Positive examples of using grants for non-lending activities – but more can be done, strategically linking country and non-country-specific grants with country programmes

Performance of projects in countries with or not with fragile situations

Share of projects rated >4 (on a scale of 1-6) for “overall project achievement (%)”



Positive experience

- Simple and focused interventions
- Basic infrastructure, in particularly with community-driven approach
- Inclusive NR governance and NRM addressing the driver of fragility, i.e. NR-related conflict
- Adjustments in response to context changes - despite limited risk management strategies
- Continued long-term engagement, with investments in grass-roots level institutions

Areas of mixed or weak performance and challenges

- Targeting of marginalized and vulnerable groups: mismatch between intention and implementation
- Strengthening capacity of local institutions
- Shift from production recovery support to addressing marketing issues

Recurring issues

- Inadequate analysis of fragility context in project design and country strategy
- Complex and ambitious design

- Project performance: majority of projects continues to be rated above 4 (out of 6), with some signs of improvement in a number of criteria
- IFAD and the Government need to act at project design stage and during implementation to improve project efficiency
- Performance of projects in countries with fragile situations shows improvement
- Capitalizing on experience, IFAD will need solid strategies informed by conflict and fragility analysis to address both the drivers and consequences of fragility
- Improving performance of non-lending activities remains to be a challenge – and requires strategic actions and resources
- IOE-Management engagement is required to develop shared understanding on the basis of assessment for some evaluation criteria