



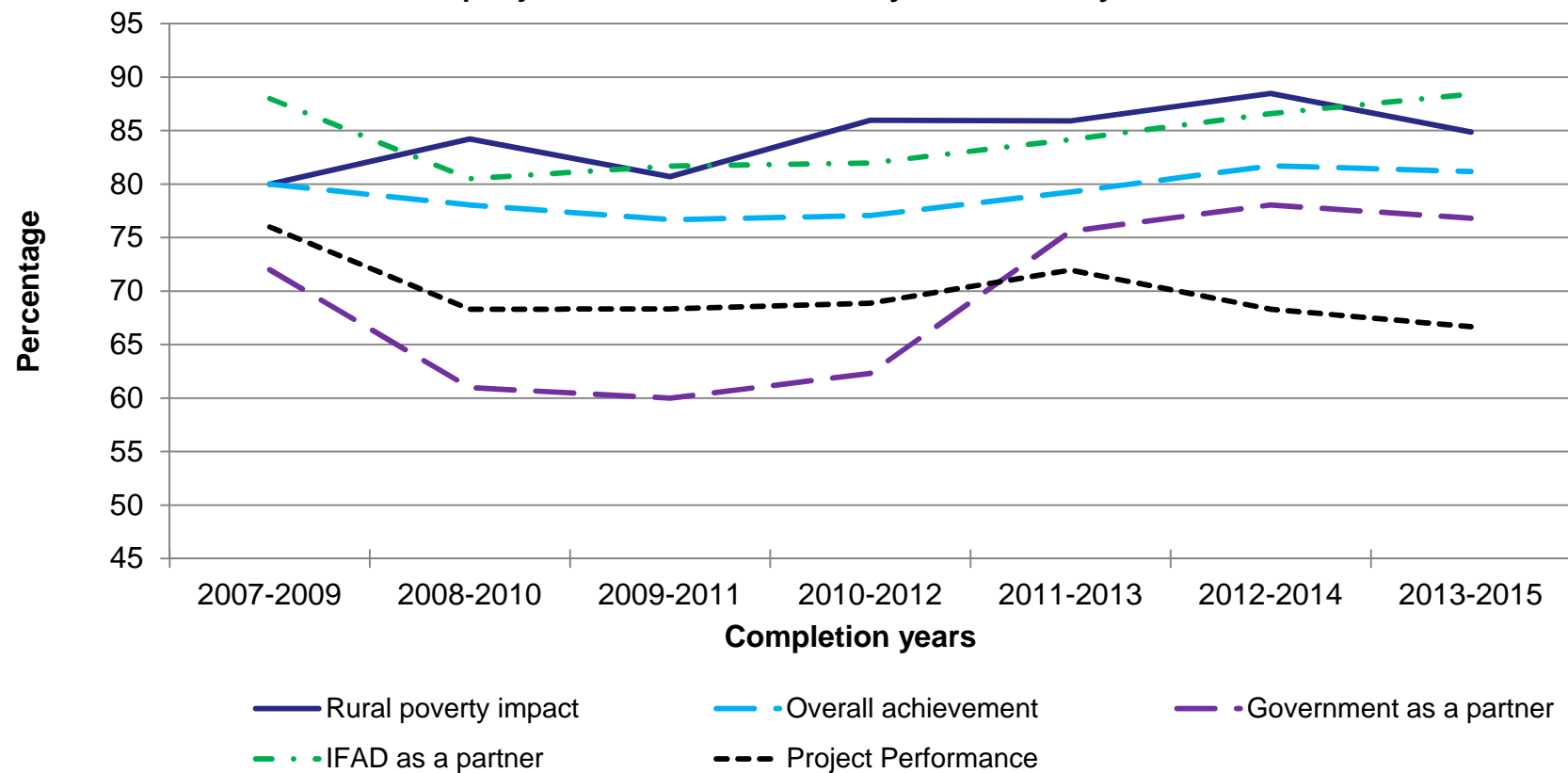
2017 Annual Report on Results and Impact of IFAD Operations (ARRI)

98th Evaluation Committee

5 September 2017

Improved performance of projects from 2009

Overview of main evaluation criteria,
% projects rated moderately satisfactory or better



Statistically significant improvement between IFAD8 and IFAD9

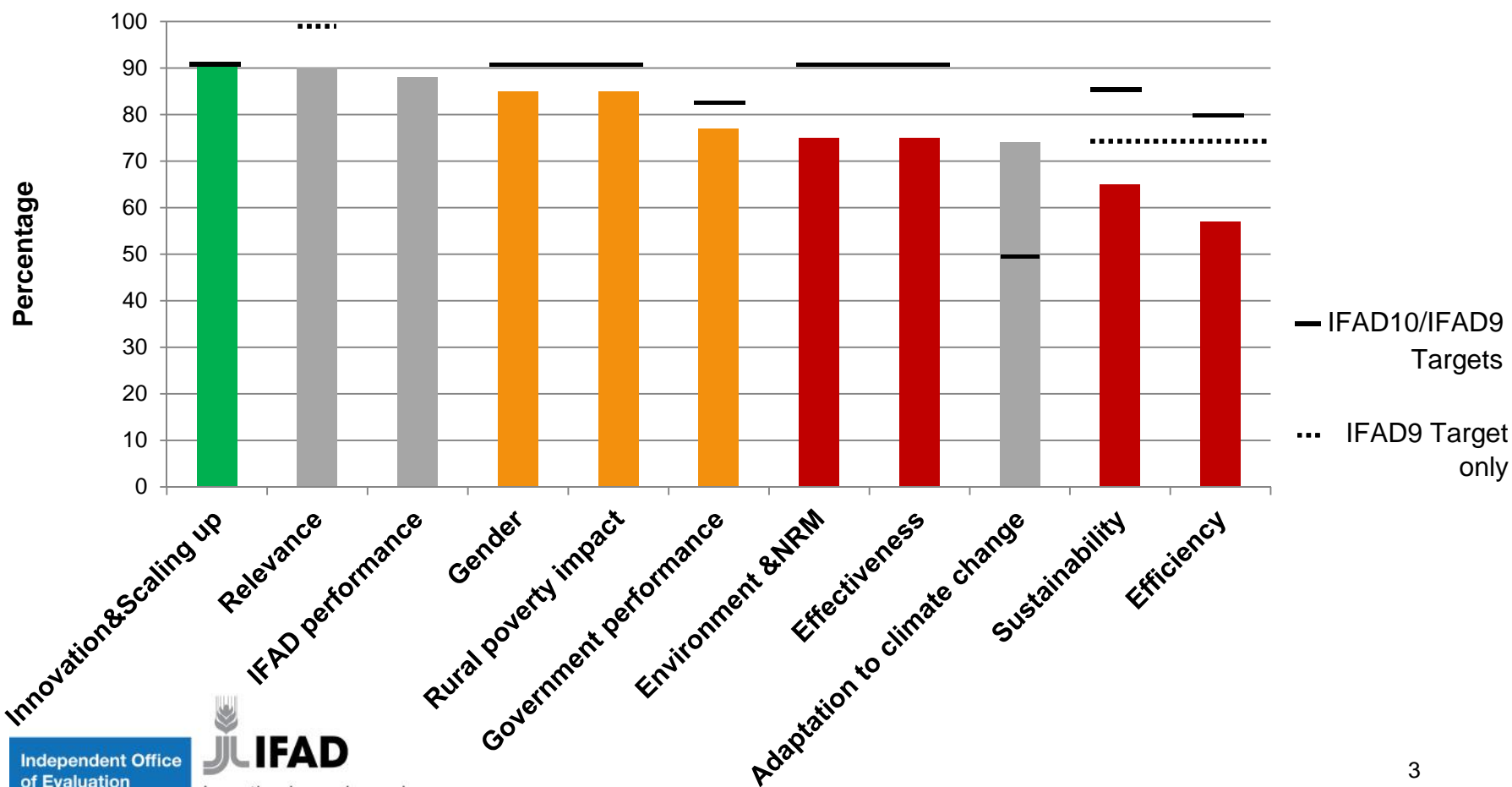


- 1) Relevance
- 2) Gender equality and women's empowerment
- 3) Innovation & scaling up
- 4) IFAD performance as a partner
- 5) Project performance

Majority of criteria are below IFAD9 and IFAD10 RMF targets

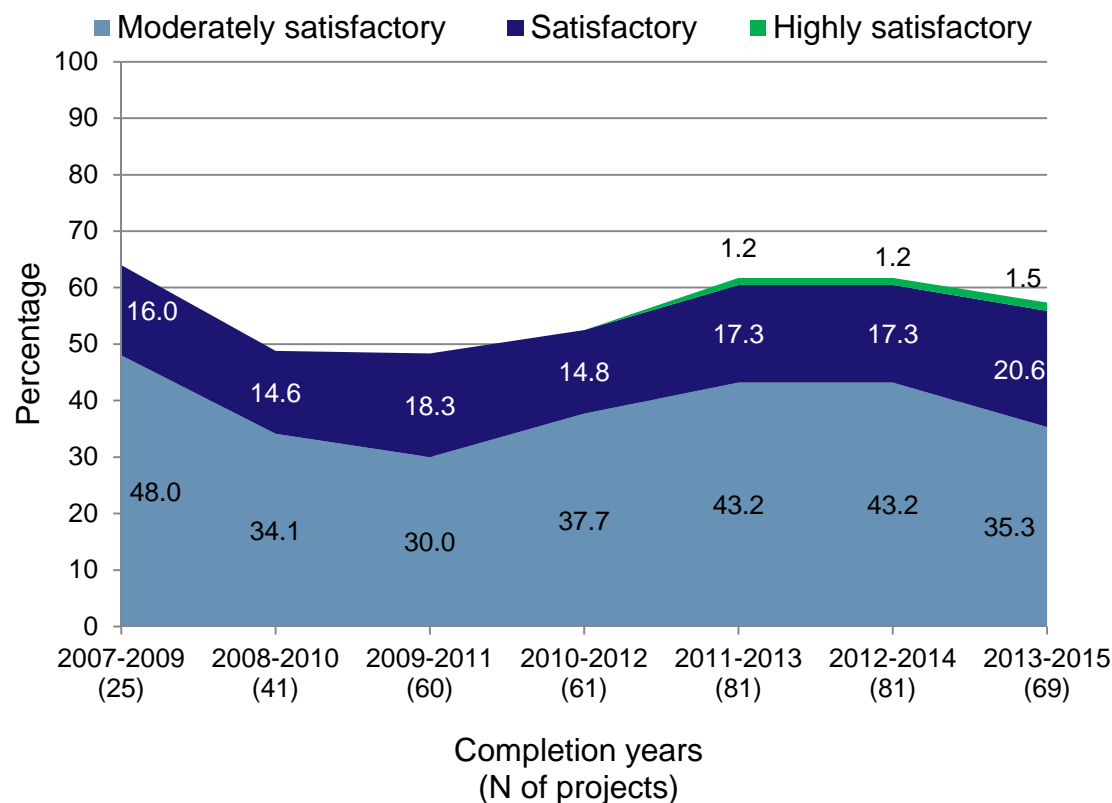
Evaluation criteria assessment (2013-2015)

% projects rated moderately satisfactory or better



Efficiency remains the lowest performing criterion

Efficiency: 57% of projects MS+ (PCR/V/PPE data series)

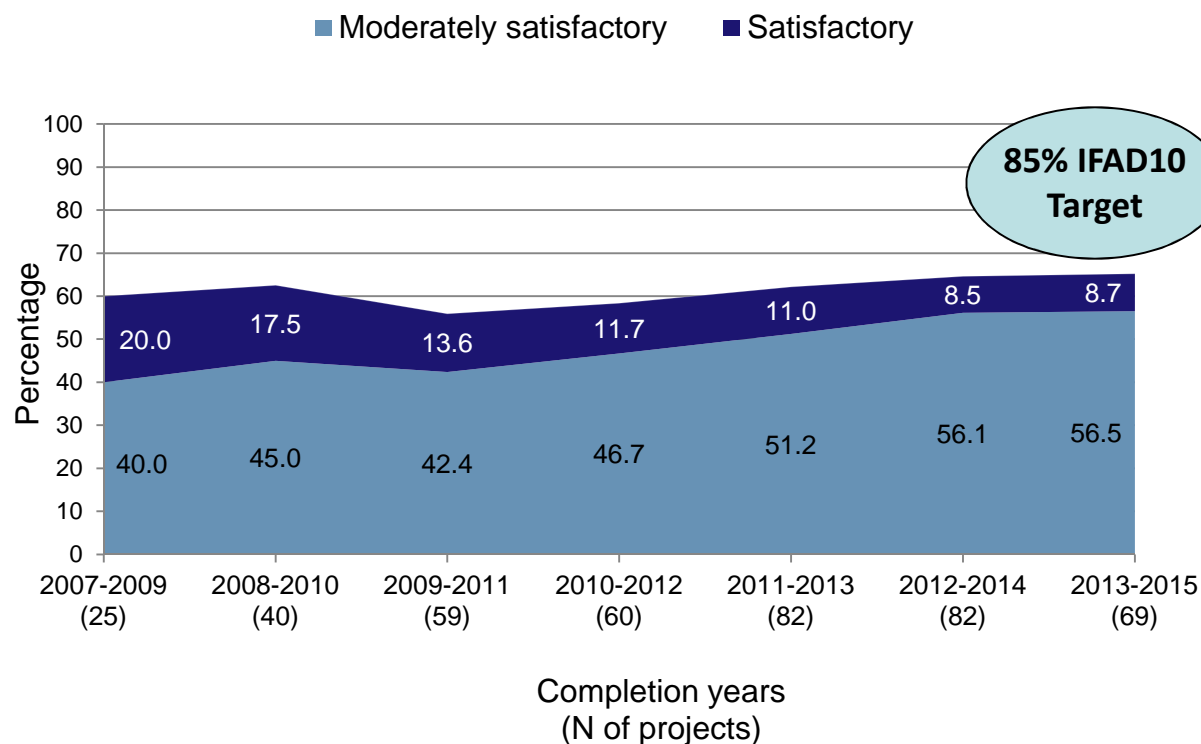


Inhibiting Factors

- High project management costs
- High staff turnover
- Implementation delays

Sustainability of benefits has shown improvement, but positive ratings are only 65%

Sustainability of benefits: 65% of projects MS+ (PCR/PPE data series)

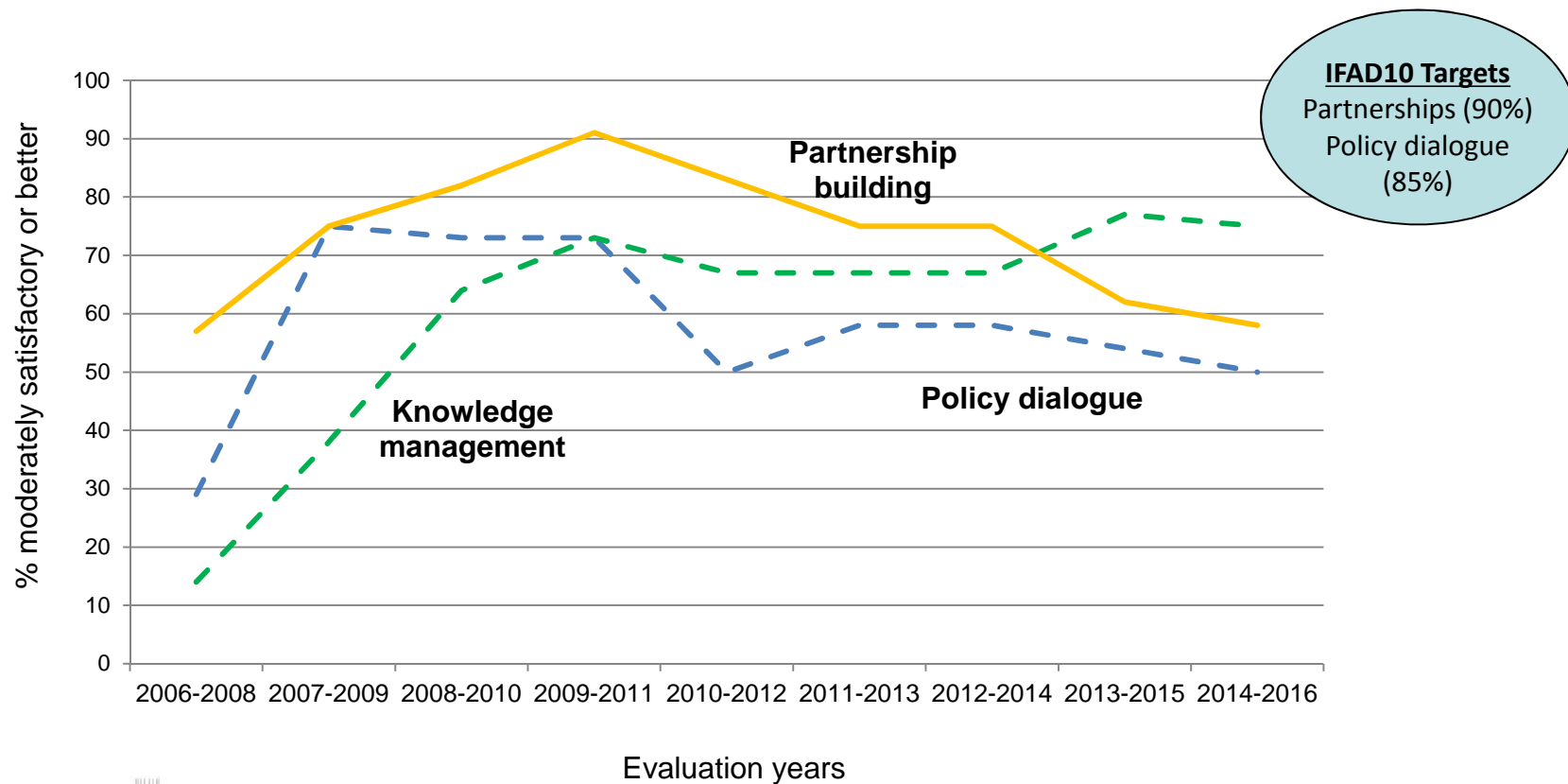


Recurrent Issues

- Limited results at completion
- Limited beneficiary ownership
- Absence of clear project exit strategy

Limited progress in non-lending activities, except Knowledge Management

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



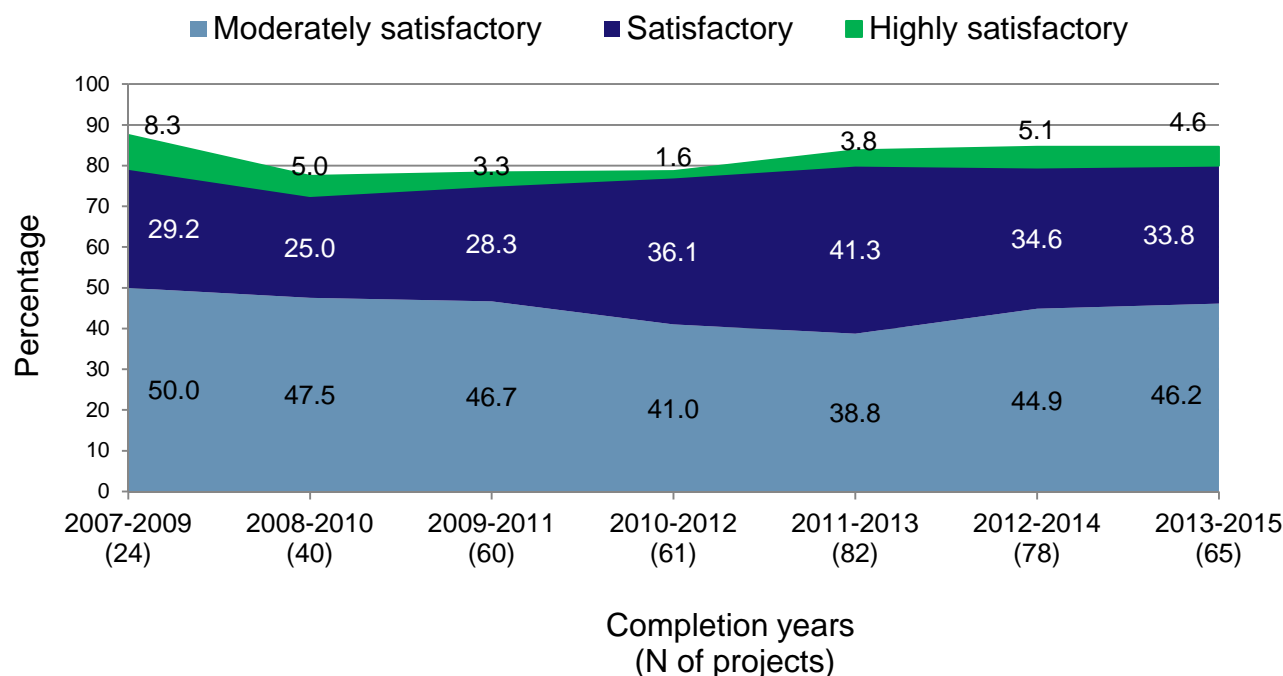
How can IFAD raise performance to fully meet IFAD10 targets?

Good operational performance is linked to **well-defined targeting strategies**

- Poverty analyses conducted at design do not sufficiently **capture the differences among groups of rural poor**;
- Project activities often do not **reach all target beneficiaries**, in particular the poorest;
- Strategies are often not flexible enough to **adapt to changes during implementation.**

Promoting gender equality and women's empowerment is critical to meet SDGs

- **Gender equality and women's empowerment: 85% of projects MS+ (PCR/V/PPE data series)**



- **Gender transformation requires changes in behaviour, as well as systemic changes in laws, policies and government capacities.**

Raising M&E performance further requires disaggregated evidence in strategic areas

- Weak project M&E systems and results measurement impinge on the assessment and attribution of impact to IFAD operations;
- Limited data on the recently separated **adaptation to climate change criterion versus environment and natural resources management** impinge on its assessment;
- Predominant evidence on **agricultural productivity versus food security**, limits attribution of the IFAD operation on each aspect and suggests weak causal linkage between them.

Successful management of **fiduciary responsibility** requires **rigor not rigidity**

- Reliance on national systems and uneven government capacities contributes to slow implementation progress in IFAD interventions;
- Ultimately, public procurement reforms and institutional capacity building required in countries in which IFAD operates;
- Given diversity of country contexts, IFAD requires tailored procedural approaches to financial compliance driven by national institutions with IFAD implementation support.

KM, partnerships, and policy dialogue are catalysts for greater rural poverty impact

- Build strong KM platforms within country programmes;
- Embed non-lending activities in existing country programmes and processes (supervision, periodic country programme reviews, rural sector performance assessment;
- Develop a strategy for the country programme that defines how KM **contributes to partnership-building, and in turn, how they lead to policy engagement.**

2017 ARRI Recommendations

- **Ensure that consolidation of IFAD9 achievement does not result in stagnation in IFAD10 and beyond**

- **Capitalize on IFAD's strengths to address areas for improvement:**
 - **Targeting strategies**
 - **Gender transformative approaches**
 - **Improved data granularity on strategic areas of focus - adaptation to climate change and food security**

2017 ARRI Recommendations

- **Systematize the three-non-lending activities – KM, partnership and policy engagement – to unlock their potential to scale up country programme results**
- **Extend differentiation of fiduciary requirements to procurement, while supporting long-term national capacity improvements**
- **2018 ARRI Learning Theme: Targeting**