

2021 ARRI

FLAGSHIP REPORT OF THE INDEPENDENT OFFICE OF EVALUATION (IOE)

The ARRI presents a synthesis of IFAD's
PERFORMANCE, LESSONS
and **CHALLENGES**

It highlights
CROSS-CUTTING ISSUES
and **LESSONS LEARNED**
to enhance
IFAD's development
effectiveness.

In addition to analysing performance
ratings of project-level evaluations,
the 2021 ARRI also features
LEARNING-ORIENTED DISCUSSIONS
ON FACTORS affecting project efficiency
and performance in countries with
fragile situations

298

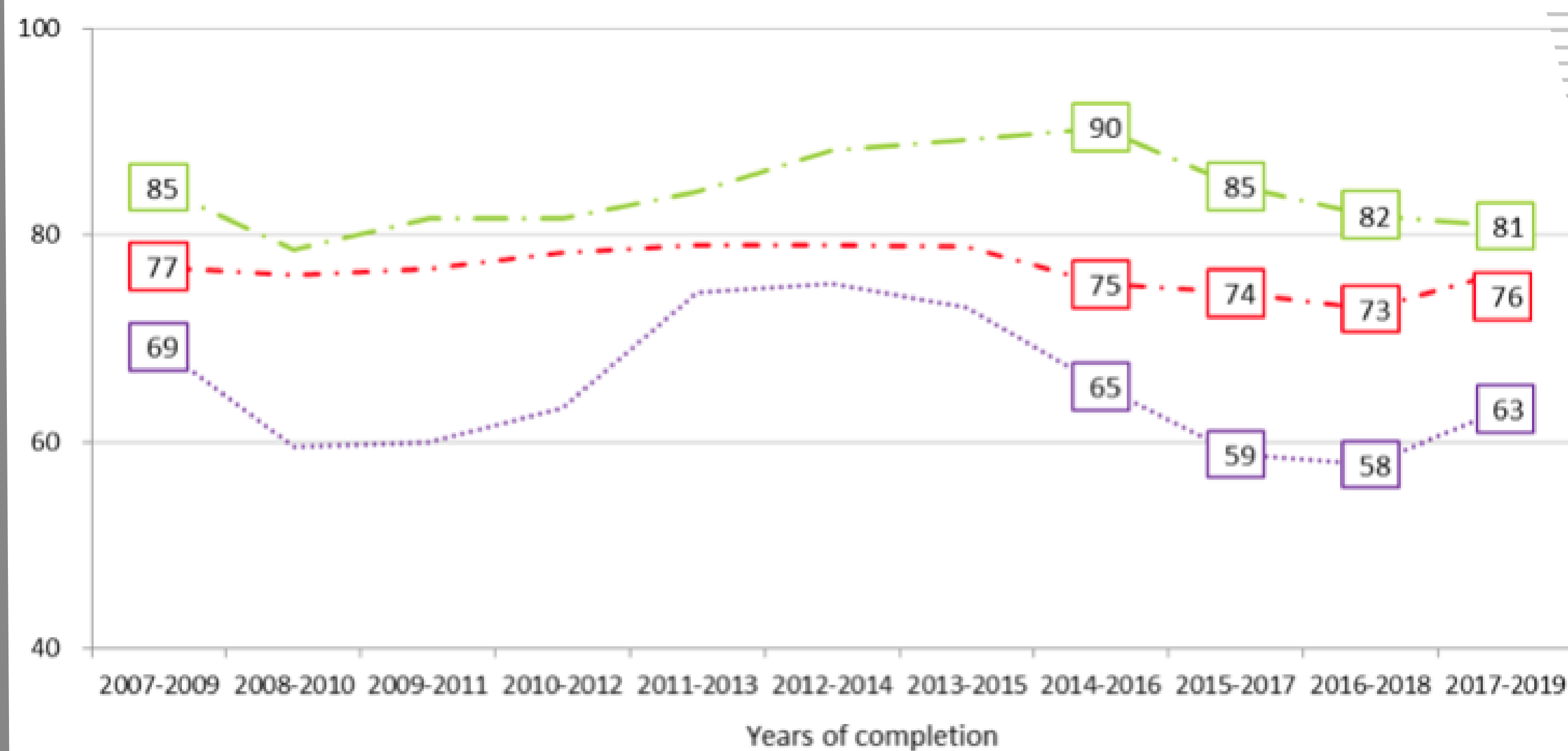
Total number of project-level evaluations
(projects completed between 2007 and 2019)

CSPEs: 58 (2007-2020)

ANALYSIS

Overview of key performance criteria using IOE ratings

Percentage of projects rated moderately satisfactory or better, 2007-2018 *



ON OVERALL PROJECT
ACHIEVEMENT,

76%

OF PROJECTS COMPLETED
BETWEEN 2017-2019 WERE
RATED MODERATELY
SATISFACTORY OR ABOVE

— IFAD's performance
- - Overall project achievement
... Government performance
* (by year of project completion)

Project performance trends (2007-2019)

**FLUCTUATING,
RECENT IMPROVEMENT**

government performance;
efficiency; sustainability;
innovation; scaling up

**NO CHANGE OR
SLIGHT DECLINE**

IFAD performance;
relevance, effectiveness,
gender and women's
empowerment, rural
poverty impact

**POSITIVE,
STEADY**

environment and natural
resources management;
adaptation to climate
change

EFFICIENCY

ONLY

56%

OF PROJECTS COMPLETED
IN 2017-2019 WERE RATED
MODERATELY
SATISFACTORY OR ABOVE

IFAD supervision and
implementation support
missions were key in
improving the pace of
implementation, thus
contributing to
efficiency

MONITORING OF PROGRESS AND IMPLEMENTATION ISSUES
AND TIMELY FOLLOW-UP ARE CRITICAL TO ENSURE
EFFICIENCY IN ONGOING PROJECTS

- Key recurring factors affecting project efficiency
- Lag in project effectiveness
- Pace of implementation and disbursement
- Staffing issues
- Cost-related issues

Operations in countries with fragile situations

Average project performance ratings over the long term were lower
than other countries, but performance improved in recent periods.

IFAD has valuable operational experience in contexts of fragility,
e.g. providing support to inclusive natural resource governance.

Some projects did well in social inclusion of e.g. young ex-combatants,
pastoralists; however, in others, even if specific groups (e.g. ex-combatants,
war-disabled) were part of the target group in design, there was no evidence
of their effective targeting or monitoring.

CONCLUSIONS

IFAD and governments
must act both at design
and during
implementation to
improve project
efficiency

Capitalizing on its
experience, IFAD needs
solid strategies
informed by dedicated
conflict and fragility
analyses, to address
both the drivers and
consequences of
fragility

Improving performance
of non-lending activities
at country programme
level – knowledge
management,
partnership-building
and in-country policy
engagement – remains a
challenge and requires
strategic actions and
resources

IOE-IFAD Management
engagement is required,
to develop shared
understanding on the
basis for assessing
certain evaluation
criteria with widening
disconnects between
IOE ratings and project
self-ratings