Investing in rural people

**Executive Board**
145th Session
Rome, 15–16 September 2025

# 2025 Annual Report on the Independent Evaluation of IFAD

Document: EB 2025/145/R.18

Agenda: 6(a)

Date: 5 August 2025

Distribution: Public

Original: English

**FOR: REVIEW**

**Useful references**: Revised IFAD Evaluation Policy (EB 2021/132/R.5/Rev.1); Multi-Year Evaluation Strategy of the Independent Office of Evaluation of IFAD (EB 2021/134/R.36).

**Action**: The Executive Board is invited to review the 2025 Annual Report on the Independent Evaluation of IFAD.

**Technical questions:**

**Indran A. Naidoo**
Director
Independent Office of Evaluation of IFAD
e-mail: i.naidoo@ifad.org

**Steven Jonckheere**
Senior Evaluation Officer
Independent Office of Evaluation of IFAD
e-mail: s.jonckheere@ifad.org

# Contents

# Acknowledgements

The 2025 Annual Report on the Independent Evaluation of IFAD was prepared by the Independent Office of Evaluation of IFAD (IOE) under the overall guidance of Indran Naidoo, Director, and close supervision of Mona Fetouh, Deputy Director. Steven Jonckheere, Senior Evaluation Officer, led content coordination and the preparation of the report. Fundamental contributions to chapter III were made by: Kouessi Maximin Kodjo and Oanh Nguyen, Lead Evaluation Officers; Raymond Mubayiwa, Senior Evaluation Officer; Mikal Khan, Evaluation Officer; and Detlev Puetz, Senior Consultant. Rati Shubladze, Consultant, helped with the statistical analysis for chapter III; and Alexander Voccia, Senior Evaluation Communication and Knowledge Management Specialist, contributed to the annexes. Laure Vidaud, Administrative Associate to the Deputy Director, led the preparation of document layout.

IOE would like to thank IFAD Management and staff for their overall support and valuable comments on the draft report, which have been duly considered in the final report, in line with the Revised IFAD Evaluation Policy.

# 2025 Annual Report on the Independent Evaluation of IFAD

# Overview

## A. Introduction

1. The report of the Independent Office of Evaluation of IFAD (IOE), titled the Annual Report on the Independent Evaluation of IFAD (ARIE), presents an overview of the performance of IFAD-supported operations, drawing on the evidence contained in IOE's independent evaluations (IEs). The ARIE remains key in ensuring accountability for results and seeks to promote self-reflection, learning and course adjustment within IFAD.

2. This is the twenty-third issue of the ARIE. As is the practice at other international financial institutions, the ARIE synthesizes findings across evaluations and presents performance trend analysis through a study of the time series of ratings. It expands on existing evaluations to present a performance narrative of IFAD, emphasizing the organization's mandate and assessing its global work.

3. The ARIE provides insights on IFAD-supported operations derived from evaluations carried out by IOE and highlights results on pivotal themes and matters pertaining to agriculture and rural development, which are integral to IFAD's mission. While the framework and substance of the ARIE may vary annually, a rating analysis is a standard component.

4. The 2025 ARIE examines a thematic perspective that has been crucial to IFAD's development effectiveness over the past decades: the sustainability of benefits from IFAD-funded projects. This issue, highlighted in previous ARIE reports, continues to be one of the lowest performing areas. Notably, IOE's 2007 Annual Report on Results and Impact of IFAD Operations also focused on this theme due to its poor performance. Insights on sustainability are derived from 51 IOE evaluation reports conducted between 2020 and 2024.

5. Like previous editions, this ARIE analyses recent project performance ratings, performance trends and the performance of non-lending activities over the past decade.

6. Project performance is derived from the ratings analysis of 280 projects completed during the period 2014–2023. Inferential statistics determined statistically significant performance differences, such as the performance comparisons of projects operating in conditions of fragility and those that do not face such conditions, or the disconnect between project completion report (PCR) and IOE performance ratings. A three-year moving average of ratings smoothed out year-on-year performance rating changes.[1]

7. The analysis of non-lending activities in country programmes is derived from the 46 country strategy and programme evaluations (CSPEs) conducted between 2015 and 2024.[2] A three-year moving average was used (by the year of evaluation) to determine the performance regarding each rating each year. The last three-year

[1] Using 3-year and 10-year periods to analyse performance trends provides both short-term insights and long-term perspective. This dual-timeframe approach ensures that the report is strategically informative, statistically robust and relevant for accountability and learning.

[2] The timeframes for analysing project performance and non-lending activities differ due to the type and availability of evidence from each evaluation product (project completion report validations [PCRVs] versus CSPEs):

- PCRVs: Project-level, based on completion, with a time lag – hence data until 2023.
- CSPEs: Strategic, broader scope, often evaluating active or just-concluded strategies – hence including data through 2024.

period of 2022–2024 involved 11 CSPEs, while this number typically varies from 13 to 16 for earlier reference periods.[3]

8. The analysis has limitations: project performance is shaped by factors that may be beyond the control of implementing agents during a project's lifetime, which can span a decade (from concept note to completion). This also implies that the present performance measures may not be necessarily indicative of future performance. Of the 280 projects considered, 49 had an exposure of 22 months or less to the recent COVID-19 pandemic and 38 projects had at least 21 months or less exposure to the consequences of the war in Ukraine that escalated in early 2022. The effects of this exposure on project performance were not fully evaluable at this point.

## B. Findings on recent project performance (2021–2023)

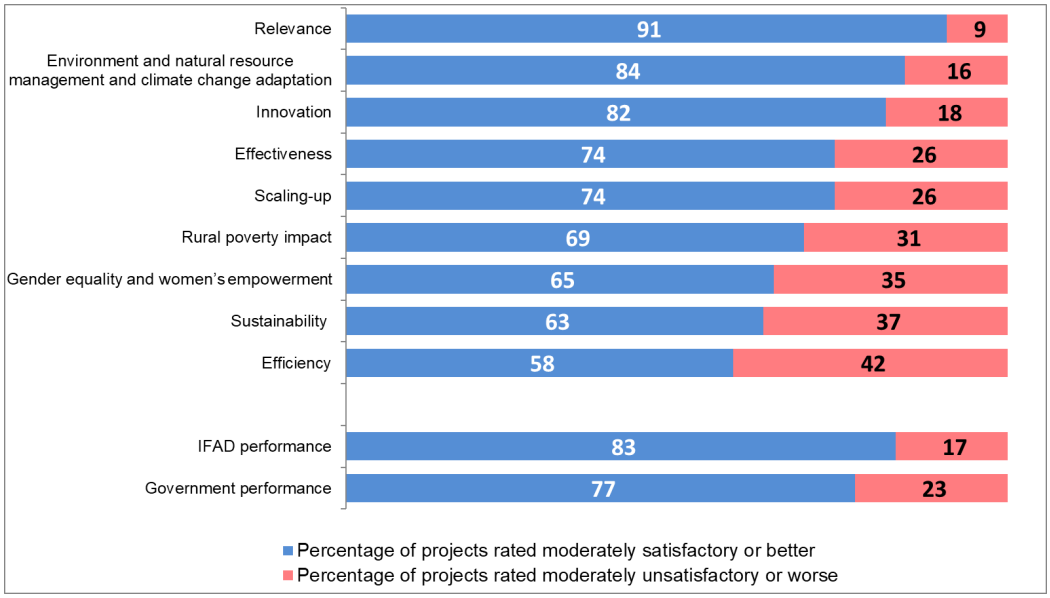
9. This analysis is based on the evaluation ratings of 65 projects completed and evaluated during this period through project performance evaluations (PPEs) and PCRVs.

10. As shown in chart 1, **most projects were rated moderately satisfactory or better across all evaluation criteria.** The lowest share of projects performing well is in efficiency (58 per cent). Chart 1 presents the performance by evaluation criterion for projects completed during the most recent three-year period, 2021–2023. Ratings for relevance (91 per cent), environment and natural resources management and climate change adaptation (ENRM and CCA) (84 per cent), and innovation (82 per cent) are relatively higher than other criteria. IFAD performance (83 per cent of projects performing well) is higher than government performance (77 per cent). The average overall project achievement rating[4] of the 65 evaluated projects considered was moderately satisfactory (4). These findings are broadly aligned with those of the 2024 ARIE (reference period 2020–2022). An improvement was observed in scaling up, which increased from 69 to 74 per cent. Minor improvements of 2 to 3 percentage points were noted in effectiveness and efficiency. There was a small decrease of 1 to 2 percentage points in sustainability, and ENRM and CCA. Additionally, IFAD performance decreased from 88 per cent in the previous reference period to 83 per cent during the 2021–2023 period.

[3] The number of CSPEs increased in 2025 and is expected to grow further in the coming years, in line with IOE's approved programme of work. This expansion responds to rising demand for independent evaluative evidence to inform the design of new country strategic opportunities programmes (COSOPs). As more CSPEs are being conducted to accompany COSOP preparation, the evaluative sample is becoming increasingly representative of the diversity of IFAD's country programmes – across regions, institutional settings and operational contexts – thereby enhancing the utility and relevance of the findings for strategic decision-making.

[4] The project achievement rating is the arithmetic average of the ratings of all nine criteria, therefore excluding IFAD and government performance.

Chart 1
**Performance across criteria** (three-year moving average during 2021–2023)
Percentage of well-performing projects (N=65)




Source: IOE evaluation database (PCRV/PPE/IE), February 2025.

## C. Project performance trend analysis (2014–2023)[5]

11. **Most projects were rated moderately satisfactory or better across all evaluation criteria; however, few achieved highly satisfactory ratings.** For instance, none of the 280 projects completed during the 2014–2023 period were rated highly satisfactory for effectiveness, efficiency, sustainability, rural poverty impact or IFAD performance; 7 received this rating for scaling up; 4 received it for innovation; 4 received it for relevance; 3 received it for gender equality and women's empowerment (GEWE); and 1 for ENRM and CCA; and 1 for government performance.

12. **The recent downward trend in project effectiveness has levelled off, with performance stabilizing in the current reference period.** The consistent improvements in effectiveness from 2014 to 2019 have recently been interrupted, with the proportion of well-performing projects falling from 80 per cent in 2017–2019 to 71 per cent in 2019–2021. However, this has slightly improved and currently stands at 74 per cent for 2021–2023. The 2024 ARIE and the 2023 corporate-level evaluation (CLE) of IFAD's decentralization experience identified several factors that may have contributed to the declining trend, including a decrease in the budget for country programme delivery, disruptions to operation cycles at the country level due to ongoing decentralization processes, and pandemic-related challenges to project implementation since 2020. The current reversal in trends could suggest that these challenges are gradually being addressed and people are adjusting to new circumstances. The progressive removal of travel restrictions may have also enhanced the effectiveness of implementation support and supervision.

13. **Performance on rural poverty impact has continued to decline,** falling from a high of 81 per cent of projects performing well in 2014–2016 to 69 per cent in 2021–2023. The factors hindering effectiveness, as mentioned in the previous paragraph, might have also influenced the impact on rural poverty. The period from 2021 to 2023 was characterized by economic slowdowns, inflation and the ongoing impacts of COVID-19, which may have hampered poverty reduction efforts

[5] This only includes projects rated by IOE through PCRVs and PPEs. It does not include projects covered by CSPEs (unless previously covered by PCRV/PPE) because CSPEs do not assign project-specific ratings.

in rural areas. These factors are likely to have influenced the performance of projects completed between 2020 and 2023, though not the performance of those completed earlier.

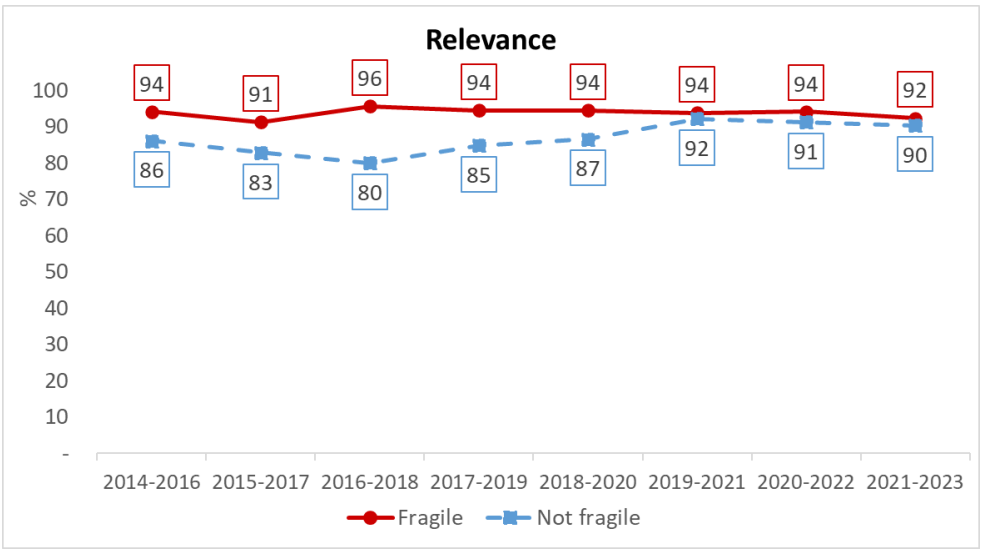
14. **Over the past decade, performance in ENRM and CCA improved overall, despite a slight decline observed during the 2019–2021 period.** The share of well-performing projects in this area increased from 83 per cent during 2014–2016 to 89 per cent during 2019–2021. In the period 2021–2023, a minor decrease to 84 per cent is noted. Of the 64[6] projects completed during that period and rated for ENRM and CCA, one project received a highly satisfactory rating (rating of 6), and 19 received satisfactory ratings (rating of 5). As discussed in detail in the previous ARIEs, the performance reflects a decade of sustained efforts by IFAD to prioritize climate change responsiveness and integrate environmental and climate considerations across its operations. However, some projects encountered challenges related to design and reporting, while others faced difficulties in meeting environmental safeguards or were negatively affected by the withdrawal of climate financing. Additionally, growing external environmental pressures – such as severe droughts, unpredictable rainfall and ecosystem degradation – may have further limited the ability of projects to sustain strong performance on ENRM and CCA.

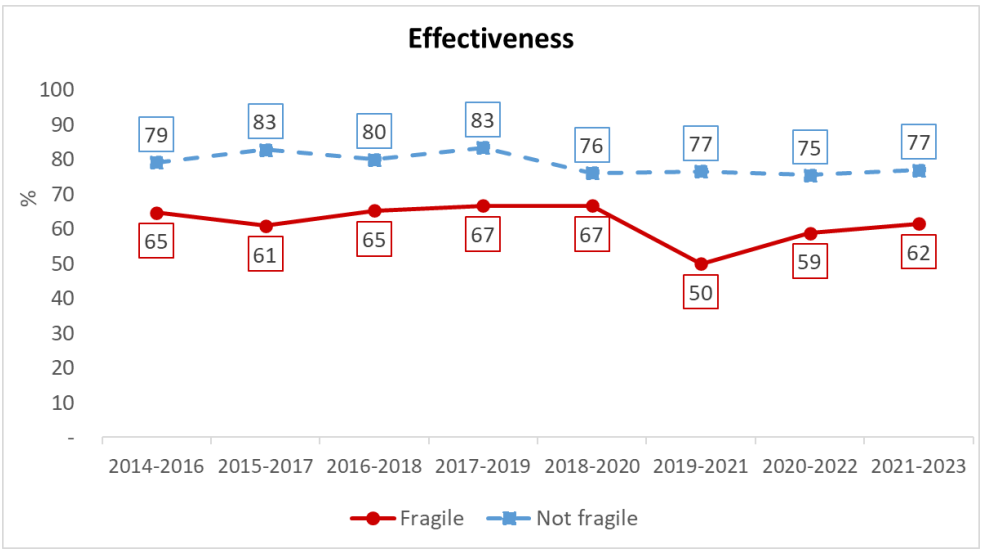
15. **The enhanced performance in scaling up has narrowed the gap between projects that perform well in scaling up and in innovation when compared to the 2024 ARIE.[7]** The difference between the indicators is smaller in the period 2021–2023 (74 per cent versus 82 per cent) compared to 2020–2022 (69 per cent versus 82 per cent). Twenty of the 65 evaluated projects completed during this reference period (2021–2023) were rated satisfactory in scaling up, and two were rated highly satisfactory. These experiences, along with those from the 17 underperforming projects, provide valuable lessons to enhance future project designs and improve scaling up performance.

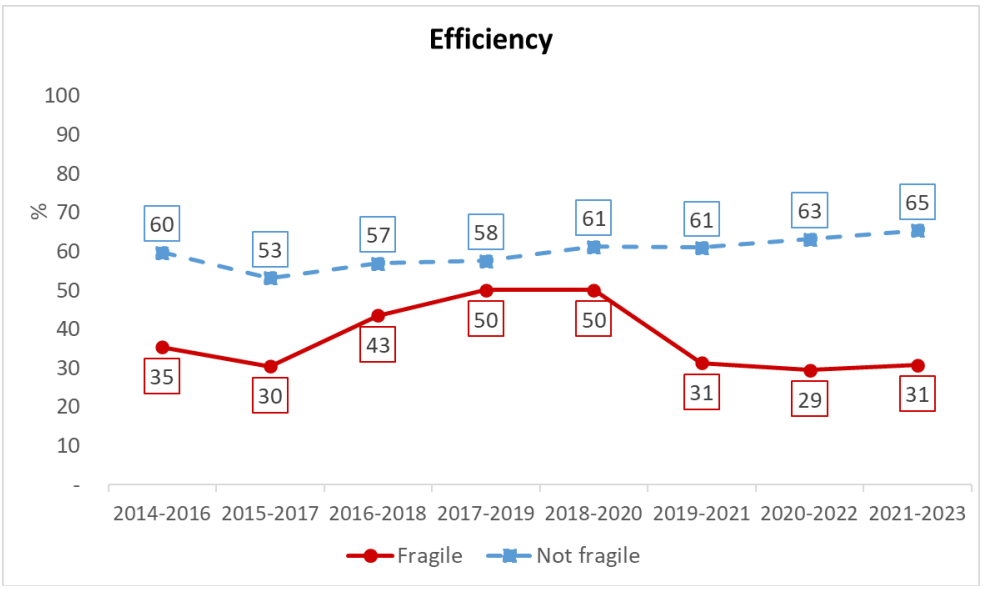
16. **Projects in non-fragile contexts consistently performed better than those in fragile contexts in effectiveness, efficiency and sustainability of benefits**. The performance on relevance was an exception, with projects in fragile situations matching or outperforming non-fragile contexts (92 versus 90 per cent in 2021–2023). The reaons behind this would require further analysis. The share of projects performing well in effectiveness during 2021–2023 was 77 per cent for non-fragile and 62 per cent for fragile contexts. The performance gap, highest in 2019–2021, decreased slightly in 2021–2023, particularly in effectiveness. Weak governance and institutional frameworks in fragile countries generally limit project results.

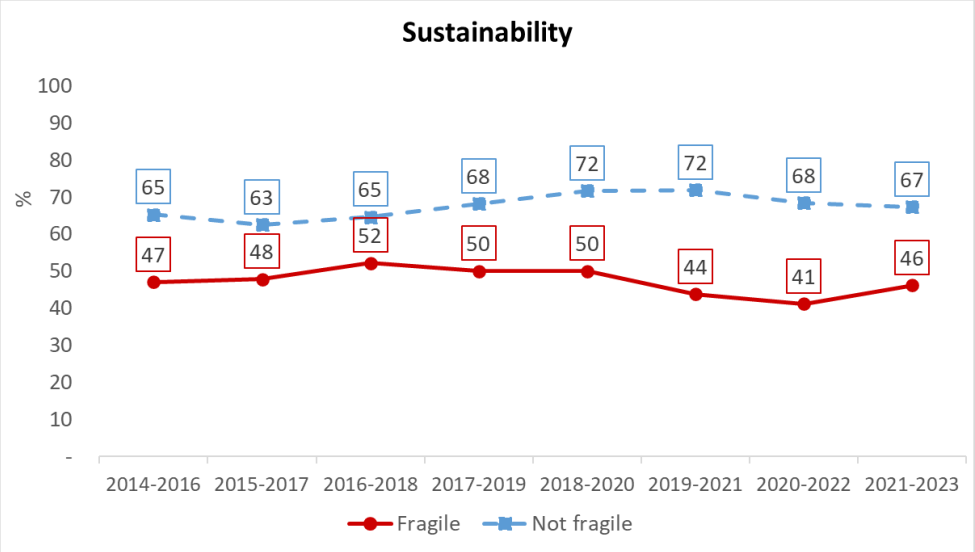
[6] One of the projects had not rated ENRM and CCA, hence the figure of 64, instead of 65.
[7] Innovation refers to the introduction of new or adapted approaches to address rural development challenges, while scaling up involves the systematic expansion or institutionalization of those innovations to achieve broader impact. Though assessed separately, successful scaling often depends on effective innovation and an enabling environment that supports replication or policy integration.

Chart 2
**Comparison of performance of projects in countries with and without conditions of fragility**
Percentage of well-performing projects (completed during 2014–2023)



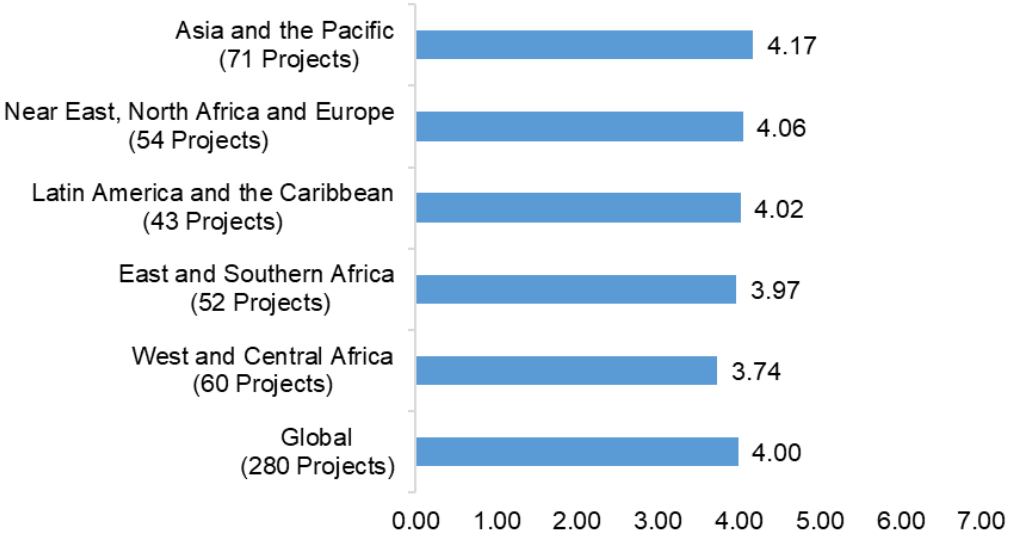






Source: IOE analysis based on evaluation database (PPE/PCRV/IE), February 2025.

17. **Between 2014 and 2023, the Asia and the Pacific (APR) region recorded the highest proportion of well-performing projects, while West and Central Africa (WCA) had the lowest.** Project performance can be affected by political, institutional and development factors, as well as the government's implementation capacity and project ownership, which are outside IFAD's control. Project ratings should therefore not be considered as fully reflecting the performance of regional divisions or IFAD country offices. Despite this, WCA had the lowest average rating for IFAD performance. This suggests that internal factors may need investigation besides contextual constraints.

Chart 3
**Regional performance by overall project achievement***
(Projects completed during 2014–2023, N=280)




Source: IOE analysis based on evaluation database (PPE/PCRV/IE), February 2025.

* Project achievement rating is the arithmetic average of the ratings of all criteria, except for partners' performance (9 criteria).

18. **Statistically significant differences were identified between the IOE and PCR ratings across all evaluation criteria,** as shown in table 1. The greatest disconnect was for relevance and scaling up, while the smallest was for ENRM and CCA, and innovation, similar to findings from the 2024 ARIE. The relevance disconnect has declined in recent years, stabilizing from 2020–2022. However, for

ENRM and CCA and for innovation, the gaps have been widening since the 2019–2021 period. The effectiveness disconnects had been widening since the 2015–2017 period, but then narrowing from 2018 to 2020. Table 1 summarizes the trends in the rating disconnect and related graphics are provided in appendix VI.

Table 1
**Summary information on the disconnect between IOE and PCR ratings (2014–2023)**

| *Characteristic* | *Criterion* |
|---|---|
| Largest disconnect | Relevance (-0.46) and scaling up (-0.43) |
| Smallest disconnect | Innovation (-0.16) and ENRM and CCA (-0.17) |
| Disconnect narrowing | Relevance, effectiveness, efficiency |
| Disconnect narrowed initially but continues to expand | ENRM and CCA, sustainability, innovation |

Source: IOE analysis.

## D. Performance of non-lending activities (2015–2024)

19. **Since 2019–2021, performance across the three non-lending activities – country-level policy engagement, knowledge management and partnership-building – has shown mixed results.** This assessment is based on all 46 CSPEs completed between 2015 and 2024. The percentage of CSPEs that received a moderately satisfactory or better rating (4, 5, 6) for non-lending performance shows a notable decline in partnership-building (from 69 per cent in 2020–2022 to 55 per cent in 2022–2024). While there was an initial improvement in country-level policy engagement (from 69 per cent in 2020–2022 to 78 per cent in 2021–2023), in the recent reference period it also showed some decline (73 per cent in 2022–2024). It is important to note that these ratings, based on fewer observations (46) compared to project-level ratings (280), should be interpreted with caution.

20. The 2024 CLE on knowledge management (KM) found that KM practices vary greatly by country. Effective KM is mainly seen at the project level, especially where IFAD country offices exist. In contrast, countries with significant delays or performance issues show limited progress in KM and other non-lending activities due to diverted focus. The CLE also identified that KM has undergone limited decentralization of staff and resources, highlighting the need to better connect IFAD's KM capacities to support operations. Additionally, the CLE on gender observed that IFAD had limited success in achieving policy engagement and other non-lending activities, as the influence of IFAD operations is primarily at the community level.

## E. IFAD's response to the impact of COVID-19 on rural farmers

21. The COVID-19 pandemic posed considerable challenges for IFAD-supported projects, as evidenced by 28 IOE evaluations carried out from 2021 to 2024. It caused delays in implementation, reduced disbursements and weakened monitoring and evaluation due to travel restrictions and limited field access. Many projects faced disruptions in execution and oversight, while data quality and collection were significantly affected. In response, IFAD adopted remote supervision and digital communication tools, and engaged local consultants to maintain operations. Emergency funding, mobile applications and input distribution supported the continuity of livelihoods. The Rural Poor Stimulus Facility also provided a critical lifeline during this period, enabling rapid, targeted support for vulnerable rural populations in multiple countries. Some projects demonstrated strong adaptive management, maintaining performance despite the crisis. Key lessons included the need for more-robust monitoring and evaluation systems, improved risk management and more-inclusive approaches for women and youth (who were disproportionately affected). The pandemic also highlighted the importance of strategic partnerships and flexible project design to enhance resilience, responsiveness and sustainability in future development efforts.

## F. Sustainability of benefits

22. The sustainability of development interventions remains a central concern for IFAD, particularly that the benefits of investments are durable and resilient for rural communities beyond project completion. This review synthesizes findings from 51 evaluations conducted between 2020 and 2024, including PPEs, CSPEs and thematic evaluations, to examine how IFAD-supported interventions have performed across the financial, economic, institutional and social dimensions of sustainability. The analysis identifies factors contributing to successful outcomes as well as recurring challenges that continue to undermine long-term impact, particularly in fragile contexts.[8]

23. **Thematic areas.** Interventions focusing on value chains and market access tend to show greater sustainability when grounded in robust institutional frameworks and supported by public-private partnerships that promote market linkages and service delivery continuity. In contrast, interventions were often compromised by market volatility, inadequate integration into national systems and limited access to finance. For infrastructure investments, sustainability improved significantly when clear handover mechanisms and strong government ownership – both at central and municipal levels – were embedded from the outset. Yet, inadequate financing for operation and maintenance, weak community management structures, and rushed or unclear exit arrangements continue to threaten post-completion viability.

24. In rural finance and enterprise development, sustainability was highest in contexts where financial service providers and apex institutions demonstrated operational maturity, effective risk management and policy alignment. However, programmes that relied heavily on subsidized finance or failed to link with broader market systems were more vulnerable to post-project collapse. Similarly, the sustainability of community and farmers' organizations remained variable. Strong governance, autonomy and access to markets and credit were critical enablers of continuity. Nonetheless, many organizations suffered from low institutional capacities, unclear legal status and an over-reliance on project support, which limited their resilience.

25. **Operational performance.** From an operational perspective, IFAD's strengthened country presence and increased engagement in policy dialogue have helped promote more sustained results, particularly where programming was aligned with national strategies and local institutional frameworks. The ability to disseminate lessons and leverage partnerships has also supported institutional uptake of project innovations. However, several evaluations revealed that project designs often lacked coherence and failed to incorporate sustainability from the outset. Overambitious scope, weak linkages between project components and inadequate integration with public systems limited the durability of outcomes. Weak or delayed exit strategies further contributed to discontinuity, with insufficient time or resources dedicated to institutionalizing functions or ensuring government uptake of responsibilities.

26. **Fragile situations.** Projects implemented in fragile and conflict-affected contexts faced distinct sustainability risks, including institutional instability, weak governance and limited fiscal space. These challenges were compounded by frequent turnover of implementing partners, security risks and underdeveloped market and service delivery systems. Nevertheless, positive examples emerged where IFAD-supported projects adopted long-term programmatic approaches, embedded activities within inclusive planning frameworks and were aligned closely with national priorities. Community engagement and ownership – particularly through local institutions, producers' groups and participatory governance mechanisms – also played a vital role in sustaining benefits in these contexts.

[8] The 2020–2024 reference period was selected to ensure both breadth and diversity of evidence across geographies and thematic areas.

Flexible funding modalities and tailored supervision further enabled adaptive responses to evolving risks, thereby enhancing resilience and improving the prospect of sustained outcomes.

## G. Summary of key findings

### Project performance and non-lending activities

27. Between 2021 and 2023, most projects performed at a moderately satisfactory level or better across evaluation criteria. Relevance, innovation, and environment and climate-related results had strong outcomes (above 80 per cent of projects performing well), while efficiency continued to be the weakest area with only 58 per cent of projects performing well.

28. The long-term trend analysis reveals that relevance has steadily improved and stabilized, while effectiveness, after a recent dip, is rebounding. Sustainability also improved over time, although it declined slightly in the most recent period. Scaling-up performance rose to 74 per cent, driven by successful innovations and investments in replication efforts.

29. It was found that the impact on rural poverty decreased from 81 to 69 per cent. Additionally, performance in GEWE experienced a notable decline, dropping from 79 to 65 per cent. This downturn was attributed to deficiencies in project design and strategy. Regional disparities were notable: APR consistently outperformed other regions, while WCA showed the lowest ratings due to factors such as fragility, low institutional capacity and challenging development contexts.

30. Fragility remains a critical factor affecting project success. Projects in fragile contexts underperformed in effectiveness, efficiency and sustainability compared to those in more stable environments. Yet, relevance remained strong across both.

31. IOE analysis also revealed consistent gaps between its ratings and those of PCRs, particularly in relevance, scaling up and GEWE. While these disconnects are narrowing, regional differences persist, with APR showing lower discrepancies and Latin America and the Caribbean and WCA exhibiting higher ones.

32. Non-lending activities – partnership-building, policy engagement and knowledge management – showed mixed results. Policy engagement improved overall in recent years but declined slightly between 2022 and 2024. Partnership-building weakened significantly, due in part to staff turnover and leadership transitions during IFAD's decentralization. Knowledge management remained stable but underutilized in countries with operational delays or instability.

### Sustainability of benefits

33. The review underscores several key lessons for improving sustainability. Community ownership and institutional capacity-building were fundamental to ensuring long-term project benefits, while access to finance and market linkages play a crucial role in economic viability. Government commitment, particularly through clear handover plans and long-term policy alignment, was essential for sustaining infrastructure investments.

34. Furthermore, effective project design, strong exit strategies and proactive policy engagement enhanced sustainability, while tailored approaches in fragile contexts helped improve resilience and impact.

35. To address these challenges, the review calls for early integration of sustainability measures, strengthened exit strategies and enhanced partnerships with governments to ensure that IFAD-supported interventions continue delivering long-term benefits for rural communities.

# 2025 Annual Report on the Independent Evaluation of IFAD

# Main report

## TABLE OF CONTENTS

# Abbreviations and Acronyms

| | |
|---|---|
| APR | Asia and the Pacific Division (IFAD) |
| ARRI | Annual Report on Results and Impact of IFAD Operations |
| ARIE | Annual Report on the Independent Evaluation of IFAD |
| CBFI | community-based financial institutions |
| CCA | climate change adaptation |
| CD | country director |
| CLE | corporate-level evaluation |
| COSOP | country strategic opportunities programme |
| CSPE | country strategy and programme evaluation |
| ECG | Environment, Climate, Gender and Social Inclusion Division (IFAD) |
| ENRM & CCA | Environment and natural resources management and climate change adaptation |
| ESA | East and Southern Africa Division (IFAD) |
| ESR | Evaluation Synthesis Report |
| FSP | financial service providers |
| GEWE | gender equality and women's empowerment |
| IOE | Independent Office of Evaluation of IFAD |
| IRF | inclusive rural finance |
| LAC | Latin America and the Caribbean Division (IFAD) |
| LoC | line of credit |
| M&E | monitoring and evaluation |
| MFI | microfinance institution |
| MSME | micro, small and medium-sized enterprise |
| NEN | Near East, North Africa and Europe Division (IFAD) |
| PCE | project cluster evaluation |
| PCR | project completion report |
| PCRV | project completion report validation |
| PMD | Programme Management Department (IFAD) |
| PoLG | programme of loans and grants |
| PPE | project performance evaluation |
| SACCO | savings and credit cooperative |
| SECAP | Social, Environment and Climate Assessment Procedures |
| SME | small and medium-sized enterprise |
| UNEG | United Nations Evaluation Group |
| WCA | West and Central Africa Division (IFAD) |

# I. Background

## A. Introduction

1. The Annual Report on the Independent Evaluation of IFAD (ARIE), produced by the Independent Office of Evaluation of IFAD (IOE), provides a summary of the performance of IFAD-supported operations. The report is based on independent evaluations and aims to ensure accountability for results. Through an analysis of various evaluative evidence, the ARIE encourages self-reflection, learning and course adjustments within IFAD.

2. **The evolving structure of the report**. This is the 23rd issue of the ARIE.[9] The ARIE continues to consolidate the available evaluative evidence, lessons, and challenges. It provides a clear and consistent lens for tracking IFAD's performance through its evaluation methodology and established indicators. As stated in the IOE Multi-Year Evaluation Strategy 2022-2027[10], the purposes of the ARIE are to: (i) present to the IFAD governing bodies a more comprehensive account of the evaluation activities undertaken by IOE, including evaluations that are not discussed with the Evaluation Committee; and (ii) further contribute to learning by extracting findings and lessons from the evaluations. In so doing, the ARIE aims to promote an evaluation culture within IFAD in line with the 2021 Evaluation Policy[11] and to emphasize learning and collaboration.

3. The ARIE synthesizes findings across evaluations and presents the trend analysis of performance through a time series analysis of ratings. It draws and expands on existing evaluations as part of a performance narrative of IFAD, which emphasizes the organization's mandate and assesses how it conducts its work globally. The ARIE also draws on the practices of evaluation offices of other international financial institutions in preparing an annual report that highlights the major evaluations undertaken and their findings.

4. The ARIE is designed to: (i) flag insights on IFAD-supported operations derived from evaluations carried out by IOE and (ii) underscore evaluation results on pivotal themes and matters pertaining to agriculture and rural development, which are integral to IFAD's mission. While the framework and substance of the ARIE may change each year, an analysis of the ratings is included as a standard component.

5. The 2025 ARIE report has three main chapters, each offering an analysis and findings of different IOE evaluation products. Chapter 1 presents the background information on the ARIE objectives, scope and approach, and sets out the structure of the report. Chapter 2 presents an analysis of project performance and non-lending activities. This includes recent performance (projects completed in 2021-2023) and a trend analysis of the performance of projects completed and evaluated during the past 10 years (2014-2023). Chapter 2 also analyses: (i) the performance of IFAD-supported operations under conditions of fragility, continuing the exploration of the 2022, 2023 and 2024 ARIEs; (ii) the disconnect between the ratings of IOE evaluations and project completion reports (PCRs); (iii) the trend analysis of the performance of non-lending activities (2015-2024), drawing from country strategy and programme evaluations (CSPEs); and (iv) the effects of COVID-19 on the performance of IFAD-supported operations.[12]

[9] Until the 2021 edition, the report was titled "Annual Report on Results and Impact of IFAD Operations (ARRI)". On the occasion of the 20th anniversary in 2022, the title was changed to "Annual Report on the Independent Evaluation of IFAD (ARIE)", reflecting upgraded contents and a broader scope.
[10] https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-36.pdf
[11] https://ioe.ifad.org/en/evaluation-policy
[12] The timeframes for analyzing project performance and non-lending activities differ due to the type and availability of evidence from each evaluation product (PCRV versus CSPE):
- Project Completion Report Validations (PCRVs): Project-level, based on completion, with a time lag — hence data until 2023.
- CSPEs: Strategic, broader scope, often evaluating active or just-concluded strategies — hence including data through 2024.

6. Chapter 3 discusses the issue of sustainability of benefits from IFAD-funded projects. The theme of sustainability of benefits was chosen in consultation with IFAD Management, in response to persistently weak performance against sustainability targets, particularly in fragile contexts, and growing institutional and global focus on long-term resilience and durable development outcomes. It presents findings and conclusions on key factors driving sustainability in different thematic areas, namely value chains, infrastructure, rural finance and enterprise development, and the development of community and farmer organizations. The chapter further presents findings around the effects that IFAD project design, performance, country programming and contexts have on sustainability, before discussing sustainability in fragile situations. Chapter 4 summarizes the key findings of the report. The annexes provide details, such as the definitions of evaluation criteria, lists of evaluations analyzed and IOE products, and additional information on the performance analysis.

## B. Coverage and approach

7. The ARIE aims to flag issues linked to the trends in the aggregate performance of IFAD's portfolio of completed and evaluated projects[13]. As a meta-evaluation/analysis, the ARIE aims to provide a plausible initial analysis of contributing factors, where feasible. An in-depth analysis of such factors is beyond the scope of the ARIE and may require follow-up by IOE or Management.

8. The main sources of data are presented in table 1. Quantitative analysis in chapter 2 is based on: (i) project performance ratings from project-level evaluations, comprising project performance evaluations (PPEs), project completion report validations (PCRVs) and Impact Evaluations (IEs); (ii) IFAD's classification of countries under conflict and/or conditions of fragility; (iii) the disconnect between performance ratings in the self-evaluations in the PCRs and in the independent evaluation ratings by IOE; (iv) IOE assessment of PCR quality; and (v) the CSPEs completed during 2015-2024 for the analysis of non-lending activities. As with all ARIE reports, all evaluations completed during the period of interest were used for the analysis.

9. Criteria for which ratings are provided are defined in annex I and described in the next chapter. The ARIE approach to trend analysis is outlined in annex II. The performance ratings were provided on a scale of 1 to 6, though ratings of 1 and 6 are rare[14]. Throughout this analysis, well-performing project criteria will be identified as those receiving a rating of moderately satisfactory (4), satisfactory (5) or highly satisfactory (6).

Table 1
**Summary of data sources**

| *Chapter* | *Types of analysis, key topics* | *Evaluations used as inputs* |
|---|---|---|
| Chapter 2 | Time series analysis of performance ratings on projects and non-lending activities in country programmes | |
| | Recent project performance (quantitative analysis of performance ratings of projects completed between 2021 and 2023) | 65 project-level evaluations (57 PCRVs, 8 PPEs) |

[13] ARIE covers only the operations approved by the Board and evaluated. Supplementary Funds are increasing in importance in IFAD and expected to grow considerably. A significant proportion of supplementary funds were allocated as cofinancing of IFAD investments, and as such, they would be subject to evaluations. The remaining part was dedicated to thematic initiatives, a small fraction (to be determined) is invested in activities that do not require board authorization (e.g. Junior Professional Officer (JPO) programme. It would be helpful for Global Engagement, Partnerships and Resource Mobilization Division to publish the amount of supplementary funds invested in efforts that are not subject to evaluations.
[14] Of a total of 280 projects, only one project received a rating of 6 for ENRM & CCA, three for GEWE, four for relevance and innovation, and seven for scaling up.

| | | |
|---|---|---|
| | Long-term performance trends (performance ratings of projects completed during 2014-2023)<br>Performance of non-lending activities in CSPEs conducted during 2015-2024 | 280 project-level evaluations (222 PCRVs, 54 PPEs, 4 IEs)<br>46 CSPEs |
| Chapter 3 | Sustainability | CSPEs and project-level evaluations (20 CSPEs, 24 PPEs, 2 SREs, 2 PCEs, 1 TE, 2 SREs) |

CSPE: country strategy and programme evaluation; IE: impact evaluation; PCRV: project completion report validation; PPE: project performance evaluation; PCE: project cluster evaluation; SRE: sub-regional evaluation; TE: thematic evaluation.
Source: *IOE database.*

10. **Limitations.** Project performance is shaped by factors that may be beyond the control of implementing agents during a project's lifetime – which can reach nearly 10 years, spanning the concept note stage to completion. As such, the present performance measures may not be indicative of future performance. Of the 280 projects that were completed and evaluated during the period 2014-2023, 49 had an exposure of 22 months or less to recent COVID-19 pandemic and 38 projects had at least 21 month or less exposure to the consequences of the war in Ukraine that escalated in early 2022. The effects of this limited exposure to these two shocks on project performance were not fully evaluable at this point.

# II. Analysis of performance of projects and non-lending activities

## A. Scope and methodology

11. As in past editions of the ARRI/ARIE, this chapter presents an analysis of recent project performance ratings and trends in performance ratings, as well as the performance of non-lending activities during the past 10 years.

12. **Project performance**. This chapter presents the performance along the nine evaluation criteria[15], the overall project performance (the arithmetic average of these nine criteria), as well as the performance of IFAD and the performance of government, derived from the analysis of ratings of **280 projects** completed during 2014–2023[16]. Inferential statistics were used to determine statistically significant differences when comparisons were made, such as the performance comparisons of projects operating in conditions of fragility and those that do not face such conditions, and the disconnect between PCR and IOE performance ratings. A three-year moving average of ratings was used to smooth out spurious year-on-year changes in performance ratings.

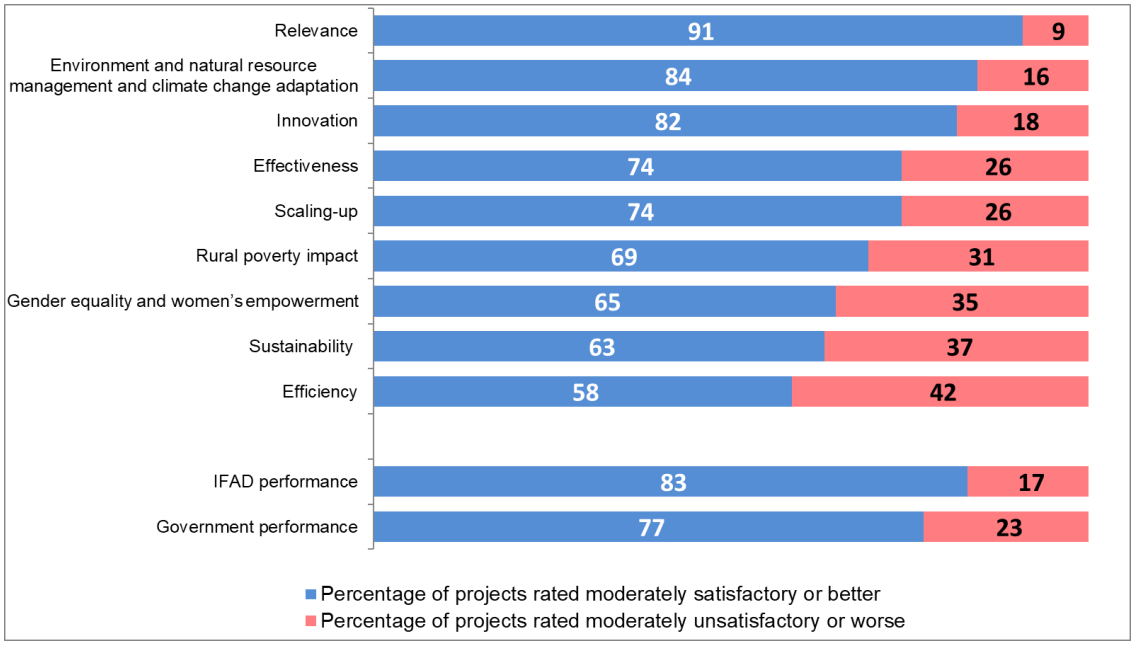
13. **Non-lending activities in country programmes**. This chapter also presents the historical IOE ratings of the non-lending activities (namely, knowledge management, partnership-building, and country-level policy engagement) provided by the **46 CSPEs** conducted during 2015-2024. As with the analysis of project performance, a three-year moving average was used (by the year of evaluation) to determine the performance of each rating each year. Typically, each three-year period involves between 13 and 16 CSPEs, the exception are the last two three-year periods of 2021–2023 and 2022-2024, with only 9 and 11 CSPEs respectively.

[15] The nine criteria are: relevance, effectiveness, efficiency, sustainability, rural poverty impact, innovation, scaling up, gender equality and women's empowerment, environment and natural resources management and climate change adaptation (see annex 1).
[16] In analysing the projects evaluated during 2014-2023, 23 new evaluations were added, and 40 evaluations were removed as they fell outside the period considered. The newly added evaluations covered 1 project completed in 2020, 6 in 2022 and 16 in 2023. See annex V for the distribution of projects covered by year of completion and the first time they were added to ARRI/ARIE analysis.

## B. Recent project performance (completed during 2021-2023)

14. **Projects were rated moderately satisfactory or better for most of the evaluation criteria**. **Ninety-one per cent of projects performed well in relevance, whereas only 58 per cent performed well in efficiency.** Chart 1 presents the project performance by evaluation criteria for projects completed during the most recent three-year period, 2021-2023. Ratings of relevance, environment and natural resources management and climate change adaptation (ENRM and CCA), and innovation are relatively higher than those of other criteria. Compared to other criteria, efficiency continues to lag, with 58 per cent of the projects performing well. IFAD performance (83 per cent of projects performing well) is somewhat higher than government performance (77 per cent), however this gap has decreased compared to the last, 2020-2022 reference period (88 per cent vs 78 per cent). The overall project achievement rating[17] of the 65 evaluated projects that completed during 2021-2023 was moderately satisfactory (4). **Overall, project performance is very similar to what has been observed in during 2020-2022.**

Chart 1 **Performance across criteria** (3-year moving average during 2021-2023)
Percentage of well-performing projects (N=65)




*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

## C. Comparison of performance across regions

15. The performance of overall project ratings in any IFAD region should not be interpreted as indicative of the performance of that regional division. It should be recognized that overall project performance could be influenced by factors that are beyond the control of any IFAD country presence. These factors include the political, institutional and developmental context in which projects operate[18], and the implementation capacity and ownership of projects by government counterparts. Of the five regions, West and Central Africa (WCA) has the lowest human development index (regional average) and was disproportionately burdened with conditions of fragility and conflicts.[19]

[17] Project achievement rating is the arithmetic average of the ratings of all criteria, except for partners' performance (9 criteria).
[18] For instance, the regional averages of the Human Development Index vary: APR: 0.642; ESA: 0.558; LAC: 0.733; NEN: 0.700; WCA: 0.523 (source: IOE estimation from the data provided by UNDP Human Development Report, 2023).
[19] 10 of the 24 WCA countries face conditions of conflict or fragility (2023 Report on IFAD's Development Effectiveness, annex II) and WCA accounts for 10 of the 37 countries across the globe facing conditions of fragility. 8 of 23 NEN countries have conditions of fragility and conflict, 6 of 21 in ESA; 4 of 26 in APR, and 2 of 27 in LAC.

16. The ten-year average of project performance (2014-2023)[20] of regions along the following four selected evaluation criteria are presented in table 2: rural poverty impact, IFAD performance, government performance and overall project achievement (annex VI presents the trends for all criteria).[21] The table shows that **the Asia and the Pacific Region (APR) has the highest share of well-performing projects[22] in most criteria, except for IFAD performance where LAC leads. Meanwhile, WCA consistently had the smallest proportion of successful projects.**

17. ***Overall project achievement[23]***. Projects in the Asia and the Pacific Region (APR) had the highest average rating for overall project achievement (4.17). This was followed by Near East, North Africa and Europe (NEN) (4.06), Latin America and the Caribbean (LAC) (4.02), and East and Southern Africa (ESA) (3.97). Projects in West and Central Africa (WCA) had the lowest average rating for overall project achievement (3.74) and for other performance measures. The development context in the region, as described earlier, may influence government performance in WCA projects.

18. ***Rural poverty impact***. APR had the highest percentage of well-performing projects in rural poverty impact at 86%, followed by ESA at 81% and NEN at 80%. LAC had 74% well-performing projects and the highest share (35%) rated satisfactory or better. WCA had the lowest percentage of well-performing projects at 63%.

19. ***IFAD performance***. Most projects performed well in terms of IFAD performance in all regions, with LAC leading at 95% and WCA at the lowest at 77%. This suggests that, in addition to contextual constraints, there may be internal institutional or operational factors in WCA that warrant closer examination. A potential hypothesis is that the complex environment in WCA might require more tailored, adaptive, and sustained support from IFAD across design, supervision, and implementation support functions. Strengthening field presence, deploying more context-sensitive implementation modalities, and enhancing risk-informed project planning could improve IFAD's performance in such challenging contexts. Going forward, IFAD may consider commissioning a deeper diagnostic of its operating model in fragile and conflict-affected settings—particularly in WCA—to identify specific bottlenecks and strengthen region-specific approaches.

20. IFAD's performance ratings were higher than government ratings in all regions. The largest difference was in WCA, where 50% of projects performed well under government, compared to 77% under IFAD.

21. ***Government performance*.** WCA had the lowest share of well-performing projects regarding government performance (50%). APR had the highest (80%), followed by LAC (77%). As previously mentioned, the overall project achievement is significantly influenced by government performance. This underscores the importance of government performance in contributing to the development outcomes of IFAD operations. However, it is important to note that development performance cannot be solely attributed to government performance. The Evaluation Synthesis Report (ESR) on Government Performance (2022) identified that in fragile contexts, where government presence and capacity are limited, IFAD frequently established autonomous Project Management Units (PMUs). These PMUs experienced significant recruitment delays and incurred higher-than-anticipated

[20] The average project ratings for each criterion is estimated by getting the ratings for each year and finding the arithmetic average of the 10 (annual) ratings.
[21] These indicators capture the core dimensions of project success, institutional accountability, and development impact.
[22] As noted in chapter 1, well-performing is rated moderately satisfactory or better (projects with rating 4, 5, 6).
[23] As explained in Annex I, Overall project achievement is an arithmetic average of ratings for the following nine criteria: rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, environment and natural resources management and adaptation to climate change.

operating costs, resulting in lower efficiency scores - and indicating the operating context challenges likely faced by governments.

Table 2
**Regional performance on selected criteria (projects completed during 2014-2023, N=280)**

| | *Asia and the Pacific* | *Latin America and the Caribbean* | *East and Southern Africa* | *Near East, North Africa and Europe* | *West and Central Africa* | *Total* |
|---|---|---|---|---|---|---|
| **Number of projects** | **71** | **43** | **52** | **54** | **60** | **280** |
| **Rural poverty impact** | | | | | | |
| *Percentage of projects rated moderately satisfactory or better (%)* | 86 | 74 | 81 | 80 | 63 | 77 |
| *Percentage of projects rated satisfactory or better (%)* | 30 | 35 | 23 | 26 | 17 | 26 |
| **Overall project achievement** | | | | | | |
| Average | 4.17 | 4.02 | 3.97 | 4.06 | 3.74 | 4.00 |
| **IFAD performance** | | | | | | |
| Percentage of projects rated moderately satisfactory or better (%) | 87 | 95 | 83 | 89 | 77 | 86 |
| Percentage of projects rated satisfactory or better (%) | 39 | 58 | 40 | 41 | 25 | 40 |
| **Government performance** | | | | | | |
| Percentage of projects rated moderately satisfactory or better (%) | 80 | 77 | 62 | 74 | 50 | 69 |
| Percentage of projects rated satisfactory or better (%) | 39 | 35 | 23 | 28 | 15 | 28 |

*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

# D. Trend analysis of project performance (2014-2023)

22. The following analysis presents the trends in project performance ratings from the independent project-level evaluations completed during 2014-2023.

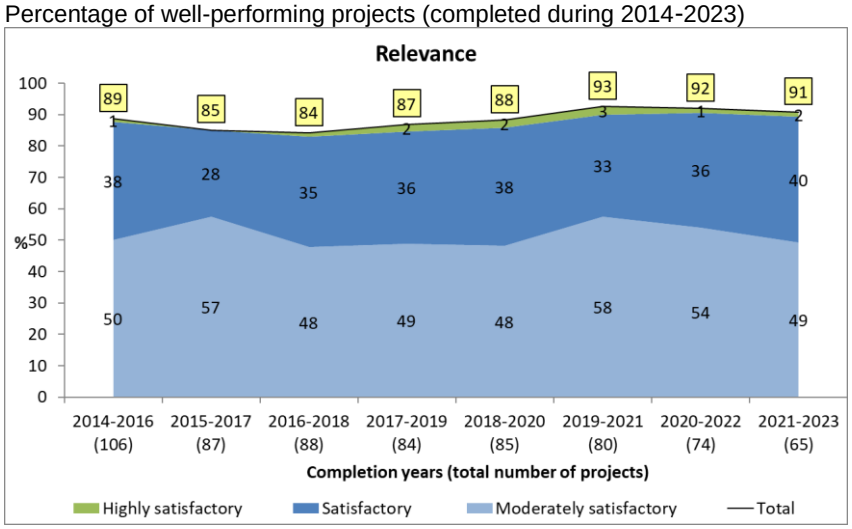
23. **Most projects achieved ratings of moderately satisfactory or better across all evaluation criteria; however, only a small number attained highly satisfactory ratings**. For instance, none of the 280 projects completed during 2014-2023 were rated highly satisfactory for effectiveness, efficiency, sustainability, rural poverty impact, or IFAD performance; 7 received this rating for scaling up; 4 received it for innovation and relevance; 3 for gender equality and women's empowerment (GEWE); and 1 for ENRM and CCA and government performance.

## D.1 Relevance, effectiveness, innovation and efficiency

24. Charts 2-5 presents performance across the evaluation criteria of relevance, effectiveness, innovation, and efficiency. Other criteria are presented in subsequent charts 6-10.

25. **The relevance of IFAD projects improved steadily from 2016–2018, but has since stabilized in the current reference period (2021–2023).** IFAD projects have consistently performed well in relevance, with the share of well-performing projects gradually increasing from 84 per cent during 2016-2018 to 91 per cent during 2021-2023.

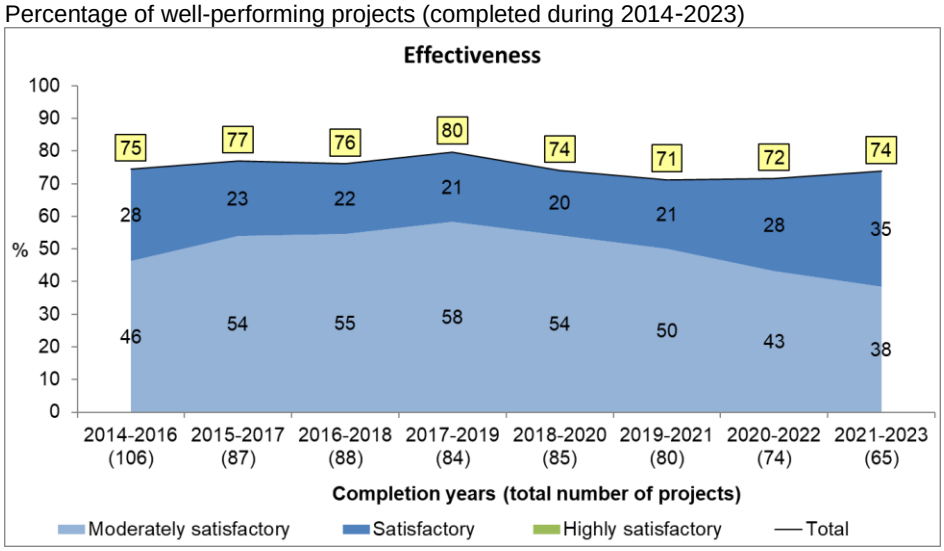
Chart 2
**Performance trends for relevance**
Percentage of well-performing projects (completed during 2014-2023)




*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

26. **The previous declining trend in project effectiveness appears to be recovering during the current reference period.** The steady gains in effectiveness achieved during 2014-2019 were eroded recently, with the share of well-performing projects declining from 80 per cent during 2017-2019 to 71 per cent in 2019-2021, but it is currently at 74 per cent (2021-2023)[24]. The ARIE 2024 and corporate-level evaluation of IFAD's decentralization experience 2023 (CLE decentralization) identified several factors that may have contributed to the declining trend, including a decrease in the budget for country programme delivery, disruptions to operations cycles at the country level due to ongoing decentralization processes, and pandemic-related challenges to project implementation since 2020. The current reversal in trends could suggest that these challenges are gradually being addressed and people are adjusting to new circumstances. The progressive removal of travel restrictions may have also enhanced the effectiveness of implementation support and supervision.

Chart 3
**Performance trends for effectiveness**
Percentage of well-performing projects (completed during 2014-2023)



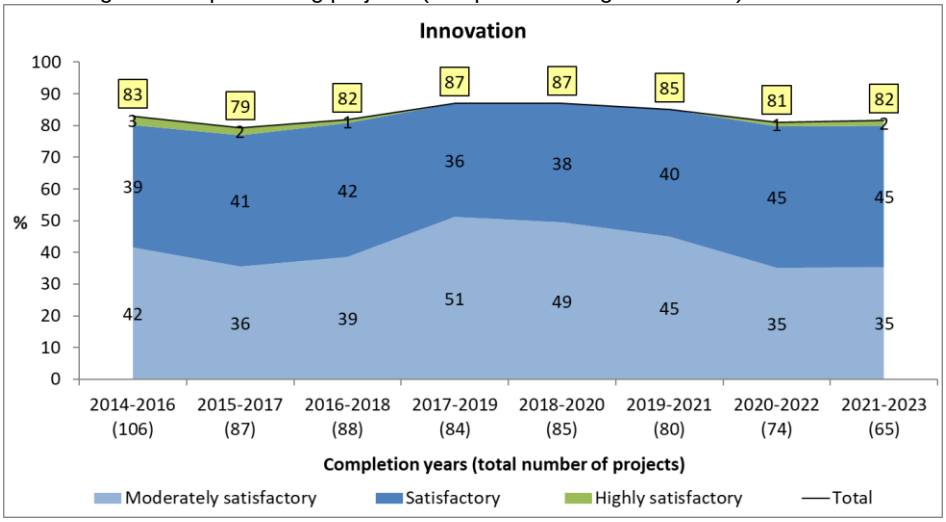

*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

[24] It should be noted that not all projects completed in 2023 have been subject to IOE evaluation or validation, and therefore, with additional data, the figure for the latest period may change in future editions of the ARIE.

27. As shown subsequently (chart 7), the drop has been more pronounced under conditions of fragility, with a corresponding decline from 67 per cent in 2018-2021 to 62 per cent in 2021-2023 (though an improvement from the 50 per cent during the 2019-2021 period). The same figure for projects not operating under conditions of fragility remained nearly the same with 76 and 77 per cent during 2018-2020 and 2021-2023, respectively.

28. **While there have been fluctuations in innovation performance over the past decade (2014–2023), a majority of projects have consistently performed well in this area.** The performance on innovation declined from a peak of 87 per cent in 2018-2020 to 82 per cent during 2021-2023.

Chart 4
**Performance trends for innovation**
Percentage of well-performing projects (completed during 2014-2023)

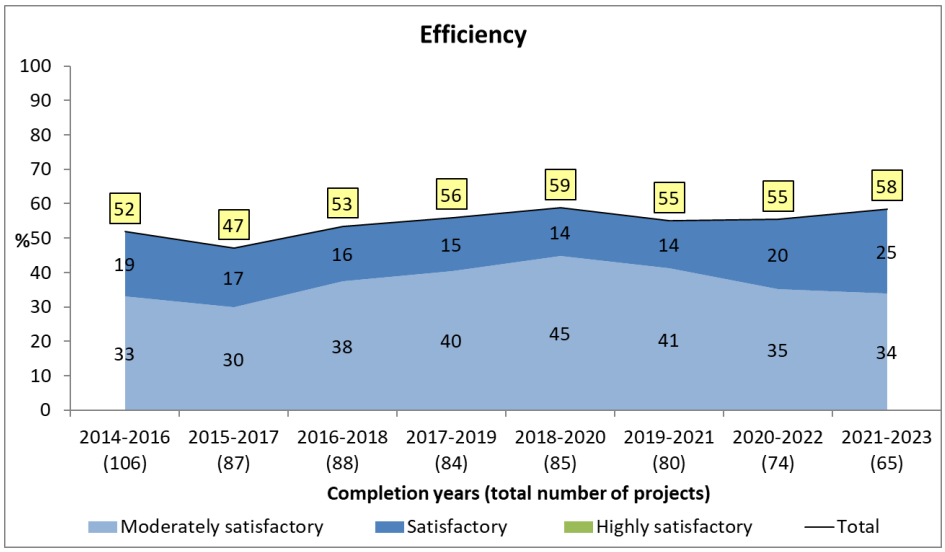



*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

29. **Efficiency performance has remained relatively stable, with minor fluctuations in recent reference periods.** Efficiency performance showed a steady increase from 2015-2017 till 2018-2020. Over these two time periods, the share of well-performing projects increased from 47 per cent – the lowest value in 10 years – to 59 per cent, but then fell to 55 per cent in 2020-2022, after which it increased again to 58 in 2021-2023. The ARIE 2024 reported that efficiency decline could be due to disbursement delays from weaker support for IFAD operations and pandemic-related issues. However, the recent positive trend might indicate these challenges were not as significant as previously suggested and people have been adapting to new conditions. The progressive removal of travel restrictions may have also enhanced the effectiveness of implementation support and supervision.

The IOE Evaluation Synthesis Report (ESR) on Government Performance (2022) found that efficient government resource allocation boosted disbursement processes. Countries with established fiduciary management systems were able to expedite procurements. Parallel procurement and disbursement processes caused further delays. PMUs composed solely of government staff had the shortest effectiveness lag (10 months), while autonomous PMUs took longer (13 months). Delays in staffing contributed to this, especially for multilayer PMUs, which had the longest average lag time (16 months).

Chart 5
**Performance trends for efficiency**
Percentage of well-performing projects (completed during 2014-2023)

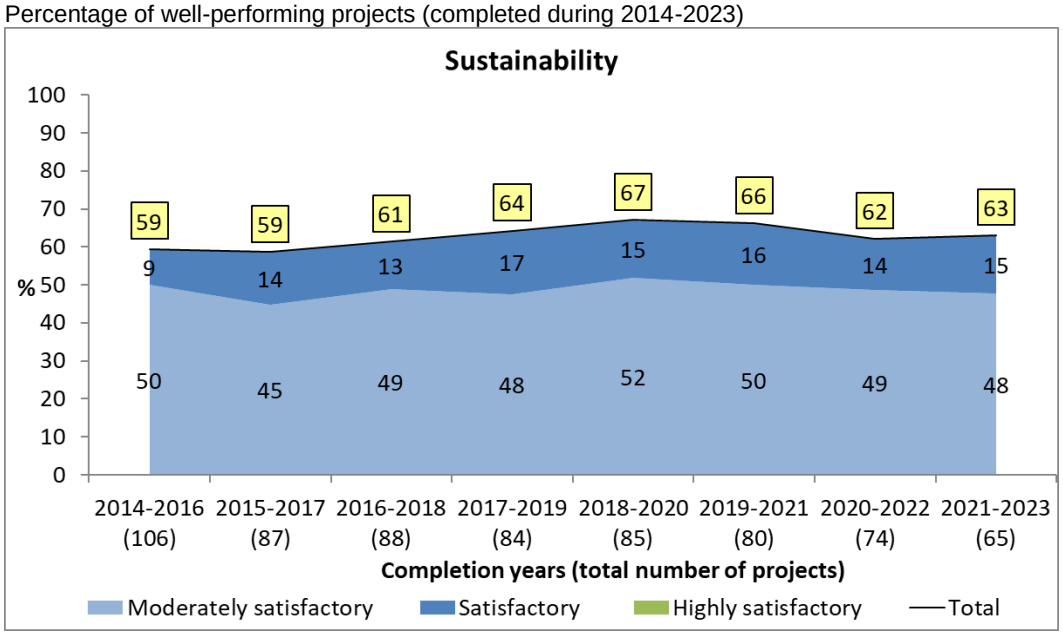



*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

## D.2 Sustainability, scaling up, ENRM and CCA

30. **The share of well-performing projects in sustainability has shown a longer-term increase** from 59 per cent during 2014-2016 to 67 per cent during 2018-2020. However, there is a marginal four percentage point decrease (from 67 per cent to 63 per cent) in well-performing projects in sustainability between the 2018-2020 and 2021-2023 reference periods. Chapter III outlines the key factors driving sustainability in various IFAD thematic areas.

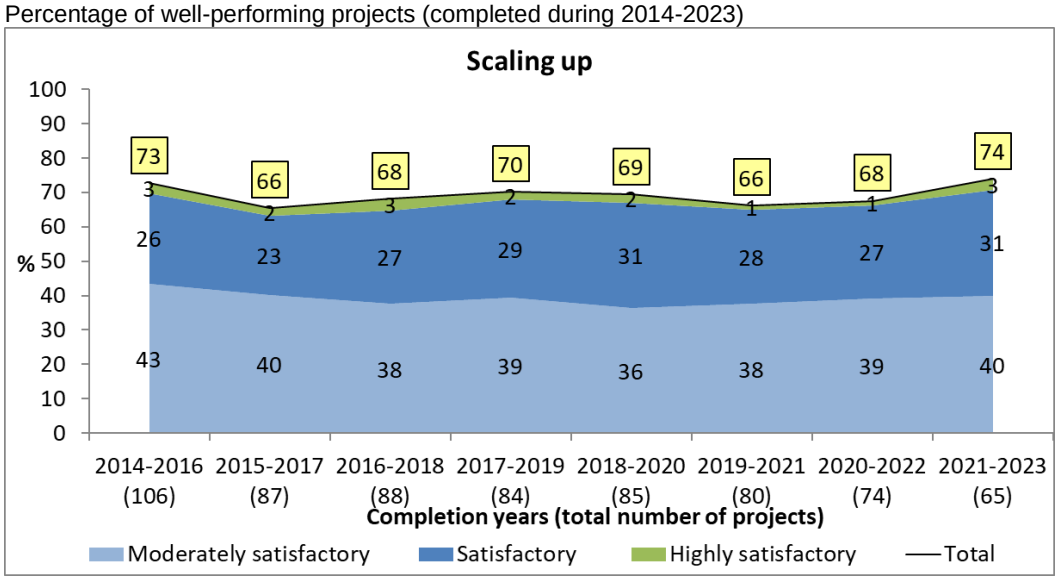
Chart 6
**Performance trends for sustainability**
Percentage of well-performing projects (completed during 2014-2023)




*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

31. **An upward trend was observed in scaling-up[25]**, with well-performing projects increasing from 68 per cent in 2020–2022 to 74 per cent in 2021–2023**.**The gap with performance on innovations has also decreased. Twenty of the 65 evaluated projects that completed during 2021-2023 were rated satisfactory and two rated highly satisfactory in scaling up. Lessons from these successful projects, as well as those 17 projects that did not perform well (26 per cent), would provide a strong evidence base to strengthen the design of future projects to improve performance on scaling up. Projects with highly satisfactory ratings, such as the Semi-arid Sustainable Development Project in the State of Piauí in Brazil and the Promoting Agricultural Commercialization and Enterprises Project in Bangladesh [PCRV Brazil (2023) and PCRV Bangladesh (2024)], demonstrated strong performance on innovation. Both the government and development partners invested significant resources to adopt and disseminate the solutions tested by IFAD. Factors contributing to challenges in scaling up, as noted in ARIE 2024, include issues in project implementation and design, insufficient government skills and institutional ability, and limited ownership.

Chart 7
**Performance trends for scaling up**
Percentage of well-performing projects (completed during 2014-2023)



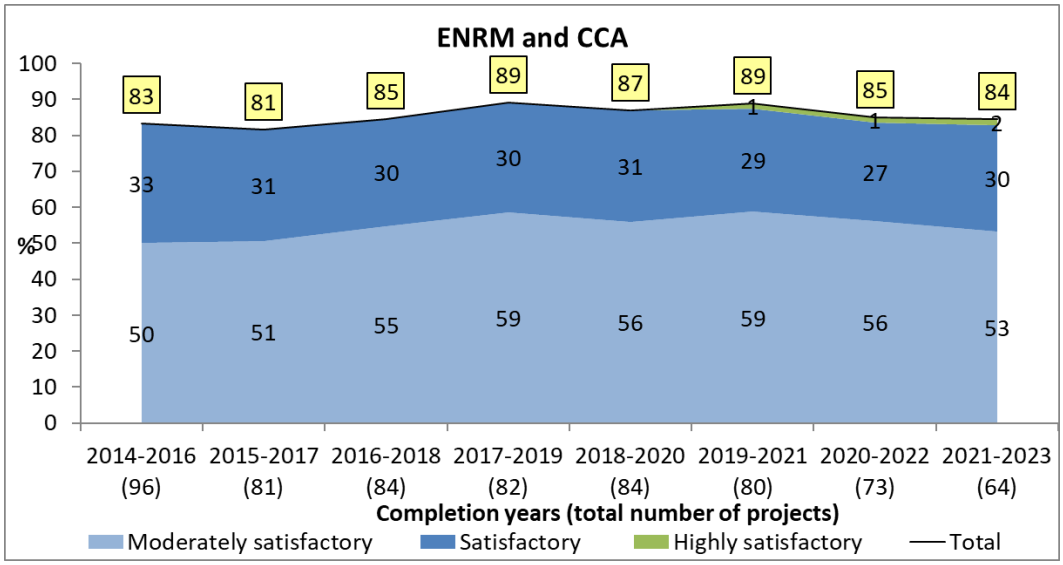

*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

32. **Performance on environment, natural resource management (ENRM) and climate change adaptation (CCA) improved over the past decade, although a slight decline was noted in the most recent reference period (2021–2023)**.[26] The share of well-performing projects in this area improved from 83 per cent during 2014-2016 to 89 per cent during 2019-2021 (chart 8). In 2021-2023, a minor decrease to 84 per cent is noted. Of the 64 projects completed during 2021-2023 and rated for ENRM and CCA[27], one project received a highly satisfactory rating (rating of 6), and 19 received satisfactory ratings (rating of 5). As discussed in detail in the last ARIEs, this performance is a result of over a decade of dedicated efforts, prioritizing climate change responsiveness, and investing resources to incorporate climate and environmental aspects in all IFAD's activities. On the other hand, a number of projects faced design and reporting issues, such as the Youth

[25] As per the IFAD Evaluation Manual (2022), scaling up is assessed under the sustainability criterion and includes both observed results and the likelihood of future scaling. Evaluations consider signals such as government commitment, resource allocation, institutional support, and alignment with pro-poor policies. While most scaling occurs post-closure, evaluations assess whether enabling conditions for scaling were established during the project cycle.
[26] In line with the IFAD Evaluation Manual (2022), IOE reports a single, merged rating for environment and natural resource management (ENRM) and climate change adaptation (CCA), and does not apply or track separate ratings. See Annex II for details.
[27] For one project, Credit and Financial Services: Rural Community Finance Project in Liberia, the criterion of ENRM and CCA was not rated.

Agropastoral Entrepreneurship Promotion Programme in Cameroon, the Strategic Support for Food Security and Nutrition Project in Laos and the Enhanced Smallholder Agribusiness Promotion Programme in Zambia).[28] Some struggled with environmental safeguards (such as the Dairy Value Chains Development Project in Uzbekistan)[29], while others were negatively impacted by the cancellation of climate financing (such as the Project to Strengthen Rural Actors in the Popular and Solidary Economy in Ecuador).[30] Despite IFAD's efforts, increasing external environmental pressures like severe droughts, erratic rainfall, and ecosystem degradation may have also hindered projects from maintaining strong ENRM & CCA performance.

Chart 8
**Performance trends for ENRM and CCA.**
Percentage of well-performing projects (completed during 2014-2023)



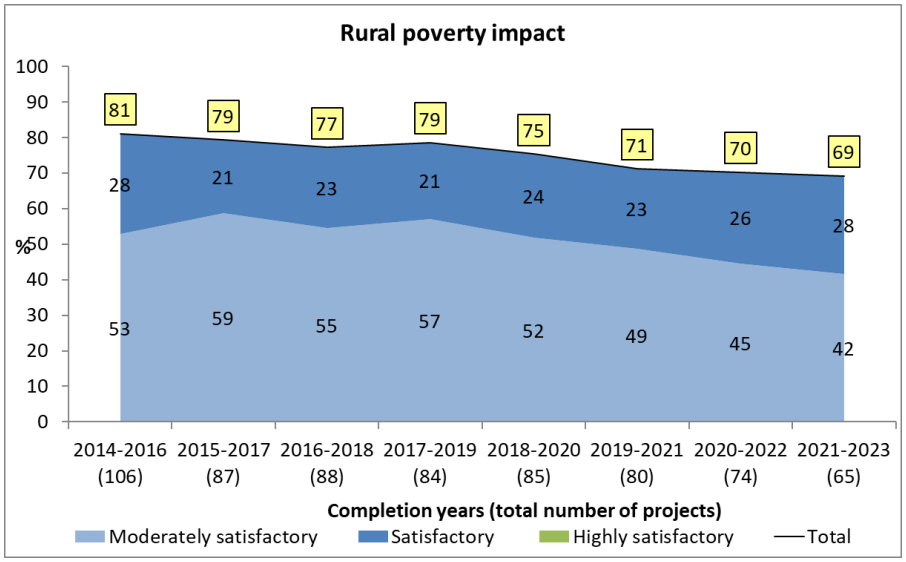

*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

### D.3 Rural poverty impact

33. **While a majority of projects continued to perform well in terms of rural poverty impact, the proportion has steadily declined**—from a peak of 81 per cent in 2014–2016 to 69 per cent in 2021–2023. The period from 2021 to 2023 was characterized by economic slowdowns, inflation, and the ongoing impacts of COVID-19, which may have hindered poverty reduction efforts in rural areas. These factors are likely to have influenced the performance of projects completed between 2020 and 2023, though not the performance of those completed earlier. The factors hindering effectiveness, as mentioned in paragraph 26, might have also influenced the impact on rural poverty.

Chart 9
**Performance trends for rural poverty impact**
Percentage of well-performing projects (completed during 2014–2023)

[28] PCRV Cameroon [2024], PCRV Laos [2023], PCRV Zambia [2024]
[29] PCRV Uzbekistan [2024]
[30] PCRV Ecuador [2023]




*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

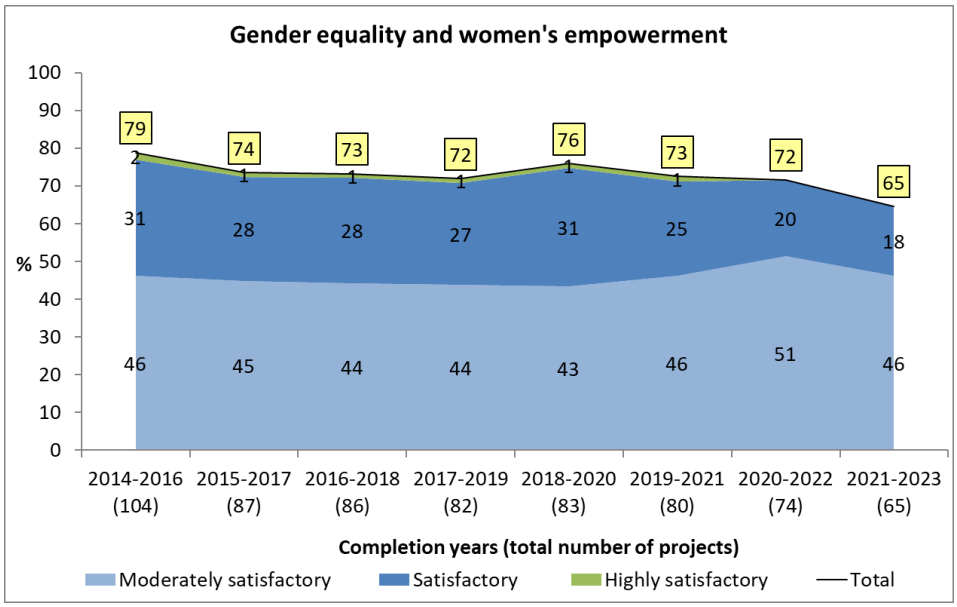
### D.4 Gender equality and women's empowerment (GEWE)

34. **Performance on GEWE has remained generally positive, but the proportion of well-performing projects has shown a downward trend**—from 79 per cent in 2014–2016, to around 72 cent in 2020–2022, and further down to 65 per cent in 2021–2023.

35. The 2024 Thematic Evaluation on IFAD's support to gender equality and women's empowerment (GEWE) highlights a gap between IFAD's ambitious GEWE commitments and its human resources and staff understanding. This has led to declining ratings, as results fall short of commitments. Additionally, implementation partners and project management units lack sufficient capacity. Key drivers of GEWE performance in IFAD projects include a thorough gender analysis for project design, the development of a project gender strategy or action plan, and sufficient adequate budget allocation. It furthermore identified a correlation between the engagement of national institutions specialized in gender or women issues in projects and achieving a high gender rating in projects. Recently closed projects, including the Infrastructure and Rural Finance Support Programme in Armenia, the Promotion of Rural Incomes through Market Enhancement Project in Egypt and the Rural Development Programme - Phase II in the Solomon Islands,[31] that did not perform well on gender issues, indeed lacked gender-sensitive analyses and clearly defined gender strategies from the outset. The marked decrease in gender performance from 2021 to 2023 may also be attributed to global challenges which disproportionally effected women, including the COVID-19 pandemic, economic recessions, escalating food insecurity, inflation, and heightened conflicts and political instability.

[31] PCRV Armenia (2023), PPE Egypt (2023), and PPE Solomon Islands (2024).

Chart 10
**Performance trends for GEWE**
Percentage of well-performing projects (completed during 2014-2023)

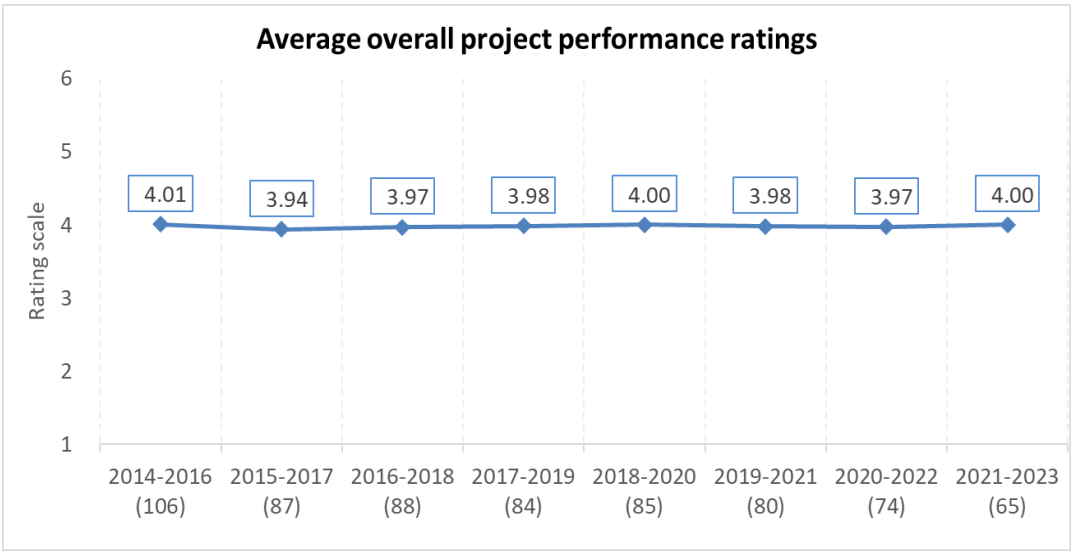



*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

## D.5 Overall project achievement and performance of partners

36. **Overall project achievement ratings remained broadly stable over the 2014–2023 period, fluctuating only slightly between 3.94 and 4.01** (chart 6). Although variations were observed in performance regarding effectiveness, efficiency, sustainability of benefits, and gender equality over the past decade, the average ratings indicated a moderately satisfactory level.

Chart 11
**Performance trends for overall project performance**
(Projects completed during 2014-2023).

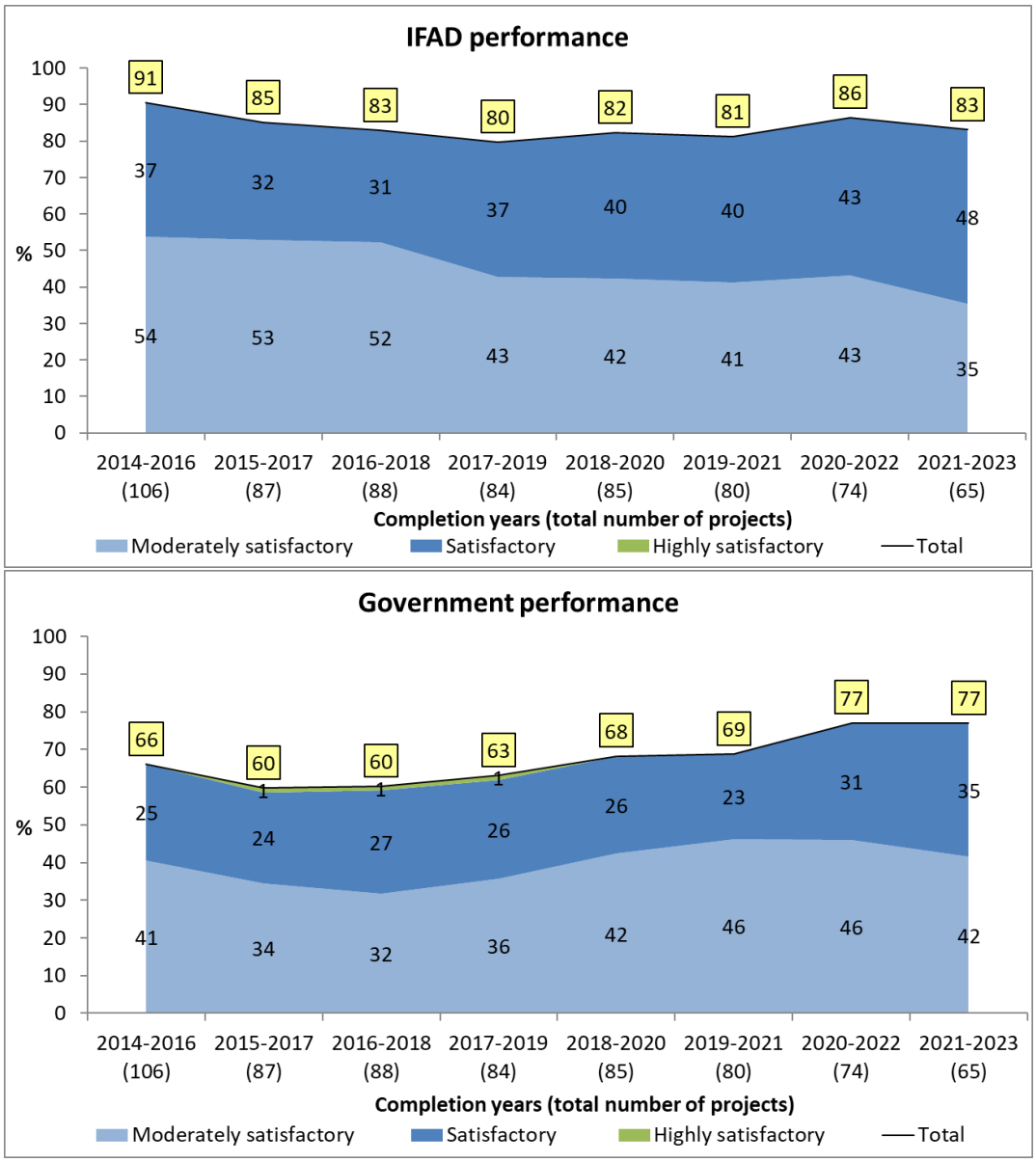



*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

37. Charts 12 shows that IFAD's performance dropped from 91 per cent in 2014-2016 to 80 per cent in 2017-2019, then rose to 86 per cent in 2020-2022, and slightly decreased to 83 per cent in 2021-2023. In contrast, government performance improved from 60 per cent in 2015-2017 to 77 per cent in 2021-2023, narrowing the performance gap between IFAD and the government. IFAD should however

keep strengthening government ownership and implementation capacities of its projects.

Chart 12
**Performance trends for partner performance**
(Projects completed during 2014-2023).




*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

## E. Conditions of fragility and project performance ratings: a comparative analysis

38. This section provides an updated analysis of ARIE 2024 by comparing the performance of projects completed between 2014 and 2023, distinguishing between those that operated under conditions of fragility and those that did not.[32] Projects were classified as operating under conditions of fragility if they worked in countries

[32] This analysis offers a retrospective view based on evaluations between 2014 and 2023, before IFAD's updated approach to fragility was fully operational. Since then, IFAD has strengthened its engagement through a revised fragility framework and the establishment of a dedicated fragility unit to support implementation, capacity development, and context-sensitive programming. Future editions of the ARIE will hopefully be able to capture the outcomes of these efforts as they materialize.

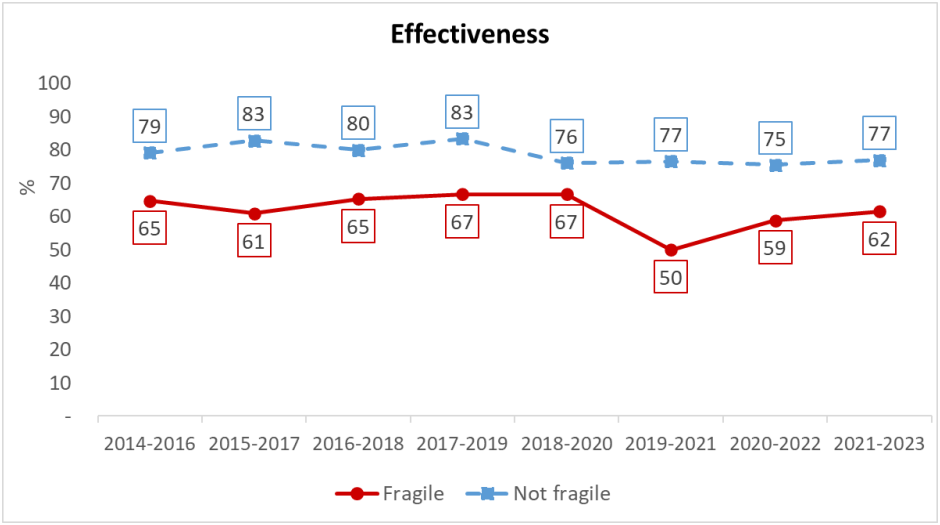
identified by IFAD as experiencing fragile and conflict-affected situations[33] for more than half of the project's lifecycle, from approval to completion stages.[34] The analysis identified 70 projects as operating under conditions of fragility, and the performance of this group was compared with that of the remaining 210 projects (non-fragile conditions). Charts 13 and 14 show the trend comparisons of project performance in fragile and non-fragile situations, which are detailed below. Section III focuses on sustainability performance in countries classified as fragile and conflict affected.

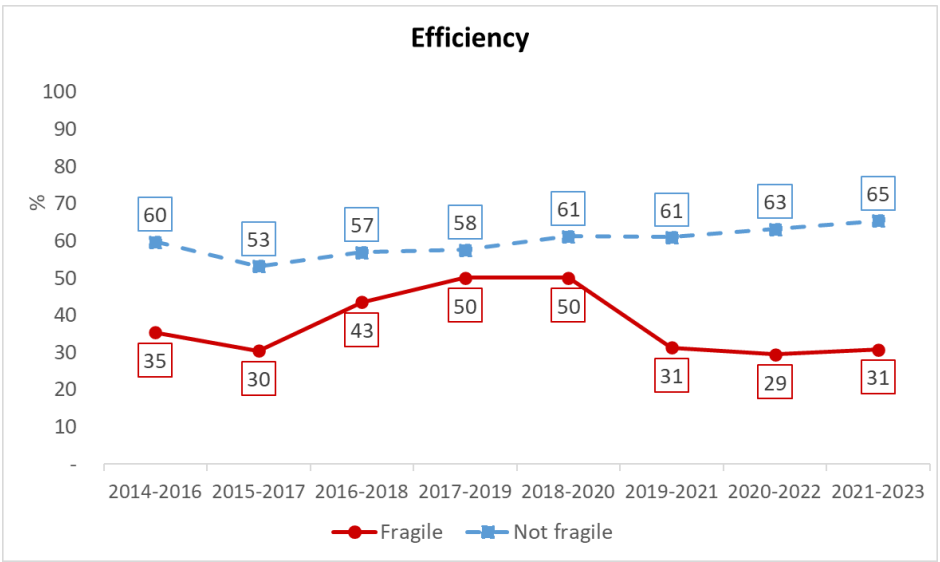
39. **Projects implemented in non-fragile contexts generally demonstrated higher levels of effectiveness, efficiency, and sustainability compared to those operating in fragile settings.** For example, effectiveness rates from 2021-2023 were 77 per cent for non-fragile groups and 62 per cent for fragile groups. The performance differences peaked in 2019-2021, with gaps for effectiveness at 27 percentage points, efficiency at 30 percentage points, and sustainability at 28 percentage points. In 2021-2023, the effectiveness and sustainability gaps decreased to 15 and 21 percentage points, respectively, while the efficiency disparity grew to 35 percentage points.[35]

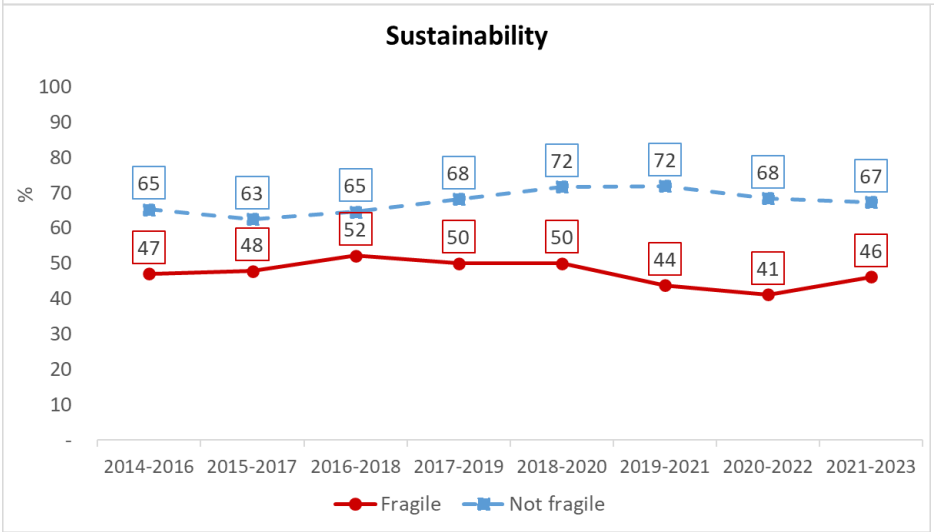
40. In countries affected by fragility and crisis, weak governance and institutional frameworks can constrain projects' ability to achieve effective, efficient, and sustainable results.[36] Sub-regional evaluations in the Dry Corridor of Central America (2024)[37] and G5 Sahel countries and northern Nigeria (2023) highlight how fragility affects project performance and sustainability. These evaluations cover climatic, socio-economic, institutional, security and conflict-related aspects of fragility. Across both regions, projects succeeded where they addressed local fragility drivers—through practical, community-anchored solutions—but sustainability suffered when linkages to national systems, funding, or local ownership were insufficient. Despite a lack of comprehensive fragility analysis in project designs, positive results can still be achieved under such conditions.[38]

[33] IFAD constructs this list from the countries identified as with fragile and conflict-affected situations by the World Bank, which has been publishing a list annually since 2006. The list has undergone a series of changes, reflected in its titles: the Low-Income Countries Under Stress List (2006-2009); the Fragile States List (2010); the Harmonized List of Fragile Situations (2011-2019); and the List of Fragile and Conflict-Affected Situations (2020). In fiscal years 2021-2023 the list presents the countries in the following groups: high-intensity conflict; medium-intensity conflict; high institutional and social fragility (with a breakdown between non-small states and small states).
[34] Until 2023, IFAD's RIDE reports followed a different approach. Projects were deemed under conditions of fragility if they were in the IFAD list during the year of completion. As a result of such revision, the 2024 and subsequent RIDE reports follow the same methodology adopted by IOE.
[35] Differences might differ ± 1 due to the rounding.
[36] IOE Sub-regional evaluation of countries with fragile situations in IFAD-WCA, (2023)
[37] Although not classified as fragile and conflict-affected situations (FCS) by the World Bank, countries in the Central American Dry Corridor face significant climate-related and institutional fragility. The evaluation offers useful insights into IFAD's engagement in such fragile contexts beyond formal FCS classification.
[38] Formal fragility assessments were not a design requirement before 2020. In earlier projects, drivers of fragility may be identified in other analyses, such as SECAP reviews, country context sections, and thematic assessments, in line with IFAD's multidimensional approach to fragility.

Chart 13
**Comparison of performance on effectiveness, efficiency and sustainability of projects in countries with and without conditions of fragility**
Percentage of well-performing projects (completed during 2014–2023)



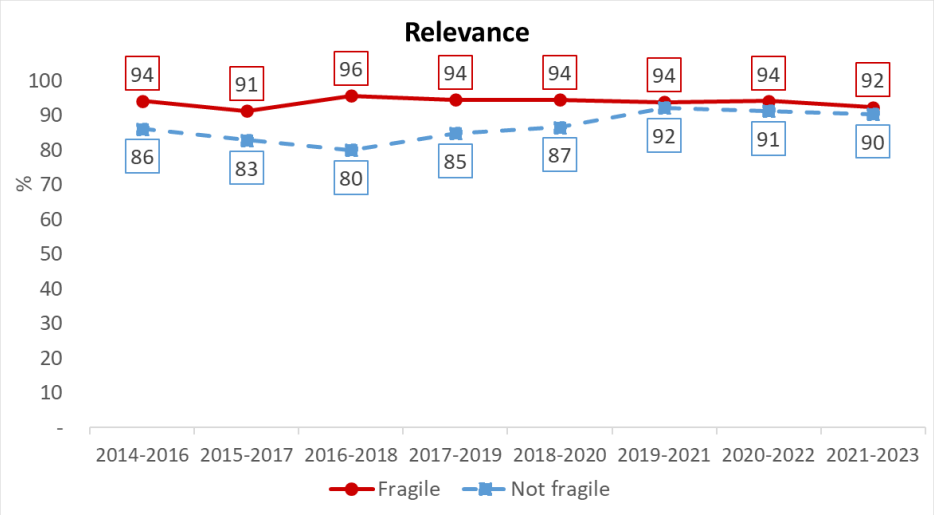



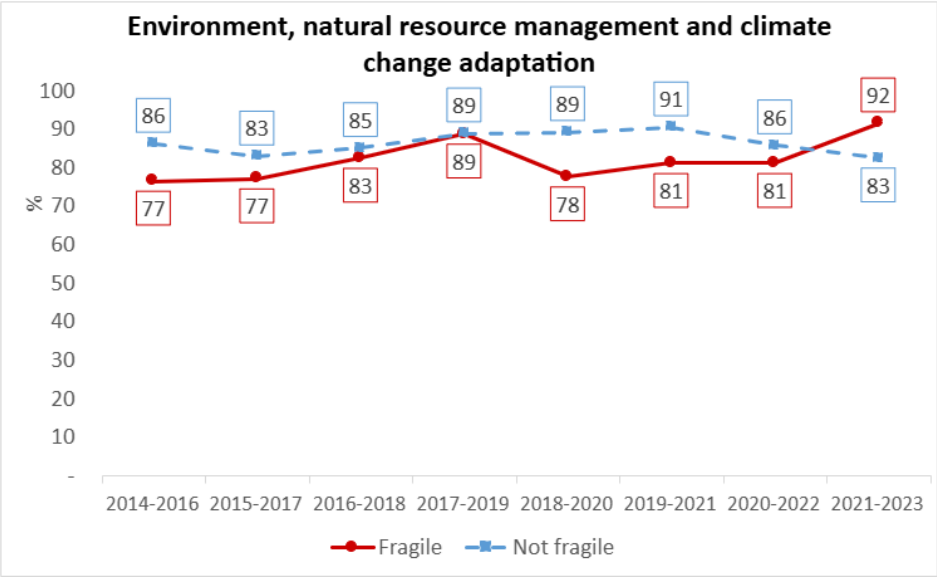

Source: IOE analysis based on evaluation database (PPE/PCRV/IE), February 2025.

41. **Relevance and ENRM/CCA stand out as the only criteria where projects in fragile contexts recently matched—or even out-performed—those in non-**

**fragile settings.** Relevance performance in 2021–2023 was 92 per cent for projects in fragile situations versus 90 per cent in non-fragile ones—a small but notable difference, though not statistically significant. For environment, natural-resource management and climate-change adaptation (ENRM/CCA), the contrast is more pronounced: 92 per cent of projects in fragile contexts were rated well-performing, compared to 83 per cent in non-fragile ones. A plausible hypothesis—supported by the 2023 Thematic Evaluation on IFAD's Support for Smallholder Farmers' Adaptation to Climate Change—is that projects in fragile situations tend to incorporate more intentional design features that address the climate–environment–fragility nexus. These include stronger landscape-level approaches, investments in climate-resilient infrastructure, and targeted institutional support, which may explain the higher ENRM/CCA ratings observed in fragile contexts.

Chart 14
**Comparison of performance on relevance and ENRM and CCA of projects in countries with and without conditions of fragility**
Percentage of well-performing projects (completed during 2014−2023)




Source: IOE analysis based on evaluation database (PPE/PCRV/IE), February 2025.

42. **Annex 6, Section C presents a detailed comparison of key performance indicators—including rural poverty impact, innovation, scaling-up, GEWE, and ENRM/CCA—as well as IFAD and government performance, across projects implemented in both fragile and non-fragile contexts.** From 2021 to

2023, projects in fragile or conflict-affected countries showed improvement or stabilization in performance regarding rural poverty impact, scaling up, and ENRM and CCA. However, fewer projects in fragility contexts were rated satisfactory for ENRM and CCA. Moreover, the results of GEWE reached a stable level for projects in fragile situations, whereas they experienced a decline for those in non-fragile contexts (Chart Annex 6-4). IFAD's performance for projects in fragile countries remained consistent from 2021 to 2023 compared to the previous reference period, although it slightly declined for non-fragile projects. Government performance ratings have fluctuated in recent years for projects completed in fragile countries. Conversely, for projects in non-fragile settings they have been increasing since 2019-2021 but stabilized recently (Chart Annex 6-5).

# F. Comparison of the performance ratings of IOE and PCRs and PCR quality assessment

## F.1 IOE and PCR ratings

43. Table 3 compares the average ratings of IOE and PCRs for the projects completed during the period considered (2014-2023). The analysis presents the disconnect between the two ratings, results of non-parametric tests on the difference between IOE and PCR ratings, and correlation analysis between IOE and PCR ratings.

44. **The greatest discrepancies between self-assessment and independent evaluation ratings were observed in relevance, scaling-up, and GEWE. However, these gaps have been narrowing over time.** This was also observed in ARIE 2023 and 2024. Relevance, despite its highest rating from IOE and PCRs, had the largest disconnect (-0.46), followed by scaling up (-0.43) and GEWE (-0.39). The average disconnects for relevance and scaling up have narrowed in recent years (annex VI A). The disconnect in scaling up arises from different interpretations by Management and IOE. Management considered the "potential" for scaling up, while IOE assessed whether concrete steps were taken to secure further support from government and other actors to expand project results. This distinction is addressed in the 2022 Evaluation Manual. It has also been reflected in IFAD's updated operational framework for scaling results (2023)[39] as well as the 2023 operational guidance on Project Completion Reports.

45. **The smallest differences between self-assessment and independent evaluation ratings were observed for ENRM and CCA and innovation. However, these gaps have been widening in recent years.** The analysis (annex VI A) showed that the disconnect narrowed during the first few years (2014-2016). However, for ENRM and CCA, the disconnect began increasing significantly from 2018–2020, and stayed elevated. For Innovation, the pattern is more stable, but a slight re-widening of the gap is also visible from 2019-2021.

46. **Disconnects in the ratings for effectiveness and rural poverty impact have fluctuated over time, with no consistent trend observed since 2015.** The disconnects in the most recent period (2021-2023) were -0.28 for both indicators, figures that are comparable to other disconnects among the 11 criteria analyzed (annex VI A). However, 10 out of 23 PCRs for recently closed and evaluated projects did not include a rating on rural poverty impact.[40] This issue may influence the comparability of IOE and PCR ratings, as the means are being compared across differing quantities of observations, with the PCR group having a lower number of observations.

[39] https://ifad.sharepoint.com/sites/opsmanual/Manual%20Library/Investment%20Projects/Design/Reference%20Documents/Update%20of%20Scaling_Final%20October2023.pdf

[40] According to the IFAD 2023 Project Completion Guidelines, impact is no longer rated in the Project Completion Report. Instead, it is reported at an aggregated level within the results management framework at the conclusion of each Replenishment cycle.

47. **When disaggregated by region, the disconnects between self-assessed and independently evaluated ratings showed substantial variation across different performance criteria.** Overall, the rating disconnects tend to be lower in APR, which has the lowest disconnects in nine of the 12 criteria, while LAC has the highest disconnects in five of the 12 criteria, followed by WCA with three highest disconnects (see table 3). There are variations in disconnect among the different criteria. For instance, the highest regional disconnect was observed in scaling up with the minimum of -0.30 in APR to a maximum of -0.65 in WCA. The lowest disconnect was observed for ENRM & CCA, which ranged from a minimum of -0.15 in NEN to a maximum of -0.24 in APR and innovation, which ranged from a minimum of -0.01 in APR to maximum of -0.27 in WCA.

48. **Statistical analysis revealed significant differences between IOE and PCR ratings across all criteria** (table 3), consistent with the patterns also observed in ARIE 2024. The Wilcoxon signed-rank test was conducted to understand whether there is a statistically significant difference between the distribution of IOE and PCR ratings. This non-parametric test is used when the data is ordinal and has more than two categories. For overall project achievement, a continuous variable, a t-test was conducted. All tests were two-sided.

49. Table 3 also presents the correlation coefficients of IOE and PCR ratings. All criteria report Spearman's rank-order correlation coefficients, except for overall project performance criterion (Pearson's correlation coefficient). Correlation analysis showed a statistically significant correlation for all criteria, with a particularly high correlation for efficiency (0.80) and overall project performance (0.88), as observed in ARIE 2024. Relevance (0.60) and ENRM and CCA (0.64) had the weakest attested correlation among investigated variables, though it was still moderately strong. All correlations were positive and statistically significant, indicating that IOE and PCR ratings followed a similar trend over the past 10 years.

Table 3
**Comparison of IOE and PCR ratings, 2014-2023**

| *Criteria* | *Mean ratings* | | *Disconnect* | *Highest disconnect [region]* | *Lowest disconnect [region]* | *Comparison of * p-values of Wilcoxon tests* | *Correlation (IOE and PCR)* | *Sample* | |
|---|---|---|---|---|---|---|---|---|---|
| | *IOE* | *PCR* | | | | | | *IOE* | *PCR* |
| Relevance | 4.30 | 4.75 | -0.46 | -0.56 [LAC] | -0.31 [APR] | 0.00* | 0.60 | 280 | 279 |
| Scaling-up | 3.97 | 4.40 | -0.43 | -0.65 [WCA] | -0.30 [APR] | 0.00* | 0.69 | 280 | 280 |
| GEWE | 4.00 | 4.38 | -0.39 | -0.56 [ESA] | -0.37 [APR] | 0.00* | 0.73 | 276 | 280 |
| Government performance | 3.95 | 4.27 | -0.32 | -0.42 [LAC] | -0.15 [APR] | 0.00* | 0.77 | 280 | 280 |
| Efficiency | 3.63 | 3.93 | -0.31 | -0.49 [LAC] | -0.13 [APR] | 0.00* | 0.80 | 280 | 280 |
| Sustainability | 3.71 | 3.99 | -0.28 | -0.37 [ESA] | -0.25 [WCA] | 0.00* | 0.74 | 280 | 280 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| IFAD performance | 4.24 | 4.50 | -0.26 | -0.40 [WCA] | -0.11 [APR] | 0.00* | 0.76 | 280 | 279 |
| Effectiveness | 4.00 | 4.25 | -0.25 | -0.33 [NEN] | -0.20 [APR] | 0.00* | 0.79 | 280 | 280 |
| Rural Poverty Impact | 4.00 | 4.25 | -0.25 | -0.32 [LAC] | 0.00 [ESA] | 0.00* | 0.70 | 280 | 267 |
| Environment and Natural Resources Management & Climate Change Adaptation | 4.16 | 4.33 | -0.17 | -0.24 [APR] | -0.15 [NEN] | 0.00* | 0.64 | 267 | 269 |
| Innovation | 4.23 | 4.39 | -0.16 | -0.27 [WCA] | -0.01 [APR] | 0.00* | 0.70 | 280 | 279 |
| Overall project performance (arithmetic average of 9 criteria, excluding government and IFAD performance) | 4.00 | 4.30 | -0.30 | -0.35 [LAC] | -0.23 [APR] | 0.00* | 0.88 | 280 | 280 |

*Source:* IOE/PCR ratings, February 2025.
* Statistically significant at 5 per cent.
Note: The table is sorted by criteria from the highest to the lowest value of disconnect. Positive correlation coefficient indicates the ratings of IOE and PCRs move in the same direction across all criteria. All correlation coefficients show positive correlation, classification of the correlation strength is based on rule of thumb commonly used in interpreting size of correlation coefficient: very strong (r = 0.9-1), strong (r = 0.7-0.89), moderate (r = 0.5-0.69), low (r = 0.3-0.49), and weak (r < 0.3).

### F.2 Assessment of project completion reports

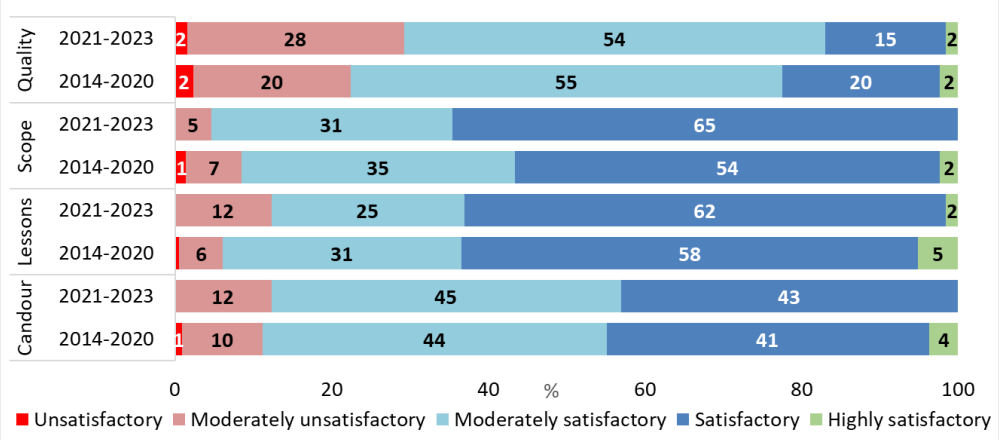
50. **Overall, the quality of PCRs has declined slightly over time, although their scope continues to be rated as satisfactory.**[41] Chart 8 presents the IOE assessment of the four dimensions of PCR quality: scope of the report (i.e. compliance with required standards), quality (robustness of methodology and data), lessons (usefulness of lessons from a developmental perspective) and candour (a balanced presentation of project achievements and weaknesses). The PCR quality declined slightly, with the share of PCRs rated moderately satisfactory or better decreasing from 78 per cent during 2014-2020 to 71 per cent during 2021-2023 (chart 8).

51. The IOE ratings for PCR scope show a marginal increase in quality from 92 per cent satisfactory (2014-2020) to 95 per cent satisfactory (2021-2023). The share of unsatisfactory and moderately unsatisfactory PCRs in relation to scope decreased from 8 per cent (2014-2020) to 5 per cent (2021-2023).

52. The candour dimension remained largely stable across the review periods; however, the share of highly satisfactory ratings declined from four per cent in 2014–2020 to zero in 2021–2023. Similarly, lessons of PCRs saw a decrease in highly satisfactory ratings from five per cent to two per cent.

[41] "Scope" refers to the degree to which all chapters, including relevant annexes, have been comprehensively covered in accordance with the PCR Guidelines (IOE PCRV Template 2024).

Chart 8
**IOE assessment of PCRs (2014-2023)**




*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

53. Table 4 presents the regional averages of PCR ratings for projects completed during 2014-2023. There were significant regional variations in the ratings for the dimensions of quality, scope and candour.

54. **PCRs from NEN and APR received the most positive ratings**. ESA and WCA had the fewest, with 65 per cent and 67 per cent respectively for PCR quality dimensions. These results are similar to those in the last ARIE report.

Table 4
**Regional averages of IOE ratings of PCRs (2014-2023)**
(Percentage of well-performing PCRs [with moderately satisfactory or better rating])

| | Asia and the Pacific (%) | Latin America and the Caribbean (%) | East and Southern Africa (%) | Near East, North Africa and Europe (%) | West and Central Africa (%) | Global (%) |
|---|---|---|---|---|---|---|
| **Number of projects** | **71 Projects** | **42 Projects[42]** | **52 Projects** | **54 Projects** | **60 Projects** | **279 Projects** |
| **Quality** | 86 | 74 | 65 | 85 | 67 | 76 |
| **Scope** | 94 | 90 | 88 | 98 | 90 | 92 |
| **Lessons** | 97 | 88 | 86 | 96 | 92 | 92 |
| **Candour** | 93 | 86 | 83 | 91 | 88 | 89 |

*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.

## G. Analysis of performance ratings of non-lending activities (2015-2024)

55. IOE assesses the performance of non-lending activities (partnership-building, knowledge management, country-level policy engagement) in its CSPEs. Chart 9 presents the percentage of CSPEs that provided moderately satisfactory or better ratings (4,5,6) for non-lending activities. As in the case of project performance ratings, three-year moving averages were calculated for the ratings.

[42] There are 43 projects in LAC for the 2014-2023 reference period, but one project (1100001275 in Haiti) is missing PCR quality ratings. Therefore, the number of LAC projects in the table is 42 and the total number of projects is 279 instead of 280.

56. It should be noted that the time series of ratings for the non-lending activities were based on a smaller number of observations (46) compared to the project-level ratings (280). For each reference period, this number is even smaller, for instance, there were 11 CSPEs for the reference period 2022-2024. Consequently, non-lending activities show mixed and disjointed performance trends. This limits the inferences that could be made on performance and performance trends. For this reason, chart 9 should not be used to compare performance year on year but rather to make broad comparisons of trends in different non-lending activities. These are illustrated in the analysis below.

57. **Policy engagement improved significantly from 2017-2019 but experienced a slight decline in 2022-2024.** In the CSPEs conducted during 2022-2024, the share of evaluations with moderately satisfactory or better ratings for country-level policy engagement was 73 per cent compared to 47 per cent observed in the CSPEs conducted in 2017-2019. However, in the current reference period it has dropped to 73 per cent from 78 per cent in 2021-2023. The upward trend may be due to several factors: The 2017 Policy Engagement Handbook offered clear guidance and tools for strategic policy dialogue. IFAD's decentralization increased in-country presence, allowing staff to build better relationships with national stakeholders and respond effectively to policy opportunities.

58. **Partnership building performance declined**, with 55 per cent of countries rated well-performing in 2022–2024, down from 71 per cent in 2019–2021.[43] Several factors have contributed to the recent decline. The CLE decentralization report of 2023 identified that well-qualified, experienced, and motivated staff in IFAD country offices are crucial for establishing partnerships with key stakeholders within governments, civil societies, and international donors. Notably, the CLE highlighted the essential roles played by nationally recruited country programme officers and internationally recruited country directors in cultivating these partnerships. During the initial phase of Decentralization 2.0 (2020-2024), IFAD experienced a significant loss of seasoned country directors and an influx of new country directors. Field presence was further compromised due to delays in filling vacant positions. Other evaluations, such as CSPE Guinea Bissau, also observed the adverse effects of high turnover rates among country directors. Evidence from recent CSPEs (Türkiye, Mauritania and Dominican Republic) shows that weak or absent partnership strategies contribute to poor performance in this area.

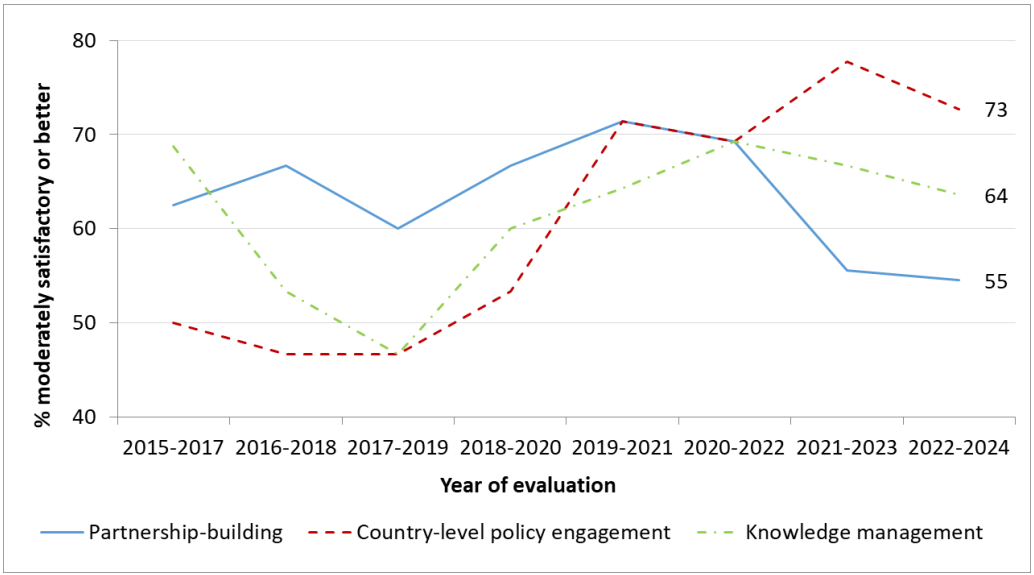
59. Overall, recent IOE CLEs (2023 CLE decentralization and 2024 CLE knowledge management) have called for more corporate prioritization of non-lending activities. Resource and structural imbalances, weak coordination, and limited institutional prioritization undermined IFAD's ability to deliver on its transformational goals. Strengthening NLAs is seen as essential for enabling IFAD to not only "do more," but to achieve deeper, lasting impact through learning, influence, and innovation. It has also been noted that project and COSOP design and implementation have lacked the inclusion of concrete, results-based strategies to strengthen non-lending activities. This is because they have failed, for the most part, to operationalize this strategy from the very beginning of their implementation, and to prioritize finding resources and means to invest more financial and human resources to strengthen NLAs.

60. **During the current reference period, knowledge management performance remained relatively stable** at 64 per cent, compared to 67 per cent in 2021–2023. The CLE on KM (2024) identified significant variations in the effectiveness of KM practices at the country level. Notably, effective KM practices were primarily

[43] Partnership building refers to the extent to which IFAD is building timely, effective and sustainable partnerships with government institutions, international organizations, the private sector, organizations representing marginalized groups and other development partners to cooperate, avoid duplication of efforts and leverage the scaling up of recognized good practices and innovations in support of smallholder agriculture and rural development. Source: Definition of IFAD evaluation criteria (Table 1) IFAD (2022) Evaluation Manual Part I, page 46.

observed at the project level. Projects situated in countries with IFAD country offices demonstrated a broader array of KM practices. Conversely, limited progress in non-lending activities, including KM, was noted in countries where the IFAD portfolio experienced considerable delays, performance issues, or instability. The implementation challenges encountered in these countries detracted focus from efforts to enhance non-lending activities.

Chart 9
**Performance of non-lending activities**
Percentage of CSPE rating non-lending activities moderately satisfactory or better (2015-2024)




*Source:* IOE CSPE database as of February 2025 (46 evaluations conducted between 2015 and 2024).

## H. IFAD's response to the effect of COVID-19 on rural farmers

61. The COVID-19 pandemic affected IFAD-supported operations. Drawing from 28 IOE evaluations completed during 2021-2024 (12 PPEs and 16 CSPEs), the report identified the following operational responses to address the challenges posed by the pandemic.

62. As discussed in Chapter 1, of the 280 ratings analysed (of projects completed and evaluated), only 49 had exposure to COVID-19. Their duration of exposure ranged from a few days to 22 months, as such, it is too early to develop quantitative measures to assess the extent to which the pandemic affected IFAD's performance. At the same time, these evaluations provide evidence on how the pandemic adversely affected project implementation and oversight, directly and indirectly. The following section provides a qualitative summary of these constraints and IFAD's efforts to address these.

### Challenges

63. The COVID-19 pandemic presented multifaceted challenges for IFAD-supported projects globally, severely disrupting operations, delaying implementation, and testing the resilience of project stakeholders and systems. Across the board, projects grappled with travel restrictions, disrupted supply chains, reduced government spending capacity, and limited beneficiary engagement, leading to slow disbursement rates, delays in project start-ups, and postponed capacity-building initiatives.

64. For instance, in Uzbekistan and the Dominican Republic, project activities were delayed due to difficulties in disbursement and ratification processes, directly linked to pandemic-related disruptions. In Ethiopia, the development of irrigation schemes was hindered by both COVID-19 and conflict, illustrating the compounding effect of multiple crises. Similarly, in countries like Indonesia and Kyrgyzstan, already fragile

government oversight mechanisms struggled further under the strain of the pandemic, leading to implementation delays and ineffective strategic guidance.

65. Monitoring and evaluation systems were also affected. In Eswatini, Malawi, and the Solomon Islands, data collection was severely constrained, impacting the reliability of evaluations and reducing the availability of granular, high-quality data. Limitations on fieldwork and in-person engagement meant many evaluations had to rely on secondary data and virtual interviews, reducing the scope and depth of impact assessments.

**IFAD responses**

66. In response, IFAD and its partners employed a range of mitigation measures. Remote supervision and virtual support became a cornerstone of operational continuity. For example, in Indonesia, supervision missions were conducted remotely, while in Chad and the Solomon Islands, project completion reviews and monitoring adapted to virtual formats. Local consultants and electronic communication tools were employed to maintain contact with beneficiaries and continue data collection, as seen in India and Egypt. The use of mobile apps in Malawi facilitated market access for farmers during lockdowns, and strategic financial adjustments, such as reallocating funds for emergency support or distributing food kits and seeds in Togo, proved vital.

67. The Rural Poor Stimulus Facility provided an essential lifeline, enabling countries like Malawi to support vulnerable populations. In Rwanda, subsidies for air freight and inputs for the national food reserve helped sustain agricultural production and exports. Egypt's Promotion of Rural Incomes through Market Enhancement Project, through swift adaptation and online communication, continued operations, exemplifying effective crisis response.

**Lessons learned**

68. From these experiences, several critical lessons emerged. Adaptive management and strategic flexibility were key to navigating uncertainty. Projects that demonstrated responsiveness—such as the Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu in India—were able to mitigate the worst effects of the pandemic through quick decision-making and emergency funding mechanisms. The importance of building resilient livelihoods was underscored in China, where farmers diversified income sources, reverting to farming as off-farm employment opportunities diminished.

69. The pandemic also revealed systemic weaknesses, including the need for stronger monitoring and evaluation systems and better risk management frameworks. In Cuba and Sri Lanka, data scarcity and methodological challenges affected the credibility and depth of project self-evaluations. Additionally, the crisis highlighted the necessity for greater inclusion of gender and youth-sensitive strategies. In Indonesia and the Solomon Islands, women- and youth-led enterprises were disproportionately affected, reinforcing the need for more targeted support mechanisms.

70. Finally, the pandemic affirmed the value of robust partnerships and coordination. In Togo, alliances with agencies like FAO and GIZ bolstered project outcomes, while in Cuba and Mauritania, a lack of strategic presence and collaboration limited project reach. As IFAD continues to pursue its mandate in a post-pandemic landscape, these insights will be instrumental in designing more resilient, inclusive, and adaptive development interventions.

**Key points**

- Overall, most projects were well-performing (rated moderately satisfactory [4] or better) across all evaluation criteria. However, the share of well-performing projects varies significantly across criteria. For relevance, ENRM and CCA, and innovation, over 80 per cent of projects perform well, while there is a significant lag in efficiency, with 58 per cent of projects performing well in this criterion.
- The 10-year trend analysis showed that the relevance of IFAD projects has steadily improved since 2016-2018 and has now stabilized, while project effectiveness, which had been declining, is showing signs of recovery. Sustainability has improved in the long run, increasing from 59% in 2014-2016 to 67 per cent in 2018-2020, though a slight drop to 63 per cent was observed in 2021-2023, while scaling-up performance has strengthened from 68 per cent to 74 per cent in the latest period.
- Despite these gains, challenges persist, with the share of well-performing projects in rural poverty impact declining from 81 per cent in 2014-2016 to 69per cent in 2021-2023. Gender equality and women's empowerment (GEWE) has also weakened, dropping from 79 per cent to 65 per cent over the same period, and while environmental sustainability and climate adaptation have improved over the past decade, a slight dip in performance was noted since 2019-2021.
- Projects in non-fragile settings consistently performed better in effectiveness, efficiency, and sustainability, though gaps varied over time, with effectiveness rates at 77 per cent for non-fragile projects and 62 per cent for fragile ones in 2021-2023. Despite governance and institutional challenges in fragile contexts, some projects still achieved positive results, particularly in relevance, where their performance matched or slightly exceeded that of non-fragile projects, though without statistical significance.
- From 2014 to 2023, APR consistently achieved the highest ratings, while WCA lagged. Regional project performance should not be solely attributed to regional divisions, as external factors like political context, institutional capacity, and government ownership play significant roles. For instance, WCA faces challenges such as fragility, conflict, and low human development. Despite this, WCA had the lowest average rating for IFAD performance. This suggests that internal factors may also need investigation besides contextual constraints.
- Policy engagement has improved overall but saw a slight decline recently, while partnership-building performance dropped, likely due to staff turnover, lack of strategy, and challenges during IFAD's decentralization and the COVID-19 pandemic. Knowledge management remained relatively stable, performing better in countries with IFAD offices, though broader operational issues and a lack of prioritization have limited progress in strengthening non-lending activities.
- Comparing IOE and PCR ratings for projects from 2014 to 2023 shows notable but narrowing gaps in relevance and scaling up. Smaller gaps were found in areas like ENRM, CCA, and innovation, but these have been widening since 2018. Despite these disconnects, statistical tests confirm significant but positively correlated rating trends between IOE and PCRs across all criteria, with regional variations—APR showing the lowest rating gaps and LAC and WCA the highest.
- The pandemic underscored the importance of adaptive management, resilient livelihoods, and digital tools in sustaining operations during crises. Projects that responded flexibly—through remote supervision, emergency funding, and partnerships—fared better. However, it also exposed gaps in monitoring systems, risk management, and inclusion strategies, highlighting the need for stronger gender- and youth-responsive approaches and more robust coordination with national and international partners.

# III. Perspectives on sustainability of benefits

71. Annual IOE ARIE reports have repeatedly drawn attention to persistently low performance ratings for sustainability, including this latest one.[44] Sustainability ratings have been significantly below targets set in IFAD10 and IFAD11, as highlighted in the 2022 IFAD Action Plan for Sustainability of Benefits, and they have only shown slow improvement over the past decade from the lows of 2015–2017. IFAD remains particularly concerned about sustainability in fragile situations and challenging project environments, an emphasis that was reaffirmed in 2024.[45]

72. This chapter presents findings and conclusions on key factors driving sustainability in different IFAD thematic areas. The analysis is based on a synthesis review of 51 IOE evaluations that were conducted between 2020 and 2024, including 20 CSPEs, 24 PPEs, two PCEs, two SREs, two evaluation synthesis and one thematic evaluation (see Annex VII for details). Fifteen evaluations covered projects and countries with fragile situations. The chapter focuses on sustainability of benefits, without including the sub-criteria of environment and natural resource management, climate change adaptation and scaling-up. The synthesis reviewed four dimensions of sustainability: the financial, economic, social and institutional capacities needed to sustain net benefits over time. Technical aspects were included under the economic dimension (see Annex VII for definitions). Sustainability ratings of the reviewed sample of IOE evaluations from 2020 to 2024 align with the persistently high share of projects receiving moderately unsatisfactory ratings or worse in recent years. In this analysis, 40 per cent of the total sample fell into this category, rising to 45 per cent for projects and countries affected by fragility (Annex 2, Tables A.1 and A.2).[46]

73. This analysis starts with a review of the relevance of the different dimensions of sustainability for thematic areas in the IFAD portfolio. It then looks in more detail at the driving factors for sustainability in different thematic areas: value chains (agriculture productivity, processing and market access ), infrastructure, rural finance and enterprise development, and the development of community and farmer organizations. It further presents findings on the impact of IFAD project design, performance and country programming and contexts on sustainability, before discussing sustainability in fragile situations. The chapter concludes with key lessons learnt on sustainability for future IFAD project and programme planning and implementation.

## A. Relevance of sustainability dimensions for thematic areas

74. **The significance of each of the four dimensions of sustainability—financial, economic, social, and institutional—varied depending on the thematic area of interest.** The **institutional dimension** was the most frequently cited driver of sustainability, mentioned in over 60% of cases across all thematic areas, with some areas reaching 90% or more (Table 5). Institutional capacities and skills were key to sustain community and farmer organizations, influencing their management, governance, and market access. They were crucial for enhanced agricultural productivity and market access, and while less frequently mentioned for infrastructure and rural finance, their importance was noted in qualitative analysis for these areas.

[44] The IFAD Evaluation Manual (2022) defines sustainability as "the extent to which the net benefits of the intervention or strategy continue and are scaled up (or are likely to continue and be scaled up) by government authorities, donor organizations, the private sector and other agencies. This entails an examination of the financial, economic, social, environmental and institutional capacity of the systems needed to sustain net benefits over time. It involves analyses of resilience, risks and potential trade-offs".
[45] IFAD 2024. Corporate Portfolio Stocktaking 2020 – 2024.
[46] However, it is important to note that this sample was not tested for representativeness of the IFAD portfolio as a whole. As such, while the findings reflect trends within the evaluated subset, they should not be generalized across the entire portfolio without caution.

75. The **social dimension** — particularly community ownership— ranked second in importance for sustainability, especially of value chains, infrastructure and community development. Its significance was highest in fragile situations.

76. The **financial dimension** was particularly relevant for government post-completion support in crops and livestock productivity, including extension services, training, and inputs. It was also key for sustaining market access and infrastructure operations and maintenance (O&M), through central or local governments. For rural finance and enterprise development, continued financial services were tied to apex institutions such as banks and microfinance providers.

77. Profitability and market access—as part of the **economic dimension**—were most important for sustaining market linkages, processing, and agricultural productivity, i.e., sustained adoption. They were also relevant for sustained rural finance and enterprise development. Infrastructure sustainability was strongly associated with the technical part of the economic dimension, and was mentioned by 81 per cent of relevant evaluations. This included technical infrastructure quality and O&M capacities. Similarly, technical aspects were more important for sustaining agricultural productivity.

**Table 5 – Relevance of sustainability dimensions for thematic areas**

| | Financial | Economic | | Social | Institutional | |
|---|---|---|---|---|---|---|
| | | Profitability and markets | Technical | | Institutional arrangements | Capacities and skills |
| **Thematic areas:** | | | | | | |
| Value chains: Processing and market access | High | Medium | Medium | Medium | High | Medium |
| Value chains: Agricultural production | Medium | High | Low | Medium | High | Medium |
| Infrastructure | Medium | Low | High | Medium | High | Low |
| Rural finance and entreprise development | Medium | Low | Low | Low | High | Low |
| Community development and community-based organisations | Low | Low | Medium | Medium | High | High |
| Farmers' and producers' organisations, cooperatives | Low | Low | Medium | Low | High | High |
| Fragile situations | High | Low | High | High | High | High |

Key

Low: dimension mapped in < 40 per cent of evaluations relevant for thematic area
Medium: dimension mapped in 40 - 60 per cent of evaluations relevant for thematic area
High: dimension mapped in > 60 per cent of evaluations relevant for thematic area

## B. Sustainability in agricultural productivity and market linkages

78. **Agricultural productivity gains were more likely to be sustainable when driven by community-driven initiatives and collaborative partnerships including with the private sector.** Collaboration with local communities and institutions ensured the continuity of improved seed multiplication and crop commercialization in both Burundi (2023) and Malawi (2023), supporting post-project sustainability. Additionally, Malawi benefited from the added advantage of micro-finance systems. In both countries, the private sector played supportive roles for certain commodities. Farmer mobilization and capacity-development were also important for sustainable productivity growth in Guinea-Bissau (2024). Crop diversification and strengthened cooperatives enhanced long-term resilience and sustainable production even under challenging economic conditions in Cuba (2023).

79. **Limited access to agricultural inputs and services, such as improved seeds, fertilizers, and machinery, remained a major challenge to sustained agricultural productivity growth.** There were several examples among evaluations where post-project access to inputs and services was low due to limited local availability of high-quality inputs, missing rural finance and unsustainable extension services (Liberia 2020, Zambia 2023). Unsustainable input subsidy systems discouraged private sector engagement and long-term solutions in Uganda

(2021) and Senegal (2021). In Zambia the project introduction of private extension services was only partly sustained, due to unclear policies about their role viz-à-viz the remaining public services.

80. **Weak post-completion support remained a widespread challenge that undermines the sustainability of various types of project outcomes.** Livestock interventions, for example, faced particular difficulties. In Chad (2024), decentralized technical services for livestock were underfunded and understaffed, limiting their capacity to assist farmers after project closure. In Kyrgyzstan (2024), poor governance of pasturelands failed to prevent declining productivity, driven by increasing livestock numbers and deteriorating soil fertility, despite the introduction of seasonal rotations. In Senegal (2021), pastoral units established by a project lacked legal status and functional management structures, making it difficult for livestock keepers to sustain organizational benefits.

81. **Institutional and economic sustainability were crucial for ensuring sustainable market access for farmers, including establishing long-term buyer linkages with the private sector.** Projects that aligned with local market dynamics, fostered public-private partnerships, and strengthened producer organizations showed greater resilience and long-term viability. In Turkey (2020), livestock markets thrived after the project finished due to municipal ownership, ensuring strong governance and functionality. In Burundi (2022), partnerships between producers, traders, and processors supported sustainable rice and milk value chains. Although this required time, public-private partnerships and supply contracts in other projects played a key role in enhancing the sustainability of producer market associations and cooperatives. By securing buyer linkages and ensuring market stability, these efforts strengthened long-term viability (China 2024, Egypt 2023, Dominican Republic 2021).

82. **Despite several success stories in market access, other projects faced challenges such as weak market integration, financial constraints, and price volatility, which hindered long-term sustainability.** Several projects lacked adequate market analyses and long-term market positioning strategies for farmers and their cooperatives, resulting in weak private sector engagement and insufficient financing (Mexico 2020, Ecuador 2021). Other farmer organizations (FOs) and cooperatives faced sustainability risks due to limited working capital, high certification costs for high-value products, and weak integration with rural finance systems (Sierra Leone 2020, Egypt 2023). In Uzbekistan (2022), high horticulture price volatility reduced profitability, while low rice prices in China (2020) discouraged value chain participation, leading some farmers to abandon rice fields altogether.

83. **Improving capacity building, organizational sustainability, and inclusion was essential to effectively address persistent challenges.** Several countries faced challenges due to inadequate training and coaching of agricultural cooperatives and farmer organizations, compromising long-term viability. In Tanzania (2022), they lacked capacity to sustain input acquisition and collective marketing, while in Eswatini (2023), projects struggled to empower smallholders to effectively participate in value chain platforms and reduce reliance on imported inputs. In Morocco (2022), producer access to reliable markets fell short due to limited autonomy of value addition units and weak private sector partnerships.

84. **Many projects promoted commodity processing for value addition, but its sustainability was often undermined by limited market integration, poor business planning, and private sector competition.** For instance, In Morocco (2022), projects supported agricultural processing in sheep and goat fattening, beekeeping, and food products. While profitability was challenging and many units were not yet fully viable by project completion, the interventions laid a foundation for growth. In Turkey (2020), processing facilities for orchards, greenhouses, and

feed production delivered economic benefits beyond the project timeline. But milk collection centers faced high competition from established private-sector buyers. Milk processing centers also struggled to attract sufficient supply from farmers in Malawi, mainly as they were too far away from producers (Malawi 2020). In Rwanda (2024) processing facilities for popular export-commodities like coffee and dried pineapple performed well, while those for silk, horticulture and tea struggled with weak local markets.

## C. Sustainability in infrastructure

85. **Strong government ownership, effective decentralization and infrastructure handovers and finance were essential for long-term sustainability of infrastructure investments, regardless of the country's economic status.** For example, in China, central government directives mobilized local government resources for the O&M of community water infrastructure, complemented by community fee collection. By embedding ownership within technical agencies, China ensured institutional sustainability (China 2020, 2024). Other countries successfully managed O&M of public markets through transferring responsibility to municipalities and partnerships with clear financial and other responsibilities (Tanzania 2022, Turkey 2020). Where financial resources from central and local governments were unavailable, infrastructure sustainability was often negatively impacted. The absence of financing mechanisms for water, road and community infrastructure affected their sustainability in Guinea Bissau (2024), Sierra Leone (2020), and Ethiopia (2024).

86. **Community engagement and ownership proved to be key factors in sustainability, particularly in relation to O&M and the ability to keep infrastructure functional and usable over time.** For instance, in Chad (2024), intercommunity committees played a vital role in managing hydro-infrastructure after project completion, aligning with local customs and knowledge. Efforts to strengthen farmer organizations and local committees improved infrastructure sustainability prospects in several countries, including Malawi (2020) and Rwanda (2024). Village organizations, participatory approaches and beneficiary ownership were key to post-project infrastructure management in several countries (Tajikistan 2021, Ethiopia 2024, Guinea Bissau 2024). However, persistent challenges in group capacity, limited resource mobilization, and unclear O&M responsibilities often hindered long-term impact, particularly for water user associations in agricultural water schemes (Senegal 2021, Ethiopia 2024, Haiti 2020). In general, weak systems for infrastructure O&M remained a pervasive challenge.

87. **Infrastructure sustainability was often undermined by the lack of integration between infrastructure and broader institutional and policy frameworks**, as summarized by the IOE Evaluation Synthesis Report on Infrastructure (2021)**.** Projects that failed to establish strong linkages with local governance structures and lacked clear O&M strategies tended to experience rapid infrastructure degradation. Conversely, projects with well-defined maintenance responsibilities, community participation, and financial mechanisms for cost recovery demonstrated higher sustainability. Additionally, adaptive management practices that allow for adjustments based on monitoring and feedback loops contribute significantly to infrastructure longevity.

88. **Poor project design and planning also often compromised infrastructure sustainability.** Inadequate technical designs for water infrastructure led to operational inefficiencies in Tajikistan (2021), while oversized milk collection centers with unclear ownership arrangements resulted in low utilization in Malawi (2020). The IOE Evaluation Synthesis Report on Infrastructure (2021) found that in several cases, inadequate analysis of land stability, water flows and other natural-resources factors led to design flaws—such as soil salinization, landslide-prone roads and poorly-functioning dams—which later undermined infrastructure

performance and sustainability (e.g. Tunisia, Pakistan, Morocco). Additionally, failing to engage local government systems in infrastructure planning and rushing infrastructure development without establishing functional management committees further undermined sustainability (Ethiopia 2024, Senegal 2021).

89. **Reliance on continued donor funding also posed challenges.** In The Gambia (2022), overreliance on external funding led to cyclical 'build-bust-build-back' patterns, with limited focus on economic viability and self-management. Without clear exit strategies, donor-supported projects often become donor-dependent (Guinea-Bissau, 2024). Haiti (2020) faced similar challenges, where reliance on donor funding compromised the sustainability of irrigation schemes, further exacerbated by technical shortcomings and economic inefficiencies.

**Box 1 – Sustainability of various infrastructure types**

The sustainability of various infrastructure types — including water and irrigation, market, transport, and social infrastructure — depended on distinct but sometimes overlapping factors:

- **Agricultural Water and Irrigation Infrastructure**: Sustainability thrived with well-functioning Water User Associations (WUAs), technically sound designs, and sufficient financial resources for O&M. Ensuring adequate government funding, appropriate water tariffs, and strong post-project technical support were crucial. Strengthening WUAs, improving cost-recovery mechanisms, and enhancing technical support can significantly boosted long-term outcomes.
- **Market Infrastructure**: Effective sustainability depended on strong local governments, active community involvement, and robust economic linkages to broader value chains and actors.
- **Transport Infrastructure**: Sustainability required local government maintenance capacities, community involvement in maintaining lower-grade roads, and programmatic (often national) funding mechanisms for larger maintenance and repair efforts.
- **Social and Community Infrastructure**: Sustainability was driven by community ownership, well-functioning community O&M committees, and alignment with local governance systems.

## D. Sustainability in rural finance and enterprise development

90. **The sustainability of rural finance programmes was strongly influenced by institutional capacities, governance structures and the broader policy environment**. Where institutions were strong and governance effective, financial sustainability for beneficiaries was more likely to endure. For instance, in India (2020) apex organizations for rural finance and enterprise development strengthened community finance and governance. But financial service providers did not always succeed in developing the necessary new loan products, revolving funds, and credit guarantees to overcome persistent lending constraints and high transaction costs, limiting their reach to IFAD target groups (Egypt 2023, Uzbekistan 2022). Policy and regulatory reforms sometimes failed to reach grassroots levels and even proved counterproductive in serving IFAD’s target groups (Eswatini 2023, Pakistan 2022).

91. **Sustainable rural finance systems relied mostly on robust financial and risk management and the operational strength of financial institutions and community organizations**. Effective deployment of financial products and sound risk mitigation supported rural finance sustainability in Tanzania (2022), though SACCOs and community banks struggled with weak financial and managerial capacities. In India (2022), well-managed CBOs enhanced microfinance access and empowered women through financial literacy. Excessive public and project subsidies risked undermining financial sustainability; in Morocco (2022), farmers avoided debt and formal financial services when subsidies were available through other channels. Rural financial service providers (FSPs) often relied too heavily on subsidized finance, weakening risk management and increasing vulnerability to

shocks (PCE Rural Finance 2023). Low institutional capacities and high operational costs further compromised sustainability, shifting FSP focus toward more secure commercial clients.

92. **Rural finance played a critical role in the growth and sustainability of micro, small, and medium-sized enterprises (MSMEs), often working hand-in-hand with non-financial services.** Access to finance enables enterprises to expand, diversify, and build resilience to economic and other shocks. However, the technical and financial capacities of entrepreneurs themselves (whether individuals or economic interest groups) are equally critical to long-term sustainability. In many cases, weak business planning, limited financial literacy, and lack of experience in managing credit undermined enterprise performance after project closure. In Colombia (2024), businesses with financial and technical support were more sustainable, particularly in export-oriented value chains. Conversely, enterprises in the Dominican Republic (2021) and Madagascar (2020) were less successful due to limited access to finance, inadequate business services, and unsuitable financial products. Similarly, the Project Cluster Evaluation (PCE) of Rural Enterprises (2023) found mixed sustainability across several case studies: while some enterprises succeeded, many struggled due to insufficient focus on credit needs, weak incentives for FSP to work with them, and inadequate post-project support for non-financial services. Enterprises established before project interventions were generally more sustainable, while newer enterprises faced higher risks due to their dependence on project support.

93. **The sustainability of rural enterprises was closely tied to their integration into local, national, and international markets, as well as their ability to withstand economic shocks.** The 2023 PCE of Rural Enterprises highlighted that small businesses lacking strong value chain linkages face higher risks of failure due to vulnerability to demand fluctuations and input supply chain disruptions. In contrast, enterprises with well-established linkages have better prospects for growth and long-term sustainability. Limited access to remunerative markets, coupled with weak private sector partnerships, also impacted enterprise sustainability in India (2022) and Uzbekistan (2022). Additionally, geographic isolation and distance from markets further restricted market access for businesses in Madagascar (2020) and Morocco (2022).

## E. Sustainability in development of communities and farmer organizations

94. **Community ownership and governance emerged as a cornerstone for sustaining project benefits, beyond completion.** This included community based organizations (CBO), inter-community committees, and special interest groups for effective water management and small-scale infrastructure as in Sudan (2020) and Chad (2024). Self-help groups and community-managed resource centres fostered programme ownership among women in India (2020). In another country, the government formally recognized community development associations as a fourth tier of governance, boosting their confidence and role in planning and managing programme assets together with local authorities (Nigeria, SRE WCA 2023).

95. **Linking community organizations with local government systems improved sustainability by ensuring continuity, though success varied.** Weak technical, management and financial capacities and resources by community groups often undermined their ability to sustain infrastructure and activities post-project (Laos 2024, Tajikistan 2021, and Nepal 2020). While outcomes varied, collaboration with local governments and other existing community structures effectively supported sustained project activities in Ethiopia (2024), Niger (2021), and Tajikistan (2021). In contrast, where such collaboration was absent or public entities were weak or

lacked community trust, engagement tended to end with project closure (Pakistan 2022, Colombia 2024, SRE LAC 2024).

96. **Strong institutional and management capacities, including a solid legal and governance foundation, were crucial for sustaining farmer and producer organizations.** Successful approaches emerged in several countries, where strong internal management, improved coordination, and effective governance enhanced organizational capacity and sustainability (Liberia 2020, Morocco 2022, Colombia 2024). In Liberia and Burundi (2022), well-structured producer organizations and effective leadership fostered stability. However, farmer organizations in several countries continued to face structural weaknesses and limited value chain professionalization post-project (Burundi 2022, Morocco 2022, Rwanda 2024). Stronger early engagement with inter-professional associations, business platforms, and value chain contracts could have helped address these issues. The absence of legal status remained a challenge in Senegal (2021) and Pakistan (2022). Producer group formation and empowerment takes time. Capacity development often lacked methodological rigor, with insufficient outcome measurement (SRE LAC 2024).

97. **National apex organizations played a vital role in uniting and representing farmer and producer groups, strengthening their capacities through policy advocacy, training, and resource mobilization.** Examples from WCA SRE (2023) and Madagascar (2020) highlight their effectiveness in lobbying and supporting sustainability, though some struggled with limited resources for independent operation. In Rwanda (2024), the absence of strong apex organizations and umbrella platforms reduced policy influence, limiting long-term benefits for farmers.

98. **Farmer and producer organizations needed stable revenues, market links, and sound financial management for long-term success.** This was, for instance, the case in sunflower production in Malawi (2020), where a private sector aggregator and processor supported FOs to maintain post-project gains, but market access was more limited for other crops as such links were not created. Clearer business models, finance management and access would also have helped farmer organizations in other countries (Pakistan 2022, Senegal 2021, Ecuador 2021)

99. **The policy and regulatory environment significantly influenced the sustainability of farmer organizations, particularly in terms of strategic long-term support after project completion.** Supportive policies, clear legal frameworks, and effective government partnerships enhance organizational resilience (Madagascar 2020), while regulatory gaps, weak institutional support, and adverse subsidies threaten long-term market development (Senegal 2021, Uzbekistan 2022). The absence of structured policy dialogue hindered the institutionalization of successful practices in Central America (SRE LAC 2024). Over-reliance on external aid during implementation, without considering post-project follow-up by permanent public and non-public structures, led to unsustainable farmer organizations in several cases (India 2022, Nepal 2020, Colombia 2024, Ecuador 2021).

## F. The role of IFAD programming and operations for sustainability

100. **Multi-phase projects contributed to, but did not guarantee, sustainability.** Not all second-phase projects successfully sustained outcomes beyond completion. Key factors for influencing success or failure include consistency in intervention areas, adaptability to policy and political changes, effective integration of lessons from previous phases, and a strong focus on long-term sustainability rather than reliance on continuous follow-ups. (India 2022, Liberia 2020, Laos 2024, Malawi 2020, Sudan 2020, Uganda 2021).

101. **Weak project design and performance consistently undermined sustainability.** For several projects, weak design and local institutional anchoring

led to inefficient and unsustainable arrangements. Overly complex and ambitious designs, along with poor coherence between project components, weakens overall performance, and ultimately sustainability. Projects with vast geographic coverage often strain resources, reducing the capacity development to make them sustainable (Togo 2023, Uzbekistan 2022, Tanzania 2022, Mexico 2020, Pakistan 2022, Burundi 2022). Additionally, a focus on short-term gains over long-term sustainability, partly driven by short-term M&E metrics, further undermine post-completion impact. These cases underscore the need for coherent design, effective implementation, and realistic sustainability planning tailored to local contexts to ensure long-term impact.

102. **IFAD country presence, strong knowledge management and policy dialogue, and institutional engagement were important in achieving and sustaining long-term outcomes.** Some country programmes effectively disseminated lessons from projects, but their engagement in policy formulation, collaboration with ministries, and coordination with development partners remained only moderately effective. Even where strong partnerships with governments existed, evaluations highlighted the need for more structured institutional relationships with technical planning departments and research institutions to facilitate sustainable support (Morocco 2022, Sudan 2020).

103. Small IFAD country programmes often faced challenges in sustaining government attention and impact, affecting long-term sustainability. Weak IFAD strategic country vision, shifting priorities, and limited coherence constrained effectiveness and sustainability especially in early country programme phases, while lack of strong synergies and alignment with government and development partners further weakened sustainability outcomes (Uzbekistan 2023, Kyrgyzstan 2024, Colombia 2024).

104. IFAD's limited country presence and constrained resources in some contexts weaken its ability to engage in non-lending activities, reducing its contribution to national policy discussions, policy influence and long-term sustainability. In several cases, challenges in establishing policy-driven partnerships hindered the scaling of interventions, while limited policy engagement in complex governance environments posed risks to sustaining key agricultural reforms (Nepal 2020, Ecuador 2021, Kyrgyzstan 2024). The regional evaluation in Latin America called for more innovative approaches in the Central American Dry Corridor, with a greater focus on knowledge management, strategic partnerships, and public policy dialogue to maximize impact and sustainability in a donor-saturated environment (SRE-LAC 2024).

105. **Project exit strategies played a significant role, but few projects had strategies that effectively guided sustainability and many encounter common challenges and pitfalls.** Integrating an exit strategy early in project design was crucial for long-term success in several project examples, while late implementation often limited time for testing, adjustments, and monitoring sustainability mechanisms. Post-completion government engagement, political support, and alignment with national institutions were essential for a smooth transition. In Madagascar (2020) and Malawi (2020), effective exit strategies facilitated a smooth transition by handover of responsibilities to government entities and FO apex organizations, strengthening value chain partners for post-project continuity, and aligning activities with other IFAD projects.

106. But in several cases, exit strategies—though well designed—were implemented late, thus diminishing their effects. They often compete with other urgent pre-project closure activities, such as in Tajikistan (2021). Several projects lacked an exit strategy, which lowered the sustainability in pastoral communities in Chad (2024), hindered post-completion resource mobilization and market access in Cuba (2023), or led to abrupt project terminations without mechanisms to sustain benefits in

Colombia (2024) and Guinea-Bissau (2024). In several evaluations lack of government support undermined sustainability (Egypt 2023, Tanzania 2022, Zambia 2023). Clearly defining post-project responsibilities helped prevent ambiguity in the continuation of key functions.

107. Establishing diverse partnerships with public and private sector entities during implementation reduces dependency on a single support source after project completion. In some cases, multi-stakeholder approaches and private sector engagement enhanced value chain sustainability, whereas their absence limited long-term impact (Malawi 2020 vs. Senegal 2021). However, many sustainability strategies still relied on continued donor support, which, when not realized, led to project collapse (Ecuador 2021 and India 2022). In some contexts, continued IFAD funding absorbed staff and structures from previous projects, rather than fostering independent sustainability (Sudan 2020). A strong exit strategy should include resource mobilization and risk management plans, as their absence has led to financial instability and post-completion challenges (Cuba 2023, Egypt 2023).

## G. Sustainability in fragile and conflicts-affected situations[47]

108. **Strengthening national institutions, policy alignment, strategic partnerships, and social contracts significantly enhanced sustainability in fragile situations.[48]** In the Sahel, project sustainability was strongly influenced by policy alignment, government commitment, and flexible financing mechanisms (SRE-WCA 2023). Without effective national frameworks, projects struggled to maintain impact. A notable example was Niger's "Nigeriens Feeding Nigeriens" (I3N) initiative, which improved sustainability through inclusive planning, implementation, and multi-level partnerships. The presence of strong social contracts between the state and rural populations increased the likelihood of socio-political sustainability, particularly when recognizing the pivotal role of CBOs.

109. The shift to a country programmatic approach in Burundi (2021) strengthened sustainability by enhancing government engagement and participatory governance, particularly in long-term seed multiplication and livestock solidarity chain programs. However, several early projects in Burundi were considered too complex for post-conflict contexts characterized by weak governance and limited institutional capacity. In Sudan (2020), projects benefited from IFAD partnerships with the Ministry of Agriculture and the Central Bank, which supported community-led natural resource governance and rural financial services for sustaining credit groups. In contrast, the absence of policy dialogue and weak exit strategies in Mali undermined project sustainability (SRE-WCA 2023). Similarly, in Central America's fragile contexts, underdeveloped national frameworks and limited policy dialogue constrained sustainability (SRE-LAC 2024).

110. **Sustainability in fragile situations was strongly driven by community ownership, institutional strengthening, and programme duration.** Across all fragile contexts, projects that engaged local communities effectively demonstrated higher resilience. Participatory approaches enhanced local ownership in Burundi (2023), while family and associative ownership of business plans and social enterprise models contributed to post-conflict recovery and economic resilience in Colombia (2024). These approaches also diversified income sources beyond agriculture, reducing vulnerability to economic shocks. In post-fragile settings, phased projects helped sustain interventions through long-term capacity strengthening of local groups and institutions. In Liberia (2020), cooperative

[47] While IOE applies the World Bank's FCS list to identify fragile contexts (see Annex II), the analysis in this chapter also includes evaluations in countries with clear post-conflict or fragility-related challenges, such as Colombia or those in Central America, to capture a broader set of lessons on sustainability in fragile situations.
[48] In line with IFAD's updated approach to fragility ("Fragile situations: setting the scene for this updated approach"), the Fund addresses key dimensions of fragility relevant to its rural mandate—including institutional fragility, post-conflict recovery, environmental and climate-related vulnerability, and social exclusion. IFAD does not operate in active conflict zones, but works in settings where these overlapping factors undermine resilience and sustainability.

development programs supported collective bargaining power and democratic practices, while in Sierra Leone (2020), projects strengthened local institutions to assist smallholder farmers in post-conflict recovery.

111. **Sustainability challenges in fragile situations arose from limited project adaptability, weak integration with decentralized governance, and inadequate capacity and funding, particularly for post-completion infrastructure.** Project rigidities limited responsiveness to rapidly changing conditions, particularly in the G5 Sahel countries, where IFAD's limited presence further challenged sustainability. However, intensified supervision missions and partnerships with non-governmental service providers helped identify and mitigate risks in fragile situations (SRE-WCA 2023). In Central America's dry corridor, weak integration with municipal governance structures and short-term training programmes undermined sustainability. Countries that adopted territorial approaches—engaging local governments and grassroots organizations—were more successful in ensuring long-term impact (SRE-LAC 2024).[49] Infrastructure sustainability was weakest in fragile situations, largely due to institutional and technical deficits, limited beneficiary capacity, insufficient expertise among service providers in markets and value addition, and inadequate financial resources for post-project maintenance (ESR Infrastructure 2021, Haiti 2020, Guinea-Bissau 2024).

112. **IFAD played a key role in supporting community conflict resolution strategies in fragile contexts by strengthening community-based institutions, fostering inclusive governance, and facilitating dialogue among diverse groups—all essential for sustainability.** The regional evaluation in the Sahel emphasized the role of 'bonding, bridging, and linking' of social capital, facilitated by CBOs, in strengthening social cohesion and reducing conflict (SRE-WCA 2023). Similar approaches in Sudan (2020) and Chad (2024) helped mitigate localized tensions, particularly between farmers and pastoralists. Successful interventions combined community empowerment, strong institutional partnerships, and continuous capacity building to promote long-term peace and stability. However, some sustainability challenges persisted due to fragmented local governance structures, weak policy support—particularly for shared natural resource management—and limited funding for post-project follow-up (Niger 2021, Colombia 2024, Sudan 2020).

## H. Lessons learned

113. This review highlights five key lessons on sustainability:

a) **Community ownership and capacities were key to sustainability**, with projects engaging communities and farmer organizations in planning and management achieving better long-term outcomes. However, post-project technical and management support was often insufficient, and many community, farmer and producer organizations struggled due to weak structures and limited professionalization. Institutional strengthening and capacity development, particularly on group governance, leadership, and financial management, were crucial. Apex organizations helped strengthen community-based groups by improving technical support, resource mobilization and advocacy, but their effectiveness depended on strong internal capacity and sustained support. Integrating community organizations into local government systems also improved sustainability.

b) **Stable revenues, access to credit, and links with profitable markets post-completion were crucial for motivating and stabilizing farmer**

[49] While evaluation evidence points to positive outcomes from stronger integration with local governance, it should be noted that integration alone may not ensure sustainability in fragile contexts, where institutions often lack the technical and financial capacity to maintain project results over time.

**organizations.** While private sector engagement supported sustainability in some cases, weak market integration, price volatility, high input costs, and limited financial support often hindered long-term success. A recurring issue was the lack of structured market linkages, which reduced producers' ability to connect with buyers and secure fair pricing. Additionally, reliance on external agricultural supplies and rising input costs created barriers to sustained production. Price fluctuations and economic shocks further undermined profitability and the viability of agricultural enterprises.

c) **Strong government ownership, community engagement, decentralization, and clear handover processes proved to be crucial for sustaining infrastructure, especially operations and maintenance (O&M).** However, limited financial and technical capacity at both central and local government levels often constrained post-project support. Strengthening partnerships with local governments, private sector service providers and CSOs, and integrating them into long-term infrastructure maintenance strategies, enhanced continuity beyond project completion.

d) **IFAD's project design quality, cycle management, country programming, and exit planning significantly influenced sustainability outcomes.** Sustainability was largely shaped by project design, with well-structured, phased approaches leading to better long-term outcomes. Early integration of sustainability factors and adaptability were crucial, while overly complex projects and weak component alignment often undermined results. A strong IFAD country presence, effective knowledge management, and policy engagement enhanced sustainability by embedding projects within national strategies and institutional frameworks. Government ownership and alignment with national policies further strengthened long-term impact. Exit strategies were essential for sustainability but often lacking or introduced too late. Successful approaches integrated sustainability early, defined post-project responsibilities and resource mobilization, and built strong partnerships with government and private sector actors.

e) **A long-term, systematic approach was essential for sustainability in fragile situations.** This required transitioning to locally embedded solutions, backed by policy support, flexible funding mechanisms, and stronger public-private collaboration, including CSOs and CBOs. The most effective strategies in fragile situations combined community ownership, institutional strengthening, financial inclusion, and policy engagement, based on effective risk identification and mitigation. Projects that aligned with national policies, built multi-stakeholder partnerships, and prioritized capacity development at both institutional and grassroots levels were more likely to sustain impact. Conflict resolution efforts in fragile settings benefited from a conflict sensitive design, community empowerment and inclusive governance, particularly when supported by post-project financial resources to sustain social cohesion.

# IV. Summary insights and lessons

## A. Project performance and non-lending activities

114. Between 2021 and 2023, most projects performed at a moderately satisfactory level or better across evaluation criteria. Relevance, innovation, and environment and climate-related results had strong outcomes (above 80% of projects performing well), while efficiency continued to be the weakest area with only 58% of projects performing well.

115. The long-term trend analysis reveals that relevance has steadily improved and stabilized, while effectiveness, after a recent dip, is rebounding. Sustainability also improved over time, although it declined slightly compared to 2019-2021. Scaling-up performance strengthened to 74%, driven by successful innovations and

investments in replication efforts. However, performance on rural poverty impact declined from 81% to 69% over the ten years, and GEWE dropped significantly, from 79% to 65% in the same period, with gaps in project design and strategy contributing to this downturn.

116. Regional disparities were notable: APR consistently outperformed other regions, while WCA showed the lowest ratings due to factors such as fragility, low institutional capacity, and challenging development contexts.

117. Fragility remains a critical factor affecting project success. Projects in fragile contexts underperformed in effectiveness, efficiency, and sustainability compared to those in more stable environments. Yet, relevance remained strong across both settings.

118. IOE analysis also revealed consistent gaps between its ratings and those of project completion reports (PCRs), particularly in relevance, scaling up, and GEWE. While these disconnects are narrowing, regional differences persist: discrepancies between IOE and PCR ratings are generally smaller in APR, and more pronounced in LAC and WCA.

119. Non-lending activities—partnership-building, policy engagement, and knowledge management—showed mixed results. Policy engagement improved overall but declined slightly in 2022–2024. Partnership-building weakened significantly, due in part to staff turnover and leadership transitions during IFAD's decentralization. Knowledge management remained stable but underutilized in countries with operational delays or instability.

## B. Perspectives on sustainability

120. The analysis of sustainability ratings of the reviewed sample of IOE evaluations 2020-2024 confirms the high percentage of evaluations that had moderately unsatisfactory sustainability ratings or worse.

121. Sustainable outcomes relied heavily on strong community ownership and capacity, often requiring post-completion support.

122. Stable revenues, access to credit, and links with profitable markets post-completion were crucial for motivating and stabilizing farmer organizations.

123. Strong government ownership, decentralized responsibilities where feasible, and clear role distribution between beneficiaries, public, and private sectors were vital for sustaining infrastructure.

124. IFAD's project design quality, cycle management, country programming, and exit planning significantly influenced sustainability outcomes.

125. In fragile contexts, long-term, engaged approaches that includes local solutions, flexible funding mechanisms, and strong public-private collaboration involving CSOs and CBOs were more effective in generating sustainable outcomes.

# Definition of the evaluation criteria used by IOE

| *Criteria* | *Definition*[50] |
|---|---|
| **Rural poverty impact** | The changes that have occurred or are expected to occur in the lives of the rural poor (whether positive or negative, direct or indirect, intended or unintended) as a result of development interventions. |
| | **Four impact domains**<br>• Household income and net assets: Household income provides a means of assessing the flow of economic benefits accruing to an individual or group, whereas assets relate to a stock of accumulated items of economic value. The analysis must include an assessment of trends in equality over time.<br>• Human and social capital and empowerment: Human and social capital and development includes an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, the poor's individual and collective capacity, and in particular, the extent to which specific groups such as youth are included or excluded from the development process.<br>• Food security and agricultural productivity: Changes in food security relate to availability, stability, affordability and access to food and stability of access, whereas changes in agricultural productivity are measured in terms of yields; nutrition relates to the nutritional value of food and child malnutrition.<br>• Institutions and policies: The criterion relating to institutions and policies is designed to assess changes in the quality and performance of institutions, policies and the regulatory framework that influence the lives of the poor. |
| Relevance | The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies.<br>It also entails an assessment of project design, coherence in achieving its objectives, and relevance of targeting strategies adopted.<br>. |
| Effectiveness | The extent to which the development intervention's objectives were achieved or are expected to be achieved, taking into account their relative importance. |
| Efficiency | A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results. |
| Sustainability of benefits | The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project's life. |
| Gender equality and women's empowerment | The extent to which IFAD interventions have contributed to better gender equality and women's empowerment, for example, in terms of women's access to and ownership of assets, resources and services; participation in decision making; workload balance and impact on women's incomes, nutrition and livelihoods. |
| Innovation | The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction. |
| Scaling up | The extent to which IFAD development interventions have been (or are likely to be) scaled up by government authorities, donor organizations, the private sector and other agencies. |
| Environment and natural resources management and adaptation to climate change | The extent to which the development interventions/strategy contribute to the enhancement of environmental sustainability and resilience to climate change in small-scale agriculture." |
| **Overall project achievement** | An arithmetic average of ratings for the following nine criteria: rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, environment and natural resources management and adaptation to climate change. |

[50] These definitions build on the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) Glossary of Key Terms in Evaluation and Results-Based Management; the Methodological Framework for Project Evaluation agreed with the Evaluation Committee in September 2003; the first edition of the Evaluation Manual discussed with the Evaluation Committee in December 2008; and further discussions with the Evaluation Committee in November 2010 on IOE's evaluation criteria and key questions.

**Performance of partners**

| | |
|---|---|
| IFAD<br><br>Government | This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support and evaluation. The performance of each partner will be assessed on an individual basis with a view to the partner's expected role and responsibility in the project life cycle. |

*Source*: IOE Evaluation Manual (2022).

# Trend analysis – ARIE Approach

1. The set of criteria analyzed in this report includes internationally-recognized core criteria (relevance, effectiveness, efficiency, sustainability and impact),[51] as well as IFAD-specific criteria, such as gender equality and women's empowerment, innovation, scaling up, environment & natural resource management and climate change adaptation (ENRM & CCA), and the performance of partners (table annex 2-1).

Table annex 2-1
**Evaluation criteria used in assessment of project performance**

| ***Evaluation criteria*** |
|---|
| Relevance |
| Effectiveness |
| Efficiency |
| Sustainability of benefits |
| Rural poverty impact |
| Innovation |
| Scaling-up |
| Gender equality and women's empowerment (GEWE) |
| Environment and natural resource management and climate change adaptation (ENRM & CCA) |
| **Overall project performance*** - arithmetic average of above nine criteria |
| Performance of IFAD |
| Performance of Government |

Note: All criteria are rated on a scale of 1-6 except for overall project performance. *
Source: IOE Evaluation Manual (2022).

2. The 2024 ARIE analyses follows the evaluation criteria specified under the 2022 Evaluation Manual (annex 1), which differ from the criteria under the earlier 2015 edition. Consequently, adjustments were needed to ensure comparability with earlier years to conduct trend analyses.

   a) In line with the new Evaluation Manual (2022), environment and natural resource management (ENRM) and adaptation to climate change (CCA) are now combined into one criterion (previously they were treated as two separate criteria).[52] To ensure comparability, ratings of ENRM & CCA were combined by averaging and rounding to an integer value.[53]

   b) Overall project achievement – the arithmetic average of the ratings of the nine criteria used – is no longer rounded to an integer but treated as a rational number.

3. In line with the Good Practice Standard of the Evaluation Cooperation Group of the Multilateral Development Banks for Public Sector Evaluations, IFAD uses a six-point ratings scale to assess performance under each evaluation criterion,[54] except for the indicator of overall project achievement.

4. The analysis of project performance ratings is presented by year of project completion as in previous ARRI/ARIE editions. To establish the underlying trend of performance ratings over the 10-year period, three-year moving periods (by year of completion) are utilized to smoothen the data and to mitigate inter-annual variations. The observation on the performance in the latest period is based on the

[51] Notably, the definition of the evaluation criteria set out by the Development Assistance Committee of the Organisation for Economic Co-operation and Development.
[52] They were under one criterion up to 2015 but were separated since 2016 based on the 2015 edition of the Evaluation Manual. The latest 2022 Evaluation Manual returns them to a single criterion.
[53] For example, if ENRM and CCA were rated 5 and 4 respectively, the combined rating of 5 for ENRM and CCA (rounding the average of 4.5) was used for this ARIE.
[54] 1=highly unsatisfactory; 2=unsatisfactory; 3=moderately unsatisfactory; 4=moderately satisfactory; 5=satisfactory; 6=highly satisfactory.

ratings on the projects completed between 2019 and 2021. Not all projects completed in this period (especially those completed in 2021) have been subjected to IOE evaluation and validation. Consequently, the figure for the latest three-year period may change with the addition of more projects to the 2019-2021 cohort in the future edition of ARIE.

5. The quantitative analysis is mainly derived from descriptive statistics, while inferential statistics were used where relevant: parametric and non-parametric tests were used to analyse rating disconnects between independent and self-evaluations.[55]

6. Additional analyses were conducted by regions, as well as by fragility status. For the latter, the projects were mapped and categorized as having operated in countries with fragile situations if the country was on the World Bank's annual list of fragile and conflict-affected situations[56] for more than half of the project lifecycle (approval to completion).

[55] The disconnect could be negative or positive: a negative disconnect signifies that the PCR ratings (in self-evaluations) are higher than the IOE ratings, while a positive disconnect means the opposite (i.e. IOE ratings are higher than the PCR).
[56] Up to 2019, the list was for fragile situations, without "conflict-affected" situations. Historical lists can be found at the following site: https://thedocs.worldbank.org/en/doc/9b8fbdb62f7183cef819729cc9073671-0090082022/original/FCSList-FY06toFY22.pdf

# Evaluations completed by IOE in 2024

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| | | | ***Corporate-level evaluation*** | | | | |
| All | Corporate level evaluation of Knowledge Management Practices in IFAD | | | | | | |
| | | | ***Thematic evaluation*** | | | | |
| All | Thematic evaluation of IFAD's support to gender equality and women's empowerment | | | | | | |
| | | | ***Country strategy and programme evaluations and projects covered in respective CSPEs*** | | | | |
| Argentina | Patagonian Rural Development Project (PRODERPA) | 1100001279 | 2004 | 2007 | 2014 | 7 | $29 000 000 |
| | Rural Areas Development Programme (PRODEAR) | 1100001364 | 2006 | 2009 | 2015 | 6 | $44 820 816 |
| | Inclusive Rural Development Programme (PRODERI) | 1100001610 | 2011 | 2011 | 2020 | 9 | $149 536 000 |
| | Programme for Economic Insertion of Family Producers of Northern Argentina (PROCANOR) | 1100001749 | 2015 | 2017 | 2024 | 7 | $38 872 000 |
| | Goat Value Chain Development Programme (PRODECCA) | 2000001527 | 2016 | 2017 | 2024 | 7 | $25 448 000 |
| | Programme for the Promotion of Resilient and Sustainable Agri-Food Systems for Family Farming (PROSAF) | 2000001530 | 2021 | 2021 | Ongoing | - | $52 600 000 |
| Rwanda | Support Project for the Strategic Plan for the Transformation of Agriculture (PAPSTA) | 1100001320 | 2005 | 2006 | 2013 | 7 | $31 481 628 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| | Kirehe Community-based Watershed Management Project (KWAMP) | 1100001431 | 2008 | 2009 | 2016 | 7 | $64 484 404 |
| | Project for Rural Income through Exports (PRICE) | 1100001550 | 2011 | 2011 | 2020 | 9 | $65 845 455 |
| | Climate-Resilient Post-Harvest and Agribusiness Support Project (PASP) | 1100001497 | 2013 | 2014 | 2020 | 6 | $83 350 440 |
| | Rwanda Dairy Development Project (RDDP) | 2000001195 | 2016 | 2016 | 2023 | 7 | $70 144 365 |
| | Kayonza Irrigation and Integrated Watershed Management Project - Phase I (KIIWP1) | 2000002229 | 2019 | 2019 | 2023 | 4 | $24 734 200 |
| | Partnership for Resilient and Inclusive Small Livestock Markets Programme (PRISM) | 2000002564 | 2019 | 2021 | Ongoing | - | $60 642 000 |
| | Kayonza Irrigation and Integrated Watershed Management Project - Phase II (KIIWP2) | 2000002350 | 2021 | 2022 | Ongoing | - | $61 025 000 |
| | Promoting Smallholder Agro-Export Competitiveness Project (PSAC) | 2000003934 | 2022 | 2023 | Ongoing | - | $62 894 000 |
| Türkiye | Ardahan-Kars-Artvin Development Project (AKADP) | 1100001492 | 2009 | 2010 | 2017 | 7 | $26 414 951 |
| | Murat River Watershed Rehabilitation Project (MRWRP_Murat) | 1100001623 | 2012 | 2013 | 2022 | 9 | $61 476 802 |
| | Goksu Taseli Watershed Development Project (GTWDP) | 2000000812 | 2015 | 2016 | Ongoing | - | $25 000 007 |
| | Uplands Rural Development Programme (URDP) | 2000001409 | 2017 | 2018 | Ongoing | - | $124 505 764 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| India | Tejaswini Rural Women's Empowerment Programme (Tejaswini) | 1100001314 | 2005 | 2007 | 2018 | 11 | $228 160 100 |
| | Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu (PTSLP) | 1100001348 | 2005 | 2007 | 2020 | 13 | $113 451 986 |
| | Mitigating Poverty in Western Rajasthan Project (MPOWER) | 1100001418 | 2008 | 2008 | 2017 | 9 | $62 335 803 |
| | Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (CAIM) | 1100001470 | 2009 | 2009 | 2018 | 9 | $118 645 691 |
| | Integrated Livelihood Support Project (ILSP) | 1100001617 | 2011 | 2012 | 2021 | 9 | $258 790 235 |
| | Jharkhand Tribal Empowerment and Livelihoods Project (JTELP) | 1100001649 | 2012 | 2013 | 2021 | 8 | $104 092 000 |
| | Livelihoods and Access to Markets Project (LAMP) | 1100001715 | 2014 | 2014 | 2025 | 11 | $205 763 756 |
| | Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihoods Improvement Programme (OPELIP) | 1100001743 | 2015 | 2016 | 2024 | 8 | $123 146 000 |
| | Andhra Pradesh Drought Mitigation Project (APDMP) | 2000001420 | 2016 | 2017 | 2021 | 4 | $42 460 060 |
| | Fostering Climate Resilient Upland Farming Systems in the North East (FOCUS) | 2000001421 | 2017 | 2018 | 2024 | 6 | $141 714 200 |
| | Maharashtra Rural Women's Enterprise Development Project (Nav Tejaswini) | 2000002980 | 2020 | 2021 | Ongoing | - | $413 278 000 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| | Chhattisgarh Inclusive Rural & Accelerated Agriculture Growth Project (CHIRAAG) | 2000003444 | 2021 | 2021 | Ongoing | - | $238 690 526 |
| | Rural Enterprise Acceleration Project (REAP) | 2000003737 | 2021 | 2022 | Ongoing | - | $378 049 243 |
| Mauritania | Poverty Reduction Project in Aftout South and Karakoro (PASK I) | 1100001179 | 2001 | 2002 | 2009 | 7 | $22 933 600 |
| | Maghama Improved Flood Recession Farming Project Phase II (Maghama II) | 1100001180 | 2002 | 2003 | 2010 | 7 | $13 994 255 |
| | Oasis Sustainable Development Programme (PDDO) | 1100001255 | 2003 | 2004 | 2014 | 10 | $19 559 000 |
| | Programme de Lutte contre la Pauvreté Rurale par l'Appui aux Filières (ProLPRAF) | 1100001433 | 2009 | 2010 | 2016 | 6 | $17 765 713 |
| | Poverty Reduction Project in Aftout South and Karakoro - Phase II (PASK II) | 1100001577 | 2011 | 2012 | 2019 | 7 | $28 883 480 |
| | Inclusive Value Chain Development Project (PRODEFI) | 2000001071 | 2016 | 2017 | Ongoing | - | $45 212 153 |
| | Sustainable Management of Natural Resources, Communal Equipment and the Organization of Rural Producers Project (PROGRES) | 2000001878 | 2020 | 2020 | Ongoing | - | $60 000 144 |
| | Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change (SD3C-MRT) | 2000003370 | 2022 | 2022 | Ongoing | - | $7 960 000 |
| Dominican Republic | South Western Region Small Farmers Project Phase II (PROPESUR) | 1100001068 | 1998 | 2000 | 2007 | 7 | $17 600 191 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| | Development Project for Rural Poor Economic Organizations of the order Region (PRORURAL OESTE) | 1100001479 | 2009 | 2010 | 2016 | 6 | $29 831 433 |
| | Rural Economic Development Project in the Central and Eastern Provinces (PRORURAL Centro y Este) | 1100001533 | 2010 | 2012 | 2018 | 6 | $48 457 685 |
| | Rural Families' Productive Inclusion and Resilience Project (PRORURAL Inclusivo y Resiliente) | 2000001507 | 2017 | 2019 | Ongoing | - | $40 842 000 |
| | Productive Inclusion and Resilience of Poor Rural Youth Project (PRORURAL Joven) | 2000002585 | 2021 | 2023 | Ongoing | - | $33 380 000 |
| ***Subregional evaluations*** | | | | | | | |
| ***El Salvador, Guatemala, Honduras, Nicaragua*** | ***Sub-regional evaluation of IFAD's experience in the Dry Corridor of Central America*** | | | | | | |
| *El Salvador* | Rural Development and Modernization Project for the Central and Paracentral Regions (PRODEMOR-CENTRAL) | 1100001416 | 2007 | 2009 | 2015 | 6 | $38 372 962 |
| | Rural Development and Modernization Project for the Eastern Region (PRODEMORO) | 1100001321 | 2005 | 2008 | 2016 | 8 | $22 199 980 |
| | Rural Territorial Competitiveness Programme (Amanecer Rural) | 1100001568 | 2010 | 2012 | 2018 | 6 | $36 622 871 |
| | National Programme of Rural Economic Transformation for Living Well - Rural Adelant (Rural Adelante) | 1100001736 | 2015 | 2019 | 2024 | 5 | $18 689 000 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| *Guatemala* | National Rural Development Programme Phase I: the Western Region (PRONADER I) | 1100001274 | 2003 | 2006 | 2012 | 6 | $48 000 000 |
| | National Rural Development Programme: Central and Eastern Regions (PNDR Oriente) | 1100001317 | 2004 | 2008 | 2017 | 9 | $34 000 164 |
| | Sustainable Rural Development Programme for the Northern Region (PRODENORTE) | 1100001473 | 2008 | 2012 | 2019 | 7 | $40 442 162 |
| | Responding to COVID-19: Modern and Resilient Agrifood Value Chains Project | 2000002250 | 2021 | 2021 | 2024 | 3 | $179 000 000 |
| *Honduras* | Sustainable Rural Development Programme for the Southern Region (Emprende Sur) | 1100001535 | 2010 | 2011 | 2019 | 8 | $37 206 966 |
| | Project for Competitiveness and Sustainable Development in the South-Western Border Region (PRO-LENCA) | 1100001682 | 2013 | 2014 | 2023 | 9 | $28 825 682 |
| *Nicaragua* | Technical Assistance Fund Programme for the Departments of León, Chinandega and Managua Technical Assistance Fund (TAF) | 1100001120 | 1999 | 2001 | 2013 | 12 | $20 578 000 |
| | Programme for the Economic Development of the Dry Region in Nicaragua (PRODESEC) | 1100001256 | 2003 | 2004 | 2010 | 6 | $25 000 001 |
| | Inclusion of Small-Scale Producers in Value Chains and Market Access Project (PROCAVAL) | 1100001380 | 2007 | 2008 | 2015 | 7 | $30 149 535 |
| | Adapting to Markets and Climate Change Project (NICADAPTA) | 1100001683 | 2013 | 2014 | 2020 | 6 | $37 051 543 |
| | Nicaraguan Dry Corridor Rural Family Sustainable Development Project (NICAVIDA) | 2000001242 | 2016 | 2017 | 2024 | 7 | $48 462 448 |
| ***Project performance evaluations*** | | | | | | | |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| Sri Lanka | Marketing/Storage/Processing: Smallholder Tea and Rubber Revitalization Project | 1100001731 | 2015 | 2016 | 2023 | 7 | $65 402 000 |
| Montenegro | Rural Development: Rural Clustering and Transformation Project | 2000001076 | 2017 | 2017 | 2023 | 6 | $14 479 688 |
| Bosnia and Herzegovina | Rural Development: Rural Competitiveness Development Programme | 1100001728 | 2015 | 2017 | 2022 | 5 | $61 450 000 |
| Solomon Islands | Rural Development: Rural Development Programme - Phase II | 1100001716 | 2015 | 2015 | 2020 | 5 | $60 400 300 |
| Lesotho | Rural Development: Wool and Mohair Promotion Project | 2000000053 | 2014 | 2015 | 2023 | 8 | $39 697 713 |
| Chad | Agricultural Development: Project to Improve the Resilience of Agricultural Systems in Chad | 1100001691 | 2014 | 2015 | 2022 | 7 | $36 200 000 |
| Project completion report validations | | | | | | | |
| Burkina Faso | Agricultural Development: Participatory Natural Resource Management and Rural Development Project in the North, Centre-North and East Regions | 1100001580 | 2012 | 2013 | 2023 | 10 | $117 452 626 |
| Uzbekistan | Rural Development: Dairy Value Chains Development Project | 1100001714 | 2015 | 2017 | 2023 | 6 | $39 410 400 |
| Philippines | Rural Development: Convergence on Value Chain Enhancement for Rural Growth and Empowerment Project | 1100001547 | 2015 | 2015 | 2022 | 7 | $52 530 000 |
| Indonesia | Irrigation: Integrated Participatory Development and Management of the Irrigation Sector Project | 1100001706 | 2015 | 2017 | 2023 | 6 | $852 900 000 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| Colombia | Credit and Financial Services: Building Rural Entrepreneurial Capacities Programme: Trust and Opportunity | 1100001491 | 2012 | 2012 | 2022 | 10 | $69 924 130 |
| Nepal | Rural Development: Adaptation for Smallholders in Hilly Areas Project | 1100001723 | 2014 | 2015 | 2022 | 7 | $37 617 300 |
| Zambia | Credit and Financial Services: Enhanced Smallholder Agribusiness Promotion Programme | 2000001405 | 2016 | 2017 | 2022 | 5 | $23 341 212 |
| Ghana | Credit and Financial Services: Ghana Agricultural Sector Investment Programme | 1100001678 | 2014 | 2015 | 2023 | 8 | $77 988 000 |
| Tunisia | Rural Development: Agropastoral Value Chains Project in the Governorate of Médenine | 1100001704 | 2014 | 2015 | 2023 | 8 | $36 853 378 |
| Cameroon | Rural Development: Youth Agropastoral Entrepreneurship Promotion Programme. | 1100001694 | 2014 | 2015 | 2023 | 8 | $73 123 039 |
| Bangladesh | Rural Development: Haor Infrastructure and Livelihood Improvement Project - Climate Adaptation and Livelihood Protection | 1100001585 | 2011 | 2012 | 2023 | 11 | $133 309 182 |
| Zambia | Credit and Financial Services: Rural Finance Expansion Programme | 1100001650 | 2013 | 2014 | 2023 | 9 | $26 315 057 |
| Bangladesh | Research/Extension/Training: National Agricultural Technology Programme - Phase II Project | 1100001758 | 2015 | 2016 | 2023 | 7 | $220 400 000 |
| Bangladesh | Credit and Financial Services: Promoting Agricultural Commercialization and Enterprises Project | 1100001648 | 2014 | 2014 | 2023 | 9 | $129 787 650 |

| *Country/Region* | *Title* | *Project ID* | *Executive Board approval date* | *Effectiveness date* | *Project completion date* | *Project duration (years)* | *Total project financing (US$)* |
|---|---|---|---|---|---|---|---|
| Kiribati | Rural Development: Outer Islands Food and Water Project | 1100001708 | 2014 | 2014 | 2023 | 9 | $10 365 255 |
| Rwanda | Agricultural Development: Rwanda Dairy Development Project | 2000001195 | 2016 | 2016 | 2023 | 7 | $70 144 365 |
| Rwanda | Irrigation: Kayonza Irrigation and Integrated Watershed Management Project - Phase I | 2000002229 | 2019 | 2019 | 2023 | 4 | $24 734 200 |

# List of country strategy and programme evaluations completed by IOE (1992-2024)

| *Country programme evaluation* | *Division* | *Evaluation year(s)* |
|---|---|---|
| Angola | ESA | 2018 |
| Argentina | LAC | 2010, 2025 |
| Bangladesh | APR | 1994, 2006, 2016 |
| Benin | WCA | 2005 |
| Bolivia (Plurinational State of) | LAC | 2019 |
| Brazil | LAC | 2005, 2014 |
| Burkina Faso | WCA | 2008, 2016 |
| Burundi | ESA | 2020 |
| Cambodia | APR | 2018 |
| Cameroon | WCA | 2018 |
| China | APR | 2014, 2024 |
| Colombia | LAC | 2022 |
| Congo | WCA | 2017 |
| Dominican Republic | LAC | 2025 |
| Ecuador | LAC | 2014, 2020 |
| Egypt | NEN | 2005, 2017 |
| Eswatini | ESA | 2021 |
| Ethiopia | ESA | 2009, 2016, 2024 |
| Gambia (The) | WCA | 2016 |
| Georgia | NEN | 2018 |
| Ghana | WCA | 1996, 2012 |
| Guinea-Bissau | WCA | 2022 |
| Honduras | LAC | 1996 |
| India | APR | 2010, 2016, 2025 |
| Indonesia | APR | 2004, 2014, 2021 |
| Jordan | NEN | 2014 |
| Kenya | ESA | 2011, 2019 |

| *Country programme evaluation* | *Division* | *Evaluation year(s)* |
|---|---|---|
| Kyrgyzstan | NEN | 2022 |
| Madagascar | ESA | 2013, 2020 |
| Malawi | ESA | 2021 |
| Mali | WCA | 2007, 2013 |
| Mauritania | WCA | 1998, 2025 |
| Mexico | LAC | 2006, 2020 |
| Morocco | NEN | 2008, 2020 |
| Moldova (Republic of) | NEN | 2014 |
| Mozambique | ESA | 2010, 2017 |
| Nepal | APR | 1999, 2013, 2020 |
| Nicaragua | LAC | 2017 |
| Niger | WCA | 2011, 2020 |
| Nigeria | WCA | 2009, 2016 |
| Pakistan | APR | 1995, 2008, 2020 |
| Papua New Guinea | APR | 2002 |
| Peru | LAC | 2018 |
| Philippines | APR | 2017 |
| Rwanda | ESA | 2006, 2012, 2025 |
| Senegal | WCA | 2004, 2014 |
| Sierra Leone | WCA | 2020 |
| Sri Lanka | APR | 2002, 2019 |
| Sudan | NEN | 1994, 2009, 2020 |
| Syrian Arab Republic | NEN | 2001 |
| Tanzania (United Republic of) | ESA | 2003, 2015 |
| Tunisia | NEN | 2003, 2019 |
| Türkiye | NEN | 2016, 2025 |
| Uganda | ESA | 2013, 2020 |
| Uzbekistan | NEN | 2021 |
| Viet Nam | APR | 2001, 2012 |

| *Country programme evaluation* | *Division* | *Evaluation year(s)* |
|---|---|---|
| Yemen | NEN | 1992, 2012 |
| Zambia | ESA | 2014 |

Note: APR= Asia and the Pacific; ESA= East and Southern Africa; LAC= Latin America and the Caribbean; NEN= Near East North Africa and Europe; WCA= West and Central Africa.

# List of all projects covered in the quantitative analysis on performance ratings. Projects completed in 2014-2023 (N=280)[57]

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001452 | Albania | Mountain to Markets Programme | PCRV | 2008 | 2009 | 2014 |
| 1100001279 | Argentina | Patagonia Rural Development Project (PRODERPA) | PCRV | 2004 | 2007 | 2014 |
| 1100001398 | Azerbaijan | Rural Development Project for the North-West | PCRV | 2007 | 2009 | 2014 |
| 1100001165 | Bangladesh | Sunamganj Community-Based Resource Management Project (SCBRMP) | PCRV | 2001 | 2003 | 2014 |
| 1100001355 | Bangladesh | National Agricultural Technology Project (NATP) | PCRV | 2007 | 2008 | 2014 |
| 1100001402 | Bangladesh | Finance for Enterprise Development and Employment Creation Project (FEDEC) | PPE | 2007 | 2008 | 2014 |
| 1100001368 | Burkina Faso | Small-scale irrigation and water management project (PIGEPE) | PCRV+ | 2007 | 2008 | 2014 |
| 1100001358 | Burundi | Livestock Sector Rehabilitation Support Project | PCRV | 2007 | 2008 | 2014 |
| 1100001350 | Cambodia | Rural Livelihoods Improvement Programme (RULIP) | PPE+ | 2007 | 2007 | 2014 |
| 1100001400 | China | Inner Mongolia Autonomous Region Rural Advancement Programme | PCRV | 2007 | 2008 | 2014 |
| 1100001323 | China | Xinjiang Uygur Autonomous Region Modular Rural Development Programme | PCRV | 2006 | 2008 | 2014 |
| 1100001241 | Comores | National programme for sustainable human development (PNDHD) | PCRV | 2007 | 2007 | 2014 |
| 1100001435 | Cote d'Ivoire | Agricultural Rehabilitation and Poverty Reduction Project | PPE | 2009 | 2009 | 2014 |
| 1100001366 | Djibouti | Programme for Mobilization of Surface Water and Susteinable Land Management (PROMES-GDT) | PCRV | 2007 | 2008 | 2014 |
| 1100001297 | Ecuador | Development of the Central Corridor Project | PCRV | 2004 | 2007 | 2014 |
| 1100001204 | Egypt | West Noubaria Rural Development Project | PPE+ | 2002 | 2003 | 2014 |
| 1100001152 | Gambia | Participatory Integrated-Watershed Management Project (PIWAMP) | PCRV | 2004 | 2006 | 2014 |
| 1100001303 | Gambia | Rural Finance Project (RFP) | PCRV | 2006 | 2008 | 2014 |

[57] PCRV+ or PPE+ in evaluation type indicate that these evaluations also benefited from CSPEs.

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001312 | Ghana | Root and Tuber Improvement and Marketing Programme | PPE | 2005 | 2006 | 2014 |
| 1100001345 | Guinea | Village Communities Support Project, Phase II (PACV II) | PCRV | 2007 | 2008 | 2014 |
| 1100001171 | Haiti | Productive Initiatives Support Programme in Rural Areas | PCRV | 2002 | 2002 | 2014 |
| 1100001258 | Indonesia | Rural Empowerment and Agricultural Development Programme in Central Sulawesi | PCRV | 2004 | 2008 | 2014 |
| 1100001330 | Kenya | Smallholder Horticulture Marketing Programme (SHoMaP) | IE | 2007 | 2007 | 2014 |
| 1100001434 | Kyrgyzstan | Agricultural Investments and Services Project (AISP) | PPE | 2008 | 2009 | 2014 |
| 1100001301 | Laos | Rural Livelihoods Improvement Programme in Attapeu and Sayabouri | PPE | 2005 | 2006 | 2014 |
| 1100001131 | Mali | Northern Regions Investment and Rural Development Programme (PIDRN) | PCRV | 2005 | 2006 | 2014 |
| 1100001356 | Mali | Kidal Integrated Rural Development Programme (PIDRK) | PCRV | 2006 | 2007 | 2014 |
| 1100001255 | Mauritania | Oasis Sustainable Development Programme | PPE | 2003 | 2004 | 2014 |
| 1100001449 | Moldova | Rural Financial Services and Marketing (RFSMP) | PCRV | 2008 | 2009 | 2014 |
| 1100001388 | Morocco | Rural Development Project Mountain zones of Errachidia Province (PDRZME) | PCRV | 2007 | 2008 | 2014 |
| 1100001285 | Nepal | Leasehold Forestry and Livestock Programme | PCRV | 2004 | 2005 | 2014 |
| 1100001591 | Niger | Emergency Food Security and Rural Development Programme (PUSADER) | PCRV | 2010 | 2011 | 2014 |
| 1100001240 | Peru | Market Strengthening and Livelihood Diversification in the Southern Highlands Project | PPE | 2002 | 2005 | 2014 |
| 1100001310 | Sierra Leone | Rural Finance and Community Improvement Programme (RFCIP) | PCRV+ | 2007 | 2008 | 2014 |
| 1100001476 | Sudan | Revitalizing the Sudan Gum Arabic Production and Marketing Project | PCRV | 2009 | 2009 | 2014 |
| 1100001233 | Syria | Idleb Rural Devt Prj: Idleb Rural Development Project (IRDP) | PCRV | 2002 | 2003 | 2014 |
| 1100001299 | Tunisia | Integrated Agricultural Development Project in the Governorate of Siliana-Phase II (RAP Siliana II) | PCRV+ | 2005 | 2007 | 2014 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001344 | Turkey | Diyabakir, Batman & Siirt Development Project (DBSDP) | PCRV | 2006 | 2007 | 2014 |
| 1100001369 | Uganda | District Livelihoods Support Programme | PCRV | 2006 | 2007 | 2014 |
| 1100001422 | Vietnam | Developing Business for the Rural Poor Project in Cao Bang Province | PCRV | 2007 | 2008 | 2014 |
| 1100001269 | Yemen | Al-Dhala Community Resource Management Development Project | PCRV | 2004 | 2007 | 2014 |
| 1100001403 | Yemen | Rained Agriculture and Livestock Project (RALP) | PCRV | 2007 | 2009 | 2014 |
| 1100001319 | Zambia | Smallholder Livestock Investment Project | PCRV | 2005 | 2007 | 2014 |
| 1100001364 | Argentina | Rural Areas Development Programme (PRODEAR) | PCRV | 2006 | 2009 | 2015 |
| 1100001298 | Bolivia | Enhancement of the Peasant Camelid Economy Support Project | PCRV | 2006 | 2009 | 2015 |
| 1100001446 | Chad | Pastoral Water and Resource Management Project in Sahelian Areas (Prohypa) | PPE | 2009 | 2010 | 2015 |
| 1100001454 | China | Dabieshan Area Poverty Reduction Programme | PCRV | 2008 | 2009 | 2015 |
| 1100001438 | Congo | Rural Development Project in the Likouala, Pool and Sangha Departments | PCRV | 2008 | 2009 | 2015 |
| 1100001416 | El Salvador | Rural Development and Modernization Project (PRODERMOR CENTRAL) | PCRV | 2007 | 2009 | 2015 |
| 1100001370 | Ethiopia | Participatory Small-Scale Irrigantion Development Programme | PCRV | 2007 | 2008 | 2015 |
| 1100001458 | Ethiopia | Pastoral Community Development Project - Phase II (PCDP II) | PPE | 2009 | 2010 | 2015 |
| 1100001504 | Gambia | Livestock and Horticulture Development Project (LHDP) | PCRV | 2009 | 2010 | 2015 |
| 1100001507 | Georgia | Agricultural Support Project | IE | 2009 | 2010 | 2015 |
| 1100001415 | Guyana | Rural Enterprise and Agricultural Development Project | PPE | 2007 | 2009 | 2015 |
| 1100001381 | India | Women's Empowerment and Livelihoods Programme in the mid-Gangetic Plains (WELP) | PCRV | 2006 | 2009 | 2015 |
| 1100001295 | Jordan | Agricultural Resource Management Project - Phase II | PCRV | 2004 | 2005 | 2015 |
| 1100001459 | Lao People’s Dem. Rep. | Sustainable Natural Resource Management and Productivity Enhancement Programme | PCRV | 2008 | 2009 | 2015 |
| 1100001371 | Lesotho | Rural Financial Intermediation Programme | PPE | 2007 | 2008 | 2015 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001318 | Madagascar | Project to Support Development in the Menabe and Melaky Regions (AD2M) | PPE | 2006 | 2006 | 2015 |
| 1100001338 | Morocco | Rural Development Project in the Eastern Middle Atlas Mountains (PDRMO) | PPE | 2005 | 2007 | 2015 |
| 1100001380 | Nicaragua | Inclusion of Small-Scale Producers in Value Chains and Market Access Project | PCRV | 2007 | 2008 | 2015 |
| 1100001260 | Nigeria | Community-based Natural Resource Management Programme - Niger Delta Region | PCRV | 2002 | 2005 | 2015 |
| 1100001079 | Palestine | Participatory Natural Resource Management Programme | PPE | 1998 | 2000 | 2015 |
| 1100001389 | Panama | Participative Development and Rural Modernization Project | PCRV | 2008 | 2010 | 2015 |
| 1100001027 | Sao Tome et Principe | Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme (RAP PAPAFPA) | PCRV | 2001 | 2003 | 2015 |
| 1100001503 | Sudan | Rural Access Project (RAP) | PCRV | 2009 | 2010 | 2015 |
| 1100001375 | Syria | North-eastern Regional Rural Development Project (NERRD) | PCRV | 2007 | 2008 | 2015 |
| 1100001408 | Tajikistan | Khatlon Livelihoods Support Project | PPE | 2008 | 2009 | 2015 |
| 1100001576 | Timor Leste | Timor-Leste Maize Storage Project | PCRV | 2011 | 2012 | 2015 |
| 1100001213 | Tunisia | Programme for Agro-pastoral Development and Promotion of Local Initiatives in the South-East (PRODESUD) | PCRV+ | 2002 | 2003 | 2015 |
| 1100001477 | Vietnam | Pro-Poor Partnerships for Agroforestry Development Project | PPE | 2008 | 2009 | 2015 |
| 1100001460 | Afghanistan | Rural Microfinance and Livestock Support Programme | PCRV | 2009 | 2009 | 2016 |
| 1100001391 | Angola | Market-oriented Smallholder Agriculture Project | PCRV+ | 2007 | 2009 | 2016 |
| 1100001538 | Armenia | Rural Asset Creation Programme | PCRV | 2010 | 2011 | 2016 |
| 1100001456 | Belize | Rural Finance Programme | PPE | 2008 | 2009 | 2016 |
| 1100001331 | Benin | Rural Economic Growth Support Project | PCRV | 2009 | 2010 | 2016 |
| 1100001482 | Bhutan | Market Access and Growth Intensification Project | PCRV | 2010 | 2011 | 2016 |
| 1100001451 | Bosnia | Rural Livelihoods Development Project | PCRV | 2008 | 2010 | 2016 |
| 1100001425 | Burkina Faso (PASPRU) | Rural Business Development Services Programme (PASPRU) | PCRV+ | 2009 | 2010 | 2016 |
| 1100001360 | Burkina Faso (PROFIL) | Agricultural Commodity Chain Support Project (PROFIL) | PCRV+ | 2006 | 2007 | 2016 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001362 | Cameroon | Rural Microfinance Development Support Project | PPE | 2008 | 2010 | 2016 |
| 1100001582 | Chad | Rural Development Support Programme in Guéra | PCRV | 2010 | 2011 | 2016 |
| 1100001479 | Dominican Republic | Development Project for Rural Poor Economic Organizations of the Border Region | PCRV | 2009 | 2010 | 2016 |
| 1100001518 | Eritrea | Fisheries Development Project | PCRV | 2010 | 2010 | 2016 |
| 1100001373 | Eswatini | Rural Finance and Enterprise Development Programme | PPE | 2008 | 2010 | 2016 |
| 1100001390 | Ghana | Northern Rural Growth Programme | PCRV | 2007 | 2008 | 2016 |
| 1100001428 | Ghana | Rural and Agricultural Finance Programme | PCRV | 2008 | 2010 | 2016 |
| 1100001275 | Haiti | Projet de Développement de la Petite Irrigation–Phase 2 (PPI-2) | PPE | 2006 | 2008 | 2016 |
| 1100001407 | Honduras | Enhancing the Rural Economic Competitiveness of Yoro | PCRV | 2007 | 2008 | 2016 |
| 1100001040 | India | North Eastern Region Community Resource Management Project for Upland Areas | PCRV | 2009 | 2010 | 2016 |
| 1100001155 | India | Orissa Tribal Empowerment and Livelihood Programme | PCRV | 2002 | 2003 | 2016 |
| 1100001433 | Mauritania | Value Chains Development Programme for Poverty Reduction | PCRV | 2009 | 2010 | 2016 |
| 1100001412 | Mexico | Community-based Forestry Development Project in Southern States (Campeche, Chiapas and Oaxaca) (DECOFOS) | PPE | 2009 | 2011 | 2016 |
| 1100001562 | Moldova | Rural Financial Services and Agribusiness Development Project | PPE | 2010 | 2011 | 2016 |
| 1100001119 | Nepal | Western Uplands Poverty Alleviation Project | PPE | 2001 | 2003 | 2016 |
| 1100001431 | Rwanda | Kirehe Community-based Watershed Management Project | PPE | 2008 | 2009 | 2016 |
| 1100001414 | Senegal | Agricultural Value Chains Support Project | PCRV | 2008 | 2010 | 2016 |
| 1100001453 | South Sudan | South Sudan Livelihoods Development Project | PCRV | 2008 | 2009 | 2016 |
| 1100001316 | Sri Lanka | Smallholder Plantations Entrepreneurship Development Programme (SPEnDP) | PPE+ | 2006 | 2007 | 2016 |
| 1100001277 | Sudan | Western Sudan Resources Management Programme | PCRV | 2004 | 2005 | 2016 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001420 | Tanzania | Agricultural Sector Development Programme (ASDP) | PCRV | 2004 | 2007 | 2016 |
| 1100001363 | Tanzania | Rural Micro, Small and Medium Enterprise Support Programme | PCRV | 2006 | 2007 | 2016 |
| 1100001558 | Togo | Support to Agricultural Development Project (PADAT) | PCRV | 2010 | 2010 | 2016 |
| 1100001483 | Vietnam | Project for the Economic Empowerment of Ethnic Minorities in Poor Communes of Dak Nong Province | PCRV | 2010 | 2010 | 2016 |
| 1100001321 | El Salvador | Rural Development: Rural Development and Modernization Project for the Eastern Region | PCRV | 2005 | 2008 | 2016 |
| 1100001490 | Bolivia | Research/Extension/Training: Plan VIDA-PEEP to Eradicate Extreme Poverty - Phase I | PCRV | 2009 | 2011 | 2016 |
| 1100001439 | Cameroon | Commodity Value Chain Support Project | PCRV | 2010 | 2010 | 2017 |
| 1100001579 | Central African Republic | Project to Revitalize Crop and Livestock Production in the Savannah | PCRV | 2011 | 2011 | 2017 |
| 1100001555 | China | Guangxi Integrated Agricultural Development Project (GIADP) | PCRV | 2011 | 2012 | 2017 |
| 1100001627 | China | Hunan Agricultural and Rural Infrastructure Improvement Project (HARIIP) | PPE | 2012 | 2012 | 2017 |
| 1100001376 | Egypt | Upper Egypt Rural Development Project | PCRV | 2006 | 2007 | 2017 |
| 1100001313 | Gabon | Agricultural and Rural Development Project | PCRV | 2007 | 2008 | 2017 |
| 1100001317 | Guatemala | National Rural Development Programme: Central and Eastern Regions (PNDR ORIENTE) | PCRV | 2004 | 2008 | 2017 |
| 1100001206 | Guinea | National Programme to Support Agricultural Value Chain Actors (PNAAFA) | PCRV | 2002 | 2004 | 2017 |
| 1100001418 | India | Mitigating Poverty in Western Rajasthan Project | PCRV | 2008 | 2008 | 2017 |
| 1100001621 | Indonesia | Coastal Community Development Project | PCRV | 2012 | 2012 | 2017 |
| 1100001608 | Lao People's Dem. Rep. | Community Based Food Security and Economic Opportunities Programme | PCRV | 2011 | 2011 | 2017 |
| 1100001616 | Liberia | Smallholder Tree Crop Revitalization Support project (STCRSP) | PPE | 2011 | 2012 | 2017 |
| 1100001501 | Liberia | Agriculture Sector Rehabilitation Project | PCRV | 2009 | 2009 | 2017 |
| 1100001365 | Malawi | Rural Livelihoods and Economic Enhancement Programme | PPE | 2007 | 2009 | 2017 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001326 | Mozambique | PRONEA Support Project | PCRV | 2006 | 2007 | 2017 |
| 1100001505 | Nicaragua | Agricultural, Fishery and Forestry Productive Systems Development Programme in RAAN and RAAS Indigenous Territories – NICARIBE | PCRV | 2010 | 2012 | 2017 |
| 1100001212 | Nigeria | Rural Finance Institutions Building Programme | PCRV | 2006 | 2010 | 2017 |
| 1100001054 | Sierra Leone | Rehabilitation and Community-Based Poverty Reduction Project (RCPRP) | PPE | 2003 | 2006 | 2017 |
| 1100001457 | Sri Lanka | National Agribusiness Development Programme (NADeP) | PCRV | 2009 | 2010 | 2017 |
| 1100001600 | Sri Lanka | Iranamadu Irrigation Development Project | PCRV+ | 2011 | 2012 | 2017 |
| 1100001628 | Tonga | Tonga Rural Innovation Project | PCRV | 2012 | 2012 | 2017 |
| 1100001492 | Turkey | Ardahan-Kars-Artvin Development Project (AKADP) | PPE | 2009 | 2010 | 2017 |
| 1100001552 | Vietnam | Agriculture, Farmers and Rural Areas Support Project TNSP | PCRV | 2010 | 2011 | 2017 |
| 1100001474 | Zambia | Smallholder Agribusiness Promotion Programme | PCRV | 2009 | 2010 | 2017 |
| 1100001466 | Bangladesh | Participatory Small Scale Water Resources Sector Project (PSSWRSP) | PCRV | 2009 | 2009 | 2018 |
| 1100001546 | Botswana | Agricultural Services Support Project | PPE | 2010 | 2012 | 2018 |
| 1100001559 | Cambodia | Project for Agricultural Development and Economic Empowerment | PCRV | 2012 | 2012 | 2018 |
| 1100001629 | China | Yunnan Agricultural and Rural Improvement Project (YARIP) | PCRV | 2012 | 2013 | 2018 |
| 1100001583 | Congo | Agricultural Value Chains Support Development Programme (PADEF) | PCRV | 2011 | 2013 | 2018 |
| 1100001589 | Cote d'Ivoire | Support to Agricultural Production and Marketing Project | PCRV | 2011 | 2012 | 2018 |
| 1100001533 | Dominican Republic | Rural Economic Development Project in the Central and Eastern Provinces | PPE | 2010 | 2012 | 2018 |
| 1100001568 | El Salvador | Rural Territorial Competitiveness Programme (Amanecer Rural) | PCRV | 2010 | 2012 | 2018 |
| 1100001424 | Ethiopia | Community-based Integrated Natural Resources Management Project | IE | 2009 | 2010 | 2018 |
| 1100001569 | Grenada | Market Access and Rural Enterrprise Development Programme | PCRV | 2010 | 2011 | 2018 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001470 | India | Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (CAIM) | PCRV | 2009 | 2009 | 2018 |
| 1100001314 | India | Tejaswini Rural Women's Empowerment Programme | PPE | 2005 | 2007 | 2018 |
| 1100001377 | Maldives | Fisheries and Agricultural Diversification Project | PCRV | 2007 | 2009 | 2018 |
| 1100001444 | Mali | Fostering Agricultural Productivity Project (FAPP) | PCRV | 2011 | 2011 | 2018 |
| 1100001441 | Mali | Rural Microfinance Programme (PMR) | PCRV | 2009 | 2010 | 2018 |
| 2000000973 | Mexico | Rural Productive Inclusion Project United Mexican States (PROINPRO) | PCRV | 2015 | 2016 | 2018 |
| 1100001471 | Nepal | High-Value Agriculture Project in Hill and Mountain Areas (HVAP) | PCRV | 2009 | 2010 | 2018 |
| 1100001450 | Nepal | Poverty Alleviation Fund Project II (PAF II) | PCRV | 2007 | 2008 | 2018 |
| 1100001625 | Niger | Projet d'appui à la sécurité alimentaire et au développement dans la région de Maradi (PASADEM) | IE | 2011 | 2012 | 2018 |
| 1100001646 | Niger | Ruwanmu Small-Scale Irrigation Project | PCRV | 2012 | 2013 | 2018 |
| 1100001611 | Paraguay | Inclusion of Family Farming in Value Chains Project (Paraguay Inclusivo) | PCRV | 2012 | 2013 | 2018 |
| 1100001560 | Seychelles | Competitive Local Innovations for Small-scale Agriculture Project (CLISSA) | PCRV | 2013 | 2013 | 2018 |
| 1100001524 | Sudan | Supporting Small-scale Traditional Rainfed Producers in Sinnar State (SUSTAIN) | PCRV | 2010 | 2011 | 2018 |
| 1100001612 | Sudan | Seed Development Project (SDP) | PCRV | 2011 | 2012 | 2018 |
| 1100001465 | Uganda | Agricultural Technology and Agribusiness Advisory Services (ATAAS) | PPE | 2010 | 2011 | 2018 |
| 1100001662 | Vietnam | Sustainable Rural Development for the Poor Project in Ha Tinh and Quang Binh Provinces (SRDP) | PCRV | 2013 | 2013 | 2018 |
| 1100001341 | Indonesia | Rural Development: Village Development Programme (ex National Programme for Community Empowerment in Rural Areas Project) | PPE | 2008 | 2009 | 2018 |
| 1100001354 | Ecuador | Rural Development: Ibarra-San Lorenzo Corridor Territorial Development Project | PCRV | 2009 | 2011 | 2018 |
| 1100001575 | Tajikistan | Livestock: Livestock and Pasture Development Project | PCRV | 2011 | 2011 | 2018 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001647 | Bangladesh | Coastal Climate Resilient Infrastructure Project (CCRIP) | PPE | 2013 | 2013 | 2019 |
| 1100001593 | Bosnia | Rural Business Development Project (RBDP) | PCRV | 2011 | 2014 | 2019 |
| 1100001699 | China | Shiyan Smallholder Agribusiness Development Project (SSADeP) | PCRV | 2013 | 2014 | 2019 |
| 1100001473 | Guatemala | Sustainable Rural Development Programme for the Northern Region | PCRV | 2008 | 2012 | 2019 |
| 1100001535 | Honduras | Sustainable Rural Development Programme for the Southern Region (Emprende Sur) | PCRV | 2010 | 2011 | 2019 |
| 1100001509 | Indonesia | Smallholder Livelihood Development Project in Eastern Indonesia (SOLID) | PCRV | 2011 | 2011 | 2019 |
| 1100001378 | Kenya | Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT) | PCRV | 2010 | 2010 | 2019 |
| 1100001305 | Kenya | Smallholder Dairy Commercialization Programme (SDCP) | PCRV | 2005 | 2006 | 2019 |
| 1100001626 | Kyrgyzstan | Livestock and Market Development Programme (LMDP) | PCRV | 2012 | 2013 | 2019 |
| 1100001421 | Lebanon | Hilly Areas Sustainable Agriculture Development Project (HASAD) | PCRV | 2009 | 2012 | 2019 |
| 1100001429 | Madagascar | Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA) | PCRV | 2008 | 2009 | 2019 |
| 1100001624 | Maldives | Mariculture Enterprise Development Project (MEDEP) | PCRV | 2012 | 2013 | 2019 |
| 1100001526 | Morocco | Agricultural Value Chain Development Project in the Mountain Zones of Al-Haouz Province (PDFAZMH) | PCRV | 2011 | 2012 | 2019 |
| 1100001687 | Sao Tome et Principe | Smallholder Commercial Agriculture Project (PAPAC) | PCRV | 2014 | 2014 | 2019 |
| 1100001614 | Senegal | Support to Agricultural Development and Rural Entrepreneurship Programme (PADAER) | PPE | 2011 | 2011 | 2019 |
| 1100001599 | Sierra Leone | Smallholder Commercialization Programme (SCP) | PCRV | 2011 | 2011 | 2019 |
| 1100001332 | Sudan | Butana Integrated Rural Development Project (BIRDP) | PCRV+ | 2006 | 2008 | 2019 |
| 1100001468 | Uganda | Agricultural Development: Vegetable Oil Development Project 2 | PCRV | 2010 | 2010 | 2019 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001498 | Peru | Research/Extension/Training: Strengthening Local Development in the Highlands and High Rainforest Areas Project | PCRV | 2012 | 2013 | 2019 |
| 1100001500 | Uruguay | Credit and Financial Services: Rural Inclusion Pilot Project | PCRV | 2014 | 2014 | 2019 |
| 1100001517 | Mozambique | Agricultural Development: Artisanal Fisheries Promotion Project | PCRV | 2010 | 2011 | 2019 |
| 1100001522 | Ethiopia | Rural Development: Pastoral Community Development Project III | PCRV | 2013 | 2014 | 2019 |
| 1100001532 | Haiti | Agricultural Development: Small Irrigation and Market Access Development Project in the Nippes and Goavienne Region | PCRV | 2012 | 2012 | 2019 |
| 1100001561 | Azerbaijan | Irrigation: Integrated Rural Development Project | PCRV | 2011 | 2011 | 2019 |
| 1100001577 | Mauritania | Rural Development: Poverty Reduction Project in Aftout South and Karakoro - Phase II | PCRV | 2011 | 2012 | 2019 |
| 1100001602 | Nepal | Agricultural Development: Improved Seed for Farmers Programme (Kisankalagi Unnat Biu-Bijan Karyakram) | PCRV | 2012 | 2012 | 2019 |
| 1100001606 | Uzbekistan | Credit and Financial Services: Horticultural Support Project | PPE | 2012 | 2013 | 2019 |
| 1100001700 | Guinea | Rural Development: National Programme to Support Agricultural Value Chain Actors - Lower Guinea and Faranah Expansion | PCRV | 2013 | 2013 | 2019 |
| 1100001707 | Fiji | Rural Development: Fiji Agricultural Partnerships Project | PCRV | 2015 | 2015 | 2019 |
| 1100001598 | Bolivia | Rural Development: Economic Inclusion Programme for Families and Rural Communities in the Territory of Plurinational State of Bolivia | PCRV | 2011 | 2013 | 2019 |
| 1100001567 | Zambia | Research/Extension/Training: Smallholder Productivity Promotion Programme | PPE | 2011 | 2011 | 2019 |
| 1100001469 | Burundi | Agricultural Intensification and Value-Enhancing Support Project (PAIVA - B) | PCRV | 2009 | 2009 | 2020 |
| 1100001447 | Egypt | Irrigation: On-farm Irrigation Development Project in Oldlands | PCRV | 2009 | 2010 | 2020 |
| 1100001487 | Brazil | Rural Development: Cariri and Seridó Sustainable Development Project (PROCASE-Paraiba) | PCRV | 2009 | 2012 | 2020 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001489 | Burundi | Agricultural Development: Value Chain Development Programme | PCRV | 2010 | 2010 | 2020 |
| 1100001497 | Rwanda | Credit and Financial Services: Climate-Resilient Post-Harvest and Agribusiness Support Project | PCRV | 2013 | 2014 | 2020 |
| 1100001515 | Pakistan | Rural Development: Gwadar-Lasbela Livelihoods Support Project | PCRV | 2011 | 2013 | 2020 |
| 1100001521 | Ethiopia | Credit and Financial Services: Rural Financial Intermediation Programme II | PCRV | 2011 | 2012 | 2020 |
| 1100001530 | Lesotho | Rural Development: Smallholder Agriculture Development Project | PCRV | 2011 | 2011 | 2020 |
| 1100001550 | Rwanda | Agricultural Development: Project for Rural Income through Exports | PCRV | 2011 | 2011 | 2020 |
| 1100001553 | Tanzania | Marketing/Storage/Processing: Marketing Infrastructure, Value Addition and Rural Finance Support Programme | PPE | 2010 | 2011 | 2020 |
| 1100001618 | Mozambique | Agricultural Development: Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors | PCRV | 2012 | 2012 | 2020 |
| 1100001663 | Vietnam | Rural Development: Commodity-oriented Poverty Reduction Programme in Ha Giang Province | PCRV | 2014 | 2015 | 2020 |
| 1100001664 | Vietnam | Rural Development: Project for Adaption to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces | PCRV | 2013 | 2014 | 2020 |
| 1100001693 | Senegal | Agricultural Development: Agricultural Value Chains Support Project-Extension | PCRV | 2013 | 2014 | 2020 |
| 1100001701 | China | Marketing/Storage/Processing: Jiangxi Mountainous Areas Agribusiness Promotion Project | PCRV | 2014 | 2015 | 2020 |
| 1100001683 | Nicaragua | Marketing/Storage/Processing: Adapting to Markets and Climate Change Project | PCRV | 2013 | 2014 | 2020 |
| 1100001525 | Morocco | Agricultural Development: Agricultural Value Chain Development Programme in the Mountain Zones of Taza Province | PCRV | 2010 | 2011 | 2020 |
| 1100001702 | China | Agricultural Development: Qinghai Liupan Mountain Area Poverty Reduction Project | PCRV | 2015 | 2015 | 2020 |
| 1100001392 | DR Congo | Agricultural Development: Integrated Agricultural Rehabilitation Programme in the Maniema Province | PCRV | 2008 | 2010 | 2020 |
| 1100001610 | Argentina | Marketing/Storage/Processing: Inclusive Rural Development Programme | PCRV | 2011 | 2011 | 2020 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001622 | Tunisia | Agricultural Development: Agropastoral Development and Local Initiatives Promotion Programme for the South-East - Phase II | PCRV | 2012 | 2014 | 2020 |
| 1100001643 | Gambia | Irrigation: National Agricultural Land and Water Management Development Project | PPE | 2012 | 2012 | 2020 |
| 1100001348 | India | Credit and Financial Services: Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu | PPE | 2005 | 2007 | 2020 |
| 1100001563 | Brazil | Credit and Financial Services: Rural Business for Small Producers Project | PCRV | 2012 | 2013 | 2021 |
| 1100001590 | Cote d'Ivoire | Agricultural Development: Support to Agricultural Production and Marketing Project-Western Expansion | PCRV | 2014 | 2014 | 2021 |
| 1100001760 | Georgia | Rural Development: Agriculture Modernization, Market Access and Resilience Project | PCRV | 2014 | 2015 | 2021 |
| 1100001669 | Moldova | Rural Development: Inclusive Rural Economic and Climate Resilience Programme | PCRV | 2013 | 2014 | 2021 |
| 1100001588 | Ecuador | Rural Development: Buen Vivir in Rural Territories Programme | PCRV | 2011 | 2012 | 2021 |
| 1100001617 | India | Agricultural Development: Integrated Livelihood Support Project | PCRV | 2011 | 2012 | 2021 |
| 1100001671 | Djibouti | Rural Development: Programme to Reduce Vulnerability in Coastal Fishing Areas | PCRV | 2013 | 2014 | 2021 |
| 2000000977 | Tajikistan | Livestock: Livestock and Pasture Development Project II | PCRV | 2015 | 2016 | 2021 |
| 1100001692 | Nigeria | Rural Development: Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt | PCRV | 2013 | 2015 | 2021 |
| 1100001709 | Kyrgyzstan | Livestock: Livestock and Market Development Programme II | PCRV | 2013 | 2014 | 2021 |
| 1100001395 | Philippines | Rural Development: Second Cordillera Highland Agricultural Resource Management Project | PCRV | 2008 | 2008 | 2021 |
| 2000001420 | India | Rural Development: Andhra Pradesh Drought Mitigation Project | PCRV | 2016 | 2017 | 2021 |
| 1100001619 | Brazil | Rural Development: Productive Development and Capacity-Building Project | PCRV | 2012 | 2013 | 2021 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001639 | Togo | Credit and Financial Services: National Programme for the Promotion of Rural Entrepreneurship | PPE | 2014 | 2014 | 2021 |
| 1100001677 | Cuba | Agricultural Development: Cooperative Rural Development Project in the Oriental Region | PPE | 2013 | 2014 | 2021 |
| 1100001556 | Eritrea | Agricultural Development: National Agriculture Project | PCRV | 2012 | 2012 | 2021 |
| 1100001649 | India | Agricultural Development: Jharkhand Tribal Empowerment and Livelihoods Project | PCRV | 2012 | 2013 | 2021 |
| 1100001635 | Benin | Credit and Financial Services: Adapted Rural Financial Services Development Project | PCRV | 2012 | 2014 | 2022 |
| 1100001486 | Brazil | Rural Development: Semi-arid Sustainable Development Project in the State of Piauí (Viva o Semiarido) | PCRV | 2009 | 2013 | 2022 |
| 1100001727 | Morocco | Rural Development: Rural Development Programme in the Mountain Zones - Phase I | PCRV | 2014 | 2015 | 2022 |
| 2000001009 | Burundi | Irrigation: Value Chain Development Programme Phase II | PCRV | 2015 | 2015 | 2022 |
| 1100001548 | Philippines | Fisheries: Fisheries, Coastal Resources and Livelihood Project | PCRV | 2015 | 2015 | 2021 |
| 1100001423 | Mozambique | Rural Development: Rural Markets Promotion Programme | PCRV | 2008 | 2009 | 2021 |
| 1100001732 | Sudan | Credit and Financial Services: Livestock Marketing and Resilience Programme | PCRV | 2014 | 2015 | 2022 |
| 1100001401 | Madagascar | Agricultural Development: Support Programme for Rural Microenterprise Poles and Regional Economies | PCRV | 2007 | 2008 | 2021 |
| 1100001480 | Papua New Guinea | Agricultural Development: Productive Partnerships in Agriculture Project | PCRV | 2010 | 2010 | 2021 |
| 1100001734 | Ecuador | Credit and Financial Services: Project to Strengthen Rural Actors in the Popular and Solidary Economy | PCRV | 2015 | 2017 | 2022 |
| 1100001630 | Uganda | Credit and Financial Services: Project for Financial Inclusion in Rural Areas | PCRV | 2013 | 2014 | 2022 |
| 2000001767 | Angola | Rural Development: Agricultural Recovery Project | PCRV | 2017 | 2018 | 2022 |
| 1100001703 | Cambodia | Research/Extension/Training: Agricultural Services Programme for Innovation, Resilience and Extension | PCRV | 2014 | 2015 | 2022 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001679 | Angola | Rural Development: Artisanal Fisheries and Aquaculture Project | PCRV | 2015 | 2015 | 2022 |
| 1100001661 | Mali | Agricultural Development: Rural Youth Vocational Training, Employment and Entrepreneurship Support Project | PCRV | 2013 | 2014 | 2022 |
| 1100001659 | Congo | Fisheries: Inland Fisheries and Aquaculture Project | PCRV | 2015 | 2016 | 2021 |
| 2000000738 | Burundi | Rural Development: National Programme for Food Security and Rural Development in Imbo and Moso | PCRV | 2014 | 2014 | 2022 |
| 1100001544 | Kenya | Agricultural Development: Upper Tana Catchment Natural Resource Management Project | PCRV | 2012 | 2012 | 2022 |
| 1100001690 | Armenia | Credit and Financial Services: Infrastructure and Rural Finance Support Programme | PCRV | 2014 | 2015 | 2022 |
| 2000001131 | Lao People's Democratic Republic | Marketing/Storage/Processing: Strategic Support for Food Security and Nutrition Project - GAFSP funds | PCRV | 2016 | 2016 | 2022 |
| 1100001748 | Liberia | Credit and Financial Services: Rural Community Finance Project | PCRV | 2015 | 2017 | 2022 |
| 2000000897 | Peru | Rural Development: Public Services Improvement for Sust. Territorial Development in the Apurimac, Ene, and Mantaro River Basins | PCRV | 2016 | 2016 | 2022 |
| 1100001584 | Democratic Republic of the Congo | Agricultural Development: Kinshasa Food Supply Centres Support Programme | PCRV | 2012 | 2012 | 2021 |
| 1100001571 | Egypt | Credit and Financial Services: Promotion of Rural Incomes through Market Enhancement Project | PPE | 2011 | 2012 | 2021 |
| 1100001680 | Lao People's Democratic Republic | Rural Development: Southern Laos Food and Nutrition Security and Market Linkages Programme | PPE | 2013 | 2013 | 2020 |
| 1100001597 | Mexico | Rural Development: Sustainable Development Project for Communities in Semi-arid Areas | PCRV | 2012 | 2012 | 2022 |
| 1100001623 | Türkiye | Agricultural Development: Murat River Watershed Rehabilitation Project | PCRV | 2012 | 2013 | 2022 |
| 1100001580 | Burkina Faso | Agricultural Development: Participatory Natural Resource Management and Rural Development Project in the North, Centre-North and East Regions | PCRV | 2012 | 2013 | 2023 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001714 | Uzbekistan | Rural Development: Dairy Value Chains Development Project | PCRV | 2015 | 2017 | 2023 |
| 1100001547 | Philippines | Rural Development: Convergence on Value Chain Enhancement for Rural Growth and Empowerment Project | PCRV | 2015 | 2015 | 2022 |
| 1100001706 | Indonesia | Irrigation: Integrated Participatory Development and Management of the Irrigation Sector Project | PCRV | 2015 | 2017 | 2023 |
| 1100001491 | Colombia | Credit and Financial Services: Building Rural Entrepreneurial Capacities Programme: Trust and Opportunity | PCRV | 2012 | 2012 | 2022 |
| 1100001723 | Nepal | Rural Development: Adaptation for Smallholders in Hilly Areas Project | PCRV | 2014 | 2015 | 2022 |
| 2000001405 | Zambia | Credit and Financial Services: Enhanced Smallholder Agribusiness Promotion Programme | PCRV | 2016 | 2017 | 2022 |
| 1100001678 | Ghana | Credit and Financial Services: Ghana Agricultural Sector Investment Programme | PCRV | 2014 | 2015 | 2023 |
| 1100001704 | Tunisia | Rural Development: Agropastoral Value Chains Project in the Governorate of Médenine | PCRV | 2014 | 2015 | 2023 |
| 1100001694 | Cameroon | Rural Development: Youth Agropastoral Entrepreneurship Promotion Programme. | PCRV | 2014 | 2015 | 2023 |
| 1100001585 | Bangladesh | Rural Development: Haor Infrastructure and Livelihood Improvement Project - Climate Adaptation and Livelihood Protection | PCRV | 2011 | 2012 | 2023 |
| 1100001650 | Zambia | Credit and Financial Services: Rural Finance Expansion Programme | PCRV | 2013 | 2014 | 2023 |
| 1100001728 | Bosnia and Herzegovina | Rural Development: Rural Competitiveness Development Programme | PPE | 2015 | 2017 | 2022 |
| 1100001716 | Solomon Islands | Rural Development: Rural Development Programme - Phase II | PPE | 2015 | 2015 | 2020 |
| 2000000053 | Lesotho | Rural Development: Wool and Mohair Promotion Project | PPE | 2014 | 2015 | 2023 |
| 1100001691 | Chad | Agricultural Development: Project to Improve the Resilience of Agricultural Systems in Chad | PPE | 2014 | 2015 | 2022 |
| 1100001758 | Bangladesh | Research/Extension/Training: National Agricultural Technology Programme - Phase II Project | PCRV | 2015 | 2016 | 2023 |

| *Project ID* | *Country* | *Project* | *Type* | *Approval* | *Entry into force* | *Completion* |
|---|---|---|---|---|---|---|
| 1100001648 | Bangladesh | Credit and Financial Services: Promoting Agricultural Commercialization and Enterprises Project | PCRV | 2014 | 2014 | 2023 |
| 1100001708 | Kiribati | Rural Development: Outer Islands Food and Water Project | PCRV | 2014 | 2014 | 2023 |
| 2000001195 | Rwanda | Agricultural Development: Rwanda Dairy Development Project | PCRV | 2016 | 2016 | 2023 |
| 2000002229 | Rwanda | Irrigation: Kayonza Irrigation and Integrated Watershed Management Project - Phase I | PCRV | 2019 | 2019 | 2023 |
| 1100001731 | Sri Lanka | Marketing/Storage/Processing: Smallholder Tea and Rubber Revitalization Project | PPE | 2015 | 2016 | 2023 |
| 2000001076 | Montenegro | Rural Development: Rural Clustering and Transformation Project | PPE | 2017 | 2017 | 2023 |

Table Annex 4-1
**Number of projects by project completion year and the ARRI/ARIE edition year when the projects were added to the analysis**

| | **ARRI/ARIE year (when projects are added to analysis for the first time)** | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Project completion year | 2012 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total |
| 2014 | | | | 7 | 18 | 12 | 6 | | | | | | | 43 |
| 2015 | 1 | | | 1 | 3 | 12 | 8 | 2 | 1 | | | | | 28 |
| 2016 | | | | | | 7 | 20 | 6 | | 1 | 1 | | | 35 |
| 2017 | | | | | | | 6 | 14 | 4 | | | | | 24 |
| 2018 | | | | | | | | 10 | 16 | 3 | | | | 29 |
| 2019 | | | | | | | | | 17 | 12 | 2 | | | 31 |
| 2020 | | | | | | | | | 1 | 14 | 8 | 1 | 1 | 25 |
| 2021 | | | | | | | | | | | 17 | 7 | | 24 |
| 2022 | | | | | | | | | | | | 19 | 6 | 25 |
| 2023 | | | | | | | | | | | | | 16 | 16 |
| Total | 1 | 0 | 0 | 8 | 21 | 31 | 40 | 32 | 39 | 30 | 28 | 27 | 23 | **280** |

# Analysis of project performance

## A. Analysis of the disconnect between IOE and PCR ratings

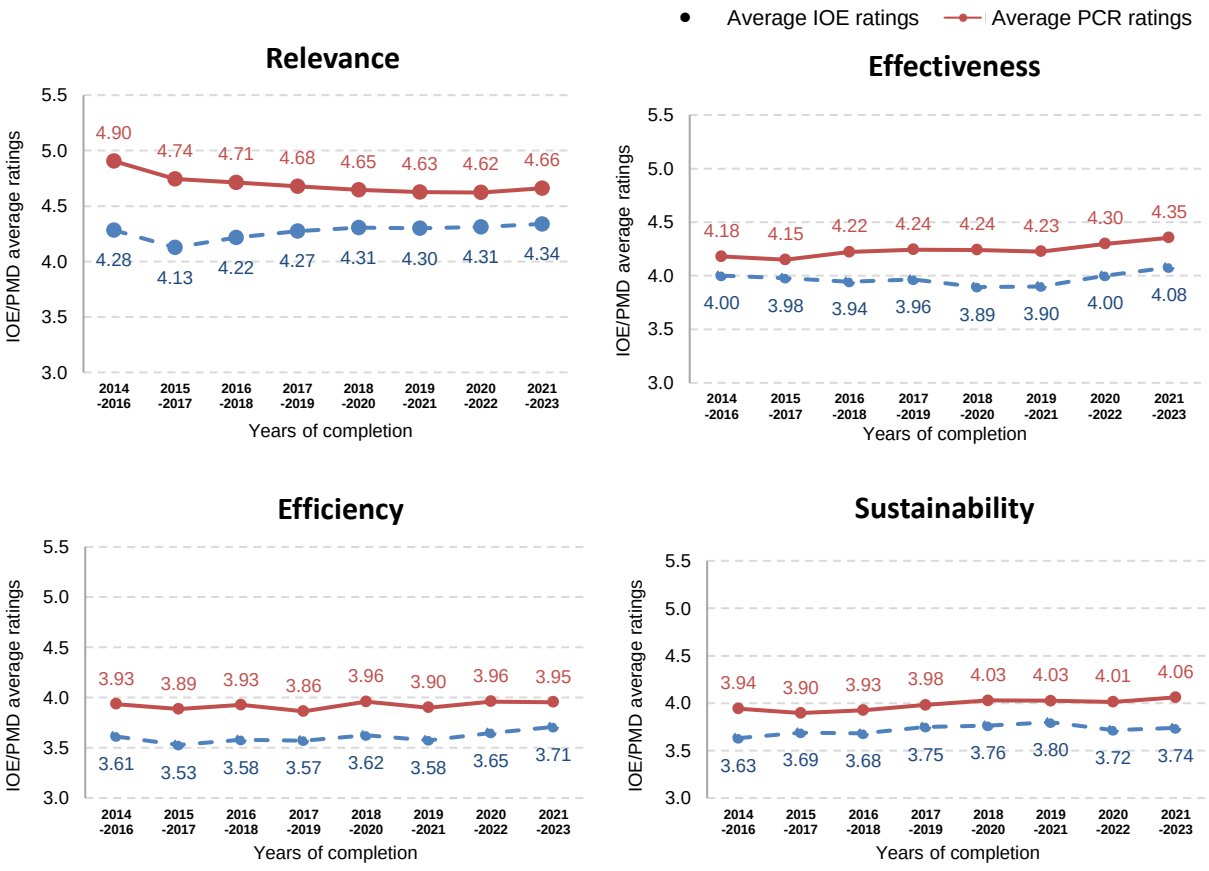
1. The average IOE and PCR ratings of performance on the main evaluation criteria for projects completed during 2014-2023 are presented in chart annex 6-1. Overall, average PCR ratings were higher than the IOE ratings across relevance, effectiveness, efficiency and sustainability. Relevance had the highest average rating, followed by effectiveness. The mean of the efficiency ratings was the lowest among these criteria. These patterns of PCR and IOE ratings were consistent throughout the period considered. These observations are similar to findings from the last, 2024 ARIE report.

2. The gap between the PCRs and IOE average ratings has been narrowed for the relevance criterion but stabilized for the recent reference period (2021-2023). The gap has been narrowing since 2017 due to a steady increase in IOE ratings accompanied by a consistent declining trend in PCR ratings but remaining the on the same level for two recent 3-year periods. Moreover, the difference in sustainability ratings between IOE and PCRs has been stable since its reduction in 2016, however starting from 2020-2022 the gap widened compared to other years, with IOE ratings decreasing considerably. On the other hand, there was a trend of increasing disconnect in the ratings of effectiveness starting from 2016, reaching its peak difference in 2018-2020. However, since then the gap between the ratings of effectiveness started narrowing. The difference in the average rating for efficiency has been relatively stable over the period and even showed signs of decrease for the last reference period (2021-2023).

Chart Annex 6-1

**Comparison of the average project performance ratings of IOE and PCR in selected criteria (2014-2023)**

Average IOE and PCR ratings for project performance

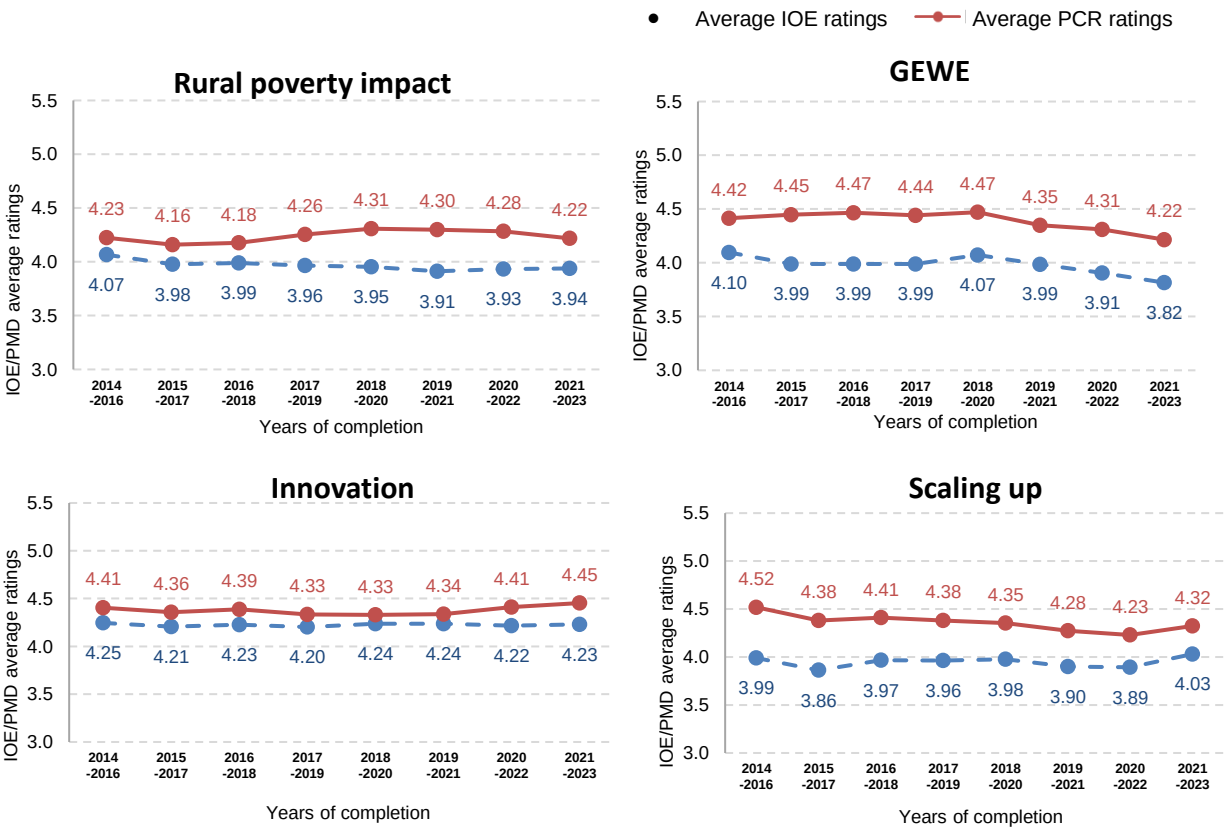


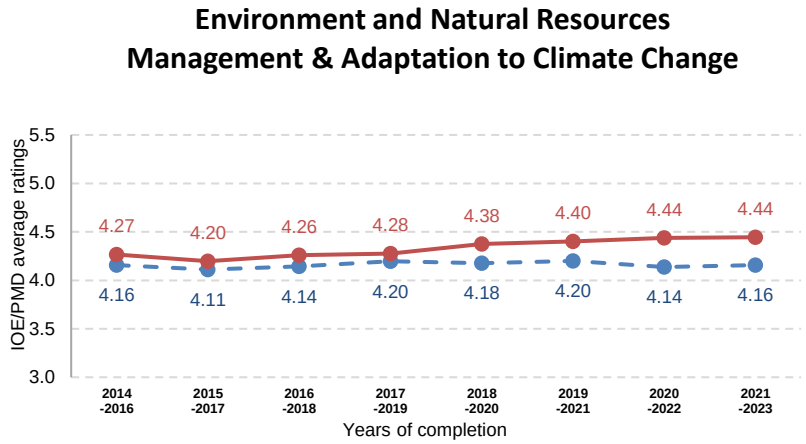

*Source:* IOE/PCR ratings, February 2025.

3. Chart annex 6-2 shows a combined overview of the differences in rating performance between IOE and PCR ratings in five criteria: rural poverty impact, GEWE, innovation, scaling up and environment and natural resources management & climate change adaptation (ENRM & CCA).

4. In general, the average PCR rating has been higher than the average IOE rating across all these criteria in the last ten years, although to varying extents. Chart annex 6-2 shows that rural poverty impact shows somewhat growing gaps since the 2016-2018 period, which especially intensified in the 2019-2021 period. However, in the latest period (2021-2023) the gap decreased considerably. While interpreting these changes, it is important to note that PCR figures for this criterion have been missing for ten out of 23 newly added projects. Mean disconnects between IOE and PCR ratings in GEWE and scaling up have been relatively stable since 2015-2017, however for scaling up it has started decreasing since 2019-2021. On the other hand, average rating gaps in innovation and ENRM & CCA have been minimal in past years but started increasing from 2018-2020 though ENRM & CCA relatively stabilized in 2021-2023.

Chart Annex 6-2
**Comparison of the average project performance ratings of IOE and PCR in other criteria (2014-2023)**
Average IOE and PCR ratings for project performance



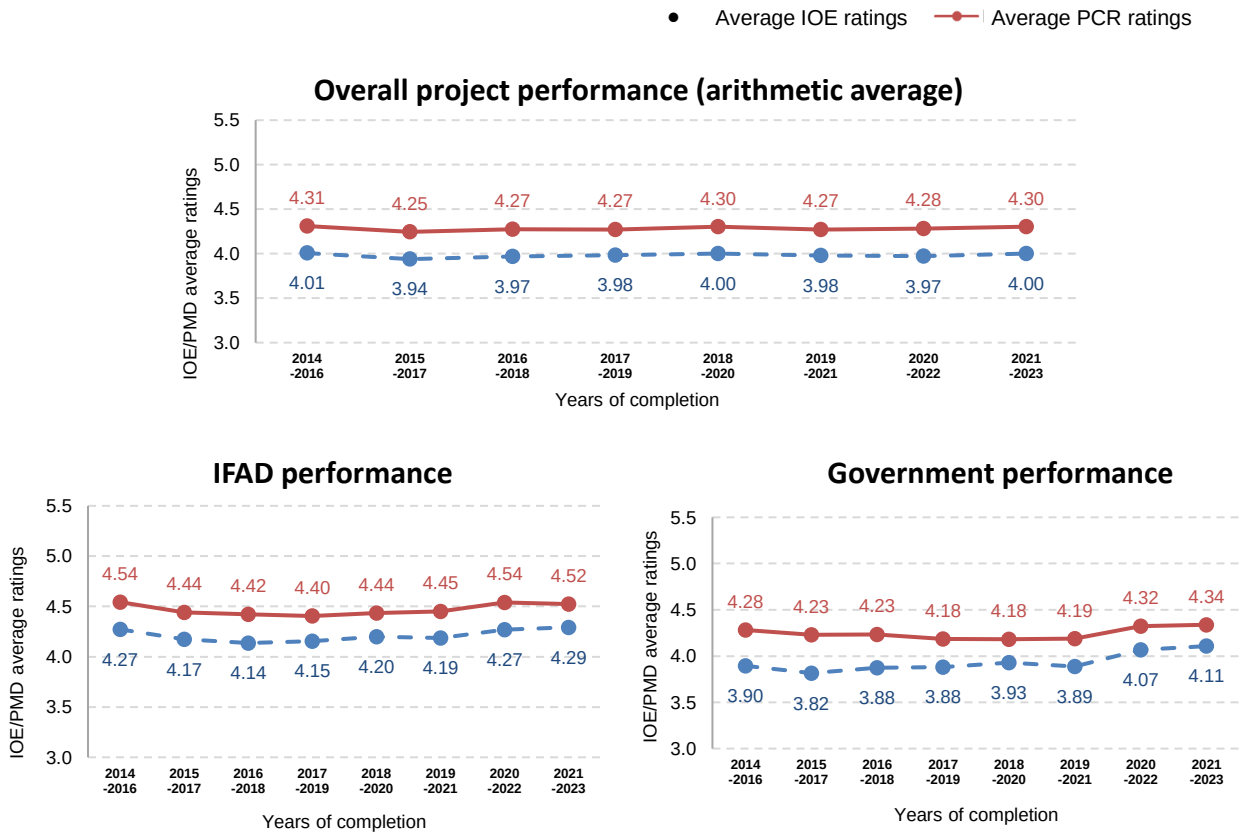



`

*Source:* IOE/PCR ratings, February 2025.

5. The means of IOE ratings on overall project performance, IFAD performance and government performance were lower than the mean of PCR ratings (chart annex 6-3). Rating gaps in overall project performance (the average of nine criteria) have been stable since 2016. The mean differences between IOE and PCR ratings for government and IFAD performance also stayed stable during most of the time however showed a small decrease in gaps during the last reference period (2021-2023).

Chart Annex 6-3
**Comparison of the average project performance ratings of IOE and PCR in selected criteria (2014-2023)**
[Average IOE and PCR ratings for project performance]




*Source:* IOE/PCR ratings, February 2025.

6. The global average disconnects between IOE and PCR ratings for all projects by criteria was -0.30 (table annex 6-1). These disconnects varied across regions,

ranging from -0.121 to -0.34. The average disconnect of APR (-0.21) was below the global average, while ESA (-0.32), LAC (-0.34), WCA (-0.33) and NEN (-0.32) had disconnects higher than the global average.

Table Annex 6-1
**Overall average of IOE-PCR disconnect average, by region and global**

| ***Region (PCRV/PPE/IE 2014-2023)*** | | | | | | |
|---|---|---|---|---|---|---|
| | APR | LAC | ESA | NEN | WCA | **Global*** |
| Average disconnect | -0.21 | -0.34 | -0.32 | -0.32 | -0.33 | **-0.30** |

*Source:* IOE evaluation database (PCRV/PPE/IE), February 2025.
** This is the average of average disconnect for all projects by criteria and not the average of regional averages. This includes all 11 criteria (including government and IFAD performance)*

## B. Correlation among IOE ratings for evaluation criteria

7. A Spearman's rank correlation was conducted to understand the relationships between selected key criteria. A number of criteria showed relatively high and relatively low correlations with other indicators. To provide a more intuitive sense of the strength of the correlations among IOE criteria, the table below provides each correlation labelled as very strong (r= 0.9-1), strong (r=0.7-0.89), moderate (r=0.5-0.69), low (0.3-0.49), and weak (r<0.3).

8. The correlation analysis presented in the table below indicates that most criteria are moderately correlated with other indicators. Government performance is strongly correlated with efficiency. Effectiveness has a strong correlation with rural poverty impact and moderate correlation with all other attested indicators. It is important to note that relevance has a weak connection with efficiency, sustainability and government performance. IFAD performance also has a weak connection with sustainability.

Table Annex 6-2
**Correlation among IOE criteria (all projects completed between 2014 and 2023)**

| | Relevance | Effectiveness | Efficiency | Sustainability | Rural Poverty Impact | IFAD performance | Government performance |
|---|---|---|---|---|---|---|---|
| Relevance | | | | | | | |
| Effectiveness | **Moderate (0.50*)** | | | | | | |
| Efficiency | **Low (0.47*)** | **Moderate (0.69*)** | | | | | |
| Sustainability | **Low (0.40*)** | **Moderate (0.59*)** | **Moderate (0.60*)** | | | | |
| Rural Poverty Impact | **Moderate (0.50*)** | **Strong (0.70*)** | **Moderate (0.59*)** | **Moderate (0.60*)** | | | |
| IFAD performance | **Moderate (0.54*)** | **Moderate (0.60*)** | **Moderate (0.59*)** | **Low (0.49*)** | **Moderate (0.55*)** | | |
| Government performance | **Low (0.43*)** | **Moderate (0.66*)** | **Strong (0.72*)** | **Moderate (0.60*)** | **Moderate (0.60*)** | **Moderate (0.65*)** | |

Note: * Statistically significant at 5 per cent.
All correlation coefficients show positive correlation, classification of the correlation strength is based on rule of thumb commonly used in interpreting size of correlation coefficient: very strong (r= 0.9-1), strong (r=0.7-0.89), moderate (r=0.5-0.69), low (0.3-0.49), and weak (r<0.3).

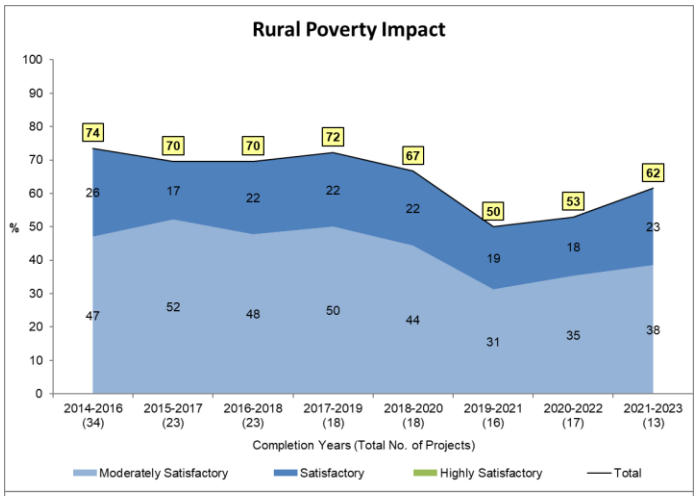
## C. Project performance under conditions of fragility

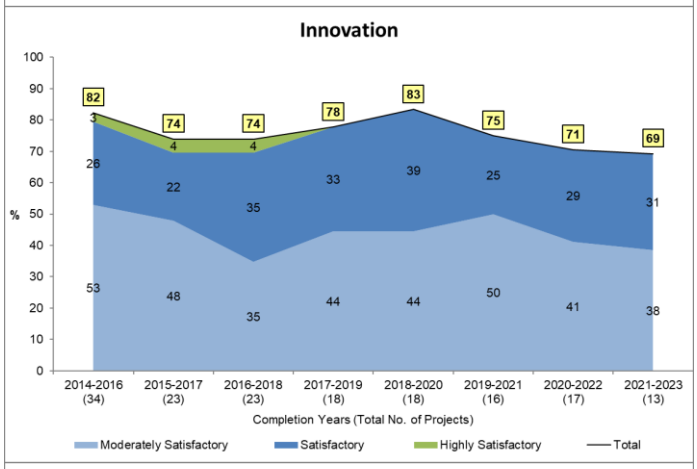
9. A comparison of the share of projects rated moderately satisfactory or better for four core evaluation criteria was presented in chapter 2. As for other criteria, a small improvement or stabilization in performance was observed for 2021-2023 for projects operated in countries with fragile situations. For example, the share of projects rated moderately satisfactory or better increased in case of rural poverty impact, scaling up, and ENRM & CCA for projects implemented in fragile countries. However, for ENRM & CCA, the share of satisfactory or better rating (5 or above) has notably decreased in the fragility group (chart annex 6-4). For the last reference period GEWE results have plateaued in case of projects completed in countries with fragile and conflict-affected situations, but decreased in the case of other, non-fragile

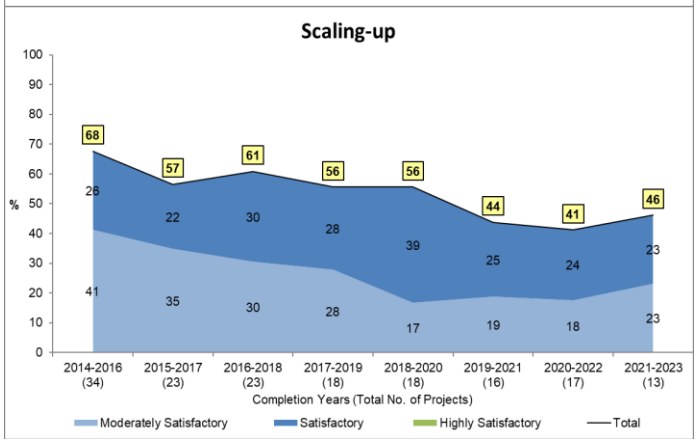
context projects. A similar trend is observed for the rural poverty impact criterion, where the share of moderately satisfactory or better rated projects declines among non-fragile projects in recent years (chart annex 6-4).

Chart Annex 6-4
**Share of projects with moderately satisfactory or better ratings**

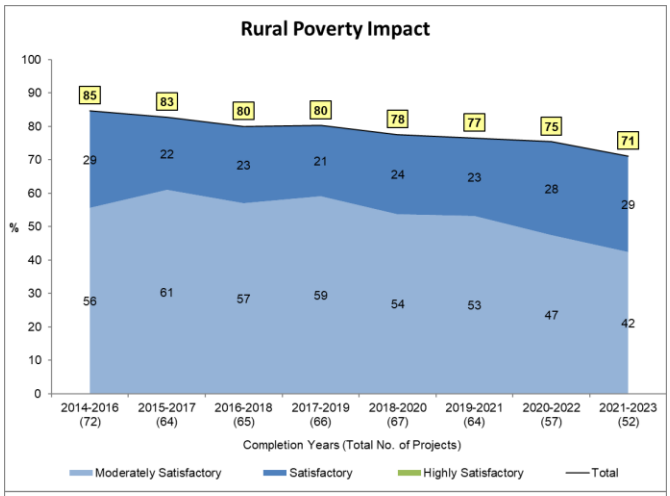
Projects in countries with fragile and conflict-affected situation

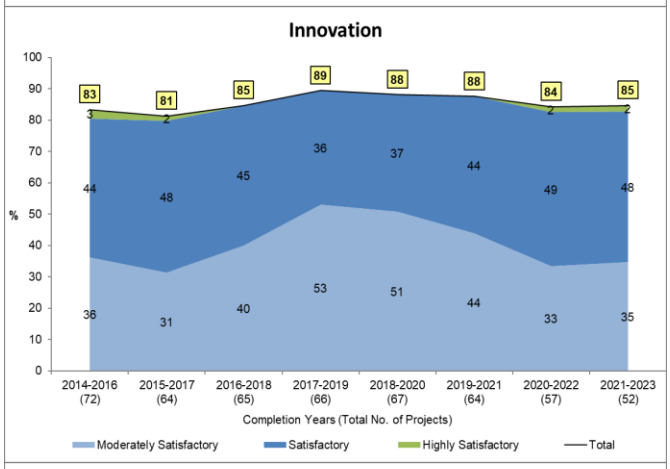


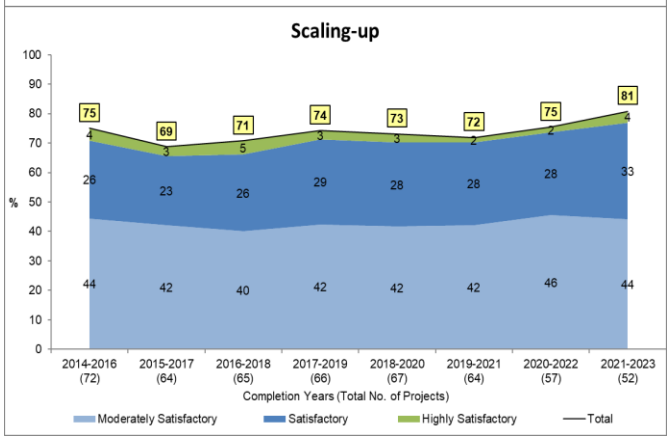



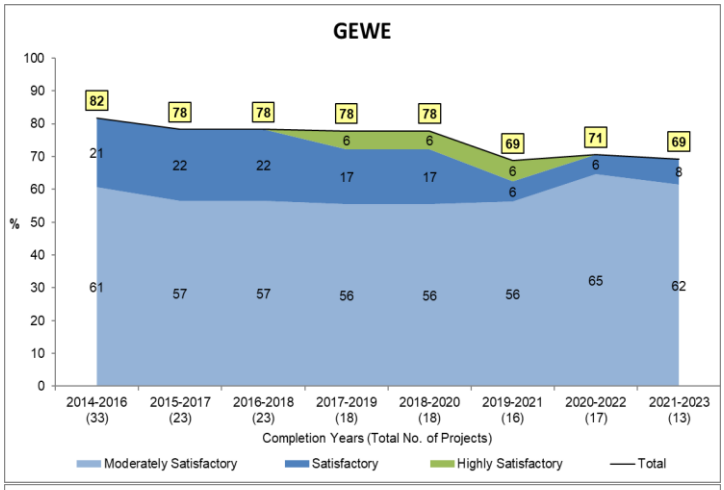



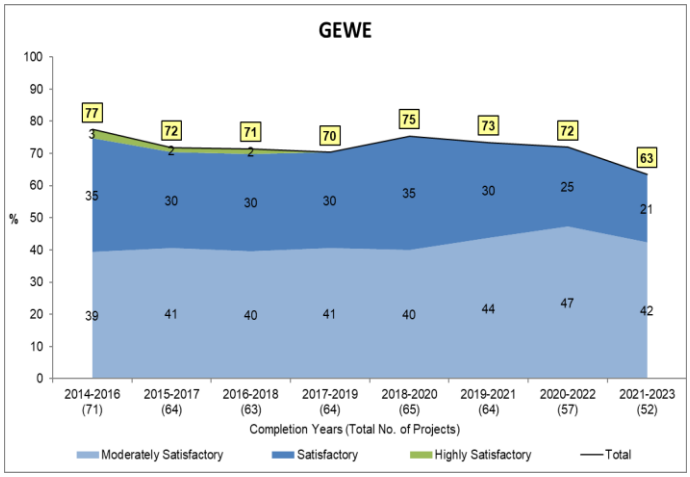

Other projects

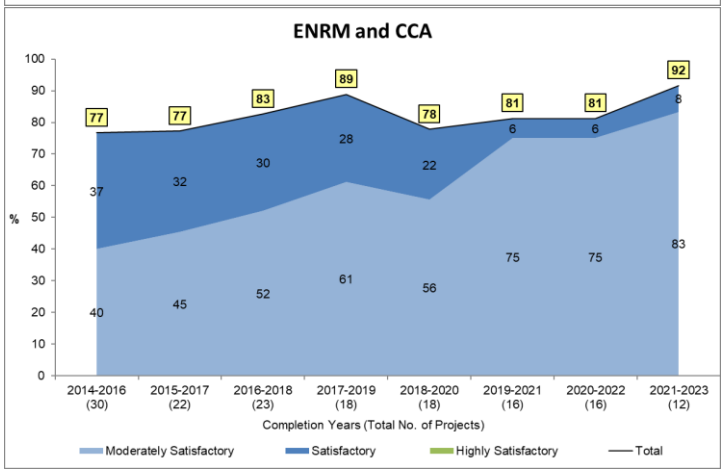


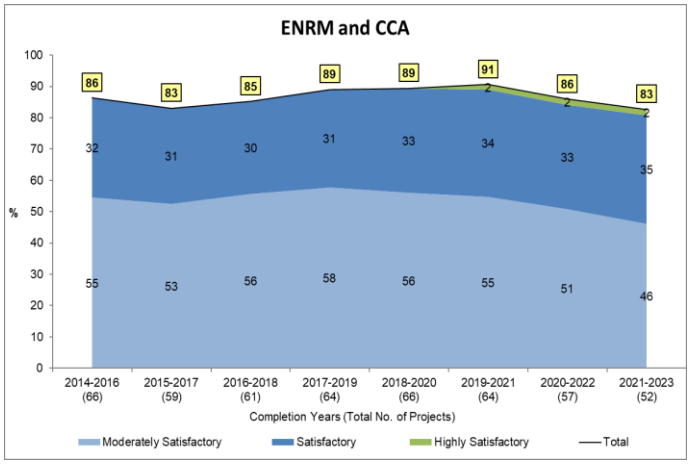





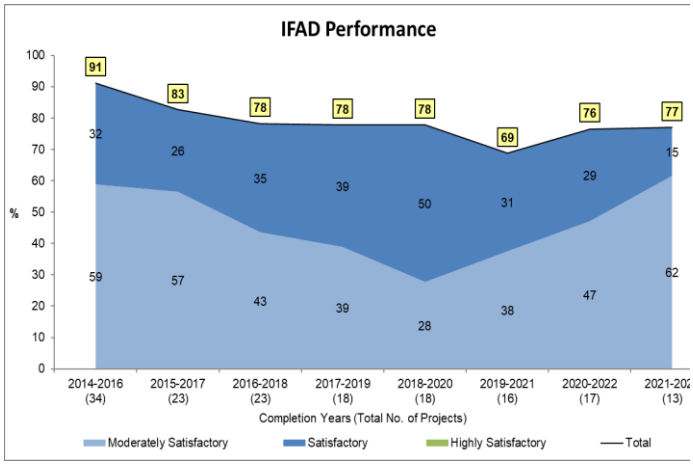



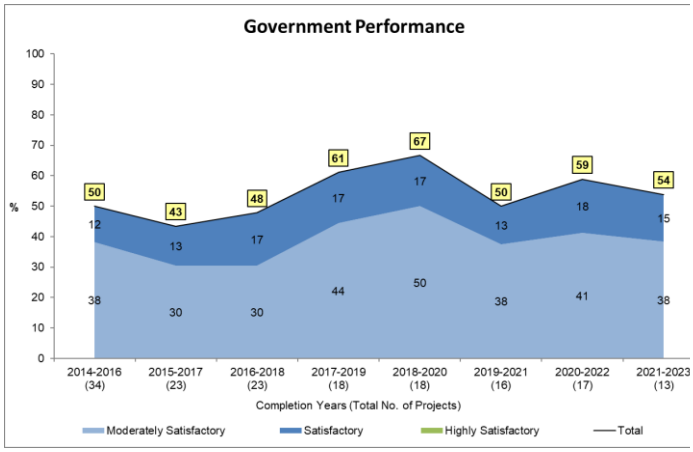

*Source:* IOE/PCR ratings, February 2025.

10. The IFAD performance has stayed the same for projects in the fragility group in 2021-2023 compared to the previous reference period, though it has declined a little in case of other, non-fragile projects: from 89 per cent in 2020-2022 to 85 per cent in 2021-2023. As for the government performance ratings, they have been fluctuating in recent years among projects completed in fragile countries: after experiencing a decline (the share of well-performing projects decreased from 67 per cent in 2018-2020 to 50 per cent in 2019-2021), first it has increase to 59 per cent for the previous reference period (2020-2022) but declined again to 54 per cent in 2021-2023. As for the projects outside the fragility setting, the government performance figures have been increasing since 2019-2021 (chart annex 6-5).

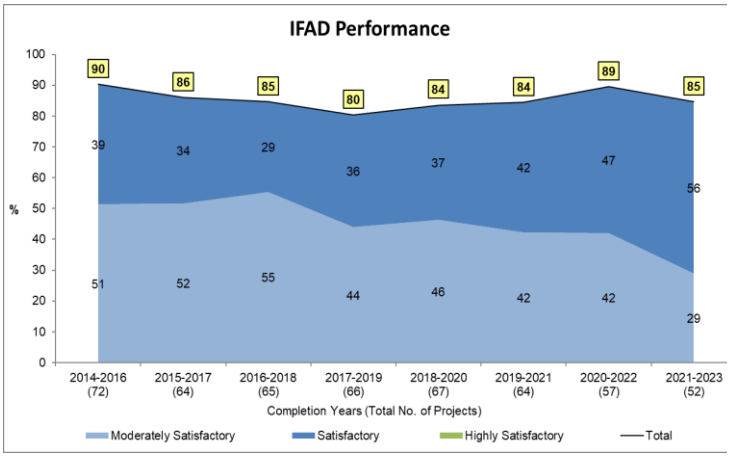
Chart Annex 6-5
**Share of projects with moderately satisfactory or better ratings**

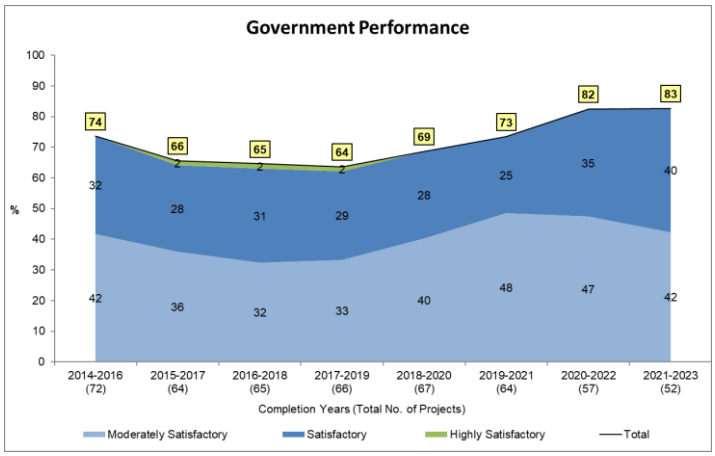
Projects in countries with fragile and conflict-affected situation




Other projects




*Source:* IOE/PCR ratings, February 2025.

11. The table below shows a comparison of the two groups during 2021-2023 and 2018-2020. The performance of projects in countries with fragile situations worsened for all but one evaluation criteria, with efficiency suffering the most significant decline (from 50 per cent to 31 per cent), followed by innovation (decline from 83 per cent to 69 per cent). The only exception from this trend is ENRM and CCA, that improved by 14 percentage points in the last reference period compared to 2018-2020.

12. In the non-fragile group, seven of the twelve criteria showed modest improvements in performance between the two periods, with the biggest gains for Government performance (from 69 per cent to 83 per cent) and scaling up (from 73 per cent to 81 per cent) (Table Annex 6-3).

Table Annex 6-3

**Comparison of performance of projects with and without conditions of fragility (2021-2023 and 2018-2020)**

[Percentage of projects with moderately satisfactory rating or better]

| Criteria | Fragile situations | | | | Non-fragile situations | | | |
|---|---|---|---|---|---|---|---|---|
| | 2018-2020 (N=18) | 2021-2023 (N=13) | Δ 2021-2023 vs 2018-2020 | | 2018-2020 (N=67) | 2021-2023 (N=52) | Δ 2021-2023 vs 2018-2020 | |
| Relevance | 94 | 92 | -2 | ▼ | 87 | 90 | 4 | ▲ |
| ENRM and CCA | 78 | 92 | 14 | ▲ | 89 | 83 | -7 | ▼ |
| Innovation | 83 | 69 | -14 | ▼ | 88 | 85 | -3 | ▼ |
| GEWE | 78 | 69 | -9 | ▼ | 75 | 63 | -12 | ▼ |
| Rural poverty impact | 67 | 62 | -5 | ▼ | 78 | 71 | -6 | ▼ |
| Effectiveness | 67 | 62 | -5 | ▼ | 76 | 77 | 1 | ▬ |
| Scaling up | 56 | 46 | -9 | ▼ | 73 | 81 | 8 | ▲ |
| Sustainability | 50 | 46 | -4 | ▼ | 72 | 67 | -4 | ▼ |
| Efficiency | 50 | 31 | -19 | ▼ | 61 | 65 | 4 | ▲ |
| | | | | | | | | |
| Overall project performance | 50 | 38 | -12 | ▼ | 61 | 63 | 2 | ▲ |
| | | | | | | | | |
| IFAD performance | 78 | 77 | -1 | ▬ | 84 | 85 | 1 | ▲ |
| Government performance | 67 | 54 | -13 | ▼ | 69 | 83 | 14 | ▲ |

Source: IOE analysis based on evaluation database (PCRV/PPE/IE), February 2025.

# Perspectives on sustainability

## Sustainability dimensions

**IOE elaboration based on IFAD's 2022 Evaluation Manual**

**Financial sustainability** refers to the capacity of a project or its outcomes to be financially viable with reduced or discontinued project support. Key elements include availability of Government, local or alternative funding sources (e.g. through financial institutions) to maintain project benefits.

**Economic sustainability** refers to the capacity of a project or its outcomes to continue generating economic value with reduced or discontinued project support. A key element is the long-term economic viability of interventions, their continued access to critical markets and their profitability.

**Social sustainability** refers to social support and acceptability, community commitment and social cohesion that allow for the benefits to continue over time. It includes the strength of grassroots organisations, such as water user associations, savings and loans groups, cooperatives, to name but a few, with adequate capacity and financial viability to continue their operation with reduced or discontinued project support.

Key elements to consider include: leadership and governance mechanism; knowledge, skills and capacities; membership engagement; revenue generation or membership user fees; social capital and community trust; partnerships and networks.
**Institutional Sustainability** refers to the potential capacity of local, district and national institutions, organizations, or systems to maintain and manage the benefits of a project independently with reduced or discontinued external support'' and ''progress and achievements in the development of their capacities", to sustain operations and project achievements over time''.

Key elements include: Government, private sector ownership at the national and decentralised levels; establishments of protocols; policies, structures and capacities within local institutions to manage ongoing activities; establishment of strong government frameworks that ensure continuity.

**IFAD Sustainability action plan – Annex 7**

**Social sustainability (empowerment):** Do project beneficiaries have the necessary capacities and skills, individually or collectively, to continue the approaches or manage the investments promoted by the project? Are these socially acceptable? Is there sufficient local ownership for these approaches or investments? Was there adequate beneficiary participation during project implementation? Is there interest and willingness, among concerned communities, to continue with promoted approaches or investments after project completion?

**Economic and financial sustainability:** Do project investments generate sufficient cash flow and income to offset future investment and O&M costs? Are project investments economically and financially viable? If not, what are the constraints?

**Technical sustainability:** Are the approaches promoted by the project viable from technical point of view? Are spare parts for acquired or promoted machineries and equipment locally available? Do beneficiaries have the necessary technical capacities to operate and maintain the investments promoted by the project? Do they have access to adequate funds for operation and maintenance?

**Institutional sustainability:** Are the institutions supported by the project self-sufficient and viable? Have operating capacities been created and/or reinforced in national and local partners? Are the new approaches or practices promoted by the project mainstreamed within normal government operations? Is there a clear indication of government commitment after the loan closing date in terms of follow-up actions, provision of O&M funds, etc.?

**Environmental and climate change sustainability:** Are the approaches and investments promoted by the project environmentally friendly? Are they helping reduce the pressure on the natural resource base? Are they having any negative impact on the environment or the natural resource base? Did promoted techniques and approaches consider climate change issues? Are they promoting adaptations to climate change? Can recurrent natural hazards endanger prospects of sustainability?

## IOE sustainability ratings of ARIE sample evaluations

Table A.1 – Ratings (MS/S, MU/U)

| | Moderately satisfactory or higher | | Moderately unsatisfactory or lower | |
|---|---|---|---|---|
| | n | percent | n | percent |
| Value chains : Agric. productivity | 11 | 48 | 12 | 52 |
| Value chains: Market access and processing | 18 | 72 | 7 | 28 |
| Infrastructure | 17 | 61 | 11 | 39 |
| Rural finance and enterprise development | 14 | 78 | 4 | 22 |
| Community development and CBOs | 19 | 61 | 12 | 38 |
| Farmer and producer organizations, cooperatives | 16 | 67 | 8 | 33 |
| Fragile situations | 6 | 55 | 5 | 45 |
| | | | | |
| PPE | 12 | 49 | 12 | 50 |
| CSPE | 14 | 74 | 5 | 26 |
| Total sample | 26 | 60 | 17 | 40 |

**Table A.2 – Ratings (MS, MU, S and U)**

| | Moderately satisfactory | | Moderately unsatisfactory | | Satisfactory | | Unsatisfactory | |
|---|---|---|---|---|---|---|---|---|
| | n | percent | n | percent | n | percent | n | percent |
| Value chains : Agric. productivity | 10 | 43 | 9 | 39 | 1 | 4 | 3 | 13 |
| Value chains: Market access and processing | 16 | 64 | 6 | 24 | 2 | 8 | 1 | 4 |
| Infrastructure | 15 | 54 | 9 | 32 | 2 | 7 | 2 | 7 |
| Rural finance and enterprise development | 12 | 67 | 4 | 22 | 2 | 11 | 0 | 0 |
| Community development and CBOs | 18 | 58 | 11 | 35 | 1 | 3 | 1 | 3 |
| Farmer and producer organizations, cooperatives | 15 | 52 | 7 | 24 | 1 | 3 | 1 | 3 |
| Fragile situations | 6 | 55 | 5 | 45 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| PPE | 9 | 38 | 10 | 42 | 3 | 11 | 2 | 8 |
| CSPE | 14 | 74 | 4 | 21 | 0 | 0 | 1 | 5 |
| Total sample | 23 | 53 | 14 | 33 | 3 | 7 | 3 | 7 |

# Importance of sustainability dimensions for sustainability areas

**Table A.3 - Importance of sustainability dimensions for thematic areas** *(frequencies in per cent)*

| | Financial | Economic | | Social | Institutional | |
|---|---|---|---|---|---|---|
| | | Profitability and markets | Technical & environmental | Social and ownership | General | Capacities and skills |
| Value chains : Agric. productivity | 62 | 42 | 54 | 46 | 88 | 50 |
| Value chains: Market access and processing | 44 | 63 | 33 | 41 | 78 | 59 |
| Infrastructure | 45 | 23 | 81 | 48 | 71 | 39 |
| Rural finance and enterprise development | 57 | 39 | 19 | 24 | 90 | 38 |
| Community development and CBOs | 9 | n/a | 58 | 56 | 94 | 71 |
| Farmer and producer organizations, cooperatives | 19 | 11 | 56 | 37 | 85 | 74 |
| Fragile situations | 67 | 27 | 80 | 73 | 93 | 60 |
| | | | | | | |
| Overall (across themes) ; non-weighted | 43 | 29 | 54 | 46 | 86 | 56 |

## IFAD stocktaking and sustainability action plan

Findings from this IOE review of sustainability closely align with IFAD's stock-taking exercises (2020–2024) and the 2022 action plan for sustainability (Box 2). However, the IOE review places greater emphasis on thematic and sector-specific sustainability aspects. IFAD's stock-taking emphasized key factors in project design, management, M&E and country engagement, particularly highlighting the importance of exit strategies. Thematically, it underscored the central role of community and government ownership, in line with the IOE analysis.

Below are the main findings from the review of the IFAD stock-taking exercises 2020-24 and the 2022 Sustainability Action Plan that are of relevance to the ARIE synthesis, for instance through a comparison/reference at the end of the ARIE chapter.

### Findings from IFAD operations stock-taking exercises 2020-24

**Progress in sustainability ratings and trends.** The findings from the IFAD stock-taking exercises (2020–2024) highlight both progress and persistent challenges in achieving sustainability in development projects, with varied results across different sectors, regions, and institutional dimensions. Sustainability ratings (reported in 2022 and 2020) have shown gradual improvements over the decade, particularly from the lows of 2015–2017. However, these ratings remained below the IFAD11 targets, despite some positive trends observed in government performance and sustainability indicators for closed projects (2022).

**Key factors for sustainability.** Successful projects are characterized by strong government commitment, community-driven approaches, and robust exit strategies. Long-term financing, knowledge transfer, and resilience-building for beneficiaries are crucial components (2024). Challenges vary by sector (2024): (1) Value Chain Projects require formal partnerships and buyer-producer agreements; (2) Infrastructure Projects need clear maintenance responsibilities and adequate funding and (3) Rural Financial Services depend on institutional backing, supportive policies, and integration into formal banking systems.

**Correlation of Sustainability with Other Evaluation Criteria.** Sustainability performance is strongly correlated with government performance, efficiency, and institutional frameworks. Projects with shorter start-up lags and longer implementation durations exhibit higher sustainability ratings (2023). Additionally, effectiveness, exit strategies, and policy engagement are key contributors to sustainability beyond funding phases (2020).

**Policy and country engagement.** Policy engagement has emerged as a critical factor, with COSOPs (Country Strategic Opportunities Programmes) playing a pivotal role in aligning projects with government priorities and mobilizing resources (2023). Developing country-level strategies that integrate investments, knowledge management, and partnerships has been emphasized to improve sustainability and policy impact (2022). However, challenges such as country disbursement caps remain, potentially impeding progress.

**Financial sustainability and partnerships.** Financial sustainability is closely tied to co-financing partnerships, policy engagement, and institutional participation. Projects that align with national policies and leverage partnerships are better positioned for long-term impact. The transition to IFAD12 underscores the importance of innovative financial strategies, including impact bonds, green bonds, and social development bonds, to attract private sector capital (2020).

**Action Plan for Sustainability.** The stocktaking exercises already identified key measures to enhance sustainability outcomes in 2020 that were later reflected in the 2022 IFAD Action Plan for Sustainability: (1) Refining indicators to measure actual sustainability, (2) Embedding exit strategies from the design phase and (3) Minimizing

start-up delays and ensuring sufficient project duration. They emphasize the need for holistic approaches to sustainability across the project lifecycle. Initiatives like AI-enhanced methods for tracking sustainability metrics, harmonized monitoring frameworks and enhanced stakeholder engagement were emphasized to track and improve sustainability outcomes. Implementation of the action plan is expected to be critical for IFAD13 (2023).

**Sustainability in Fragile Contexts.** As IFAD13 approaches, strengthening sustainability in fragile contexts is a priority. Resilience-building, flexible programming, and targeted investments are seen as vital (2024, 2023). While there are no significant differences in sustainability ratings between fragile and non-fragile contexts overall, Latin America shows a notable variation (direction unclear) (2023).

**Regional observations.** In earlier years (2020–2021), sustainability efforts focused on resource mobilization, co-financing, and diversifying funding sources. By 2022, weak technical and institutional capacities, coupled with funding gaps, were noted, especially in regions like West and Central Africa (WCA). In subsequent years (2023–2024), climate risks and other drivers of fragility became increasingly prominent alongside traditional factors like project design, exit strategies, and duration. Governance and government engagement trends were repeatedly highlighted as crucial for sustainability, with policy engagement remaining a key area for investment.

In sum, these findings underscore the complex interplay of institutional, financial, and contextual factors that influence the sustainability of IFAD-supported projects. While progress has been made, achieving long-term impact requires sustained efforts, innovative approaches, and adaptive strategies to address evolving challenges.

**IFAD Sustainability Action Plan 2022 - focus and objectives**

**The earlier mentioned IFAD Sustainability Action Plan (in its lates version of 21 December 2022 has the overall goal to strengthen IFAD's sustainability of benefits performance.** Due to the diversity and numerous factors affecting sustainability, the action plan focuses on a set of time bound, monitorable actions regarding knowledge, behaviours and capacities, mostly around IFAD's capacities for planning, implementing and monitoring of sustainability (IFAD Action Plan para. 2). In essence, the plan is more concerned with improved IFAD project and programme processes than thematic aspects of sustainability, including improved government and beneficiary ownership. The plan builds on independent and self-evaluations and is based on extensive consultations with PMD and SKD staff in IFAD.

**The plan identifies the following common project challenges for sustainability** : Weak institutional post-completion arrangements and handover, as well as preparation for sustainable operations without project assistance; insufficient project duration and geographic spread of projects; start-up delays that are draining project resources and limited PMU support for critical IFAD beneficiary groups that could improve sustainability (para. 10). It lays out five guiding principles to overcome these challenges and to ensure 'project effectiveness for sustainability' (para. 11, box 3): 1. Reducing the start-up lag; 2. Sufficient duration; 3. A programmatic approach which could include multiple phased projects; 4. Recognizing local governments as key drivers as project sustainability; and 5. Conducting sufficient institutional analysis at design. These principles would have to be applied in accordance with country context and circumstances of individual projects.

**The Plan strives to improve the integration of sustainability in the IFAD project cycle, in operational tools and trainings, and secondly, to enhance monitoring and reporting of sustainability across project lifecycles and interventions** (para. 17). The plan formulates achievable actions and outcomes around: (1) improved IFAD and PMU capacities to plan and deliver sustainable programming, (2) enhanced ownership by governments and beneficiaries, (3) more consistent monitoring of sustainability across project lifecycles, and (4) high quality exit strategies. It formulates

ten specific tasks around improved guidance on sustainability and exit strategies, better harmonized and evidence-based frameworks, AI enhanced knowledge management, and improved ex-post and long-term impact measurements (page 10 ff).

## IOE evaluations included in the synthesis

1. Bangladesh 2021 Project Performance Evaluation (PPE).
2. Botswana 2020 Project Performance Evaluation (PPE).
3. Burundi 2022 Country Strategy and Programme Evaluation (CSPE).
4. Chad 2024 Project Performance Evaluation (PPE).
5. China 2020 Project Performance Evaluation (PPE).
6. China 2024 Country Strategy and Programme Evaluation (CSPE).
7. Colombia 2024 Country Strategy and Programme Evaluation (CSPE).
8. Cuba 2023 Project Performance Evaluation (PPE).
9. Dominican Republic 2021 Project Performance Evaluation (PPE).
10. Ecuador 2021 Country Strategy and Programme Evaluation (CSPE).
11. Egypt 2023 Project Performance Evaluation (PPE).
12. Eswatini 2023 Country Strategy and Programme Evaluation (CSPE).
13. Ethiopia 2024 Country Strategy and Programme Evaluation (CSPE).
14. Gambia 2022 Project Performance Evaluation (PPE).
15. Guinea Bissau 2024 Country Strategy and Programme Evaluation (CSPE).
16. Haiti 2020 Project Performance Evaluation (PPE).
17. India 2020 Project Performance Evaluation (PPE
18. India 2022 Project Performance Evaluation (PPE).
19. Indonesia 2022 Project Performance Evaluation (PPE).
20. Kyrgyzstan 2024 Country Strategy and Programme Evaluation (CSPE).
21. Laos 2024 Project Performance Evaluation (PPE).
22. Liberia 2020 Project Performance Evaluation (PPE).
23. Madagascar 2020 Country Strategy and Programme Evaluation (CSPE).
24. Malawi 2020 Project Performance Evaluation (PPE).
25. Malawi 2023 Country Strategy and Programme Evaluation (CSPE).
26. Mexico 2020 Country Strategy and Programme Evaluation (CSPE).
27. Morocco 2022 Country Strategy and Programme Evaluation (CSPE).
28. Nepal 2020 Country Strategy and Programme Evaluation (CSPE).
29. Niger 2021 Country Strategy and Programme Evaluation (CSPE).
30. Pakistan 2022 Country Strategy and Programme Evaluation (CSPE).
31. Rwanda 2024 Country Strategy and Programme Evaluation (CSPE).
32. Senegal 2021 Project Performance Evaluation (PPE).
33. Sierra Leone 2020 Country Strategy and Programme Evaluation (CSPE).
34. Sierra Leone 2020 Project Performance Evaluation (PPE).
35. Sudan 2020 Country Strategy and Programme Evaluation (CSPE).
36. Tajikistan 2021 Project Performance Evaluation (PPE).
37. Tanzania 2022 Project Performance Evaluation (PPE).

38. Togo 2023 Project Performance Evaluation (PPE).
39. Turkey 2020 Project Performance Evaluation (PPE).
40. Uganda 2021 Project Performance Evaluation (PPE).
41. Uganda 2021 Country Strategy and Programme Evaluation (CSPE).
42. Uzbekistan 2022 Project Performance Evaluation (PPE).
43. Uzbekistan 2023 Country Strategy and Programme Evaluation (CSPE).
44. Zambia 2023 Project Performance Evaluation (PPE).
45. Sub-regional Evaluation (SRE), LAC 2024.
46. Sub-regional Evaluation (SRE), WCA 2023.
47. Project Cluster Evaluation (PCE), Rural Finance 2023.
48. Project Cluster Evaluation (PCE), Rural Enterprises 2023.
49. Thematic Evaluation, Adaptation to Climate Change 2023.
50. Evaluation Synthesis Report (ESR), Infrastructure 2021.
51. Evaluation Synthesis Report (ESR), Government Performance 2022.

# IOE activities and products

This annex presents the spectrum of IOE products completed between January and December 2024, and the progress of documents in the areas of leadership and strategy, advancing established outputs, generating new products, improving staff capability and communications. The annex is structured around the strategic objectives of IOE for the period 2022-2027, namely, to i) improve evaluation coverage, ii) engage strategically with IFAD governance and management, iii) expand and deepen IOE's leadership role in building global evaluations, and iv) enhance strategic communication, outreach and knowledge management.

## 1. IMPROVE EVALUATION COVERAGE

As per the Multi-Year Evaluation Strategy of IOE, one of the strategic objectives of the Office during the period 2022-2027 is to improve evaluation coverage and promote transformative evaluations that reflect the scale and scope of IFAD operations, ensuring methodological rigour, attention to inclusiveness and cultural responsiveness, flexibility and cost-effectiveness.

In this context, between 1 January 2024 and 31 December 2024, IOE finalized 50 reports. Of these, 35 are publicly available on the IOE website, and 15 were pending final publication as of 31 December 2024.

### 1.1 Reports published

During the reporting period, the IOE Director provided oversight to the publishing of 35 evaluation reports.

1.1.1. ***2024 Annual Report on the Independent Evaluation of IFAD (ARIE).*** The 2024 ARIE is the twenty-second to be published by IOE. The report presents an overview of the performance of IFAD-supported operations, drawing from the evidence contained in IOE's independent evaluations. Project performance is derived from the ratings analysis of 297 projects completed and evaluated during the period 2013–2022. The analysis of non-lending activities in country programmes is derived from the 42 country strategy and programme evaluations conducted during the period 2014–2023. The 2024 ARIE focuses on two themes: (1) the relationship between cofinancing and project performance; and (2) rural finance interventions [here].

1.1.2. **Corporate-level evaluation of knowledge management practices in IFAD.** This report follows the evaluation, conducted by the Independent Office of Evaluation of IFAD, of knowledge management (KM) practices in IFAD in 2023. The evaluation flags the importance of a knowledge agenda that can underpin IFAD's ambition to become a leader on rural transformation. It acknowledges the quality of the many technical knowledge products, but also highlights the need to connect multiple knowledges, including local and contextual knowledge, in order to achieve transformative action. IFAD's growing field presence, together with the tangible nature of its interventions, position it well as a broker of local and contextual knowledge. The Fund has successfully mobilized multi-stakeholder processes for knowledge generation and sharing in many countries [here].

1.1.3. **Sub-regional evaluation of IFAD's experience in the Dry Corridor of Central America.** IOE conducted its second subregional evaluation (SRE) on IFAD's experience in the Dry Corridor of Central America. The SRE covered the period 2008 to 2023. The SRE found that IFAD has achieved a high coverage of municipalities in the Dry Corridor. Some interventions have promoted the socioeconomic transformation of rural areas. However, in the absence of specific strategic guidelines for the subregion and the Dry Corridor, it was difficult to adapt to the area's structural features. Project design did not take a territorial approach to prioritize and articulate interventions and generate a critical mass of investments. [here].

1.1.4. ***Country strategy and programme evaluations (CSPEs)***. The primary objective of a CSPE is to assess performance and results of country strategy and operations and provide lessons and recommendations to guide the preparation of the next country strategy. Its main users are divisional and country directors, country teams, and governments. During the reporting period, IOE published five CSPE reports:

- Ethiopia CPSE [here]
- Kyrgyz Republic CSPE [here]
- Guinea-Bissau CSPE [here]
- China CSPE [here]
- Colombia CSPE [here]

1.1.5. ***Project performance evaluations (PPEs)***. The primary objective of a PPE is to assess the performance and results of project-level operations funded by IFAD. Its main users are regional and country directors, technical advisors, operational staff, and government counterparts. During the reporting period, IOE published two PPE reports:

- Project to Improve the Resilience of Agricultural Systems (Chad) [here].
- Southern Laos Food and Nutrition Security Market Linkages Programme (Lao People's Democratic Republic) [here].

1.1.6. ***Project completion report validations (PCRVs)***. The primary objective of a PCRV is to validate the project completion reports prepared by IFAD Management. Its main users are IOE and IFAD Management for reporting and feedback. During the reporting period, IOE published 25 PCRV reports:

- Upper Tana Catchment Natural Resource Management Project, Kenya [here]
- Infrastructure and Rural Finance Support Programme, Armenia [here]
- Strategic Support for Food Security and Nutrition Project, Lao People's Democratic Republic [here]
- Rural Community Finance Project, Liberia [here]
- Public Services Improvement for Sustainable Territorial Development in the Apurimac, Ene and Mantaro River Basins Project, Peru [here]
- Kinshasa Food Supply Centre Support Programme, Democratic Republic of the Congo [here]
- Murat River Watershed Rehabilitation Project, Türkiye [here]
- Sustainable Development Project for Communities in Semi-arid Areas, Mexico [here]
- Dairy Value Chains Development Project, Uzbekistan [here]
- Integrated Participatory Development and Management of the Irrigation Sector Project Indonesia, Indonesia [here]
- Building Rural Entrepreneurial Capacities Project: Trust and Opportunity, Colombia [here]
- Convergence on Value Chain Enhancement for Rural Growth and Empowerment Project, Philippines [here]
- Adaptation for Smallholders in Hilly Areas Project, Nepal [here]
- Enhanced Smallholder Agribusiness Promotion Programme, Zambia [here]
- Agricultural Sector Investment Programme, Ghana [here]
- Rural Development: Agropastoral Value Chains Project in the Governorate of Médenine (PRODEFIL), Tunisia [here]
- Youth Agropastoral Entrepreneurship Promotion Programme, Cameroon [here]
- Rural Finance Expansion Programme, Zambia [here]
- Haor Infrastructure and Livelihood Improvement Project – Climate Adaptation and Livelihood Protection, Bangladesh [here]
- Kayonza Irrigation and Integrated Watershed Management Project - Phase I, Rwanda [here]
- Rwanda Dairy Development Project, Rwanda [here]
- Kiribati Outer Islands Food and Water Project, Kiribati [here]
- National Agricultural Technology Programme - Phase II, Bangladesh [here]

- Rural Sustainable Development Project in the Semi-arid Region of Bahia, Pro-Semi-Arid, Brazil [here]
- Project for the Restoration of Livelihoods in the Northern Region, Uganda [here]

## 1.2. Reports completed

In addition to the reports already disseminated, listed above, IOE has completed the following 15 reports, which were pending publication as of 31 December 2024.

1.2.1 ***Corporate and thematic evaluations***

- Corporate level evaluation on IFAD 11 and 12
- Thematic evaluation on gender equality and women's empowerment
- Thematic evaluation on nutrition

1.2.2 ***Country strategy and programme evaluations (CSPEs)***

- Türkiye CSPE
- India CSPE
- Ghana CSPE
- Mauritania CSPE
- Argentina CSPE
- Dominican Republic CSPE
- Rwanda CSPE

1.2.3 ***Project performance evaluations (PPEs)***

- PPE Cabo Verde
- PPE Sri Lanka
- PPE Bosnia and Herzegovina
- PPE Solomon Islands
- PPE Lesotho

# 2. ENGAGE STRATEGICALLY WITH IFAD GOVERNANCE AND MANAGEMENT

2.1.1. As per the Multi-Year Evaluation Strategy of IOE, one of the strategic objectives of the Office during the period 2022-2027 is to Engage with Management, Member States and external partners to support evaluation capacity and use within and outside IFAD.

2.1.2. In this context, during the reporting period, IOE has placed increasing emphasis on engagement with member states and IFAD Management, with a view to further promoting learning, accountability and reflection through independent evaluation. These efforts have taken shape through a series of corporate learning workshops, country learning workshops, and an Executive Board field mission, in addition to engagement across IFAD's governance structure, including in the Governing Council, Executive Board and Evaluation Committee.

## 2.2. Corporate learning workshops

2.2.1. IOE organized two corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members.

- Learning event on the Thematic Evaluation on IFAD's support to Gender Equality and Women's Empowerment [here]
- Learning event on the Corporate-Level Evaluation of Knowledge Management Practices in IFAD [here]

## 2.3. Country learning workshops

2.3.1. IOE organized eight country learning workshops, with the involvement and participation of government representatives, national partner agencies, IFAD staff and international development agencies, including multilateral and bilateral partners.

- Dominican Republic, 16 December 2024 [here]
- Ghana, 22 October 2024 [here]
- India, 7 October 2024 [here]
- Mauritania, 1 October 2024 [here]
- Argentina, 10 September 2024 [here]
- Dry Corridor of Central America, 3 July 2024 [here]
- Türkiye, 16 April 2024 [here]
- Rwanda, 5 March 2024 [here]

## 2.4. Executive Board field missions

2.4.1. The IOE Director joined a high-level delegation of IFAD's Executive Board members and IFAD senior staff for a working visit to Tunisia, from 3 November to 8 November 2024. During the mission, the delegation met with high-level government officials, and travelled to IFAD-supported projects in the country to see progress and meet with community members and rural farmers [here].

## 2.5. IFAD Governance

2.5.1. IOE has systematically engaged with IFAD Governance structures during the course of 2023. In particular, IOE contributed to the following sessions:

- Governing Council
  - On 15 February, at its 47th session, the IFAD Governing Council approved the IOE results-based work programme and budget for 2024 and indicative plan for 2025-2026 [here].
- Executive Board
  - On 22 April, the Executive Board retreat took place. During the retreat, Dr Naidoo delivered a presentation on 'the role of IOE in support of the Board'. The presentation focused upon the IOE evaluation model, and how the Office is fostering learning, driving impact and supporting change in IFAD [here]
  - On 24 April, the 141st session of the Executive Board took place. During the meeting, the Colombia CSPE was positively reviewed [here]
  - On 18-19 September, the 142nd session of the EB took place. Items positively reviewed included the 2024 ARIE, the CLE on KM, and the TE on Gender [here]
  - On 11-12 December, the 143rd session of the EB took place. Documents positively discussed include IOE's results-based work programme and budget for 2025 and indicative plan for 2026–2027; Argentina CSPE; and China CSPE [here]
- Evaluation Committee
  - On 22 March, the 122nd session of the Evaluation Committee took place. Reports and documents well-received include: CSPE Rwanda; PCE on rural finance in the ESA region; approach paper for the thematic evaluation of IFAD's support to nutrition; SRE on IFAD's experience in the Dry Corridor of Central America [here].
  - On 19 June, the 125th session of the EC took place. Reports well-received included the Türkiye CSPE; the CLE on KM; the TE on Gender; and the proposed dates for sessions of the Evaluation Committee in 2025 [here].
  - On 6 September, the 126th session of the EC took place. Reports positively received included the ARIE 2024, IOE comments on RIDE 2024, IOE comments on PRISMA, approach paper for the CLE on IFAD 11 and 12, and work programme for 2025 and 2026-2027 [here].
  - On 31 October, the 127th session of the EC took place. Documents positively received were the India CSPE; the revised results-based work programme

and budget for 2025 and indicative plan for 2026-2027 of IOE; the provisional agenda of the EC for 2025; and the Argentina CSPE [here].

# 3. EXPAND AND DEEPEN IOE'S LEADERSHIP ROLE IN BUILDING GLOBAL EVALUATIONS

3.1. As per the Multi-Year Evaluation Strategy of IOE, one of the strategic objectives of the Office during the period 2022-2027 is to Retain and deepen IOE's position as an internationally recognized leader in the evaluation of rural development programmes, policies and strategies by further strengthening the relevance of its work, promoting innovative approaches and enhancing collaboration with other organizations, and with think tanks and universities.

3.2. In this context, during the reporting period, a set of initiatives seeking to overall advance the quality of evaluations in IFAD were completed, each of which introduces an element to support effective planning, common terminological and methodological understanding, and advance the capacity of staff.

## 3.1 Improvement of IOE evaluation quality

3.1.1. ***IOE Knowledge Management toolbox*** [here]. As part of its corporate-level evaluation on knowledge management (KM), IOE developed a Toolbox to evaluate knowledge management practices. The Toolbox comprises three distinct but related resources, namely: (1) Mapping of knowledge sharing and dissemination of selected IFAD signature solutions, which have improved the life of rural people; (2) tracking of IFAD's KM practices through a Rubric that evaluates outcomes in terms of transformation on a country-by-country basis; and (3) capturing local and indigenous knowledge through two remote participatory video evaluation pilots in Brazil and Peru.

3.1.2. ***IOE Evaluation Advisory Panel*** [here]. The second IOE Evaluation Advisory Panel (EAP) held its first annual meeting on 14 and 15 November 2023. EAP affirmed that IOE is one of the best evaluation offices in the multilateral development system. IOE's evaluations are very participatory, especially since the evaluators are very much in touch with the beneficiaries and other stakeholders. Distinguished country representatives of the IFAD Evaluation Committee attended the event, alongside representatives of IFAD Management.

3.1.3. ***Research publications*****.** IOE improves the quality of evaluative products through the production of a suite of new substantive research publications. Each of these publications aims to improve the conceptual and methodological underpinnings of independent evaluation at IFAD. Pieces produced during 2023 include the following:

- ***Review series***
  - Review of the implementation of Management's response to the 2018 corporate-level evaluation of IFAD's financial architecture [here]
  - Review of the IFAD12 Results Management Framework [here]

3.1.4. ***IOE staff*** [here]. The professional development of IOE staff has been enhanced through the hiring of new staff and a process of continuous training and skills building. Please see Annex IV for the composition of the office's complete organigram.

## 3.2 Professionalization

**3.2.1** ***Global evaluation networks***. IOE has formal membership of three global professional evaluation networks comprising the United Nations and international financial institutions. These are the UN Evaluation Group (UNEG) [here], the Evaluation Cooperation Group (ECG) [here] and the Global Evaluation Initiative (GEI) [here].

- ***ECG***. IOE actively participated in the ECG spring meeting on the 12th and 13th of March 2024. The four key themes of the session were evaluation of private sector operations; advances of MDBs on their path to becoming key green financiers; methodology of evaluation synthesis; and evaluating capital increase and corporate

strategies of parent institutions [here]. IOE also actively participated in the ECG Fall 2024 meeting, on 13 November 2024, during which Dr Naidoo presented some of the conceptual underpinnings, structural specifications and logistical arrangements of the next two ECG meetings, which will be held in Rome and Chaired by IOE [here]

- ***GEI***. On 6 December 2024, IOE hosted the GEI partnership council meeting at IFAD Headquarters, in Rome.
- ***UNEG***. IOE actively contributed to the UNEG EvalWeek 2024, which took place in Malaga from 29 January to 2 February 2024. IOE presented a strong offering, with a five-person team in attendance. On 30 January, Dr Naidoo and Dr Alexander Voccia delivered a joint presentation in the EPE seminar titled 'What does it take to build a credible, independent evaluation function?'. Later the same day, Fabrizio Felloni, Dr Kouessi Maximin Kodjo and Massiel Jiménez hosted a session titled 'The crisis of linear thinking -- Combining theory of change and systems thinking in complex strategic and policy evaluations', in which they also delivered a joint presentation. In addition, Mr Felloni acted as a presenter during the EPE session titled 'Evaluating Policy Influence' [here].

## 3.3 Participation

**3.3.1** IOE and its staff responded to global invitations, and organized or actively contributed to eighteen workshops, seminars, presentations and other international events. These efforts have helped forge evaluation coalitions to improve IFAD effectiveness.

**3.3.2** ***Global invitations***. IOE staff have been invited to deliver presentations and participate in twelve international events, including: the Global Impact Evaluation Forum 2024 [here]; SAMEA 9th Biennial Conference [here]; European Evaluation Biennial Conference 2024 [here]; 2024 AfDB Development Evaluation Week [here]; UN High Level Political Forum 2024 [here]; IPA-IRRI Introductory Monitoring and Evaluation (M&E) Capacity Building Program [here]; Food & Sustainability Certificate Programme On-site Experience [here]; gLOCAL 2024 [here]; 11th International conference of the African Evaluation Society [here]; 4th International Conference on Evaluating Environment and Development [here]; and the 10th EVALMENA Annual Meeting and First National EgyEval Meeting [here]; and the Food and Sustainability Certificate Program On-site Experience [here].

**3.3.3** ***INTEVAL.*** IOE participated in the 39th Annual meeting of the International Research Group for Policy and Programme Evaluation (INTEVAL). INTEVAL is a multidisciplinary constellation of world-renown expert evaluation leaders and distinguished authors. INTEVAL's members addressed the key strategic issues that define the evolution of the evaluation function, shaping the international debate, and advancing the discipline within the context of the everchanging global landscape.

**3.3.4** ***Coffee Talk series*** [here]**.** IOE hosted six sessions of its Coffee Talk series, aimed at providing an informal forum in which to address a variety of evaluation related topics. Sessions featured a mix of internal and external speakers, including Dr Shijie Yang, Economist, World Bank [here].

## 3.4 Building the IOE team

**3.4.1** Since his arrival, the IOE Director has put in place a custom-made strategy to strengthen the IOE team. The enhancement of staff well-being has been the cornerstone of the strategy, which has been built around the following concrete initiatives.

**3.4.2** ***Dedicated staff meetings***. The IOE Director held meetings to address issues emerging from the staff survey. In response to these issues, the Director presented a zero tolerance for violations of IFAD's Code of Conduct by any staff member. Staff training is agreed upon and its schedule shared with all staff; work load distribution is signed off by the Director; and all external communications are cleared by the Director.

**3.4.3** ***Staff wellbeing committee***. In 2021, the IOE Director established a staff wellbeing committee, which continues to function. Comprised of staff members spanning the spectrum of administrative and professional grades, the committee follows-up on staff wellbeing matters, proposing avenues to address wellbeing issues, and organizing an annual staff retreat, among others.

**3.4.4** ***Staff retreats*** IOE held its annual retreat on the 26th and 27th of June 2024. Specific themes included building connections and relationships that will be of use beyond the retreat, strengthening internal communication channels, tailoring feedback, and improving knowledge sharing processes.

**3.4.5** ***Director free time***. The Director has set aside 'free time' slots for every staff member, on a monthly basis. These slots afford staff the opportunity to maintain regular interaction with the Director, and to be able to raise issues in a safe environment.

# 4 ENHANCE STRATEGIC COMMUNICATION, OUTREACH AND KNOWLEDGE MANAGEMENT

**4.1.1** A range of communication resources defines IOE's visual persona and brand identity, embodying its independent stature. Through this assortment of products, IOE continues to build safe spaces for user interaction, which invite its stakeholders to continuously reach out and engage with the Office's outputs in a more accessible manner.

## 4.2 Public resources

**4.2.1** ***IOE website*** [here]. The website, for which IOE maintains full intellectual ownership, is structured to best meet the specific needs of IOE, with the adoption of dynamic functionalities that maximize opportunities for user engagement. It also ensures an intuitive, easy navigation experience as the Office moves forward in building evaluation capacity across IFAD, advancing the IOE conduct model, and building bridges through evaluation dialogues to enhance understanding and improve performance. Following the launch of the website in March 2022, an independent Google Analytics tracking dashboard was finalized in April 2022. Since the launch of the dashboard, the website has totalled 300,000 views from 92,000 users across 218 countries, dependent territories and Areas of Special Sovereignty, as of 31 December 2024.

**4.2.2** ***Independent Magazine*** [here]. As IOE's flagship communication product, *Independent Magazine* brings to the forefront of the global development dialogue the major efforts undertaken by IOE, while seeking to advance IFAD's vision of vibrant, inclusive and sustainable rural economies, where people live free from poverty and hunger. In 2024, IOE published three editions of the Magazine bringing the cumulative total number of readers to 40,000 across 130 countries, as of 31 December 2024.

**4.2.3** ***Social media***. IOE has a strong, active and vibrant social media presence, which allows the Office to keep its stakeholders updated in real-time of its latest endeavours, whilst ensuring that its stakeholders are able to interact with the Office in an on-going and fluid fashion. In 2024, IOE has continued to grow its following on X, reaching 3,600 followers [@IFADeval], LinkedIn reaching 7,700 followers [here], and YouTube, reaching 776 subscribers [here], as of 31 December 2024.

**4.2.4** ***IOE newsletter*** [here]. The IOE newsletter promotes transparency and shares knowledge with partners and stakeholders about key developments related to IOE's work. The newsletter is aligned with IOE's visual identity and strategic approach to communications. The broad readership of the newsletter ensures that IOE stakeholders have quick access to the latest outputs of the Office. In 2024, IOE published three issues of the newsletter.

**4.2.5** ***News items*** [here]. The IOE news items capture the undertakings of the Office, highlighting key take-home messages. The breadth of issues addressed by the items ranges from the publishing of reports, to meetings, events, new products and opportunities for engagement with the Office. In 2024, IOE published a record-breaking 32 news items – an average of almost one every week of the year.

**4.2.6** ***Video series.*** In 2023, IOE published 24 videos. This reflects a broadened list of video products, which now include five separate formats:

- *60 seconds with the Director* [here]***.*** The video series offer easy-to-digest insights into the IOE Director's perspectives on a number of salient, evaluation-related issues. In 2024, IOE published five instalments of the series.
- *Report-sharing videos* [here]. Through its promotional videos, IOE provides enhanced visibility to key substantive issues at the heart of the international evaluation debate, while bringing to the forefront important new outputs produced by the Office. In 2024, IOE produced three promotional videos.
- *Podcast interviews* [here]. Podcast interviews offer the opportunity to delve into specific evaluation issues. Discussions focus on key areas of interest, which are addressed through open and candid conversations, during which interviewer and interviewee exchange thoughts, opinions and perspectives. In 2024, IOE published one podcast interview.
- *Events* [here]. Event videos present corporate learning workshops, with the involvement and participation of IFAD Senior Management, regional and country directors, and other staff members. The series also features country learning workshops, on a select basis. In 2023, IOE published 1 event video.
- *Participatory video evaluation pilots (PVEs)* [here]. The eight PVEs carried out in Brazil and Peru look for innovative approaches to enhance the impact of our programmes and include the voices of local and indigenous communities. In particular, they help to: address under representation and remote access; gain a deeper understanding of their needs and successes; and ensure that the voices of beneficiaries are included in evaluations.

**4.2.7** ***IOE Coffee Talk series*** [here]. Each instalment of the previously presented talk series is captured through new fact sheets. In 2024, IOE published 6 Coffee Talk sheets.

**4.2.8** ***IOE blogs*** [here]. Blogs advance IOE's critical thinking vis-à-vis issues at the heart of the international evaluation debate, stimulating thought-provoking dialogue and debate. In 2024, IOE staff published three blogs.

**4.2.9** ***Infographics***. IOE's re-envisaged infographics offer an invaluable compendium to its evaluation reports. Each infographic presents soundbite report extracts, packaged in visually appealing solutions.

## 4.3 Internal resources

**4.3.1** ***IOE Media Coverage Report.*** IOE issued two Media Coverage Reports, in January 2024 and June 2024, covering the last semester of 2023 and the first semester of 2024, respectively. The reports present the latest data, statistics and trends relative to the Office's website, social media platforms and select IOE products. Findings include IOE's continued leadership role in methodological and strategic debates at the international level, and IOE's strong presence in the spotlight at critical decision-making times for IFAD.

**4.3.2** ***Director's Bulletin***. The Bulletin responds to the IOE Director's personal commitment to transparent and proactive internal communication. The Bulletin serves as a valuable resource to record IOE outputs, engagements and activities. In 2023, IOE issued 10 editions of the Bulletin.

# 2024 IOE HIGHLIGHTS INFOGRAPHIC

## 2024 IOE HIGHLIGHTS VIDEO

# Bibliography

**Documents from the International Fund for Agricultural Development (IFAD)**

- IFAD. 2022. IFAD Revised Evaluation Manual 2022. Executive Board. 135th Session. 24 – 26 April 2022. EC 2022/116/W.P.5
- IFAD. 2022. IFAD Action Plan for Sustainability of Benefits. Monitorable Actions 31 of the IFAD 12 Commitments. As at 21 December 2022.
- IFAD. 2020. Joint Programme for the Sahel in Response to the Challenges of COVID-19, Conflict and Climate Change (SD3C). Approved by the IFAD Board in Dec. 2020
- _____. 2016. Fragility strategy (or policy)

**Reviewed evaluations and other synthesis documents**

- IFAD. (2021). Bangladesh Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Botswana Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Burundi Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Chad Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). China Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). China Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Colombia Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Cuba Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2021). Dominican Republic Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2021). Ecuador Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Egypt Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Eswatini Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Ethiopia Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Gambia Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Guinea Bissau Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Haiti Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). India Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.

- IFAD. (2022). India Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Indonesia Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Kyrgyzstan Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Laos Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Liberia Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Madagascar Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Malawi Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Malawi Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Mexico Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Morocco Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Nepal Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2021). Niger Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Pakistan Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Rwanda Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2021). Senegal Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Sierra Leone Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Sierra Leone Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Sudan Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2021). Tajikistan Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Tanzania Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Togo Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2020). Turkey Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2021). Uganda Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.

- IFAD. (2021). Uganda Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2022). Uzbekistan Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Uzbekistan Country Strategy and Programme Evaluation (CSPE). Independent Office of Evaluation of IFAD.
- IFAD. (2023). Zambia Project Performance Evaluation (PPE). Independent Office of Evaluation of IFAD.
- IFAD. (2024). Sub-regional Evaluation (SRE), LAC 2024. Independent Office of Evaluation of IFAD.
- IFAD. (2023). Sub-regional Evaluation (SRE), WCA 2023. Independent Office of Evaluation of IFAD.
- IFAD. (2023). Project Cluster Evaluation (PCE), Rural Finance 2023. Independent Office of Evaluation of IFAD.
- IFAD. (2023). Project Cluster Evaluation (PCE), Rural Enterprises 2023. Independent Office of Evaluation of IFAD.
- IFAD. (2023). Thematic Evaluation, Adaptation to Climate Change 2023. Independent Office of Evaluation of IFAD.
- IFAD. (2021). Evaluation Synthesis Report (ESR), Infrastructure 2021. Independent Office of Evaluation of IFAD.
- IFAD. (2022). Evaluation Synthesis Report (ESR), Government Performance 2022. Independent Office of Evaluation of IFAD.
- IFAD Corporate and Regional Portfolio Stocktaking presentations 2020 - 2024