2016 Annual Report on Results and Impact of IFAD Operations (ARRI)

93rd Evaluation Committee
6 September 2016
Main findings: performance at project level

<table>
<thead>
<tr>
<th>Evaluation criteria</th>
<th>% Moderately satisfactory or better</th>
<th>% Satisfactory (5)</th>
<th>% Highly satisfactory (6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>89</td>
<td>54</td>
<td>5</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>84</td>
<td>39</td>
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<tr>
<td>Efficiency</td>
<td>69</td>
<td>18</td>
<td>0</td>
</tr>
<tr>
<td>Rural Poverty Impact</td>
<td>92</td>
<td>37</td>
<td>0</td>
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<tr>
<td>Sustainability</td>
<td>70</td>
<td>11</td>
<td>0</td>
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<tr>
<td>Innovation and Scaling-up</td>
<td>88</td>
<td>41</td>
<td>4</td>
</tr>
<tr>
<td>Gender</td>
<td>91</td>
<td>48</td>
<td>6</td>
</tr>
<tr>
<td>Government performance</td>
<td>82</td>
<td>18</td>
<td>0</td>
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</tbody>
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How to raise the performance bar from moderately satisfactory to satisfactory and highly satisfactory performance?
Rural poverty impact

- **Good impact on rural poverty reduction**: 92% of projects MS+ (PCRV/PPA data series)

Impact sub-domains:
- Income and assets
- Human and social capital empowerment
- Food security and agricultural productivity
- Environment
- Institutions and policies
Food security and agricultural productivity

- **Impact is positive**: 86% of projects MS+ (PCRV/PPA data series)

  ![Bar Chart]

  - Mainly driven by increased agricultural productivity
  - Limited evidence of impact on food security
  - Attention to **nutrition mainstreaming** required
Targeting

- Poverty analyses at design not sufficiently sensitive to the differences among groups of rural poor;

- Project activities often do not reach the poorest;

- Strategies often not flexible enough to adapt to changing contexts.
Monitoring and evaluation (M&E)

- Weak M&E limits the assessment and attribution of impact;

- M&E receives scarce resources and attention;

- Limited use of M&E data for knowledge management.
Management of fiduciary responsibilities

• **Government performance as partner: 82% MS+ (PCRV/PPA data)**

![Bar chart showing completion years and project satisfaction levels]

- M&E
- Management of fiduciary aspects
- Capacity of Governments and commitment
- Timeliness and quality of PCR

• **Attention to financial management and fiduciary responsibility**
Main findings: performance at the country level

- **Performance of non-lending activities**: only moderately satisfactory

Performance of non-lending activities
Percentage rated moderately satisfactory or better by criteria

![Bar chart showing performance of non-lending activities at the country level.](chart.png)

- Knowledge management
- Partnership building
- Policy dialogue

<table>
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<tr>
<th>IFAD9 &amp; 10</th>
<th>IFAD9</th>
<th>IFAD10</th>
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<tbody>
<tr>
<td>%MS+ 2012-2014</td>
<td>%MS+ 2013-2015</td>
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</table>

IFAD 9 & 10
How to improve performance at the country level?

• Measurement of non-lending activities at country level;

• Linkages between lending and non-lending activities;

• Time, resources, incentives to systematize KM.
2016 ARRI: overarching conclusions

1. The broad picture of performance is positive;

2. Moderately satisfactory performance at project and country levels;

3. Efficiency and sustainability of benefits are a persistent challenge;

4. Four additional areas that need attention: (i) Nutrition mainstreaming; (ii) Targeting strategies; (iii) M&E systems; (iv) Management and fiduciary responsibilities of governments;

5. Partnership-building worsening;

6. Systematization of KM to learn from experience and share knowledge required.
Recommendations

- **Targeting**: Adaptation to complexity of contexts and target groups; enhancement of scope and accessibility; better development of M&E systems that identify beneficiaries at the design phase

- **Food security and nutrition**: All new projects, when relevant, should be nutrition sensitive, with explicit nutrition objectives, activities and indicators; on-going projects should identify the need for specific actions before mid-point

- **Partnerships at country level for learning and scaling-up results**: Articulation of strong partnerships with RBAs, private sector and technical ministries at national level in COSOPs; Closely monitoring and reporting in the RIDE

- **Knowledge management**: More proactively investment of resources, time and efforts in systemizing KM at all levels; alignment of the strategy, systems, financial and human resources, and incentive structure in a way that facilitates the gathering, dissemination and use of knowledge

- **2017 ARRI Learning Theme**: Financial management and fiduciary responsibilities