



IOE



IFAD

Investing in rural people

Independent Office of Evaluation

2021 ARRI

ANNUAL REPORT ON RESULTS AND IMPACT (ARRI)
LEARNING EVENT REPORT

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November 2021

Innovation

ENRM

Relevance

ation to climate change

IFAD performance

Rural poverty impact

Effectiveness

Overall project achievement

GEWE

Scaling-up

Sustainability

Government performance

Efficiency

83

81

79

78

76

76

71

66

63

56

75%

100%

75%



Background

- *The Independent Office of Evaluation of IFAD (IOE) publishes the Annual Report on Results and Impact of IFAD Operations (ARRI) on a yearly basis. The report tracks and presents the results of IFAD operations, assessed against a range of individual evaluation criteria that, together, indicate the Fund's overall performance.*
- *The results presented in the 2021 ARRI are drawn from 298 project-level evaluations of projects completed in the period 2007-2019, and 58 country strategy and programme evaluations undertaken and finalized between 2007 and 2020. The 2021 edition presents learning-oriented discussions informed by independent evaluations on two key themes: project efficiency and operations in countries with fragile situations.*
- *Coinciding with the publication of the 2021 ARRI and to present its main findings, a virtual learning event was organized on 11 November 2021. The webinar, which was moderated by Ms Roxanna Samii, included a panel discussion on engagement in fragile contexts. Organized in principle as an internal event, the webinar was attended by over 77 persons from among IFAD Management and staff members, as well as distinguished members of IFAD's Executive Board.*



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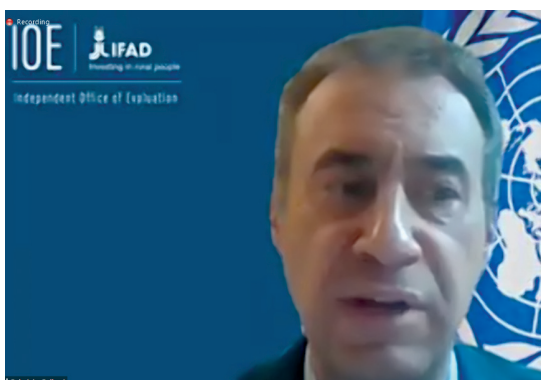
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Learning event



Mr Fabrizio Felloni, Deputy Director, IOE, opened the learning event with welcome remarks. He reminded the audience that ARRI supports accountability for results, while highlighting cross-cutting issues and lessons to enhance the development effectiveness of IFAD-funded operations and promote reflection and learning.



His remarks were followed by a short presentation on the main findings from the latest ARRI by **Ms Fumiko Nakai**, Senior Evaluation Officer, IOE, and lead author of the report. Her presentation noted that for projects completed between 2017 and 2019, most performance ratings were moderately satisfactory or above (4 or above on a 1-6 scale) for all evaluation criteria. With regard to longer-term trends, two evaluation criteria have displayed steady improvement: environment and natural resource management, and climate change adaptation. While showing some improvement in the recent period, the average performance rating for efficiency remains the lowest: in this regard, performance is often affected by weaknesses and delays in recruiting and procurement processes, as well as staffing issues such as high turnover and weak capacity.

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The presentation also highlighted positive experiences, key issues and challenges related to operating in fragile contexts emerging from IOE evaluations, setting the scene for the panel discussion.



After the presentation, a panel of technical experts discussed “How to enhance IFAD’s support, engagement and development results in fragile situations?” The panellists included **Ms Dina Saleh**, Regional Director of IFAD’s Near East, North Africa and Europe Division;



Mr Norman Messer, IFAD Country Director for Chad and Mali;



and **Mr Clément Banse**, Chief Evaluation Officer, Independent Development Evaluation of the African Development Bank Group. The panel discussion reflected the rich experience and insights gained from IFAD’s engagement in fragile contexts, as well as from the perspective of another development partner, drawing from the recent evaluation on the African Development Bank Group’s strategy to address fragility and resilience.

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Following the panel discussion, **Mr Nigel Brett**, Director of IFAD's Operational Policy and Results Division, provided remarks on behalf of **Mr Donal Brown**, Associate Vice President of IFAD's Programme Management Department. He reiterated IFAD Management's appreciation to IOE for the utility and quality of the 2021 ARRI, which was found to be constructive and promote learning. He also shared some of the ongoing and planned activities and initiatives to strengthen IFAD's engagement in fragile and conflict-affected situations.



The event was closed by **Dr Indran Naidoo**, IOE Director, who expressed his gratitude to IFAD Management, the panellists and the participants.



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Main points highlighted in panel discussion: “How to enhance IFAD’s support, engagement and development results in fragile situations?”

There are numerous challenges to operating in fragile and conflict situations, including safety and security issues, weak policy and institutional frameworks, and high turnover of government decision-makers. Data scarcity makes it challenging to effectively plan and design support interventions. Examples of drivers of fragility and conflict include: economic or political instability; scarcity of natural resources (land, water); youth unemployment; and climate change.

It is key to empower local communities and work at grassroots level in an inclusive manner, while not excluding the elite and “better-off” community members. There is also a need to be mindful of the advantages and disadvantages of member-based institutions (e.g. farmer organizations), as not everyone may be part of such institutions. It is critical to support equitable access to basic services and resources. Operating in fragile situations requires building trust, in order to benefit from multi-stakeholder engagement and work with credible, trustworthy and legitimate partners, local civil society and non-governmental organizations.

There are no “cookie-cutter solutions”: the effectiveness of support depends on programming based on solid institutional, social and conflict analysis and the ability to tailor interventions to the evolving context. Important areas of investment are: inclusive and sustainable natural resource management; economic and rural infrastructure and climate change adaptation, to improve livelihoods and build and

strengthen resilience; capacity development of local institutions; and creation of income-generating and employment opportunities in both agricultural and non-agricultural sectors, paying particular attention to young people. The panel also highlighted the benefits of collaboration between development partners working in fragile contexts, as each partner can be selective and focus on a few areas based on its comparative advantage. For example, the work of certain agencies may focus on relief and humanitarian assistance, while financial institutions such as the African Development Bank are strong in the area of financing economic infrastructure development. IFAD, instead, could emphasize support to agricultural and rural development, with a focus on small-scale producers.

There is a need for realism and adaptability in working with weak policy and institutional frameworks in fragile and conflict-affected situations – encompassing the need for adequate resources and flexibility, as well as for a long-term perspective beyond the duration of a single project and pressure to achieve quick results. Evaluations should take into consideration country and local fragility and conflict contexts, although without necessarily applying the same standards and criteria governing projects and programmes operating in stable conditions.

Légendes et crédits

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