The ARRI is the flagship report of the Independent Office of Evaluation of IFAD (IOE). The report’s objectives are to present a synthesis of IFAD’s performance, lessons and challenges to enhance operational effectiveness.

### Flat and deteriorating trends

Overview of key project portfolio criteria (2007-2016) (Percentage of projects rated moderately satisfactory or better by year of completion)

<table>
<thead>
<tr>
<th>Year</th>
<th>IFAD performance</th>
<th>Rural poverty impact</th>
<th>Overall project achievement</th>
<th>Government performance</th>
<th>Project performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2009</td>
<td>88%</td>
<td>80%</td>
<td>80%</td>
<td>76%</td>
<td>72%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>88%</td>
<td>81%</td>
<td>81%</td>
<td>76%</td>
<td>72%</td>
</tr>
<tr>
<td>2012-2013</td>
<td>85%</td>
<td>81%</td>
<td>81%</td>
<td>76%</td>
<td>72%</td>
</tr>
<tr>
<td>2014-2016</td>
<td>95%</td>
<td>81%</td>
<td>81%</td>
<td>76%</td>
<td>72%</td>
</tr>
</tbody>
</table>

### STRENGTHS

**IFAD performance as a partner**

95%

IFAD performance as a partner received the highest increase in positive ratings. The 2017 evaluations confirmed that IFAD is valued and trusted by governments for the quality and timeliness of its support, focus, flexibility and responsiveness.

**Adaptation to climate change**

81%

Key elements of the best performing projects are linked to implementation of on-farm interventions, introduction of diversified crop production, and partnering with governments to support fragile ecosystems.

**Environment and natural resources management**

85%

Evaluations confirm a positive step forward. Undertaking specific actions towards the conservation of natural resources and training activities have proven effective in protecting sensitive ecosystems and fragile environments.
Five findings of the 2018 ARRI learning theme:

1. **IFAD needs to find a balance**
   - between market-oriented and poverty-focused projects.

2. **Robust poverty analysis and well-informed targeting strategies**
   - to meet the needs of poor rural people are required at project design.

3. **Robust data, monitoring, supervision and implementation support**
   - are crucial for good poverty targeting in design and implementation.

4. **Sufficient resources are needed to reach the poorest and the "last mile"**
   - which is costly but essential given IFAD’s mandate and the SDGs.

5. **Government commitment and partnerships are important**
   - for reaching the poorest of the poor.

**RECOMMENDATIONS**

1. **REVIEW IFAD PROJECT-CYCLE PROCESSES**
   - and examine resources committed to each.

2. **REVISE IFAD’S TARGETING POLICY AND GUIDELINES**

3. **CONDUCT ROBUST POVERTY & CONTEXT ANALYSIS**

4. **STRENGTHEN MONITORING AND EVALUATION (M&E) SYSTEMS**
   - to capture poverty data.

5. **ENSURE SUSTAINABILITY**
   - of rural poverty impacts with exit strategies inclusive of beneficiaries.

6. **2019 ARRI LEARNING THEME:**
   - Quality of project design at entry.