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, projects completed 2016-2018**: 123

#### Overview of key performance criteria using IOE ratings

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

- IFAD’s performance
- Overall project achievement
- Government performance

#### 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
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.

**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**

- The long-term performance of non-lending activities shows no clear trend.
- Recently, IFAD’s strategic evolution in youth engagement has been more pronounced, in line with the Fund’s greater emphasis on youth mainstreaming.
- There is increasing attention to the interdependent nature of climate change adaptation in projects.
- Country programmes’ strategic orientation was aligned with IFAD & government policies and priorities, but risk mitigation measures were often ineffective.
- The limited evaluability of nutritional outcomes has hampered assessment of nutrition.
- IFAD now focuses on better-defined gender implementation strategies and action plans; greater policy engagement would fully expand its efforts.

**CONCLUSIONS**

- 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