



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

93rd Evaluation Committee

6 September 2016

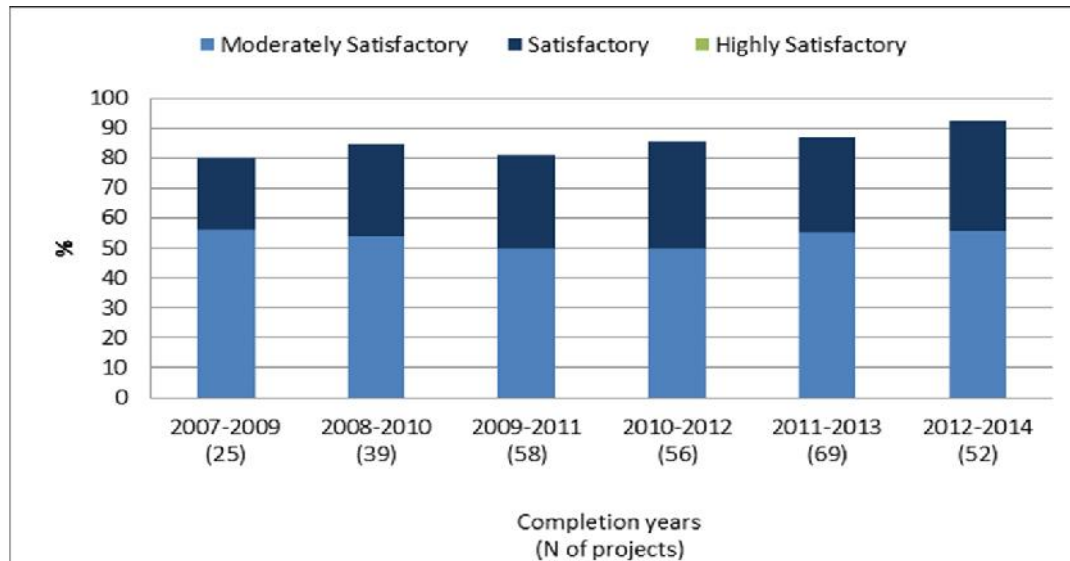
Main findings: performance at project level

Evaluation criteria	% Moderately satisfactory or better	% Satisfactory (5)	% Highly satisfactory (6)
Relevance	89	54	5
Effectiveness	84	39	0
Efficiency	69	18	0
Rural Poverty Impact	92	37	0
Sustainability	70	11	0
Innovation and Scaling-up	88	41	4
Gender	91	48	6
Government performance	82	18	0

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+ (PCR/PPA data series)**

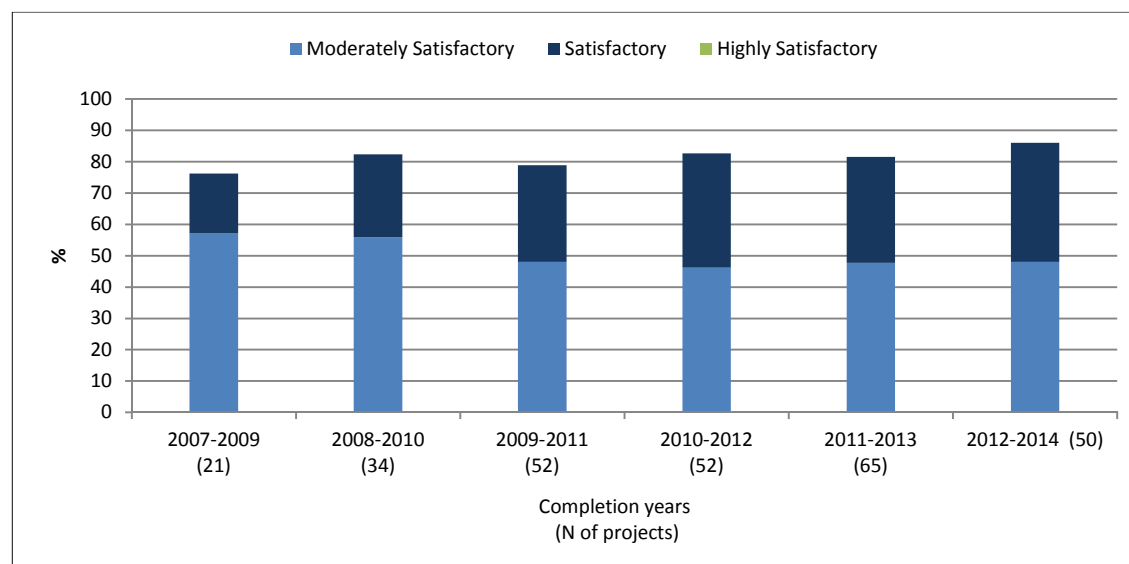


Impact sub-domains:

- 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+ (PCR/PPA data series)



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

Targeting

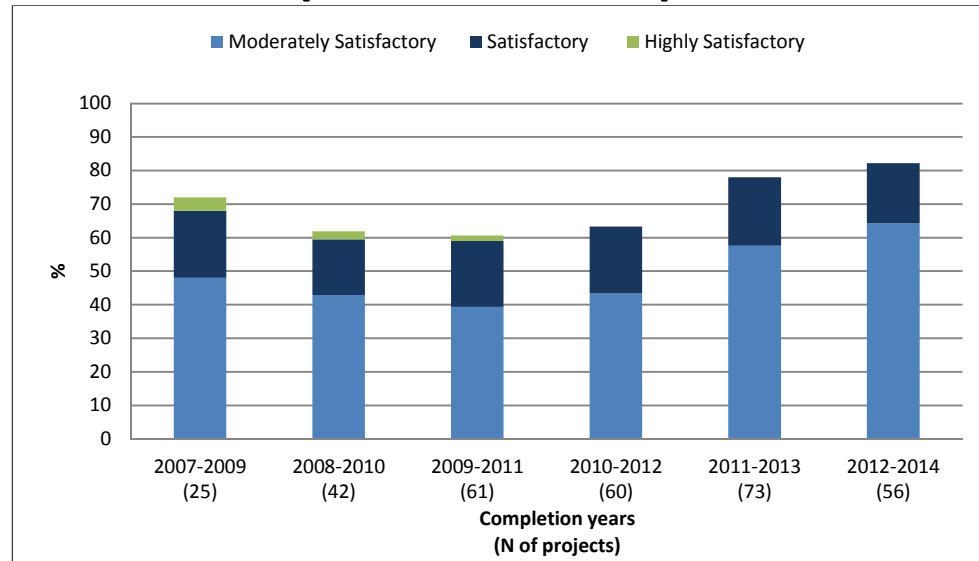
- Poverty analyses at design not sufficiently sensitive to the differences among groups of rural poor;
- Project activities often do not reach the poorest;
- Strategies often not flexible enough to adapt to changing contexts.

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+ (PCR/PPA data)**



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

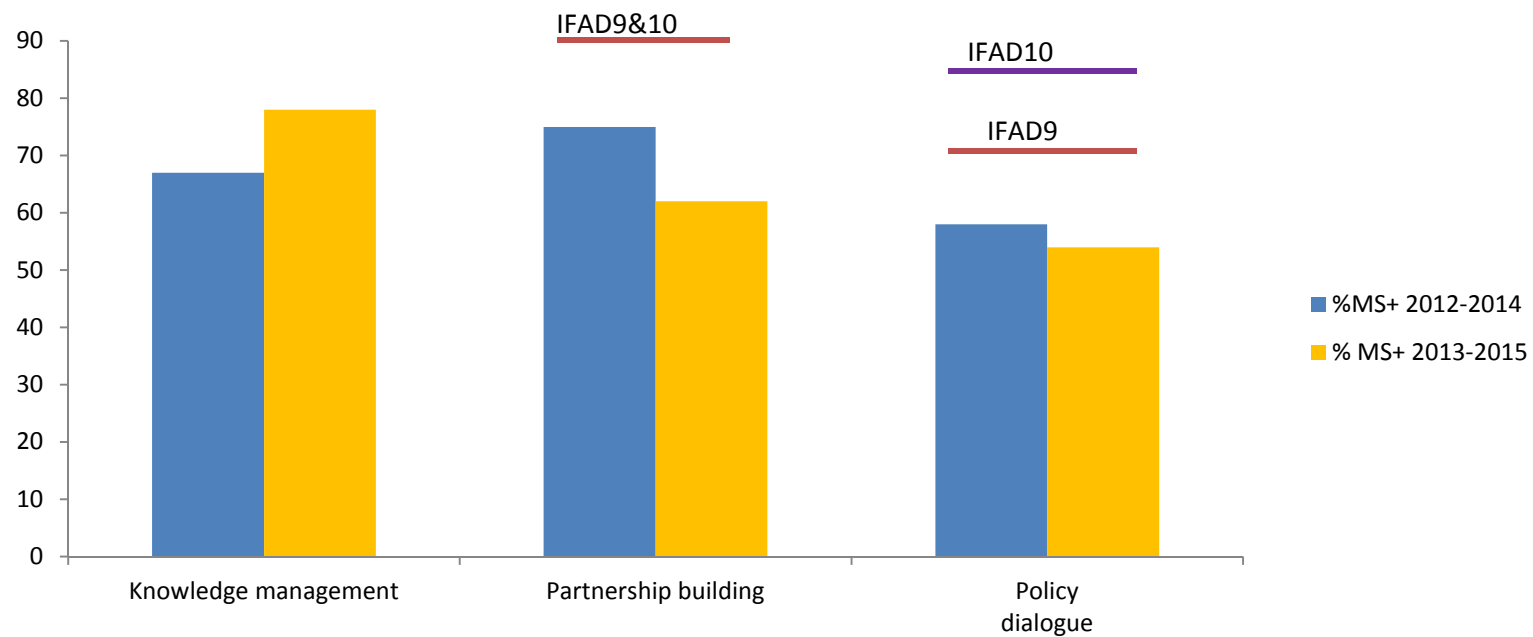
- Attention to financial management and fiduciary responsibility

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



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