

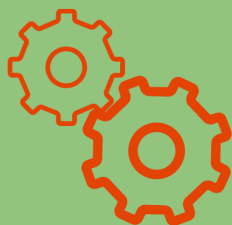


Investing in rural people  
INDEPENDENT OFFICE OF EVALUATION

# ARRI

ANNUAL REPORT ON RESULTS AND IMPACT  
OF IFAD OPERATIONS EVALUATED IN 2014

## 2015



The ARRI is a learning and accountability instrument that provides an independent evaluation of the performance of IFAD operations

### PROJECT SAMPLE OF THE 2015 ARRI

Project evaluations (including project performance assessments and project completion report validations) conducted by IOE since 2002



## 241

Total lending volume of evaluated project sample



## US\$4 Bn

% of funds evaluated that IFAD has lent for projects and programmes since 1978

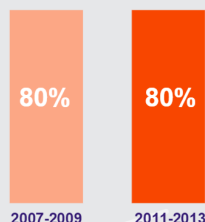


## 25%

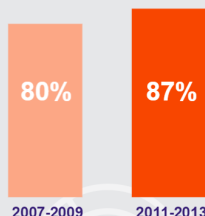
## MAIN HIGHLIGHTS

### Positive results...

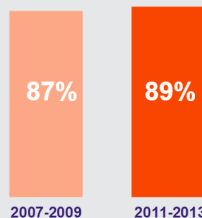
(% of projects rated as moderately satisfactory or better, compared by year of project completion)



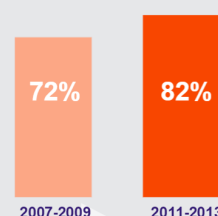
IFAD's overall project achievement



Rural poverty impact



Gender equality and women's empowerment



Innovation and scaling up

### 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



Operational efficiency

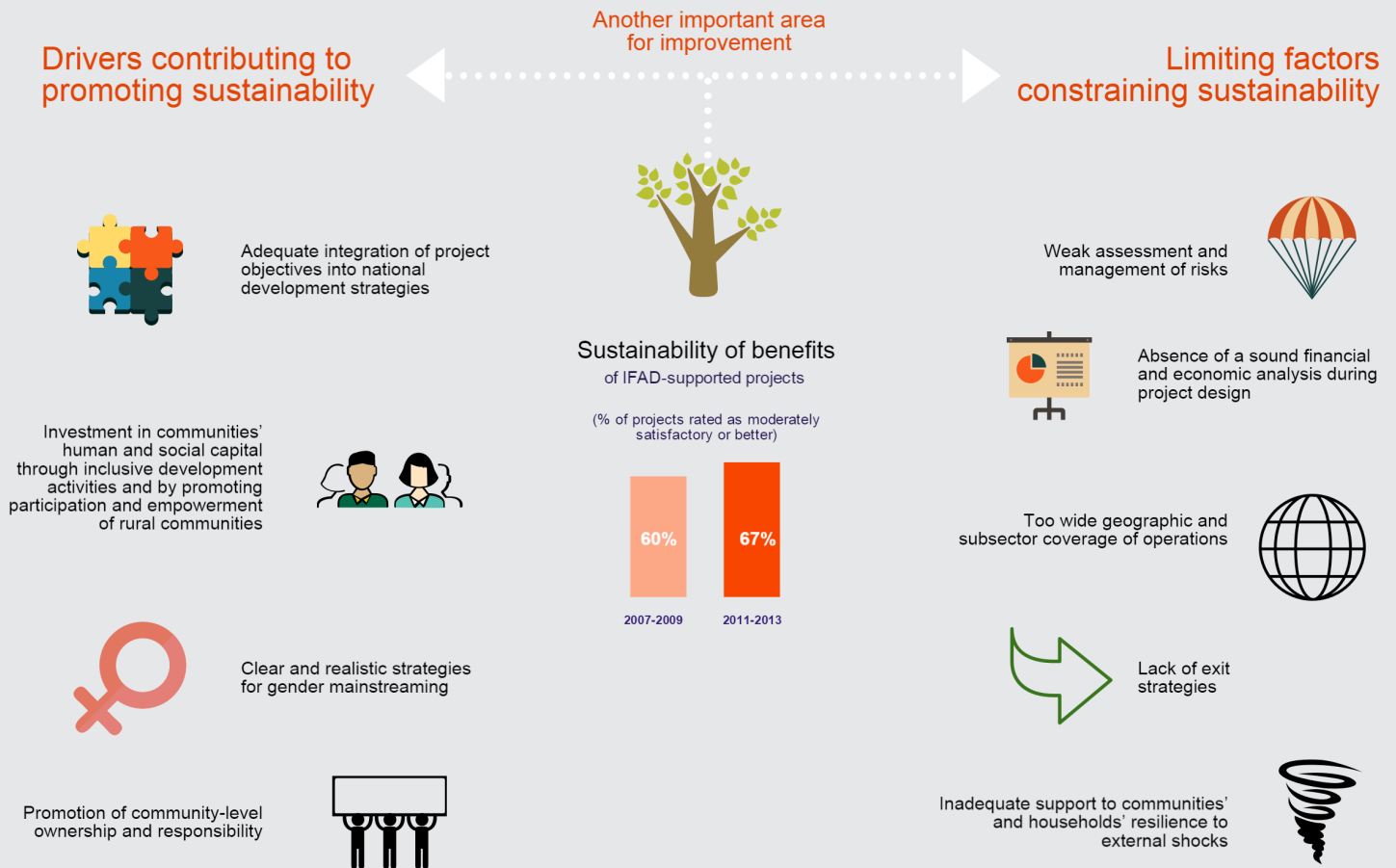
Several constraining factors, such as implementation period overruns and high project management costs

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



# LEARNING THEME: SUSTAINABILITY OF BENEFITS



## 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 (COSOPs) 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.