MAIN HIGHLIGHTS

Positive results...
(\% of projects rated as moderately satisfactory or better, compared by year of project completion)

- IFAD’s overall project achievement: 80\% (2007-2009), 80\% (2011-2013)

Areas for improvement...

- Natural resource and environmental management:
  - More systematic environmental impact assessments needed and stronger partnerships with a broader range of institutions dealing with natural resources and environmental management

- Non-lending activities
  - (Policy dialogue, partnership-building, knowledge management)
  - Main inhibiting factors: setting over-ambitious objectives that are difficult to translate into operational plans; limited resources allocated to non-lending activities; and inadequate M&E

- Monitoring and evaluation (M&E)
  - The incentive framework for effective and efficient M&E activities needs strengthening and dedicated budgets for M&E activities should be systematically included in project cost tables

- Operational efficiency
  - Several constraining factors, such as implementation period overruns and high project management costs
LEARNING THEME: SUSTAINABILITY OF BENEFITS

Drivers contributing to promoting sustainability

- Adequate integration of project objectives into national development strategies
- Investment in communities’ human and social capital through inclusive development activities and by promoting participation and empowerment of rural communities
- Clear and realistic strategies for gender mainstreaming
- Promotion of community-level ownership and responsibility

Another important area for improvement

Sustainability of benefits of IFAD-supported projects (% of projects rated as moderately satisfactory or better)

- 2007-2009: 60%
- 2011-2013: 67%

Limiting factors constraining sustainability

- Weak assessment and management of risks
- Absence of a sound financial and economic analysis during project design
- Too wide geographic and subsector coverage of operations
- Lack of exit strategies
- Inadequate support to communities’ and households’ resilience to external shocks

RECOMMENDATIONS

1. Sustainability
   - Promote better sustainability of benefits, through simpler design that carefully considers the country’s policy and institutional context and embed exit strategies early on in the project life cycle

2. M&E
   - Ensure that key partners have the required incentives for promoting sound M&E and by allocating specific budgets to M&E activities

3. Country strategies
   - Country strategic opportunities papers (COSOPPs) should include specific indicators, targets and cost estimates especially for non-lending activities

4. 2016 learning theme
   - Knowledge management is proposed to be selected as the learning theme for the 2016 ARRI with a particular emphasis on how operations can learn to improve performance

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