

# 2022 ARIE

FLAGSHIP REPORT OF THE INDEPENDENT OFFICE OF EVALUATION OF IFAD (IOE)

Previously known as Annual Report on Results and Impact of IFAD Operations (ARRI)

## UPGRADED CONTENTS and BROADER SCOPE

### PURPOSES:

**1.** Present to IFAD governing bodies and Management a more comprehensive account of IOE's evaluation activities

**2.** Further contribute to learning by extracting findings and lessons from the evaluations

It analyses time series of ratings to identify performance trends of IFAD-supported operations

## ANALYSIS

### RECENT PROJECT PERFORMANCE

**73**

project-level evaluations completed 2018-2020

### LONG-TERM PERFORMANCE TRENDS

**284**

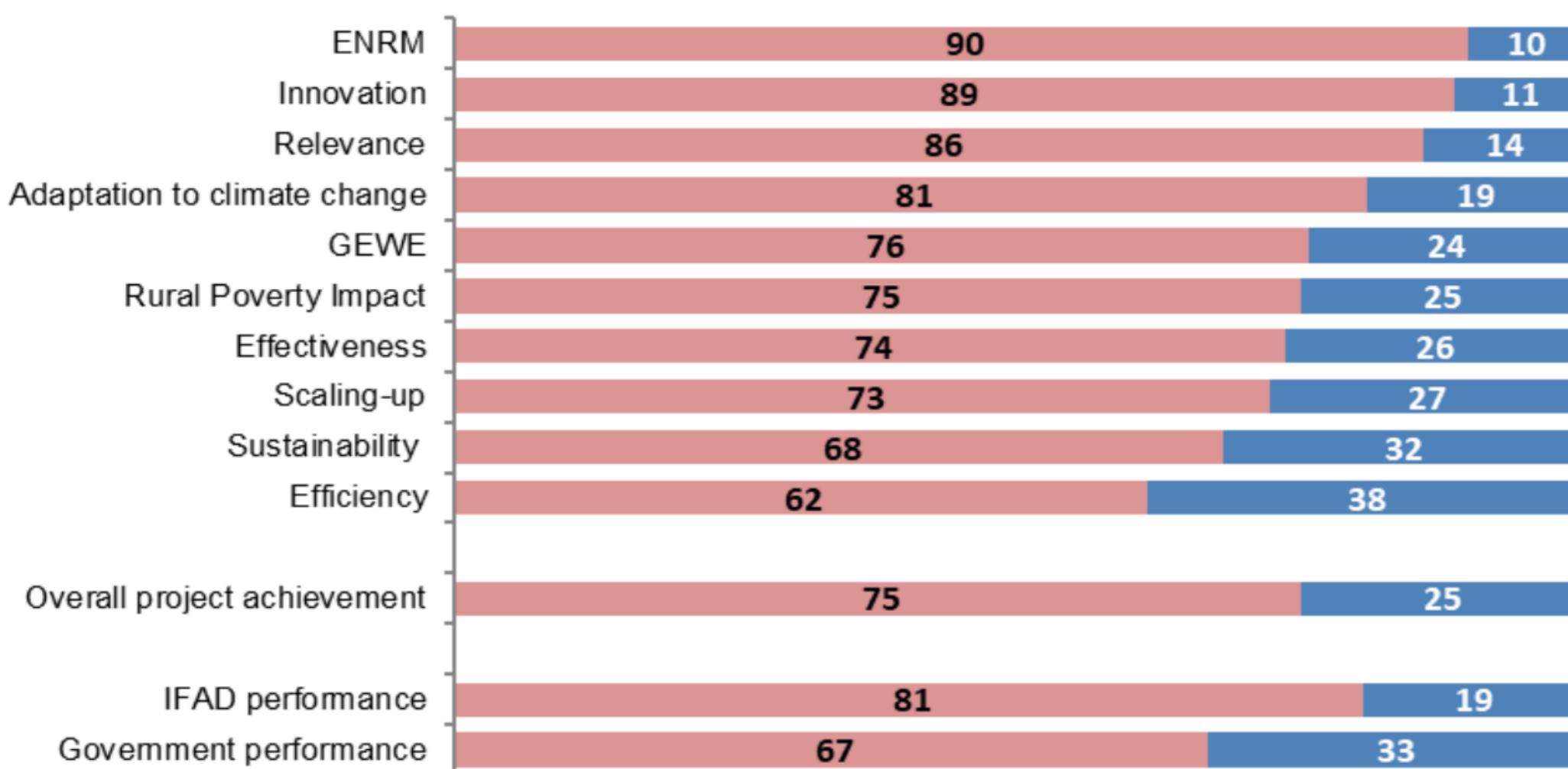
project-level evaluations completed 2011-2020

**49**

country strategy and programme evaluations (CSPEs) conducted 2011-2021

## OVERVIEW OF KEY PERFORMANCE CRITERIA USING IOE RATINGS

### PERCENTAGE OF PROJECTS RATED "MODERATELY SATISFACTORY OR BETTER" (2018-2020)



■ Percentage of projects rated moderately satisfactory or better  
■ Percentage of projects rated moderately unsatisfactory or worse

### PERFORMANCE OF RATING TRENDS (2011-2020)

- **OVERALL CONSTANT:** relevance; effectiveness; overall project achievement.
- **DECLINING, BUT RECENT UPTICK:** efficiency and sustainability; innovation, scaling up; government performance.
- **DECLINING, FOLLOWED BY A PLATEAU:** rural poverty impact, gender equality and women's empowerment; performance of IFAD.
- **STEADY INCREASE:** environment, natural resource management; climate change adaptation

## PERFORMANCE OF NON-LENDING ACTIVITIES

- **NOTABLE IMPROVEMENTS** in CSPEs 2019-2021, compared to the past.



# KEY MESSAGES

## CLIMATE ADAPTATION

IFAD has brought climate response to the centre of corporate priorities but there are still important gaps to be addressed at the corporate level.



## COLLABORATION AMONG THE UNITED NATIONS ROME-BASED AGENCIES (UN RBAS)

While RBA collaboration is relevant to the strategic direction of the UN Development System, it was uneven and had mixed results in strengthening coordination.

▶ Enhanced collaboration in the areas of gender, nutrition and emergency response.

▶ Limited progress in reducing overlap, competition and duplication in other areas of development work.

## GOVERNMENT PERFORMANCE

Ownership, leadership and accountability were closely connected and, together, they were key drivers of government performance. IFAD country presence was important but, on its own, was not enough to improve implementation performance.



## KNOWLEDGE MANAGEMENT

Success factors: IFAD's strategic clarity, earmarked resources and partnership, along with commitment and ownership from governments. Undermining factors: Lack of adequate M&E systems, unclear scope and insufficient resources.



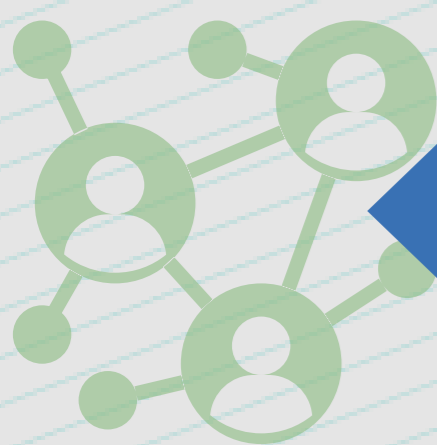
## COUNTRIES WITH FRAGILITY SITUATIONS IN WEST AFRICA

Strategies and portfolios focused on selected drivers of fragility but lacked an explicit and holistic assessment.



## COMMUNITY-DRIVEN DEVELOPMENT (CDD)

Despite the challenges and variation in their performance, overall CDD-related operations have performed better than non-CDD operations in fragile, remote and marginal contexts.



## RESPONSE TO THE 2004 TSUNAMI DISASTER

IFAD was under pressure to intervene. However, IFAD's mandate and business model is geared to long-term engagement. Attempting to act on real-time modality led to incomplete designs and made it difficult to build a strategy to link recovery interventions to long-term development.

