

IOE



Investing in rural people

Independent Office of Evaluation

**134th Session
of the
Evaluation
Committee**

Annual Report on the Independent Evaluation of IFAD

Evaluation synthesis

Corporate-level and thematic evaluations

Sub-regional evaluations

Country strategy and operations evaluations

Project cluster evaluations

Annual Report on Independent Evaluation (ARIE) 2026 – 24th edition

4 September 2026

Evidence Base

- 261 projects evaluated (completed 2015–2024)
- 52 IOE reports for thematic chapter (24 PPEs, 28 CSPEs, 2021–2025)
- 48 CSPEs for non-lending activities (2016–2025)

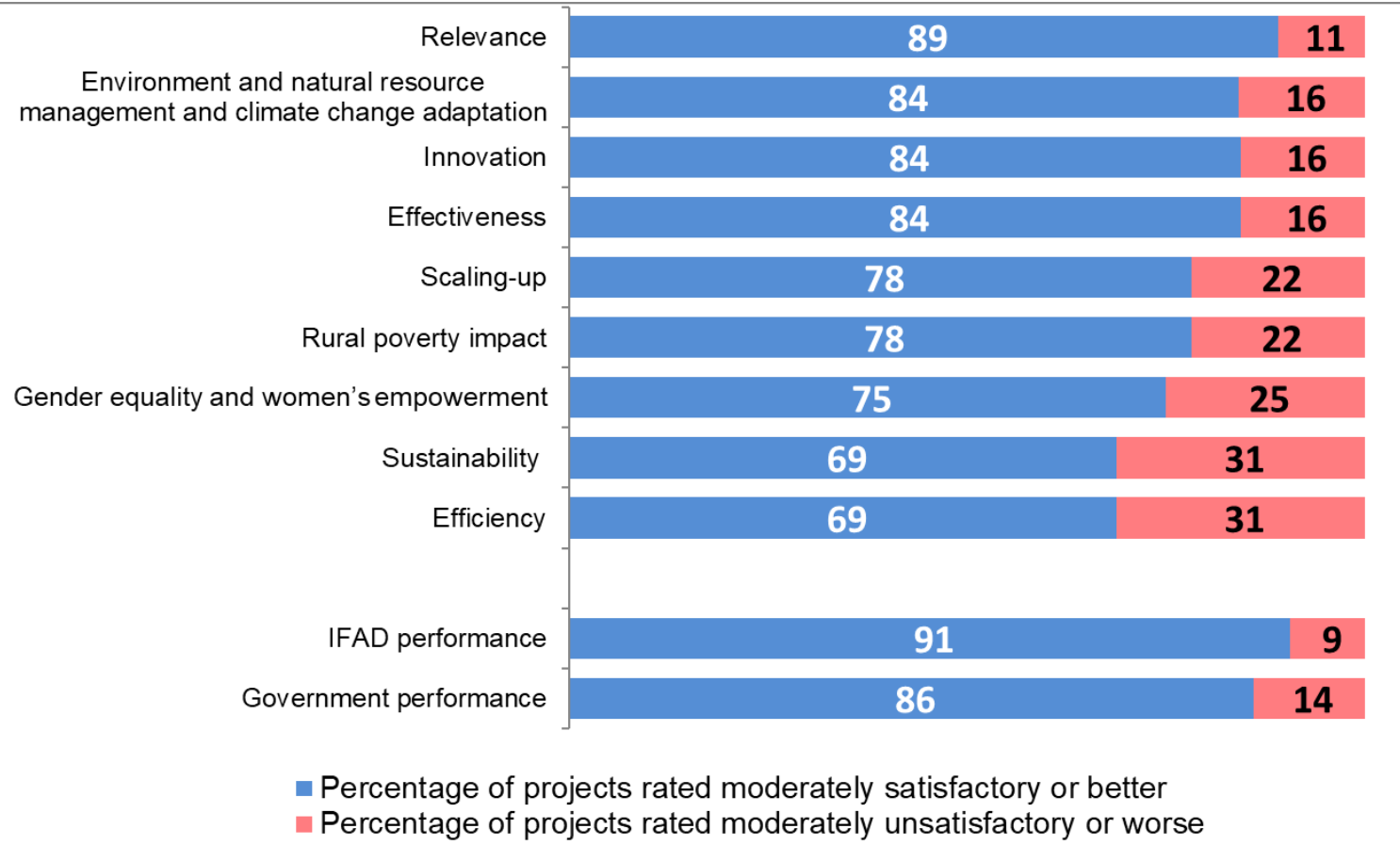
Chapter 2: Performance Analysis

- Recent project performance (2022–2024, N=64)
- Ten-year trend analysis across all criteria
- Fragility context, regional breakdown, IOE vs PCR disconnect

Chapter 3: Thematic Analysis

- Private sector & youth engagement in value chain development
- IFAD13 priority: market systems, private investment, youth employment
- Lessons & implications for IFAD

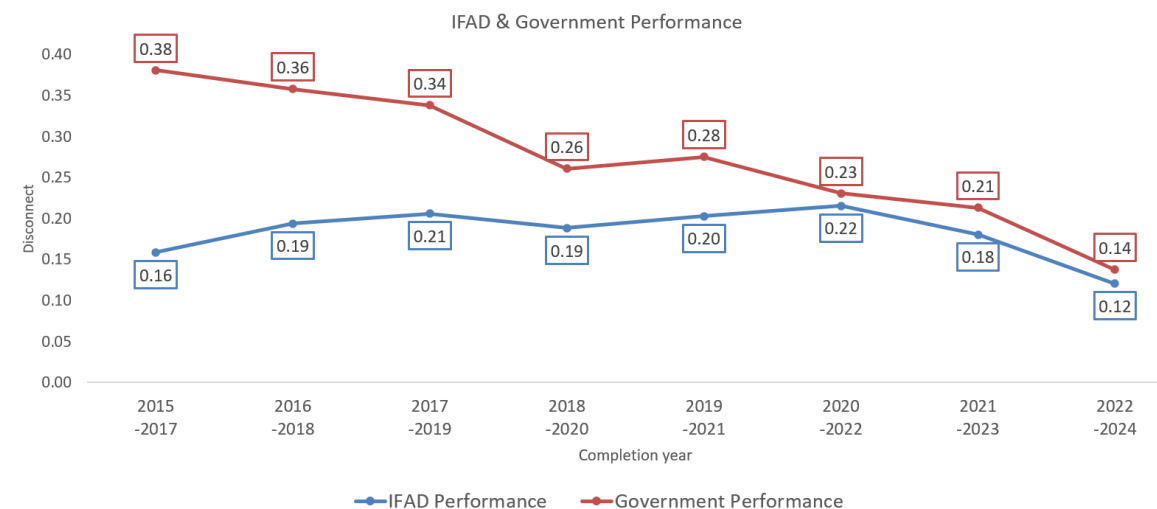
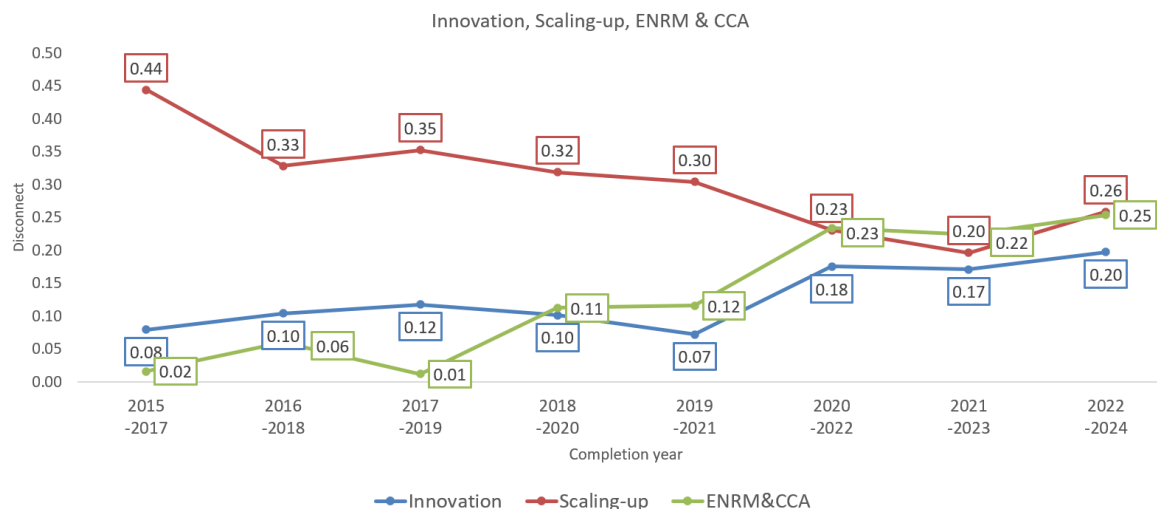
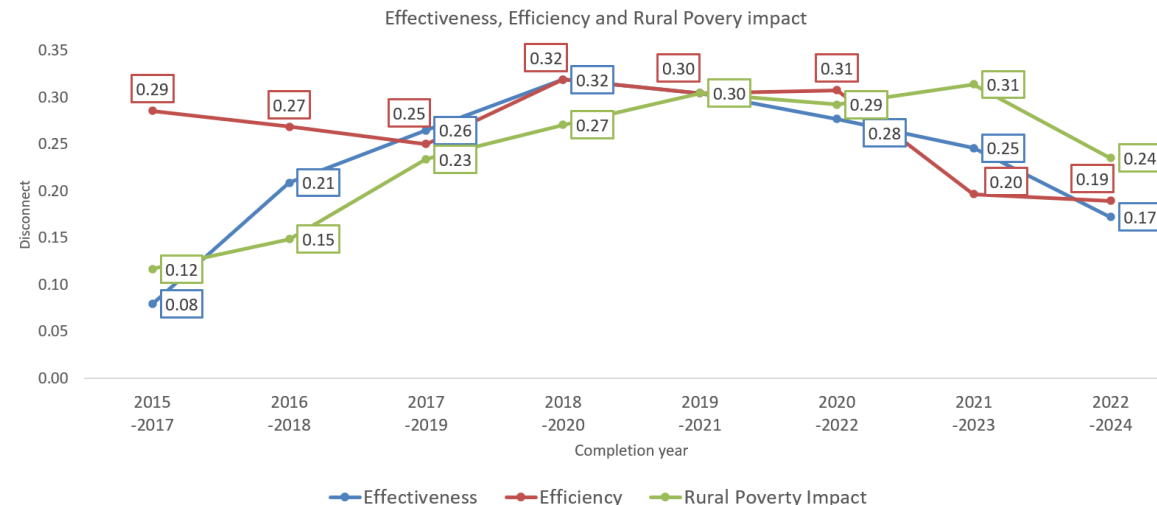
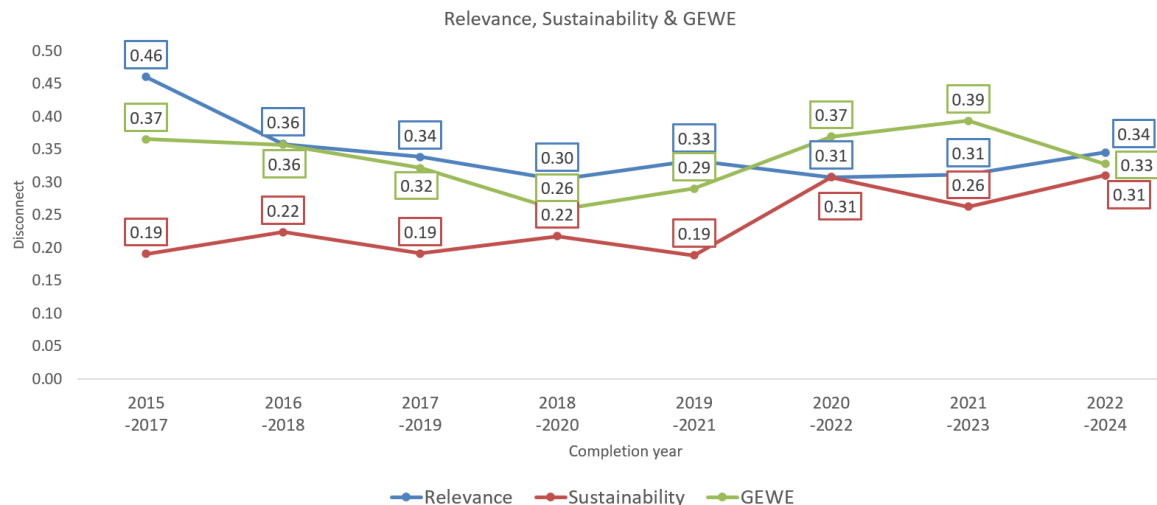
Majority of projects have criteria rated positively (Projects completed 2022-2024, N=64)



Most projects performed well: 89% rated well for relevance, and 84% for effectiveness, innovation and ENRM & CCA.

Efficiency and sustainability remained the weakest.

Overall achievement remained moderately satisfactory, consistent with ARIE 2025.



Gaps narrowed but persisted with greatest discrepancies for relevance, scaling-up and GEWE.

Clearer convergence is in IFAD and government performance, where rating gaps are now the smallest.

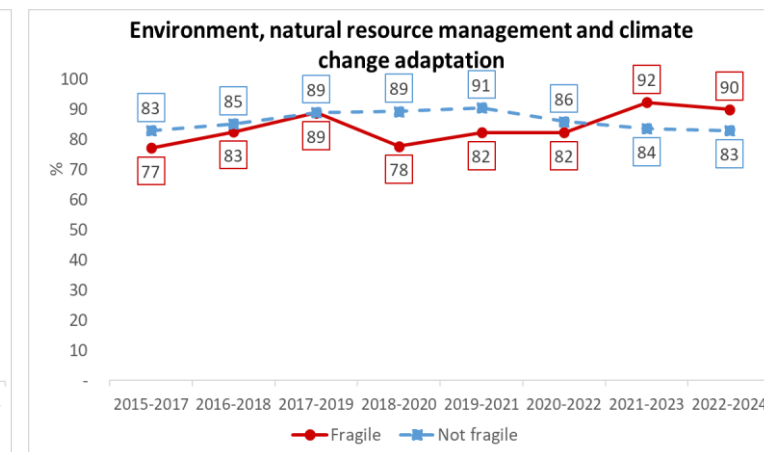
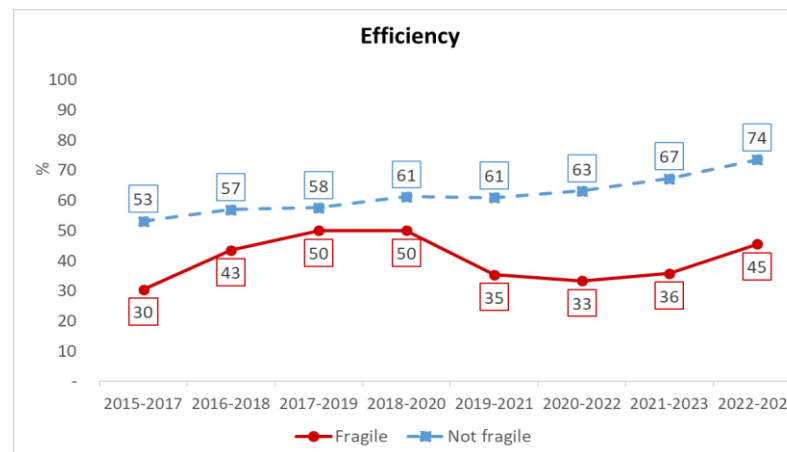
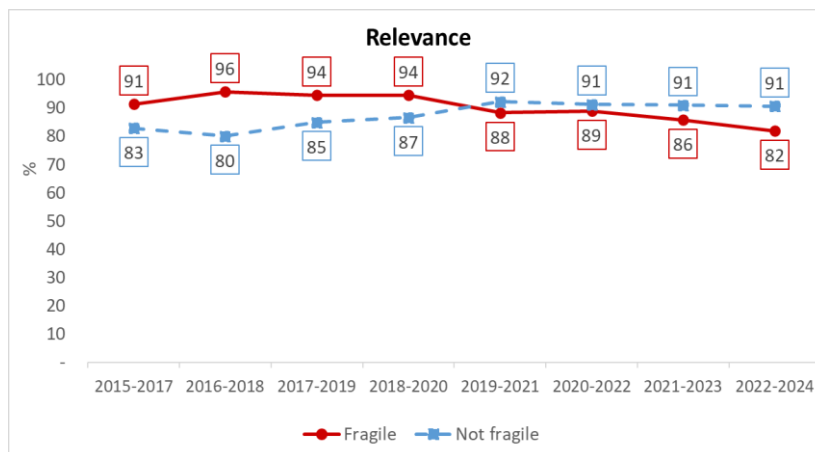
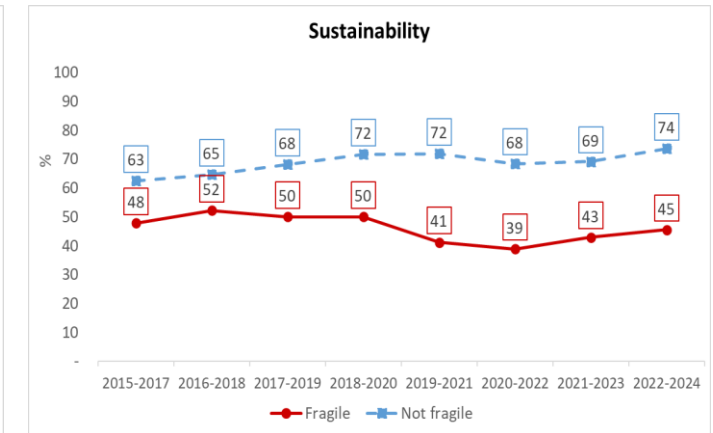
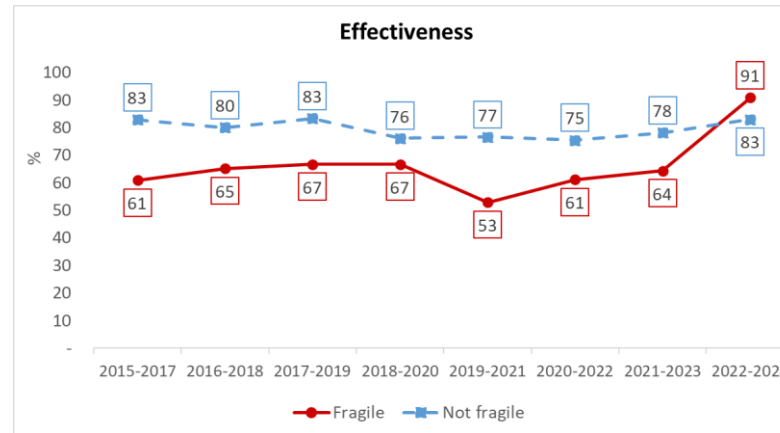
Comparison of project performance in fragile and non-fragile contexts: (completion years: 2015–2024)

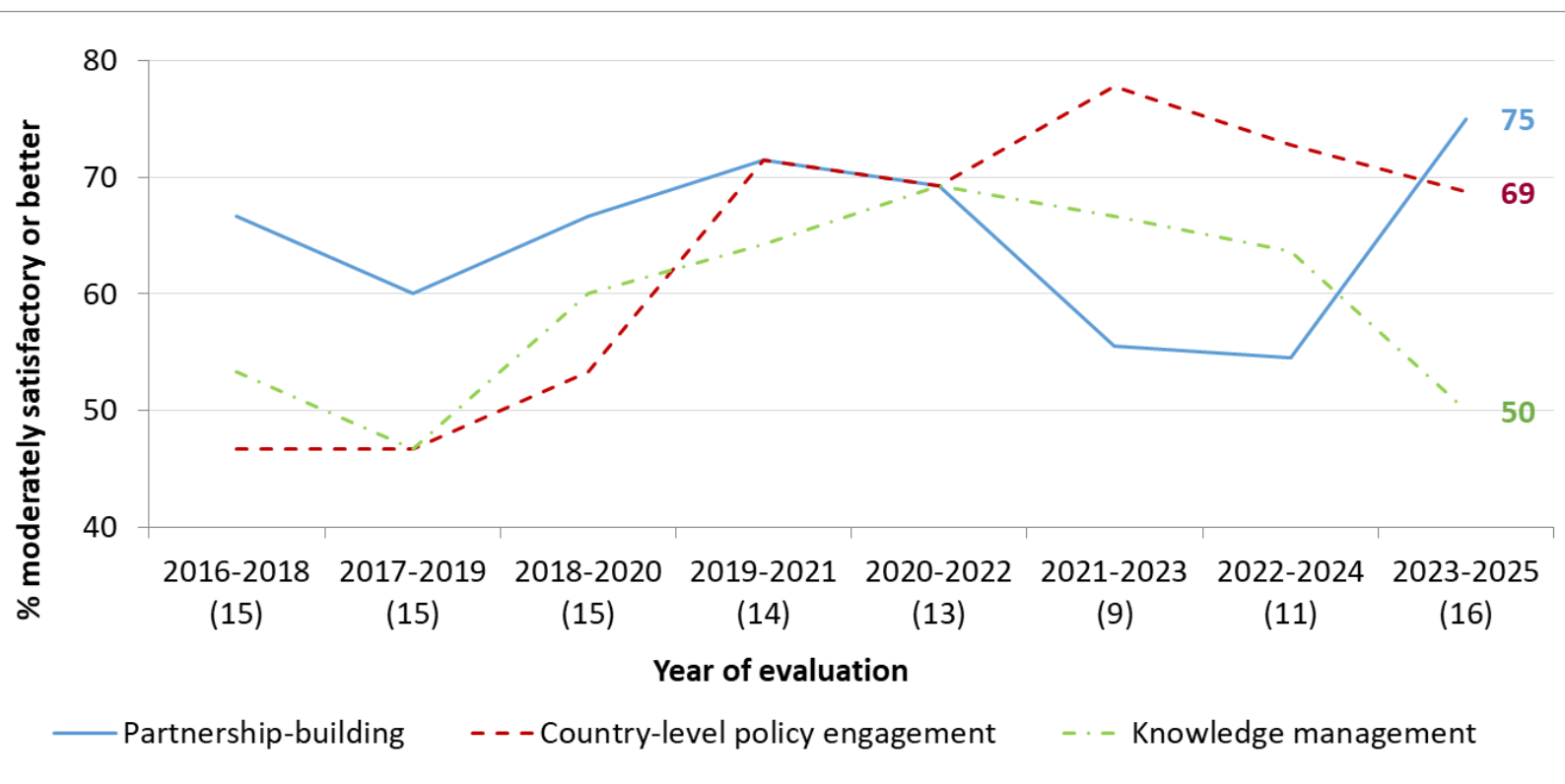
Efficiency & sustainability: Fragile contexts remain 25–30 percentage points below non-fragile contexts.

Effectiveness: Trend reversed in 2022–2024, with fragile contexts at 91% versus 83% not-fragile

ENRM & CCA: fragile contexts performing better since 2021–23

Relevance: Declining in fragile contexts.





- Policy engagement: improved from 47% to 78%, but declined to 69%; stronger country presence has not yet translated into systematic policy influence.
- Partnership-building: volatile performance, recovering to 75%; government partnerships remain strong, but wider partnerships are less systematic.
- Knowledge management: declined to 50%; persistent gap between knowledge production and use.



Recent performance was broadly positive, with most projects rated moderately satisfactory or better, especially on relevance, innovation, ENRM & CCA and IFAD performance.



Efficiency and sustainability remained the weakest areas, despite efficiency showing the strongest improvement over the decade.



Long-term trends were positive but uneven, with effectiveness, scaling-up, rural poverty impact and GEWE recovering in the latest period.



Regional differences persisted, with APR and LAC strongest, ESA and NEN broadly moderate, and WCA lowest due to fragility, capacity and implementation constraints.



Fragility continued to affect performance, particularly efficiency and sustainability, although recent results show some convergence.



IOE-PCR rating gaps narrowed but persisted, especially for relevance, scaling-up and GEWE.



Non-lending performance was mixed, with weaker knowledge management and uneven policy engagement and partnerships beyond government.

Private Sector & Youth Engagement in Value Chain Development

52 IOE evaluations · 2021–2025 · 24 PPEs + 28 CSPEs

Conceptual framework:

How IOE assessed VCD, PSE and youth

Intensity of engagement:

How deeply projects engaged

Key actors:

FOs, MSMEs, Youth & Financial Institutions

Instruments & approaches:

Performance and effectiveness of key instruments and approaches

Lessons and implications for IFAD

Effectiveness of key actor in Value Chain Development

Key actors/target groups	What worked	What did not work
Farmer organizations	- Off-take agreements, platforms and sustained facilitation - Stronger role as aggregation and negotiation nodes	- Organizationally active but commercially weak - Limited business skills, weak governance and fragile buyer relationships
MSMEs and private partners	- Aggregation, processing and rural services - Stronger results where commercial incentives and structured markets were clear	- Many remained small-scale or semi-formal - Weak due diligence and poorly aligned incentives
Financial institutions	Guarantees, off-taker arrangements and risk-sharing reduced lending risks	- Finance often weakly aligned with value chain dynamics - Limited leveraging of private capital
Youth	Dedicated instruments, clear market roles and business-oriented support	- Quotas and mainstreaming alone were insufficient - Land, capital and asset constraints limited entry, especially for young women

Effectiveness of IFAD approaches & instruments in VCD

Approach / instrument	What worked	What did not work
4P / multi-stakeholder platforms	- Generated strong market access when platforms enabled real transactions - Worked where buyers, FOs, financiers and service providers had clear roles	- Often remained aspirational coordination structures - Private actors were rarely engaged as strategic co-designers
Contract farming / outgrower schemes	- Worked where buyer commitment and co-investment were in place early - Provided assured markets, standards, inputs and finance	Weaker where buyer relationships were created late or lacked commercial grounding
Value chain finance and risk-sharing	- Guarantees, off-taker finance, warehouse receipts and blended finance reduced lending risks - Stronger where finance was sequenced with enterprise readiness and market linkages	- Credit and matching grants underperformed when used as stand-alone subsidies - Weak exit strategies risked dependency rather than commercial investment
Market infrastructure and digital systems	Stronger where infrastructure addressed specific VC bottlenecks and was linked to platforms, governance and finance	- Weaker where infrastructure was delivered in isolation or without clear market demand - Digital market information systems were rarely sustained after project closure
Youth instruments	Stronger where youth support was linked to commercial roles, service entrepreneurship, finance and post-training pathways	- Mainstreaming and quotas alone were insufficient - Land, start-up capital, BDS and outcome tracking were often not addressed



Commercialise end-to-end: Combine production support with downstream linkages, processing, market infrastructure and genuine demand.



Build real partnerships: Ground PSE in viable business cases, early private-sector involvement, capable FOs and facilitated contracts



Blend finance and exit: Use grants and subsidies only when embedded in commercial systems with risk-sharing and clear exit strategies



Create dedicated youth pathways: Move beyond mainstreaming: design asset-aware entry points, service entrepreneurship and tailored finance.



Sequence and integrate: Align finance, capacity development, infrastructure and partnerships; avoid disconnected or premature delivery.



Shift from projects to systems: Institutionalise mechanisms in markets, government systems and financial institutions; track commercial outcomes.

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Thank you

We welcome your questions,
reflections, and ideas