
Informe anual sobre la evaluación independiente del FIDA de 2025

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Medida: Se invita al Comité de Evaluación a que examine el Informe anual sobre la evaluación independiente del FIDA de 2025.

Preguntas técnicas:

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Invertir en la población rural

Junta Ejecutiva

145.º período de sesiones

Roma, 15 y 16 de septiembre de 2025

Informe anual sobre la evaluación independiente del FIDA de 2025

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Agradecimientos

El Informe anual sobre la evaluación independiente del FIDA de 2025 fue elaborado por la Oficina de Evaluación Independiente (IOE) con la orientación general de su Director, Indran Naidoo, y bajo la estrecha supervisión de Mona Fetouh, Directora Adjunta. Steven Jonckheere, Oficial Superior de Evaluación, se encargó de coordinar el contenido y de preparar el informe. Para la elaboración del capítulo III se recibieron contribuciones fundamentales de Kouessi Maximin Kodjo y Oanh Nguyen, Oficiales Principales de Evaluación; Raymond Mubayiwa, Oficial Superior de Evaluación; Mikal Khan, Oficial de Evaluación, y Detlev Puetz, consultor superior. Rati Shubladze, consultor, contribuyó a los análisis estadísticos del capítulo III. Alexander Voccia, Especialista Superior en Comunicación de las Evaluaciones y Gestión de los Conocimientos, ayudó a preparar los anexos. Laure Vidaud, Adjunta de Administración de la Directora Adjunta, se encargó del diseño del documento.

La IOE desea expresar su agradecimiento a la Dirección y al personal del Fondo por el apoyo general prestado y por sus valiosas observaciones sobre el borrador del informe que, en consonancia con la Revisión de la Política de Evaluación del FIDA, se han tenido debidamente en cuenta en la elaboración de la versión definitiva del informe.

Informe anual sobre la evaluación independiente del FIDA de 2025

Resumen

A. Introducción

1. En el informe de la Oficina de Evaluación Independiente del FIDA (IOE) —titulado Informe anual sobre la evaluación independiente del FIDA (ARIE)— se presenta una sinopsis del desempeño de las operaciones respaldadas por el FIDA, que se basa en los datos empíricos incluidos en las evaluaciones independientes de la IOE. El ARIE continúa siendo fundamental para garantizar la rendición de cuentas por los resultados alcanzados y tiene el objetivo de promover la autorreflexión, el aprendizaje y la corrección del rumbo en el seno del FIDA.
2. Esta es la 23.^a edición del ARIE. Como es práctica habitual en otras instituciones financieras internacionales, en el ARIE se resumen los hallazgos de las distintas evaluaciones y se presenta un análisis sobre las tendencias de los resultados a través del estudio de las series cronológicas de las calificaciones. Además, se brinda información más detallada sobre las evaluaciones existentes con el objetivo de presentar un relato de los resultados del FIDA, haciendo hincapié en el mandato institucional del Fondo y evaluando el conjunto de su labor.
3. El ARIE aporta conocimientos sobre las operaciones respaldadas por el FIDA que se extraen de las evaluaciones que lleva a cabo la IOE, y pone de relieve los resultados de las evaluaciones en torno a temas centrales y cuestiones relacionadas con la agricultura y el desarrollo rural, que son parte integral de la misión del FIDA. Si bien el marco y el contenido del ARIE pueden variar de un año a otro, el análisis de las calificaciones es un componente habitual del informe.
4. En el ARIE de 2025 se examina una perspectiva temática que ha demostrado ser fundamental para la eficacia de las actividades de desarrollo del FIDA a lo largo de los últimos decenios, a saber: la sostenibilidad de los beneficios logrados por los proyectos que financia el Fondo. Esta cuestión, destacada en anteriores ediciones del ARIE, sigue siendo una de las esferas que obtienen peores resultados. Cabe destacar que el Informe anual sobre los resultados y el impacto de las actividades del FIDA (ARRI) de 2007, elaborado por la IOE, también se centró en esta cuestión a raíz de los deficientes resultados obtenidos. Las observaciones relativas a la sostenibilidad se basan en 51 informes de evaluación realizados por la IOE entre 2020 y 2024.
5. Al igual que en anteriores ediciones, en el presente ARIE se analizan las calificaciones relativas a los resultados de los proyectos, las tendencias de los resultados y los resultados de las actividades no crediticias a lo largo del último decenio.
6. Los resultados de los proyectos derivan del análisis de las calificaciones que obtuvieron 280 proyectos finalizados entre 2014 y 2023. Las estadísticas inferenciales detectaron una serie de diferencias en los resultados, significativas desde el punto de vista estadístico, como las divergencias entre los resultados de los proyectos que se ejecutaban en situaciones de fragilidad y los que no, o las discrepancias entre los informes finales de proyecto y las calificaciones relativas a los resultados de la IOE. El uso de un promedio trienal móvil de las calificaciones permitió suavizar las variaciones interanuales de las calificaciones relativas a los resultados¹.

¹ La utilización de períodos trienales y decenales para analizar las tendencias en los resultados permite extraer conclusiones a corto plazo y, al mismo tiempo, obtener una perspectiva a largo plazo. Este enfoque, de doble horizonte temporal, permite que el informe resulte informativo desde un punto de vista estratégico, a la par que estadísticamente robusto y pertinente para la rendición de cuentas y el aprendizaje.

7. El análisis de las actividades no crediticias de los programas en los países se basa en las 46 evaluaciones de las estrategias y los programas en los países (EEPP) que se realizaron en el período comprendido entre 2015 y 2024². Se utilizó un promedio trienal móvil (por año de evaluación) para determinar los resultados obtenidos cada año en cada criterio de calificación. En el trienio más reciente, 2022-2024, se tuvieron en cuenta 11 EEPP, si bien en anteriores períodos de referencia esta cifra habitualmente varió entre 13 y 16 EEPP³.
8. El análisis presenta una serie de limitaciones: los resultados de los proyectos pueden depender de factores que escapan al control de los organismos de ejecución a lo largo del ciclo de vida de un proyecto, que puede llegar a durar 10 años (desde la nota conceptual hasta su finalización). Esto también hace que las mediciones de los resultados incluidos en este informe no sean necesariamente indicativas de los resultados futuros. De los 280 proyectos examinados, un total de 49 estuvieron expuestos durante 22 meses o menos a la reciente pandemia de COVID-19, mientras que 38 proyectos estuvieron expuestos durante 21 meses o menos a las repercusiones de la guerra en Ucrania, que estalló a principios de 2022. Hasta el momento no ha sido posible evaluar plenamente los efectos de esta exposición en los resultados de los proyectos.

B. Hallazgos sobre los resultados de la cartera de proyectos en el período 2021-2023

9. El presente análisis se basa en las calificaciones de las evaluaciones de 65 proyectos finalizados y evaluados en el período indicado a través de evaluaciones de los resultados de los proyectos y validaciones de los informes finales de los proyectos.
10. Como se observa en el diagrama 1, **la mayoría de los proyectos obtuvieron una calificación de “moderadamente satisfactorio” o superior en todos los criterios de evaluación.** El criterio que registró un menor porcentaje de proyectos con calificaciones positivas (el 58 %) fue la eficiencia. En el diagrama 1 figuran los resultados, desglosados por criterio de evaluación, de los proyectos finalizados en el trienio más reciente, esto es, 2021-2023. Las calificaciones en las esferas de la pertinencia (el 91 % de los proyectos), la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático (el 84 %), y la innovación (el 82 %) son relativamente superiores a las de otros criterios. El desempeño del FIDA es notablemente superior al de los gobiernos (en el caso del primero, el 83 % de los proyectos obtuvieron resultados favorables, frente al 77 % de los segundos). La calificación media relativa al logro general de los proyectos⁴ en los 65 proyectos evaluados que se examinaron fue moderadamente satisfactoria (4). Estos hallazgos coinciden en líneas generales con los del ARIE de 2024 (centrado en el período 2020-2022). Se observó una mejora en cuanto a la ampliación de escala, que aumentó del 69 % al 74 %. Asimismo, se detectaron ligeras mejoras de entre 2 y 3 puntos porcentuales en las esferas de la eficacia y la eficiencia. También hubo una ligera disminución de entre 1 y 2 puntos porcentuales en los ámbitos de la sostenibilidad, la gestión de los recursos naturales y el medio ambiente y la

² Los plazos para el analizar los resultados de los proyectos y las actividades no crediticias difieren a raíz del tipo de datos empíricos que se extraen de cada producto de evaluación y su disponibilidad (validaciones de los informes finales de los proyectos frente a EEPP), a saber:

- Validación de los informes finales de los proyectos: se hace a nivel de los proyectos, se basa en proyectos finalizados y está sujeta a un desfase temporal (de ahí que los datos tan solo abarquen hasta 2023).
- EEPP: de carácter estratégico, con un alcance mayor, a menudo evalúan estrategias en curso o concluidas recientemente (de ahí que incluyan datos relativos a 2024).

³ La cantidad de EEPP ha aumentado en 2025 y se espera que siga creciendo en los próximos años, de conformidad con el programa de trabajo aprobado para la IOE. Este incremento obedece a la demanda creciente de datos empíricos recabados en evaluaciones independientes con la intención de fundamentar el diseño de los nuevos programas sobre oportunidades estratégicas nacionales (COSOP). Ante el aumento de las EEPP que se realizan como complemento a los preparativos para los COSOP, la muestra de evaluaciones cada vez representa mejor la diversidad de los programas del FIDA en los países —tanto entre las distintas regiones como entre los contextos institucionales u operacionales— y, en consecuencia, potencia la utilidad y la pertinencia de los hallazgos de cara a la adopción de decisiones estratégicas.

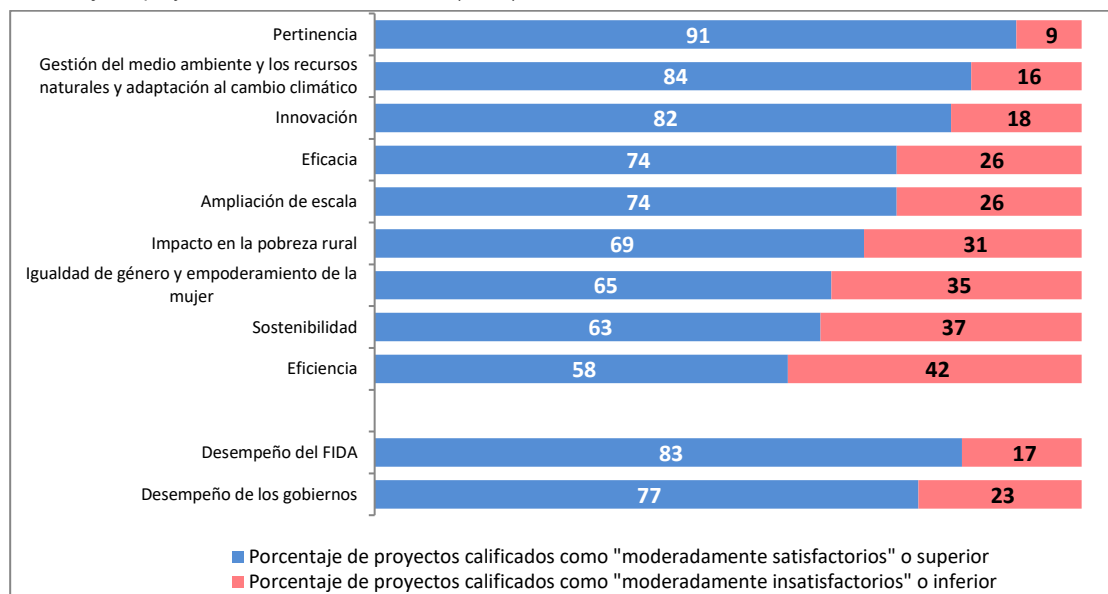
⁴ La calificación sobre el logro de los proyectos supone la media aritmética de las calificaciones de los nueve criterios y, por tanto, excluye el desempeño del FIDA y de los gobiernos.

adaptación al cambio climático. Además, el desempeño del FIDA se redujo del 88 % en el anterior período de referencia al 83 % durante el período comprendido entre 2021 y 2023.

Diagrama1

Resultados en los distintos criterios (promedio trienal móvil en el período 2021-2023)

Porcentaje de proyectos con buenos resultados (N=65)



Fuente: Base de datos de evaluación de la IOE (validaciones de los informes finales de proyecto, evaluaciones de los resultados de los proyectos y evaluaciones del impacto), febrero de 2025.

C. Análisis de tendencias de los resultados de los proyectos (2014–2023)⁵

11. **La mayoría de los proyectos obtuvieron una calificación de "moderadamente satisfactorio" o superior en todos los criterios de evaluación, pero apenas unos pocos lograron calificaciones de "muy satisfactorio".** Por ejemplo, ninguno de los 280 proyectos finalizados durante el período 2014-2023 fue calificado de muy satisfactorio en lo que respecta a la eficacia, la eficiencia, la sostenibilidad, el impacto en la pobreza rural o el desempeño del FIDA; 7 proyectos recibieron esa calificación para la ampliación de escala; 4, para la innovación y la pertinencia; 3, para la igualdad de género y el empoderamiento de la mujer, y 1, para la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático, y el desempeño de los gobiernos.
12. **La reciente tendencia a la baja en la eficacia de los proyectos se ha estabilizado, y los resultados se han consolidado en el período de referencia que se examina.** En los últimos tiempos, las importantes mejoras en la eficacia que se introdujeron entre 2014 y 2019 se han visto interrumpidas, y ha disminuido la proporción de proyectos que obtienen resultados positivos (que pasaron del 80 % en 2017-2019 al 71 % en 2019-2021). No obstante, la situación ha mejorado ligeramente y, en la actualidad, dicha proporción se sitúa en el 74 % para el período 2021-2023. En el ARIE de 2024 y la evaluación a nivel institucional del proceso de descentralización del FIDA llevada a cabo en 2023 se detectaron un conjunto de factores que podrían haber contribuido a esta tendencia a la baja, como la disminución del presupuesto asignado a la ejecución de los programas en los

⁵ Incluye únicamente los proyectos calificados por la IOE a partir de validaciones de los informes finales de proyecto y evaluaciones de los resultados de los proyectos. No incluye los proyectos abarcados por evaluaciones de las estrategias y los programas en los países (salvo que anteriormente hayan sido objeto de una validación de los informes finales de los proyectos o una evaluación de los resultados del proyecto), porque en dichas evaluaciones no se ponen calificaciones específicas para cada proyecto.

países, las perturbaciones en los ciclos de operaciones en los países a raíz del proceso de descentralización en curso y las dificultades vinculadas a la pandemia que han surgido en la ejecución de los proyectos desde 2020. La actual inversión de las tendencias podría sugerir que se han ido corrigiendo progresivamente esas dificultades y que las personas se están ajustando a las nuevas circunstancias. La retirada gradual de las restricciones a la libre circulación también podría haber mejorado la eficacia de las labores de supervisión y apoyo a la ejecución.

13. **Los resultados en materia de impacto en la pobreza rural han seguido empeorando**, al pasar de un máximo en el que el 81 % de los proyectos obtenían buenos resultados en el período 2014-2016 al 69 % en 2021-2023. Los factores que menoscaban la eficacia, mencionados en el párrafo anterior, también han repercutido en el impacto en la pobreza rural. El período comprendido entre 2021 y 2023 se caracterizó por la desaceleración económica, la inflación y los efectos persistentes de la COVID-19, factores que podrían haber obstaculizado los esfuerzos dirigidos a reducir la pobreza en las zonas rurales. Es probable que estos factores hayan influido en los resultados de los proyectos concluidos entre 2020 y 2023, pero no en los de proyectos finalizados en períodos anteriores.
14. **A lo largo del último decenio, los resultados en materia de gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático mejoró en líneas generales, a pesar de una ligera disminución observada en el período 2019-2021.** El porcentaje de proyectos con buenos resultados en este ámbito aumentó del 83 % en el período 2014-2016 al 89 % entre 2019 y 2021. En el trienio 2021-2023 se registró una ligera disminución hasta el 84 %. De los 64⁶ proyectos en que se evaluó la esfera relativa a la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático en dicho período, 1 recibió la calificación de “muy satisfactorio” (6), y 19 obtuvieron una calificación de “satisfactorio” (5). Como se examina de manera detallada en anteriores ARIE, estos resultados son el reflejo de los esfuerzos sostenidos que ha desplegado el FIDA en el último decenio para dar prioridad a la respuesta al cambio climático e integrar las consideraciones climáticas y ambientales en todas sus operaciones. Sin embargo, algunos proyectos se enfrentaron a una serie de problemas vinculados al diseño y la presentación de información, mientras que otros tuvieron dificultades para cumplir las salvaguardias ambientales o se vieron perjudicados por la retirada de la financiación para el clima. Además, las crecientes presiones ambientales externas — como las sequías graves, la impredecibilidad de las precipitaciones y la degradación de los ecosistemas— podrían haber mermado en mayor medida la capacidad de los proyectos para mantener los buenos resultados obtenidos en la esfera de la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático.
15. **La mejora de los resultados obtenidos en la esfera de la ampliación de escala ha permitido reducir la brecha entre los proyectos que logran buenos resultados en la ampliación de escala y la innovación en comparación con el ARIE de 2024⁷.** La diferencia entre ambos indicadores es menor en el período 2021-2023 (el 74 % frente al 82 %) que en el período 2020-2022 (el 69 % frente al 82 %). De los 65 proyectos evaluados que finalizaron en el período de referencia 2021-2023, 20 se calificaron como “satisfactorios” en el ámbito de la ampliación de escala, y 2 obtuvieron la calificación de “muy satisfactorio”. Estas experiencias, junto con las de los 17 proyectos que presentaron un desempeño insuficiente, ofrecen importantes enseñanzas para reforzar el diseño de los proyectos futuros y mejorar los resultados vinculados a la ampliación de escala.

⁶ En uno de los proyectos no se evaluó la gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático, de ahí la cifra de 64 en lugar de 65.

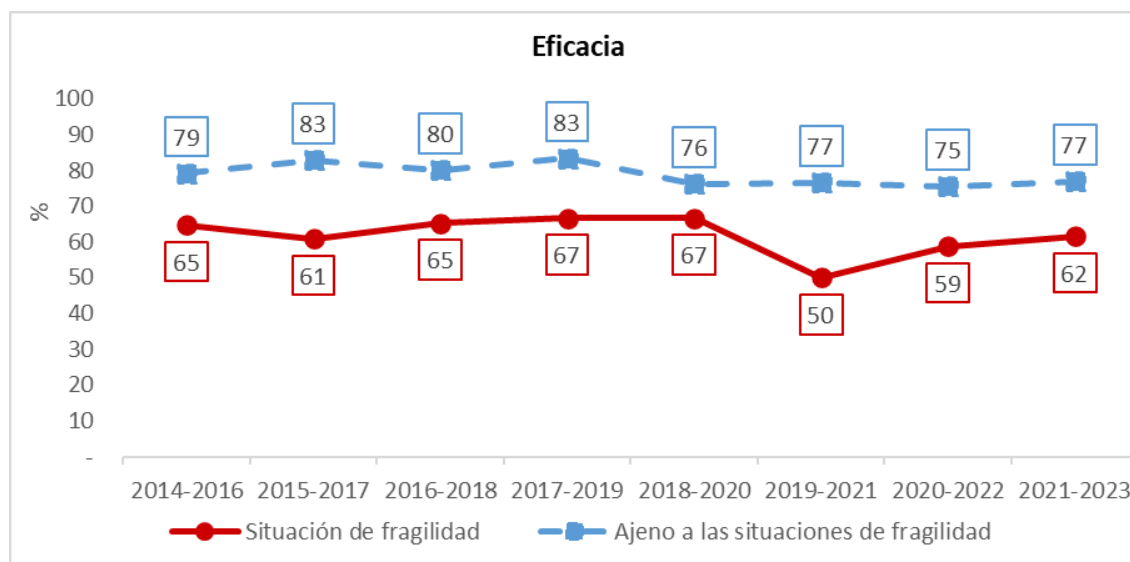
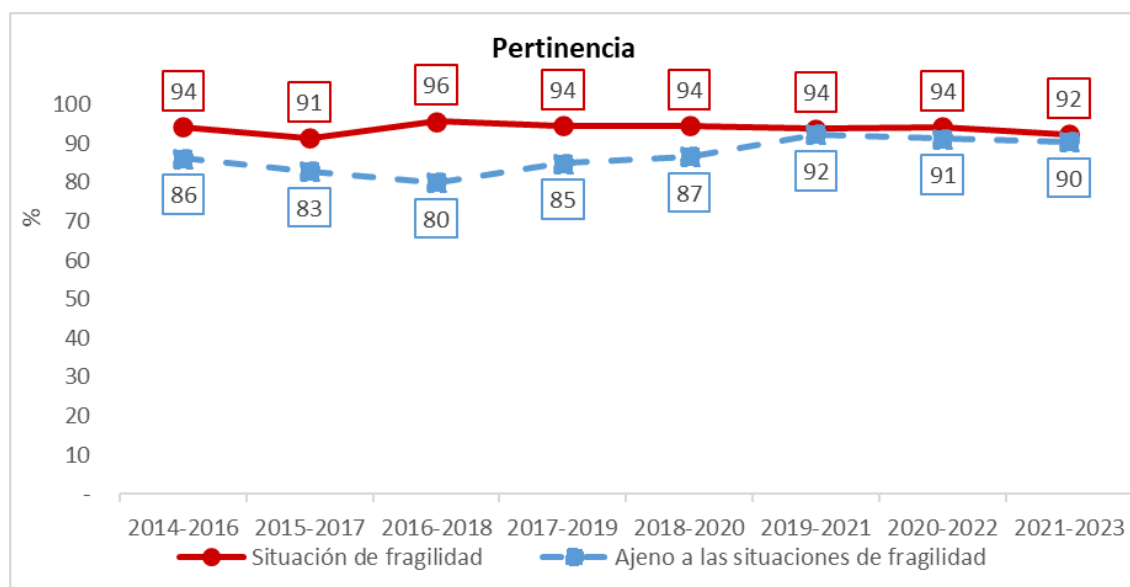
⁷ La innovación hace referencia a la introducción de enfoques nuevos o adaptados para hacer frente a las dificultades en materia de desarrollo rural, mientras que la ampliación de escala entraña la expansión o institucionalización sistemáticas de dichas innovaciones en aras de lograr un mayor impacto. A pesar de evaluarse por separado, una buena ampliación de escala suele depender de una innovación efectiva y de un entorno propicio que respalde la reproducción o la integración de políticas.

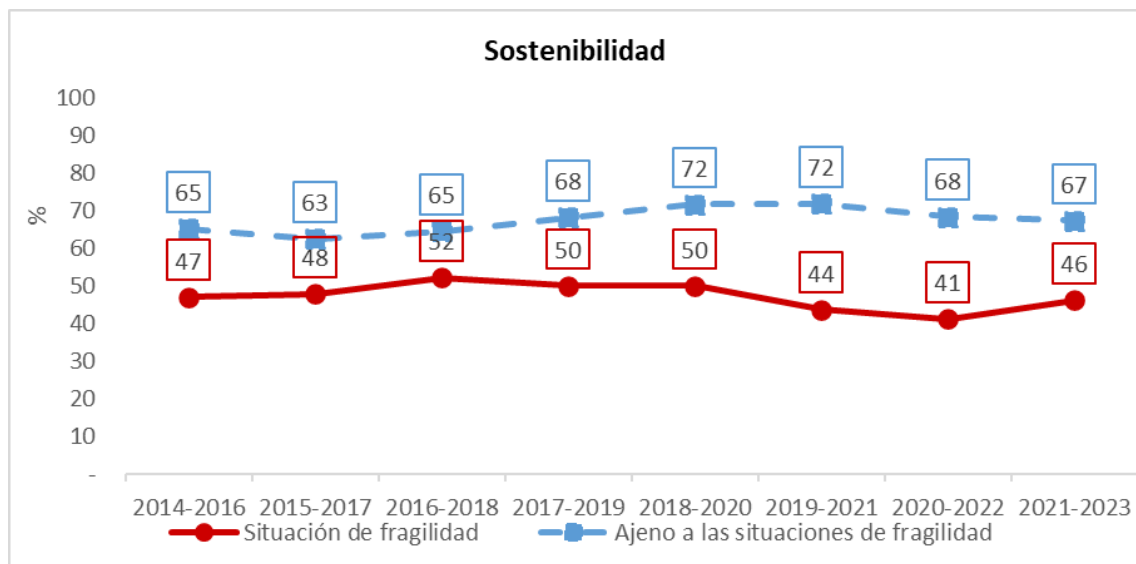
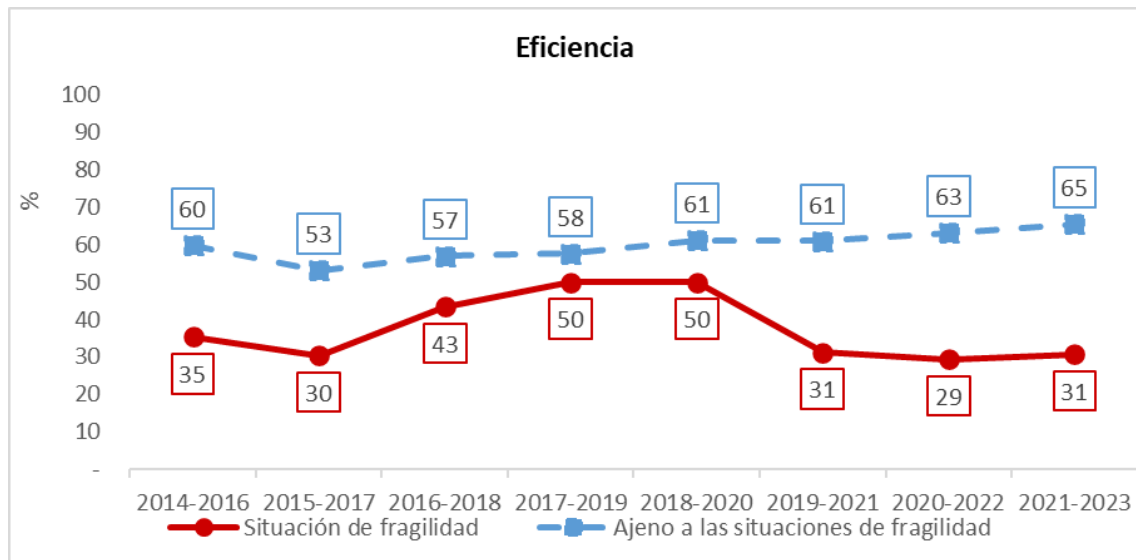
16. **Los proyectos ejecutados en contextos no frágiles superaron sistemáticamente a los proyectos desplegados en situaciones de fragilidad en términos de eficacia, eficiencia y sostenibilidad de los beneficios.** Los resultados relativos a la pertinencia fueron una excepción, ya que los proyectos ejecutados en situaciones de fragilidad obtuvieron los mismos o mejores resultados que los otros proyectos (el 92 % frente al 90 % en 2021-2023). Para entender las causas que conducen a esta situación sería necesario realizar un análisis más pormenorizado. La proporción de proyectos que obtuvieron buenos resultados en lo referente a la eficacia en el período 2021-2023 fue del 77 % para los proyectos ejecutados en contextos no frágiles y del 62 % para los proyectos ejecutados en situaciones de fragilidad. Las desigualdades en el desempeño, que alcanzaron su máximo en el trienio 2019-2021, se redujeron ligeramente en el período 2021-2023, sobre todo en el ámbito de la eficacia. Las deficiencias de los marcos institucionales y de gobernanza en los países en situaciones de fragilidad limitan los resultados de los proyectos.

Diagrama 2

Comparativa de los resultados de los proyectos ejecutados en países en situaciones de fragilidad y en países ajenos a estas situaciones

Porcentaje de proyectos con buenos resultados (finalizados en el período 2014-2023)

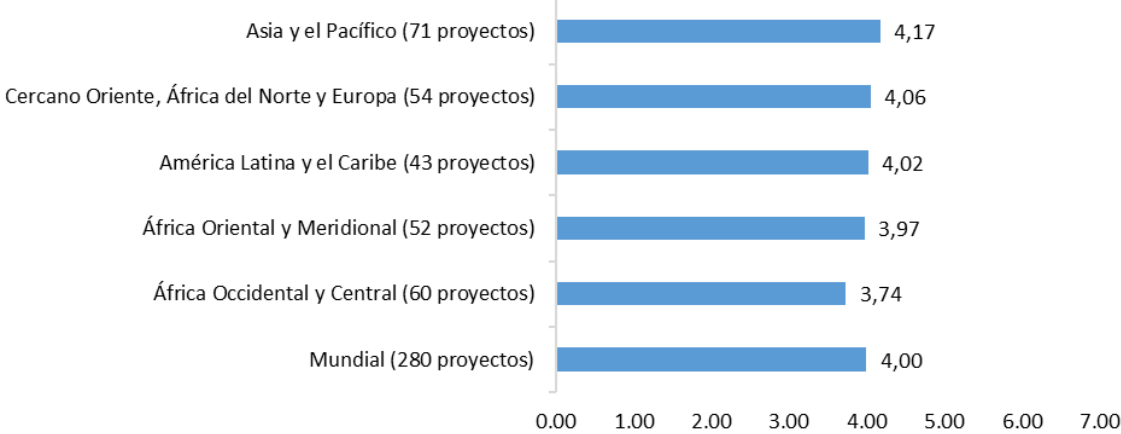




Fuente: Análisis de la IOE a partir de la base de datos de evaluación (validaciones de los informes finales de proyecto, evaluaciones de los resultados de los proyectos y evaluaciones del impacto), febrero de 2025.

17. **Entre 2014 y 2023, la región de Asia y el Pacífico registró la mayor proporción de proyectos con buenos resultados, mientras que la región de África Occidental y Central obtuvo los peores resultados.** Los resultados de los proyectos pueden verse afectados por factores políticos, institucionales y de desarrollo, así como por la capacidad de ejecución de los gobiernos y su sentido de apropiación de los proyectos, que escapan al control del FIDA. Por tanto, las calificaciones de los proyectos no deberían verse como un reflejo del desempeño de cada división regional particular ni de las oficinas del FIDA en los países. En cualquier caso, la División de África Occidental y Central obtuvo la calificación media más baja en la esfera del desempeño del FIDA. Esto sugiere la necesidad de examinar los factores internos más allá de las limitaciones inherentes al contexto.

Diagrama 3
Resultados regionales en función del logro general del proyecto*
(Proyectos finalizados en el período 2014-2023, N=280)



Fuente: Análisis de la IOE a partir de la base de datos de evaluación (validaciones de los informes finales de proyecto, evaluaciones de los resultados de los proyectos y evaluaciones del impacto), febrero de 2025.
*La calificación sobre el logro de los proyectos supone la media aritmética de las calificaciones de todos los criterios, a excepción del desempeño de los asociados (9 criterios)

18. **En todos los criterios de evaluación se observaron discrepancias desde el punto de vista estadístico entre las calificaciones de la IOE y las de los informes finales de los proyectos,** tal como se muestra en el cuadro 1. Las mayores diferencias se observaron en las esferas de la pertinencia y la ampliación de escala, y las menores, en los ámbitos de la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático, y la innovación, al igual que ocurrió en el ARIE de 2024. Las discrepancias en la esfera de la pertinencia se han ido reduciendo en los últimos años y se han estabilizado desde 2020-2022. No obstante, en el caso de la gestión de los recursos naturales y el medio ambiente y la adaptación al cambio climático, y la innovación, las diferencias se han exacerbado desde el período 2019-2021. Las discrepancias en lo que respecta a la eficacia habían venido acrecentándose desde el período 2015-2017, si bien disminuyeron entre 2018 y 2020. En el cuadro 1 se resumen las tendencias relativas a la discrepancia en las calificaciones y los gráficos conexos figuran en el apéndice VI.

Cuadro 1
Información resumida sobre la discrepancia entre las calificaciones de la IOE y de los informes finales de proyecto (2014-2023)

Características	Criterio
Mayor discrepancia	Pertinencia (-0,46) y ampliación de escala (-0,43)
Menor discrepancia	Innovación (-0,16) y gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático (-0,17)
Reducción de la discrepancia	Pertinencia, eficacia, eficiencia
Discrepancia reducida inicialmente, pero en aumento	Gestión de los recursos naturales y el medio ambiente y adaptación al cambio climático, sostenibilidad e innovación

Fuente: Análisis de la IOE.

D. **Resultados de las actividades no crediticias (2015-2024)**

19. **Desde 2019-2021, los resultados de las tres actividades no crediticias, a saber, la colaboración en el ámbito de las políticas nacionales, la gestión de los conocimientos y la creación de asociaciones, han sido desiguales.** Esta evaluación se basa en las 46 EEPP realizadas entre 2015 y 2024. El porcentaje de EEPP que recibieron una calificación de “moderadamente satisfactorio” o superior (4, 5, 6) en las actividades no crediticias ha experimentado una

disminución considerable en el ámbito de la creación de asociaciones (pasó del 69 % en 2020-2022 al 55 % en 2022-2024). Si bien inicialmente se observó una mejora en la esfera de la colaboración en el ámbito de las políticas nacionales (que pasó del 69 % en 2020-2022 al 78 % en 2021-2023), en el último período de referencia volvió a experimentar cierta disminución (el 73 % en 2022-2024). Cabe destacar que estas calificaciones, basadas en una muestra menor de evaluaciones (46) que las calificaciones a nivel de los proyectos (280), deben interpretarse con cautela.

20. En la evaluación a nivel institucional sobre la gestión de los conocimientos, realizada en 2024, se constataron diferencias notables entre los distintos países en lo que respecta a las prácticas de gestión de los conocimientos. Las prácticas eficaces de gestión de los conocimientos se observan, sobre todo, en el ámbito de los proyectos, en especial cuando existe una oficina del FIDA en el país. En cambio, los países que experimentan retrasos importantes o problemas de desempeño muestran escasos avances en materia de gestión de los conocimientos y otras actividades no crediticias debido a que la atención debe desviarse a otras cuestiones. En la evaluación a nivel institucional también se constató que el personal y los recursos vinculados a la gestión de los conocimientos apenas se habían descentralizado, lo que ponía en evidencia la necesidad de conectar mejor las capacidades de gestión de los conocimientos del FIDA a fin de prestar apoyo a las operaciones. Además, en la evaluación a nivel institucional sobre cuestiones de género se observó que los resultados del FIDA en la esfera de la colaboración en el ámbito de las políticas y otras actividades no crediticias habían sido escasos, ya que la influencia de las operaciones del FIDA afectaba, principalmente, al ámbito comunitario.

E. Respuesta del FIDA al impacto de la COVID-19 en los productores rurales

21. La pandemia de COVID-19 entrañó una serie de dificultades considerables para los proyectos que respalda el FIDA, como ponen de manifiesto las 28 evaluaciones realizadas por la IOE entre 2021 y 2024. Entre otras cosas, causó retrasos en la ejecución, disminuyó los desembolsos y debilitó las tareas de seguimiento y evaluación debido a las restricciones a la libre circulación y al limitado acceso a las labores sobre el terreno. Numerosos proyectos sufrieron perturbaciones en la ejecución y la supervisión, y la situación también tuvo un impacto significativo en la calidad y la recopilación de los datos. En respuesta, el FIDA adoptó una serie de herramientas de supervisión a distancia y de comunicación digital, y contrató a consultores locales para mantener las operaciones. Los fondos de emergencia, las aplicaciones de telefonía móvil y la distribución de los insumos respaldaron la continuidad de los medios de vida. Además, el Mecanismo de Estímulo para la Población Rural Pobre actuó como salvavidas fundamental durante ese período, al permitir la provisión rápida y específica de apoyo a las poblaciones vulnerables de las zonas rurales en numerosos países. Algunos proyectos hicieron gala de una sólida gestión adaptativa, al mantener los buenos resultados a pesar de la crisis. Una de las principales enseñanzas extraídas fue la necesidad de contar con sistemas más robustos de seguimiento y evaluación, así como mejorar la gestión del riesgo y diseñar enfoques más inclusivos a favor de las mujeres y las personas jóvenes (pues se veían afectadas de manera desproporcionada). La pandemia también puso de relieve la importancia de crear asociaciones estratégicas y diseñar proyectos flexibles para aumentar la resiliencia, la capacidad de respuesta y la sostenibilidad en las futuras iniciativas de desarrollo.

F. Sostenibilidad de los beneficios

22. La sostenibilidad de las intervenciones de desarrollo sigue siendo una cuestión de vital importancia para el FIDA, en particular, lograr que los beneficios de las inversiones sean duraderos y fomenten la resiliencia de las comunidades rurales tras la conclusión de los proyectos. En el presente análisis se resumen los hallazgos constatados en 51 evaluaciones que se realizaron entre 2020 y 2024 —incluidas evaluaciones de los resultados de los proyectos, EEPP y evaluaciones temáticas— con el objetivo de examinar los resultados de las intervenciones respaldadas por el FIDA en términos de sostenibilidad financiera, económica, institucional y social. En el análisis se establecen un conjunto de factores que contribuyen a la obtención de resultados positivos, así como los problemas recurrentes que continúan menoscabando el impacto a largo plazo, sobre todo en contextos de fragilidad⁸.
23. **Esferas temáticas.** Las intervenciones centradas en las cadenas de valor y el acceso a los mercados tendieron a lograr una mayor sostenibilidad cuando se sustentaron en marcos institucionales sólidos y contaron con el respaldo de asociaciones público-privadas que promovían los vínculos de mercado y la continuidad de la prestación de servicios. En cambio, las intervenciones a menudo se vieron perjudicadas por la volatilidad de los mercados, la integración deficiente en los sistemas nacionales y el acceso limitado a la financiación. En el caso de las inversiones en infraestructura, la sostenibilidad mejoró considerablemente cuando, ya desde un principio, se integraron mecanismos claros para la transferencia de responsabilidades y los gobiernos —tanto a nivel central como municipal— demostraron un fuerte sentido de apropiación. Aun así, la insuficiencia de la financiación destinada al funcionamiento y al mantenimiento, la debilidad de las estructuras de gestión comunitarias y la precipitación o poca claridad de los mecanismos de salida siguieron haciendo peligrar la viabilidad tras la finalización de los proyectos.
24. En cuanto al fomento de la financiación y las empresas rurales, se observó una mayor sostenibilidad en entornos donde los proveedores de servicios financieros y las instituciones centrales demostraron madurez operacional, una gestión del riesgo eficaz y una buena armonización en materia de políticas. No obstante, los programas que dependían en gran medida de la financiación subvencionada, o que no lograban conectarse a sistemas comerciales más amplios, eran más vulnerables al colapso posterior al proyecto. Del mismo modo, la sostenibilidad de las organizaciones comunitarias y de agricultores siguió siendo desigual. La gobernanza sólida, la autonomía y el acceso a los mercados y al crédito resultaron catalizadores clave de la continuidad. A pesar de ello, muchas organizaciones se vieron afectadas por una capacidad institucional deficiente, una condición jurídica ambigua y una dependencia excesiva del apoyo brindado en el marco de los proyectos, lo que perjudicó a su resiliencia.
25. **Desempeño operativo.** Desde un punto de vista operacional, el refuerzo de la presencia del FIDA en el país y el aumento de la participación en los diálogos en materia de políticas han ayudado a promover resultados más sostenidos, sobre todo cuando la programación se ajustaba a las estrategias nacionales y los marcos institucionales locales. La capacidad de difundir enseñanzas y sacar partido de las asociaciones también ha contribuido a la incorporación por parte de las instituciones de las innovaciones introducidas en el marco de los proyectos. No obstante, varias evaluaciones mostraron que, a menudo, el diseño de los proyectos era poco coherente y no incorporaba desde un principio consideraciones relativas a la sostenibilidad. El exceso de ambición en los alcances, la falta de conexión entre los componentes de los proyectos y la mala integración en los sistemas públicos limitaron la durabilidad de los resultados. Las deficiencias y los retrasos en las

⁸ Se seleccionó el período de referencia 2020-2024 a fin de garantizar la amplitud y la diversidad de los datos en cuanto a ubicación geográfica y esferas temáticas.

estrategias de salida contribuyeron aún más a la discontinuidad de las operaciones debido a la falta de tiempo o de recursos destinados a institucionalizar las funciones o a garantizar la asunción de las responsabilidades por parte de los gobiernos.

26. **Situaciones de fragilidad.** Los proyectos que se ejecutaron en contextos de fragilidad y afectados por conflictos se enfrentaron a riesgos particulares en materia de sostenibilidad, como la inestabilidad institucional, las deficiencias de gobernanza y el escaso margen de maniobra fiscal. Estas dificultades se vieron agravadas por la rotación frecuente de los asociados en la ejecución, los riesgos relativos a la seguridad y el escaso desarrollo de los sistemas de mercado y de prestación de servicios. No obstante, se observaron ejemplos positivos cuando los proyectos respaldados por el FIDA adoptaron enfoques programáticos a largo plazo, integraron las actividades en marcos de planificación inclusivos y se ajustaron estrechamente a las prioridades nacionales. La participación y el sentido de apropiación comunitarios —sobre todo a través de las instituciones locales, los grupos de productores y los mecanismos de gobernanza participativos— también desempeñaron un papel fundamental a la hora de mantener los beneficios en estos contextos. Además, las modalidades de financiación flexibles y las labores de supervisión específicas propiciaron la adopción de respuestas adaptativas a los cambios en los riesgos, lo que permitió aumentar la resiliencia y mejorar las perspectivas de lograr resultados sostenidos en el tiempo.

G. Resumen de los principales hallazgos

Resultados de los proyectos y actividades no crediticias

27. Entre 2021 y 2023, la mayoría de los proyectos lograron resultados moderadamente satisfactorios o superiores en todos los criterios de evaluación. Las calificaciones registradas en las esferas de la pertinencia, la innovación y el medio ambiente y el clima fueron muy satisfactorias (más del 80 % de los proyectos obtuvieron resultados positivos), mientras que la eficiencia siguió siendo la esfera con peores resultados, ya que apenas el 58 % de los proyectos obtuvo resultados favorables.
28. El análisis de las tendencias a largo plazo muestra que la pertinencia ha ido mejorando de forma constante antes de estabilizarse, mientras que la eficacia, tras un retroceso reciente, ahora está repuntando. La sostenibilidad también ha mejorado a lo largo del tiempo, si bien ha disminuido ligeramente en este último período. Los resultados relativos a la ampliación de escala ascendieron al 74 %, gracias a la introducción de innovaciones provechosas y a la inversión en las iniciativas de reproducción.
29. Se observó un descenso en la esfera del impacto en la pobreza rural, que pasó del 81 % al 69 %. Además, los resultados en materia de igualdad de género y empoderamiento de la mujer experimentaron un declive considerable, al caer del 79 % al 65 %. Esta recesión se atribuyó a las deficiencias en el diseño y la estrategia de los proyectos. Asimismo, se constató que las disparidades regionales eran notables: Asia y el Pacífico superó sistemáticamente a las demás regiones, mientras que África Occidental y Central obtuvo las peores calificaciones debido a factores como la fragilidad, la escasa capacidad institucional y la complejidad de los contextos de desarrollo.
30. La fragilidad sigue siendo un factor determinante que incide en el éxito de los proyectos. Los proyectos ejecutados en contextos de fragilidad obtuvieron peores resultados que los desplegados en entornos de mayor estabilidad en las esferas de la eficacia, la eficiencia y la sostenibilidad. Aun así, ambos tipos de proyectos obtuvieron buenos resultados en términos de pertinencia.

31. El análisis de la IOE también reveló discrepancias constantes entre sus calificaciones y las de los informes finales de los proyectos, sobre todo en los ámbitos de la pertinencia, la ampliación de escala y la igualdad de género y el empoderamiento de la mujer. Si bien esas divergencias se están reduciendo, persisten las diferencias a nivel regional: en Asia y el Pacífico se observaron las menores discrepancias, mientras que en América Latina y el Caribe y África Occidental y Central se registraron las mayores diferencias.
32. Las actividades no crediticias (creación de asociaciones, colaboración en el ámbito de las políticas y gestión de los conocimientos) registraron resultados desiguales. Si bien la colaboración en el ámbito de las políticas había venido mejorando, en líneas generales, en los últimos años, disminuyó ligeramente entre 2022 y 2024. La creación de asociaciones empeoró notablemente, debido, en parte, a la rotación de personal y a los cambios de liderazgo en el marco del proceso de descentralización del FIDA. La gestión de los conocimientos se mantuvo estable, si bien se infrautilizó en los países afectados por retrasos operacionales o inestabilidad.

Sostenibilidad de los beneficios

33. El presente análisis permite extraer una serie de enseñanzas fundamentales para mejorar la sostenibilidad. El sentido de apropiación a nivel comunitario y el fomento de la capacidad institucional fueron fundamentales para garantizar que los beneficios de los proyectos se mantuvieran en el largo plazo, mientras que el acceso a la financiación y los vínculos comerciales desempeñaron un papel esencial en lo referente a la viabilidad económica. El compromiso de los gobiernos, en particular, a través de planes claros para la asunción de responsabilidades y la armonización a largo plazo en materia de políticas, fue indispensable para mantener las inversiones en infraestructura.
34. Además, la eficacia del diseño de los proyectos, la solidez de las estrategias de salida y la colaboración proactiva en el ámbito de las políticas contribuyeron a la sostenibilidad, mientras que la adopción de enfoques específicos en las situaciones de fragilidad ayudó a mejorar la resiliencia y el impacto.
35. A fin de dar respuesta a estos desafíos, el examen exhorta a integrar de forma temprana las medidas relativas a la sostenibilidad, así como a reforzar las estrategias de salida y a consolidar las asociaciones con los gobiernos a fin de garantizar que las intervenciones respaldadas por el FIDA sigan ofreciendo beneficios a largo plazo para las comunidades rurales.

Informe anual sobre la evaluación independiente del FIDA de 2025

Main report

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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 2022-2027¹⁰, 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 Policy¹¹ 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 (PCR 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 projects¹³. 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 rare¹⁴. 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.

Chapter 3	Long-term performance trends (performance ratings of projects completed during 2014-2023)	280 project-level evaluations (222 PCRVs, 54 PPEs, 4 IEs)
	Performance of non-lending activities in CSPEs conducted during 2015-2024	46 CSPEs
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

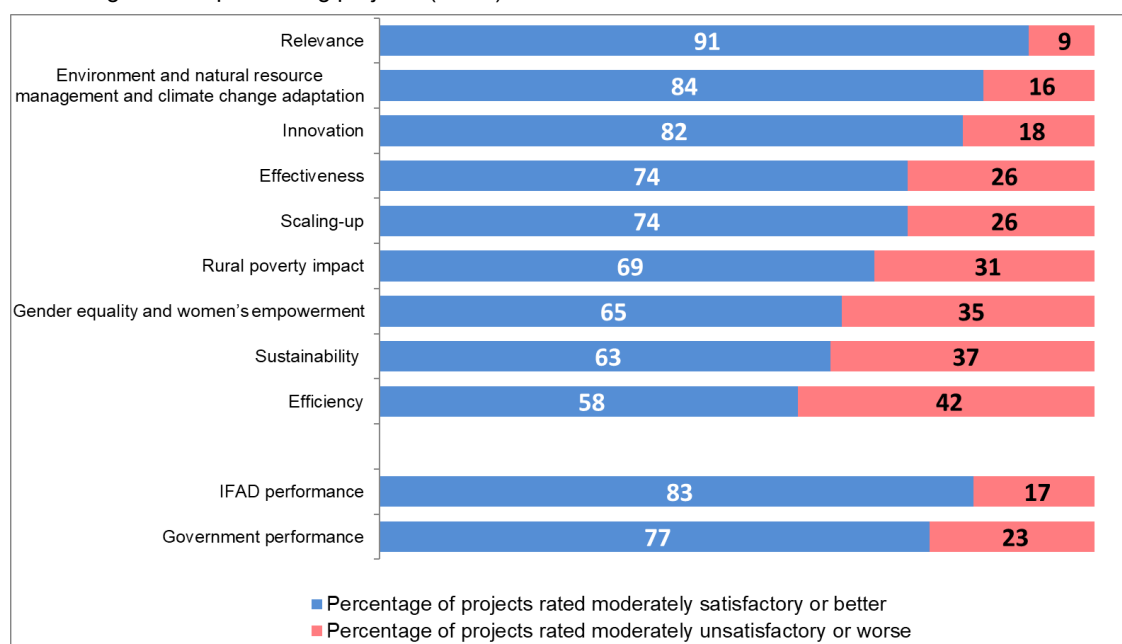
11. As in past editions of the ARRI/ARIE, this chapter presents an analysis of recent project performance ratings and trends in performance ratings, as well as the performance of non-lending activities during the past 10 years.
12. **Project performance.** This chapter presents the performance along the nine evaluation criteria¹⁵, 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 2014–2023¹⁶. 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 rating¹⁷ 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 operate¹⁸, 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 projects²² in most criteria, except for IFAD performance where LAC leads. Meanwhile, WCA consistently had the smallest proportion of successful projects.**
17. **Overall project achievement²³.** 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)

	<i>Asia and the Pacific</i>	<i>Latin America and the Caribbean</i>	<i>East and Southern Africa</i>	<i>Near East, North Africa and Europe</i>	<i>West and Central Africa</i>	<i>Total</i>
Number of projects	71	43	52	54	60	280
Rural poverty impact						
<i>Percentage of projects rated moderately satisfactory or better (%)</i>	86	74	81	80	63	77
<i>Percentage of projects rated satisfactory or better (%)</i>	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 (PCR/V/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.

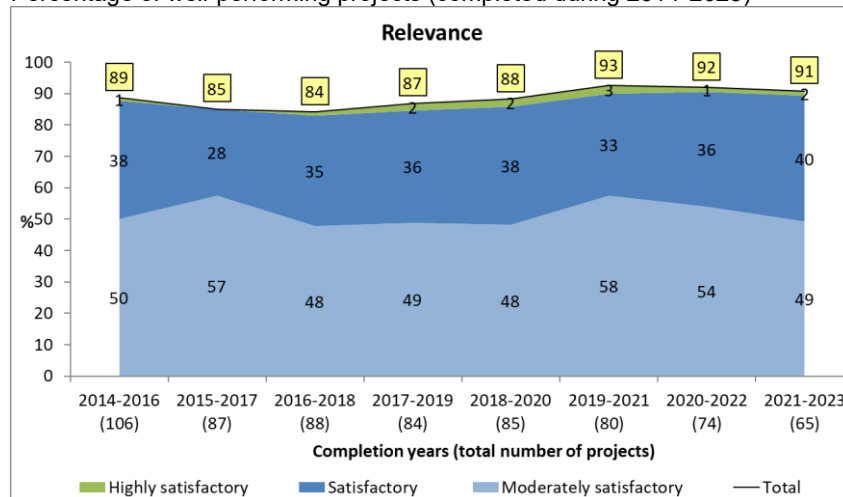
D.1 Relevance, effectiveness, innovation and efficiency

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)



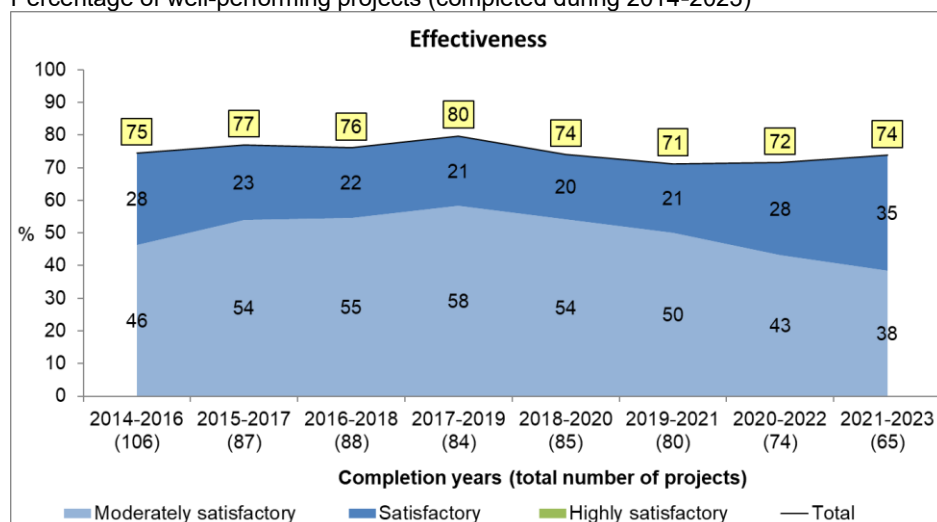
Source: IOE evaluation database (PCR/PPE/IE), February 2025.

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 (PCR/PPE/IE), February 2025.

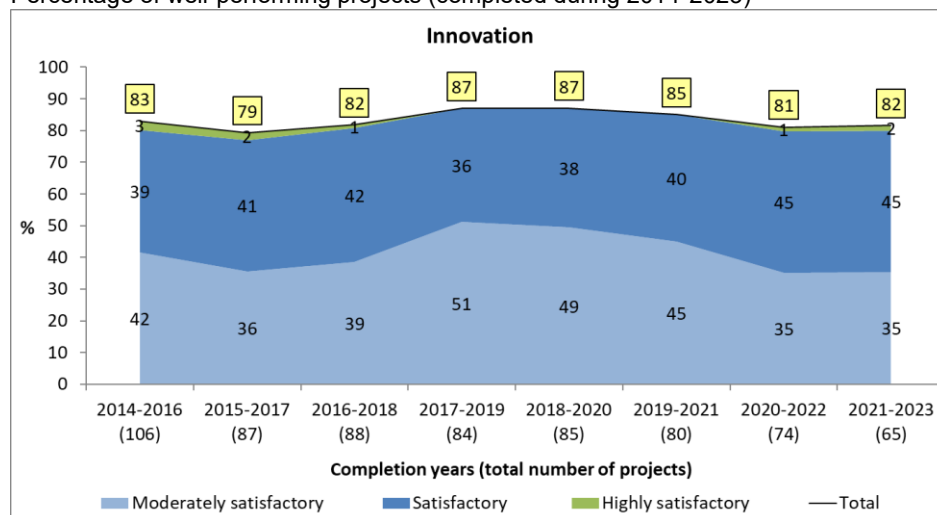
²⁴ It should be noted that not all projects completed in 2023 have been subject to IOE evaluation or validation, and therefore, with additional data, the figure for the latest period may change in future editions of the ARIE.

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 (PCR/PPE/IE), February 2025.

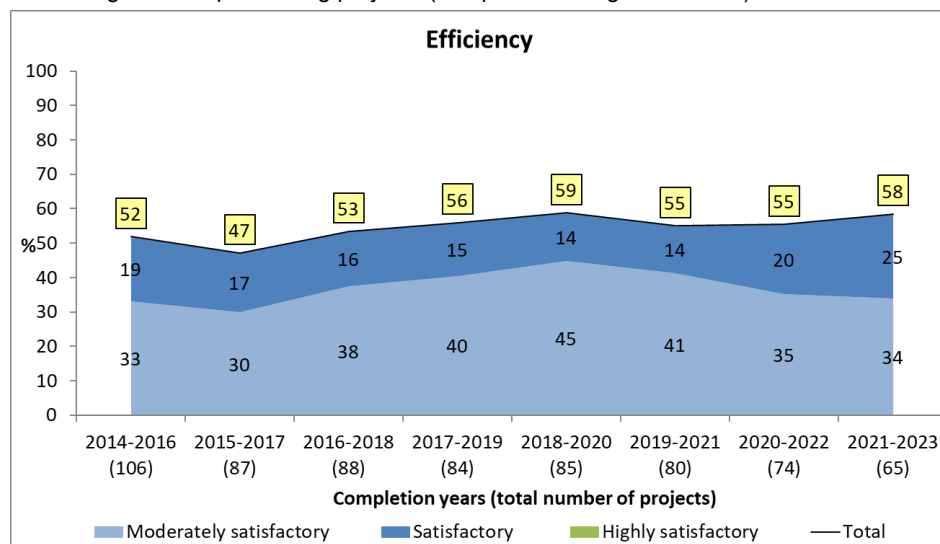
29. **Efficiency performance has remained relatively stable, with minor fluctuations in recent reference periods.** Efficiency performance showed a steady increase from 2015-2017 till 2018-2020. Over these two time periods, the share of well-performing projects increased from 47 per cent – the lowest 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 (PCR/V/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)



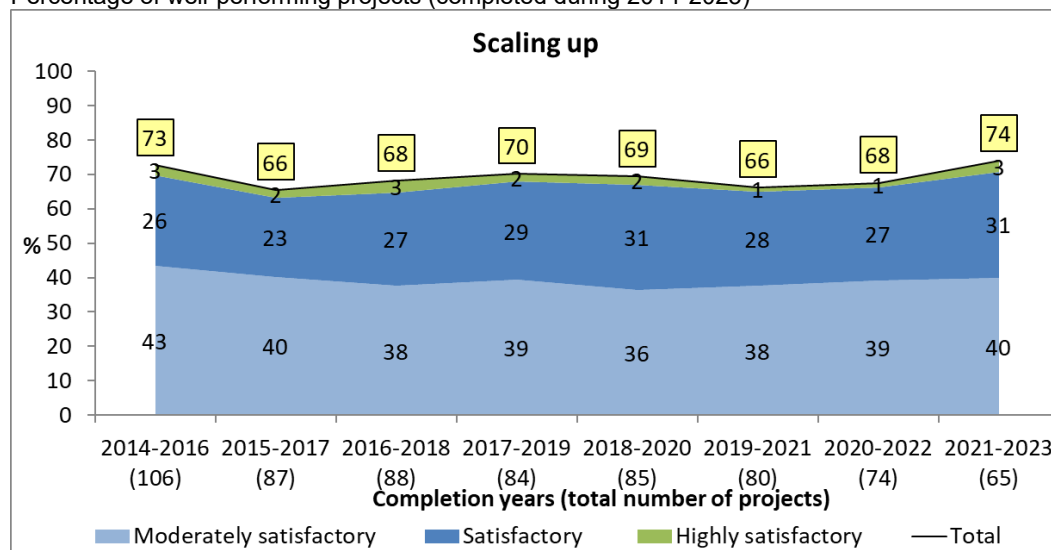
Source: IOE evaluation database (PCR/V/PPE/IE), February 2025.

31. **An upward trend was observed in scaling-up²⁵**, 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 CCA²⁷, 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

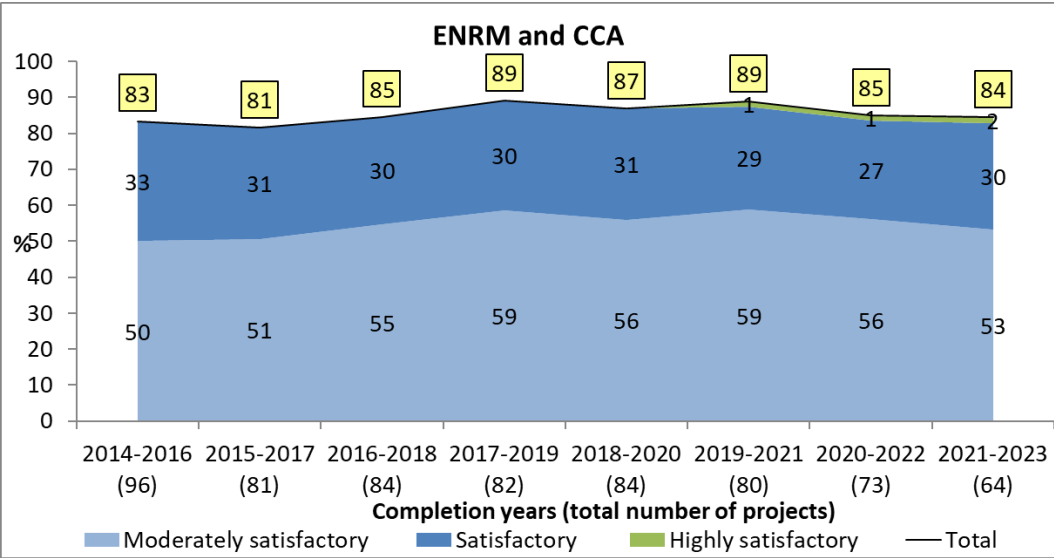
²⁵ As per the IFAD Evaluation Manual (2022), scaling up is assessed under the sustainability criterion and includes both observed results and the likelihood of future scaling. Evaluations consider signals such as government commitment, resource allocation, institutional support, and alignment with pro-poor 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)



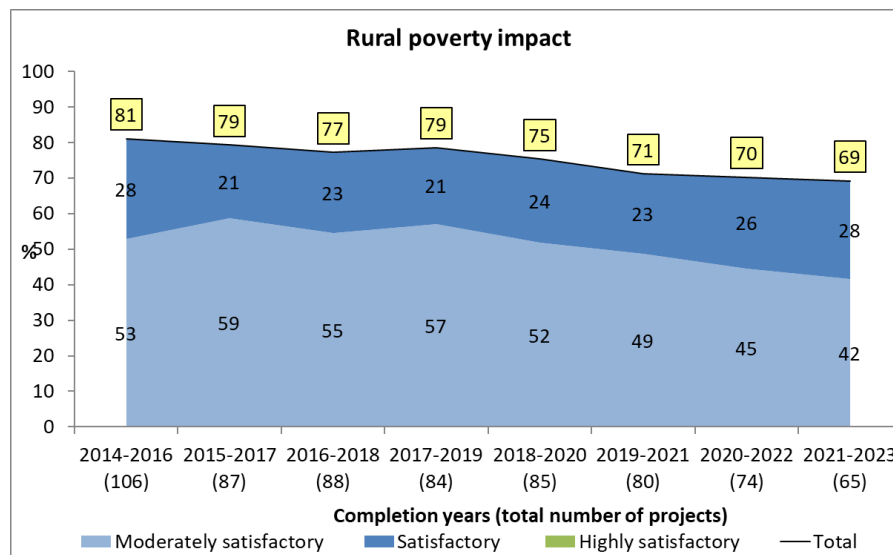
Source: IOE evaluation database (PCR/V/PPE/IE), February 2025.

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 PCR/V Cameroon [2024], PCR/V Laos [2023], PCR/V Zambia [2024]
²⁹ PCR/V Uzbekistan [2024]
³⁰ PCR/V Ecuador [2023]



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

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

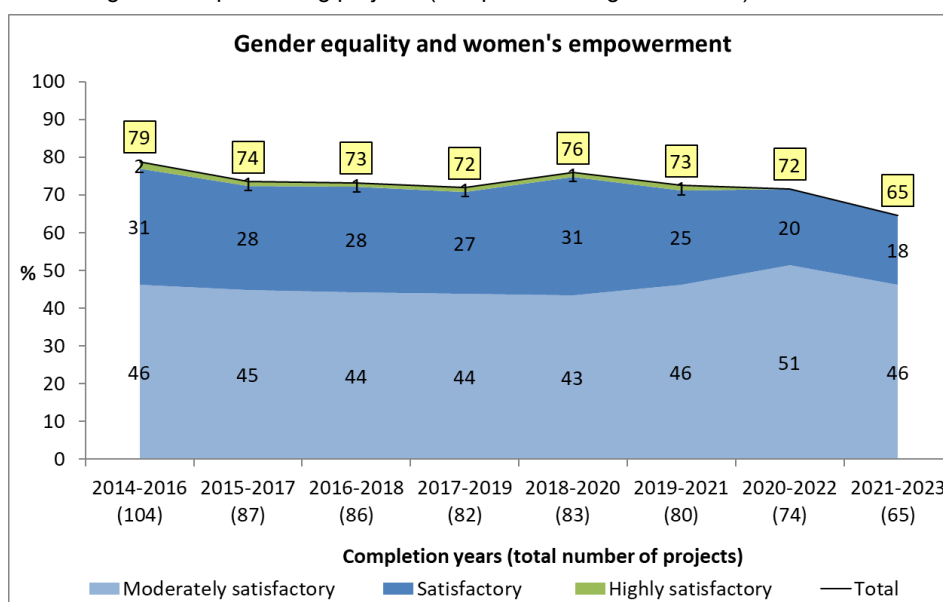
34. **Performance on GEWE has remained generally positive, but the proportion of well-performing projects has shown a downward trend**—from 79 per cent in 2014–2016, to around 72 cent in 2020–2022, and further down to 65 per cent in 2021–2023.
35. The 2024 Thematic Evaluation on IFAD's support to gender 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 disproportionately effected women, including the COVID-19 pandemic, economic recessions, escalating food insecurity, inflation, and heightened conflicts and political instability.

³¹ PCR/V 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 (PCR/PPE/IE), February 2025.

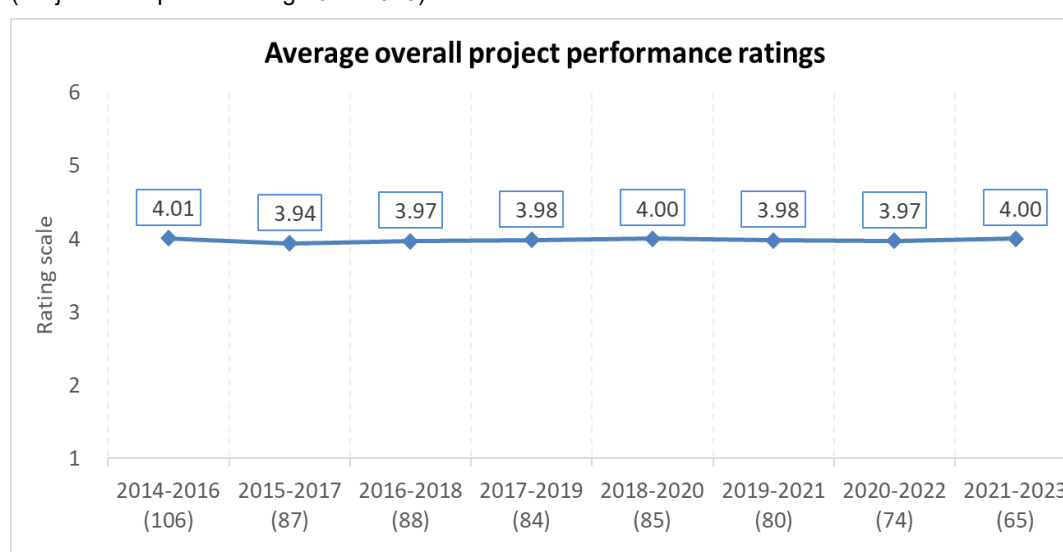
D.5 Overall project achievement and performance of partners

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).



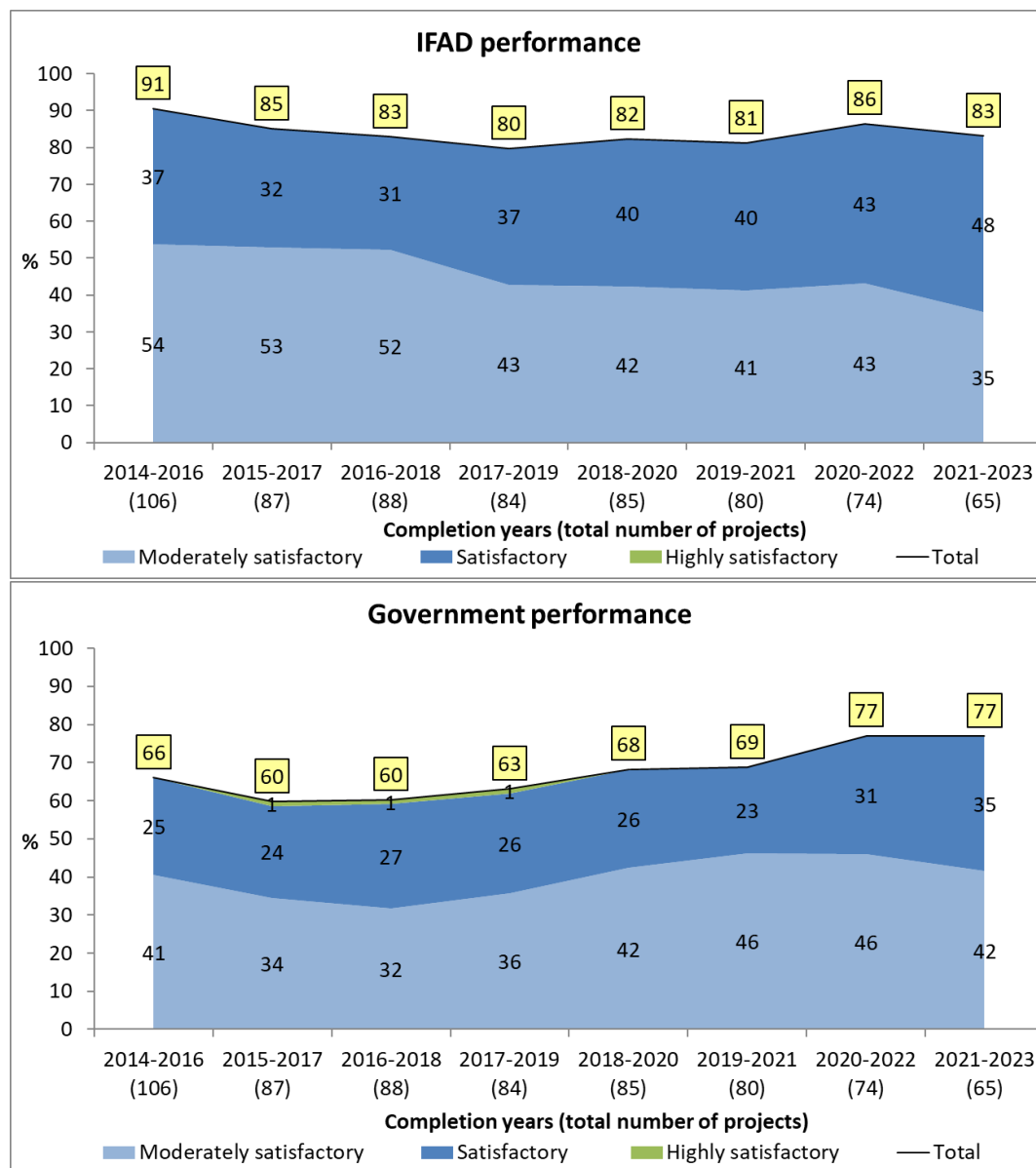
Source: IOE evaluation database (PCR/PPE/IE), February 2025.

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 (PCR/V/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 situations³³ 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.

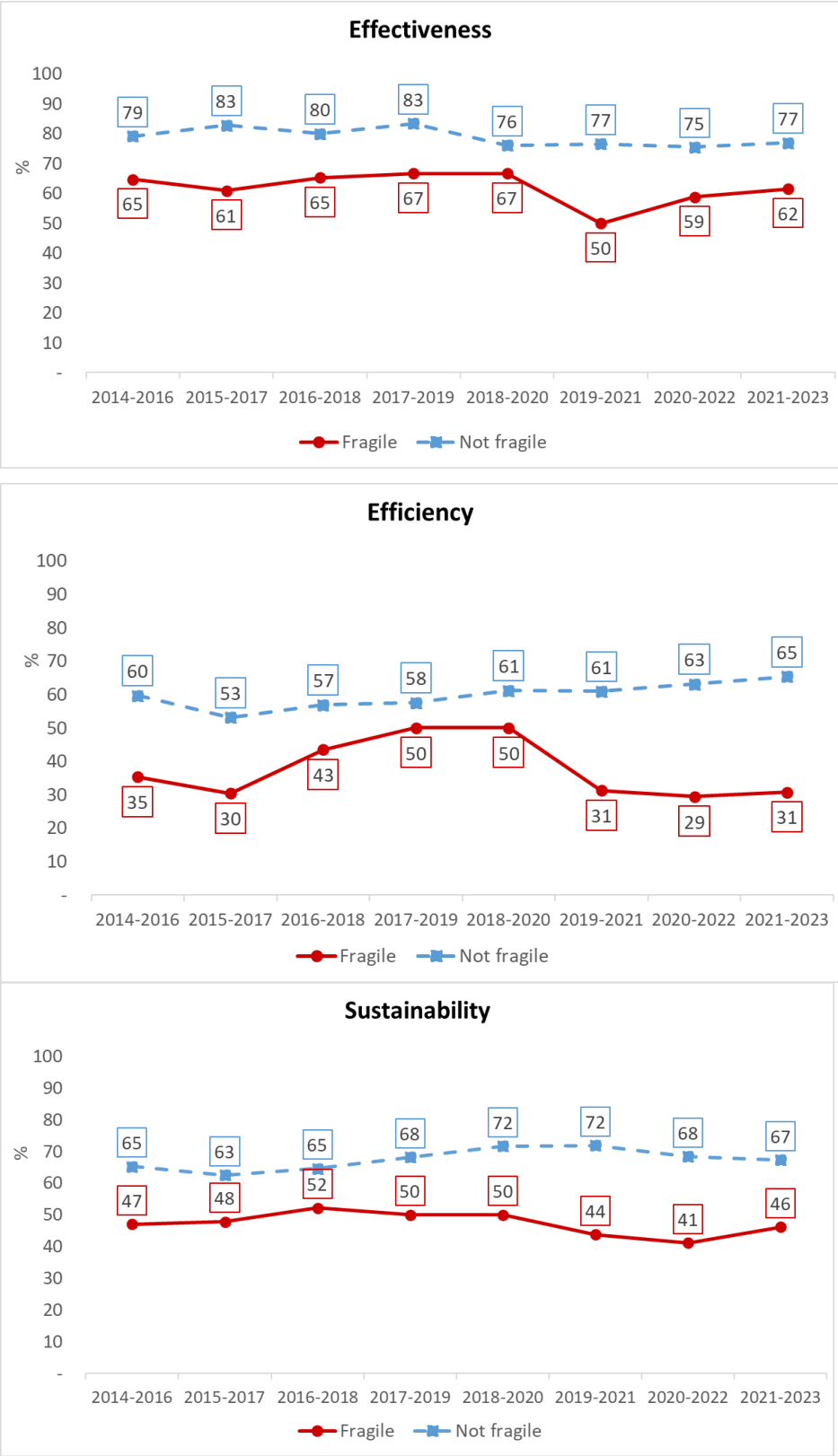
³⁵ Differences might differ ± 1 due to the rounding.

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/PCR/IE), February 2025.

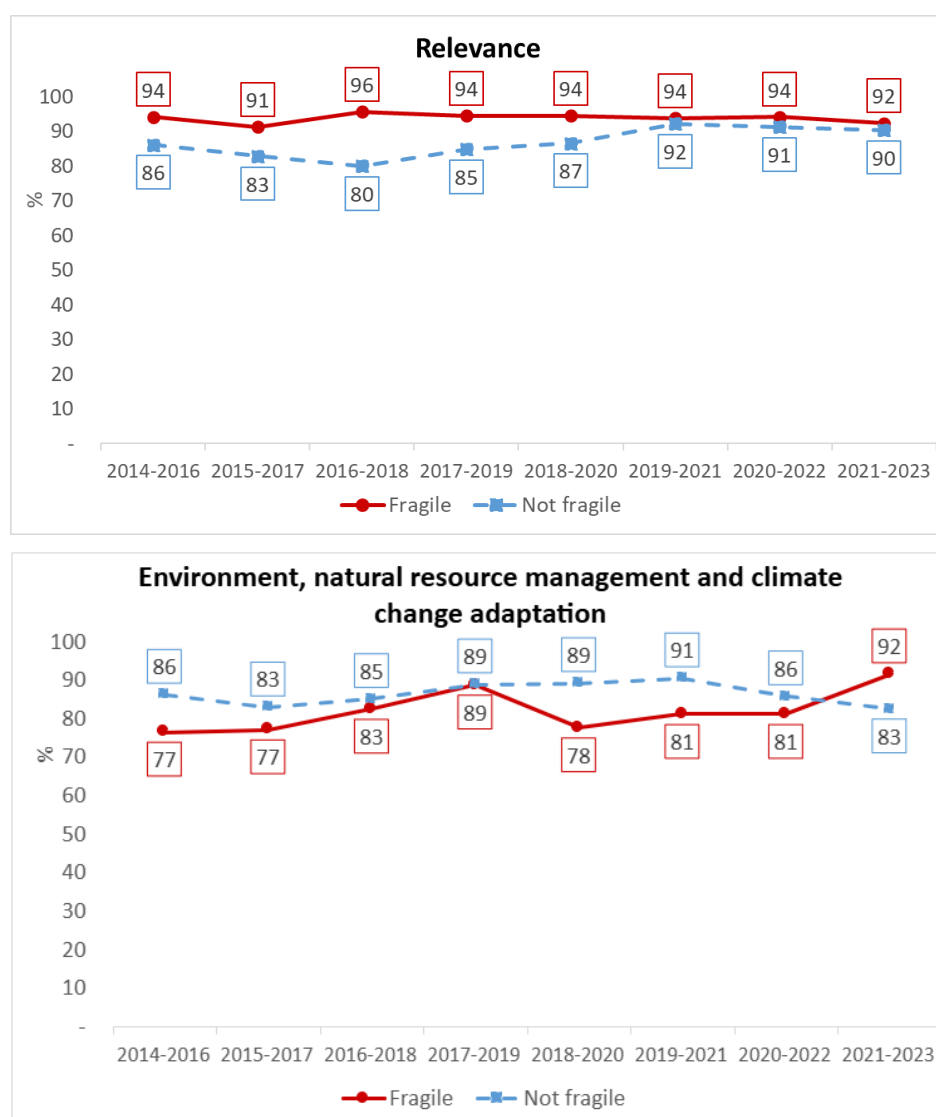
41. **Relevance and ENRM/CCA stand out as the only criteria where projects in fragile contexts recently matched—or even out-performed—those in non-**

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

Source: IOE/PCR ratings, February 2025.

* Statistically significant at 5 per cent.

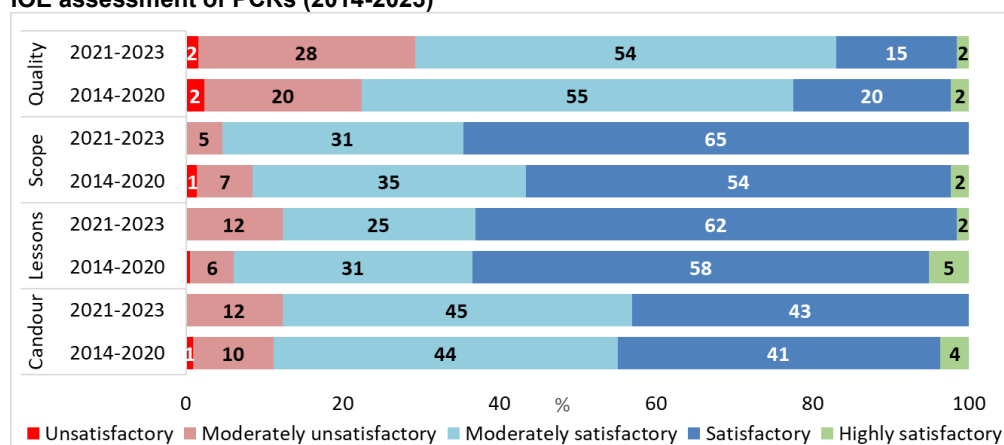
Note: The table is sorted by criteria from the highest to the lowest value of disconnect. Positive correlation coefficient indicates the ratings of IOE and PCRs move in the same direction across all criteria. All correlation coefficients show positive correlation, classification of the correlation strength 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 PCR Template 2024).

Chart 8
IOE assessment of PCRs (2014-2023)



Source: IOE evaluation database (PCR/V/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 Projects⁴²	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 (PCR/V/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

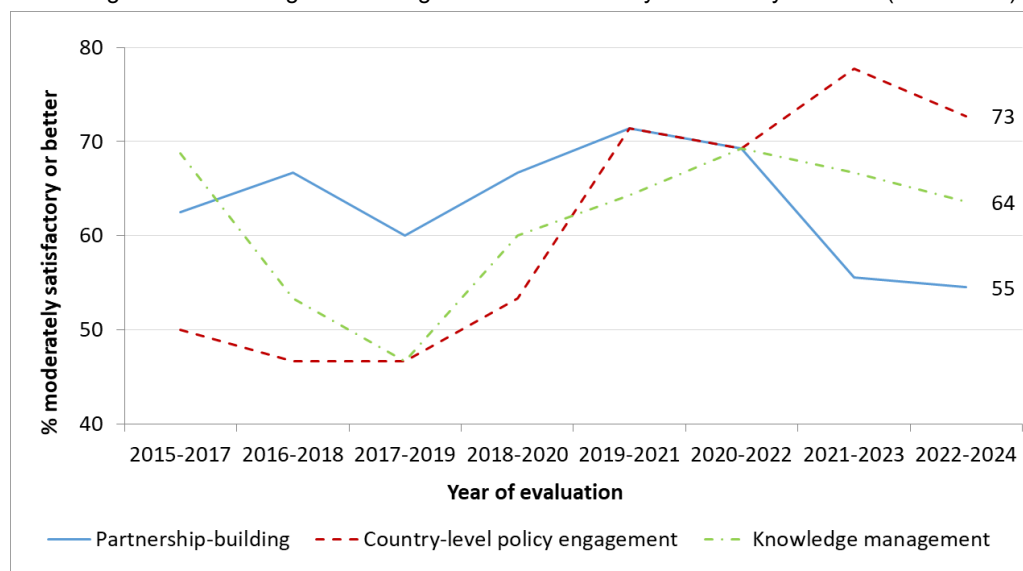
⁴³ Partnership building refers to the extent to which IFAD is building timely, effective and sustainable partnerships with government institutions, international organizations, the private sector, organizations representing marginalized groups and other development partners to cooperate, avoid duplication 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 69 per 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						
Value chains: Agricultural production						
Infrastructure						
Rural finance and enterprise development						
Community development and community-based organisations						
Farmers' and producers' organisations, cooperatives						
Fragile situations						

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 situations⁴⁷

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	<p>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.</p> <p>Four impact domains</p> <ul style="list-style-type: none"> 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. 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. 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. 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	<p>The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies.</p> <p>It also entails an assessment of project design, coherence in achieving its objectives, and relevance of targeting strategies adopted.</p>
Effectiveness	<p>The extent to which the development intervention's objectives were achieved or are expected to be achieved, taking into account their relative importance.</p>
Efficiency	<p>A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.</p>
Sustainability of benefits	<p>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.</p>
Gender equality and women's empowerment	<p>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.</p>
Innovation	<p>The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction.</p>
Scaling up	<p>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.</p>
Environment and natural resources management and adaptation to climate change	<p>The extent to which the development interventions/strategy contribute to the enhancement of environmental sustainability and resilience to climate change in small-scale agriculture."</p>
Overall project achievement	<p>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.</p>

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	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.
Government	

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 situations⁵⁶ 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/9b8fbd62f7183cef819729cc9073671-0090082022/original/FCSList-FY06toFY22.pdf>

Evaluations completed by IOE in 2024

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
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

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
	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

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
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

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
Mauritania	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
	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
Dominican Republic	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
	South Western Region Small Farmers Project Phase II (PROPESUR)	1100001068	1998	2000	2007	7	\$17 600 191

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
	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
<i>Subregional evaluations</i>							
<i>El Salvador, Guatemala, Honduras, Nicaragua</i>	<i>Sub-regional evaluation of IFAD's experience in the Dry Corridor of Central America</i>						
<i>El Salvador</i>	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

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
<i>Guatemala</i>	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
<i>Honduras</i>	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
<i>Nicaragua</i>	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
<i>Project performance evaluations</i>							

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
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

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
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

<i>Country/Region</i>	<i>Title</i>	<i>Project ID</i>	<i>Executive Board approval date</i>	<i>Effectiveness date</i>	<i>Project completion date</i>	<i>Project duration (years)</i>	<i>Total project financing (US\$)</i>
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)

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
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

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
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

<i>Country programme evaluation</i>	<i>Division</i>	<i>Evaluation year(s)</i>
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 Sustainable 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.

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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 (Prohupa)	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 Irrigation 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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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 PAPAFA)	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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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 (PNAFA)	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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001326	Mozambique	PRONEA Support Project	PCRV	2006	2007	2017
		Agricultural, Fishery and Forestry Productive Systems Development Programme in RAAN and RAAS Indigenous Territories – NICARIBE	PCRV			
1100001505	Nicaragua			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 Enterprise Development Programme	PCRV	2010	2011	2018

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001622	Tunisia	Agricultural Development: Agropastoral Development and Local Initiatives Promotion Programme for the South-East - Phase II	PCR	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	PCR	2012	2013	2021
1100001590	Cote d'Ivoire	Agricultural Development: Support to Agricultural Production and Marketing Project-Western Expansion	PCR	2014	2014	2021
1100001760	Georgia	Rural Development: Agriculture Modernization, Market Access and Resilience Project	PCR	2014	2015	2021
1100001669	Moldova	Rural Development: Inclusive Rural Economic and Climate Resilience Programme	PCR	2013	2014	2021
1100001588	Ecuador	Rural Development: Buen Vivir in Rural Territories Programme	PCR	2011	2012	2021
1100001617	India	Agricultural Development: Integrated Livelihood Support Project	PCR	2011	2012	2021
1100001671	Djibouti	Rural Development: Programme to Reduce Vulnerability in Coastal Fishing Areas	PCR	2013	2014	2021
2000000977	Tajikistan	Livestock: Livestock and Pasture Development Project II	PCR	2015	2016	2021
1100001692	Nigeria	Rural Development: Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	PCR	2013	2015	2021
1100001709	Kyrgyzstan	Livestock: Livestock and Market Development Programme II	PCR	2013	2014	2021
1100001395	Philippines	Rural Development: Second Cordillera Highland Agricultural Resource Management Project	PCR	2008	2008	2021
2000001420	India	Rural Development: Andhra Pradesh Drought Mitigation Project	PCR	2016	2017	2021
1100001619	Brazil	Rural Development: Productive Development and Capacity-Building Project	PCR	2012	2013	2021

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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
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 Linkages 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

<i>Project ID</i>	<i>Country</i>	<i>Project</i>	<i>Type</i>	<i>Approval</i>	<i>Entry into force</i>	<i>Completion</i>
1100001714	Uzbekistan	Rural Development: Dairy Value Chains Development Project	PCR	2015	2017	2023
1100001547	Philippines	Rural Development: Convergence on Value Chain Enhancement for Rural Growth and Empowerment Project	PCR	2015	2015	2022
1100001706	Indonesia	Irrigation: Integrated Participatory Development and Management of the Irrigation Sector Project	PCR	2015	2017	2023
1100001491	Colombia	Credit and Financial Services: Building Rural Entrepreneurial Capacities Programme: Trust and Opportunity	PCR	2012	2012	2022
1100001723	Nepal	Rural Development: Adaptation for Smallholders in Hilly Areas Project	PCR	2014	2015	2022
2000001405	Zambia	Credit and Financial Services: Enhanced Smallholder Agribusiness Promotion Programme	PCR	2016	2017	2022
1100001678	Ghana	Credit and Financial Services: Ghana Agricultural Sector Investment Programme	PCR	2014	2015	2023
1100001704	Tunisia	Rural Development: Agropastoral Value Chains Project in the Governorate of Médenine	PCR	2014	2015	2023
1100001694	Cameroon	Rural Development: Youth Agropastoral Entrepreneurship Promotion Programme.	PCR	2014	2015	2023
1100001585	Bangladesh	Rural Development: Haor Infrastructure and Livelihood Improvement Project - Climate Adaptation and Livelihood Protection	PCR	2011	2012	2023
1100001650	Zambia	Credit and Financial Services: Rural Finance Expansion Programme	PCR	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	PCR	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	PCR	2014	2014	2023
1100001708	Kiribati	Rural Development: Outer Islands Food and Water Project	PCR	2014	2014	2023
2000001195	Rwanda	Agricultural Development: Rwanda Dairy Development Project	PCR	2016	2016	2023
2000002229	Rwanda	Irrigation: Kayonza Irrigation and Integrated Watershed Management Project - Phase I	PCR	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

Project completion year	ARRI/ARIE year (when projects are added to analysis for the first time)														Total
	2012	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
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

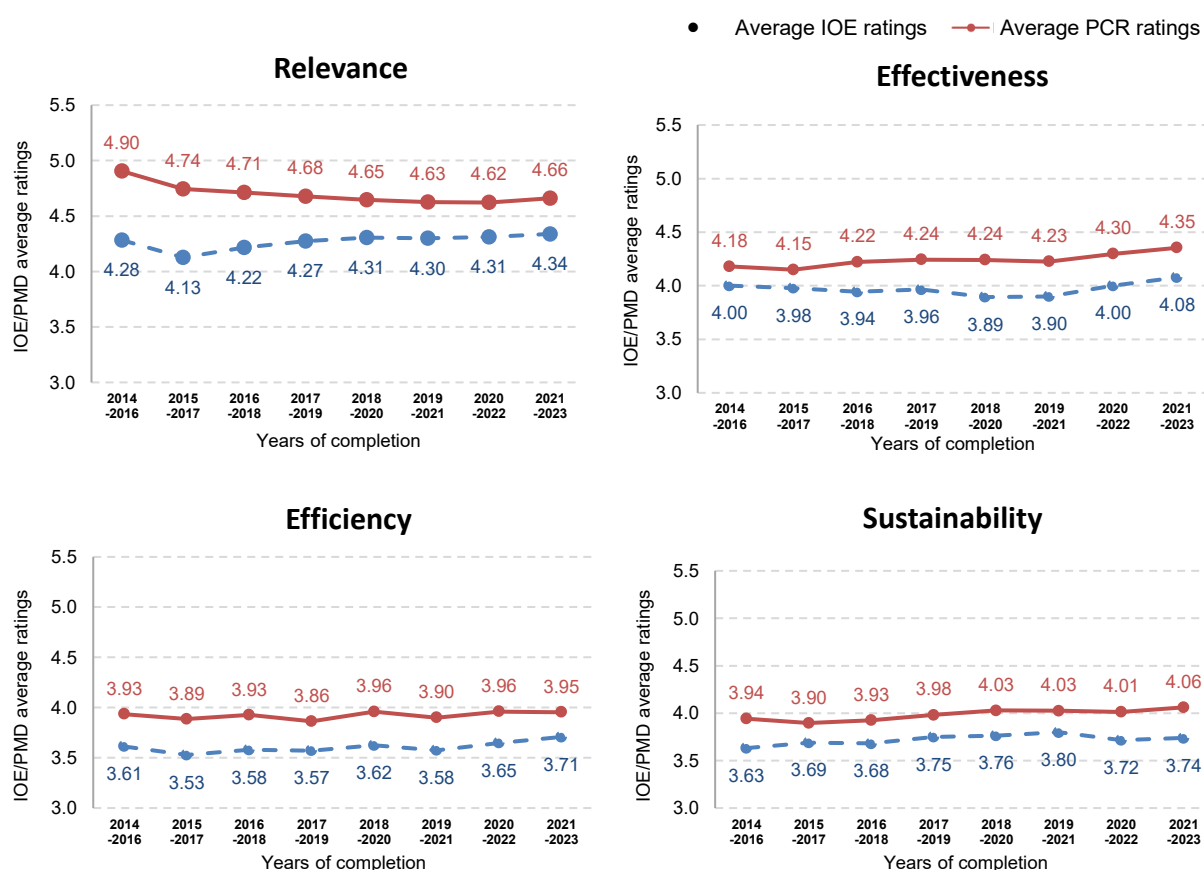
Analysis of project performance

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



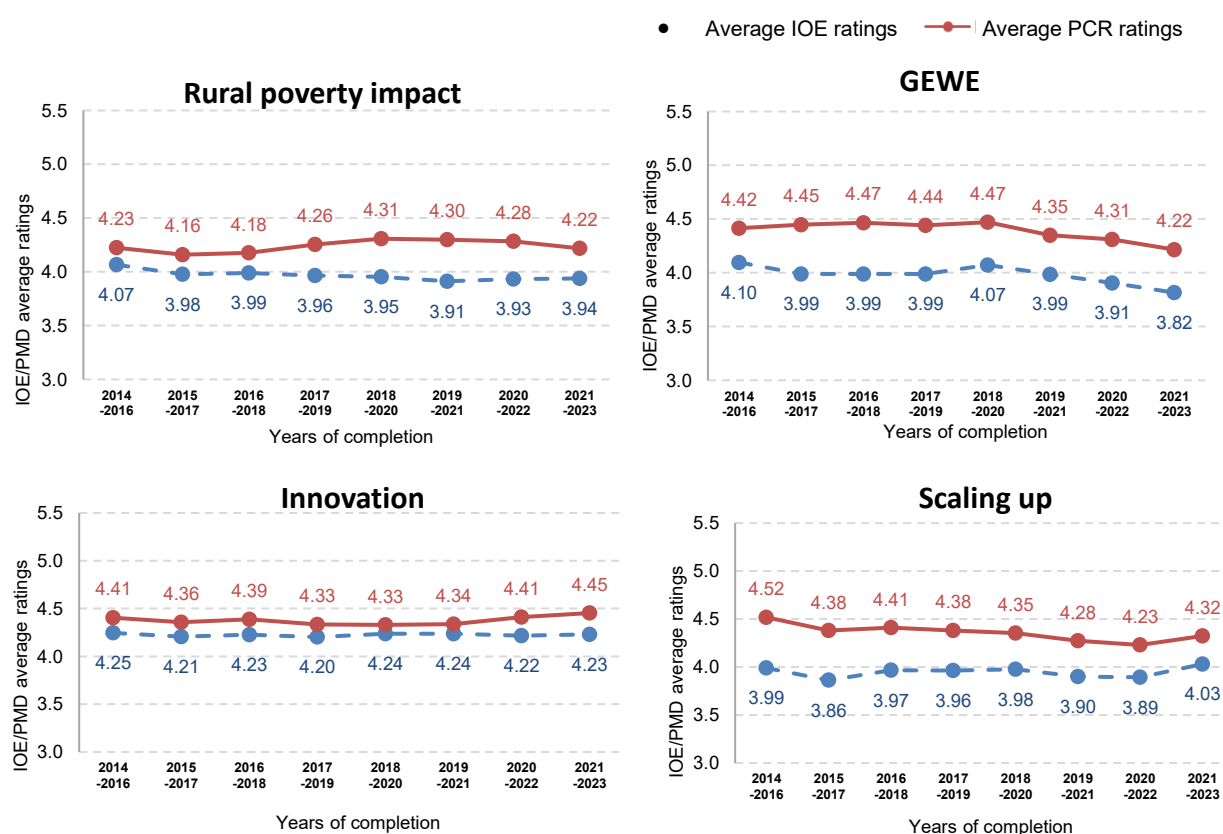
Source: IOE/PCR ratings, February 2025.

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.

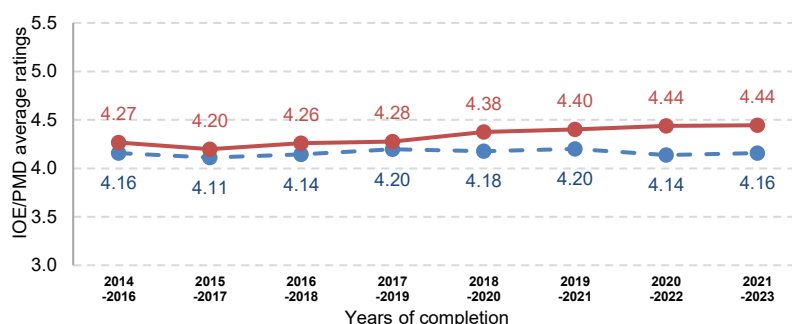
Chart Annex 6-2

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

Average IOE and PCR ratings for project performance



Environment and Natural Resources Management & Adaptation to Climate Change



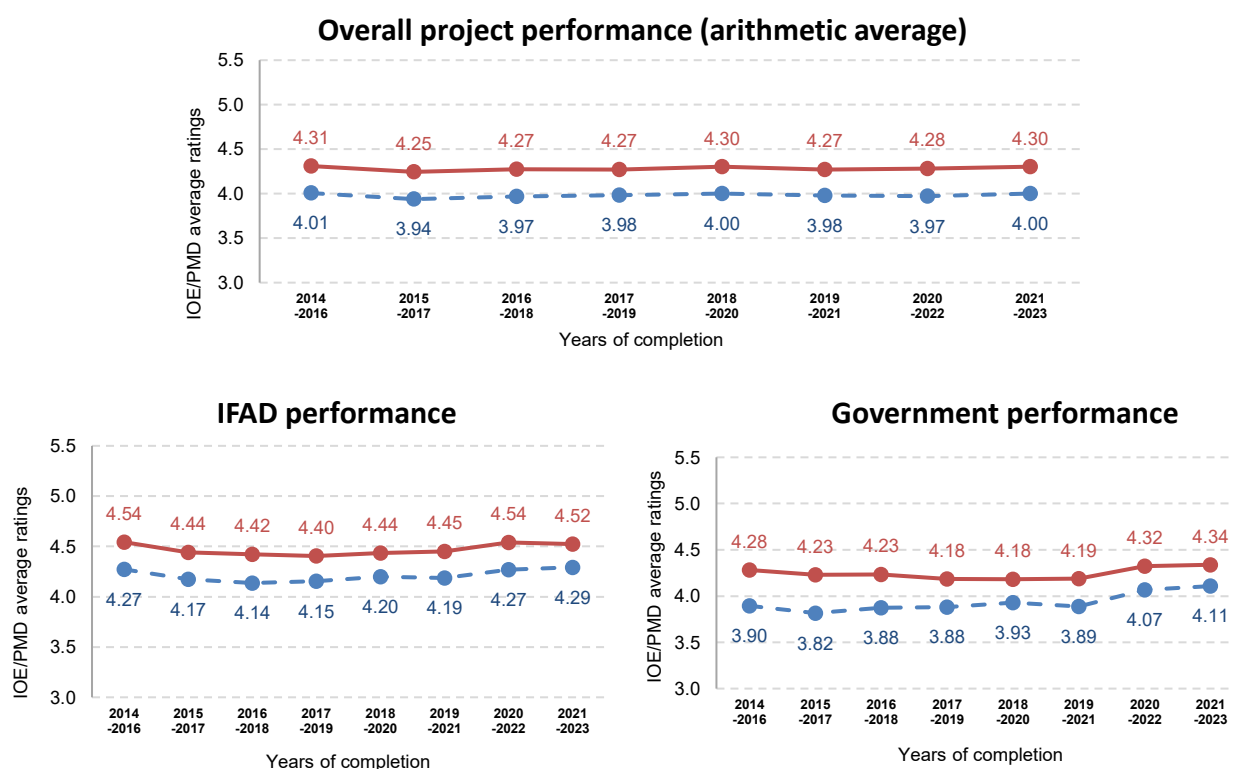
Source: IOE/PCR ratings, February 2025.

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]

• Average IOE ratings — Average PCR ratings



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 (PCR/V/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 (PCR/V/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

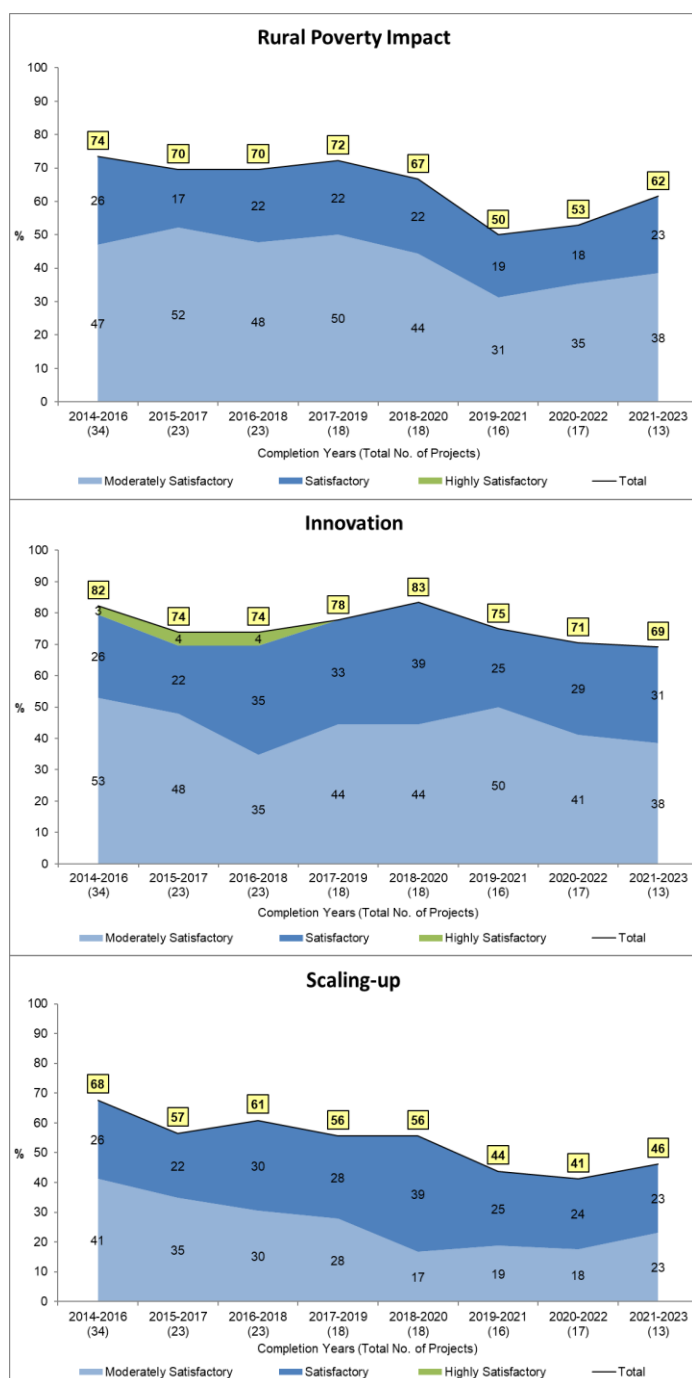
9. A comparison of the share of projects rated moderately satisfactory or better for four core evaluation criteria was presented in chapter 2. As for other criteria, a small improvement or stabilization in performance was observed for 2021-2023 for projects operated in countries with fragile situations. 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).

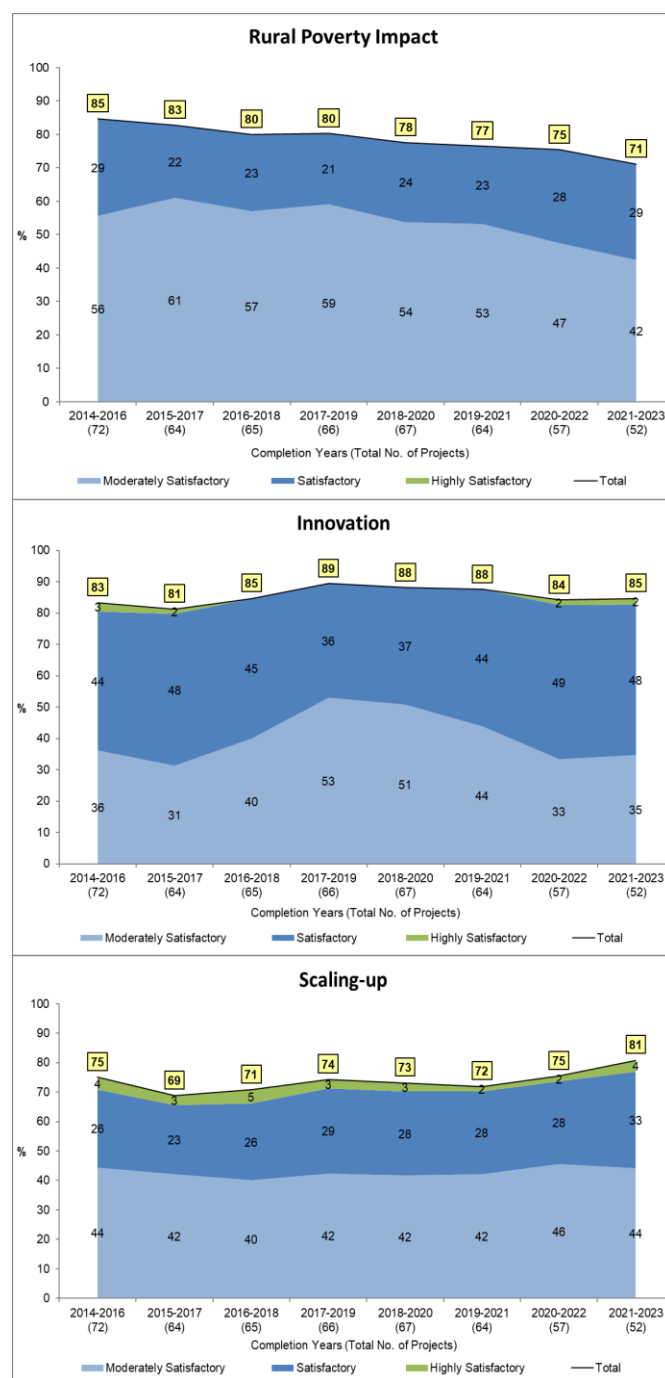
Chart Annex 6-4

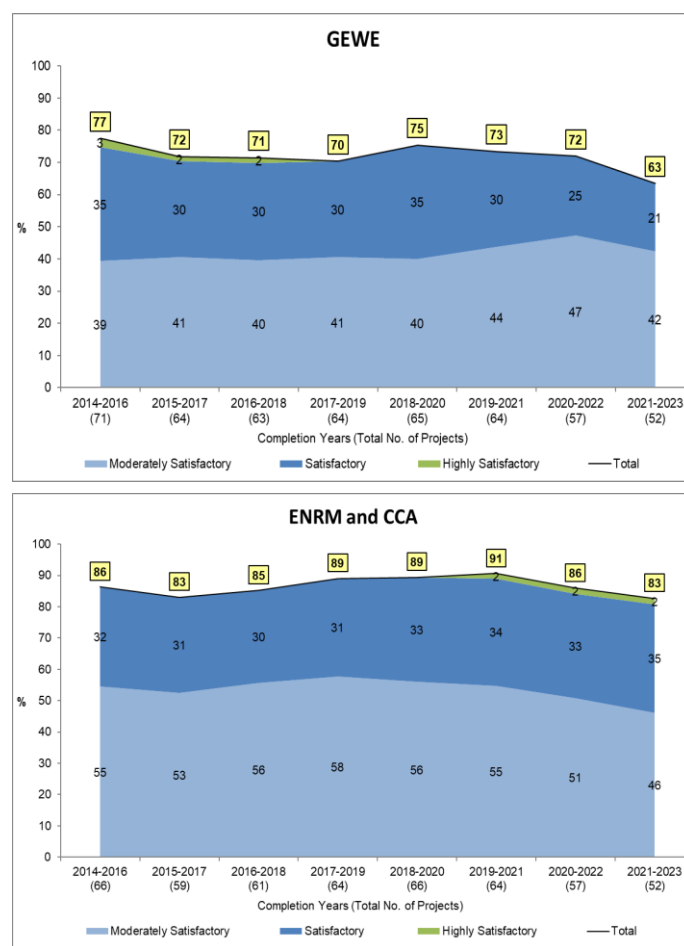
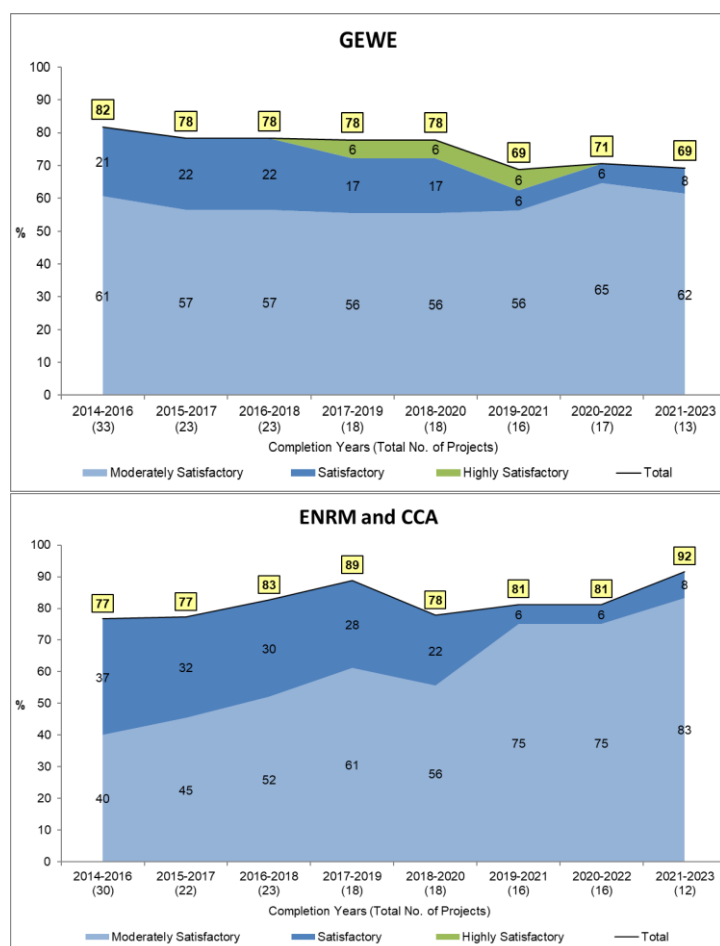
Share of projects with moderately satisfactory or better ratings

Projects in countries with fragile and conflict-affected situation



Other projects



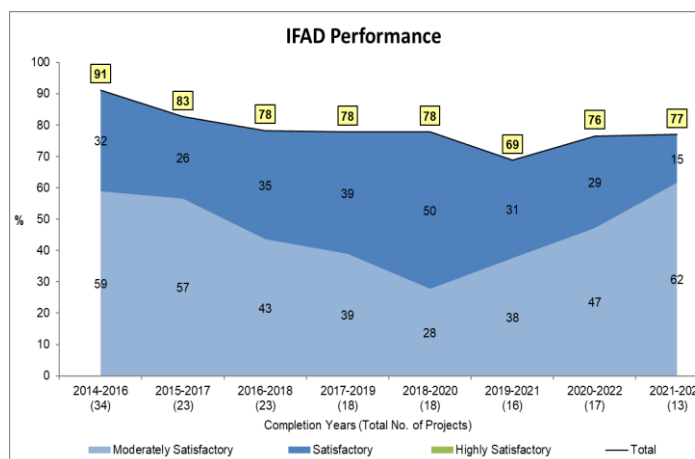


Source: IOE/PCR ratings, February 2025.

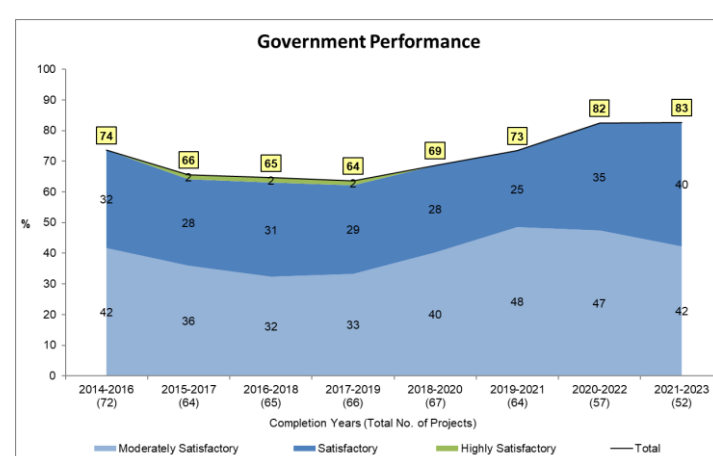
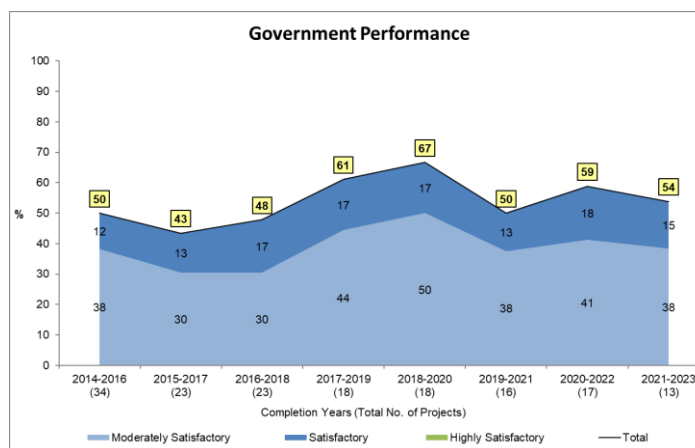
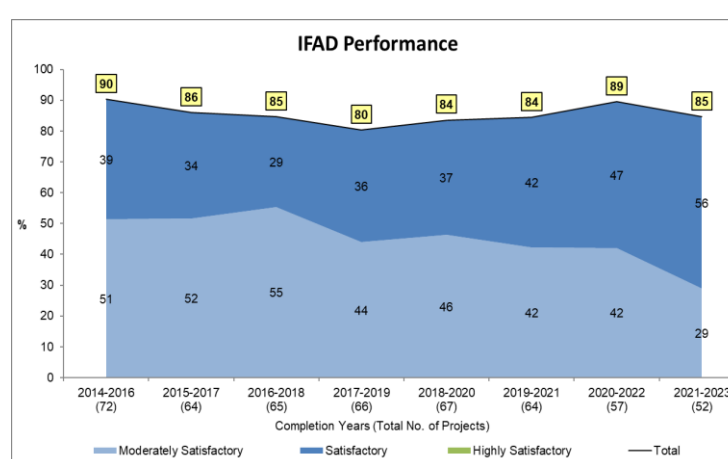
10. The IFAD performance has stayed the same for projects in the fragility group in 2021-2023 compared to the previous reference period, though it has declined a little in case of other, non-fragile projects: from 89 per cent in 2020-2022 to 85 per cent in 2021-2023. As for the government performance 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 (PCR/V/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 latest 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.

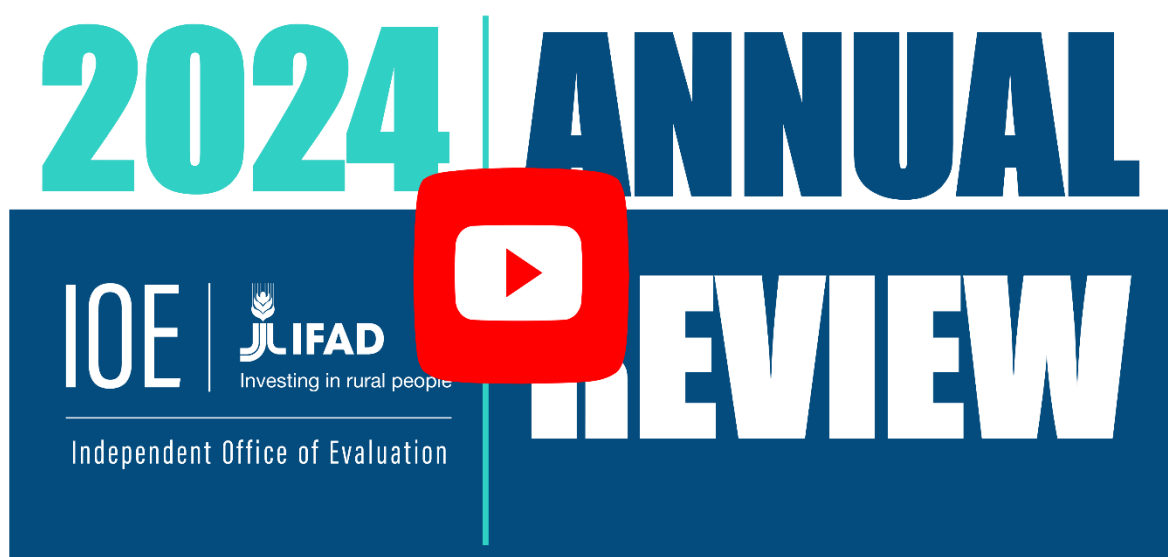
4.3 Internal resources

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



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