Independent office of evaluation

IFAD
Investing in rural people

ANNUAL REPORT ON RESULTS AND IMPACT OF IFAD OPERATIONS

ARRI 2018

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

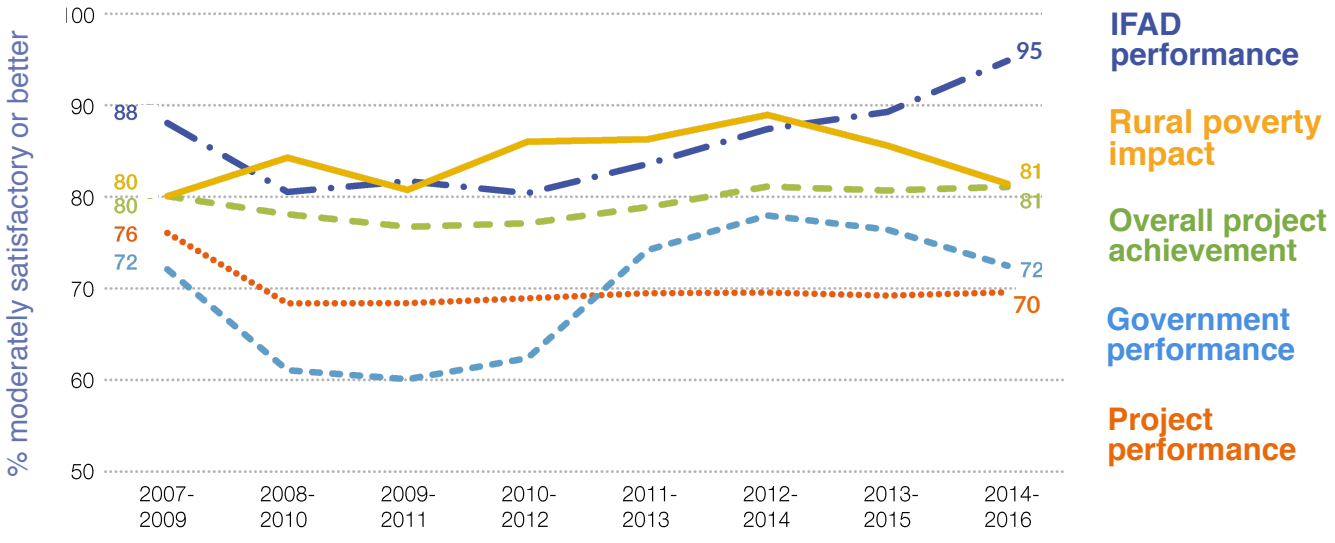
to enhance

operational effectiveness.

ANALYSIS	
Total number of evaluations conducted by IOE since 2002	320
Country strategy and programme evaluations	45
Total number of newly evaluated projects	36
Ratings from project evaluations (2007-2016)	2,542

Flat and deteriorating trends

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



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.

AREAS FOR IMPROVEMENT

Efficiency
Remains the weakest area due to high costs, frequent staff turnover, and delays in project start-up.

Sustainability
Recurrent issues are delays in implementation, limited beneficiary ownership and the absence of clear project exit strategies.

Government performance as a partner
Constraints include limited fiduciary management capacity, delays in staff recruitment and weak supervision of projects.

Gender equality and women's empowerment
Women's specific needs were not taken into account in the project design.

Rural poverty impact
Evaluations found significant gaps in targeting strategies and weak institutional capacities.

Five findings
of the 2018 ARRI learning theme:

"Targeting strategies to reach the rural poor"

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

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