

Annual Report on Results and Impact of IFAD Operations

Analysis

The 2019 ARRI presents a **synthesis** of IFAD's **performance** and highlights **results** and **issues** from evaluations conducted in 2018.

75%
of all ratings were positive but recent trends in IFAD's project portfolio performance indicate flat or declining performance in most criteria.

Total number of evaluation conducted by IOE between 2002 and 2017



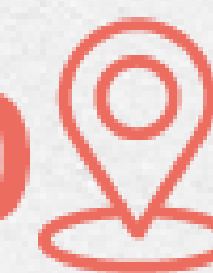
344

Country strategies and programme evaluations:

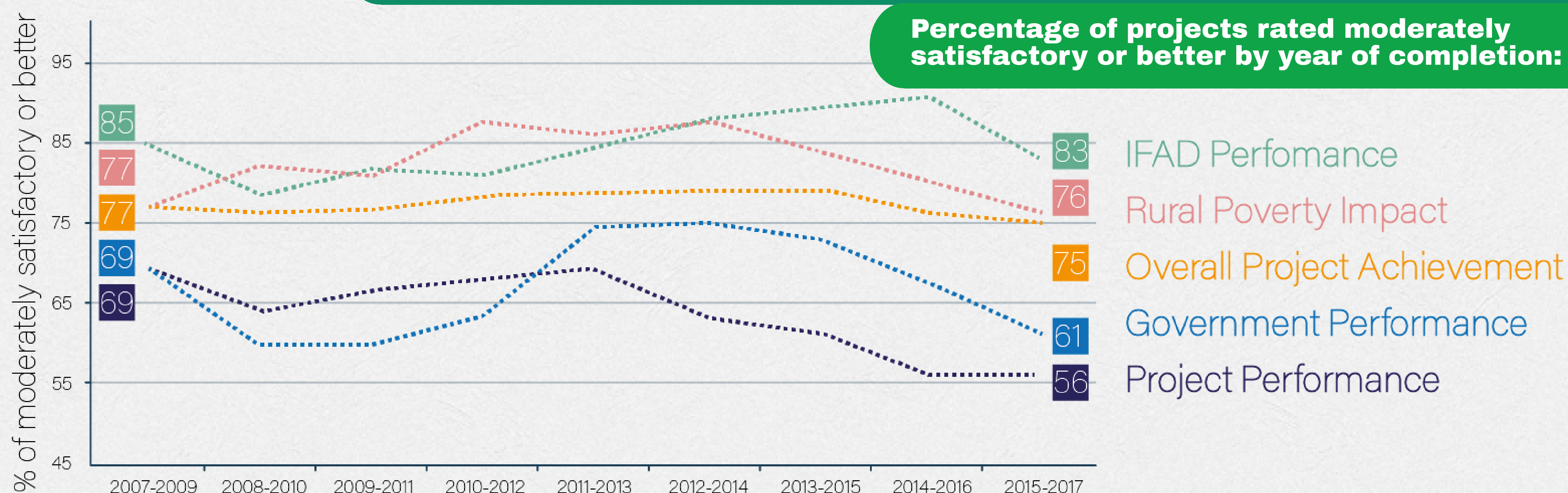
3,807

Country strategies and programme evaluations:

50



Overview of key project portfolio criteria (2007-2017)



Strengths

IFAD performance as a partner



83%

Although still top-ranking, this criterion declined in 2015-2017 for the first time since 2008. Constraints include high staff turnover, weak M&E and inaccurate funding at the design stage. Nonetheless, IFAD remains a trusted partner – able to adjust to varying circumstances.

Relevance



83%

While IFAD operations remain highly relevant, performance recently declined in 2015-2017. Overall relevance was often undermined by a lack of sufficient analysis of local contexts at design stage and an overestimation of local capacity for implementation.

Environment and natural resources management



81%

Evaluations confirm that specific actions towards the conservation of natural resources have been effective in protecting sensitive ecosystems and fragile environments.

Areas for Improvement

Efficiency **51%**

Remains the weakest performing criterion due to late mobilization of co-financiers, frequent staff turnover and delays in implementation.



Sustainability of benefits **59%**

Moderately unsatisfactory ratings are related to the absence of private-sector involvement, missing linkages with other complementary projects in countries and late disbursements.



Government performance as partners **61%**

Represents a critical criterion that accounts for overall performance of IFAD projects, reinforcing the importance of government commitment and long-term strategic engagement.



Gender equality and women's empowerment **71%**

Performance declined due to limited understanding of women's specific needs and lack of gender specialists during implementation.



5 FINDINGS OF THE 2019 ARRI LEARNING THEME "RELEVANCE OF IFAD PROJECT INTERVENTIONS"

1

Ensuring the "continued relevance" of a project intervention requires adapting the design throughout implementation.



2

Meaningful engagement of beneficiaries in the design, implementation and evaluation of projects enhances project relevance.



3

The role of the government in relevance is critical for adopting pro-poor policies and providing sufficient implementation capacity.



4

A lack of understanding of institutional arrangements and limited implementation capacity are the key threats to improved relevance.



5

Well-functioning government institutions are a key determinant of higher relevance.



Recommendations

1

Dedicate more resources to country programme delivery to achieve the improved quality needed for a "better" IFAD.



2

Design IFAD-funded programmes according to country capacities based on sound institutional analysis to ensure the most appropriate implementation arrangements for country delivery.



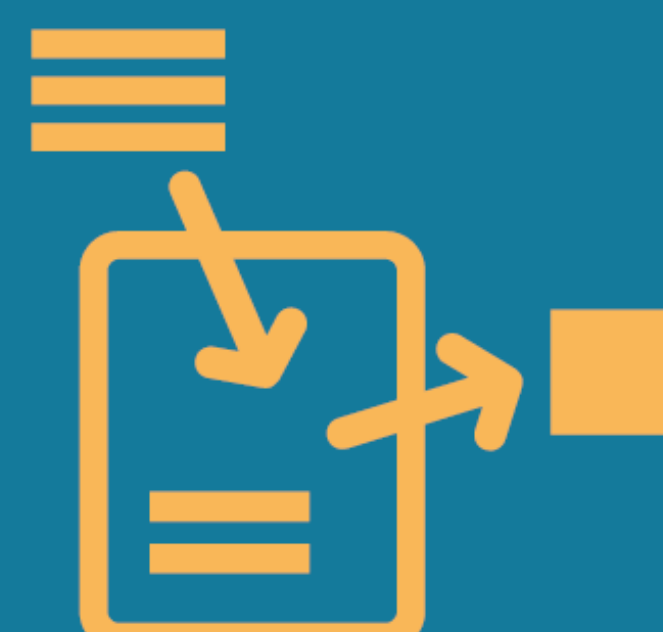
3

Develop government capacities to design and implement country programmes in collaboration with other partners.



4

Determine earlier the need to adjust project designs to ensure their "continued relevance" to the country context.



5

Develop a more comprehensive and coherent system to better mitigate risks in IFAD projects and programmes.

