

profile



2020 ANNUAL REPORT ON RESULTS AND IMPACT OF IFAD OPERATIONS (ARRI)

The 2020 ARRI presents a synthesis of IFAD's performance, and highlights results and systemic issues from independent evaluations conducted in 2018, 2019 and 2020. The quantitative long-term analysis draws on ratings from 259 project-level evaluations conducted since 2007 and 54 country strategy and programme evaluations completed since 2007.

New focus and structure of the report

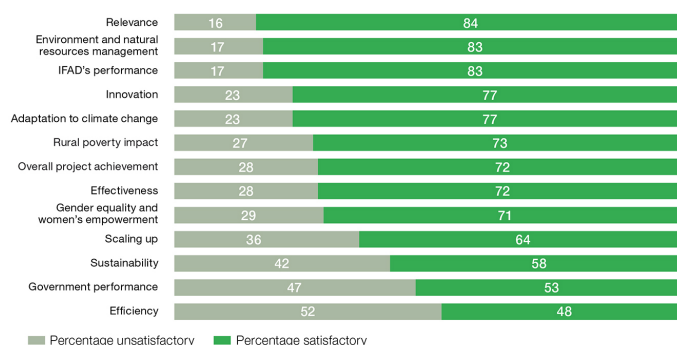
The 2020 ARRI introduces changes to the structure of the report and the analysis. It retains some features of past ARRI, i.e. performance ratings of IFAD operations, and at the same time it offers insights into factors that enhance or constrain the development effectiveness of IFAD's operations and strategies.

Portfolio performance

The most recent performance of projects (ones completed in 2016-18) shows that the ratings for the majority of criteria lie in the moderately satisfactory or above zone.

The long-term performance of IFAD's operations demonstrates four distinct patterns (see overleaf): (i) a flat or slightly declining trend (relevance, effectiveness and IFAD's performance); (ii) a more pronounced declining trend (rural poverty impact, innovation, scaling up, gender

Ranking of all criteria by share of overall satisfactory ratings
Percentage of projects with overall satisfactory/unsatisfactory ratings, 2016-2018

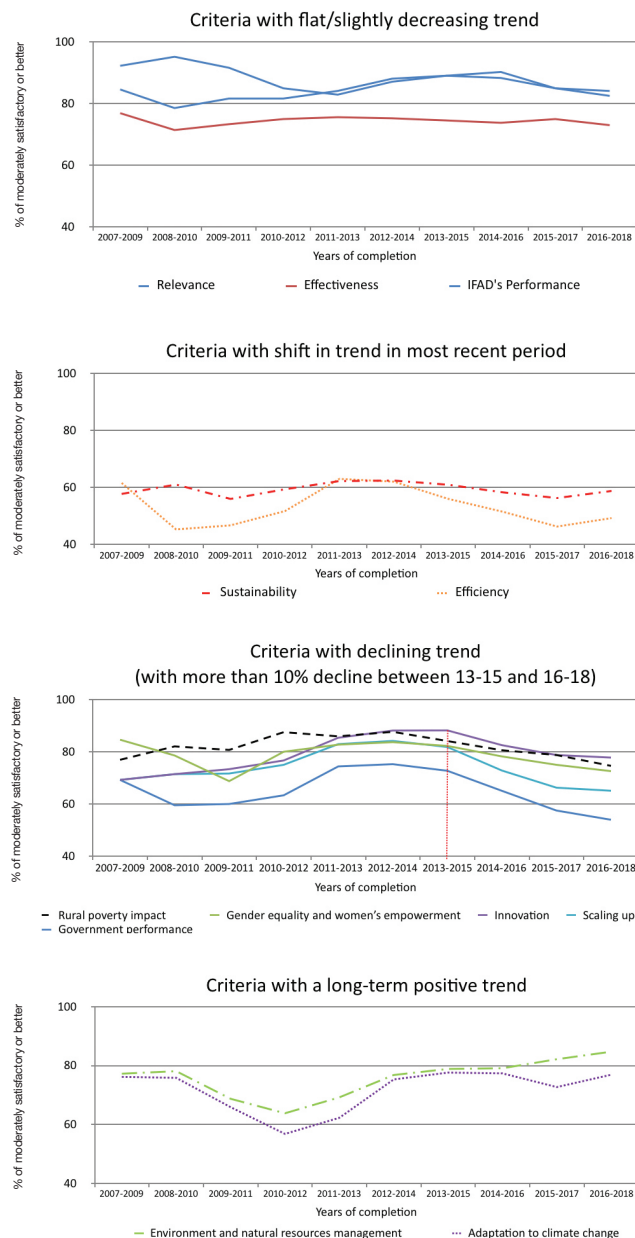


Source: IOE evaluation database (PCR/PPE), April 2020.

equality and women's empowerment, and government performance); (iii) an uptick in the most recent period (sustainability and efficiency); and (iv) a long-term positive trend (environment and natural resources management and adaptation to climate change). The long-term performance of non-lending activities has oscillated between periods of peaks and troughs.

Different trends in long-term performance: four main patterns

Moderately satisfactory and above ratings, projects completed between 2007 and 2018



Factors affecting design and implementation

Design

1. Addressing specificity of context
2. Effective social targeting
3. Incorporating lessons from the past
4. Partnerships for results
5. Identifying and mitigating risks
6. Coherence of project components and activities
7. Enhancing ownership by stakeholders

Implementation

1. Quality of project management and supervision
2. Flexibility to external context
3. Quality of support to groups and institutions
4. Quality of training for capacity-building

Further information:

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 | [www.twitter.com/IFADeval](https://twitter.com/IFADeval) | www.youtube.com/IFADevaluation

Findings and lessons

from country strategies and programmes

- Strategic orientation of country programmes was generally aligned with the policies and priorities of IFAD and governments and adapted to the changing context.
- Mitigation measures for risk management were at times less specific and less commensurate with the means that IFAD can deploy.
- Linkages between lending and non-lending activities still require strengthening.

from areas of corporate priorities

- IFAD's gender focus is evolving into better-defined gender implementation strategies and action plans.
- The limited evaluability of nutritional outcomes has hampered the assessment of nutrition.
- IFAD's strategic evolution in terms of youth engagement has recently been more pronounced, but mainstreaming will require relevance of activities and products to the aspirations of young people.
- Climate is becoming part of country programmes' strategic objectives, but evidence of influence on policies and strategies of governments is limited.

ARRI 2020 conclusions:

- The majority of ratings remain in the moderately satisfactory or above zone. However, the overall trend has been declining, albeit with some variations and exceptions.
- The strategic focus of IFAD's country programmes has adapted well to the changing context, but synergies between lending and non-lending need to be better exploited.
- The performance of IFAD-supported projects can be linked to four areas at the time of design: (i) addressing the specific context; (ii) differentiated targeting strategies; (iii) partnerships for results; and (iv) learning from past experience.

Key implementation challenges relate to: (i) ensuring that targets in terms of time and quality are met; and (ii) adapting to changes in the social, political, natural and developmental landscape, especially in countries with fragile situations.

- IFAD's efforts related to gender and climate have important lessons to offer for mainstreaming youth and nutrition.
- Moving forward, the ARRI calls for an examination of the recurring factors, and internal self-reflection and learning within different parts of IFAD to craft solutions contextualized to their own areas and situations. The findings will also assist IOE in identifying topics for other evaluation products.