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Investing in rural people

## President's Report on the Implementation Status of Evaluation Recommendations and PRI SMA Management Actions

### Volume II

#### Agreement at completion point Recommendations and follow-up actions taken by the Programme Management Department Addendum

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For: Information

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## Abbreviations and acronyms

ACCECOS	Economic Inclusion Programme for Families and Rural Communities (Bolivia)
ACP	Agreement at Completion Point
APR	Asia and the Pacific Division
AMMAR	Agriculture Modernization, Market Access and Modernization, Market Access and Resilience (Georgia)
ARRI	Annual Report on Results and Impact of IFAD Operations
ASAP	Adaptation for Smallholders Agriculture Programme
AWPB	Annual Work Programme and Budget
BOD	Budget and Organizational Development Unit
CARLEP	Commercial Agriculture and Resilient Livelihood Enhancement Programme (Bhutan)
CFS	Controller's and Financial Services Division
COSOP	Country Strategic Opportunities Paper
CPE	Country Programme Evaluation
CPM	Country programme manager
CPMT	Country Programme Management Team
EB	Executive Board
ECD	Environment and Climate Division
ESA	East and Southern Africa Division
FAO	Food and Agriculture Organization of the United Nations
FSU	Field support unit
GCR	Grant completion report
GLF	Grant life file
GRIPS	Grants and Investment Projects System
GSR	Grant supervision report
HRD	Human Resources Division
ICO	IFAD Country Office
ICT	Information and communication technology
ICSC	International Civil Service Commission
IRECR	Inclusive Rural Economic and Climate Resilience project (Moldova)
IMT	IFAD Management Team
JSIR	Joint Supervision and Implementation Review
KM	Knowledge Management
LAC	Latin America and Caribbean division
LGS	Loan and grant system
MAGIP	Market Access and Growth Intensification Project (Bhutan)
M&E	Monitoring and Evaluation
MERCOSUR	Southern Cone Common Market
MIC	Middle income countries
MSME	Micro, small and medium enterprises
NCARE	National Center for Agricultural Research and Extension
NCFM	National Commission for Financial Markets (Moldova)
NEN	Near East, North Africa and Europe division
OSC	Operational strategy and policy guidance committee
OMC	Operations management committee
PBAS	Performance based allocation system
PCR	Project Completion Report
PLF	Project life file
PMD	Programme Management Department
PPRI	Pilot Project for Rural Inclusion (Uruguay)
PRM	Resource Mobilization and Partnership Office

PRS	Poverty Reduction Strategy
PRO-CAMELIDOS	Integral Development Programme of the Bolivian Altiplano
PSR	Project Status Report
PTA	IFAD Technical Advisory Division
QA	Quality Assurance
QE	Quality enhancement
QUASAR	Quality Assurance Archiving System
RDPNW	Rural Development Project for the North-West (Azerbaijan)
REGEP	Rural Economic Growth and Employment Project (Jordan)
RIMS	Results and impact management system
RMF	Results measurement framework
RPRP	Rural Poverty Reduction Programme (Mongolia)
SCA	Saving and Credit Associations
SIS	Supervision and implementation support
SK	Strategy and Knowledge Department
USAID	United States Agency for International Development
WCA	West and Central Africa division

## Categories used for the classification of actions/ recommendations

SN Serial Number

### Type of evaluation

CLE Corporate Level Evaluation  
CPE Country Programme Evaluation  
PPA Project Performance Assessment

### Level

IFAD IFAD Corporate Level  
REG IFAD Regional Level  
CTRY IFAD Country Level  
GOV Government Authorities (national, local level and institutions)  
PROJ Project

### Nature

PLCY Policy  
STR Strategy Development, including COSOPs and Projects  
OPER Operational and Implementation

### Themes

ASR Analysis, Studies and Researches  
BEN Beneficiaries and Stakeholders' Participation and Consultation  
COS Country Strategic Opportunities Programme (COSOP), also including  
Country Strategy and Country selectivity  
DEC Decentralization  
DES Project Design  
DIA Policy Engagement  
EFF Efficiency  
FLD Field Presence  
GMS Gender mainstreaming (including targeting to women)  
GOV Governance  
GRT Grants/ Grants Financing Policy  
HR Human Resources (management, recruitment)  
ICT Information and Communication Technology  
INF Infrastructure (construction, contracting, management, supervision)  
INN Innovation  
KM Knowledge Management  
NRM Natural Resource Management and Environment  
ORG Organizations, Groups, Institutions and Collective approaches  
PAR Partnership  
PMA Project Management and Administration  
PME Private Sector, Market and Enterprise Development, Value Chains  
RFI Rural Finance  
RME Results Monitoring, Evaluation  
SCA Replication and Scaling up  
STRA Strategy  
SIS Supervision and Implementation Support  
SUS Sustainability  
TCB Training, Capacity-Building  
TGT Targeting

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Corporate Level Evaluation: IFAD Policy on Grant Financing								
Management commitments taken from the Management Response, specifically from the sections on Recommendations, Management Agreement, and Remaining Differences.								
IFAD	CLE	1	IFAD	PLCY	GRT		Management agrees with the recommendation that a new policy for grants be prepared afresh, instead of revising the 2009 Policy on Grant Financing.	<p>This has been completed. In order to address perceived shortcomings in the 2009 Grant Policy, IFAD Management (following consultations and internal reviews and in line with this recommendation) concluded that a new policy and revised procedures were needed. The policy is being presented to the April 2015 Executive Board.</p> <p>This new policy aims to revamp the use and management of grants, with a view to making significant progress on four fronts:</p> <ul style="list-style-type: none"> <li>(i) Improving the relevance and focus of grant-funded operations by introducing more robust strategic guidance, a clearer set of selection criteria and stronger integration and synergy with country or thematic programmes;</li> <li>(ii) Increasing the effectiveness and impact of grant-funded projects with more rigorous quality enhancement and quality assurance reviews, more systematic supervision and greater accountability;</li> <li>(iii) Achieving greater efficiency by streamlining the planning, design and approval processes, reducing transaction costs and containing the number of grant-funded operations; and</li> <li>(iv) Enhancing the contribution of grant-funded projects to knowledge generation and dissemination internally and among IFAD's partners.</li> </ul>
IFAD	CLE	2	IFAD	PLCY	GRT		Management agrees with the recommendation that no separate allocation should be made for regional grants (appendix, para. 277). However, these grants will continue to be used as a financing instrument, since they are highly valuable in supporting regional entities and initiatives. In light of this, Management will provide budget for this instrument under the non-country-specific allocation window, which is now known as the global grants window.	This has been implemented. There is no separate budget for regional grants, but this category of grants is included within the global grants window.

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Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
IFAD	CLE	3	IFAD	STR	GRT		<p>With regard to investing in grant management information systems (appendix, paras. 296 and 297), Management generally agrees with the recommendation and reiterates that with the transfer to the new Grants and Investment Projects System (GRIPS), and following its initial phase of implementation, it expects to significantly improve availability of information on grants. Similarly, as implementation of the Project Life File system deepens along with the implementation of GRIPS, access to documents is expected to improve. Finally, Management will expand IFAD's QUASAR platform – an online tool currently used to manage the quality assurance review process for IFAD's lending portfolio – to support IFAD's grant review process, thereby providing a single platform for managing the Fund's quality assurance workflows, and capture and disseminate information from the review process.</p>	<p>GRIPS has been developed and rolled out to include information on all grant-related projects and all investment projects. This has significantly increased the information on all operations, and ensured improved reporting on grants and investment projects from a common source/ repository.</p> <p>In 2014 the QUASAR (Quality Assurance Archiving System) project received additional corporate sponsorship to further expanding the platform in 2015 by refining KM features of quality assurance (QA) of Loans Reviews; and supporting additional workflows for other IFAD review processes: Concept Note and RB-COSOP reviews; Quality Enhancement reviews. This will also be extended to grants and additional sources of funding to develop the grants quality enhancement (QE) and QA workflows are currently being identified.</p> <p>Following the implementation of GRIPS, planning for the inclusion of all grant documents to the Project/Grant Life File (PLF/GLF - IFAD's standard for the upload and classification of operations documents) begun in 2014 and is expected to be implemented in 2015. This will improve access to grant documents as well as their availability to integrated workflows such as document disclosure; and ultimately facilitate the retrieval of all documents related to IFAD's portfolio. Funding for this implementation is currently being identified.</p>
IFAD	CLE	4	IFAD	PLCY	GRT		<p>Management notes that the need for "some flexibility may be needed in the definition of implementation processes" has been acknowledged in the final report. Consequently, Management will duly consider the recommendations for adoption or otherwise while finalizing the new grants policy and revising the grants procedures. The recommendations that fall into this particular category are: (i) the overarching objective of country-specific and global grants, specifying the scope of country specific and global grants (appendix, paras. 275 and 276), and (ii) some key stipulations and eligibility (para. 281).</p>	<p>Clear objectives for grants have been outlined in the policy: to significantly broaden and add value to the support provided to smallholder farming and rural transformation, thereby contributing to rural poverty eradication, sustainable agricultural development, and global food security and nutrition. In order to achieve these goals, IFAD grants should adhere to three basic principles: (i) make a significant contribution to a global, regional or national public good related to IFAD's mandate; (ii) focus on interventions where grant financing has clear added value and a comparative advantage over regular loans; and (iii) not be used as a substitute for resources from IFAD's administrative budget.</p> <p>These principles (including the key principle of not substituting for administrative budgets) address the recommendation, and have been highlighted consistently during the development of the grant policy.</p>

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								<p>The principles for both country-specific and global (non-country) grants have been outlined in para 10.</p> <p>Clear eligibility and criteria have also been established in para 16 of the policy for both country-specific and non-country specific grants.</p> <p>'IFAD grants must clearly aim at getting the best value for money in terms of impact on, and for, the rural poor. In this context, the preferred approach for selecting grantees is via efficient competitive processes, including through calls for interest in thematic constituencies. Any exception must be fully explained and justified in the grant submission. The Policy recognizes ex-ante the three following exemptions:</p> <p>a. For country-specific grants which are part of loan-funded investment projects, it is expected that the grant will be structured and delivered by the partners already identified for the project.</p> <p>b. For global &amp; regional grants to global institutions of which IFAD is a member and that are recognized by IFAD as strategic partners, a direct attribution will take place. The number of such strategic partners is expected to remain extremely limited . The cumulative criteria to reach the status of recognized IFAD strategic partner for grant financing are the following:</p> <p>i. Internationally-recognized institutions founded by IFAD or that IFAD joined as member in an area of strategic relevance and importance for the mandate of the Fund;</p> <p>ii. Established network and competence for global advocacy or policy influence in which IFAD engages with a medium-term perspective and high visibility;</p> <p>iii. Institutions in which IFAD's influence at governance level requires demonstrated ownership and financial contribution, including for leveraging co-financiers;</p> <p>iv. High potential for collaboration and synergies with IFAD, and for global impact.'</p>



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IFAD	CLE	5	IFAD	STR	GRT		With regard to the recommendation to make an annual grant status report or equivalent instrument a requirement for all grants and to simplify grant management processes (paras. 290 and 291), Management understands the rationale of the proposal and agrees in principle.	<p>Grant status reports (GSRs) will be rolled out to all grants, In February 2015, the PMD Management team, PDMT agreed that GSRs will be produced for both small and large grants. Should changes be required to the current GSR template to: i) adjust them to the need of both small and large grants; and/or ii) comply with reporting requirements in light of the implementation procedures of the grants policy, these will be discussed within the portfolio review group. Also, Grant Completion Reports (GCRs) will continue to be produced for all grants as per current practice. The portfolio review group will establish a review process (selection criteria, content requirements, review etc.) to facilitate performance reporting.</p> <p>With regard to simplification of processes, the implementing procedures for the grant policy have developed one clear, consistent, harmonised and transparent process applicable to all IFAD grants.</p> <p>They also allow for agility and flexibility through:</p> <ul style="list-style-type: none"> <li>i) clearly defined "fast tracking" possibilities;</li> <li>ii) options for differentiated support documentation; and</li> <li>iii) streamlined and lighter quality review for small grants.</li> </ul>
IFAD	CLE	6	IFAD	STR	GRT		Management also agrees in principle to strengthen the monitoring and tracking tools for all grants and improve reporting to the Executive Board (paragraph 292). Management will update the portfolio review process and expand the Report on IFAD's Development Effectiveness accordingly.	This has been implemented and incorporated in the policy. The portfolio review group will establish a review process (selection criteria, content requirements, review etc.) to facilitate performance reporting. Based on Annex III (results framework and performance indicators in the policy), Management has already developed a living tracking tool: listing the results, indicators, source of information and the reporting responsibility in the organisation. The indicators and results being tracked relate to improved relevance, increased effectiveness, greater efficiency and enhanced KM generation/ dissemination. These will be reported through RIDE.
IFAD	CLE	7	IFAD	STR	GRT		Management would like to put on record that the recommendation for possible third-party evaluations of grants (appendix, para. 292) is not rooted in any in-depth analyses or argumentation and as such is impractical in terms of the costs involved and administrative resources available to IFAD.	No action is needed on this recommendation. Management did not agree with the recommendation.

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IFAD	CLE	8	IFAD	STR	GRT		Management sees merit in promoting a more competitive allocation process, in particular for global and regional grants. On the other hand, it has strong reservations about competitive allocation for country-specific grants as recommended in the report (appendix, para. 287); first, because of the implied fundamental shift from the current alignment of the grant allocation with the performance-based allocation system (PBAS); and second, because the proposed fully competitive approach will not contribute to building long-term institutional partnerships – something that was identified as a desirable objective of the grant programme.	No action is needed on this recommendation. Management did not agree with the recommendation.  (However, Management has initiated some actions to make grant allocation more competitive within the organisation. More competitive processes have been set in place, with divisions now competing for grant resources. All divisions/ departments submit proposals for use of grant resources and these undergo a selection process at PMD/ OSC levels.)
IFAD	CLE	9	IFAD	STR	GRT		Management has serious reservations about the recommendation that loan component grants should be discontinued (appendix, para. 286). This recommendation goes against the recent emphasis on strengthening non-lending activities such as partnership-building, policy dialogue and knowledge management, particularly in middle-income countries, which significantly overlap with the “green” countries. This emphasis is also supported strongly by IOE (see recent Annual Reports on Results and Impact of IFAD Operations [ARRIs]). Management agrees, however, that there is a need to further “ring-fence” such grants, through more focused use of these grants for non-lending activities, greater clarity on the expected added-value of the grants, and stricter monitoring/reporting on the specific results and outcomes.	No action is needed on this recommendation. Management did not agree with the recommendation.  (Grants will not be used to subsidize loan activities, and will be ring-fenced as committed, with these this principle being one of the criteria during approval.)
IFAD	CLE	10	IFAD	STR	GRT		Management notes the recommendation that eligibility should be extended beyond green countries (para. 282) is already effective and, moreover, that countries classified as red/yellow under the DSF are already eligible to receive country specific grants. Management recognises the need to provide all its borrowing Member States (low- and middle-income) access to a grant instrument aimed at strengthening pro-poor capacity development, policy dialogue and knowledge management, independent of their national debt status. Therefore, when the Executive Board approved the ‘Proposed arrangements for implementation of a debt sustainability framework at IFAD’ in April 2007 it also approved the ‘IFAD Policy for Grant Financing in relation to the debt sustainability framework’.	No further action needed, since eligibility beyond ‘green’ countries is already effective. This is already in practice, and therefore no further action is needed as noted in the Management Response.

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IFAD	CLE	11	IFAD	STR	GRT		In light of the experience it has gained over time, Management considers the PBAS, in conjunction with the grants policy, to be a fair and transparent system for allocating both grant and loan resources to all member countries and does not endorse the recommendation that requires IFAD to abandon this system for grant allocation. Likewise, Management considers the current ratio between country-specific grants and global and regional grants as generally appropriate; therefore, it does not agree with the recommendation that the "country-specific grants receive a significantly larger allocation from the total resources" (appendix, para. 285).	No action is needed on this recommendation. Management did not agree with the recommendation.
IFAD	CLE	12	IFAD	STR	GRT		With respect to the recommendation to remove country-specific grants from the PBAS, management would reiterate that it considers the PBAS, in conjunction with the grants policy, to be a fair and transparent system for allocating both grant to all Member States and would restate that all countries, regardless of DSF status, remain eligible to receive country-specific grants within their PBAS allocations.	No action is needed on this recommendation. Management did not agree with the recommendation.
IFAD	CLE	13	IFAD	PLCY	GRT		<p>Management will formulate a new grants policy, building upon the findings of this CLE and incorporating the recommendations already agreed upon. In doing so, it will review and consider incorporating the following recommendations taking into account their coherence with the overall policy thrusts:</p> <p>(a) The overarching objective of the country-specific and global grants (appendix, paras. 275 and 276);</p> <p>(b) Further "ring-fencing" of loan component grants, by ensuring more focused use of these grants for non-lending activities (para. 17 above);</p> <p>(c) Strengthening of the grant allocation and internal review process by mainstreaming it into the loan allocation and review process (appendix, paras. 288 and 289);</p> <p>(d) Further simplification of grant management (appendix, paras. 290 and 291);</p> <p>(e) Increased duration of grants (appendix, para. 283); and</p> <p>(f) Some (minor) changes in the allocation ratio between country grants and global grants (appendix, para. 285).</p>	<p>The new grants policy has been drafted for the April EB session, building on learning from the CLE, experiences with grants in IFAD and extensive consultations within the organisation.</p> <p>(a) The objectives of the country-specific and global grants have been specified in the policy, as stated (para 8 of policy).</p> <p>(b) The design of country-specific grants in the policy and implementing procedures allow for adequate ring-fencing. From para 10 of the policy, 'Country-specific grants can finance a component of a loan-funded investment project. In these cases, grant concept and quality reviews will be part of the overall investment project review and will be processed along the lines of the regular loan project cycle. The expected contribution and results of the grant component must be explicit in the project document. Whenever country-specific grants are designed as stand-alone operations, their processing from concept note to approval will be in line with the regular grant review process.'</p> <p>(c) The mainstreaming of the grant allocation and internal review process has been done. The Grants Secretariat will be coordinating the review and reporting on the indicators through the RIDE.</p> <p>(d) With regard to simplification of processes, the</p>

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								<p>implementing procedures for the grant policy have developed one clear, consistent, harmonised and transparent process applicable to all IFAD grants. They also allow for agility and flexibility through: i. clearly defined "fast tracking" possibilities; ii. options for differentiated support documentation; and iii. streamlined and lighter quality review for small grants. (Also reporting procedures have become more simplified, including GSRs for all grants, and GCRs for all large grants.)</p> <p>(e) With regard to duration, maximum implementation period is three years for small grants and five years for large grants.</p> <p>(f) This was proposed in the working/ reference group constituted to develop the policy, but there was no consensus. Overall, global grants have become more competitive, so will also address urgent development priorities of countries that require grants.</p>
<b>Corporate Level Evaluation: IFAD Supervision and Implementation Support Policy</b>								
<p>Management was in broad agreement with all eight recommendations in the Management Response. Therefore, all eight recommendations from the evaluation are listed below. Some constraints identified in the response (and acknowledged in the evaluation) are: a. IFAD has started building capacity for policy engagement (including dialogue), but there are resource constraints, b. M&amp;E problems at the project level plague all development interventions. Also, under the current financing envelope and project cycle, most baseline surveys will be undertaken after project approval.</p>								
IFAD	CLE	1	IFAD	PLCY	SIS		<p>SIS activities should be a joint responsibility between IFAD and the Government. IFAD management should prepare an accountability framework with clear distinction of roles and responsibilities. IFAD should retain a leading role in the review of fiduciary issues while the Government/PMUs could lead the process of identifying issues and solutions; The terms "Supervision" and "Recommendations" could be replaced by "Joint Implementation Review" and "Agreed Actions".</p>	<p>The current supervision guidelines are being updated to reflect these objectives. They will have a clear focus on joint accountabilities and responsibilities. The terms will be updated to reflect the principles outlined in the evaluation.</p> <p>IFAD will retain a leading role in fiduciary issues, with reviews of withdrawal applications, procurement plans (and with development of improved systems and processes underway in the organisation to implement these reviews even more effectively), while the process of identifying issues and solutions will be a joint one.</p>

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IFAD	CLE	2	IFAD	PLCY	SIS		IFAD should make strategic use of its grant instrument and/or mobilize additional resources (i.e. ad-hoc multi-donor trust funds) to enhance project readiness and support SIS activities. This would require the establishment of project preparation facilities.	<p>This has been done, with the FAO Grant designed specifically to support persistent problem projects. The update on this grant is also provided in the section on efficiency recommendations: ' The grant programme on capacity development of weakly performing projects and country programmes is implemented by FAO in 8 countries with fragile and/or weak institutional settings in Africa, the Middle East and Asia. The Initiative provides capacity development to 18 on-going projects on about 7 main topics. IFAD has been soliciting and tracking regular updates on the progress of the grant and results achieved.'</p> <p>Based on the results of this initiative, further facilities could be designed.</p>
IFAD	CLE	3	IFAD	PLCY	SCA		Scaling-up opportunities of successful interventions should be reviewed during the course of SIS activities, with the effective engagement of local and national authorities, in order to build ownership and provide political mileage for the achievements made.	Scaling up will receive due attention in the updated guidelines. This will build on work already done in the organisation, including the assessments done by the Brookings Institution.
IFAD	CLE	4	IFAD	OPER	SIS		SIS arrangements, including budgetary allocations, need to be flexible. At the same time, IFAD management should mainstream the QA of SIS activities.	<p>The issue of flexible budgets has been addressed by Management. Regional divisions have the flexibility to decide on budget allocation and flexibility, keeping in mind organisational and regional priorities and project context including performance and fragility. Management believes this is the appropriate level to determine flexibility and priorities in the supervised portfolio. Such flexibility will also be retained in the SIS guidelines. Different country programmes in IFAD are already adapting to the environment of flat or declining budgets, including by greater use of in-house staff, and in-country expertise.</p> <p>The issue of quality assurance/ enhancement of supervision and implementation support is underway in the organisation, including specifically at the divisional level. While there is some diversity in the methods adopted by different divisions, there is also a common portfolio review conducted across all divisions at the PMD level. Each region produces an Annual Review of Regional Portfolio Performance (ARPP) report, which effectively identifies cross-cutting issues, contributes to learning across projects in the region, and suggests measures to improve project outcomes with a focus on problem and risky projects.</p>

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								At the Divisional level, different approaches have been adopted to enhance quality and to monitor progress of the JSIR work. APR and NEN regularly assess JSIR reports with the help of an independent reviewer to improve standards based on an integrated view of performance across key strategic, operational and fiduciary areas. In addition, feedback is also obtained from project implementers as to the usefulness of support provided by the JSIR missions. West and Central Africa Division carries out post-mission reviews with the full IFAD level CPMT and has engaged services of an organizational development specialist, who provides hands on support to staff and regularly trains staff on principle and practices of good JSIR approaches. ESA has set up a portfolio review team (PRT), comprising the regional economist, financial management and knowledge management officers, and the programme assistant. The PRT reviews the coherence of PSR ratings and addresses major fiduciary and technical issues arising from the JSIR process during the annual portfolio review process.
IFAD	CLE	5	IFAD	OPER	SIS		SIS reports' formats and contents should be adjusted to the needs of Project Management. SIS's "agreed actions" should focus on the key measures that have the highest impact on project performance. Aide-Memoires can be shorter and data requirements can be reduced to avoid burdening PMUs.	A key priority of the updated guidelines will be addressing the needs and priorities of project management, streamlining supervision reporting. Other self-evaluation processes will also be enhanced and refined to focus more on learning and contribution to improved performance, as opposed to only data collection. With regard to data requirements, as pointed out in Volume I, management recognises that borrowers and donors operate with shrinking budgets, and international standards for M&E are increasingly revisited towards nimbleness, cost-efficiency, and timeliness, while maintaining the necessary rigour.
IFAD	CLE	6	IFAD	OPER	SIS		While it is acknowledged that all IFIs are struggling with this challenge, IFAD should further strengthen its efforts to ensure that a functioning M&E system is in place before project implementation starts.	The quality of M&E results is often a function of projects' capacity for coherent, regular data collection and analysis through M&E systems. This is a problem that extends beyond IFAD-financed projects to the majority of development and government financed programmes and projects. IFAD provides support to M&E processes overall, most specifically by developing guidelines and handbooks as support tools for projects. In the last year, IFAD has updated its RIMS Handbook for annual reporting (with changes, including integration of environment and climate change related indicators). Further guidelines are under development including

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								updated PCR guidelines. In addition, IFAD is increasingly advocating conducting baseline surveys at the beginning of project implementation and including crucial M&E advice during start-up workshops. The objective is to have M&E systems in place as soon as possible in the project life cycle, but considerations such as financing sources and recruitment (subject to national legislations) also influence progress in this regard.
IFAD	CLE	7	IFAD	OPER	SIS		IFAD management should invest more on KM activities linked to SIS and strengthen policy dialogue opportunities by using its middle management (regional directors) to bring systemic issues to the attention of the national authorities. Grant resources can be also used to finance KM activities and research studies to support an evidence based policy dialogue.	<p>There will be a focus on KM in the guidelines. In general, self-evaluation processes will increase the attention on learning towards improved portfolio performance. Besides the JSIR guidelines, IFAD has been using methods to enhance its engagement in KM and policy dialogue. This includes a review of policy dialogue activities and results across regions being undertaken by the PTA technical specialists.</p> <p>Bringing systemic issues to the attention of national authorities will be done through a range of comprehensive and systemic measures, including discussions and follow up with national authorities following missions and policy engagement activities at the country level, not merely through individual participation of middle management.</p> <p>As suggested in Volume I, Management also looks forward to IOE's contribution in terms of showing how evaluation lessons are learned and used to improve the design of the portfolio.</p>
IFAD	CLE	8	IFAD	OPER	SIS		In view of a likely flat budget in the coming years, SIS efficiency could be enhanced by savings generated from the adoption of a country program approach, nationalizing SIS activities with increased use of local/regional consultants, mobilization of technical support from PTA, FAO and grant-funded partners, and cost-sharing arrangements with Governments. Part of these savings should be re-invested on additional capacity building of CPMs/CPOs, further strengthening IFAD Country Offices, and extending the duration of supervision missions.	Measures for increased efficiency have been developed and implemented recently: this includes use of local consultants, using grant-funded partners (such as with the FAO grant) to improve project quality. IFAD is already operating in an environment of flat or declining budgets across programmes, and is delivering products within such constraints and innovating to deliver quality and quantity within these constraints. Regional divisions have the flexibility to use costs savings in order to achieve greatest impact through their programmes, and this could include the measures suggested.
Ecuador Country Programme Evaluation								
Recommendation 1. Strengthen institutional anchoring								

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Ecuador	CPE	1	CTRY	STR	PAR		IFAD should start by expanding its current relations, which are based mainly on the Ministry of Finance and two sectoral institutions (the Ministry of Agriculture, Livestock, Aquaculture and Fisheries and the National Institute of Popular and Solidarity Economy of the Ministry of Economic and Social Inclusion) as the main counterpart bodies, and bring in other ministries responsible for implementing the Government's strategy, such as the Coordinating Ministry for Social Development, the Coordinating Ministry for Production, Employment and Competition and the National Secretariat for Planning and Development. It is also important to expand relations with the Ministry of Foreign Affairs, Commerce and Integration as the main body responsible for cooperation policies and with the Technical Secretariat for International Cooperation as the body responsible for negotiating, managing and coordinating the non-repayable international aid that Ecuador negotiates with other governments. The Fund should pay special attention to building a solid relationship with the Technical Secretariat for International Cooperation.	Following the CPE and as part of the preparation of the new COSOP, IFAD has already established formal contacts with other Ministries, especially Secretaría Nacional de Planificación y Desarrollo, Secretaría Técnica de Cooperación Internacional , Ministerio Coordinador de Desarrollo Social and Ministerio Coordinador de Producción. IFAD is also strengthening its relationship with the Ministry of Foreign Affairs, mainly through the formal channel (Embassy in Rome).
Ecuador	CPE	2	CTRY	STR	PMA		Efforts should be made to safeguard the decentralized autonomy needed by the project management unit(s) so that – acting within the framework of current legislation and under the corresponding ministry – they can provide efficient management, protecting projects from the risks that various IFAD-supported projects in the country have suffered in the past.	Project management units for ongoing projects were created by administrative regulations, and as such, are semi-autonomous, always integrated in the overall Government strategies. Therefore, this concern has already been addressed.
Recommendation 2. Opening to Other Players								
Ecuador	CPE	3	CTRY	STR	DEC		IFAD should explore possibilities for operations with decentralized autonomous administrations, especially provincial governments.	IFAD is actively seeking collaboration from other government units (GAD) - several are already collaborating, and providing funds or other resources.
Recommendation 3. Boost non-lending activities, focusing particularly on policy dialogue within the framework of the strategic guidelines and priorities for the country								



Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Ecuador	CPE	4	CTRY	STR	DIA		IFAD's future strategy should be designed bearing in mind the Fund's limited role as donor from a financial viewpoint and Ecuador's status as a medium-high-income country. Apart from seeking to ensure the highest quality of operations, support should focus on: contributing to policy dialogue, taking advantage of a moment when the Government has a clear political will to provide community-level support to agriculture; contributing innovative approaches; and investing in knowledge management.	The new COSOP has included these recommendations in its priorities for 2015-2018.
Ecuador	CPE	5	CTRY	STR	DIA		The promising progress on policy dialogue in the most recent experience (for example through the rural dialogue group) deserves ongoing support, also through grants. Similarly, the policy of responding to one-off requests from the Government, for example support regarding the models of access to land envisaged in the Government's new strategy, should be continued.	The GDR project will be active until mid 2016, and a new grant will be designed to guarantee its continuation. Land access is being supported directly through the Buen Vivir Rural Program (active in La Clementina and other key places).
Ecuador	CPE	6	CTRY	STR	KM		IFAD should pay even greater attention to knowledge management in Ecuador, continuing its support to grants and considerably increasing its contribution to projects. The Fund must be capable of synthesizing and disseminating its experience and demonstrating the potential success of its future operations in Ecuador, in this way increasing its visibility. It must also facilitate access to new knowledge in the areas of agricultural production, food security, food sovereignty and the environment, promote the exchange of experience with other countries in the region or other regions supported by IFAD, and facilitate access to world-class experts as a major added value to the country programme. The CPE recommends that priority areas for innovation should be defined, so that attention can be focused on key aspects that are specific to the country and a programme of innovations can be systematically pursued.	Knowledge Management is one of the priority areas defined in the new COSOP. Aside from actions developed by ongoing projects, two new initiatives to promote KM and innovations in Ecuador were developed in 2014, a 3-year grant for strengthening capacities and tools to scale up and disseminate innovations and a 2-year grant to foster innovations for improving incomes, market access, food security and resilience of Andean crops (both submitted for OSC consideration in February 2015).

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Ecuador	CPE	7	CTRY	OPER	GRT		Cooperation through grants should adopt a medium- or long-term programme approach and be designed in the framework of current national strategic guidelines and priorities. To this end, IFAD and the Government should ensure a sufficient level of participation on the part of bodies responsible for non-repayable international aid, such as the Technical Secretariat for International Cooperation and the National Secretariat for Planning and Development. Such participation should encompass grant negotiation and approval processes, with particular attention to regional grants in view of their scant linkage to Ecuador's priority policies in the past.	Cooperation through grants in Ecuador is being reactivated through the two grants mentioned above (see #6). The operationalization of these grants will take into consideration the new IFAD guidelines and the Grant Policy just approved.
Recommendation 4. Select flexible loan instruments to support								
Ecuador	CPE	8	CTRY	STR	COS		Support for the Government of Ecuador's plans as a partner in rural development in the framework of the country's new priorities (the Buen Vivir Plan) and the decentralization process requires mechanisms that will allow support to programmes, with greater flexibility and longer-term effects than the traditional mechanisms of support to projects. IFAD should seek to form partnerships with other international aid bodies and seek greater local counterpart involvement in order to cofinance and jointly develop flexible instruments to support such programmes.	New ways of collaborating are being explored, in particular with the Latin American Development Bank (CAF). Another area in which IFAD is being active is the interaction with the United Nations Coordination Team (UNCT) in Ecuador, which encompasses all UN agencies present in the country and will offer opportunities for exploring new working partnerships.
Recommendation 5. Boost monitoring and evaluation (M&E)								
Ecuador	CPE	9	CTRY	STR	RME		With IFAD's support, the Government should strengthen its M&E system both in terms of interventions on the ground and at the programme level (including impact assessment) and ensure that it is in line with the national M&E mechanisms of the National Secretariat for Planning and Development and local administrations. In view of the opportunity provided by the preparation of a new National Development Plan, the new programme supported by IFAD should include a tangible, credible results and impact management framework, with results at the programme level coordinated with results at the country level. It is also important to boost the M&E of grants with a view to taking the lessons learned on board, improving visibility and ensuring an efficient and effective contribution to the programme.	IFAD, in agreement with national partners and processes, is promoting knowledge exchange, traditional knowledge recovery, innovation and communication through its project implementation units. Under the new COSOP, formal and informal mechanisms will be used to collect and disseminate information, including learning routes and exchange networks with partners, to help achieve the proposed strategic objectives, particularly the second one. IFAD grants will be used to support this priority (see #6). The M&E of grants will also be further enhanced through the operationalisation of the implementing procedures for the grant policy.

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Recommendation 6. Physical presence in the country								
Ecuador	CPE	10	CTRY	OPER	FLD		In dialogue with the Government, IFAD should consider the possibility of establishing the Programme Manager in Ecuador, or alternatively of managing the programme from a subregional hub.	This has been addressed- the CPM for Ecuador is currently outposted in the ICO Lima.

### Indonesia Country Programme Evaluation

Recommendation 1. Make small farmers the principal beneficiary of the IFAD programme.								
Indonesia	CPE	1	CTRY	STR	TGT		IFAD should place small farmers, their food and high value crops at the centre of its efforts. The focus on rice should not result in neglecting the needs of high value export crops such as coffee, cocoa, rubber, etc. Given relatively scarce resources, IFAD should limit its role to high value crops grown by smallholders with an appropriate and increasing role of value chains.	In response to the CPE recommendations, under the agreed interim country strategy 2014-2015, the main target for IFAD investments will be (i) smallholder farmers both men and women interested in commercial agriculture (ii) smallholder producers in the fisheries sector (iii) women and women headed households (iv) marginal communities and ethnic minorities in the selected geographic area. It was agreed with GOI that future investment projects in the country programme will follow a spatial and sector targeting approach, with a focus on smallholder producers in the crop, livestock and fisheries sector in areas with a high incidence of rural poverty in eastern Indonesia.
Indonesia	CPE	2	CTRY	STR	COS		To support these goals, IFAD should design and implement a new comprehensive national strategic programme for small farmer agricultural development, with four key objectives: (i) address national level issues that impact on the lending portfolio and supervision activities at the project level and coordinate the non-lending activities (policy dialogue, knowledge management, and partnership building) for all projects in the programme; (ii) monitor innovations in IFAD-financed projects and support scaling up involving other partners' projects and government national programmes; (iii) help IFAD to serve as the voice for small farmers in policy and knowledge exchange forums and establish a brand name for IFAD in this role; and (iv) support the Government's South-South initiatives relating to agriculture.	The CPE recommendation refers to developing a national strategic programme for smallholders. At the request of the Government of Indonesia, IFAD developed and is implementing an "interim" country strategy for the period 2014-2015 after which a five year Results Based Country Strategic Opportunities Programme (RB-COSOP) will be developed to cover the period from 2015 to 2019. The introduction of an interim country strategy for the next one and half to two years enables IFAD to fully align its next RB-COSOP with the Government of Indonesia's (GOI) five year national development planning stipulated in the National Medium Term Development Plan (Rencana Pembangunan Jangka Menengah Nasional) for the period 2015-2019. The overall objective of IFAD's Interim Country Strategy is to support the government in achieving its development targets related to agriculture and fisheries sectors and empower the small holder producer to become more productive and better integrated with markets to achieve enhanced food security, increased incomes and reduce poverty and vulnerability. The Government of Indonesia has assumed the responsibility for poverty reduction and would like its partners to assist them

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
								develop a more strategic and sustainable approach to strengthening the organizations of smallholder producers, enhancing their productivity and facilitating their links with markets through active participation with the private sector. IFAD has made some progress in this area since the CPE, mainly in strengthening the performance of its ongoing country programme, expanding the strategic use of non-lending resources and support into areas such as policy analysis and south-south-and triangular cooperation. This will be further amplified under the new COSOP in 2015.
Recommendation 2. Channel funding and technical support on core agriculture.								
Indonesia	CPE	3	CTRY	STR	COS		Core agriculture consists primarily of food and high value cash crops. IFAD, through its next COSOP, should draw the boundaries of its Indonesia programme around core agriculture activities. The strategic objectives and target groups should be in alignment with these boundaries. Core agriculture activities should be targeted on empowering small farmers and their groups, in geographical areas where there are a large number of small farmers and the preconditions for a successful donor intervention exist. IFAD operations should focus on improving the access of small farmers to agricultural technology and services, and help them to develop value chain links to input and output markets. This will help small farmers raise productivity and adapt to climate change.	The overall objective of IFAD's new interim country strategy is to support the government in achieving its development targets related to agriculture and fisheries sectors and empower the small holder producer to become more productive and better integrated with markets to achieve enhanced food security, increased incomes and reduce poverty and vulnerability. The Government has renewed its commitment to the empowerment and protection of the small holder farmer in the country. IFAD will assist the Government in undertaking this task and will pursue the following three objectives in Indonesia: (i) Strengthened institutions and capacity of smallholder producers in the agriculture and fisheries sectors; (ii) Enhanced productivity and marketing of the produce of smallholders; (iii) Increased capacity of Government to put in place a regulatory and policy environment to support the smallholder producer.
Recommendation 3. Build strategic partnerships on core agriculture								

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Indonesia	CPE	4	CTRY	STR	PAR		IFAD should evaluate the strengths and weaknesses of potential partnerships in the core agriculture areas of IFAD's focus. Given the high transaction costs involved in building partnerships, selectivity is key. Partnerships with donors, civil society and the private sector should focus on activities relating to core agriculture and small farmers.	The interim country strategy 2014-2015 suggests the prioritization of partnerships. Under this interim strategy IFAD has forged a range of partnerships with the Government at the national, provincial and district level. At the national level, IFAD will work closely with the Ministries of Finance, BAPPENAS (Ministry of National Development Planning), Ministry of Agriculture, Ministry of Marine Affairs and Fishery Resources, Ministry of Home Affairs, and other related ministries/institution. The private sector engaged in the provision of financial services, input supply, processing, marketing and export will be an important partner in IFAD's country strategy. Through its projects, IFAD will create opportunities to encourage collaboration between the private sector and smallholder farmers and rural entrepreneurs. State owned and commercial banks interested in the provision of microfinance services to small holders will be a key partner in providing financial services to the IFAD target group. Farmer organizations, agriculture and fishery cooperatives are likely to emerge as important organizations that help link the smallholder producers to markets. The IFAD country programme expects to forge effective partnerships with them. The IFAD country programme provides an opportunity to build synergy with other donors and financing agencies. IFAD will work closely with the World Bank, the Asian Development Bank and the UN agencies to identify opportunities to meet the strategic objectives of the country programme.
							Recommendation 4. Strengthen IFAD country programme management	
Indonesia	CPE	5	CTRY	STR	PMA		IFAD should specify with greater clarity country programme management responsibilities and mechanisms within the context of decentralization to install the necessary capacity within IFAD to manage COSOP in Indonesia. Accountability for performance should be more sharply defined and necessary incentives should be put in place. COSOP should also make specific recommendations on how to establish within IFAD, core competencies to deliver results in the decentralized context of country engagement, balancing access to global expertise with tapping high quality local resources.	The Interim country strategy 2014-2015, envisages IFAD moving forward with the establishment of a country office with responsibility for the Indonesia country programme. After an extended negotiation, a host country agreement with the Government of Indonesia was signed on the 17th February 2015. This clears the way for IFAD to establish its country office in Jakarta, and to strengthen its human resource capacities to manage the country programme. The focus of the interim country strategy is also the improvement in performance of the IFAD country programme (including the accountabilities and incentives necessary for improved performance).
							Recommendation 5. Enhance the Government's role in IFAD-supported activities.	
Indonesia	CPE	6	CTRY	STR	PAR		Shifting the focus to core agriculture will assist IFAD	The focus of the interim country strategy 2014-2015 is

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
							in developing focused strategic relationships with the main technical counterparts of the Government. The success of IFAD in alleviating poor small farmer problems depends on its ability to build capacity at the village level so that small farmers interact with key players from government departments, private sector entities, and civil society. The establishment of capacity at the district level and its effectiveness at the village level will have to be the centrepiece of all sub-national IFAD projects. The next COSOP should come up with a more practical way of using outside capacity for M&E initially, and then gradually building up capacity within the projects.	to improve the performance of the on-going IFAD portfolio of projects and strengthening the non-lending activities. The performance of the on-going portfolio has improved in recent years through a concerted attempt by both the Government and IFAD. The focus on improving the performance of on-going projects will continue through ensuring timely approvals from IFAD of withdrawal applications, no objection certificates, organizing supervision and implementation support missions which can strengthen the implementation performance of the projects as well as providing targeted technical assistance in areas required such as procurement, monitoring and evaluation, etc. The management and monitoring of the interim country strategy will be undertaken through the existing and well established system in the country of quarterly review meetings and an annual review by the Country Programme Management Team (this approach will also cover the development of focused strategic relationships with the government and technical counterparts).

#### Moldova Country Programme Evaluation

##### Recommendation 1. Strategy.

Moldova	CPE	1	CTRY	STR	COS		Ground the next COSOP in reality. The next COSOP needs to provide a frank assessment of IFAD's role and contribution in Moldova, and propose a programme that reflects the country's needs and IFAD's comparative advantages. The results framework needs to be more realistic and relevant to IFAD's programme than in the past. There is also need for better monitoring on the impact on and outreach to the rural poor through indirect and direct targeting.	The preparation/review of the RB COSOP for Moldova will be undertaken in September 2015. The highlighted points have been noted and will be taken into consideration while updating the RB COSOP for Moldova and during the consultation process with GoM, donor/partner organizations and stakeholders.
Moldova	CPE	2	CTRY	STR	COS		Design a better integrated programme. Each of the programme pillars is relatively robust, but more could be done to plan these elements in an integrated fashion and exploit potential synergies. Both project design and country strategy need to look across components at how best to build this synergy.	While updating the RB COSOP for Moldova that will take place in September 2015, it is also planned to come with a set of potential pipeline projects that would be funded during the PBAS cycles 2016-2018 and 2019-2021. The updated COSOP and the pipeline projects will ensure that an integrated and mutually enforcing approach will be developed for the ongoing and future projects in Moldova.

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Moldova	CPE	3	CTRY	STR	PM		Focus on how to mainstream value chain development within the programme. Value chain development should take over from rural finance as the "flagship" of IFAD's programme. IFAD and the Government of Moldova need to select and pilot activities in key value chains such as horticulture and livestock development. At the same time rural finance, infrastructure and natural resource management programmes could be geared more closely to the needs of these value chains.	The newly approved project for Moldova, namely the Inclusive Rural Economic and Climate Resilience (IRECR) has been designed in a way to put climate change resilience and inclusive value chain development at the fore-front of its operation. Moreover, future pipeline projects for Moldova will increasingly place value chain development activities at the center of the Fund's intervention that might be complemented with different types of small infrastructure rehabilitation and rural finance services activities.
Recommendation 2. Rural Finance.								
Moldova	CPE	4	CTRY	STR	RFI		Diversify from the approach of channeling the bulk of loans to lines of credit. This is now a mature programme and has reached the point at which IFAD needs to strategize more effectively concerning its role; develop exit strategies in some areas and expand its coverage in others. In particular IFAD and the Government need to consider ways to encourage the banks to increase the use of their own resources and focus IFAD future support for rural credit on new and young borrowers.	The recent project for Moldova (IRECR) has already included diversified financial services in its activities such as loan portfolio guarantees to Saving and Credit Associations (SCAs), as well as capacity building for individual SCAs, apex SCAs and the National Commission for Financial Markets (NCFM).
Moldova	CPE	5	CTRY	OPER	TGT		Seek greater leverage for IFAD funding of the young entrepreneurs programme. A key group of new entrepreneurs are the 18-30 age group that IFAD has supported thanks to grant funding from DANIDA. The programme has demonstrated success. For scaling-up of the programme, IFAD and the Government should systematically evaluate the demand and seek grant cofinancing from donors to meet this demand.	Within the framework of its ongoing projects in Moldova, IFAD will provide support to young entrepreneurs in rural areas. The newly approved project in the country (IRECR) was able to secure the continuity of DANIDA's involvement in financing, through matching grants, activities related to supporting the rural based young entrepreneurs.
Moldova	CPE	6	CTRY	STR	RFI		Enhance the quality of the micro-finance programme. The micro-finance part of IFAD's programme is still work in progress. First, there is a need to evaluate the programme and identify what benefits are being derived by participants and how effective it has been in moving borrowers out of poverty. Second, IFAD needs to review the institutional framework for micro-finance and contribute to a dialogue with the Government, the regulatory body and the various MFIs on what the future institutional framework should look like and how Moldova can move towards it.	Based on the evaluation of the past and ongoing projects in Moldova (Rural Financial Services and Marketing Programme and Rural Financial Services and Agricultural Development Project), the new project in the country (IRECR) has included the financing of the micro entrepreneurs as one of its priorities. If needed, IRECR will provide a grant that will cover business plan cost up to a maximum of MDL 1,500. The micro entrepreneur is only requested to contribute to the business plan if the cost exceeds MDL 1,500. The business plan support will be arranged by the CPIU. Maximum loan size for loans, which are provided under an SCA loan portfolio guarantee, will be MDL 150,000. Repayment periods for such guaranteed loans may be up to a maximum of 4 years with a maximum grace period of 18 months. In the meanwhile, IFAD will

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
								continue its engagement with the GoM to improve the institutional framework for the micro-finance and refine the targeting and operational procedures for microfinance.
Recommendation 3. Non lending.								
Moldova	CPE	7	CTRY	STR	GRT		Use the grant programme to provide the analytic underpinnings for a dialogue on key policy issues. IFAD needs to take up with the authorities some of the key policy issues that have emerged in recent years, such as the role of micro-finance above and the issue of ownership and maintenance of infrastructure. But a key to doing this is to understand what underlies these issues. For example, what are the benefits of the micro-finance programme? How effective is it in supporting smallholders to move out of poverty? What needs to be done to enhance its impact? IFAD should use its grant programme to carry out analysis of such questions.	IRCER will utilized the available grant fund to trigger a policy process to boost conservation agricultural adoption, mainstream conservation agriculture into rural development and planning, and support small-scale private agro-forestry investments. Also, under the IRCER, cooperating with NCFM will establish a policy engagement platform around which IFAD will engage in sector specific discussions with NCFM on a variety of topics including: developments within the SCA sector, needs for support, impact of implemented activities and, plans for future activities, such as capacity development support on the implementation of new SCA accounting and reporting standards (based on IFRS) and on the introduction of legislation, which will allow B and C-licensed SCAs and/or their apex organisations to be part of the national payment system in order for them to receive remittance funds and other, funds from abroad.



Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Moldova	CPE	8	CTRY	STR	PAR		Expand outreach and strengthen non-lending activities. While programme implementation is extremely efficient, IFAD needs to expand its outreach and strengthen its non-lending activities in Moldova through selective policy dialogue, stronger partnerships and expanded knowledge sharing. In addition to the policy area already mentioned, IFAD needs to be more pro-active on partnerships and take its case to the donor community under the Government's active leadership; on knowledge sharing a more systematic approach is needed with a designated focal point in the CPIU and the preparation of an annual plan in this area. IFAD's regional management needs to consider how to exploit the obvious learning potential through comparing the Moldova programme with those in other small Eastern European and the Former Soviet Union borrowing countries.	As a non-lending activities the IRCER is planning to develop the capacity of the SCAs sector in increasing their deposit mobilisation and consolidate them into more robust financial institutions capable of offering a wider menu of services, including term finance, as well as compliance with forthcoming regulatory requirements issued by the NCFM. It is unlikely that the SCAs will achieve the above unless all stakeholders within the SCA sector are increasing and improving their SCA related efforts and support. The non-lending activities of IFAD under the IRCER will include three key foci areas: 1) Capacity development support for consolidation, which will be offered to B-licensed SCAs and A-licensed SCAs who intend to get a B-license, or who intend to merge with a B-licensed SCA. 2) Assistance to SCA apex organisations. There are two SCA apex organisations in Moldova. One of them is CASCA, which has 103 members, including 53 out of the 60 B-licensed SCAs. 3) Assistance to NCFM focusing on especially the implementation of new SCA accounting and reporting standards (based on IFRS) and on the introduction of legislation, which will allow B and C-licensed SCAs and/or their apex organisations to be part of the national payment system in order for them to receive remittance funds and other, funds from abroad.
Jordan Country Programme Evaluation								
							Option 1 in the ACP (disengage from the provision of loans to Jordan) was not agreed by NEN/ PMD or by the Government of Jordan. Reasons as outlined in the ACP will be presented to the EB as part of the PRI SMA. Follow up on the remaining recommendations will be tracked as per the recommendations below.	
Jordan	CPE	1	CTRY	STR	COS		Option 2. Renewed lending programme, but with a much sharper and realistic focus and clear poverty orientation. The second option would be to continue the IFAD lending programme in Jordan, but with a renewed and much more narrowly focused strategy that has realistic objectives and recognizes both the circumstances of rural poverty and IFAD's limitations as a small donor.	As per IFAD's Business Model and Strategy for Engagement in Middle Income Countries, the country programme will not be confined to loan financed projects but will include policy engagement (including dialogue), knowledge sharing and co-financing initiatives . The overall strategic objectives of this country programme and the modalities for achieving them are based on the needs and preferences of Government and IFAD's own areas of comparative advantage. Given the relatively smaller size of this portfolio, NEN is due to finalize a Country Strategy Note, replaces the need for a new COSOP. The purpose of the Country Strategy Note is to outline the strategy for

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								<p>IFAD's general support to Jordan and provide the rationale for IFAD's investment and non-lending activities in Jordan over the period 2014 – 2020. The Country Strategy Note was prepared concurrently with the new investment project on the basis of several IFAD missions to Jordan and extensive discussions with Government, civil society and private sectors partners, analysis of sector policies and strategies and the activities through participatory approach and experiences of IFAD and other donors engaged in support to the rural and agricultural sectors in Jordan. Meetings and workshops with Jordanian stakeholders at various levels have taken place to validate this strategy. It will come into effect upon Government and IFAD Senior Management review and concurrence, hopefully during the second quarter of this year. A number of key policies and strategies have been adopted which facilitated and guided the Country's socio-economic performance particularly. The National Agenda 2006-2015 defines a comprehensive political and socio-economic reform agenda for the country and key strategic directions, the Poverty Reduction Strategy 2013 -2020 (PRS) provides a detailed roadmap to implement the poverty reduction components of the National Agenda; the National Strategy for Agricultural Development 2002-2010 aims to achieve a sustainable agricultural and rural development; the National Employment Strategy 2011-2020 lays the foundation to enhancing employability with major emphasis on MSMEs; the Jordan National Policy Framework for Microfinance (2012) stresses increased access to a range of inclusive financial services to all poor; the National Strategy for Women 2011 – 2020 aims to ensure equal economic opportunity for women and raise their participation; Climate Change Policy 2013 – 2020 aims to achieve a pro-active, climate risk resilient Jordan; and the National Tourism Strategy has as a main pillar of diversifying tourism products and services and ensuring the spread of its economic benefits to all Jordanians.</p>
Jordan	CPE	2	CTRY	STR	TGT		<p>Recommendation 2: Much sharper and realistic focus and clear orientation on poverty alleviation. IFAD should narrow the focus of the use of its resources. A future IFAD- Government of Jordan strategy would have to be realistic and based on a rigorous analysis of the feasibility of achieving the promised outcomes and a clear link between the proposed actions and</p>	<p>Again, and as explained above, A number of key policies and strategies have been adopted which facilitated and guided the Country's socio-economic performance particularly. The National Agenda 2006-2015 defines a comprehensive political and socio-economic reform agenda for the country and key strategic directions, the Poverty Reduction Strategy 2013 -2020 (PRS)</p>

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
							<p>the intended results. It should also lend itself to monitoring. Moreover, contrary to some diverging views, any future IFAD strategy in the country, including all supporting initiatives should provide a clear rationale for rural poverty alleviation. It should include well-defined targeting criteria including effective mechanisms to reach the poor.</p>	<p>provides a detailed roadmap to implement the poverty reduction components of the National Agenda; the National Strategy for Agricultural Development 2002-2010 aims to achieve a sustainable agricultural and rural development; the National Employment Strategy 2011-2020 lays the foundation to enhancing employability with major emphasis on MSMEs; the Jordan National Policy Framework for Microfinance (2012) stresses increased access to a range of inclusive financial services to all poor; the National Strategy for Women 2011 – 2020 aims to ensure equal economic opportunity for women and raise their participation; Climate Change Policy 2013 – 2020 aims to achieve a pro-active, climate risk resilient Jordan; and the National Tourism Strategy has as a main pillar of diversifying tourism products and services and ensuring the spread of its economic benefits to all Jordanians. The new project that will be launched during the second quarter of this year (the Rural Economic Growth and Employment Project- REGEP) is tightly linked to IFAD Country Programme. The project builds extensively on lessons learned from more than 3 decades of partnership with the Government of Jordan, particularly from the ongoing ARMP II, both with regard to the planned activities, and with regard to implementing partners and methodologies. Successful partnership with the National Center for Agricultural Research and Extension (NCARE) in implementing training activities under ARMP II will be continued under REGEP and newly introduced activities which have performed well, such as SCGs, will be scaled up. Other activities which have performed less well, such as establishment of local coordination committees, will not be scaled up here, though the approach to supporting women's income generating activities and microenterprises through groups and associations is refined with greater focus on business and marketing skills. REGEP will be national in scope but will initially focus on rural areas of the Governorates of Ajloun, Jerash, Balqa, Madaba and Mafraq based on criteria including suitability for production of priority crops, concentration of smallholder producers; proximity to urban markets, presence of private sector partners; and large numbers and high density of poor and vulnerable rural households. These Governorates are more rural, poorer, more vulnerable and more densely populated than the national average: the combined rural poverty and</p>

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
								vulnerability rate is 45.9% with 8.5-9 poor and vulnerable households per square kilometre, facilitating targeting and formation of associations and cooperative production and marketing activities. In line with the Government's Poverty Reduction Strategy 2013-2020, the project will target rural households below the poverty line, and vulnerable rural households above the poverty who are at high risk of falling into poverty. These correspond mostly to Households Type 1 (no stable income source and no employed or economically active family member) and Type 2 (with employed earners but insufficient income) in the Poverty Reduction Strategy. They tend to be larger than average (7.4 members compared to an average of 5.4 members) with high dependency ratios. Employed households members tend to be in a low paid job. Social and cultural norms, and lack of work opportunities, are key factors limiting income earning opportunities particularly for female members.
Jordan	CPE	3	CTRY	STR	TGT		Recommendation 3: Select one key area of support. IFAD-Government of Jordan future strategy should concentrate in one area of support. Options include: pro-poor rural microfinance, support for small livestock keepers, and support to the Government's ongoing safety net programme.	IFAD's general support to Jordan will provide the rationale for IFAD's investment and non-lending activities over the period 2014 – 2020. It is estimated that Micro, Small and Medium, Enterprises (MSMEs) contributed 40% of the national GDP and accounted for 45% of total exports in 2011. In 2012 only 8% of bank financing was directed to SMEs in Jordan compared to 25% bank financing for SMEs in emerging markets. Not more than 10% of the investment needs of MSMEs are met by bank loans. Rigid collateral requirements are a major barrier facing access to loans. The culture of lending based on rigid collateral requirements leads to credit decisions based on collateral availability and not on the creditworthiness of the business. The GOJ has supported several measures to develop MSMEs and their finance with a major thrust of encouraging private sector development. Nevertheless, it is estimated that there are innumerable micro and small enterprises in the formal and informal sectors throughout the country, who require small loans, which is much below the current average lending size of the commercial banks. This space has been partially addressed by microfinance institutions. Main factors responsible for the large demand supply gap include: a) absence of specific policies for directing microfinance to the rural poverty pockets and vulnerable households; b) high cost of funds for MFIs making the cost of rural borrowing prohibitively high for the rural poor ; c) inability of MFIs

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								to mobilise savings which further increases their cost of funds; d) lack of Islamic banking products in response to the preference of the rural population; e) practice of lending against strict collateral requirements; f) lack of policy support for legitimising alternative forms of collateral suitable for the rural poor; g) weak market links generating concerns about timely repayment; h) high risk perception specially associated with agricultural lending; i) absence of a culture of savings and inability to leverage savings funds for greater flow of credit into rural areas ; and k) absence of credit guarantee mechanisms through insurance companies and other agencies. IFAD shall focus on Civil Society and Private Sector that are active in micro-finance activities. Relevant institutions include: the Development and Employment Fund (DEF), the Royal Scientific Society (RSS), Royal Society for the Conservation of Nature (RSCN), Jordanian Hashemite Fund for Human Development (JOHUD), Noor Al-Hussein Foundation, Jordan Exporters and Producers Association for Fruit and Vegetables (JEPA), Rural Finance Institutions such as Jordan Loan Guarantee Corporation (JLGC), Micro Fund for Women (MFW), Tamweelcom, Alwatani, Ahli Microfinance Company (AMC), and Tanmeyah network is the Jordan Microfinance Network.
Jordan	CPE	4	CTRY	STR	COS		Recommendation 4: Focused non-lending services. Supporting non-lending activities should be at the core of IFAD's programme in a middle-income country like Jordan, particularly also in view of its access to many other larger sources of aid. Leveraging the limited financial resources to pursue policy dialogue, transfer knowledge and promote partnerships could be a main thrust of IFAD strategy in Jordan. The next strategy should therefore identify the most critical reforms that it would pursue and link these to grants, either from IFAD's own resources or from other donors. (Potential areas of policy dialogue include pro-poor rural microfinance, and supporting the government to identify effective measures that can reach the poor.)	IFAD's general support to Jordan will provide the rationale of IFAD's investment and non-lending activities in Jordan over the period 2014 – 2020 (please see the above re: recommendation 3).
Jordan	CPE	5	CTRY	STR	PAR		Promotion of new partnerships and strengthening some of the existing ones should also be also a key area of attention of a renewed IFAD-supported programme in Jordan. IFAD should identify institutional partners committed to pro-poor microfinance and have an interest in expanding to	IFAD is a long-standing partner of Jordan (30 years) in agriculture and rural development in rainfed and semi-arid areas. Although IFAD's financial contribution has been modest (USD 70 million in loans over 30 years), the Fund enjoys a good relationship with the country, being the only donor that has provided sustained

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							<p>rural areas. Moreover, given that - as discussed in the report - the nature of rural poverty in Jordan is such that the solutions are unlikely to be in, or predominantly in, agriculture, IFAD will need to think very differently and diversify its interlocutors in the government beyond the MOA to include MOPIC, Ministry of Social Development, and NGOs.</p>	<p>support for the sector in the last 15 years. IFAD has also ensured adequate cofinancing in the last two projects approved in the country and provided or mobilized significant grant assistance for research and studies in the sector. IFAD shall focus on Civil Society and Private Sector that are active in micro-finance activities. Relevant institutions include: the Development and Employment Fund (DEF), the Royal Scientific Society (RSS), Royal Society for the Conservation of Nature (RSCN), Jordanian Hashemite Fund for Human Development (JOHUD), Noor Al-Hussein Foundation, Jordan Exporters and Producers Association for Fruit and Vegetables (JEPA), Rural Finance Institutions such as Jordan Loan Guarantee Corporation (JLGC), Micro Fund for Women (MFW), Tamweelcom, Alwatani, Ahli Microfinance Company (AMC), and Tanmeyah network is the Jordan Microfinance Network. To effectively reach and serve the rural poor, strong implementation arrangements and appropriate partnerships must be established at field level. ICARDA (2010) found that HMAP projects should be implemented in close coordination with local-level staff and based on strong partnerships between implementing agencies and beneficiaries. The ARMP II has struggled to ensure even distribution of activities across the project area due to variation in the capacity of field level staff. Partnerships are essential to overcome weaknesses of public institutions. Jordan's public institutions suffer significant capacity constraints. However experience in the ARMP II has shown that by establishing effective partnerships between Government and strong NGOs and private sector institutions for implementing of specific activities project implementation performance can be significantly improved. Implementation of the new project (REGEP) will be led by JEDCO being as more accommodating project-oriented body, and centred in outsourcing specialized in-country partners to attain more efficient implementation and overcome insufficient capacity. Pockets of poverty will be used to guide geographic targeting to the extent that they are relevant but increased significance will also be placed on the actual number and density of poor and vulnerable rural households, not only on incidence. A partnership will also be developed with the NAF which will enable IFAD to target areas with relatively higher numbers of NAF recipients and poorer households will be directly targeting with support from the MOPIC Outreach Worker</p>

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								Scheme currently being established. In conclusion, IFAD will maintain a close partnership with the MOA, NCARE and ACC and will also expand its range of partners to include JEDCO, DEF, MoWI, MoTI, MoE and private sector organisations such as JEPa. IFAD will work closely with MOPIC, local universities, NGOs, and MTI.

### Senegal Country Programme Evaluation

Senegal	CPE	1	CTRY	STR	COS		Recommendation 1: Continue to build on the advantages of projects, especially the very positive mix that the programme has succeeded in creating and fine-tuning during the period under review, namely capacity-building for farmers' organizations, capital investment and the boosting of trade relations and value chains. Good use of these advantages supports the Government's strategic orientation of empowering farmers and allowing them to determine and negotiate the support they need for food security and profitability.	The Agricultural Value Chain Project (PAFA), a very successful project continues to build on the good lessons learned from the previous. Similarly, PADAER project has capitalized good practices of on-going projects (PAFA) and previous projects. The new project PAFA-Extension is doing the same. All the three IFAD funded projects continue to build FOs capacity, facilitate capital investment and ensure market access for smallholders. All of these are significantly improving food security, increasing incomes and creating jobs, especially for young people and women.
Senegal	CPE	2	CTRY	STR	PME		Recommendation 2: The CPE recommends that if IFAD continues to support rural enterprises, it should confine itself to agricultural value chains, for example focusing on enterprises that manufacture agricultural equipment useful to farmers' organizations or carry out post-harvest processes in order to add value to agricultural production. Such an approach would seek to increase the potential viability of the enterprises and link them more firmly into the development of viable value chains. In addition, such support should be integrated into the programme approach (at present represented by PADAER) by boosting such professional organizations as chambers of commerce or professional federations, rather than supporting individual enterprises or creating new organizations that might not survive after funding under the projects comes to an end.	IFAD portfolio in Senegal, especially the Support to Agricultural Development and Rural Entrepreneurship Programme (PADAER) continues to support the enterprises involved in the upstream and downstream agricultural value chains. A good number of enterprises that manufacture agricultural equipment owned by the young people are currently supported by PADAER. Similarly, a number of enterprises that process agricultural products owned by women are also being supported by PADAER. Almost all these enterprises are members of chambers of commerce and PADAER support is not only in line, but also complements the support provided by Chambers. PADAER continues to work to ensure that all these enterprises become members of Chambers of Commerce.
Senegal	CPE	3	CTRY	STR	COS		Recommendation 3: The CPE recommends that in the next COSOP, IFAD should define what it means by the programme approach and how to protect its comparative advantages, and also stresses that a country programme needs to be underpinned by a country strategy that does not cover only lending activities, but also non-lending activities. The programme approach should be backed up by a monitoring and evaluation system that is based on the programme's results and impacts, and is able to provide input to policy dialogue and record	As government rural and agricultural strategies remain unchanged and as the current COSOP is still in line with the government strategies, a Positioning Paper in lieu of a new COSOP is being developed. In the Positioning Paper, a clear definition of a country approach will be provided.

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							innovations.	
Senegal	CPE	4	CTRY	STR	PAR		<p>Recommendation 4: The CPE recommends that the Senegal country programme should continue its efforts with other donors to support the Ministry of Agriculture in its task of strategic monitoring of the sector. Such monitoring should include a post-project inspection, with the provision in the next COSOP of an "after-sales service" mechanism that would ensure that any advances made in the course of projects are maintained after they end. The experience of supporting the new decentralization regulations in the 2004-2006 period could provide input for this task. Earlier experience under the Project for the Support of Monitoring and Evaluation of IFAD's Country Programme (PASYME) provides precious lessons on the problems to be solved, particularly the need to lay stress on effects rather than inputs and outputs, and accurately calculate all the costs of launching and operating such a system, including decentralized tasks such as data collection and entry.</p>	<p>IFAD and other donors (USAID in particular) are currently supporting the Ministry of Agriculture and Rural Equipment (MAER) to set up a Monitoring and Evaluation System (M&amp;E) for the agricultural sector. A study, funded by USAID, of past and existing systems is underway. The results of this study, which will be discussed and shared by all the main actors (government and donors), will lay down the way forward for the setting up of an appropriate M&amp;E system of MAER. The results of study are expected to become available soon. In supporting this work, lessons learned from the first initiative will be capitalized in order to focus on results, effects and impacts and to set up a simple M&amp;E System with clear defined roles and responsibilities for each actor involved in the System from data collection in the field to the final users of the information generated.</p>
Senegal	CPE	5	REG	STR	DIA		<p>Recommendation 5: The CPE notes that the strategic orientation and impact on policy that IFAD hopes to obtain are hard to achieve with the current level of the budget for the country. The evaluation thus recommends that the West and Central Africa Division should examine the extent to which grants, which are not insignificant to Senegal, could better support the COSOP's objectives and also better support loans; this applies particularly to country-specific grants. It also recommends analysing the extent to which the allocation of resources to non-loan activities (policy dialogue, knowledge management, partnerships) could be better defined and more strategically in line with the ambitions of the COSOP with regard to debate on public policies, for example regarding land tenure, rural finance and gender equality.</p>	<p>Efforts have already been made to secure additional resources through grants and supplementary resources. A country specific grant is being developed for Documenting and Disseminating good innovations and best practices generated by IFAD-supported projects in Senegal. Projects M&amp;E systems have been strengthened and report well on results and impacts achieved. IFAD, in partnership with other donors (USAID in particular) is currently working on improving the capacity of the Ministry in charge of Agriculture in M&amp;E. In the area of policy engagement, the capacity of the forum of value chains actors has been strengthened to enable them to dialogue with the government on issues of their interest, such land tenure, rural finance and gender equality.</p>



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Senegal	CPE	6	CTRY	STR	GMS		Recommendation 6: The CPE recommends that the COSOP and the design of future projects under its auspices should focus greater attention on results with regard to gender equality, and also increase the importance given to climate change and environmental sustainability. This will mean giving attention to the strategic orientations of the ministries concerned by these cross-cutting issues, especially during formulation of the next COSOP.	The Positioning Paper to be prepared in lieu of COSOP will indeed focus on new arising themes such as climate change and environmental sustainability and livelihood resiliences and gender issues. The preparation of the Positioning Paper, scheduled to start in the second semester of 2015, will be participatory. The said Positioning Paper is expected to be finalized by 31 December 2015.
<b>Mongolia: Rural Poverty Reduction Programme- Project Performance Assessment</b>								
Only recommendations specifically addressed to IFAD have been listed below. Recommendations addressed to the project (such as related to herder institutions) and to future projects (risk management) have not been included.								
Mongolia	PPA	1	CTRY	STR	DES		Given the fundamental importance of project assumptions to the project concept and logic, IFAD should convene a process to clarify the lessons for future project design arising from the project under review and others, including IFAD pastoral projects in other continents.	Mongolia did not receive a PBAS allocation for the 2013-2015 cycle, so new projects were not designed in the past 3 years. Whether Mongolia will receive a PBAS allocation for the period 2016-2018, and thus whether a new IFAD-funded project will be designed in the next PBAS cycle, is yet uncertain. Should Mongolia receive a PBAS allocation, and a new project be designed, the lessons from the RPRP will certainly be taken into consideration.
Mongolia	PPA	2	CTRY	STR	TGT		Targeting. For the future there should be a discussion around how targeting should be carried out in pastoral projects like RPRP. IFAD should explore alternatives to present targeting practices in pastoral populations. In particular it should look into the ways poor pastoral households, especially those headed by women, can be targeted specifically as part of existing viable camp structures where camp leaders take on responsibility for their progress out of poverty.	Mongolia did not receive a PBAS allocation for the 2013-2015 cycle, so new projects were not designed in the past 3 years. Whether Mongolia will receive a PBAS allocation for the period 2016-2018, and thus whether a new IFAD-funded project will be designed in the next PBAS cycle, is yet uncertain. Should Mongolia receive a PBAS allocation, and a new project be designed, the lessons from the RPRP on targeting pastoral households, will certainly be taken into consideration.
Mongolia	PPA	3	CTRY	STR	RME		M&E. Sampling methods were insufficiently robust. In order to address such issues IFAD should consider providing additional support to the government by addressing project management competencies in all processes related to M&E (data collection, analysis, reporting etc.).	RPRP was completed in 2010. As far as the following operation is concerned, PMPMD (2011-2016), some of the actions undertaken to strengthen the M&E capacity of the PCU included: participation of the PCU M&E officer to a M&E Workshop in China in 2014, specific support on M&E during the follow-up Mission in March 2015.

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Cambodia: Rural Poverty Reduction Project in Prey Veng and Svay Rieng- Project Performance Assessment								
							Only recommendations specifically addressed to IFAD have been listed below. Recommendations addressed specifically to the project (PADEE- Project for Agricultural Development and Economic Empowerment) such as those related to post-harvest handling have not been included here. The recommendation addressed to IFAD related to irrigation has been included.	
Cambodia	PPA	1	CTRY	STR	INF		IFAD should, in the future, partner with other organizations that will have a comparative advantage in irrigation. Rather than rehabilitate poorly designed and dysfunctional Khmer schemes, irrigation development should focus on new systems, which can be sited to benefit from better hydrological layouts and agricultural potential.	Climate resilient infrastructure has been included as a project Component: Agriculture Service Programme for Innovation, Resilient and Extension. The Component is implemented by the National Committee for Decentralization and De-concentration. These will focus on appropriate/ new systems and benefit from better planning based on agricultural potential.
Azerbaijan: North East Development Project- Project Performance Assessment								
							<p>Only recommendations specifically addressed to IFAD have been listed below. Recommendations addressed to government agencies (such as the SAIC- State Amelioration and Irrigation Committee) on issues such as coordination and creation of an irrigation implementation team have not been included, since the PPA has not been signed by the Government. Another recommendation is on increased investment in marketing and processing (not clear who it is addressed to, but includes investments from across partners and players in the sector).</p> <p>Similarly, recommendations on enhanced agricultural research, sustained extension services, and future bee-keeping activities are addressed to different players in the agricultural sector and not solely or specifically to IFAD, and therefore cannot be followed up (since no other partner or institution signed off on the PPA).</p>	<p><u>Addressing the issue of investments in marketing and processing</u> - The newly designed IFAD Livestock Productivity and Marketing Improvement Program (LPMIP) aims to increase smallholder farmers' income from livestock production, processing and marketing activities. Detailed value chain and market analysis are being undertaken as part of the programme design to identify the weak links in the supply chains upon which smallholders depend. These may include support to marketing and primary processing including cold chains for meat and milk, live animal markets, slaughterhouses and other basic infrastructure. The programme will provide support to improve these weak links as well as provide support to markets, slaughterhouses and related enterprises in meeting process and quality standards, diversification of export markets including participation in trade fairs, sending trial shipments, and obtaining market information.</p> <p><u>Research and studies</u> – As part of the new IFAD Programme design, several studies are being carried out in Azerbaijan and a number of others are included to be implemented during the programme implementation – poverty analysis, value chain study, land capacity and soil quality (mapping out pastures, agricultural land, wasteland, soil types and soil status (salinization and erosion status). LPMIP (Livestock Productivity and Marketing Improvement Programme ) Component 2 is particularly focused on providing technical assistance,</p>

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								institutional strengthening and carrying out necessary studies which is supported by the estimated budget of US\$ 2.8 million.
Azerbaijan	PPA	1	CTRY	STR	SUS		To resolve key sustainability issues and to mitigate risks that could jeopardise the economic viability of the project, IFAD and the Government should consider an exit strategy, such as a modest post-project investment with mainly technical and management assistance. In future, the design of irrigation rehabilitation projects of five-year duration should include modalities for post-project support within a formal consolidation-strategy agreed between IFAD and the Government.	As per this recommendations, the recently completed IFAD RDPNW (Rural Development Project for the North-West ) project has integrated several measures to ensure sustainable maintenance of irrigation systems and creation of financially viable WUAs . These measures were discussed with the Government and formally agreed prior to Project completion, which was on 30 April 2014. The Government has then taken over the implementation of the post-project intervention and already allocated 10 million Azeri Manat (equivalent of about USD 12.5 million) of additional funding to these activities. The Ministry of Agriculture, through the State Agency on Agricultural Credits is currently scaling up the IFAD project-tested participatory irrigation management model and is rehabilitating the irrigation schemes in the area of nearly 30,000 ha as well providing technical assistance and equipment to 9 Water Users Associations where rehabilitation works had been completed by RDPMNW or on going through government funding. The project Regional Coordination Center, fully funded by the Government, continues to provide it crucial coordination and oversight role of field activities including support to WUAs until the actual completion of the on-going contracted irrigation rehabilitation works, expected in late 2015.
Uruguay: Uruguay Rural- Project Performance Assessment								
Only recommendations specifically addressed to IFAD have been listed below.								
Uruguay	PPA	1	CTRY	STR	COS		Include analyses of political risk in decisions about closing or continuing projects (especially risks arising from changes in Government priorities). PMD could also review studies available from other institutions such as regional development banks/ World Bank/ Economist Intelligence Unit) or include this as a priority during supervision, especially MTR.	This was taken into account in the design of the new project, Pilot Project for Rural Inclusion (PPIR), in analysing the political risk that would stem from the Presidential election in October 2014. The risks of a change of government and thus of a change of priorities was regarded as low, thus allowing the project design to be based on government priorities at the time. This was confirmed by the continuity of government in the elections.
Uruguay	PPA	2	CTRY	OPER	RME		Supervision missions should be leveraged to develop monitoring and evaluation systems and processes. Clear deliverables and timelines should be developed (no more than two pages) outlining priorities and what needs to be done- this could be tracked during missions. These notes could cover (especially with	The only supervision mission so far for PPIR has concentrated on implementation readiness, including the M&E system, that uses to the largest extent possible the capacities and system operating in the General Directorate for Rural Development (DGDR). At design, a monitoring matrix for the innovations to be tested by

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							regard to baseline studies) basic guidance on design, indicators, methodologies and methodological choices.	the project was agreed with government.
Uruguay	PPA	3	CTRY	OPER	KM		Experiences should be capitalised and learning shared using sub-regional platforms. This includes IFAD experience with regard to rural finance in Uruguay, and the local committees which have been a valuable innovation. IFAD could suggest a sub-regional thematic group to REAF or MERCOSUR to study the experience and knowledge arising from rural financial services (or technical assistance provided to the poor).	This is happening, with strong ownership by government. In 2014, a study visit was organised by FIDA MERCOSUR for project implementers from Guatemala and Honduras to look at the institutionalisation of the DGDR within the Ministry of Livestock, Agriculture and Fisheries (MGAP), and also of the Mesas de Desarrollo Rural (MDR) pioneered by the Uruguay Rural Project (PUR). Moreover, in February 2015, a study tour to Uruguay is being organised by FIDA MERCOSUR for project implementers from Argentina, both central and Provincial level.
Uruguay	PPA	4	CTRY	OPER	KM		IFAD should leverage the experience from PUR and disseminate such good practices to other projects. This is addressed to SKD in collaboration with PMD.	In 2014, LAC held a seminar on public purchase programmes, showcasing in particular the experience of PUR. Further work is underway with the support by FIDA MERCOSUR, see above.
India: National Microfinance Support Programme- Project Performance Assessment								
							<p>No recommendation in the Recommendations section (IV. B) was addressed specifically to IFAD.</p> <p>As agreed with IOE, only recommendations addressed solely to IFAD will be covered under the PRISMA. Since the PPAs are not countersigned by the government, IFAD management cannot hold the government or project level authorities accountable for follow up. The recommendations extracted from the PPA are addressed to government/ national institutions, such as SIDBI, or local players such as the active MFIs.</p>	
China: Rural Finance Sector Programme- Project Performance Assessment								
							<p>Only recommendations specifically addressed to IFAD have been listed below. The overall recommendation related to future direction of rural finance reforms depend crucially on the role and objectives of the CBRC and the Ministry of Finance (who have not signed off on the PPA) and therefore cannot be followed up.</p>	

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China	PPA	1	CTRY	STR	TGT		Future IFAD interventions should continue developing and expanding financial services in poorer provinces and remote communities.	As per Government request, developing, expanding and introducing/piloting innovative RF models/products in remote and poor rural areas through IFAD interventions has been one of the key areas of focus in recent IFAD operations. The last three operations approved/to be approved in China (namely SSADEP in Hubei (2013), JiMAAPP in Jiangxi (2014), and QLMAPRP in Qinghai (2015)) include a clear component/sub-component aimed at facilitating access to financial services to target groups (i.e. poor smallholders, farmer cooperatives, ASMEs) and introducing innovative rural finance approaches. Based on the current discussions related to the development of the next COSOP (2016-2020), it is expected that support to developing, expanding and introducing/piloting innovative RF models/products in remote and poor rural areas will remain a key areas of focus in future IFAD-funded operations.
China	PPA	2	CTRY	STR	RME		RIMS and other impact studies should include profitability analysis of sample income generating activities financed by IFAD projects.	Business proposals developed in projects for financing are subject to scrutiny by Business Plan Advisory Committee on their feasibility; Project PCRs have included EFA of main project activities; Project M&E have been encouraged to undertake formal or informal profitability analysis before embarking on implementation of IGAs; Case-specific outcome monitoring being introduced to capture benefits of activities to target groups.
China	PPA	3	CTRY	STR	RFI		IFAD should maintain regular interaction with CBRC and the Ministry of Finance to explore possibility of participating in future rural finance sector reforms	Regular dialogues and interactions with CBRC and MOF on rural finance reforms have been maintained throughout the development of project pipeline and project designs, and will continue, and possibly further enhanced, during the development of the next COSOP (2016-2020) and project pipeline. A regional grant aimed at documenting and piloting global best practices on pro-poor rural financial services is currently being implemented to facilitate IFAD's engagement with the concerned stakeholders in this sector, and more so to pursue innovative products/models to promote pro-poor rural finance in China. CBRC is the IA for the China component.

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Georgia: Rural Development Project- Project Performance Assessment								
Only recommendations specifically addressed to IFAD have been listed below. The recommendation related to strengthening food safety institutions specifically identifies the World Bank and other partners (who have not signed off on the PPA), and therefore cannot be followed up.								
Georgia	PPA	1	CTRY	STR	RFI		Expand rural finance services. In future operations, IFAD should consolidate the progress made in rural financial services by RDP, and ensure the MFIs continue lending to small rural entrepreneurs in practical and efficient ways. (Other recommendations under the expansion of rural financial services fall under the ambit of future rural financial policies, and therefore are meant for government follow up.)	Newly approved project for Georgia (AMMAR) will expand the rural finance services and build on the experience of the past projects in Georgia. In particular AMMAR will stimulate private investment by smallholders and agribusinesses to upgrade priority value chains through a coordinated use of matching grants for innovative "early adopter" investments combined with partnerships with mainstream financial institutions to expand lending to agriculture for follow-on and replication investments.
Georgia	PPA	2	CTRY	STR	RME		Future IFAD operations need to emphasize the importance of marketing and value chain development to rural poverty reduction in Georgia. In this regard, future interventions should include a wide range of activities, such as: capacity-building in marketing, cold chain development, value chain development, market information, and technology transfer for micro, small and medium enterprises.	The AMMAR project aims to raise incomes of smallholder farmers and increase climate resilience through public and private investments in upgrading climate-proof productive infrastructure, enterprises and smallholder farmer production systems and technologies in support of inclusive growth of climate smart agricultural value chains. AMMAR is a progressive investment in the modernization of agriculture in Georgia closely aligned to MOA's strategy and action plans. It places demand-driven climate smart investments at the centre of its value chain approach and builds on the best practices in implementation from within the Georgian experience. It rightly places a priority in financial terms on hard investments to upgrade the neglected public and private productive assets and infrastructure. In addition, to achieve greater impacts and sustainability, these hard investments are supplemented by international best practices in inclusive value chain development selected from IFAD and others' experiences.

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Georgia: Rural Development Programme for Mountainous and Highland Areas- Project Performance Assessment								
							<p>Only recommendations specifically addressed to IFAD are considered. All recommendations in section IV. B are strategic and concern the future direction of rural development interventions. They are therefore addressed to the government and other development partners. This includes: emphasis on government ownership, simple project design, access to external markets under para 106. Recommendations in para 108 and 109 focus on two agricultural development scenarios- high mountain and low level arable systems- and cover all interventions in these scenarios, and therefore are addressed to the government and all development partners.</p>	
Bangladesh: Microfinance for Marginal and Small Farmers Project- Project Performance Assessment								
							<p>Only recommendations specifically addressed to IFAD have been listed below. The recommendations related to commercial orientation/ business skills of borrowers and service delivery by MFIs are addressed to PKSF and MFIs.</p>	
Bangladesh	PPA	1	CTRY	STR	RME		<p>Measuring results and impact requires greater support. IFAD should provide support at all stages – including proposing a solid basis for monitoring and evaluation in project design reports, terms of reference for consulting services, consultant selection process, reviewing proposed methodologies and draft reports. In this regard, IFAD may also wish to consider strengthening the country programme managers' capacity in the relevant areas.</p>	<p>IFAD has been providing consistent support to projects to systematically measure impact at baseline and completion. In Bangladesh, all 5 recently completed projects conducted both their baseline and completion surveys, and 2 more recently effective projects have conducted baseline impact surveys. IFAD HQ and CPO regularly review terms of reference and draft reports for studies conducted by specialists. SSD is providing in-depth support and two projects have been selected for in-depth assessment as part of the impact initiative. APR has taken a number of initiatives to further strengthen M&amp;E capacity in the portfolio, including the development of a M&amp;E e-training course and a RIMS e-tutorial. Therefore, all aspects of the recommendation have been fully addressed.</p>

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Bolivia: Management of Natural Resources in the Chaco and High Valley Regions Project - Project Performance Assessment								
							Only recommendations specifically addressed to IFAD have been listed below (recommendations taken in English from the executive summary).	
Bolivia	PPA	1	CTRY	STR	DES		Reduce and focus the project intervention area. This combination of a comprehensive, targeted territorial approach and self-sufficiency is complex and requires intensive work by experts. In view of its limited resources, it is important to concentrate IFAD's work in a few geographic areas, giving preference to large-scale interventions as opposed to pilot projects.	The new ACCESOS Programme as well as new design PRO-CAMÉLIDOS take into account geographical targeting to delimit the intervention areas, considering the poorest and most vulnerable municipalities which at the same time offer potential in order to generate a true impact. This targeting is done in collaboration with the Government institutions, within the framework of the current policies to contribute to the paradigm of Vivir Bien (Living Well).
Bolivia	PPA	2	CTRY	STR	SUS		The evaluation notes the need for a comprehensive strategy for poverty reduction and sustainable development. Social and economic development must be combined with natural resource management and conservation. Broader approaches are needed that take less time to yield benefits and that strengthen organizations, leverage investments with existing initiatives, offer financial services, support access to value chains and markets, and foster linkages with the public policy system.	The new designs take into account the promotion of economic and productive initiatives with potential to access the market but without an adverse impact on the natural resources. This is achieved mainly by strengthening economic and territorial organizations in natural resource management, access to financial and non-financial services, and productive policies on the municipal level.
Bolivia	PPA	3	CTRY	STR	NRM		Combine a territorial approach with a socio-environmental approach. An approach is needed that is simultaneously territorial and socio-environmental, that includes communities and local governments, and that involves participatory land-use methods and plans. This implies working with families and searching for large-scale solutions, and forging partnerships and commitments for territorial action.	ACCESOS Programme combines the territorial approach with the socio-environmental perspective (ACCESOS/ASAP). The idea is that the communities and the municipal governments are able to work and link the participatory planning to territorial planning. In PRO-CAMELIDOS the economic initiatives have to be connected to productive complexes and take into account additionally natural resource management and climate change resilience, as well as to build partnerships and synergies with the different stakeholders active in the territory.



Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Bolivia	PPA	4	CTRY	STR	TGT		Target vulnerable populations and tailor intervention modalities to them. The new projects should adopt differentiated interventions that target different beneficiaries: on the one hand populations that have already received support and/or have good productive or market access potential, and on the other more vulnerable populations to be targeted with interventions promoting food security, habitat, microfinance and social policy. In this context, women's participation must continue to be prioritized through affirmative action in view of their involvement in livestock rearing and household activities such as fetching and using water and wood or growing vegetables.	In the ACCESOS Programme which is already in execution and the design of PROCAMÉLIDOS, the participation of women and the youth as part of the target population is emphasized in the different components. In addition, the geographic targeting an analysis of socioeconomic conditions of the target groups is taking into account. Targeting is done based amongst other on the following criteria: high percentages of Unsatisfied Basic Needs (UBNs), extreme poverty, areas with a deep environmental impact, climate change, etc. Moreover, the designs recognize the differentiated capacities and conditions within the target group and have therefore incorporated different instruments and strategies to the design. On the one hand, improve the conditions and capacities to overcome basic constraints related to for example food security and, on the other hand, give support to the groups with better conditions and capacities to improve the quality and competitiveness of their products with a view to market access. Furthermore, the new PRO-CAMELIDOS design takes into account the progress achieved so far with past projects (IFAD supported and supported from other sources of finance), aiming at clearly differentiated and specific support to the different initiatives recognizing the progress done so far in line and responding that is still needed, differencing also the lines of business.

#### Bhutan: Agriculture, Marketing and Enterprise Promotion Programme- Project Performance Assessment

Only recommendations specifically addressed to IFAD have been listed below. (CPM to confirm if recommendations from SN2 onwards are relevant to IFAD and can be implemented specifically by IFAD through its supervision and implementation support to projects in Bhutan.) The recommendation on business and marketing expertise in each dzongkhag is relevant to the central and provincial governments. Recommendation 4 deals with decentralisation and support to agriculture through national processes, and hence pertains to the government's activities. Similarly, recommendation 5 on environmental fragility and the conflict between wildlife conservation and intensification of farming depends on larger processes determined by national policy, and therefore beyond the control of IFAD.

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
Bhutan	PPA	1	CTRY	STR	PME		It is recommended that IFAD continue support to the east but with support beyond the regional boundaries to assist in effective value chain development. This may include strategic alliances with other donors to share and connect efforts in value chain development across the country.	The on-going project, Market Access and Growth Intensification Project (MAGIP), covers six eastern dzongkhags or districts. This loan will be closed on 31 Dec 2016. At the back drop of AMEPP's PPA recommendations, IFAD is currently designing a new project i.e. Commercial Agriculture and Resilient Livelihood Enhancement Programme (CARLEP) which is a climate-adaptive agricultural production and marketing value chain project. The project will focus on vegetable and dairy value chains, with an initial focus in the east, spreading westwards. CARLEP is already exploring strategic alliances with other donors such as WFP, EU and World Bank.
Bhutan	PPA	2	CTRY	STR	PME		Recommendation 1: Strengthen the focus on on-farm and post-harvest enterprise development capacity within the eastern region; e.g. in supporting improved enterprise business management practices, and increasing understanding of market fluctuations, viability and strategies for business adaptability to market conditions. This would require assistance to existing groups that have potential to move towards a formal cooperative business structure and operations. It would also include investigation into appropriate and viable technological advances in agriculture and post-harvest processing appropriate to the local context.	(a) On-going MAGIP interventions are dovetailed to address the elements of the PPA's Recommendation. MAGIP continues to focus on on-farm and post-harvest interventions in the eastern region. These include (i) construction of new and improvement of existing farm roads to facilitate market access and inputs delivery; (ii) construction of new and renovation of irrigation infrastructures to enhance agricultural production; (iii) expanding vegetable groups on value chain mode for enhanced production with improved technology (such as use of poly-houses and sprinkler irrigations) and linking the vegetable groups with school feeding programmes as examples of established market-linkage; (iv) promotion of dryland farming with appropriate inputs (power tillers for farm mechanisation, electric fencing to minimize wildlife depredation, and supply of seeds and seedlings); (v) improved livestock interventions by establishing dairy groups both for milk production and milk processing units with fodder development; (vi) supply of quality pullets for egg production; (vii) support for private entrepreneur in the east for the establishment of animal feeds production unit on PPP model; (viii) support for establishment of cold storage for improved post-harvest facilities and market support and (ix) establishment and operation of 'one-stop-farmers-shops' for farmers easy access to agricultural inputs including farm tools, implements, seeds and fertilizers. Besides working with local government and extension systems for strengthening these interventions, MAGIP works with a number of other strategic partners such as SNV for strengthening the vegetable value chains, Research and Development Centre at Wengkhar for on-farm production and extension support models, Regional Livestock

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
								<p>Development Centre at Khaling for dairy and poultry development, National Centre for Animal Nutrition at Bumthang for development of animal feeds and nutrition, Regional Agriculture Machinery Centre at Khangma for power tiller operations and maintenance, Regional Agricultural Marketing and Cooperatives Office (RAMCO) for strengthening farmers groups and cooperatives as well as for market linkages, and private sector Pema Feeds for manufacturing of animal feeds.</p> <p>(b) The new value chain oriented CARLEP project in Bhutan will address many elements of the recommendation further. The programme components focusing around production, marketing and institutional strengthening will be all closely inter-linked on value chain principles. The on-farm production systems for agricultural crops including vegetables and other diversified crops will integrate climate-smart farming models with efficient technologies such as poly-houses, sprinkler irrigations, farm mechanisation, improved seed systems and reducing post-harvest loss in storage and transport. Livestock production for dairy milk will be integrated with provision of improved breeds, animal sheds, feeds, animal health care and door-step milk collection centres. Both on-farm vegetable and dairy production systems would be infused with efficient extension services and strengthening of farmers groups (vegetable groups and dairy groups) for reaching economic volume of production and the potential farmers groups eventually graduating to business cooperatives. CARLEP will have provision for need-based national/international TAs to support the project in addition to building partnerships with various in-country technical and R&amp;D institutes. Supporting agricultural credit linkage and development of agro-entrepreneurship in farming sector involving the youth would be additional focus of CARLEP by fostering linkages with national financial institutions, private sector and various non-governmental organisations, and national and international agencies.</p> <p>(a) On-going MAGIP interventions are dovetailed to address the elements of the PPA's Recommendation. MAGIP continues to focus on on-farm and post-harvest interventions in the eastern region. These include (i) construction of new and improvement of existing farm roads to facilitate market access and inputs delivery; (ii)</p>

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
								<p>construction of new and renovation of irrigation infrastructures to enhance agricultural production; (iii) expanding vegetable groups on value chain mode for enhanced production with improved technology (such as use of poly-houses and sprinkler irrigations) and linking the vegetable groups with school feeding programmes as examples of established market-linkage; (iv) promotion of dryland farming with appropriate inputs (power tillers for farm mechanisation, electric fencing to minimize wildlife depredation, and supply of seeds and seedlings); (v) improved livestock interventions by establishing dairy groups both for milk production and milk processing units with fodder development; (vi) supply of quality pullets for egg production; (vii) support for private entrepreneur in the east for the establishment of animal feeds production unit on PPP model; (viii) support for establishment of cold storage for improved post-harvest facilities and market support and (ix) establishment and operation of 'one-stop-farmers-shops' for farmers easy access to agricultural inputs including farm tools, implements, seeds and fertilizers. Besides working with local government and extension systems for strengthening these interventions, MAGIP works with a number of other strategic partners such as SNV for strengthening the vegetable value chains, Research and Development Centre at Wengkhari for on-farm production and extension support models, Regional Livestock Development Centre at Khaling for dairy and poultry development, National Centre for Animal Nutrition at Bumthang for development of animal feeds and nutrition, Regional Agriculture Machinery Centre at Khangma for power tiller operations and maintenance, Regional Agricultural Marketing and Cooperatives Office (RAMCO) for strengthening farmers groups and cooperatives as well as for market linkages, and private sector Pema Feeds for manufacturing of animal feeds.</p> <p>(b) The new value chain oriented CARLEP project in Bhutan will address many elements of the recommendation further. The programme components focusing around production, marketing and institutional strengthening will be all closely inter-linked on value chain principles. The on-farm production systems for agricultural crops including vegetables and other diversified crops will integrate climate-smart farming models with efficient technologies such as poly-houses,</p>

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action/ Recommendation	PMD Follow Up
								sprinkler irrigations, farm mechanisation, improved seed systems and reducing post-harvest loss in storage and transport. Livestock production for dairy milk will be integrated with provision of improved breeds, animal sheds, feeds, animal health care and door-step milk collection centres. Both on-farm vegetable and dairy production systems would be infused with efficient extension services and strengthening of farmers groups (vegetable groups and dairy groups) for reaching economic volume of production and the potential farmers groups eventually graduating to business cooperatives. CARLEP will have provision for need-based national/international TAs to support the project in addition to building partnerships with various in-country technical and R&D institutes. Supporting agricultural credit linkage and development of agro-entrepreneurship in farming sector involving the youth would be additional focus of CARLEP by fostering linkages with national financial institutions, private sector and various non-governmental organisations, and national and international agencies.
Bhutan	PPA	3	CTRY	STR	PME		Recommendation 2: Facilitation of private public partnerships to gradually shift the region's agriculture and enterprise sector towards a more commercial approach, reducing dependency on Government services. This may involve brokering arrangements with private enterprises beyond the regional and even national borders in a value chain approach. The support for value chains should be pro-poor as far as possible, reaching into remote areas, building on successes in AMEPP and MAGIP as well as opening new and improved marketing channels for niche markets.	<p>(a) In line with the RGoB's favourable policy on private sector engagement / public private partnership in agriculture sector, MAGIP has demonstrated some encouraging examples of PPP. Pema Feeds established in Trashigang is on PPP model in which the machinery cost is funded by MAGIP and the investment for land, building and operation cost including marketing of feeds is contribution by the private entrepreneur. The 'one-stop farmers shops' are supported by government in procurement of farm tools/implements and other inputs, and are housed either in government buildings or private buildings with government support but are operated and managed by private entrepreneurs with periodic supervision by government marketing agency (RAMCO).</p> <p>(b) The essence of this recommendation is reflected in the new programme. CARLEP is a demonstration of commercial vegetable and dairy farming. It is a programme encompassing production to marketing, addressing vital linkages along the value chain including institutional strengthening, farm inputs, improved production/ processing/post-harvest technologies, credits linkages and efficient farm inputs and extension</p>

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								<p>services amongst others to ensure climate-smart agricultural practices and resilient farming communities. It is pro-poor as CARLEP will largely focus (particularly at initial stage) in the eastern region with some of the Dzongkhags/districts having the highest poverty rate in the country. Commercial vegetable farming will be undertaken in remote areas wherever potential exist with farm roads access to facilitate inputs and market linkages.</p> <p>(c) Notwithstanding the above initiatives, “facilitation of private public partnerships to gradually shift the region’s agriculture and enterprise sector towards a more commercial approach, reducing dependency on Government services”, in our assessment will remain ‘work in progress’ for quite a while in Bhutan context. There are some encouraging upcoming examples of private sector engagement in agro-horticulture particularly in commercial plantation such as Mountain Hazelnut Plantation and Samdruk Jongkhar Initiatives for organic farming. But given Bhutan’s challenging and under-developed roads and transport infrastructures that entail high input and delivery costs, replication and upscaling of such successful initiatives may require at least initial government support. Additionally, Bhutan is challenged with limited agricultural land (about 4% of land is arable but only 0.6% is permanently cropped, though up to 14% land could be developed as agricultural land) and increasing climate risks. Given this situation there are arguments for fine balance between the extent of commercial agriculture (usually limited to selected cash crops) and the need for increasing crop diversification as opined by crop specialists to ensure climate-resilient rural communities with locally grown cereal food security. According to Bhutan Chamber of Commerce and Industry (BCCI) report “Key constraints within the sector include poor governance, limited access to credit, low public funding, inappropriate agricultural policies, and poor international terms of trade, adverse weather conditions, and inappropriate technology”. With Bhutan remaining an agrarian economy with over 65% of the labour force engaged in farming, experts argue that these challenges could be overcome only by increasing public investments in agriculture, encouraging private investments and making agriculture sector an attractive investment destination, as well as changing farming</p>

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								<p>culture through mechanisation (given increasing farm labour shortage due to rural urban migration) with improved technology to attract more unemployed youth towards agriculture. The sector, that provides for nearly 60% of the country's food requirements, could grow to meet the local and international demand only if adequate financial, marketing, production, transportations supports are provided. Notwithstanding Government's recent initiatives to encourage private sector investment in commercial plantations and marketing of agricultural commodities, the pace of uptake by private sectors remains minimal.</p>

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
Corporate level evaluation: IFAD's institutional efficiency and efficiency of IFAD-funded operations (from Action Plan)									
							Recommendation 1: Scaling up of high impact, innovative approaches emerging out of IFAD-supported projects and programmes should become the objectives of IFAD's business model		
							Increase strategic selectivity		
	CLE	1	IFAD	PLCY	TGT		Prepare a paper outlining various options for country selectivity for consideration by the Executive Board.	The relevant paper is due for the September 2014 Board. IFAD management believes that the issue of country selectivity would need to be addressed in the context of the PBAS Working Group and the paper to this effect is planned to be submitted in the September 2014 session of the Executive Board.	Senior Management are proposing an informal seminar with the Board in the 2nd quarter of 2015. The date will be confirmed soon. Therefore, while work has started in this regard, the future course of action in this area will be decided based on the consultations with the Board.
							Increase in-house technical expertise and reduce dependence on consultants		
	CLE	2	IFAD	PLCY	EFF		Develop a grant programme to enhance strategic partnerships with FAO and CGIAR to provide technical assistance to fragile and weakly performing borrowing countries and to increase the production and management of knowledge	A programme with the Food and Agriculture Organization of the United Nations (FAO) to bolster supervision and implementation support activities to address issues in poorly performing projects, especially ones in fragile institutional and social contexts was approved by the Executive Board in September 2013.	The grant programme on capacity development of weakly performing projects and country programmes has been developed and rolled out, therefore addressing this recommendation. The programme is implemented by FAO in 8 countries with fragile and/or weak institutional settings in Africa, the Middle East and Asia. The Initiative provides capacity development to 18 on-going projects on about 7 main topics. IFAD has been soliciting and tracking regular updates on the progress of the grant and results achieved.
	CLE	3	IFAD	PLCY	FLD		Help build national technical capacity by drawing on the growing skilled labour force in borrowing member	IFAD is doing this in different ways. It is encouraging greater	Efforts have been undertaken in this regard. In addition to the efforts outlined in the 2014 update, IFAD is promoting



Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
							countries	government participation in all phases of its programme and project work, and is promoting greater cooperation and cofinancing with local partners. With country presence and direct supervision, the involvement of locally recruited national staff is on the increase. This will help build, in part, national capacity in the longer run.	South-South cooperation. The IFAD 10 consultation process has highlighted this, and SSC will remain a strong focus through IFAD 10 (including as a clear indicator/ commitment, with clear inclusion in country programmes). While this will be ongoing as a long-term continuous process, this has been incorporated in IFAD's operating framework, and thus the recommendation has been addressed.
	CLE	4	IFAD	PLCY	FLD		Expand, as warranted, ICOs and strengthen their capacity by recruiting country programme officers and assistants	The Executive Board approved the establishment of 10 additional offices in the 2014-2015 period. This brings total ICOs up to 50. The Executive Board was informed that the 10 new offices will be staffed by Country Programme Officers.	Regarding the 10 new ICOs, IFAD has issued Note Verbals to the Governments to initiate the process of establishing a Host Country Agreement (Afghanistan, Myanmar, Liberia, Chad, Cambodia, Côte d'Ivoire, Turkey, Morocco, Kyrgyz Republic). This has therefore been implemented within the time frame. Facility assessments have already commenced for Cote D' Ivoire and Myanmar; other countries will be assessed in the upcoming months of the 2015.
	CLE	5	IFAD	STR	HR		Rationalize the use of consultants by recruiting additional specialist staff in PTA, to increase in-house technical capacity for providing field support during project design and supervision	The creation of new staff positions to strengthen internal technical and policy expertise within PTA is underway, including in areas such as country-level policy engagement and dialogue, nutrition, institutions/ programme implementation and rural enterprises/ markets.	All the required positions have been filled. This commitment has been fully implemented.
							Balance the workload among CPMs		

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
	CLE	6	IFAD	STR	HR		Develop a more robust database with a management dashboard showing the status of the programme of work as a tool for workload analysis	Reports already available in PPMS showing status of programme of work and CPM responsibilities for investment projects. This reporting will be further enhanced after the deployment of GRIPS II and introduction of reporting from Data Warehouse.	In addition to the previous update, BOD has developed a time-estimation program which will be crucial in workload analysis.
	CLE	7	IFAD	STR	HR		Monitor CPM workloads using multiple factors (design, supervision, policy dialogue, etc.) and redistribute workload as necessary, through staff recruitment, rotation, country redistribution, etc.	System reports as above will support this process. Further rationalisation of the workload among CPMs have been undertaken following the conclusion of Efficiency evaluation and this exercise will be undertaken periodically. Over 2013, increased efforts have focused on staff mobility and career development (including for CPMs)- overall, over 180 people took advantage of some form of mobility, representing about 30% of the staff. This has been fully followed up, but needs regular monitoring in the future, which will be conducted through strategic workforce planning measures.	Within the medium-term framework, this has been fully addressed. Of course, human resource management, workload distribution, and career development will be ongoing efforts in the organisation. Career development continues to receive substantial support and results were visible in 2014 as well, with around 30% mobility within PMD over 2014. This has happened through promotions (through reclassification, through competitive procedures, through consultants/ temporary staff being appointed to fixed term positions), rotation (including between HQ and ICOs) and country redistribution. Further, in terms of workload analysis, BOD is working on a time estimation program.
							Implement a more differentiated allocation of resources and increase customization to country needs		
	CLE	8	IFAD	PLCY	PMA		Focus administrative budget allocations to increase support to projects facing potential or actual risks (need-based differentiated allocation of resources)	In cases where additional resource allocations help in improving the performance of potential or actual problem	IFAD's administrative budget, as managed by regional directors, is sufficiently flexible to allocate funds for implementation support as needed, with additional financing available. Also, in the response

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
								projects, additional resources have been made available. A significant part of the portfolio is not fully responsive to IFAD's efforts given that these projects are affected by factors beyond IFAD's control (such as projects affected by conflict).	to the Fragile States CLE, Management has stated that it does not agree with further differentiation of budget use.
	CLE	9	IFAD	PLCY	TGT		Develop and implement more responsive instruments for MICs	IFAD's strategy and instruments for engagement with MICs are being reviewed to increase responsiveness to evolving circumstances in these countries. Management's proposals will be discussed in the IFAD10 replenishment consultation within a broader review of IFAD's business model.	In line with the IFAD 10 activities and targets, IFAD is revising its MIC strategy. IFAD will submit updated information on IFAD's strategy on engagement with MICs by December 2015.
							Aim for better integration between lending and non-lending activities		
							Knowledge management and grants strategy		

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
	CLE	10	IFAD	PLCY	KM		Implement the KM framework and plan, including incentives for staff participation	<p>The Knowledge Management Framework prepared in 2013 will enable IFAD to more effectively synthesize and manage lessons, experience and knowledge for improved performance. It supports the increasing focus on and linkage between improved M&amp;E, impact evaluation, policy dialogue, partnership-building and scaling up. A process is underway to identify gaps and prioritise learning activities in the form of a targeted KM plan, placing emphasis on learning partnerships and improved use of the global and regional grant programme as a vital knowledge instrument. Its implementation will be underpinned by incentives developed for staff to manage knowledge more effectively that were integrated into IFAD's new competency framework (based on a review of good practice in other organizations), and the IFAD-wide KM Coordination Group which promotes a more collaborative and coherent approach to KM.</p>	<p>The KM framework has already been developed. In December 2014, OMC agreed to postpone the presentation of an 18-month action plan to late 2015, due to the recent appointment of the new AVP-SKD and reconfiguration of the Department. The additional time will allow SKD to further simplify and focus the KM Framework, in particular with regard to priority thematic areas. The action plan will reflect the reconfiguration and refocusing of SKD and its work, especially in the development of knowledge products to position IFAD's knowledge globally. It will also be necessary to review accountabilities for KM in the organization, given the centralized coordination function may no longer be feasible.</p>

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	CLE	11	IFAD	PLCY	RME		Conduct, synthesize and report on up to 30 impact evaluations	<p>A RIMS survey inventory analysis was carried out to select the 24 projects that will be subject to ex post impact evaluation. The six projects to use randomized control trials (RCTs) methods were identified. Their evaluations will be conducted in the context of the 3IE Agricultural Innovation Thematic Window (supported with US\$10 million from DFID and the B&amp;MGF). These projects have been matched with internationally renowned research institutions, including IFPRI, Wageningen University and Research Centre, the University of California, etc. which will conduct the impact studies. Support for the design of RCTs for ASAP-related projects is also being provided.</p>	<p>The 24 studies are on-going and will be delivered between April and August 2015. The synthesis report will be ready by end of September 2015, and will cover results from the 24 ex-post evaluations, together with the poverty projections and lessons learned.</p>

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	CLE	12	IFAD	PLCY	EFF		Revise internal guidelines to enhance the strategic orientation of IFAD's annual grant work plan for 2014-2015	Internal guidelines were revised in January 2014 to improve the strategic underpinning of the grant allocation process and pipeline development. The Matrix that drove allocations in 2014 was fully based on and corresponds with IFAD's Medium-term Plan and Strategic Framework objectives. Therefore, this has been fully followed up but a possible reorientation will be structured after the grants evaluation	While acknowledging the efforts of concerned Departments/Divisions to formulate a "strategic umbrella" to their 2014 annual submission for grants, IFAD management did not find it sufficient to deliver a robust and clear corporate outcome in the deployment of IFAD grants; the identified directions were too many (10) and too broad to translate into a focused 2014 grants portfolio. Therefore, in December 2014, IFAD management approved and the President issued a strategic guidance note for 2015 that aims at rallying all IFAD Divisions around a limited number of key strategic directions identifying the expected priority use of grants in 2015, and facilitating thereby the preparation of the 2015 divisional strategic annual work-plans. Five priority areas were identified and assigned allocations; departments were requested to submit concept notes that address the priority areas for approval into the 2015 pipeline by the OSC.
	CLE	13	IFAD	PLCY	EFF		Review and update IFAD's grants policy, strategy and procedures	Work on this action is in progress. The on-going Corporate Level Evaluation on the Grants Policy has triggered discussion on issues relating to policy focus and further streamlining of procedures, also as a part of the root and branch review of the grant programme led by IFAD's Vice-President.	The Policy for Grant-financing was cleared by IFAD management and is being presented to the Evaluation Committee and April EB for approval. The Implementing procedures will be presented as a living document to the April EB for information, after which they will be presented to IFAD management and implemented.
	CLE	14	IFAD	PLCY	EFF		Upgrade the corporate management information system on projects (PPMS) to include information on stand-alone grants	Action completed. The GRIPS (Grants and Investment Projects System) was deployed in April 2013.	This has been completed- information on stand-alone grants included in GRIPS. GRIPS includes information on all IFAD financed projects (both investment projects and stand-alone grants) as well as financing for projects that is managed

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
									by IFAD.
							Policy dialogue		
	CLE	15	IFAD	PLCY	DIA		Implement the action plan for CLPD prepared by PTA, including preparation of the first policy brief, active support to CPMs, and preparation of 4-5 country briefs per year	Advances have been made in mainstreaming policy engagement as a core part of IFAD's business model through, among others, technical support to country programme management teams (CPMTs), learning events and consultations, including with policy makers from Member States. These initiatives will be continued in 2014 and 2015, not least as an integral dimension of scaling up processes. The efforts around country-level policy dialogue are being led by a Lead Technical Specialist – Policy (soon to be joined by a Senior Technical Specialist – Policy).	Policy engagement in COSOP and projects continues to be mainstreamed through participation by two PTA policy specialists (the policy engagement/ dialogue team has been strengthened with the addition of a senior technical specialist) in design missions and CPMTs. Nine stand-alone country policy initiatives responding to specific priorities identified by CPMs have been financed and have been/ are being implemented, using supplementary (IMI) funding. PTA has conducted a review of policy engagement activities in all regions, to understand better the range and scope of activities being carried out and identify opportunities for PTA collaboration and support to CPMs. Work has started on developing a toolkit aimed at assisting CPMs and project design teams to identify policy issues and constraints in both COSOP and project design processes; and develop approaches, as well as policy-related outcomes, objectives and activities that respond to the analysis. This is an ongoing process, but within the time-frame, this has been fully implemented.
							Results-based country strategic opportunities programmes		
	CLE	16	IFAD	PLCY	COS		Review and update IFAD's RB-COSOP guidelines, including the criteria for deciding when an RB-COSOP is required, e.g. in small country programmes	The issuance of revised RB-COSOP guidelines is scheduled for mid-2014. An inter-departmental team led by the AVP/PMD has been set up, and will produce a concise version of RB-COSOP guidelines and a full RB-COSOP Source Book.	This is ongoing, and very close to completion at the time of the drafting of the PRISMA report. The new version of the RB-COSOP Guidelines is scheduled to be approved by IFAD Senior Management by June 1, 2015.

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							Streamline operational processes		
							Quality enhancement and quality assurance processes		
	CLE	17	IFAD	PLCY	DES		Revise the QE process	The QE process has been formally reformed with a view to enhancing the effectiveness and efficiency of PTA's contribution to the quality of IFAD-funded projects. As a result, the bulk of PTA engagement was shifted from the QE review panel "event" towards greater participation of PTA in the country programme management team (CPMT).	The proposed revision and reform of the QE process is complete, and this recommendation has been fully implemented.



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	CLE	18	IFAD	PLCY	DES		Revise the QA process; early engagement of staff may involve travel	<p>The QA process has been revised. Following a pilot period in 2013, all project concept notes are now reviewed before entering into IFAD's project design pipeline (in addition to the "traditional" QA review held at the end of the project cycle). Moreover, in 2014, the QA Secretariat is also piloting an approach to provide QA input at the QE review stage.</p> <p>QA Secretariat staff will accompany select supervision missions, starting in March 2014, to monitor compliance with QA recommendations and better understand common challenges and issues encountered during supervision.</p>	In 2014 the QUASAR project received additional corporate sponsorship to further expanding the platform in 2015 by refining KM features of QA of Loans Reviews; and supporting additional workflows for other IFAD review processes: Concept Note and RB-COSOP reviews; Quality Enhancement reviews. The QA-at-QE pilot of providing QA comments at the QE stage will continue in 2015, using a demand-driven approach (i.e. each Region having two opportunities to request QA input at the QE stage). At the end of the year an assessment of the two-year pilot will be conducted with a view toward determining whether the approach should be institutionalised and how it should be funded. Additional sources of funding to develop the grants QE and QA workflows are currently being identified. The reforms envisaged in the time-frame have been fully implemented to address this recommendation.
							Project supervision and financial management		
	CLE	19	IFAD	PLCY	SIS		Issue revised guidelines for project supervision that incorporate the recommendations made in CLEE and the corporate-level evaluation of supervision	Draft Joint Implementation Review guidelines have been prepared and circulated internally for comments before being formally issued.	Joint Supervision and Implementation Review Guidelines have been drafted and are ready for approval in-house (process to be guided by Senior Portfolio Manager). The current draft addresses all the recommendations made during the corporate level evaluation on supervision (see section on Supervision CLE in PRISMA 2015).

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
	CLE	20	IFAD	PLCY	SIS		Implement reforms to enhance the quality of financial management in projects, such as introduction of risk-based methodologies, increased reliance on country systems and capacity-building in financial management for project staff and IFAD's workforce	Gradual introduction of modern Financial Management practices is on-going. A range of CFS Guidance Notes have been issued on FM risk assessments, selection of project auditors, financial reporting and documenting results of FM assessments. Staff training was completed on country PFM (public financial management) Assessments. Capacity building events for project staff were conducted for APR and WCA/ESA.	Modernisation of FM (financial management) practices within CFS is continuing. Additional Capacity building events have been now been completed for NEN and LAC clusters.
	CLE	21	IFAD	PLCY	PMA		Replace the LGS with a new, modern web-enabled platform, to create a strong foundation for subsequently developing a borrower self-service portal that supports electronic disbursements	The legacy loan administration system has been retired and the replacement Flexcube system (Phase 1) with an integrated Data Warehouse was rolled-out in November 2013. Work is on going to finalise certain reports and functionalities which were not ready on go-live. This is expected to be finalised by Q2 2014.	Following successful commisioning of the Flexcube Phase 1, additional customisations are being implemented to leverage its full functionalities in reporting. Loan administration functions in the system have now stabilised. With regard to the recommendation, this has been fully implemented, with the LGS (Loan and grant system) now retired and the replacement Flexcube firmly in place.
	CLE	22	IFAD	STR	FLD		Scale up the Nairobi disbursement processing unit to an interregional decentralized hub servicing Western and Central, Eastern and Southern, and Northeast and Near African countries, by gradually shifting additional loan administration tasks from Rome to the Nairobi unit	The scaling up of the Nairobi Disbursement Centre is progressing. The Centre now processes all ESA and 90% of WCA disbursements. Transfer of NEN disbursements to the Centre is scheduled to commence by mid-2014.	Nairobi office continues to perform well and services all of ESA and 90% of WCA disbursements. NEN disbursements continue to be processed at HQ. This recommendation has been partially addressed, with WCA and ESA serviced by the Nairobi office.
							Accounting and financial reporting		

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
	CLE	23	IFAD	PLCY	FLD		Provide an enabling environment to support extension of decentralized country offices by implementing a financial accountability framework for decentralized operations in ICOs and enabling access to financial systems	This action is being addressed as part of a broader corporate initiative, the outcome of which will determine IFAD's approach to expenditure monitoring and reporting on ICOs.	IFAD Country Presence decentralization strategy aims to improve the effectiveness of IFAD's work at the country level. To achieve this goal FSU has been focused on standardizing processes as a requirement to further enhance ICOs' efficiency. Administrative guidelines and a standard budget template have been implemented to better monitor and report on ICOs' procedures and expenditures. Moreover, CFS and FSU will work together to implement the pilot for monitoring ICO budget in ESA with the view to leverage this experience and apply to other regions. The extent of decentralisation will entail a full analysis, following which a decision can be made as to the way forward on a corporate level.
	CLE	24	IFAD	STR	EFF		Enhance system automation and business processes to achieve both reporting accuracy and resource monitoring effectiveness, as well as process simplification	Actions completed include: automation of payments voucher generation and computations of MICS for processing of Consultants' Payments; self- approval of low value payments as an initiative of the risk based controls framework; systems auto alerts for Contributions correspondence with Member States. The fair value calculation tool has been fully integrated within FXC and Datawarehouse. The payroll calculation mechanism has been revised. Actions in progress include: Supplementary Funds database and reporting automation.	During 2015 CFS will continue working on this area in focusing in particular in the creation of a proper database within Data Warehouse (DWH) for contributions from regular and supplementary funds in Q1 2015 CFS will complete historic data migration for sup. Funds contributions in People Soft. CFS will work with PMD to enhance the usage of People soft project costing module in order to support RTA (reimbursable technical assistance). CFS accounting will prepare some PIDs to enhance paperless environment and to automate the closure process as well as streamline payments, including UNDP. Payroll continues to streamline selected manual inputs which decrease the risk of human error. Assessing actions taken within the time-frame, this has been fully addressed, while improvements will continue as a continuous process.

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								Actions starting in 2014 include: Payroll one-off staff payments to be processed in Accounts payable; automation of the financial statements preparation and review process; paperless approval.	
							Enhance staff skills and productivity		
	CLE	25	IFAD	STR	HR		Intensify staff training programmes in project supervision, financial management, etc.	Staff training on assessing PFM systems of countries using the PEFA (Public Expenditure and Financial Accountability) methodology was completed in November 2013. An e-learning tool on IFAD's FM policies and procedures has been developed in all official languages and disseminated in early 2014 to IFAD workforce, FM consultants and project FM staff.	A number of training sessions on related issues have been organised since the last update. This includes, inter alia, two training courses on procurement organised for staff across regions, two training programs on supervision. Also, a management develop program has been designed and implemented to enhance management skills. Therefore, this recommendation has been addressed with the intensification of staff training programmes over the last two years (these efforts will be sustained and enhanced over time).
	CLE	26	IFAD	STR	KM		Make relevant knowledge products available to frontline staff, such as CPMs, in easily accessible formats	Knowledge management process have been strengthened within IFAD, with a continuous stream of learning and knowledge-sharing events, and improvements to the quality enhancement QE/QA processes. See also progress on action 10 above on KM Framework and Plan.	A number of knowledge products have been developed for CPMs and country teams since the last update. This includes, inter alia, How To Do notes developed by PTA across a number of thematic areas such as gender and value chains to enhance CPM capacity during design and implementation. An updated handbook on economic and financial analysis is also being developed, with the first volume made available to all staff in March 2015.

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	CLE	27	IFAD	STR	HR		Intensify staff training programmes for topics such as project supervision and financial administration, etc.	Same as 25 above. (repeated in the CLEE Action Plan submitted to the Board; retained here to retain the original numbering up to 50 recommendations)	Same as 25 above.
							CLEE recommendation 2: Articulate and implement a clear vision for country presence and how IFAD would operate in a decentralized environment		
	CLE	28	IFAD	PLCY	HR		Prepare and submit for Board approval a review of IFAD's Country Presence Policy and Strategy	IFAD's Country Presence Strategy for 2014-2015 was submitted to the Executive Board in December 2013 (EB 2013/110/R.5/Rev.1), then was discussed in an informal session with the Executive Board in January 2014, and subsequently was approved. This entails the continued use of existing criteria for opening country offices and existing criteria for selecting various models of country office and the existing exit strategy for country offices, and finally, establishment of up to 10 additional country offices, nine of which are specified.	With the growing country office, the CLEE (CLE on efficiency) funds in 2014 were utilized to enhance, acquire and bring up to standard the facility of the ICOs. In 2014, PMD further decentralized its international presence by outpostting 4 CPMs to ICOs. Of the \$1.5M CLEE budget, to date approximately \$871,000 has been expended towards the upgrading of the ICO facilities.
							CLEE recommendation 3: Manage oversight and support units, including critical ICT functions, with a clear focus on increasing service quality and cost-efficiency		
							Improve business processes		

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	CLE	29	IFAD	STR	EFF		Develop efficiency indicators and benchmarks for key business processes to facilitate the identification of opportunities for process streamlining and cost saving	The development of a new suite of internal process efficiency indicators is in progress to identify pragmatic ways of tracking costs and performance in a number of key processes; a pilot will be launched in 2014. Preliminary consultations are underway with other IFIs about the possibility of establishing common process and efficiency measures.	Management endorsed a business process efficiency measurement framework that contains efficiency KPIs for costs, productivity, timeliness and quality of IFAD's key business processes. Reporting on these indicators has been mainstreamed into the annual planning and quarterly performance reporting of the respective business process owners (divisions) and will be further developed in 2015.
	CLE	30	IFAD	STR	EFF		Delegate procurement authority to division directors for conducting low-value procurement of up to €10,000 and related changes in workflow	The new version of the Corporate Procurement Manual has been prepared and the agreed changes will be applied in the first half of 2014. This includes the delegation of low value procurements to Division Directors. The new manual will be issued with a President's Bulletin by end Q2 2014. The related changes in Peoplesoft workflow are expected to be released by April 2014 as a pilot project for 2 divisions. After successful testing this will be rolled out to other divisions together with an enhanced and user friendly e-procurement interface.	The revision of the Corporate Procurement Manual was delayed in 2014, however it is now on its final stage of approval workflow and we expect its final approval by Q2 2015. In the meantime, additional rules have been added to reinforce the delegation of low value procurement to Division Directors and the transparency of the procurement process. New competitive procedures have also been introduced for supporting innovation and efficiency of the process. The Peoplesoft has been updated and the new functionality on Delegation of Low Value Procurement is being deployed to all IFAD Divisions. As second phase of this implementation, a more user-friendly Oracle e-procurement interface is also under implementation and testing. Completion foreseen by Q3 2015.

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
	CLE	31	IFAD	STR	EFF		Further streamline travel processing, including making the necessary adjustments to the ERP system	The following adjustments to the Peoplesoft system are to be delivered by April 2014: (1) allowance of the system to automatically process a 50% DSA for PHP location, Rome; (2) implementation of the expense automation process; (3) pre-calculation of terminals on TA; (4) changes to the current workflow, allowing Travel Manager to modify the report after Budget Holder approval, elimination of the need for Budget Holder approval when the difference between TER and TA is less than 10%, batch approval for TERs with zero changes. To be delivered in Q2 2014: (1) integration with UNDSS to allow users to pre-populate data from their TA; (2) review of Business Purposes related to travel; (3) control for consultant payments.	(1) allowance of the system to automatically process a 50% DSA for PHP location, Rome IMPLEMENTED; (2) implementation of the expense automation process IMPLEMENTED; (3) pre-calculation of terminals on TA IMPLEMENTED; (4) changes to the current workflow, allowing Travel Manager to modify the report after Budget Holder approval, elimination of the need for Budget Holder approval when the difference between TER and TA is less than 10%, batch approval for TERs with zero changes IMPLEMENTED. To be delivered in Q2 2014: (1) integration with UNDSS to allow users to pre-populate data from their TA IMPLEMENTED; (2) review of Business Purposes related to travel POSTPONED TO 2015; (3) control for consultant payments POSTPONED TO 2015.
	CLE	32	IFAD	PLCY	EFF		Streamline the Corporate Procurement Guidelines to enhance administrative efficiency by eliminating transactional steps for low-value and low-risk purchases	The new version of the Corporate Procurement Manual has been prepared and the agreed changes will be applied in the first half of 2014. This includes the delegation of low value procurements to Division Directors. The new manual will be issued with a President's Bulletin by end Q2 2014. The	The revision of the Corporate Procurement Manual was delayed in 2014, however it is now on its final stage of approval workflow and its final approval is expected by Q2 2015. In the meantime, additional rules have been added to reinforce the delegation of low value procurement to Division Directors and the transparency of the procurement process. New competitive procedures have also been introduced for supporting innovation and efficiency of the process. The Peoplesoft has been updated

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								related changes in Peoplesoft workflow are to be released by April 2014 as a pilot project for 2 divisions. After successful testing this will be rolled out to other divisions together with an enhanced and user friendly e-procurement interface.	and the new functionality on Delegation of Low Value Procurement is being deployed to all IFAD Divisions. As second phase of this implementation, a more user-friendly Oracle e-procurement interface is also under implementation and testing. Completion foreseen by Q3 2015.
							Increase application of information and communications technology		
	CLE	33	IFAD	STR	ICT		Integrate the core IT platforms (Oracle-PeopleSoft ERP, Agile Open Source and Microsoft)	Integration of core IT platforms is more of an approach than a specific project. For example, the implementation of Flexcube integrated Loan/Grants disbursements with PeopleSoft Payments and the Data Warehouse. GRIPS is integrating the Loan and Grants pipeline data for the first time in IFAD history, with further integration to the disbursement system. In addition, in 2014 several other projects introducing integration were completed, including: <ul style="list-style-type: none"> <li>· Scriptoria and the MultiCorpora translation system</li> <li>· Members interactive Platform and the Governing Bodies meeting tool</li> <li>· The People directory system with PeopleSoft HR</li> <li>· PeopleSoft T&amp;E with the UNDSS security system</li> </ul>	This has been implemented: see follow up 2014. In addition to the integration undertaken in 2014, further improvements and new systems built on integrated platforms are being envisaged. (Therefore, while this has been fully implemented, there will obviously be ongoing future developments as IT systems and requirements evolve.)



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	CLE	34	IFAD	STR	ICT		Upgrade IFAD's software systems to enable more effective and efficient administrative support of ICOs	<p>New systems GRIPs and Flexcube which are replacing the legacy PPMS and LGS systems allow ICOs browser based access to IFAD's core project pipeline and disbursement systems. This means that ICOs will always have access to the same version of the software as headquarters and removes the inefficient upgrading of the old client based systems.</p> <p>Analysis of the current business process has started to understand the requirements of relevant stakeholders in functionality such as procurement, local payments and expense reconciliation. Any change to business process will require the agreement across functional areas and may impact the hosting agreements in terms of system use.</p> <p>A project is underway to provide improved connection with ICOs specifically in the first instance to improve Video Conferencing.</p>	<p>Providing an enabling environment for ICOs continues to be a priority for ICT. All Corporate applications are web-based and available via VPN on internet connected computers. In addition, a more rapid, agile model for ICO support was adopted in 2014 leading to significant progress on a number of fronts, including completion of the Video Conference and Wide Area Network pilot projects resulting in deployment of dedicated VC facilities in 3 Regional Divisions and WAN connectivity in 3 ICOs. Provision of standard, centrally provided hardware and software to ICOs, implementation of ICO Computer backup to safe guard data, increased email quotas for ICO staff to allow for more collaboration between colleagues and finally enhanced ICT security on all ICO equipment to protect IFAD data from issues resulting in working in decreasingly decentralized environments. From a corporate application standpoint, in 2015 ICT has scheduled the realignment of Corporate HR Applications, including e-RPA, Absence Management and e-Recruitment to improve administrative efficiency for the country offices.</p> <p>Therefore, the upgradation of software systems to provide effective and efficient administrative support has been implemented.</p>

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	CLE	35	IFAD	STR	ICT		Implement ICT systems to support IFAD's operational monitoring and evaluation processes	<p>Systems identified to support M&amp;E that were identified at ITGC for 2014/2015 are:</p> <ul style="list-style-type: none"> <li>• Project financial risk indicators</li> <li>• Audit report tracking for Grants</li> <li>• Extend results and impact monitoring to project level</li> </ul> <p>At the impact level, new guidelines are being developed in 2014. The process will include a software for data entry and analysis, to assist projects and to be developed by PMD in consultation with ICT.</p>	Analysis and development on the projects for financial risk indicators and audit report tracking for grants is underway. The definition of requirements for project on the extended results and impact monitoring will be finalized in the first half of 2015.
	CLE	36	IFAD	STR	ICT		Implement mobile technologies to allow access to IFAD systems on the move via a range of devices including smart phones and tablets	<p>New applications being developed are browser based and so can be accessed from mobile devices. The Members' interactive platform for example was upgraded to allow use from mobile devices, resizing the layout of information depending on the device being used. Oracle have released an application for mobile devices which allows access of IFAD business intelligence (BI) applications from mobile devices which is currently being tested.</p> <p>Moving forward, opportunities to leverage mobile technologies will be analysed in areas such as</p>	Mobile devices are an entirely new way for staff to interact with IT services. ICT will implement a Mobile Device Corporate strategy and the infrastructure needed to enable staff to securely maintain office productivity on mobile devices. This is a multi-year project. In 2015 ICT will lay the foundation by implementing a Mobile Device Management platform, drafting the policies and procedures needed and selecting a service provider for mobile devices. In addition, "mobile" is a guiding principal for application development and 3 core platforms are being upgraded to support this initiative, including Peoplesoft (PeopleTools 8.54 upgrade), Business Intelligence and Sharepoint.

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								approval processes.	
	CLE	37	IFAD	STR	ICT		Develop business intelligence solutions to provide relevant management information to support business decisions	The new LGS reporting was implemented in Data Warehouse using BI. Employee BI dashboards for HRD which give a dashboard view of employee data held in the different PeopleSoft HR modules have been delivered for use in HRD. The latter will be rolled out as a self-service functionality for all employees in 2014.	In 2015 it is planned to enhance contributions reporting to include supplementary funds.
	CLE	38	IFAD	STR	ICT		Introduce GRIPS, retire PPMS and reconfigure existing systems that rely on PPMS	CSD: GRIPS has been implemented for Grants. A project is currently underway to bring investment project data into GRIPS, scheduled for go-live in early Q2 2014. This will improve reporting significantly as it will allow financial and other data to be sourced from multiple applications.	GRIPS was released in Q2 2014 and provides oversight onto the full portfolio of Investment Projects and Grants. PPMS data was migrated to GRIPS prior to the release. In 2015 the remaining systems that rely on PPMS for data will be reconfigured to source data from GRIPS. Therefore, the introduction of GRIPS is complete, the retirement and reconfiguration of other systems is almost complete.

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	CLE	39	IFAD	STR	ICT		Upgrade the Operations Dashboard to accommodate new business imperatives, using information from GRIPS and Flexcube	This is envisaged once DataWarehouse has been fully populated. DataWarehouse will allow for integration of information from different systems (i.e., PeopleSoft and FlexCube) and within modules of PeopleSoft.	Further integration of project data into the data warehouse will provide enhanced reporting across IFAD's project portfolio
							CLEE recommendation 4: Better manage scarce budgetary resources towards high-quality results		
	CLE	40	IFAD	PLCY	EFF		Augment capacity in the central budget function; a Director of BOD will be recruited, reporting to the Vice President of IFAD	Director of BOD has been recruited and joined in April 2014, reporting to the Vice-President.	Key action of hiring a Director of BOD already done in 2014
	CLE	41	IFAD	OPER	EFF		Strengthen the mid-year review and optimize the budget reallocation process	The mid year review process in 2014 will benefit greatly from the centralization of the funds arising from vacant positions. A rigorous review will be carried out, led by a senior consultant.	The mid-year review process in 2015 will continue to be enhanced to ensure available funds are dynamically re-allocated to emerging corporate priorities. This recommendation has been fully implemented, and the mid-year review process is now institutionalised in the organisation.
	CLE	42	IFAD	OPER	EFF		Study the possibility of automating quarterly budget monitoring and sharing	Automation and sharing of quarterly reports is being developed within the Oracle BI tool, and will be piloted in due course.	This action is ongoing and will rely heavily on in-house Oracle BI expertise that has just been recruited.
							CLEE recommendation 5: Manage strategically the skills composition, cost and performance of the workforce		
	CLE	43	IFAD	STR	HR		Refine the strategic workforce planning exercise in 2014 (and successive years), to ensure that IFAD has the requisite workforce in terms of headcount, competencies and skills to enable it to deliver on the key strategic objectives of IFAD9, 2013-2015	The SWP is firmly established as an annual process that provides a staffing complement for each division, which is used as the basis for the annual budget exercise. The process to agree on the workforce for 2015	This has been implemented and mainstreamed. SWP is firmly established as an annual process that provides a staffing complement for each division, which is used as the basis for the annual budget exercise. The process to agree on the workforce for 2016 will be guided this year by the corporate priorities emerging from the 2016-2018 MTP exercise.

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								begins in March 2014.	
	CLE	44	IFAD	OPER	HR		Develop and implement a job titling and job family system for IFAD, as a follow-up to the job audit exercise	Job family and job titling systems were endorsed by the OMC in December 2013. Also, the OMC endorsed the introduction of Generic Job Profiles in IFAD. These three tools will be officially launched in March 2014.	New job families and titles were introduced in 2014, as were Generic Job Profiles for the overwhelming majority of positions. This has therefore been implemented.
	CLE	45	IFAD	OPER	HR		Implement a new rewards and recognition framework, taking into account best practices for talent and rewards management that include monetary and non-monetary rewards	IFAD's first Reward and Recognition Framework including monetary and non-monetary rewards will be implemented in 2014 based on the 2013 performance cycle. The Framework complies with ICSC guidelines and is aligned with key UN common system priorities in the area of human resources management.	The Reward and Recognition Framework was successfully implemented in 2014, recognizing excellent performance in the 2013 performance cycle. The IFAD model is being carefully studied by the ICSC as it plans for the wider introduction of incentive pay in the Common System.
	CLE	46	IFAD	OPER	HR		Strengthen the performance management system to provide managers with the tools to recognize excellent performance and to motivate staff to achieve continuously stronger results	Following an external assessment, IFAD's performance management process and system have been further enhanced in support of the implementation of the Reward and Recognition Framework. As part of this process, a new Competency Framework was launched in 2013 and will be a central element of IFAD's HR management as it will be used in strategic workforce planning, recruitment, performance management and 360 degree feedback,	In addition to successfully implementing the new Reward and Recognition framework, including monetary and non-monetary rewards in 2014, based on the results of the 2013 performance cycle, IFAD also strengthened the performance management process to include a more accelerated MRG schedule, aiming at finalizing the PES cycle in early April 2015 to ensure early final feedback to staff on their prior year performance and time to take advantage of non-monetary rewards, including travel to facilitate familiarization with ICO operations.

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								reward and recognition, and staff development.	
	CLE	47	IFAD	OPER	HR		Follow up on the 2012 Global Staff Survey to address key staff concerns	During 2013 a major follow up to the 2012 GSS results was organized. Staff were consulted on their major concerns and on required actions. Senior Management agreed on 6 recommended actions through an extensive consultation process. Recommendations and actions that were implemented include specific policy changes and supportive arrangements (e.g. indefinite contracts, rotation, online career/ interview coaching) behavioral change initiatives (e.g. IMT behavioral commitments, management development programme) and implementation of new ways to engage staff (e.g. info to staff on EB, organisation of first Global Staff Meeting, etc.). In February 2014 OMC was presented with a summary of results.	IFAD successfully completed the 2012 Global Staff Survey (GSS) action plans and published the final results in 2014, which included many concrete improvements (including resumption of indefinite appointments; new management and leadership development programmes; a new career management guide and individual career counselling and coaching). The 2014 GSS was carried out in October 2014, the results were reported and consultative work on developing an action plan was completed by the end of 2014, which was approved by the OMC and EMC in early 2015. The results show improvements in all measured areas, many statistically significant, including greater confidence in leadership, and improvements in all HR-related areas, including effectiveness and fair application of HR policies; trust and satisfaction with the performance assessment and rewards system; career and staff development; promotions; confidence in the staff selection system; mobility opportunities; and relevance of training activities.
							CLEE recommendation 7: Instil an institutional culture of accountability and performance, and strengthen reporting for results		

Country	Evaluation	S N	Level	Nature	Theme	R	Agreed Action	Follow up 2014	Follow up 2015 (any changes to be updated in 2015)
	CLE	48	IFAD	OPER	HR		Revise the IFAD accountability framework to incorporate CLEE recommendations	An update on IFAD's accountability framework, including an outline of the key components, was presented to the Executive Board in its 110th session. Details and structures of the three components- political covenant with member states, internal controls and complaints and response mechanisms- were outlined. Further, the CLEE recommendations are being addressed by the divisions/ departments concerned for incorporation into IFAD's accountability framework	Management has completed the process of reviewing and modernizing IFAD's Delegation of Authority Framework. Significant progress was made in many different areas. The question of devolving greater authority to field offices in order to accompany IFAD's new and evolving business model has been considered and will be addressed more comprehensively in the next stage by PMD. A modern electronic platform that is accessible and user-friendly was launched in December 2014.
	CLE	49	IFAD	OPER	HR		Define delegation of authority to address CLEE recommendations	Management is currently reviewing and modernizing IFAD's Delegation of Authority Framework. This work will cover a range of different areas, all the way from the delegation of authority on financial and human resource matters, to devolving greater authority to field offices in order to accompany IFAD's new and evolving business model. This work is currently in progress and is being undertaken under the overall guidance of the Office of the President and Vice President, in close collaboration with the Office of the General Counsel. Improvements	Management has completed the process of reviewing and modernizing IFAD's Delegation of Authority Framework. Significant progress was made in many different areas. The question of devolving greater authority to field offices in order to accompany IFAD's new and evolving business model has been considered and will be addressed more comprehensively in the next stage by PMD. A modern electronic platform that is accessible and user-friendly was launched in December 2014.

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								will be made to areas identified in the CLEE as requiring further attention, in addition to the concerns reported by IFAD departments through an information collection process that has been set in motion. A modern electronic platform, that is accessible and user-friendly, is the expected end product.	
	CLE	50	IFAD	STR	RME		Improve the data and information base for IFAD's Results Measurement Framework	M&E and impact evaluation capacity is being strengthened to provide expert advice to projects at different stages of the programme cycle. Impact evaluation guidelines have been developed, placing strong premium on the integration of IFAD-supported project M&E systems within broader national M&E systems. To support gender mainstreaming throughout IFAD's programmes and projects, IFAD has set up systems to closely monitor and report on gender indicators. Guidelines for RIMS and the preparation of PCRs will be updated in 2014 to ensure that improved M&E and impact assessment methods and practices are fully mainstreamed into IFAD's results measurement processes.	This has been implemented- a number of changes and improvements have already been incorporated into the guidelines/ handbooks/ systems used in IFAD to measure results. An illustrative list of changes in the last year includes: (a) updating the RIMS 1st and 2nd level Handbook to incorporate climate-change related indicators, (b) updating the impact survey guidelines, now produced as one integrated set issued by SKD/ PMD to avoid multiple messages (this includes best practices in impact assessments, provides a menu of options to projects to assess impact, includes core indicators from the RIMS surveys, includes an annex on gender and women's empowerment based on the Women's Empowerment in Agriculture Index), (c) updating the PCR guidelines (they will be finalised as soon as the Evaluation Manual is updated, to ensure alignment). Therefore significant changes have been implemented over 2014-2015, but obviously this will be an ongoing process as the context in which IFAD operates changes, and as the state of the art M&E practices and tools evolve globally.