



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

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Investing in rural people

Introduction



- IFAD is one of the few multilateral development organizations that produce a report such as the ARRI.
- First ARRI issued in 2003.
- The ARRI has two objectives: (i) report on results and impacts; and (ii) identify lessons and systemic issues.
- The 2016 ARRI draws on a robust sample of 270 project evaluations and 36 country programme evaluations.

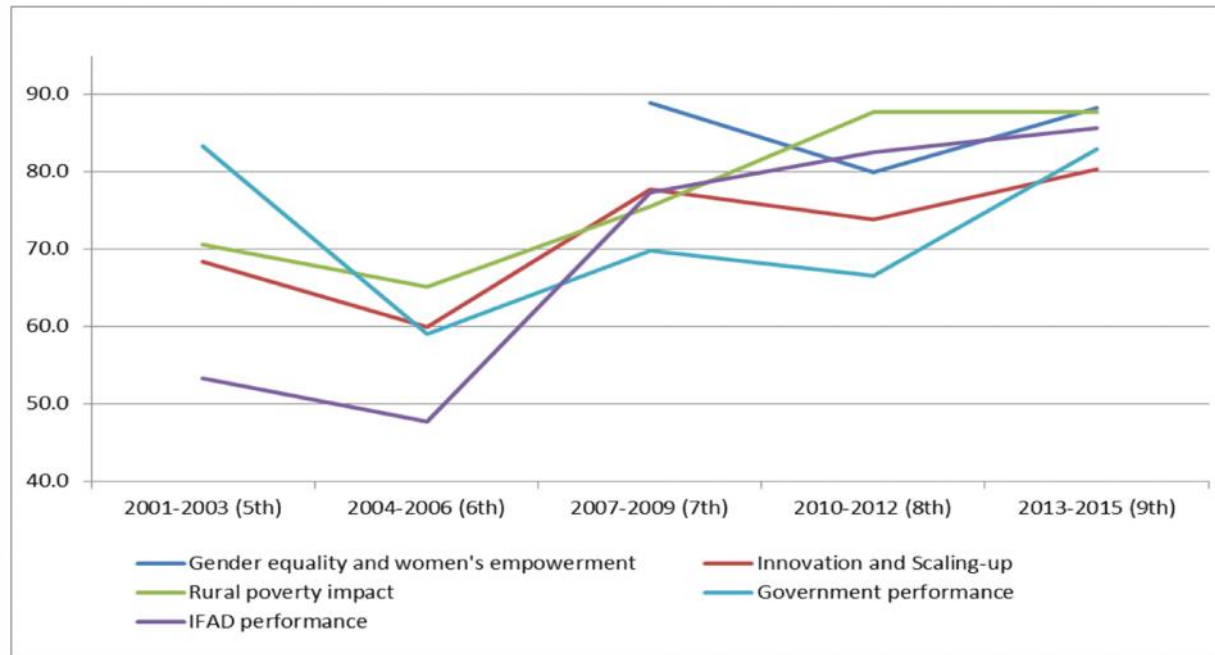
Project Performance



- Positive evolution of performance IFAD6 – IFAD9

Key evaluation criteria

Percentage of projects rated MS+ by replenishment periods



Project Performance (cont.)



- External benchmarking with agricultural portfolio of other IFIs

Percentage of projects with performance rated MS +				
	<i>IFAD</i>	<i>WB</i>	<i>AsDB</i>	<i>AfDB</i>
<i>Time period</i>	<i>2002-2015</i>	<i>2002-2015</i>	<i>2002-2014</i>	<i>2002-2013</i>
2002-2015	80	78	65	56

- Areas for further improvement
 - Efficiency (69% MS+) and Sustainability (70% MS+)
 - Further increase performance from moderately satisfactory to satisfactory and higher
 - 2016 ARRI: 4 areas of attention to further raise performance

Areas of attention:

1. Targeting

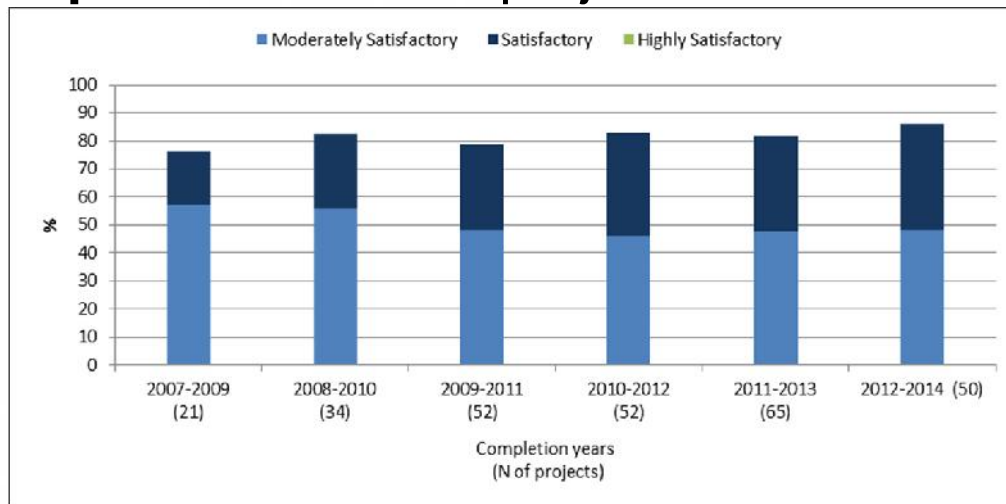


- Factors that constrain IFAD's targeting strategies and outreach to poorest strata include:
 - Poverty analysis at design not sufficiently sensitive and tailored to the differences among groups of rural poor.
 - Targeting strategies often not sufficiently flexible to adapt to changing contexts.

2. Nutrition mainstreaming



- **Impact on food security and agricultural productivity is positive: 86% of projects MS+**



- **However:**
 - Mainly driven by increased agricultural productivity
 - Limited evidence of impact on food security and nutrition

3. Monitoring and evaluation (M&E)

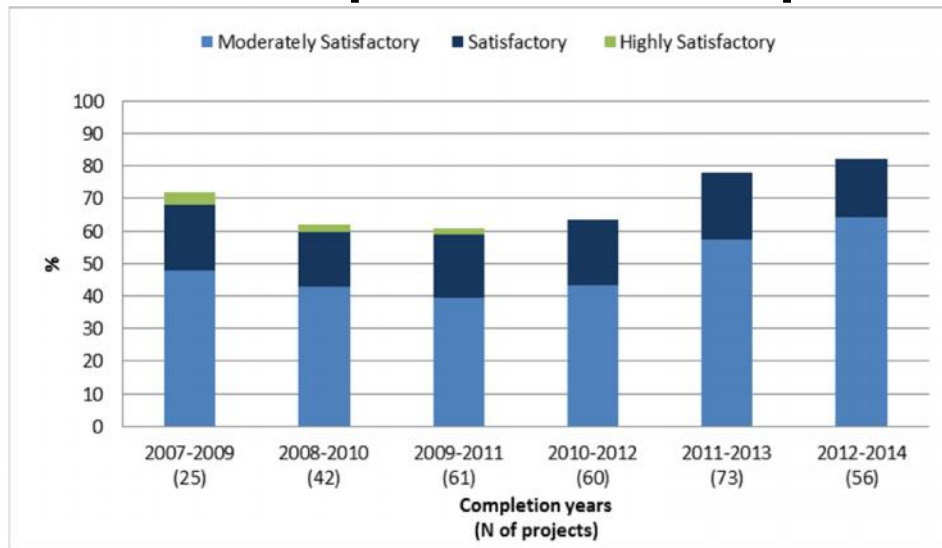


- Weak M&E limits the **assessment and attribution of impact**;
- Project M&E receives **limited resources and attention**;
- Limited use of M&E data for **knowledge management**.

4. Financial management and fiduciary responsibility



- **Government performance as partner: 82% MS+**



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

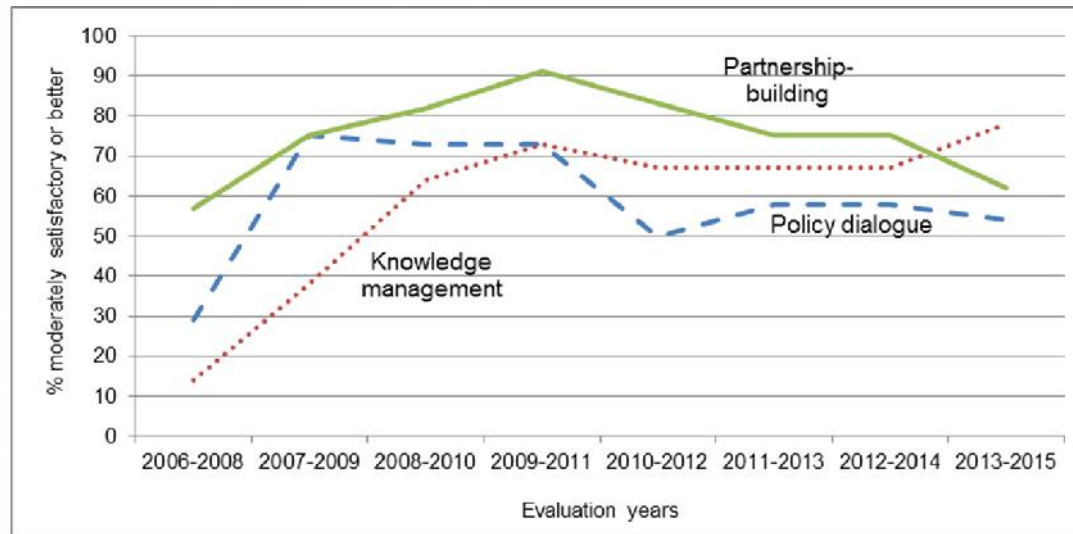
- Financial management and fiduciary responsibility is an area for improvement

Performance at the country level



Performance of non-lending activities is moderately satisfactory

Performance of non-lending activities 2006-2015
Percentage rated moderately satisfactory or better by criteria



How to improve the performance at the country level



- Establish realistic objectives for non-lending activities
- Clear linkages between lending and non-lending activities;
- Allocate time, resources, incentives to systematize KM
- Introduce processes and instruments to measure the achievements of non-lending activities at the country level

Recommendations



- **Targeting:** Adapt to complexity of contexts and target groups; better diagnosis of beneficiaries' characteristics at design
- **Food security and nutrition:** All new projects, when relevant, should be nutrition-sensitive (2016-18 Action Plan to Mainstream Nutrition-Sensitive Agriculture)
- **Partnerships at country level for learning and scaling-up results:** COSOPs to articulate partnerships with RBAs, technical ministries and private sector; monitor and report in the RIDE
- **Knowledge management:** More resources, time and efforts in systematizing KM
- **2017 ARRI Learning Theme:** Financial management and fiduciary responsibilities