



Annual Report on Results and Impact of IFAD  
Operations Evaluated in 2009 (ARRI)

&

Corporate-level Evaluation on Gender Equality  
and Women's Empowerment

IFAD's Office of Evaluation

Consultation on the Ninth Replenishment of IFAD's Resources

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# Annual Report on Results and Impact of IFAD Operations Evaluated in 2009 (ARRI)



## Introduction to the ARRI

- ❖ IFAD is one of the few multilateral organizations that produces such an annual report, which independently provides an evidence-based account of results and impact
- ❖ This demonstrates how much accountability is valued within the organization
- ❖ The results reported in the ARRI reveal a narrow disconnect with the results emerging from the self-evaluation system maintained by IFAD Management



# Performance of Past IFAD-supported Projects

- ❖ There have been improvements over time in a number of areas including:
  - Four of five impact domains, namely: (i) household income and assets; (ii) human and social capital and empowerment; (iii) institutions and policies; and (iv) food security and agricultural productivity. Overall rural poverty impact has improved from 48% (2002–04) to 86% (2007–09)
  - Sustainability (40% to 65%)
  - IFAD's own performance (39% to 70%)
  - Innovation (57% to 95%)
  - Operations designed more recently perform better (for rural poverty impact, project performance and overall project achievement) than older projects

# Benchmarking IFAD's Performance

## ❖ Steady achievements since the 2005 Independent External Evaluation

<i>Evaluation criteria</i>	<i>Independent External Evaluation</i>	<i>IOE 2007-2009 evaluations</i>	<i>Self-evaluation (PCRs 2009-2010)</i>	<i>2012 Targets from the Results Measurement Framework</i>
Relevance	100	97	98	90
Effectiveness	67	77	86	90
Efficiency	45	57	66	75
Rural poverty impact	55	86	84	90
Sustainability	40	65	76	75
Innovation	55	95	79	80
IFAD	55	70	78	--
Government	60	63	80	--

## Benchmarking IFAD's Performance (contd.)

- ❖ IFAD's performance is better than WB, AsDB, AfDB in Asia and Africa

	<i>IFAD (evaluated 2002-2009)</i>	<i>World Bank (closing 2004-2008)</i>	<i>Asian Development Bank (approved 1992-2000)</i>	<i>African Development Bank (evaluated 2002-2009)</i>
Project performance – world-wide	83	87	N/A	N/A
Project performance – Asia and Pacific	97	83	55	N/A
Project performance in Africa (2003-2007)	72	N/A	N/A	61

### ❖ There remain a number of challenges:

- Efficiency (57% moderately satisfactory or better)
- Impact of natural resources and environment (54%)
- Government's performance has remained broadly constant since 2002
- Performance in sub-Saharan Africa is lower than in other regions
- Scaling up was not considered a design feature
- Mostly moderately satisfactory performance overall




## Findings from Country Programme Evaluations

1. Policy dialogue undertaken mostly within project context but limited at the national level
2. Partnership is good with community organizations, NGOs and governments, but insufficient with multilaterals and private sector
3. Knowledge management weak in the past, but there are several recent promising initiatives
4. Micro-Macro paradox needs attention to ensure IFAD relevance at the country level





# Corporate-level Evaluation on Gender Equality and Women's Empowerment



## Main Achievements – Gender Evaluation

- ❖ IFAD has played a major leadership role in policy and advocacy in regional and international platforms
- ❖ The corporate strategy is relevant and consistent, though fragmented across several documents
- ❖ Effectiveness is moderately satisfactory in the first two corporate strategic objectives included in the GPOA, namely: (i) expand women's access to assets; and (ii) strengthen women's decision making, but moderately unsatisfactory in the third strategic objective (iii) improve women's well being and reduce their workload
- ❖ The Fund is better than its peers, in terms of its results-orientation by maintaining gender indicators throughout the strategy and project cycle



## Main Achievements (contd.)

- ❖ More recent operations reveal better results, and newer COSOPs and projects increasingly incorporate gender equality and women's empowerment issues
- ❖ Gender-balance in staffing has improved over time, especially in the junior professional levels. IFAD compares well against UN organizations and the IFIs. There are opportunities for enhancing the participation of women consultants in design and direct supervision implementation support missions
- ❖ IFAD has a good results framework on gender, but some streamlining would facilitate aggregation and reporting on progress and results



## Areas that require attention

- ❖ Progress is not systematically pulled together and there is no consolidated reporting on the progress in this area
- ❖ There are greater opportunities to learning from failures
- ❖ There is not a uniform understanding of gender terminology and dynamics of the gender problematic
- ❖ The Fund's gender architecture (gender unit in PTA, divisional focal points, and thematic group on gender) is weak and not commensurate with the leadership role the organisation can play



## Areas that require attention (contd.)

- ❖ It is difficult to discern the level of investments and resources allocated to gender
- ❖ The incentives and accountability frameworks on gender are inadequate to ensure results
- ❖ The Board could provide more guidance/oversight



# Main recommendations

- ❖ Develop an evidence-and results-based corporate policy on gender equality and women's empowerment, covering both operational and corporate business processes
- ❖ This should follow a wide consultation to ensure broad-based ownership within the institution
- ❖ Invest in building a common understanding on the theory of gender
- ❖ Executive Board and Senior Management to more actively monitor and report progress on gender equality and women's empowerment