

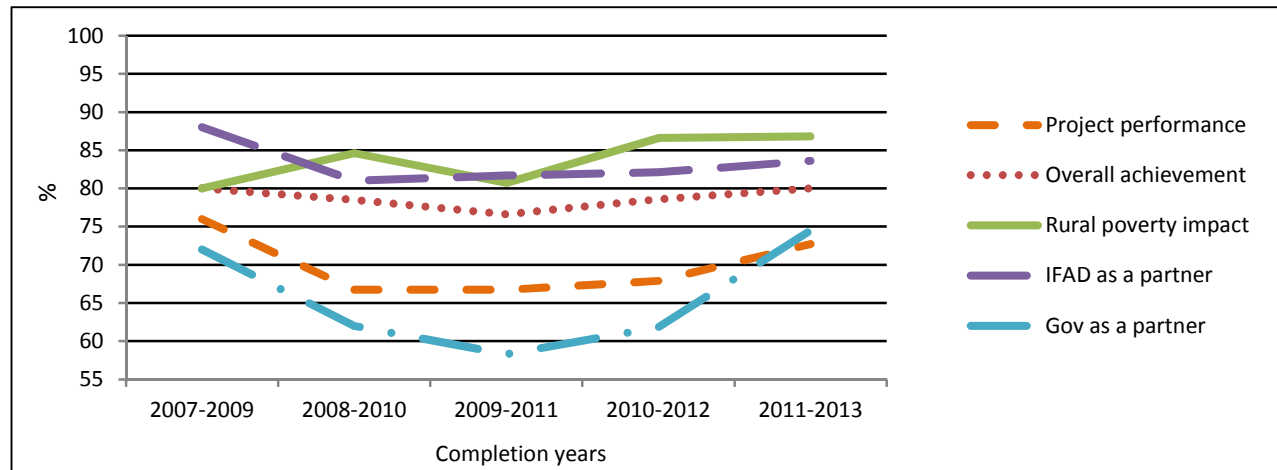
The Annual Report on Results and Impact (ARRI) of IFAD Operations Evaluated in 2014

**Independent Office of Evaluation of IFAD
90th Evaluation Committee
Rome, 27 November 2015**

Analysis of trends in performance over time: areas of **strengths** of IFAD operations

- **Positive picture of performance:** over 70% of projects MS+ for all criteria (SD<1 in most cases)

Combined overview of the main evaluation criteria
Percentage of projects rated moderately satisfactory or better



- Relevance: 86% MS+
- Gender equality and women's empowerment: 89% MS+
- Innovation and scaling-up: 82% MS+

Analysis of trends in performance over time: areas of **strengths** of IFAD operations – (cont.)

- Good impact on rural poverty: 87% of projects MS+ in 2011-2013

Rural poverty impact

Percentage of projects rated moderately satisfactory or better



Rural poverty impact sub-domains	% of MS+ projects
Income and assets	87
Human and social capital empowerment	83
Agricultural productivity and food security	83
Institutions and policies	82
Environment and natural resources management	70

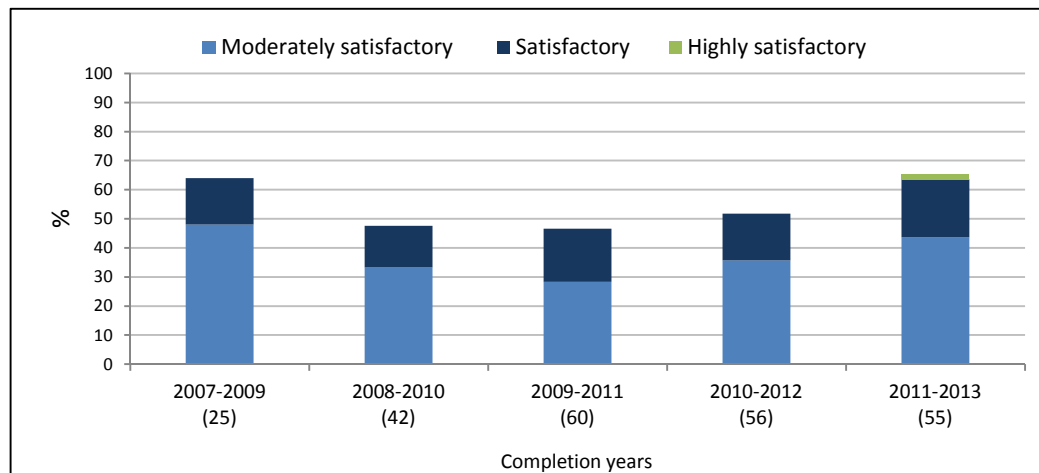
Analysis of trends in performance over time: areas of **challenge** of IFAD operations

- Performance in most criteria is largely moderately satisfactory
- Areas of IFAD's operations that need specific attention:

➤ Efficiency (65% MS+)

Efficiency – by year of completion

Percentage of projects rated moderately satisfactory or better

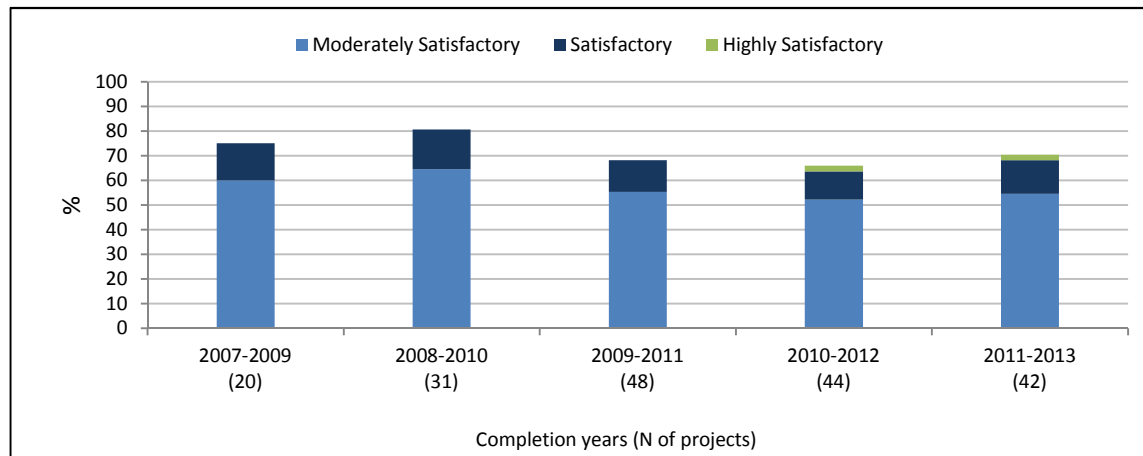


Analysis of trends in performance over time: areas of **challenge** of IFAD operations – (cont.)

➤ Environment (70% MS+)

Natural resources and environment and climate change – by year of completion

Percentage of projects rated moderately satisfactory or better (PCR/PPA data series)



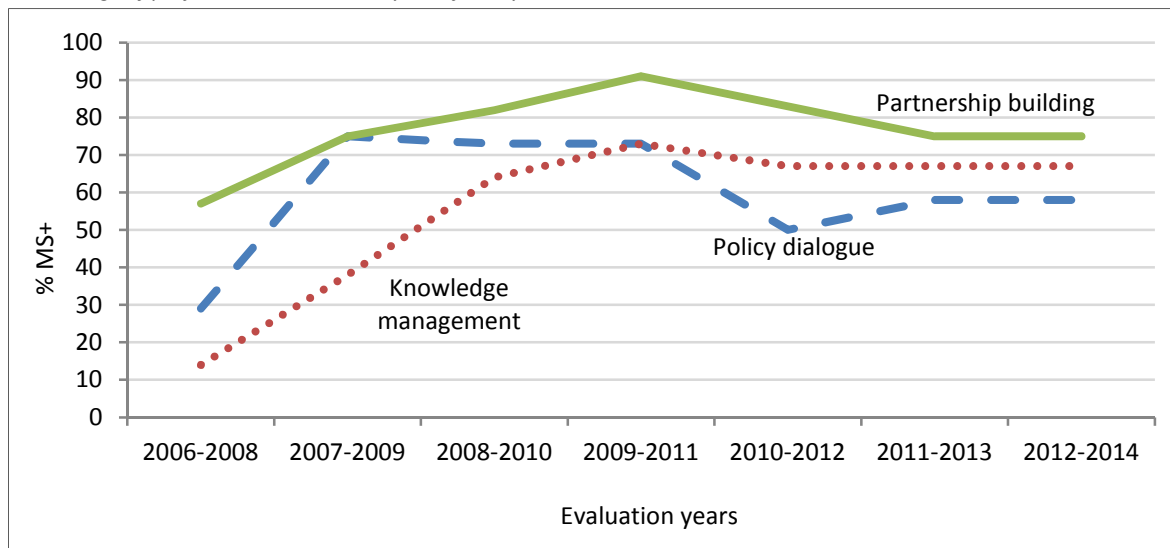
➤ Sustainability of benefits (62% MS+)

- M&E, in particular inadequate baselines and limited data on nutritional impacts

Country programme performance

- Performance of non-lending activities

Performance of non-lending activities 2006-2014
Percentage of projects rated moderately satisfactory or better



- Country Strategies

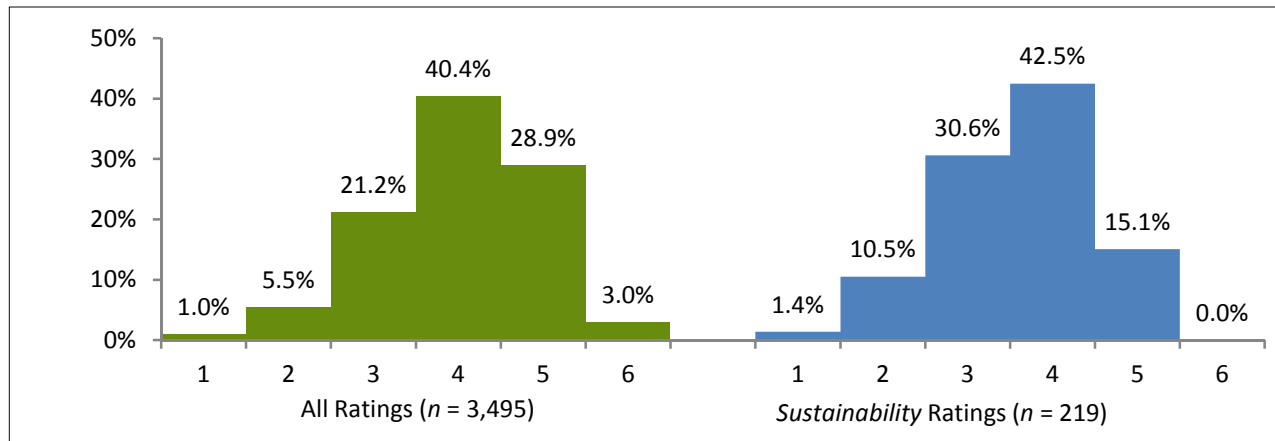
- ✓ 87% of COSOPs rated as MS+ for relevance
- ✓ 74% of COSOPs rated as MS+ for effectiveness

Recurrent issues in the IFAD9 period

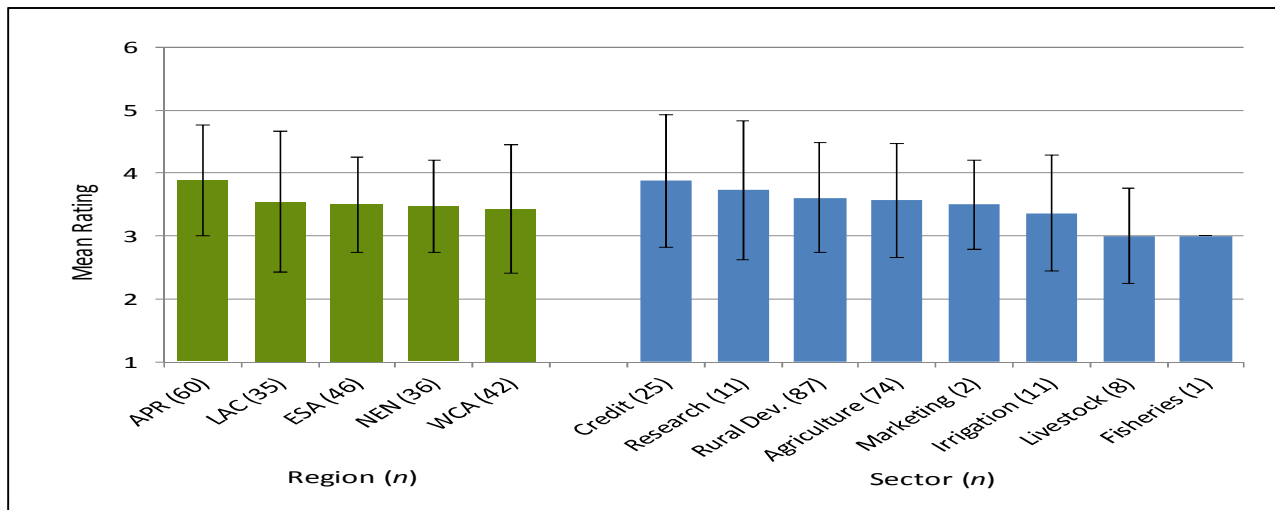
- **Monitoring and evaluation:** absence or poor quality of baseline surveys; limited focus on outcome and impact; and logical frameworks need improvement, including measurable indicators
- **Non-lending activities:** definition of attainable objectives; linkages between non-lending activities and IFAD's investment portfolios; strengthening of partnerships; and out-posting of CPMs;
- **Government performance as a partner:** weak institutions; limited human resources capacities; scarce knowledge of IFAD procurement processes, financial management and M&E requirements; and frequent rotation of project management staff

2015 Learning Theme: sustainability of benefits of IFAD operations

Proportion of all ratings and ratings for sustainability of benefits (2002-2014)



Mean Ratings of Sustainability by Region and Sector (2002-2014)



Drivers and limiting factors to sustainability of benefits

- **Drivers:**

- adequate integration of project objectives into national development strategies
- investment in activities that enhance communities' human and social capital through inclusive development
- clear and realistic strategies for gender mainstreaming
- promoting community-level ownership and responsibility

- **Limiting factors:**

- weak assessment and management of risks
- financial and economic analysis not always integrated in project design
- wide geographic and sub-sector coverage of operations
- Lack of exit strategies
- Scarce resilience-building efforts

Recommendations

- **Sustainability:** exit strategies embedded in programme design. Including definition of: (i) respective roles and responsibilities of government, IFAD, community-based organizations and other concerned players in post-project activities; (ii) recurrent costs needed and the corresponding sources of funding to ensure continuation of services to project beneficiaries
- **M&E:** incentives framework and separate budget line devoted specifically to M&E activities. Quality of indicators. Baseline surveys done within twelve months from project effectiveness. COSOP RMFs should include specific and measurable indicators and targets also for non-lending activities
- **Country Strategies:** new COSOPs should contain (i) realistic and achievable objectives; (ii) a detailed account of the estimated “costs” needed to achieve stated objectives; (iii) clear timeframes; and (iv) indication of how lending and non-lending activities mutually reinforce each other
- **2016 ARRI Learning Theme:** Knowledge Management – with particular emphasis on *how operations learn to improve performance*