



2020 ARRI

FLAGSHIP REPORT OF THE INDEPENDENT OFFICE OF EVALUATION (IOE)

The ARRI presents a synthesis of IFAD's **PERFORMANCE, CHALLENGES AND LESSONS** to enhance its development effectiveness.

The 2020 ARRI has **NEW, STREAMLINED STRUCTURE** and focuses on the **KEY RECURRENT FACTORS** in the design and implementation of IFAD-supported projects.

ANALYSIS

Long-term performance trends

Total number of
evaluations conducted
by IOE since 2007

313

Country strategy
and programme
evaluations

54

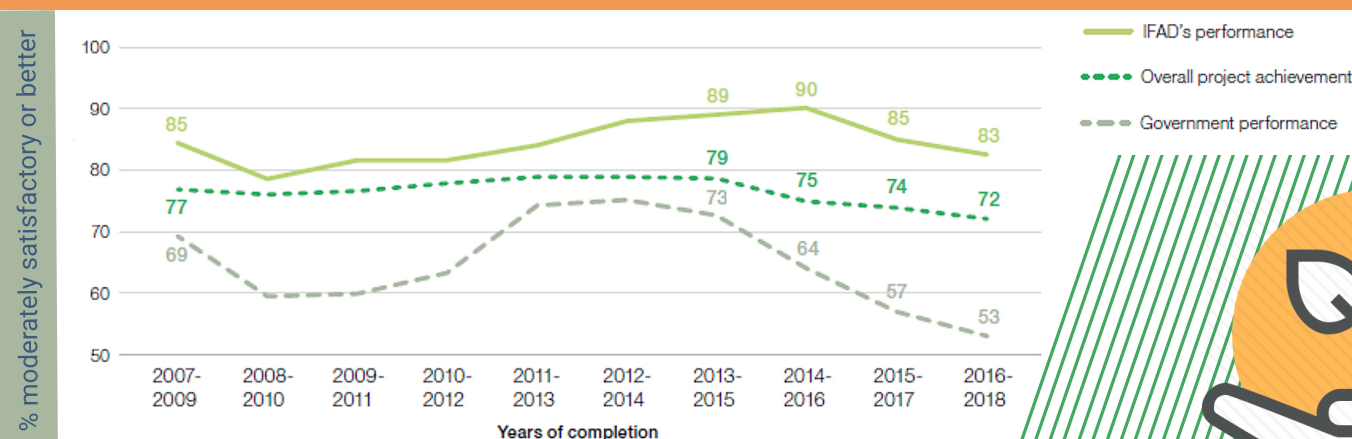
Recent performance
evaluations

123

projects completed
2016-2018

Overview of key performance criteria using IOE ratings

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



Four performance trends (2013-2018)

Flat/slightly declining:

relevance,
effectiveness and
IFAD's performance

Declining:

rural poverty
impact, innovation,
scaling up,
gender,
government
performance

**Declining, but
recent uptick:**

sustainability
and efficiency

Positive:

environment and
natural resources
management,
adaptation to
climate change

KEY RECURRING FACTORS AFFECTING PERFORMANCE

At design

- addressing specificity of the context
- effective social targeting
- coherence of project components and activities
- incorporating lessons learned
- partnerships for results
- identifying and mitigating risks
- enhancing stakeholders' ownership of interventions

At implementation

- quality of implementation and supervision support
- quality of project management
- support to groups and institutions
- training to strengthen beneficiaries' capacities
- adapting to external changes

FINDINGS FROM COUNTRY PROGRAMMES

Country programmes' strategic orientation was aligned with IFAD & government policies and priorities, but risk mitigation measures were often ineffective.

The long-term performance of non-lending activities shows no clear trend.

The limited evaluability of nutritional outcomes has hampered assessment of nutrition.

Recently, IFAD's strategic evolution in youth engagement has been more pronounced, in line with the Fund's greater emphasis on youth mainstreaming.

IFAD now focuses on better-defined gender implementation strategies and action plans; greater policy engagement would fully expand its efforts.

There is increasing attention to the interdependent nature of climate change adaptation in projects.

CONCLUSIONS

Most ratings remain moderately satisfactory or above. There has been a declining trend in the ratings of projects completed since 2013-2015, but with some variations and exceptions.

The strategic focus of IFAD's country programmes has adapted well to the changing development context, but synergies between lending and non-lending activities should be better exploited.

IFAD's efforts related to gender and climate have important lessons for mainstreaming youth and nutrition.

The areas of declining performance identified in the 2020 ARRI, especially government performance, warrant further examination.