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2018 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

Volume II

Recommendations and follow-up actions taken by Management

Addendum

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For: Review

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Abbreviations and acronyms

| | |
|----------|---|
| 4P | Public-Private-Producers Partnership |
| AFD | Agence Francaise de Developpement |
| AfDB | African Development Bank |
| AI | Ad Interim |
| AMIP | Agriculture Marketing Improvement Programme (Ethiopia) |
| APARCA | Asia-Pacific Rural and Agricultural Credit Association |
| APDMP | Andhra Pradesh Drought Mitigation Project (India) |
| APR | Asia and the Pacific Division |
| AR4D | Agricultural Research For Development |
| ARRI | Annual Report on Results and Impact of IFAD Operations |
| ASAP | Adaptation for Smallholders Agriculture Programme |
| AsDB | Asian Development Bank |
| AWPB | Annual Work Programme and Budget |
| BDS | Business Development Service |
| BNDES | National Development Bank |
| CAADP | Comprehensive African Agriculture Development Programme |
| CADA | Commodity Apex Development Association |
| CAF | Commodity Alliance Forum |
| CAF | Development Bank of Latin America |
| CAIM | Convergence of Agricultural Interventions in Maharashtra |
| CASP | Climate Change Adaptation and Agribusiness Support Programme (Nigeria) |
| CBINReMP | Community-Based Integrated Natural Resources Management Project (Ethiopia) |
| CCRIP | Coastal Climate Resilient Infrastructure Project (Bangladesh) |
| CD | Country Director |
| CDA | Community Development Associations |
| CDD | Community-driven development |
| CDSP | Char Development and Settlement Project (Bangladesh) |
| CFS | Controller's and Financial Services Division |
| CGAP | Consultative Group to Assist the Poor |
| CGIAR | Consultative Group for International Agricultural Research |
| CHARM | Cordillera Highland Agricultural Resource Management (Philippines) |
| CIAT | International Centre for Tropical Agriculture |
| CLEAR | Center for Learning on Evaluation and Results |
| COSOP | Country Strategic Opportunities Paper |
| CPE | Country Programme Evaluation |
| CPF | Country Programme Framework |
| CPM | Country programme manager |
| CPMT | Country Programme Management Team |
| CPO | Country Programme Officer |
| CRCD | Promoting Resilience of Vulnerable through Access to Infrastructure, Improved Skills and Information (Bangladesh) |
| CSPE | Country Strategy and Programme Evaluation |
| CSR | Corporate Social Responsibility |
| DP | Development Project |
| DRC | Democratic Republic of Congo |
| EB | Executive Board |
| EC | Evaluation Committee |
| ECG | Environment, Climate, Gender and Social Inclusion Division |
| EMBRAPA | Brazilian Agricultural Research Corporation |

| | |
|-----------|---|
| ERASP | Enhancing the Resilience of Agro-ecological Systems Project (Malawi) |
| ESA | East and Southern Africa Division |
| EU | European Union |
| FAO | Food and Agriculture Organization of the United Nations |
| FARMSE | Financial Access for Rural Smallholders and Enterprise (Malawi) |
| FAT | Technical Assistance Fund (Nicaragua) |
| FishCORAL | Fisheries, Coastal Resources and Livelihood Project (Philippines) |
| FMARD | Federal Ministry of Agriculture and Rural Development (Nigeria) |
| FMD | Financial Management Services Division |
| FMF | Federal Ministry of Finance |
| FMPE | Fund for the Promotion of Women Entrepreneurs |
| FOCUS | Fostering Climate Resilient Upland Farming Systems in the Northeast (India) |
| FONER | National Roads Maintenance Fund (DRC) |
| PHL | Post-Harvest Losses |
| GCF | Green Climate Fund |
| GDF | General Directorate of Forestry (Turkey) |
| GEWE | Gender Equality and Women Empowerment |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GJP | Generic Job Profile |
| GNAIP | The Gambia National Agricultural Investment Programme |
| GoB | Government of Bangladesh |
| GoT | Government of Turkey |
| HILIP | Hoar Infrastructure and Livelihood Improvement Project (Bangladesh) |
| IAI | Impact Assessment Initiative |
| ICAR | Indian Council of Agricultural Research |
| ICO | IFAD Country Office |
| ICRAF | Ailene Florece of the World Agroforestry Center |
| ICT | Information and communication technology |
| IDB | Inter-American Development Bank |
| IDEPA | Institute for Fisheries and Aquaculture Development (Mozambique) |
| IDPs | Irrigation Development Projects |
| IFAD11 | IFAD's Eleventh Replenishment |
| IFAD8 | IFAD's Eight Replenishment |
| MEDEP | Mariculture Enterprise Development Project (Maldives) |
| IGA | Income Generating Activities |
| IICA | Inter-American Institute for Cooperation on Agriculture |
| ILSP | Integrated Livelihoods Support project (India) |
| IOE | Independent office of evaluation of IFAD |
| IP | Indigenous People |
| IPS | Inter Press Service Agency |
| IRPEP | Integrated Rice Production Enhancement Project (Philippines) |
| IT | Information Technology |
| JICA | Japan International Cooperation Agency |
| KM | Knowledge Management |
| KPI | Key Performance Indicator |
| LAC | Latin America and Caribbean Division |
| LGA | Local Government Authorities |
| LGED | Local Government Engineering Department |
| LGU | Local Government Unit |
| LHDP | Livestock and Horticulture Development Project (The Gambia) |
| LIFE-ND | Livelihood Improvement Family Enterprises Project in the Niger Delta of Nigeria |
| M&E | Monitoring and Evaluation |

| | |
|-----------|---|
| MAGA | Ministry of Agriculture, Livestock and Food (Guatemala) |
| MALR | Ministry of Agriculture and Land Reclamation (Egypt) |
| MDS | Ministry of Social Development (Brazil) |
| MEFCCA | Ministry of Family, Peasant and Cooperative Economy (Nicaragua) |
| MIIC | Ministry of Investment and International Cooperation (Egypt) |
| MIMAIP | Ministry of Sea, Inland Waters and Fisheries (Mozambique) |
| MIS | Management Information Systems |
| MMA | Ministry of Environment (Brazil) |
| MOANR | Ministry of Agriculture and Natural Resources (Ethiopia) |
| MPOWER | Mitigating Poverty in Western Rajasthan (India) |
| MRE | Ministry of Foreign Affairs (Brazil) |
| MRWRP | Murat River Watershed Rehabilitation Project (Turkey) |
| MSE | Micro and Small Enterprises |
| MSME | Micro, small and medium enterprises |
| MSP | Multi-stakeholder platforms |
| MTR | Mid-term review |
| NATP2 | National Agricultural Technology Program Phase 2 (Bangladesh) |
| NDDC | Niger Delta Development Commission |
| NEDA | National Economic Development Authority (Philippines) |
| NEMA | National Agricultural Land And Water Management Development Project (Gambia) |
| NEN | Near East, North Africa and Europe division |
| NERCORMP | North Eastern Region Community Resource Management Project (India) |
| NGO | Non-governmental Organisation |
| NICADAPTA | Adapting to Markets and Climate Change Project (Nicaragua) |
| NICARIBE | Agricultural, Fishery and Forestry Productive Systems Development Programme (Nicaragua) |
| NICAVIDA | Nicaraguan Dry Corridor Rural Family Sustainable Development Project (Nicaragua) |
| NOA | National Professional Officer (P1 level) |
| NOB | National Professional Officer (P2 level) |
| NOC | National Professional Officer (P3 level) |
| NOD | National Professional Officer (P4 level) |
| NRM | Natural Resource Management |
| OPELIP | Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihood (India) |
| OPEX | Operational Excellence for Results |
| OPR | Operational Policy and Results Division |
| ORMS | Operational Results Management System |
| PACE | Promoting Agricultural Commercialization and Enterprises Project (Bangladesh) |
| PAPAKIN | Kinshasa Food Supply Centre Support Programme (DRC) |
| PASA-NK | North Kivu Agriculture Sector Support Project |
| PASIDP | Participatory Small-scale Irrigation Development Programme (Ethiopia) |
| PBAS | Performance-Based Allocation System |
| PCDP | Pastoral Community Development Project (Ethiopia) |
| PCMU | Programme Coordination and Management Unit |
| PCR | Project Completion Report |
| PCU | Project Coordination Unit |
| PDR | Project Design Report |
| PESPA | Strategic Plan for Artisanal Fisheries Sector (Mozambique) |
| PIRAM | Integrated Program for the Recovery of Agriculture in Maniema (DRC) |
| PIU | Programme Implementation Unit |

| | |
|------------|---|
| PKSF | Palli Karma-Sahayak Foundation |
| PMI | Sustainable Production, Markets and Institutions Division |
| PMU | Programme Management Unit |
| PO | Professional Officer |
| PPE | Project Performance Evaluation |
| PRAPE | Agricultural Revival Programme in Equateur Province |
| PRAPO | Agricultural Rehabilitation Programme in Orientale Province (DRC) |
| PRI | Grassroots Local Self-Government Institutions |
| PRIDE | Programme for Rural Irrigation Development (Malawi) |
| PRIDE | Promoting Resilience in Desert Environments Project (Egypt) |
| PRiME | Programme in Rural M&E |
| PROAQUA | Project for the Promotion of Small0scale Aquaculture (Mozambique) |
| PROCAVA | Inclusive Agri-food Value-chains Development Programme (Mozambique) |
| PROCAVAL | Small-Scale Producers in Value Chains and Market Access Project (Nicaragua) |
| PRODENORTE | Sustainable Rural Development Programme for the Northern Region (Guatemala) |
| PRODESEC | Programme for the Economic Development of the Dry Region (Nicaragua) |
| ProPESCA | Artisanal Fisheries Promotion Project (Mozambique) |
| PROSUL | Pro-poor Value Chain Development in the Maputo and Limpopo Corridors (Mozambique) |
| PSC | Project Steering Committee |
| PSSWRSP | Participatory Small-scale Water Resources Sector Project (Bangladesh) |
| PTA | IFAD Technical Advisory Division |
| QA | Quality Assurance |
| QE | Quality Enhancement |
| RAPID | Rural Agro-enterprise Partnership for Inclusive Development |
| RBA | Rome-Based Agency |
| RB-COSOP | Results-Based Country Strategic Opportunities Paper |
| REFP | Rural Enterprise and Financing Programme (Mozambique) |
| RIA | Research and Impact Assessment Division |
| RIDE | Report on IFAD's Development Effectiveness |
| RIMS | Results and impact management system |
| RLEEP | Rural Livelihoods and Economic Enhancement Programme (Malawi) |
| RMF | Results measurement framework |
| RUFIP | Rural Financial Intermediation Programme (Ethiopia) |
| RuMEPP | Rural Microenterprise Promotion Programme (Philippines) |
| SACP | Smallholders Agriculture Competitiveness Programme (Bangladesh) |
| SAIL | Sustainable Investments and Livelihoods Project (Egypt) |
| SAM | Smallholder Access to Markets |
| SAPP | Sustainable Agricultural Production Programme (Malawi) |
| SBAFP | Sofala Bank Artisanal Fisheries Project (Mozambique) |
| SDG | Sustainable Development Goal |
| SEAD | Special Secretariat of Family Agriculture (Brazil) |
| SECAP | Social, Environmental and Climate Assessment Procedures |
| SHG | Self-Help Groups |
| SKD | Strategy and Knowledge Department |
| SLMP | Sustainable Land Management Programme (Ethiopia) |
| SMART | Specific, Measurable, Achievable, Relevant and Time-bound |
| SME | Small And Medium Enterprise |

| | |
|--------|---|
| SSAPP | Small-Scale Aquaculture Promotion Project (Mozambique) |
| SSI | Small-Scale Irrigation |
| SSTC | South-South and Triangular Cooperation |
| TA | Technical Assistance |
| TIKA | Turkish Cooperation and Coordination Agency |
| TOC | Theory of Change |
| UN | United Nations |
| UNCT | United Nations Country Team |
| UNDP | United Nations Development Programme |
| UNDSS | United Nations Department of Safety and Security |
| UNIDO | United Nations Industrial Development Organization |
| URDP | Uplands Rural Development Programme (Turkey) |
| V-APEX | Village-Based Savings And Credit Association apex (Gambia) |
| VC | Value Chain |
| VCDP | Value Chain Development Project (Nigeria) |
| VISACA | Village-Based Savings And Credit Association (Gambia) |
| VSLA | Village Saving and Credit Associations |
| WB | World Bank |
| WCA | West and Central Africa division |
| WEAI | Women's Empowerment in Agriculture Index |
| WFP | World Food Programme |
| WNRDP | West Noubaria Rural Development Project (Egypt) |
| WOCAN | Women Organizing for Change in Agriculture and Natural Resource Management (Maldives) |
| WUA | Water User Associations |

Categories used for the classification of actions/ recommendations

SN Serial Number

Type of evaluation

CLE Corporate Level Evaluation
CSPE Country Strategy and Programme Evaluation
ESR Evaluation Synthesis
PPE Project Performance Evaluation
IE Interim Evaluation

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

BEN Beneficiaries and stakeholders' participation and consultation
COS Country Strategic Opportunities Programme (COSOP), also including country strategy
DEC Decentralization
DES Project design
ENG Policy Engagement
FRG Fragility and conflict
GDR Gender (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
MVC Markets and value chains
NLA Non-Lending Activities
NRM Natural resource management and environment
PAR Partnership
PMA Project management and administration (incl. financial management)
PVT Private sector
RFI Rural finance
RME Results monitoring, evaluation
SCA Replication and scaling up
SOU South-south and triangular cooperation
SUP Supervision and implementation support
SUS Sustainability
TCB Training, capacity-building
TGT Targeting
YTH Youth

| | |
|-----|-----------------------|
| F | Fully followed-up |
| NA | Not applicable |
| NAG | Not agreed upon |
| NYD | Not yet due |
| O | Ongoing |
| PA | Partially followed up |
| PD | Pending |

Criteria:

- **full follow-up:** recommendations fully incorporated into the new phase/design of activities, operations or programmes, and the relevant policies or guidelines;
- **ongoing:** actions initiated in the direction recommended;
- **partial:** recommendations followed up partially, with actions consistent with the rationale of the recommendation;
- **not yet due:** recommendations that will be incorporated into projects, country programmes or country strategic opportunities programmes (COSOPs) or policies still to be designed and completed;
- **not applicable:** recommendations that have not been complied with because of changing circumstances in country development or IFAD corporate governance contexts, or for other reasons;
- **pending:** recommendations that could not be followed up; and
- **not agreed upon:** recommendations that were not agreed to by Management or the respective country team or government.

Corporate Level Evaluation: IFAD's Decentralization Experience

| IFAD's Decentralization Experience | | | | | | | | |
|------------------------------------|----|-------|--------|-------|--|---|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | | <p>Recommendation 1. Strengthen IFAD's country presence while pursuing options to enhance cost efficiency. This priority was already identified by the 2013 CLE on IFAD's Institutional Efficiency. After conducting a functional analysis exercise, IFAD should strengthen its country/sub-regional presence and capacity in the field by building "critical mass" and concentrating rather than dispersing human and financial resources. In a parallel effort to enhance effectiveness and efficiency, it should reduce staff at headquarters and increase staff in country offices, closer to the country programmes, and particularly where programmes are relatively large. The modelling exercise of this CLE exemplifies possible approaches (see Efficiency and annex VII).</p> | | |
| CLE | 1 | IFAD | STR | DEC | | <p>1.a Re-organize country presence around a selected number of sub-regional hubs, supporting other country offices (CPO- or CPM-led). Establishing hubs should be guided by functional analysis, taking into account, inter alia, size of the portfolio, planned non-lending activities, country characteristics (e.g. accessibility via international travels, ICT connectivity, security) and opportunities to support other offices. Hubs could be grown out of existing ICOs and reduce pressure to establish new ones. Conversely, IFAD should be ready to downsize or close country offices when portfolio size or other criteria do not justify their recurrent costs.</p> | <p>IFAD's decentralization map was developed using a metrics-based approach based on business needs (portfolio size, number of countries), as well as connectivity, opportunities for strategic partnerships. IFAD will have a consolidated field presence with 40 offices, including 12 Hubs, 3 SSTC/Knowledge Centers and 25 ICOs.</p> | F |

| IFAD's Decentralization Experience | | | | | | | | |
|------------------------------------|----|-------|--------|-------|--|---|---|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| CLE | 2 | IFAD | STR | DEC | | 1.b Based on a functional analysis exercise, identify options to rebalance staffing levels (professional and GS) from headquarters to regional hubs and country offices, in particular those which could perform some functions now performed by headquarters regional divisions. Headquarters divisions will need to retain focused but functional support teams, including senior professionals, which would also allow some rotation between country-based CPMs and headquarters. While this change process may entail initial investment costs, it should be devised so as to generate savings in recurrent costs at PMD level. | In line with IFAD11 commitments, IFAD's firing capacity in the field will be increased with the proportion of IFAD staff in the field increasing from 18% to 30% in 2018, including additional CD/CPMs, POs and national staff, as well as technical staff with dual reporting (PMI, ECG and FMD. With a significant proportion of professional staff moving to the field, the number of G-staff at HQ will be reduced and their functions revised, with a concomitant increase in G-staff and national junior professional staff (NOA level) recruited in the field. | F |
| CLE | 3 | IFAD | STR | DEC | | 1.c Consider further decentralization of other functions (such as financial management, based on the positive experience in Nairobi) to the regions, especially LAC and APR, which have time zone issues and high travel costs from Rome. Consultants and national staff could also be managed sub-regionally for support in such areas as procurement and financial management. | IFAD's organizational decentralization includes decentralization of 25 staff from the technical divisions (PMI, ECG and FMD). This means 47%, 43% and 52% of PMI, ECG and FMD staff respectively will be in the field (planned to take place by the end of 2018)." | F |
| | | | | | | Recommendation 2. In order to achieve stronger development results, better support to non-lending activities through decentralization is needed. Benefiting from greater proximity with national stakeholders, in its country strategies IFAD should prepare a realistic agenda for non-lending activities with specific resources allocated. | | |
| CLE | 4 | IFAD | STR | COS | | 2.a Introduce, in country strategies, greater selectivity in the agenda for non-lending | These recommendations will be included together with the overall IFAD11 commitment to revise the procedures | O |

| IFAD's Decentralization Experience | | | | | | | | |
|------------------------------------|----|-------|--------|-------|--|---|---|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | | activities, based on consultation with governments, participation in coordination groups with other organization and interaction with non-government actors. Differentiate the non-lending agenda and the expectations by type of country office (e.g. CPO-led, CPM-led, hubs) and according to its resources. As shown by the recent CLE on the Performance-based Allocation System, the annual rural-sector performance assessment can be a tool for articulating non-lending activities. | for country strategies, with particular focus on country level engagement and partnerships for non-lending activities. Regarding the "annual rural-sector performance assessment" as part of the approved PBAS reform, this will now be undertaken every three years | |
| CLE | 5 | IFAD | STR | DEC | | 2.b Estimate the required resources (staff, type of expertise, financial) for nonlending activities and establish a dedicated budget line for the same in country offices and sub-regional hubs. Enhance collaboration and synergy between PTA, SKD and country offices. Linkages should also be strengthened between country programmes and the grant programme. Allocating a larger share of the grants to country programmes, as already recommended by the CLE on the IFAD Grant Policy (2014), would be an important step forward. | Collaboration between the technical (i.e. ECG, PMI) and regional divisions is expected to increase with the establishment of the Hubs, including joint work on non-lending activities. Country Directors/Country Programme Managers are also expected to dedicate more time on non-lending activities, as they will be supported by additional technical and country program staff for operational work. With greater numbers of outposted staff, the expectation is that country directors will be in a position to perform more nonlending activities. The recently revised "results pillar" budget structure already includes a budget line for nonlending activities. The extent this line will be used by ICO staff will be reviewed as greater decentralization is implemented. | O |
| CLE | 6 | IFAD | OPER | DEC | | 2.c Include skills and professional experience in non-lending activities as criteria for staff recruitment in country offices, and monitor progress and achievements as part of the country office and staff performance evaluation process. Provide opportunities for training as well as exchanges of experiences in non-lending activities. | The Generic Job Profiles (GJPs) for staff in country offices (eg. Country Directors/Country Programme Managers) have been revised to include skills and professional experience in non-lending activities. These GJPs will be used for future staff recruitments. In addition, existing staff will be provided training within the Operations Academy training programme which will encompass the new role of country directors and CPMs which focuses on the | F |

| IFAD's Decentralization Experience | | | | | | | | |
|------------------------------------|----|-------|--------|-------|--|--|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | | | importance of both lending and non-lending activities. | |
| | | | | | | Recommendation 3. Enhance the efficiency of decentralized decision making in country offices and sub-regional hubs through stronger delegation of authority. Within a strengthened decentralization setting, there will be scope and need for further delegation of authority, notably for budget holding (supported by sound internal financial control) and communication. | | |
| CLE | 7 | IFAD | OPER | DEC | | 3.a Based on an assessment of the pilot in Viet Nam, prepare a plan (including provisions for training and internal financial control) for delegating further budget holding authority to country directors, particularly when they are also heads of sub-regional hubs, as this entails a higher volume of transactions to be approved. | The Delegation of Authority for operational and non-operational aspects is currently being revised and is expected to be approved in September 2018. While this more comprehensive exercise is taking place, a process is underway to identify the immediate high priority needs required by hubs and ICOs. These immediate needs will focus on areas like budget authority, recruitment of consultants, low-value procurement. The experience of the pilot in Vietnam will be taken into account during implementation. | 0 |
| CLE | 8 | IFAD | OPER | DEC | | 3.b Define a framework for further delegation of authority to country directors and heads of sub-regional hubs as it concerns communication, as well as for establishing a platform to facilitate access to analytical and knowledge products prepared by country offices and project teams, including material prepared in local languages, which should be easily tracked and retrieved. | The Delegation of Authority for operational and non-operational aspects is currently being revised and is expected to be approved in September 2018. This will include issues related to communication and knowledge considerations. | 0 |
| | | | | | | Recommendation 4. Enhance staff incentives and capacity to operate in a decentralized environment. IFAD needs to create an enabling environment for decentralization by | | |

| IFAD's Decentralization Experience | | | | | | | | |
|------------------------------------|----|-------|--------|-------|--|---|---|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | | addressing incentives, skills and competencies of national and international staff. | | |
| CLE | 9 | IFAD | OPER | HR | | 4.a Strengthen incentives for outposted staff (e.g. monetary incentives, opportunities for career advancement, other benefits), notably for those in countries with fragility situations where frequent staff moves have the most disruptive effects. | A revised incentive scheme for outposted staff has been approved, including special measures for staff posted in countries with fragility situations. | F |
| CLE | 10 | IFAD | OPER | HR | | 4.b Expand and better structure the orientation and mentoring programme, particularly for new staff (national and international) who have little previous exposure to IFAD. While training would naturally include the mandate, strategies and policies of IFAD, there is also a special need to train country office staff on the functionality of IT systems, security, internal procurement and requirements for procurements under loans and grants where "no objection" from IFAD is required. | The Operations Academy has been launched to provide comprehensive training to staff. It includes dedicated sessions focused on work in the country offices. The first Academy offering was held in April for country programme staff | F |
| CLE | 11 | IFAD | OPER | HR | | 4.c Given the demonstrated importance of the function of CPOs, IFAD Management should develop a plan to better recognize and empower CPOs, particularly those heading country offices. This may involve developing better career management and providing more training to develop the skill sets needed by CPOs, revisiting the generic job profiles for NOA, NOB, NOC and NOD157 to ensure that the levels are clearly defined, and more explicitly recognizing and rewarding the work of CPOs. | CPOs can access the corporate training programmes at HQ, regional hubs, and online. In specific, the Operations Academy targets staff in the regional divisions including CPOs aimed at enhancing their technical knowledge and organisational skills capacity. HRD is developing with OPR targeted interventions in the context of decentralisation and revised roles. From career development perspective, IFAD has established a "Developmental Assignment Programme" for CPOs through which they can experience working at the headquarters or any other duty station on temporary assignments up to six months. The Generic Job Profiles (GJPs) for national officers (NOA, NOB, NOCs) are currently being revised to reflect IFAD's new organizational structure and functions. | F |

| IFAD's Decentralization Experience | | | | | | | | |
|------------------------------------|----|-------|--------|-------|--|---|---|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | | Recommendation 5. Improve the quality of data, monitoring and self assessment. IFAD needs to generate and report data that allow Management and the Executive Board to provide strategic guidance on decentralization, based on assessment of performance and cost efficiency of different options. | | |
| CLE | 12 | IFAD | OPER | DEC | | 5.a Adjust the IFAD accounting system so as to monitor more comprehensively the cost of country programme management under different ICO configurations, which to date has been presented in a fragmented manner (e.g. separately for country staff costs, administrative costs, supervision costs) and report on them clearly in the official documentation. | The reporting for the recently approved decentralized map is currently being reviewed. The aim is ensure that staff and non-staff costs are identified separately within hubs and standalone offices administered by hubs. Similarly, the aim is also to indicate separately administrative and operational costs (i.e. design, supervision costs). | O |
| CLE | 13 | IFAD | OPER | RME | | 5.b Reduce the number of indicators for ICO monitoring, revise the definition of selected indicators (e.g. table 2, chapter III) and integrate them into IFAD-wide management information systems and Report on IFAD's Development Effectiveness (RIDE) reporting. | A particular set of indicators has been included in the RMF for IFAD11 under decentralization. These will be monitored and tracked through IFAD corporate databases and will be reported on in the RIDE | F |
| CLE | 14 | IFAD | OPER | DEC | | 5.c Allow for a periodic revision of the IFAD Corporate Decentralization Plan and report back to the Executive Board for further guidance. | Periodic updates on the IFAD Decentralization Plan are provided to the Executive Board. | F |

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Evaluation Synthesis Report: Smallholder Access to Markets

| Evaluation Synthesis Report: Smallholder Access to Markets | | | | | | | | |
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| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | | Recommendation 1: Invest in improving SAM programme design with due attention to market dynamics. | | |
| ESR | 1 | IFAD | OPER | MVC | | Successful interventions would require solid programme building blocks that not only identify and address market access barriers but also incorporate sound understanding of market dynamics and market trends, market-knowledgeable partners, and market responsive programme management. IFAD should ensure that programmes that it finances are – both in design and implementation – based on market-oriented approaches and that its principal public sector partner(s) take on a role to facilitate a sound regulatory regime and operating environment to promote fair and equitable market participation of different actors, including smallholders and the private sector. | This issue is systematically scrutinized as part of the project design review performed by the PMI team also due to the growing number of projects which adopt a value chain approach. Starting from market demand is indeed a rule of thumb for a VC project which also requires looking at the enabling environment and identifying suitable partners to effectively implement market-driven projects. The PMI toolkit "Sustainable Inclusion of smallholders in agricultural value chains" provides guidance to the design teams. | F |
| ESR | 2 | IFAD | OPER | MVC | | Careful consideration is needed for appropriately sequencing programme inputs and activities and their timely and effective implementation. IFAD should also pay due attention to incorporating flexibility in programmes to be able to respond to market conditions and opportunities as they evolve over time. As IFAD-financed programmes could take more than a year or two from concept to start up, provision should be made for timely market analysis. | In most cases, project design includes a pre-identification of potential products and value chains in response to market opportunities identified at that time. This is used to calculate the economic and financial analysis of the project. Nevertheless, most of the projects include a budget provision to regularly update market analysis and enable project target groups to identify new market opportunities. | O |
| ESR | 3 | IFAD | OPER | NRM | | As a cross-cutting area, considerations for natural resource management and the environment should be more systematically integrated in programme designs, beyond a "do no harm" approach. In fact, programmes with a more proactive approach to NRM provide opportunities for broad development and stakeholder welfare impact, and they can better incorporate specific programme inputs with measurable outcomes and impacts. | It is important to note that environmental aspects are key components of product quality standards required to access any relatively formal market both domestic or export. Helping our target group to meet those standards is a key part of market access strategy in most of the projects. In any case all projects go through a rigorous environmental and climate change assessment during the design | O |

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| | | | | | | | phase with the application of IFAD's SECAP standards and procedures. | |
| | | | | | Recommendation 2: Develop programme activities tailored to the needs of specific groups, taking into consideration risks they face. | | | |
| ESR | 4 | IFAD | STR | TGT | | Tailoring interventions to specific groups – whether they are defined by micro-regions, commodities, or commonly as smallholders' needs - requires in-depth assessment of specific stakeholder needs and, critically, their risk and expectation for returns from market participation. This makes "localized" programme input flexibility a must, for as smallholders integrate into markets and new opportunities or challenges inevitably arise, so too will their needs. | The starting point of any IFAD-funded project design is a solid understanding and characterisation of the target groups livelihood strategies and needs. Very often projects apply different tailored strategies to reach out and benefit different target groups. For those who are unable to be included in value chains as producers, other income-generating opportunities are explored (e.g. wage employment or self-employment through entrepreneurial activities). | F |
| ESR | 5 | IFAD | OPER | GDR | | In programme design and implementation, gender specific constraints and opportunities should also be duly taken into consideration. Specific barriers to access markets faced by women in different contexts should be identified and measures to address them should be incorporated. | This is systematically scrutinised at design stage as part of a broader analysis and characterisation of the target groups. Women comparative advantage is also a criterion used to pre-select products and value chains to be supported by the project. | F |
| | | | | | Recommendation 3: Ensure programme monitoring and evaluation systems have well-defined and operational food security, nutrition and market access indicators. | | | |
| ESR | 6 | IFAD | OPER | RME | | SAM programmes have a number of particular monitoring and evaluation needs. For example, considering that SAM programmes often involve risks for smallholders in the context of rapidly evolving food markets, effective and timely monitoring of SAM activities, outputs and outcomes is critical to maintain programmes' relevance and maximize stakeholder welfares. This is particularly important when stakeholders, in particular smallholders, are investing their capital (land, labour and financial resources) into activities associated with projects/programmes. | All projects include SMART indicators to monitor their performance against these key dimensions: income generation and market access, food security and nutrition. The recently-revised RIMS indicators are the starting point for this purpose. Moreover support is being provided to project level staff on M&E through the training and certification framework under the Program for Rural M&E (PRiME) | F |

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| ESR | 7 | IFAD | OPER | RME | | Equally important is the need to have clear outcome and impact targets and indicators. This aspect has not been sufficiently addressed with regard to food security and nutrition. Such indicators should distinguish between sources of food security and nutritional improvements (e.g. sources of income and food, nutritional values) as a means to establish programme effectiveness and impact. | RIMS was revised and the new core indicators include indicators on these aspects. Moreover, through the RIA led impact assessments at the tier 1 of the RMF for IFAD11, nutrition has been included as an indicator. This will be tracked and reported on using the IAI in the RIDE | O |
| ESR | 8 | IFAD | OPER | RME | | Also, the gender perspective should be incorporated in monitoring and evaluation tools, for example, in terms of men and women participation in different economic activities, formal and informal markets, contractual relations, access to different financial services. | IFAD's targeting guidelines are being revised to ensure differentiated approaches for both young men and women. Additionally, further elaboration with regards to M&E on gender activities is included under the recommendations on the ESR on gender equality | F |

Evaluation Synthesis Report: What works for gender equality and women's empowerment - a review of practices and results

| Evaluation Synthesis Report: What works for gender equality and women's empowerment - a review of practices and results | | | | | | | | |
|---|----|-------|--------|-------|---|--|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | Status |
| | | | | | Recommendation 1. Conceptualize and integrate the gender transformative approach for use throughout the organization for IFAD10. | | | |
| ESR | 1 | IFAD | PLCY | GDR | | IFAD has set itself ambitious targets on gender transformative interventions under IFAD10. It is therefore important to develop a shared understanding of the concept throughout the organization if gender transformative practices are to be promoted and monitored in a consistent manner. The shared understanding of the concept will also underpin the highly satisfactory (6) transformative ratings at project design and closure that will feed into reporting under IFAD10. Harmonization of ratings approaches should also involve IOE. | A number of sharing and learning events have been organized to stimulate discussion and learning around gender transformation. In addition, an informal position paper (inclusive of a four-page executive summary) on IFAD's gender transformative approach has been prepared by the Gender and Social Inclusion Desk for easier dissemination and uptake. Corporate initiatives will be organized during 2018 to support the implementation of its driving principles in line with the new mainstreaming agenda. (e.g. Household methodologies learning days, training sessions for consultants, etc.). While under IFAD11 the target of 15 percentage was set for gender transformative projects, this benchmark was raised to 25 percentage in commitments made in 2018 for IFAD11. In addition, the newly created Environment, Climate, Gender and Social Inclusion Division (ECG) has initiated the development process of a framework for implementing transformational approaches for IFAD's four mainstreaming themes, including attention to horizontal integration and interlinkages. | F |

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| | | | | | Recommendation 2. Develop explicit theories of change to underpin targeting strategies for different groups of women, together with indicators to monitor them at the point of design, and offer tailored interventions based on available good practices (see chapter VII). | | | |
| ESR | 2 | IFAD | STR | GDR | | Theories of change are critical to linking design, implementation and monitoring of gendered targeting strategies. Specific targeting strategies are required to address the needs of different groups of women, such as very poor women, landless women, single women, female-headed households, indigenous women and young women, together with good contextual analysis. Relying on a participatory approach will not be sufficient, rather explicit strategies have to be integrated into design and followed through during implementation, based on good gender analysis. The effectiveness of targeting will require further disaggregation of beneficiary data for monitoring purposes. | Theories of change are more systematically developed in the design of new projects. Initial support has been provided to design team members, including technical experts and consultants in collaboration with IOE (e.g. workshop and brochure). During a Learning Day on Targeting organized in 2017, at the official launch of the Gender and Targeting Toolkit for project design and implementation, the effectiveness of the targeting was also discussed. Through the PRIME initiative the capacity of IFAD staff, project staff and others in developing countries is being strengthened in the application of theories of change for better gender and other results on the ground. Support to experts and consultants on the Theory of Change approach will be reinforced through specific sharing and learning sessions during 2018. IFAD has also started revising its operational guidelines on targeting and social inclusion. This will provide an opportunity to improve the effectiveness of IFAD's targeting strategies and approaches. | F |
| | | | | | Recommendation 3. Establish systematic M&E of disaggregated benefits and GEWE outcomes at corporate and project levels | | | |
| ESR | 3 | IFAD | OPER | RME | | The revision of the RIMS framework provides | IFAD refined its Results and Impact | F |

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| | | | | | <p>an opportunity to improve gender-disaggregated performance indicators at output and outcome level. While some key performance indicators should be set at corporate level (e.g. indigenous women, young women), the main effort will be to improve granularity (and quality) of indicators and data at project level. At the same time projects should improve the documentation of GEWE results, in particular GEWE outcomes and impacts, using appropriate methodologies for measuring gender transformative changes within a given context, such as case studies and participatory and qualitative research to complement standard M&E data.</p> | <p>Management System (RIMS), which includes strengthening gender indicators that are regularly monitored at the project level and reported for enhanced results management and learning. Similarly, key elements of the Women's Empowerment in Agriculture Index (WEAI), which measures the empowerment, agency and inclusion of women in agriculture dimensions, are being carefully built into the design of project impact assessments being done as part of the IFAD10 initiative on impact assessments, to better attribute the results to IFAD operations. An increasing number of projects are carrying out annual outcome surveys, often looking at GEWE results. Projects are currently retrofitting their logical frameworks to ensure the inclusion of new RIMS core indicators. In addition, the WEAI is being fine-tuned in accordance to the specific needs of IFAD-supported projects. Finally, IFAD has started the development of grant initiative on assessing the gendered impact of rural development projects.</p> | |
| | | | | | <p>Recommendation 4. Report consistently on GEWE outcomes and impacts in GEWE evaluations and include sound contextual analysis to explain results (IOE).</p> | | |
| ESR | 4 | IFAD | OPER | GDR | <p>Evaluation methods should place more emphasis on capturing GEWE results beyond beneficiary numbers and outputs, and should allow space for sufficient analysis of the contextual factors that have shaped those results. The adoption of a theory of change approach in IOE evaluations provides opportunities to integrate gendered results and assumptions. Beyond this, good gender or social analysis in evaluation also means that</p> | <p>The recommendation is addressed to IOE, but as mentioned above, IFAD is also stepping up its efforts to improve reporting on GEWE outcomes and impacts: (i) the WEAI is being fine-tuned in accordance to the specific needs of IFAD-supported projects; (ii) IFAD has started the development of grant initiative on assessing the</p> | N/A |

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| | | | | | | the required expertise must be available in every evaluation team. | gendered impact of rural development projects; and (iii) an increasing number of projects are carrying out annual outcome surveys, often looking at GEWE results. | |
| | | | | | Recommendation 5: Replicate good practices covering the three GEWE policy objectives and strengthen working with men. | | | |
| ESR | 5 | IFAD | STR | GDR | | <p>The synthesis has identified a number of practices that are relevant for promoting GEWE objectives. The report showed that some practices are more common than others; some practices have shown good results while others need to be improved to become effective. The critical review and validation of practices, at corporate and project level, is part of the process of replication and scaling up. The process of reviewing both success and failure will have to continue beyond this report. Based on this synthesis, we offer the following guiding principles for replicating practices:</p> <p>(a) Practices that worked well, but are not yet common, should be promoted (e.g. value chains, marketing, off-farm employment).</p> <p>(b) Labour-saving technologies and working with men are not common practices yet, but the available evidence suggests that they can be highly effective. Practices to influence men and traditional leaders and practices to address women's time poverty should be widely integrated into IFAD's interventions.</p> <p>(c) Practices that are common, but so far have yielded mixed results, should be improved based on the available international practices. IFAD should critically review some commonly held beliefs and assumptions about gendered benefits and promote services that are better tailored to the strategic needs of women (e.g. inclusive rural finance, infrastructure, functional skills training).</p> <p>(d) Some practices are highly relevant, but not yet effective or common (e.g. promotion of IGAs, land rights), often because they are meeting contextual limitations (social and</p> | <p>As a CPMT member, IFAD's Gender and Social Inclusion Desk monitors and reviews project-related documents and provides technical support during design, start-up and supervision missions. Innovations and good practices are regularly identified, monitored, documented and shared, e.g. through the IFAD Gender and Social Inclusion Network, exchanges with ICOs and Project Gender Focal Points, and during various events (e.g. gender breakfasts). In addition, IFAD's innovative household methodologies will be scaled up through a new Grant with Oxfam Novib/Hivos over the next years.</p> | O |

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| | | | | | <p>cultural values, institutional and legal frameworks). For those, the assumptions and influencing factors (in their theories of change) that have been limiting their effectiveness and wider application need to be carefully reviewed. The wider application of those practices needs to be accompanied with adequate strategies to address the systemic issues that may limit their effectiveness.</p> <p>(e) Policy engagement and scaling up successful GEWE practices are key to enabling transformative change. There are some good practices already, but they need to be more widely understood and applied within IFAD.</p> <p>(f) Finally, it is the combination of practices that brings about transformative change. Therefore IFAD interventions should be encouraged to use a range of different practices that more comprehensively address the complexity of issues and factors affecting GEWE.</p> | |
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Evaluation Synthesis Report: IFAD's Support to Scaling Up of Results

| Evaluation Synthesis Report: IFAD's Support to Scaling Up of Results | | | | | | | | |
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| Eval. | SN | Level | Nature | Theme | Recommendation | 2018 Follow Up | Status | |
| | | | | | Recommendation 1. Strengthen the country programme and project cycle to enhance scalability. This requires attention in the preparation of country strategies (COSOP), at project design, during implementation and after project completion. | | | |
| ESR | 1 | IFAD | STR | SCA | | Elaborate a scalability assessment and a pathway to scaling up in country programme strategies (COSOPs) as well as project designs. Until there are further insights into scalability and evidence of sustained benefits, IFAD should be selective, prioritizing areas where the prospects for success and sustainability are considered high and which are aligned with IFAD's strengths and comparative advantages (based on previous experience). The above scaling-up pathway will require, inter alia, emphasis on sustainability and, to the extent possible, economic viability, minimizing subsidies and dependence on project support in the long term. | The Operational Framework on Scaling Up as well as the new guidelines on COSOP address this recommendation. i) Ensure that scalability pathways continue to be included in the design of COSOP and projects and that the Quality Assurance process continues to assess its viability. ii) Scaling up to be specifically included in the new PDR template that will be issued with the new guidelines for Project Design. | F |
| ESR | 2 | IFAD | STR | SCA | | Assess scalability conditions during implementation (including potential constraints deriving from the project design and implementation as well as public policies) and share findings and knowledge with potential champions in the government and with other partners (e.g. donors, private entities, community organizations and their federations). | Scaling up is assessed during supervision and rated and tracked through the Operational Results Management System. Additionally, other interlinked aspects are also included such as sustainability, exit strategy, partnerships etc. | F |
| ESR | 3 | IFAD | STR | SCA | | When there are promising scaling-up opportunities, continue IFAD engagement beyond project completion, | During project completion reporting, scaling up is systematically rated and assessed. The completion report is | F |

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| | | | | | | through further financing phases, partnership and policy dialogue, so as to strengthen ownership by the government and other development partners, and facilitate the adoption of proven approaches by larger programmes, public strategies and policies. | jointly produced with the Government and these discussions are held at the country level. | |
| | | | | | | Recommendation 2. Build stronger consensus and incentives in-house to support scaling up. | | |
| ESR | 4 | IFAD | OPER | SCA | | In order to “demystify” and clarify the concept of scaling up and motivate staff, IFAD should promote exchanges between operational staff and exposure to concrete scaling-up experiences (e.g. through country visits). | The scaling up strategies have improved in new designs as shown in the QA RMF ratings on scaling up. An e-learning will be ready by mid-2018 available to all staff and scaling up should be included in the roll out of the Operations Academy and other learning events that allow to showcase and analyze successes and challenges of scaling up. | O |
| | | | | | | Recommendation 3. Set targets based on achievements and evidence on scaling-up pathway preparation rather than generic “potential”. | | |
| ESR | 5 | IFAD | STR | SCA | | It will be important to make the assessment more objective. At the project completion stage, the assessment needs to focus more on the concrete steps (e.g. analysing evidence, sharing lessons, networking) that have been taken to encourage development partners’ interest and commitment to scaling up, as well as on the agreements made with the partners and timeframe to implement them. | The Operational Framework in the section “Self-evaluation and scaling up” proposes a set of questions that focus on concrete assessments rather than “potential”. Furthermore the rigorous assessment of PCRs will also contribute to identifying concrete steps. | O |
| | | | | | | Recommendation 4. In the future, IOE should rate innovation and scaling up separately. | | |
| ESR | 6 | IFAD | PLCY | SCA | | So far, evaluation reports have assessed innovation and scaling up but provided a single rating for the two, in conformity with the past when IFAD merged the two notions. However, as | This has been addressed to IOE and has been done as part of the harmonization agreement | NA |

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| | | | | | | noted in the 2010 Brookings Review and in the 2015 Operational Framework, the two concepts are related but do not coincide. For better conceptual clarity and in order to enhance comparability between selfassessment and independent evaluations, there should be separate ratings for innovation and for scaling up. | | |
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Evaluation Synthesis Report: IFAD's Country-level Policy Dialogue

| Evaluation Synthesis Report: IFAD's Country-level Policy Dialogue | | | | | | | |
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| Eval. | SN | Level | Nature | Theme | Recommendation | 2018 Follow Up | Status |
| | | | | | Recommendation 1: Strengthen attention to policy dialogue in the COSOP. | | |
| ESR | 1 | IFAD | STR | ENG | A policy dialogue strategy need to be clearly identified in the COSOP, designed within the framework a more programmatic approach, and have clearly identifiable objectives. COSOPs should identify deliverables corresponding to policy dialogue activities at the country level (e.g. outputs such as "policy dialogue country notes", papers on issues to inform policy dialogue), and allocate funds for these activities. Indicators for policy dialogue (at the outputs, intermediate outcomes and outcome levels) should be included in COSOPs and country programmes. Policy dialogue needs to be ultimately seen as an opportunity to broaden the impact of IFAD's programme and operations in the countries. A more programmatic approach, including more systematic donor coordination, and the development of strategies at the country level, with a clear agenda, would enable stronger partnerships to be established at the strategic level as well as better policy dialogue and cofinancing. | Attention to policy engagement in the COSOPs has been strengthened. All COSOPs articulate a strategy for policy engagement – within the current tight word limit for COSOPs; and all COSOPs are reviewed by the Policy Desk, now located in the Front Office of the Associate VP, PMD. All COSOPs indicate the thematic priorities for policy engagement, and the expected approach for engagement; though as stated in the IFAD management response to the ESR the intrinsic nature of nationally owned policy processes makes it difficult – and not always appropriate – to commit to specific deliverables. IFAD does not currently have a dedicated budget for policy engagement, though in 2017 PTA made available to the regional divisions limited funding for policy studies, and 10 such studies were part financed from this fund. A review of the COSOP procedures and outline is to be carried out in 2018, and this will provide an opportunity to reflect on how best to strengthen the focus on policy engagement, and whether a more explicitly articulated policy strategy with related outcome / output indicators and dedicated budget can and should be included. | O |
| | | | | | Recommendation 2: Strengthen the capacity of CPMs and CPOs in connection with policy dialogue. | | |
| ESR | 2 | IFAD | OPER | ENG | CPMs and CPOs should be provided with sufficient information and training on how to conduct and | Efforts are being made to strengthen the capacity and incentives of staff on policy engagement. In December 2017 | F |

| Evaluation Synthesis Report: IFAD's Country-level Policy Dialogue | | | | | | | |
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| Eval. | SN | Level | Nature | Theme | Recommendation | 2018 Follow Up | Status |
| | | | | | document policy dialogue at the country level, complemented with adequate resourcing to engage in policy dialogue, including better use of country grants The forthcoming IFAD guide book for country-level policy engagement prepared by PTA is a valuable resource that could be used to inform and train CPMs and CPOs. In fact, this Evaluation Synthesis, complemented with the guide book, may be used to promote learning and cross-fertilization of experiences across CPMs, regional divisions and countries. The involvement of CPMs and CPOs in policy dialogue at the country level should be taken into account in the assessment of their performance. | a training session on policy engagement for CPMs, CPOs and other operational staff was conducted as part of the Operations Academy (Module 2, on COSOPs), and can be offered again in forthcoming sessions of the Operations Academy. In addition, following the publication of the guidebook on policy engagement in mid-2017, the guidebook was distributed to operational staff and its use promoted in COSOP and project design. In the context of the ongoing IFAD decentralisation exercise, the job descriptions of Country Directors/CPMs have been modified, and they now include an explicit section on policy leadership (or contribution to policy leadership). This will provide a basis for their performance in policy engagement to be taken into account in their performance assessment. | |
| | | | | | Recommendation 3: Strengthen the monitoring and reporting of policy dialogue activities. | | |
| ESR | 3 | IFAD | OPER | RME | Policy dialogue that takes place during supervision and implementation support, as well as in the design process, needs to be documented in brief notes, indicating the activity/activities that took place, participants, agreements reached (if any) and/or other results. This will make visible the country-level policy dialogue and engagement and would ensure its preservation in IFAD's institutional memory. Furthermore, it would provide evidence of the policy dialogue that took place. | A series of steps have been taken to improve monitoring and reporting, with a view to providing evidence of policy activities conducted and contributing to IFAD's institutional knowledge and memory. First, in IFAD's new Operational Results Management System (ORMS – the replacement for RIMS) three output-level indicators associated with policy-related activities have been included (and will be measured from mid-term review onwards in projects with an explicit focus on policy activities). Second, an on-line tool to enable both CD/CPMs/ICO staff and project managers to monitor policy-related activities in real time, has been developed, undergone preliminary testing, and is about to be rolled out. And third, through an study to assess the impact of policy activities in four | F |

Evaluation Synthesis Report: IFAD's Country-level Policy Dialogue

| Eval. | SN | Level | Nature | Theme | Recommendation | 2018 Follow Up | Status | |
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| | | | | | | countries in Asia, a methodology for undertaking rapid assessments of IFAD's policy impact has been developed. In addition, in 2018 there is a plan to redesign the IFAD client survey: a focus on strengthening the organization's ability to understand the perception of governments and other country-level partners as to IFAD's policy role and impact will be an important dimension of the redesign. | | |
| | | | | | Recommendation 4: Revisit and strengthen the evaluation approach to assessing policy dialogue at the country level. | | | |
| ESR | 4 | IFAD | PLCY | ENG | | In independent evaluations, the assessment of policy dialogue should refer to those activities that are complementary to the lending portfolio, as well as to those policy analysis and advisory initiatives that are supported through project funding (particularly for those projects that include a policy dialogue component). Furthermore, it would be important to consider the links between 'policy engagement' and 'impact on institutions and policies' | This recommendation has been made to IOE | NA |

Country Strategy and Project Evaluations (CSPEs)

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| Ethiopia - Country Strategy and Programme Evaluation | | | | | | | | | | |
| | | | | | | | | Recommendation 1: Focus on fewer thematic areas and enhance the quality of programmes | | |
| Ethiopia | ESA | CSPE | 1 | CTRY | OPER | TGT | | This recommendation on fewer thematic areas repeats what was already a major recommendation of the 2008 CPE. Despite being a significant partner for Ethiopia, the IFAD programme, even if further financially augmented in the next COSOP cycle because of good country performance, is relatively small in the context of significant overall support from multiple donors. IFAD should use its limited resources to focus on those areas where it has a comparative advantage and where it has already established, or has the potential to establish, a leadership position. This CPE agrees with the previous CPE that PCDP, SSI and rural finance should be the areas for continued IFAD support. This portfolio also enables IFAD to maintain a focus on the poor and on food-deficit areas. | The new COSOP, which has been presented to the EB in December 2016, outlines only two strategic objectives. In close consultation with the Borrower, IFAD has decided to focus on (i) Agricultural Development in the highlands, supporting small-scale irrigation development with greater attention to Natural resource Management and climate change adaptation in the adjacent watersheds, as well as the necessary attention to strengthening the capacity of the target group to access markets and finance; and (ii) Pastoral Community and Development with a greater focus on Range Management and livelihoods resilience. | F |
| Ethiopia | ESA | CSPE | 2 | IFAD | OPER | DEC | | The CPE suggest that the issue of adequacy of human resources for the ICO be reviewed but in the context of the need to focus on fewer tasks. Staff turnover of is an opportunity to look at the skills mix of the ICO as a whole and consider the possibility of increasing staff. | Within the context of OPEX and Decentralization, the scope and coverage of the ICO has been expanded with the provision of 1 P3 and 1 NOA. | F |
| Ethiopia | ESA | CSPE | 3 | CTRY | OPER | NRM | | The valuable experiences of CBINReMP and the SLMP on sustainable land and water management and climate change should be mainstreamed into PCDP and PASIDP (see paragraph 297, | This has been included in the PASIDP II design and is being implemented with additional resources from ASAP. There is further consensus that NRM aspects will receive greater prominence in the new design for the | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| | | | | | | | | fourth bullet). The CPE welcomes the renewed emphasis on environmental and social aspects in PCDP III and also the expansion of SLMP to the semi-arid areas of Ethiopia and recommends the close collaboration with SLMP and inclusion of these considerations in PCDP III and the new PASIDP II project. | pastoral areas, given PCDP's limited focus on range and livelihood related activities overall. | |
| Ethiopia | ESA | CSPE | 4 | CTRY | OPER | PMA | | <p>More specifically, IFAD could enhance the quality of programmes through the following: The issue of mobility to ensure the option of pursuing pastoralist livelihoods is to be addressed by PCDP (paragraph 297 second bullet).</p> <p>IFAD does not need to support the next phase of CBINReMP since what was covered in this project has already been incorporated by the Government into a much larger, multi-donor-supported SLMP (paragraph 297 last bullet).</p> <p>There are proposals being made by MOANR to include a marketing component in the next phase of PASIDP. The CPE recommends against it as it would once again divert the focus of both PASIDP and disperse IFAD's limited human resources. After a difficult and less than satisfactory start-up, PASIDP PCMU has only now been able to come to speed in its core functions of developing SSI and supporting services, improving coordinated delivery and cooperating with marketing initiatives of other partners. Marketing is clearly important but interventions in this area need to be based on a well-considered strategy that is yet to be developed, and IFAD should not try to do everything by itself.</p> | <p>PCDP has made some effort in examining the benefits of offering mobile services, such as conducting a study on mobile education. However, the inclusive, demand-led CDD approach continued to prioritize small public infrastructure that are accessible to both, sedentary and transhumant livelihood groups. Meanwhile, WB and IFAD conducted a joint study on development trends in the Ethiopian Pastoral Areas, which broadened the recognition for the viability of mobile pastoral systems in Ethiopia, and which will form the basis for the new design of a Pastoral Livelihoods Resilience Programme.</p> <p>Management concurs that the CBINReMP practices and lessons were incorporated in SLMP and PASIDP II.</p> <p>Based on the lessons from PASIDP, the second phase includes a component that strengthens the agribusiness skills of farmers and facilitates their linkage to markets, finance and other relevant services to engage in viable agriculture and sustain the irrigation schemes. However, it was agreed to adopt a simplified and basic approach: Scheme feasibility studies include market information and identify potential linkages along the value chains, which the project facilitates in implementation.</p> | F |
| | | | | | | | Recommendati | | | |

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| | | | | | | | on 2: Use a longer-term programmatic approach to lending. | | | |
| Ethiopia | ESA | CSPE | 5 | CTRY | STR | COS | | Except for PCDP, where IFAD has followed the programmatic lending by the World Bank, all other IFAD projects have been conceived and implemented as discrete project phases. This often has meant a hiatus between phases (as is occurring in PASIDP), or one-off efforts that are missed opportunities for broader policy and institutional development (as in CBINReMP and AMIP), or missed opportunities for a more proactive role in policy and institutional development (RUFIP-I and II). In addition, most projects are designed for long gestation (eight or more years), with actual implementation often taking up to ten years. A succession of project phases is often a more effective way to introducing continuing improvements in institutions and policies over the longterm. Going forward, the CPE recommends that the new projects be conceived as a part of a long-term programme in the particular theme/sub-sector. The PCDP series of project phases provides a model in this regard. In contrast with many other countries, IFAD has a real opportunity to move towards programmatic lending in Ethiopia and be a catalyst for reforms, given its strong partnership with the country. | This has been addressed in the new COSOP as well as in the design of PASIDP II. It is likely that the new design for the pastoral areas will also have this feature, given that it will be conceived as a flagship programme. | F |
| | | | | | | | Recommendati on 3: Focus more clearly on non-lending services. | | | |
| Ethiopia | ESA | CSPE | 6 | CTRY | STR | NLA | | With its strong partnership with the Government and unique experience in small-scale irrigation, rural finance | A more systematic and visible engagement in policy continued to be a challenge for the country team, | O |

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| | | | | | | | | and pastoral community development, IFAD is well placed to play a much stronger role in being a source of advice on policy and sector development. It has done a good job in financing important projects but has not been as proactive in using the projects to move the policy and institutional agenda. There are few IFAD knowledge products or policy papers that would normally form the basis for policy discussions with the Government. There is potential to increasingly partner with the CGIAR (Consultative Group for International Agricultural Research) centres for evaluations and to share development results through publications. The CPE notes that just because there were no formal documents prepared by IFAD does not necessarily mean that policy dialogue did not take place. What is needed, however, is to ensure that the policy dialogue agenda defined in the COSOP is realistic and then backed by a clear agenda for implementation that is appropriately documented. A positive aspect of the current COSOP is that the policy dialogue agenda was closely linked to IFAD projects, an approach that should be maintained in the next COSOP. | given its limited human resources. However, a continued effort is being made to engage based on the investment streams in knowledge and policy initiatives. Examples include several research articles on NRM (CBINREMP), an initiative on lesson-based improvements of Irrigation Water Users' Associations Regional Proclamations, conducted in close collaboration with IMWI (PASIDP II); a joint study with WB on Pastoralism (PCDP III); engagement with CGAP to enhance impact evaluation (RUFIP II), and engagement with various regional and global grants with CG centres and others. In addition, the ICO engages closely with the University partnership grant and has facilitated research initiatives in each of the projects. | |
| Ethiopia | ESA | CSPE | 7 | CTRY | STR | NLA | | In part, enhancing non-lending services is an issue of adequacy of resources. A narrower focus on fewer areas as recommended above should help in this regard. But in part it is also due to the COSOP not defining the mechanisms or resources needed to carry out the knowledge management and policy agendas that it had laid out. The CPE recommends that the next COSOP take care in defining a logical causality chain (or a Theory of Change) with outputs, outcomes and objectives at the | The new COSOP defines the policy agenda as follows: "IFAD's agenda for policy engagement seeks to contribute to achievement of the strategic objectives, and to complement, support and draw on the investment projects. Areas for policy engagement will thus be limited to issues of relevance for small-scale irrigation, rural finance and pastoral community development. IFAD will engage with the Government to use its investment projects as an | F |

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| | | | | | | | | strategic level, and few but well-chosen indicators. Collaboration with a centre of excellence would be an advantage to improve the whole system (e.g. International Food Policy Research Institute, which already collaborates with PCDP III on M&E and with MOANR on Strategic Analysis and Knowledge support). The Strategic Guidance of IFAD Management for grants in 2016, in which one of the four priorities is 'Better results measurement through improved M&E systems' is an opportunity to be seized. The COSOP should also lay out a clear and actionable agenda for knowledge management and policy dialogue, backed with a specific allocation of resources. It should also set out specific products that IFAD would produce to carry out the agenda. | opportunity to: (a) test new approaches and technologies, identify successes and share relevant lessons; and (b) support government efforts to review and analyse the degree of implementation and effectiveness of its policies. The lessons learned in pursuing these approaches will inform government-led dialogue on national policies." | |
| Ethiopia | ESA | CSPE | 8 | CTRY | OPER | PAR | | Based on the good work of PASIDP and RUFIP, IFAD should consider further deepening and expanding its results by attracting partners with additional financial means (similar to its partnership with the World Bank for PCDP). In the case of PASIDP, IFAD should seek and engage with an appropriate partner/donor that would address marketing constraints. | Attempts have been made to attract additional partners, particularly the African Development Bank, to cofinance PASIDP II. However, the Borrower had shown little interest to facilitate a formal cofinancing partnership. Meanwhile, there is a joint commitment to link PASIDP supported farmers' groups and irrigation schemes to the Agro-Industrial Parks that are being established in all regions of the country, with substantial support from the AfDB, FAO, UNIDO, EU, the Italian Cooperation and other development partners. | O |
| Federal Republic of Nigeria - Country Strategy and Programme Evaluation | | | | | | | | | | |
| | | | | | | | | Recommendation 1. Address issues of state commitment through increased geographic focus, transformed state-level | | |

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| | | | | | | | partnerships and realistic levels of counterpart funding. | | | |
| Nigeria | WC A | CSPE | 1 | CTRY | OPER | TGT | | The CPE recommends that the COSOP should explore the following strategies to strengthen state commitment: (a) adoption of a transparent mechanism for selection of states through clear selection criteria that consider poverty and governance-related indicators based on a robust analysis; (b) proper assessment of state governance and public finances as an input into the selection process; | The COSOP 2017-2022 developed in 2016 defined the criteria for state selection in future designs. In line with the CPE recommendation, the following identification of states will consider the following (i) poverty; (ii) tangible commitment and political will to support a joint programme; (iii) clear focus on community development and smallholder agriculture; (iv) strong track record of public accountability and financial management; and (v) willingness to work with the private sector. Within states, targeting will be based on reliable poverty data. The objective is to have fewer but better performing states and increased allocation of project funding per state. Focused geographic targeting will increase efficiency in both Project management and IFAD supervision/implementation support During the design of LIFE-ND. With the support of the ICO, FMARD lead the state selection process, applying the agreed criteria. Six states of nine were selected Ongoing projects reward 2 highest performing States allowing at MTR to include additional LGAs and access additional project funds. State and federal governments are systematically included the project design processes. FMARD, state governors and NDDC participated 100% in the LIFE-ND Design. Community based organizations (CDAs/CADAs) continue to play an important part in project implementation with a direct role in planning and management of investments in communities. During the design of LIFE-ND. With | F |

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| | | | | | | | | | the support of the ICO, FMARD lead the state selection process, applying the agreed criteria. Six states were selected , namely Abia, Bayelsa, Cross River, Delta, Edo and Ondo states | |
| Nigeria | WC A | CSPE | 2 | CTRY | STR | ENG | | (c) strategies to raise attention and sustain commitment from state governors; (d) strategies to strengthen local ownership; and (e) increased policy engagement at state level. | As noted, above, the COSOP and the recent LIFE-ND design focus IFAD's investments in fewer states based on performance criteria in line with the CSPE. States which are high performing are and will be rewarded with support to additional LGAs within those states--this creates positive incentives for quality disbursement, counterpart funding, and accountability at state level. The latest design, for the LIFE-ND programme, started with an initial design baseline that was actually paid for by the FMARD and aligned to the development priorities--youth and specific value chain opportunities--for the participating states. The initial design mission (and only full design mission) included the full participation of all state administrations and the FMARD. Community based organizations (CDAs/CADAs) continue to play an important part in project implementation with a direct role in planning and management of investments in communities. CDAs in CASP are the 'vehicle' for project investment in village infrastructure and are fully responsible for operation and maintenance. Inclusive Participatory land use and investment planning approaches foster ownership and sustainability. VCDP follows a similar strategy with Value Chain Action Plans and Value Chain steering Committees. LIFE-ND's design relies on community organizations to nominate and vet project beneficiaries who will repay | F |

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| | | | | | | | | | these organizations for the service and thus sustain the process post project. IFAD has also worked with OXFAM, FAO and JICA on standalone interventions to support livelihood restoration with CASP. VCDP is highly engaged in durable, private sector linkages connected to Value Chain Steering Committees. In all cases, policy dialogue at local level is progressing through these relationships | |
| | | | | | | | Recommendation 2. Increase leverage and presence in operations. | | | |
| Nigeria | WC A | CSPE | 3 | CTRY | STR | GRT | | There is scope to improve operational effectiveness and efficiency through the way IFAD delivers its implementation support. Given the scale of the country programme and the complexity of the federal system, stronger engagement at state level and improved implementation support will ultimately require capacities to be added to the country office. The CPE recommends that IFAD should: (a) improve linkages between programmes and between programmes and grants where they work on similar issues or in the same states; | Beginning with the COSOP, following to the design of LIFE-ND and now included in the forthcoming memo for VCDP Additional Financing are the themes of (i) partnership--state level partners (private, parastatal and public) are actively pursued and actively supporting IFAD investments--actual financial commitments for LIFE-ND valued at US\$ 30m was received from the Niger Delta Development Corporation, US\$ 300k was pledged by Mitsubishi to support mechanization under VCDP, and multiple private sector players interact directly with IFAD project beneficiaries under contractual relationships; and (ii) leveraging grants to achieve the recommendation, for example, (a) for progressively shared systems for M&E and KM currently there is an effort--through the drafting of a country level grant to be submitted in 2018--to create a national level representation of all IFAD investments (loans and grants) with the purpose of maintaining proactive information flow among states and between states the Federal | 0 |

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| | | | | | | | | | Government, and ultimately, if the future, to share other functions including large procurements; and (b) there is an ASAP grant currently starting to protect prices of smallholder rice in the case of climate and price events (through hedging on international markets) that will immunize producers of these products in the two IFAD investments that focus on rice. | |
| Nigeria | WC A | CSPE | 4 | CTRY | OPER | SUP | | (b) ensure continuity in supervision for improved consistency of recommendations and progressive learning; | A Programme Officer joined Nigeria IFAD Country Office in November 2016. IFADs FMD department handles all project financial management aspects. To the extent possible missions are using the same group of consultants to keep the recommendations from IFAD consistent. Implementation support is being delivered in a more flexible manner, allowing the ICO to respond punctually to issues as they arise. The ICO supported FMARD in the establishment of a single Programme Coordination Unit to promote cross portfolio learning, reduce redundancy and improve consistency across all (IFAD and non IFAD) investment in the Agricultural Sector. The WCA Lead Regional Economist has been the AI CPM for 16 months. The new CPM for the country is expected to take charge in the near future. Despite staffing limitations, direct dialogue with FMARD, FMF and the programmes is a daily and routine occurrence. | F |
| Nigeria | WC A | CSPE | 5 | CTRY | OPER | DEC | | (c) dedicate technical capacity for engagement with key states, for example through decentralized posting of IFAD staff; | This has not been a feasible option for the past 19 months. The ICO has been understaffed consistently since December 2016. With the decentralization process, IFAD wide, the staffing level of the ICO will, once again, be complete and this recommendation can be considered. | O |
| Nigeria | WC A | CSPE | 6 | CTRY | OPER | ENG | | (d) engage with incoming Government leaders in a timely | 2019 is an election year. The ICO will follow up appropriately | O |

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| Nigeria | WC A | CSPE | 7 | CTRY | OPER | ENG | | manner; and (e) create opportunities for high-level policy engagement, e.g. Performance-based allocation system (PBAS) discussions. | Discussions with the Federal Ministry of Finance Director of International Economic Relations and the Federal Minister of Agriculture and Rural Development in respect of the PBAS, allocation of resources among projects and states, targeting high performance and supporting IFAD's replenishment have been active, energetic and ongoing. | O |
| | | | | | | | Recommendation 3. Dedicate resources to important cross-cutting issues outside day-to-day implementation that require further analysis and focus for a joint-up engagement and sustainable programme results. | | | |
| Nigeria | WC A | CSPE | 8 | CTRY | STR | YTH | | Because of the complexity and difficulty of the context, the understanding of crosscutting issues requires more and deeper analysis. The analysis should be built up through studies and lessons-learning within programmes and grants. It should aim at identifying opportunities for more effective engagement on cross-cutting issues outside day-to-day implementation. Important cross-cutting issues include: (a) Youth - Valuable initiatives have been started, e.g. in CBNRMP, which should be built on. The initiatives themselves need to be sustained. Also the experiences should be documented and shared. | The country programme has a strong focus on youth, and supports employment creation for youth in all projects. ICO has supported programmes to develop and strengthen their gender mainstreaming strategies. Projects have allocated funds for engagement of TA to support on Youth and gender mainstreaming | F |
| Nigeria | WC A | CSPE | 9 | CTRY | OPER | GDR | | (b) Gender – Adopt culturally appropriate gender strategies: | Projects have allocated funds for engagement of TA to support on | F |

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| | | | | | | | | Address gender roles and issues within the local context (e.g. trafficking, social constraints on public roles, land ownership) and in a way that is tailored to existing capacities. | Youth and gender mainstreaming. | |
| Nigeria | WC A | CSPE | 10 | CTRY | OPER | FRG | | (c) Conflict – Integrate conflict analysis into the programme design and progress reporting, both at operational and COSOP levels. | CASP works in both Borno and Yobe states, both heavily affected by ongoing conflict and insurgency . The high level of insecurity in many LGAs and frequent clashes and incidents limits the extent to which long term development interventions can be sustained. CASP has been supporting internally displaced people with inputs and fertilizers, capacity building and social capital strengthening. Ongoing discussion with FAO is exploring potential partnership with CASP to support aquaculture development for IDPs. As noted above, IFAD has also worked with OXFAM, FAO and JICA on standalone interventions to support livelihood restoration. The have been travel limitations due to the lack of security clearance to travel to Borno and Yobe | O |
| Nigeria | WC A | CSPE | 11 | CTRY | OPER | TGT | | (d) Pastoralism –Pastoralists are among the poorest and most vulnerable groups in Nigeria, and IFAD should explore ways to address farmer-pastoralist issues and integrate pastoralists into programme delivery. | The Farmer-Pastoralist conflicts continue and worsen in Nigeria. Using the grant facility to PROCUSUR, IFAD Staff, VCDP and CASP programme management attended a learning route in Tanzania and Kenya addressing exactly this topic. Nonetheless, the nature of this conflict has become more of a political issue facing the nation of Nigeria while impacting rural people, that include IFAD's beneficiaries. IFAD remains engaged in discussions with government (state and federal); and IFAD continues to address the risks of conflict with project design and implementation. | O |
| Nigeria | WC A | CSPE | 12 | CTRY | OPER | NRM | | (e) NRM/environment - bring more dedicated analysis and identify more substantial and explicit investments in this field through ASAP. | Across the portfolio, IFAD is currently working on mobilizing GCF funds for Nigeria under a regional grant proposal. | O |

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| | | | | | | | Recommendation 4. Expand existing and develop new partnerships particularly outside of Government. | | | |
| Nigeria | WC A | CSPE | 13 | CTRY | STR | PAR | | IFAD should link with civil society actors to widen opportunities for achieving on-the-ground sustainability and empowerment (e.g. Young farmers in CBNRMP; rural finance associations in the North). Building more strategic partnerships with civil society organizations, rather than only for service provision, would encourage sustainability and extend their engagement beyond a programme's duration. | Civil society, particularly NGOs and CGIAR efforts supporting youth, are systematically included in supervision, were included in the COSOP and were included in the LIFE-ND design. During the LIFE-ND design, an actual cofinancing partnership with the Niger Delta Development Cooperation was realized (see above). Furthermore, complementarity with other DP investments--USAID for the rice, cassava value chains; EU for youth employment creation, ENABLE Youth by AFDB have all been fostered and await implementation to begin. | F |
| Nigeria | WC A | CSPE | 14 | CTRY | OPER | PVT | | IFAD needs to facilitate the private sector in agriculture much more effectively. This requires measures such as hiring from the private sector as well as from Government for programme implementation, and using private sector advisors as mentors for existing Government staff. It also requires implementing tripartite agreements between the private sector, farmers and IFAD in programmes such as VCDP and CASP, so that IFAD funds are used to crowd-in private investors, as envisaged by IFAD's technical guidance note on matching grants. Finally, IFAD needs to seek co-funding arrangements with its major partners (World Bank, United States Agency for International Development, Department for International Development, etc.) in order to improve leverage, especially around policy dialogue, counterpart funding, and increasing levels of | The private sector is enthusiastic to engage in agriculture. VCDP matching grant facility is leveraging private sector investment in smallholder agriculture. Through commodity alliance platforms, VCDP fosters linkages among farmers and the private sector. Projects will deepen these linkages to enable beneficiaries to access private finance, technology and markets . Although CASP does not have a matching grant component, project investment in productive community infrastructure and capacity strengthening is expected to crowd in private sector investors. CASP will replicate VCDPs successful CAF model to facilitate interaction between market actors and foster linkages and business transactions. IFAD is continuously seeking opportunities for co-financing with multilateral and bilateral financial institutions. Potential opportunities | O |

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| | | | | | | | | delivery in IFAD's priority sectors. | have been identified with AFD and EC. | |
| | | | | | | | Recommendation 5. Continue to build on IFAD's knowledge management strategy by improving the quality of evidence from the field. | | | |
| Nigeria | WC A | CSPE | 15 | CTRY | STR | RME | | This first requires improving evaluability during design - developing clear and logical theories of change, and designing practical M&E frameworks matching staff capacity, while minimizing RIMS indicators. It then requires greater effort and rigour for evaluation. IFAD should support use of improved technology (such as computer assisted personal interviewing, and the use of mobile phones and web tools), and also participatory methods. It should ensure rigorous survey design and analysis for major baseline or impact studies, and also follow up on the commissioning of thematic studies to ensure they are conducted in a way that reveals underlying factors as to how and why impact occurs, and how these affect particular vulnerable groups. | ICO has worked with projects to strengthen M&E. Reviewing log-frames to optimize indicator use and developing tools for data collection analysis and reporting. Both CASP and VCDP engaged an experienced M&E specialist to develop an MIS system for M&E, which is now operation in both projects. Both Projects are participating in the CLEAR initiative to build M& capacity of staff. As noted above, LIFE-ND's design started with a statistician designed baseline to identify priorities and targets. This baseline will provide the basis for M&E moving forward | F |
| Nigeria | WC A | CSPE | 16 | CTRY | OPER | RME | | To strengthen country M&E systems within the overall move to improved development effectiveness, IFAD should consider providing support to building institutional mechanisms and capacities within FMARD. | The PCU now exists and the process for establishing a national PMU is advanced. These measures should reduce duplication, bring efficiency, promote learning and identify successes for replication. In December 2016, The ICO accessed funds from the sub regional grant funded initiative to support FMARD's effort to develop an agricultural sector M&E system. ICO engaged a team of consultants to support FMARD to develop a M&E strategy and system for tracking | F |

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| | | | | | | | | | performance against the Agriculture Promotion Policy (2016 – 2020) and to enhance the efficient production of metrics in line with the identified Policy levers. The consultants also worked with FMARD to collect Quantifiable baseline values and targets for the specific, measurable, assignable, reliable and time-related KPIs for Nigeria’s agricultural sector. The consultants A sector wide template for collating lessons learnt and best practices in terms of agriculture service delivery | |
| Islamic Republic of Gambia - Country Strategy and Programme Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1: Develop a new country strategy, clearly reflecting on IFAD’s niche and comparative advantage. | | | |
| Gambia | WC A | CSPE | 1 | CTRY | OPER | COS | | IFAD and the Government of The Gambia should develop a new country strategy involving broad-ranging consultations with Government officials, potential beneficiaries and other key stakeholders prior to further financing, building on the CPE’s recommendations and lessons from past activities. The strategy should be designed based on an in-depth needs and situation analysis, outlining short, medium and long-term needs and opportunities, taking into account the strategies and interventions of other development partners, and should be aligned with the policies and strategies of the government (including the new GNAIP, which is under development). | In March 2018, IFAD undertook, with the Government of The Gambia, the formulation of a new COSOP for the period 2019-2024. A broad consultation of the key actors of the development was realized in the country. The new COSOP will be aligned with the national development policy, especially the new GNAIP and will take into account the views and contributions of beneficiaries, civil society and other donors. | O |
| Gambia | WC A | CSPE | 2 | CTRY | STR | TGT | | The new country strategy should, among others, present a broad targeting strategy, with due attention to women and youth, as a basis for | The new COSOP will be developed taking into account the key recommendations of the CSPE, notably by: (i) clearly targeting | O |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| | | | | | | | | future interventions, and should indicate how partnerships with various actors will be enhanced. The country strategy should also discuss opportunities for IFAD to support much needed reforms in the agricultural sector, in partnership with other key stakeholders and development partners, with the overall aim to improve the investment and delivery in the sector for sustainable results and impact for the rural poor. | youth and women, with a view for IFAD support to contribute to job creation in the rural areas (ii) support to rural transformation through modernization of agriculture and strengthening the role and capacities of farmers' organizations, (iii) strengthening political dialogue with Government and other development partners for coordinated action in support of rural transformation at country level. | |
| | | | | | | | Recommendation 2: Strengthen project management performance and oversight for effective and efficient delivery mechanism in the Government for sustainable results and impact. | | | |
| Gambia | WC A | CSPE | 3 | GOV | OPER | PMA | | In order to ensure the quality and continuity of project staff as one of the key elements for improved project management and implementation, it is recommended that Government clearly establish a transparent procedure for staff recruitment/assignment, as well as for their performance management in close consultation with IFAD. Any changes of staff assigned to IFAD-supported projects should be undertaken following the required consultation between the Government and IFAD, and based on proof of misconduct or unsuitability of the staff member in question, when necessary. This provision should be included in the loan financing agreements of IFAD | The new Government of The Gambia is in full agreement with this recommendation which will be fully taken into account during the design of the new project in 2019, including adequate provision in the Financing Agreement. In addition, following the recent mid-term review of the ongoing NEMA, an annual staff performance evaluation system is being introduced that will condition staff contract renewal. | 0 |

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| | | | | | | | | operations in the country and IFAD should consider suspension of loans should this provision not be complied. | | |
| Gambia | WC A | CSPE | 4 | CTRY | OPER | PMA | | The role of Project Steering Committees (PSCs), as an oversight mechanism, is critical for effectively guiding project implementation. In this regard, IFAD and the Government should ensure that the PSC with appropriate representation (in terms of calibre/levels and institutions, including various relevant partners and not only the government agencies) effectively fulfil its mandate and maintain the quality advisory guidance on both strategic and policy related matters of these projects/programmes. IFAD, in close collaboration with the Government, should monitor the functioning and performance of the PSC and should provide guidance where necessary. | This recommendation will be applied in the new project NEMA Phase II) to be designed in 2019. | O |
| Gambia | WC A | CSPE | 5 | CTRY | OPER | RME | | IFAD should further support strengthening the capacity of the Ministry of Agriculture in the long-term. In particular, the agricultural monitoring and evaluation (M&E) framework and systems need to be further developed and fully implemented, and the M&E systems in IFAD-supported operations should be aligned. Data collection and analysis should not only be confined to outputs, but also be extended to outcomes and impact. In this regard, the Ministry should make available sufficient staff and financial resources for M&E activities, both at institutional and project levels. Furthermore, adjustments to project design and implementation should be proactively made based on the M&E findings, and M&E systems should collect, analyse and report data in a gender-disaggregated manner | This recommendation will be fully taken into account during the design of the new project in 2019. Furthermore, the corporate level reforms on strengthening results management and data collection and reporting are likely to improve M&E. | O |
| | | | | | | | Recommendati | | | |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| | | | | | | | on 3: Establish strong and comprehensive partnerships. | | | |
| Gambia | WC A | CSPE | 6 | CTRY | STR | PAR | | In particular, IFAD should extend its partnership to more and varied institutions including other development partners, NGOs and civil society organizations, the private sector, relevant government departments/agencies and UN agencies. | The joint IFAD-Government of The Gambia formulation of the new COSOP for the period 2019-2024 was launched in March 2018. A broad consultation of key stakeholders, including other development partners, civil society and the private sector, was carried out in country. The new COSOP will be fully aligned with the national development strategies and policies, and the new Gambia National Agricultural Investment Plan. It will clearly identify promising potential partnerships with key stakeholders with whom to build alliance and synergies to further rural transformation. | O |
| Gambia | WC A | CSPE | 7 | CTRY | STR | ENG | | In addition to the Ministry of Agriculture and the Ministry of Finance and Economic Affairs, IFAD should expand its cooperation with other concerned Ministries such as the Ministry of Youth, the Ministry of Environment Climate Change Water and Wildlife, the Ministry of Women's Affairs, the Ministry of Local Government and the Ministry of Trade. They all play critical roles in the development of the country's agriculture and rural sector, in line with their respective mandates and comparative advantage. | The country situation rapidly deteriorated following the CSPE. Following the presidential election of December 2016, the Head of State fled out of the country which was left battered. It is only now that the newly elected Government is slowly starting to be in a position to begin working properly. However, the rebuilding of the country, including institutional capacity, will take time and require substantial support to which IFAD will contribute. The new COSOP being formulated will take into account the CSPE recommendation. | O |
| Gambia | WC A | CSPE | 8 | CTRY | OPER | PAR | | The regular occurrence of droughts and floods and related consequences still at times warrant the involvement of the international development actors together with NGOs and the government to address the emergency needs of the rural poor. In general, it is important that IFAD builds up strong ties with international development partners | See above. The recommendation is being fully taken into account in the new COSOP formulation process which is proactively involving key stakeholders in the country to ensure that the necessary partnerships are built in the future towards better results and sustainable impact of IFAD support. | O |

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| | | | | | | | | such as UN agencies including Rome-Based Agencies, NGOs and civil society organizations. The latter are specifically instrumental in ensuring better community engagement and ownership of activities for better sustainability of benefits | | |
| Gambia | WC A | CSPE | 9 | CTRY | STR | PVT | | In order to establish a sustainable pathway to long-term development, not only is policy and strategy development by government important, but also the input of the private sector by investing in and stimulating of production, value chain development and market access. The private sector plays an important role in this process and IFAD can also play a pivotal role in linking up to them. Since IFAD already has a good partnership with several public agencies, developing a strong partnership with private sector would be useful. | See above. The role of the private sector will be clearly highlighted in the new COSOP and future design. | 0 |
| | | | | | | | Recommendation 4: Improve sustainability of benefits generated from investments. | | | |
| Gambia | WC A | CSPE | 10 | CTRY | OPER | SUS | | In The Gambia, IFAD has been supporting the construction of agriculture- related infrastructure for a long time and on a large scale. These infrastructures have been instrumental in improving production and productivity and increasing incomes of the poor, but it appears to have suffered from too short duration and limited ownership of communities. Ownership building should therefore become an intrinsic part of all IFAD-supported activities. Target villages/groups need to be in agreement with infrastructure development priorities and the correct sequencing of activities pursued, to ensure empowerment and ownership for better | This recommendation will be fully incorporated in the new design. For the time being, it was decided at the midterm review of the ongoing NEMA to put a stop to any new major infrastructure investments at this stage. The remaining resources will be used and efforts of the project team will concentrate on the valorization of the existing infrastructures and building their beneficiaries ownership with appropriate participatory approaches | 0 |

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| Gambia | WC A | CSPE | 11 | CTRY | OPER | SUS | | sustainability of benefits. Beneficiaries need to be made aware that they need to plan and implement oversight, replacement, repair and maintenance, and ensure that the cost thereof is incorporated into price setting and financial calculations. An appropriate locally based agent (e.g. Extension staff, NGOs, civil society organizations) should be identified to ensure these messages are internalized. | See above. | O |
| Gambia | WC A | CSPE | 12 | GOV | OPER | SUS | | In the case of more complex and costly infrastructure, the government should clearly define the operational and maintenance arrangements. Nema has addressed the issue of sustainability by using machinery and introducing sophisticated technical requirements to construct dikes, bunds and other infrastructure. Whilst such infrastructure generally has a relatively longer life, it will be difficult for communities to maintain them on their own. Therefore, government needs to take responsibility for and acknowledge such infrastructure as public goods to ensure their sustainability, in order to ensure their continued benefits to the rural poor. | This recommendation will be incorporated in the new COSOP as one key area of policy dialogue. | O |
| Gambia | WC A | CSPE | 13 | CTRY | OPER | MVC | | Value chain approach has been introduced in recent projects (e.g. LHDP, Nema), but a more structured approach is required to enhance the sustainability prospects. Value chain support needs to be adapted to the local context, based on a thorough analysis of market potential, production situation and needs of the villages. Moreover, the availability of inclusive rural financial services would be crucial to increase and sustain benefits that could be realized from value chain support. This aspect should be given due consideration in future interventions, including opportunities to revisit and | The COSOP under formulation has clearly identified the development of value chains as a strategic objective as per the CSPE recommendation and the future project to be designed in 2019 will focus on value chains development. The crucial question of access to inclusive rural financial services will be given due consideration in partnership with the other stakeholders of the sector. | O |

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| | | | | | | | | strengthen IFAD's long-standing support to VISACAs and V-APEX to improve their professional service delivery and sustainability. | | |
| Gambia | WC A | CSPE | 14 | CTRY | STR | PAR | | Furthermore, a stakeholder and partner assessment should be conducted to identify the right partners in each of the areas of support and intervention. The partners may come from various backgrounds, such as government, private sector, other donors, UN agencies and NGOs, and their cooperation should be formalized and roles and tasks should be documented, so that objectives and goals can be identified and shared, progress tracked and performance consistently assessed. | In the context of the formulation of the new COSOP, potential partners are being identified and a thorough assessed of their comparative advantage and capacity is being performed. by analyzing their strengths and weaknesses. The process to formalize collaboration and monitor performance will need to be well thought through building on the experience elsewhere in IFAD. | O |
| | | | | | | | Recommendation 5: Strengthen gender equality and women's and young people's empowerment | | | |
| Gambia | WC A | CSPE | 15 | IFAD | STR | GDR | | An in-depth gender and youth analysis should underlie each new IFAD-supported project and be an inextricable part of project design. The analysis should look into, but not be confined to power imbalances; especially when related to the marginalized population, access to and control over resources including land rights, gender-based violence and division of labour based on gender, and tailor its activities to the findings so as to achieve optimal results. | This recommendation will be fully taken into account during the design of the new project in 2019. Moreover, as part of corporate level efforts on mainstreaming gender at design and better monitoring through implementation, these issues are expected to be adequately follow up on in the new portfolio. | O |
| Gambia | WC A | CSPE | 16 | IFAD | OPER | TGT | | In the design stage, it should be ensured gender budgeting is be done and that indicators are gender and youth sensitive to facilitate monitoring. | This recommendation will be fully taken into account during the design of the new project in 2019. The targeting guidelines are being updates to ensure that at design appropriate and differentiated approaches are included for youth | O |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| Gambia | WC A | CSPE | 17 | IFAD | STR | TGT | | A tailored way should be developed to specifically support to female-headed households. Moreover, creative ways need to be found to increase the involvement of men in support to gender equality and increase the role of men in household related work. Finally, gender and youth mainstreaming should be pursued at all levels, including among project staff. IFAD may need to advocate with partners to ensure that they recruit sufficient female staff. Only if gender issues are properly addressed (including the sensitization of men) and economic empowerment of women is long term, it may be ensured that the gains made in decision making at various levels will continue to exist. | and women. As mentioned above, this recommendation will be fully taken into account during the design of the new project in 2019. | O |
| Republic of India - Country Strategy and Programme Evaluation | | | | | | | | | | |
| | | | | | | | | Recommendation 1. Keep priority to disadvantaged areas and groups but explore differentiated approaches. | | |
| India | APR | CSPE | 1 | CTRY | STR | TGT | | Disadvantaged areas will continue to be a priority in the national rural development context and IFAD has recognized comparative advantages in disadvantaged areas in India. IFAD-funded interventions should continue to target disadvantaged areas, particularly in states with large rainfed areas, where they can establish effective and innovative approaches for future replication and scaling up of results. | The draft country strategy for India continues to focus on disadvantaged areas under rain fed agriculture with higher incidence of rural poverty and vulnerability to climate change. Scaling up of improved agricultural practices tested in rain fed areas is on-going : for example, rationalization of the use of chemical inputs in cotton cultivation in Maharashtra; nutrition sensitive agriculture based on millets and pulses in Madhya Pradesh. | F |
| India | APR | CSPE | 2 | CTRY | STR | TGT | | At the national level, it will be important to avoid excessive geographic spread-out of the portfolio. Given the human resources available in the IFAD country office, | The size of the portfolio in India will reach 6-7 projects in IFAD 11 which will facilitate a more effective management of the portfolio. The principle of saturation at district and | F |

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| | | | | | | | | there is a limit to the number of states and projects that can be effectively supervised. Key recommendations of the previous CPE continue to be well-grounded such as the general principle of "one state one loan" and the "saturation" approach (maximizing coverage of a block/district before moving to the next one) | block levels will be retained. With regards one loan multiple states, this will be considered on an exceptional basis and building on the successful experiences of NERCORMP II which operated in 3 states; and the recent design of the FOCUS project in the two states of Mizoram and Nagaland - this project is funded through 2 financing instruments and has very robust knowledge management for cross-fertilization of learning and practices across the 2 States. | |
| India | APR | CSPE | 3 | CTRY | OPER | TGT | | Differentiating the approaches according to the target groups. The future programme should continue to target disadvantaged communities and groups, with special attention to women and Scheduled Tribes. Attention to building and strengthening social capital should continue. However, in different agro-ecological and socio-economic contexts, IFAD will face different challenges. The design approach, component-mix and level of specialization will need to be adapted. | The draft country strategy retains the targeting of small and marginal smallholder farmers and the rural landless. Many of these will be drawn from scheduled tribes, schedules castes and other vulnerable groups. The programme will maintain its strong focus on gender and it plans to partner with youth as change agents and innovators. Strengthening social capital and building representative and functional member based organizations will continue at the core of on-going and future investments. Differentiated approaches to rural poverty alleviation will be designed on the basis of preparatory studies covering poverty, gender and value chain development. Such studies were used to propose more adapted project design for APDMP (2016) and FOCUS (2017). | F |
| India | APR | CSPE | 4 | CTRY | OPER | BEN | | The traditional self-help group paradigm will continue to be relevant for areas and groups where basic needs, building of grass-roots organizations and subsistence agriculture are still the priority. These are interventions requiring several years of investments, starting from low economic base and human development conditions. Instead, in areas where communities are already organized and there is | Implemented as part of the differentiated pathways to rural poverty alleviation and already incorporated in the design of the 2 most recent projects, APDMP in 2016 and FOCUS in 2017. | F |

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| | | | | | | | | potential for marketing of surplus production, project designs, in addition to SHGs, should continue to explore additional approaches to community and group building with focus on collectively linking to markets and commercialization (e.g. producers' groups, mutually-aided cooperative societies and producers' companies). | | |
| | | | | | | | Recommendation 2. Projects' agricultural development components need to focus more prominently on technical solutions for rainfed agriculture, especially in light of the climate change, collaborate more with local and national applied research and extension, and commercialization of smallholder agriculture. | | | |
| India | APR | CSPE | 5 | CTRY | STR | NRM | | From a technical perspective, interventions need more direct emphasis on reducing the large intra-district yield differentials, better analyse constraints, risks and opportunities of farming systems. | The project design presents more detailed package of practices for agriculture and allied sector , as illustrated in APDMP and in FOCUS, which adopt a farming system approach. During supervision, specialists in agronomy, animal husbandry and fisheries are mobilized to provide technical guidance with regards the implementation of improved package of practices. Since 2017, and in | F |

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| | | | | | | | | | collaboration with the AR4D team in IFAD, the portfolio of grants is reviewed for its relevance and potential scaling up in the investment projects and this review is conducted jointly with the Indian Council of Agricultural Research. Collaboration with ICAR has now extended to screening innovations developed by research centres in order to demonstrate and scale them up through the loan funded projects. These efforts are in addition to the on-going projects' support to applied research. This should lead to more sustainable increase in agricultural productivity and eventually bridging the inter-district yield differentials. | |
| India | APR | CSPE | 6 | CTRY | STR | PAR | | There is also a need for more systematic programme-based partnerships with state and local public research and extension organizations (e.g. district-level Krishi Vigyan Kendras and higher research organizations) on technical packages to improve productivity of crops, fodder, fruit trees and livestock and mitigate weather-related losses. | As explained above, collaboration with ICAR and its network of research centres is in place. ICAR review the portfolio of IFAD funded grants in India. Moreover, ICAR and IFAD are currently screening existing innovations developed by the research centres for demonstration and scaling-up in the loan funded projects. | F |
| India | APR | CSPE | 7 | CTRY | STR | MVC | | Investments in agriculture need to be crafted more strategically around territorial and commodity clusters, to better coordinate interventions and concentrate on a critical mass and streams of initiatives. This will also put projects in a better position to support linkages to markets and opportunities for value addition. | All projects in the portfolio which aim to promote market linkages and value chain development adopt a cluster approach. | F |
| India | APR | CSPE | 8 | CTRY | OPER | ICT | | To improve farmers' access to information on markets and reduce risks, attention needs to be paid to expose them to information technology and insurance products. | IT based advisory services are being piloted in 3 projects and results will inform subsequent replication in remaining projects of the portfolio as well as scaling up at state level. With regards insurance, the Government of India has launched a crop insurance scheme and enrolment of farmers in the scheme is progressing well. Contribution of IFAD portfolio is | F |

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| | | | | | | | | | in area of insurance for livestock, insurance of fishers' assets (boat and engine), and expanding access of the rural poor to a wide array of insurance products such as health, accident, social security. | |
| India | APR | CSPE | 9 | CTRY | STR | MVC | | Emphasis on market access and value chains also implies: (i) better market access and value chain diagnostics upfront to identify the barriers that smallholder farmers face; (ii) clearer identification of the envisaged role of a project (e.g. enhancing access to market information; facilitating access to wholesale markets; investing on improved processing capacity); and (iii) exploring the interest of private sector operators at the design stage. Recent legislation on reinvesting a percentage of corporate profits on corporate social responsibility provides new opportunities. | Value chain studies are undertaken as part of the design and implementation of projects to inform the investments in infrastructure, social capital/ organizational capabilities of producers and other market players, as well as financial and business development assistance. Community associations and producers' groups are supported to tap the CSR financing. | F |
| | | | | | | | Recommendation 3. Complementary interventions in non-agricultural activities are important | | | |
| India | APR | CSPE | 10 | CTRY | OPER | MVC | | not only as a measure to diversify rural incomes (primary production will absorb only a part of the burgeoning youth labour supply in rural areas) but, equally important, to develop processing and value addition in agricultural commodity supply chain. In particular, there is scope to better connect these activities with projects' agricultural investments (e.g. in the areas of processing and packaging of products, agricultural tool repair shops, marketing of agricultural inputs, eco-tourism). | More recent projects are promoting agriculture processing and value addition and anecdotal evidence suggests that where farming is becoming more remunerative as a result of project interventions, youth are returning to occupations in the farm and off-farm sectors. This needs to be better documented and monitoring system is being updated. | O |
| | | | | | | | Recommendation 4. Portfolio | | | |

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| | | | | | | | implementation efficiency needs to be addressed aggressively. | | | |
| India | APR | CSPE | 11 | CTRY | OPER | DES | | A first area of thrust is to simplify project design. This may entail more conservative plans for project coverage (e.g. fewer blocks or districts, following a saturation approach). | Recent project design and review of projects at mid term, strive to simplify project investments and focus on the impactful ones. | F |
| India | APR | CSPE | 12 | CTRY | OPER | DES | | In addition, in particularly disadvantaged communities (e.g. Scheduled Tribes), projects could follow a modular approach: rather than concentrate numerous components and sub-components in a single project, the intervention could be sequenced in a modular fashion. For example, a first loan could focus on human and social capital building, support to food selfsufficiency and sustainable livelihood approach. A follow-up loan could then emphasize market linkages and support and scaling up in collaboration with public programmes and local governments (PRIs). | In line with simplification of design and in view of complexity of development challenges in disadvantaged areas, IFAD is proposing shorter projects (6 years, down from 8-9 years), with subsequent phases and along a modular approach as proposed by CPE. A case in point is the recent design of FOCUS. | O |
| India | APR | CSPE | 13 | CTRY | OPER | PMA | | The central government, state governments and IFAD should review issues that cause delays in recruiting the project team, staff turn-over and lengthy procurement, affecting the pace of implementation, for example: (i) project personnel recruitment procedures, particularly for senior staff, given the difficulty to hire staff on deputation from state agencies and programmes; (ii) procurement procedures and contractual arrangements that have proven to be non-conducive (e.g. the output-based payment schemes for NGOs); (iii) compensation packages for project staff, to ensure equal treatment with other public programmes; (iv) concurrent charges of project directors that compete for | IFAD is working closely with the Department of Economic Affairs of Ministry of Finance and concerned States on these aspects and progress is recorded in building the capacity of the projects in financial management and procurement, and more timely release of funds by the States as per the projects' annual budgets. Major area of current focus is the management of the projects' human resources. | O |

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| | | | | | | | | their time and focus. IFAD could further support by preparing guidelines based on previous implementation experience and training modules on financial management, procurement and other fiduciary aspects. | | |
| | | | | | | | Recommendation 5. Strengthen partnerships and non-lending activities at four levels: state government, central government, private actors and the rural finance sub-sector and South-South cooperation. There are four main levels of action, each requiring slightly different partners and skills. | | | |
| India | APR | CSPE | 14 | CTRY | OPER | NLA | | First, at the state level, project partnerships and experiences could be supported by analytical work to provide inputs into policy design and revision and pave the way for benefits to reach a larger number of people. | State Governments are now commissioning independent assessments of the project with precisely the purpose of analyzing project results and using these for policy design. The more recent design of APDMP and FOCUS have analytical studies embedded in the design as part of knowledge management on policy implementation. | F |
| India | APR | CSPE | 15 | CTRY | OPER | PAR | | Second, at the central level, building on previous state-level experiences, lessons of processes and experiences could be distilled at a higher level and shared with central-level | Major topics covered to date are agricultural and rural transformation with learning from the experience of India, policies and investments for developing a vibrant goat sector, and | F |

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| | | | | | | | | authorities and international development partners, including Romebased agencies and International Financial Institutions in a number of fora. | policies enabling value chain development in Hill and North Eastern States of India (forthcoming). IFAD also supports the pan India annual conference on State of Rural Finance and the regional summit on Sustainable Livelihoods. Both events feature experiences and learning from the IFAD portfolio. | |
| India | APR | CSPE | 16 | CTRY | OPER | PVT | | Third, Private sector needs to be involved prominently at the time of the new COSOP preparation and project design. Pilot experiences of CAIM and ILSP with private operators need to be analysed more in detail to extract lessons and approaches. The rural finance sub-sector needs more attention given the so far limited responsiveness in financing village groups. In addition to working with 80 private microfinance entities, the experience of MPOWER with publicly-owned banks deserves dissemination. | Private sector agencies are now more actively involved in project design as well as in the formulation of the country strategy. MPOWER experience with bank linkages will be documented in the project completion report. | F |
| India | APR | CSPE | 17 | IFAD | OPER | SOU | | Fourth, experiences need to be shared with other countries in the sub-region (and beyond). The sub-regional mandate of the IFAD country office in India creates fertile ground for South-South knowledge exchanges. Beyond the sub-region, there should be central-level efforts from IFAD headquarters to facilitate strategic initiatives of South-South cooperation from a global perspective. | Knowledge sharing is taking place at hub level around M&E , value chain development, 4P, etc... and a concept note is under preparation for South South Technical Cooperation programme with India in the agricultural and rural sectors. | F |
| | | | | | | | Recommendation 6. Enhance capacity and resources for non-lending activities. | | | |
| India | APR | CSPE | 18 | IFAD | OPER | NLA | | At present, non-lending activities are constrained by limited in-house technical expertise and budget. Within the current resource profile, some improvements could be made by exploring the following options: (i) | As recommended by CPE, knowledge management and policy dialogue are now embedded, on a need basis and following consultation with the Government, in project components as illustrated by the | F |

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| | | | | | | | | embedding knowledge management and policy dialogue components in individual loan project financing; (ii) using the already existing opportunity of periodic tripartite meetings to discuss selected sectoral/thematic issues and facilitate knowledge transfer across projects; (iii) mobilising additional funding from external sources (e.g. national, international foundations). | design of APDMP and FOCUS. There are also a number of existing policy fora that IFAD contributes to such as the State of Rural Finance, Sustainable Livelihoods, and Climate resilient agriculture. | |
| India | APR | CSPE | 19 | IFAD | OPER | NLA | | IFAD also needs to demonstrate capacity of strategic thinking and to bring specialized technical skills to the table. Partnerships with reputed national and international high-calibre specialists and think tanks would enhance quality and credibility of policy analysis. IFAD could consider creating an engagement forum comprising of researchers/scholars and practitioners, commission think pieces on issues of priority and convene with the government an annual or bi-annual high profile event. This would require IFAD Headquarter engagement and support including a moderate allocation of additional resources. | High profile events were organized in 2016 around the launch of the RDR in the Asia and Pacific region; in 2017 around the review of agriculture R&D which was co-chaired with ICAR, as well as on the future prospects of shifting cultivation in North East region; in 2018 on the vibrant goat sector organized with Ministry of Agriculture and Farmers' Welfare and the Bill and Melinda Gates Foundation, and on nutrition sensitive agriculture organized by the Government of Madhya Pradesh. Opportunities now exist within the hub to undertake such high profile events twice a year, building on diversity of hub experiences and policy insights. | F |
| République démocratique du Congo - Country Strategy and Programme Evaluation | | | | | | | | | | |
| | | | | | | | | Recommendation 1. Adjust and strengthen the institutional set-up of the country programme by strengthening the PMUs and the IFAD country office, scaling back the liaison office, moving financial supervision responsibilities | | |

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| | | | | | | | s to the Ministry of Finance, and increasing the involvement of decentralized and deconcentrated public services. | | | |
| République démocratique du Congo | WC A | CSPE | 1 | GOV | OPER | PMA | | Project management units. The Government should re-centre all project management functions in the PMUs, including results-based management of personnel, procurement, communication and knowledge management. The Government and IFAD should make additional joint efforts to ensure highly qualified personnel in key PMU positions. | The DRC country portfolio has been under suspension since November 2016 due to recurrent and increasing ineligible expenses related to governance issues. Besides the repayment of ineligible expenses, a series of conditions have been set by IFAD to resume disbursements, in line with the evaluation recommendation 1 . Although all conditions have not yet been met to resume activities, some of the key requests are in line with CPE recommendation have been fulfilled by Government: (i) the liaison office has been dismantled and key project management functions are back to PMU level, (ii) IFAD supported the Government to recruit an international specialised human resources company to lead the selection process of qualified staff for vacant/missing posts (including PMU coordinator, Antennas coordinators, Monitoring & Evaluation, Financial and Administrative Officers, Accountants, Procurement, Intern Control, and Communication & Knowledge Management). However, the selected staff have not yet been recruited due to the suspension; (iii) The Minister of Finance has agreed to take on the financial supervision responsibilities. | PD |
| République démocratique du Congo | WC A | CSPE | 2 | CTRY | OPER | PMA | | It is also recommended that a procurement specialist be hired for each PMU to manage local and national procurement, while | See above. A Procurements specialist have been selected for both ongoing project (PIRAM and PAPAKIN). | PD |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| Congo | | | | | | | | procurement for large international contracts should be managed by an independent specialized agency. | Further reflection on an independent specialized agency to manage large international contracts was conducted and discussed during the portfolio review mentioned under recommendation 15 | |
| République démocratique du Congo | WC A | CSPE | 3 | GOV | OPER | PMA | | The Government should accept that PMUs receive long-term technical assistants in results-based management (planning, fiduciary management, M&E) and in the essential technical areas. | The Government has been made systematically aware by IFAD about this recommendation which will be stressed during the upcoming Portfolio review. | O |
| République démocratique du Congo | WC A | CSPE | 4 | GOV | OPER | PMA | | Liaison office. In line with the preceding sub-recommendation, and considering the evolution of the IFAD country office and progress made in information and communication technology, the Government should scale down as much as possible the role of the liaison office and put its reduced staff under the authority of the project coordinators. The liaison office should no longer be involved in fiduciary and human resources management. The Government should revise its decrees and orders accordingly, and also, with IFAD's concurrence, the project financing agreements. | The Liaison Office was closed by order of the Minister on 09/02/2017. The handover and the inventory of its heritage were made on July 19, 2017. The premises of the Liaison Office have now been allocated and occupied by PPAKIN PMU. | F |
| République démocratique du Congo | WC A | CSPE | 5 | IFAD | STR | DEC | | IFAD country office. IFAD should strengthen its country office in terms of fiduciary management competencies, to better support PMUs with procurement and the preparation of withdrawal applications, among others. The Fund should also provide its country office with adequate resources to operate, commensurate with country realities. | Due to the portfolio suspension and the ongoing decentralisation process, full implementation of this recommendation has been delayed. As per the decentralisation plan, a CPM will be out posted back to Kinshasa in Q3 2018 which will facilitate policy dialogue in view of the lifting of suspension and thereafter to provide proximity support to the portfolio. The ICO will then review needs and continue using external specialists to support the financial management and procurement needs. No recruitment of additional technical staff is foreseen in the decentralisation plan for the ICO-Kinshasa at the present time. | PD |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| République démocratique du Congo | WC A | CSPE | 6 | GOV | OPER | SUP | | Financial supervision. To ensure the firewall between technical and financial supervision of the project portfolio, the Government should place financial supervision with the Ministry of Finance, which is mandated for this responsibility. This would include management of project start-up funds and signature of withdrawal applications. | On December 2017, IFAD and the Government agreed on (i) the fiduciary supervision to be led by the Ministry of Finance, (ii) the nomination of two civil servants from the Ministry of Finance to sign upon project start-up funds, withdrawal applications and revise the audit reports before transmission to IFAD. The Ministry of Finance has nominated the two civil servants for fiduciary supervision in March 2018. | F |
| République démocratique du Congo | WC A | CSPE | 7 | GOV | STR | DEC | | Decentralized and deconcentrated public services. The Government should strengthen the involvement of provincial agriculture and rural development ministries and inspectorates in portfolio steering, monitoring and strategic decision-making, in line with decentralization. | See below response to recommendation 15 on joint portfolio review. This will be fully integrated in the next COSOP planned to be formulated in 2018, conditional upon the lifting of suspension. | PD |
| République démocratique du Congo | WC A | CSPE | 8 | CTRY | STR | PMA | | Projects should involve deconcentrated public services more in project implementation, and build their technical and management capacities. | See above. A plan for Institutional capacity building of Decentralized and deconcentrated public services will be elaborated once all conditions are met for resuming disbursements. | PD |
| République démocratique du Congo | WC A | CSPE | 9 | IFAD | OPER | TCB | | The Government and IFAD should provide for an adequate budget in each project for strengthening capacity of public partners. | See above. | PD |
| | | | | | | | Recommendation 2. Strengthen strategic relevance and impact of the country strategy and programme by improving the fragility context analysis and geographic and social targeting of interventions. | | | |
| République démocratique du Congo | WC A | CSPE | 10 | IFAD | OPER | FRG | | Fragility context analysis. IFAD should foresee adequate time and | Deeper fragility context analysis will be conducted prior to the next | O |

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| démocratique du Congo | | | | | | | | resources and make use of the in-depth work done by other development partners, to strengthen its analysis of the causes of rural poverty and how these are linked to fragility in their political, institutional, social and economic dimensions. The Fund should then use this better understanding of the fragility context in formulating the new COSOP and projects. Land tenure, which is a key factor in poverty and conflict, should receive special attention. | COSOP drafting in 2018-2019. IFAD and Land Policy Initiative are supporting a programme that mainstreams land governance in the implementation of CAADP (Comprehensive African Agriculture Development Programme). The ICO attended the validation meeting in February 2018 and will still be involved and supportive for the upcoming events. This will result in better understanding of land tenure issues and their inclusion in the next COSOP and projects. | |
| République démocratique du Congo | WC A | CSPE | 11 | CTRY | STR | TGT | | Geographical targeting. The Government and IFAD should concentrate all projects and grants on a limited number of provinces with high poverty rates but a stable security situation, and remain there for a sufficient length of time – 10 to 20 years of effective work. They should limit the geographical coverage of individual projects to a single province, but at the same time promote exchanges with other provinces when supporting agricultural value chains that cross provincial borders, to allow scaling up. | This was discussed during the Portfolio review and will be addressed during the COSOP formulation process. | PD |
| République démocratique du Congo | WC A | CSPE | 12 | CTRY | STR | TGT | | Social targeting. The Government and IFAD should ensure that projects have a specific targeting strategy to reach the most vulnerable people, based on a sound vulnerability analysis, and leading to differentiated support according to the needs of vulnerable groups – women and youth in particular. | This was discussed during the Portfolio review and addressed during the COSOP formulation process. Pending the lifting of suspension for ongoing projects. | PD |
| République démocratique du Congo | WC A | CSPE | 13 | CTRY | OPER | BEN | | Projects should conduct participatory monitoring of conditions of poverty and vulnerability in the project villages, and endeavour to better understand the mechanisms of possible elite capture and exclusion within farmer organizations to ensure that vulnerable groups benefit from support. Projects should also ensure that apex organizations pay attention | This was discussed during the Portfolio review and addressed during the COSOP formulation process. Pending the lifting of suspension for ongoing projects. | PD |

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| | | | | | | | | to the needs of the most vulnerable members of the farmer organizations they represent. | | |
| | | | | | | | | Recommendation 3. Make the project portfolio more effective and efficient, with projects better suited to context, an annual, joint portfolio review, and an appropriate outsourcing approach. | | |
| République démocratique du Congo | WCA | CSPE | 14 | CTRY | OPER | DES | | Project design. The Government and IFAD should design simple and sufficiently supply projects, allowing for swift adjustments according to the evolving socio-economic context at the national and provincial levels. IFAD should, in performing identification studies, include a rigorous analysis of risks in the targeted areas, in order to develop a risk management strategy and adapt the design and scope of projects to the context. IFAD should foresee a realistic timeframe for project preparation and launch, to maximize time for effective project implementation. | The essence of this recommendation will be taken in account during the next project design using the IFAD 11 Country's PBAS allocation. The ICO is conducting an in depth risk analysis of the PASA NK geographical area in view of the project start up to identify areas/villages less at risk where to start implementation. | O |
| République démocratique du Congo | WCA | CSPE | 15 | CTRY | OPER | SUP | | Annual joint portfolio review. The Government and IFAD should set up a framework for a regular (at least annual) joint portfolio review, to take stock of project implementation and agree on any necessary corrective measures or reorientations, which is current practice in numerous other countries. | A joint IFAD-Government Review of DRC portfolio took place on 15-31 May 2018. The findings of the portfolio review were shared and discussed with stakeholders during a restitution workshop held on 29 May in Kinshasa and chaired by the Minister of Agriculture with the participation of more than 100 people (Government, partners, Farmers Organisations and Civil Society). WCA and FMD represented IFAD. On the basis of the findings of | O |

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| | | | | | | | | | <p>the portfolio review, IFAD and the Government of DRC agreed to proactively relaunch the IFAD supported DRC programme as soon as the last conditions are fulfilled and suspension is lifted. The two parties agreed on the road map, action plan and priority activities to be implemented.</p> <p>To improve portfolio performance in DRC, IFAD and the Government further agreed on the necessity to ensure close follow up of the programme implementation through (i) a yearly joint portfolio review as recommended by IOE, (ii) regular joint follow-up missions with active participation of provincial stakeholders and (iii) systematic control by the Ministry of Finance of Withdrawal Applications before their transmission to IFAD for payment. These recommendations together with those of the Agreement at Completion will be formalized in the new COSOP planned for 2019.</p> | |
| République démocratique du Congo | WC A | CSPE | 16 | CTRY | OPER | TCB | | Outsourcing. For capacity-building components, projects should foresee project-long collaboration agreements with execution partners, with periodically renewable performance-based contracts. | Will be addressed during the COSOP formulation process; Pending the lifting of suspension for ongoing projects. | PD |
| République démocratique du Congo | WC A | CSPE | 17 | CTRY | OPER | INF | | For rural infrastructure components, the role of project owner should be delegated entirely to agencies that have solid collaboration with IFAD and experience working in DRC, selected on a competitive basis. | <p>Will be addressed during the COSOP formulation process; Pending the lifting of suspension for ongoing projects.</p> <p>The PIRAM PMU has identified an Agency to assist in the recruitment and supervision of local SME for roads works.</p> | PD |
| | | | | | | | Recommendation 4. Improve relevance and effectiveness of non-lending activities. | | | |
| République | WC | CSPE | 18 | IFAD | OPER | GRT | | Integrating interventions. IFAD | Will be addressed during the COSOP | PD |

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| ue démocratique du Congo | A | | | | | | | should improve the integration of projects and non-project grants to ensure complementarity, in particular on crosscutting issues that call for specialized technical support such as gender, environmental management (including land tenure and adaptation to climate change), rural finance and small rural enterprise development, taking interventions by other development partners into account. | formulation process. Pending the lifting of suspension for ongoing projects. | |
| République démocratique du Congo | WC A | CSPE | 19 | GOV | STR | NLA | | The Government, with IFAD's support, should actively seek other development partners to take care of improving social services in project intervention areas, in order to complement the support to rural productive sectors financed by IFAD. It should also ensure that IFAD-funded projects are integrated in provincial agricultural investment plans. | Will be addressed during the COSOP formulation process. Pending the lifting of suspension for ongoing projects. | PD |
| République démocratique du Congo | WC A | CSPE | 20 | CTRY | OPER | KM | | Capitalizing on experiences. IFAD, in collaboration with the Government and project teams, should identify strengths and weaknesses, and document project approaches related to farmer organization, agricultural extension (community radios and farmer field schools, among others), improved seed multiplication, and rehabilitation and maintenance of agricultural access roads, to promote lesson-sharing between projects and countries. | Will be a key element for the new staff to be recruited to assume responsibility for capitalisation, communication and knowledge management. | PD |
| République démocratique du Congo | WC A | CSPE | 21 | CTRY | OPER | ENG | | Policy dialogue. The above themes should also provide the basis for policy dialogue, targeting the provincial level as a priority. Another important topic for dialogue is the adaptation of the national agricultural investment plan to the provincial level, making sure that full benefit is drawn from smallholder agriculture. To increase its voice at the political level, the country programme should strengthen its partnerships with other influential donors that have experience in DRC, | Extensive dialogue on this was done during the aforementioned portfolio review that took place in the country. To be taken in account during the COSOP formulation. Pending the lifting of suspension for ongoing projects. | O |

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| | | | | | | | | such as the African Development Bank, Belgian technical cooperation, FAO and World Bank. | | |
| Republic of the Philippines - Country Strategy and Programme Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1: Carefully reflect on IFAD's comparative advantage relative to the country's needs in the new country strategy. | | | |
| Philippines | APR | CSPE | 1 | CTRY | STR | COS | | The new country strategy should reflect IFAD's specificity and comparative advantage, in terms of the target group (e.g. indigenous peoples, fishers) and/or thematic areas with a clear pro-poor orientation, with a view to generating knowledge and lessons to inform investments by the Government and other partners for scaling up. | The new COSOP has specified that targeting will be geographic, selecting the poorest provinces, municipalities and sub-districts (<i>barangays</i>) where incidence of poverty is highest. Further, poverty targeting will focus on small-scale rural producers and entrepreneurs, agrarian reform beneficiaries, vulnerable indigenous communities and small-scale fishers operating in municipal waters. Regarding thematic areas with clear pro-poor orientation and generating lessons to inform investments for scaling up, the COSOP goal has been specified to "provide the Government with innovative and scalable pathways for rural poverty reduction". | F |
| Philippines | APR | CSPE | 2 | CTRY | OPER | TGT | | Engagement with indigenous peoples in a proactive manner is one of the areas where IFAD has accumulated experience and comparative advantage, in the Philippines and at corporate level. Taking into consideration earlier achievements and prevailing institutional challenges, there is an opportunity to revisit and strategically reflect on future support. | The IFAD-funded CHARM projects, which have accomplished most scalable breakthroughs in IP issues, has undertaken a detail case study with lessons learned to feed into future investments. Commodities to be supported by the recently approved Rural Agro enterprise Partnership for Inclusive Development and Growth (or RAPID Growth) project are those cultivated | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | R | Recommendation | 2018 Follow Up | Status |
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| | | | | | | | | | by the poorest farmers, particularly Indigenous People (IPs) in uplands (coffee, but also cacao and in Mindanao also coconut are in IP areas). IPs are among the poorest communities in the country. | |
| Philippines | APR | CSPE | 3 | CTRY | STR | COS | | Land tenure remains a potential source of conflict and a key issue for the rural poor, and the new country strategy needs to consider ways to upgrade IFAD's support in this area. | As part of COSOP preparations IFAD undertook a detailed land assessment as well as reignited dialogue with the international land coalition and with GIZ, to explore possibilities for joint support to land dispute resolution and other land tenure challenges. | F |
| Philippines | APR | CSPE | 4 | CTRY | OPER | FRG | | Furthermore, given the exposure of the country and the rural poor to natural disasters, the country strategy should include a vulnerability and risk assessment and a disaster preparedness country brief. | The COSOP has included a detailed SECAP, capturing main vulnerabilities and options to mitigate risks or recover in their aftermath. | F |
| Philippines | APR | CSPE | 5 | CTRY | STR | KM | | Learning from project results and using information to support government policy should be an explicit element of the strategy. The strategy should discuss the opportunities for diverse types of support apart from investment financing, such as reimbursable technical assistance and knowledge-sharing with other countries. | IFAD has funded and supported a detailed impact study for RuMEPP and a rigorous evaluation for the Integrated Rice Production Enhancement Project (IRPEP). These studies have generated detailed quantitative evidence for learning purposes. | F |
| | | | | | | | Recommendation 2: Enhance diagnostic analysis of the potential target group and targeting. | | | |
| Philippines | APR | CSPE | 6 | CTRY | OPER | TGT | | Within the target locations of investment projects, there is scope to improve the identification of potential beneficiaries and how to reach them. First, there should be good-quality analysis of the different groups within the potential target population, a differentiated approach to reach them, and monitoring of the outreach, beneficiary profiles and the | The recently approved loan applies the following poverty targeting: <ul style="list-style-type: none"> •geographic, selecting the poorest 6 regions in the country [there are 17 regions in total] are in Mindanao and Eastern Visayas, and are targeted •Poorest provinces – 45% poverty compared with 22% national average •349 municipalities in the 20 participating provinces have poverty | F |

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| | | | | | | | | targeting performance. Issues of food security and inclusiveness should be more strongly built into targeting. | rates of over 40%. •Coffee areas have 54% poverty incidence, cacao has 56%. •Investments will prioritise enterprises that maximise contracts with small farmers and job creation | |
| Philippines | APR | CSPE | 7 | CTRY | STR | TGT | | Second, a more strategic approach to increase intensity of investment (either under a specific project or by creating synergies between projects) in targeted locations should be pursued where possible, to enhance the likelihoods of palpable impact. The latter might involve an agreement on a geographical focus in confined areas (building on experience in Mindanao, Visayas and Cordillera). | Under the Fisheries and Coastal Resources Livelihoods Project, the MTR has agreed with Government to focus investments on few selected municipalities and sub-districts to ensure economies of scale and palpable income from concentrated investments that help to sustainably fulfil market demand. The prioritization and selection of investments will be underpinned by commodity market and value chain studies. Overall the portfolio will henceforth focus investments on Mindanao, which is considered the poorest region in the Philippines, and is using geographic targeting to select the poorest regions for investment. | F |
| | | | | | | | Recommendation 3: Strengthen leverage for policy engagement by improving the quality of knowledge and evidence. | | | |
| Philippines | APR | CSPE | 8 | CTRY | STR | NLA | | Building on generally good performance in knowledge management, an implementation strategy should be developed to improve the quality of evidence from monitoring and evaluation (M&E) across the portfolio. This could include working more closely with NEDA and the Department of Budget Management in support of the national results-based M&E initiative, and supporting M&E by the implementing line departments as | IFAD COSOP and projects have identified the Philippine Institute for Development Studies, a Govt policy think tank, as the appropriate partner for an umbrella framework approach to evidence generation and evidence-based policy making with Government partners. In the meantime IFAD's SKD has undertaken two detailed and rigorous studies generating important insights, e.g. on the strong efficacy of water management investments | F |

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| | | | | | | | | well as LGUs and local stakeholders. Project designs should be accompanied by theories of change and should plan for analytical work and self-assessments. Consideration could be given to identifying and working with an organization to manage M&E and learning across the portfolio and bring consistency and rigour to evaluation design. | and institutional strengthening in improving incomes in irrigated areas. APRACA is similarly collecting evidence on efficacy of rural finance innovations such as value chain finance. The recently approved RAPID Growth project has a clearly articulated TOC to support project learning and policy dialogue. | |
| Philippines | APR | CSPE | 9 | IFAD | STR | KM | | The established knowledge management platforms and processes should bring in other development partners and commission a comparative analysis beyond IFAD-supported projects. In addition, the IFAD Country Office should be resourced to increase support to national policy and strategy issues. | In 2018 the Knowledge Market Place and Rural Development Policy Platform was help with ADB, FAO and WFP in ADB's own premises. IFAD and FAO are currently developing a joint initiative for use of ICTs to support smallholder agriculture in the Philippines. The RAPID Growth Project envisages partnership with the World Agroforestry center to optimise tree crop value chains, soil and water conservation and agro-forestry techniques. | F |
| | | | | | | | Recommendation 4. Strengthen partnerships with other development partners to support the new Government. | | | |
| Philippines | APR | CSPE | 10 | CTRY | STR | PAR | | Good performance to date in working with government agencies, research organizations and civil society should be expanded to other development partners. Relationships with grant recipients with clear potential for value addition and linkages should be mainstreamed in the country strategy. | Ongoing with ADB, ICRAF, FAO (see above). Partnerships are also being sought with bilateral partners and regular consultations held with other UN agencies | O |
| Philippines | APR | CSPE | 11 | CTRY | STR | PAR | | IFAD should work more closely with other multilateral and bilateral development partners in the rural sector to strengthen the exchange of | See above 2 responses. | O |

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| | | | | | | | | information with the Government. There are opportunities for IFAD to work with other Rome-based United Nations agencies to provide advice on issues such as food production and food security, gender equality and women's empowerment in agriculture and rural development, and disaster risk reduction. | | |
| Philippines | APR | CSPE | 12 | CTRY | OPER | PVT | | Opportunities should be sought for private sector partnerships that support value chain investments by farmers. | The recently approved RAPID Growth works precisely towards this objective: strengthening value chain performance and poverty reducing outcomes through linkages and partnerships with private sector. | F |
| Nicaragua - Country Programme Evaluation | | | | | | | | | | |
| | | | | | | | | Recommendation 1: Consolidate a territorial approach in the country programme. | | |
| Nicaragua | LAC | CSPE | 1 | CTRY | STR | COS | | Since the implementation of IFAD-supported projects plays a pivotal role in the implementation of the country's rural development policies, it is crucial that the strategy become more integrated with the development processes taking place in the regions and territories where interventions are carried out. This means paying greater attention to harmonized application of national policies with the conditions, constraints, opportunities and participation of actors and their organizations in the territories where the programme is being implemented, identifying unique characteristics and differences that will eventually be reflected in regional and territorial development plans. | 1) The operations of the IFAD portfolio during 2018 (Nicavida, Nicadapta and Nicaribe) are aligned to the territorial priorities in the Dry Corridor and the Caribbean Coast, regions prioritized in the projects. The alignment with the territorial strategies is explicit, and is expressed in the strategy of the programmes and their AWP&B; 2) the active participation of the Departmental Delegations of the Ministry of Family, Peasant and Cooperative Economy (MEFCCA), significantly reinforces the territorial focus of the Country Programme operations, generating territorial synergies with other public and private investments; 3) it is still pending to systematize the interaction of operations and investments at the territorial level in order to identify actions that reinforce sectoral-territorial links. | O |
| | | | | | | | | Recommendation 2: | | |

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| | | | | | | | Strengthen the programme's effectiveness and efficiency through avenues of work where IFAD has acquired experience and comparative advantages. | | | |
| Nicaragua | LAC | CSPE | 2 | CTRY | OPER | TGT | | In line with the COSOP targeting strategy, continue to pursue efforts to improve efficiency and effectiveness in the geographical areas where family farming and indigenous peoples are concentrated within the dry zones of the country's centre-north, south Pacific and northwest regions, and make use of acquired experiences and the opportunity to continue improving based on successful experiences with implementing previous projects. | 1) The Nicavida project focuses on the Dry Corridor aligned with national priorities, specially the Dry Corridor Development Strategy, covering defined action municipalities and applying a more detailed targeting strategy that allows efficient and effective work with rural people dedicated to family farming; 2) Lessons learned from previous projects such as PRODESEC and PROCAVAL are being implemented in this line; 3) The NICadapta Project has made relevant progress in its activities in remote geographical areas where cocoa producers live, applying inclusion criteria to expand equitably access to investment resources; 3) Since the COSOP was extended, and a new operation will be designed for approval in 2019, this recommendation will be taken as a priority during the design process. | 0 |
| Nicaragua | LAC | CSPE | 3 | CTRY | OPER | TGT | | In cases where it is necessary to address government priorities in other areas where there are pockets of rural poverty or in response to innovation spaces, it is recommended that the same criteria be followed to ensure the programme's effectiveness and efficiency, including acting in tandem with other cooperation agencies having specialized in the | MEFCCA is leading a very comprehensive targeting and prioritization strategy at territorial level. IFAD is continuously following up the government strategy through the implementation support and supervision missions. | 0 |

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| | | | | | | | | management of different ecosystems. | | |
| | | | | | | | | Recommendation 3: Strengthen actions to provide market access to family farmers and indigenous peoples. | | |
| Nicaragua | LAC | CSPE | 4 | CTRY | STR | MVC | | To ensure the inclusion of rural families and indigenous peoples, and to facilitate access to markets, carry out income generating activities and increase job opportunities, the evaluation recommends the following, while continuing to work with rural organizations: (i) strengthen measures to promote vertical integration to add value to primary production; and (ii) expand horizontal integration measures to enable producers to access more formal markets. This would require, inter alia, establishing commercial partnerships with other rural organizations and agricultural enterprises that process commodities on a larger scale or have access to external markets. | 1) In the AW&B 2017 and 2018 of Nicadapta, capacity building activities of productive organizations were incorporated to access to coffee and cocoa markets and value chains. This is a key axis that is specified in the Investment Plans that are directly managed by the organizations; 2) in the Investment Plans financed by Nicadapta, some progress has been made in establishing clearly the transformation actions of coffee and cocoa production and the development of commercial alliances with the private exporting and marketing sector; 3) people dedicated to the production and marketing of coffee and cocoa have received support to improve their marketing mechanisms, brand development, and obtaining certifications; 4) In Nicaragua, access to stable markets of the organizations participating in the project has been reinforced (specially the indigenous and Afro-descendant population), however it is still a process that has not yet been consolidated, where the follow up would be a responsibility of MEFCCA. | O |
| | | | | | | | | Recommendation 4: Strengthen IFAD support for the | | |

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| | | | | | | | Government's climate change adaptation efforts. | | | |
| Nicaragua | LAC | CSPE | 5 | CTRY | OPER | NRM | | To help mitigate the adverse impact of climate change on the livelihoods of rural families, care must be taken to ensure that the programme incorporates the Government's policies and strategies on adaptation to climate change. From the point of view of production, priority areas of support include water availability and management, changes in production technologies (such as integrated soil fertility management), the introduction of new species, business strategies, health issues and moving into new markets. | 1) The training and technical assistance activities have been focused on beneficiaries organizations in terms of adaptation to climate change, as well as the development of a specialized training for 2018 with academic and cooperation institutions specialized in the subject; 2) ASAP funds in Nicadapta are constituting the main line of the Country Programme in promoting practices of adaptation to climate change; 3) In the framework of the COSOP (extended up to 2020), the cross-cutting line of environment and climate change with adaptation practices and resilience activities is becoming more relevant, and this will be reflected in the next designs of investment programs. | O |
| | | | | | | | Recommendation 5: Strengthen and improve the programme's M&E system. | | | |
| Nicaragua | LAC | CSPE | 6 | CTRY | OPER | RME | | As a means of periodically adjusting the country strategy to allow for changing national circumstances, policy implementation and achievement of COSOP strategic objectives, as well as to optimize project execution, it is recommended that the programme have an M&E system for IFAD-supported initiatives in Nicaragua and the achievement of strategic objectives, and establish ongoing systematization of processes for learning and knowledge generation. | 1) Based on the extension of the RB-COSOP validity period (up to 2020), progress and challenges to develop about the M&E system are recognized, and the issue has been prioritized, along with the implementation of the system ORMS in IFAD, where the logical framework of NICADAPTA and NICAVIDA have been updated; 2) Nicadapta carried out its baseline survey, and Nicavida is planning to do it during 2018; 3) The M&E system is being installed in Nicadapta, in compliance with the recommendations of the MTR of 2017 and those of the CSPE. Likewise, the design/adaptation of the M&E | F |

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| | | | | | | | | | system in Nicavida in 2018 is planned. | |
| Nicaragua | LAC | CSPE | 7 | CTRY | OPER | RME | | The M&E system should be aligned with the national monitoring system and coordinated jointly with the responsible government entities. The system should be highly reliable and generate information on indicators and achievement of objectives, together with an analysis of processes to help understand less positive results. | The Financing Agreement of Nicavida established the creation of a Specialized Unit in Planning and M&E for the entire IFAD portfolio. Regarding to this, a roadmap was agreed with the MEFCCA for its prioritization. This unit would guarantee the alignment with the national monitoring system. | F |
| Nicaragua | LAC | CSPE | 8 | CTRY | OPER | KM | | In addition, it is necessary to establish and operationalize clear, comprehensible knowledge management mechanisms that support the technical capacities of implementation teams. | In relation to knowledge management activities, they are being carried out according to their normal planning in Nicadapta and have been documented in the Nicaragua Project Completion Report (PCR). At this moment, LAC is designing a KM strategy, which will guide the IFAD requirements at country level. | F |

Project Performance Evaluations (PPEs)

| Philippines: Rural Microenterprise Promotion Programme - Project Performance Evaluation | | | | | | | | | | |
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| | | | | | | | | Recommendation 1. Be clear on the target group, including different categories within the group, their needs, and how they will be reached and benefit | | |
| Philippines | APR | PPE | 1 | CTRY | STR | TGT | | Clarity is needed on the target group to whom project support will be directed, the intended beneficiaries and how they will be reached. It is important to have a critical reflection on possible impact pathways to promote inclusive rural transformation and on the role of | In April 2018, IFAD approved the Rural Agro enterprise Partnership for Inclusive Development and Growth (RAPID Growth) Project . The project focusses its support to enterprises operating in specific value chains (cocoa, coffee, coconuts and processed fruits and nuts) that | F |

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| | | | | | | | | microenterprise and/or MSE sector therein. | were selected because they competitive, reflect comparative advantages, exhibit market growth potential, and where tangible benefits to IFAD target groups are demonstrated. Differentiation of targeted enterprises will be undertaken with Government partners, and outreach and outcomes for different categories shall be monitored accordingly. | |
| Philippines | APR | PPE | 2 | CTRY | OPER | TGT | | Linked but tailored and differentiated strategy might be required according to different potential and characteristics of the target group, for example, possibly different pathways for creating jobs | In agreement with the recommendations of IFAD's mid-term review, the IFAD-funded FishCORAL project shall commission specific market-oriented strategies for different bays and target groups, aiming to optimise income pathways. Under the IFAD-funded Converge project, the 11 supported Agrarian Reform Beneficiaries Organizations have developed detailed commodity plans with market demand for which IFAD target group benefits from comparative advantages. Similarly, value chain studies under RAPID Growth shall determine localized strategies and pathways for increasing rural household incomes through higher agricultural sales and increases in job opportunities. | F |
| | | | | | | | Recommendation 2. Develop diversified and structured approaches to improve financial services. | | | |
| Philippines | APR | PPE | 3 | CTRY | STR | RFI | | The focus should shift from mere unspecific credit lines to facilitate critical reflection and learning on how to finance micro and small enterprises and how to enhance the utilization of the available liquidity in the system for financing development. The injection of credit lines should be directed at where | A small country grant was approved to support studies and analysis for extending bank lending guarantees and debt insurance for perennial crops grown by the rural poor (particular indigenous women and men) in upland areas. The recently approved RAPID | F |

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| | | | | | | | | there is a shortage of liquidity, if any. Structured dialogue with the financial sector could be an important entry point, instead of credit lines. Such dialogue must be specific for the type of financial institution ⁷² and geared at helping them understand specific requirements of different types of MSEs and opportunities to develop products to meet the needs. | Growth Project shall introduce Value Chain Finance and equity instruments to support MSMEs, including bank guarantees for innovative products and debt insurance to MSMEs. | |
| Philippines | APR | PPE | 4 | CTRY | OPER | TCB | | Capacity building of financial institutions with potential to expand the outreach should be carefully considered, which may include training of loan officers, product development, and standardized and general appraisal methods for MSE lending. | Through the IFAD-funded regional grant, the Asia and Pacific Rural Agricultural Credit Association is supporting the piloting of value chain financing and sharing lessons from Asia regarding cash-flow based lending. | F |
| | | | | | | | Recommendation 3. Devise measures to enhance the relevance and quality of non-financial services. | | | |
| Philippines | APR | PPE | 5 | CTRY | STR | RFI | | BDS should be designed according to needs of different types/maturity levels micro and small enterprises. The support services should be targeted and consistent. Ways to charge at least part of BDS costs (set at realistic level depending on the level of enterprise development) should be considered for confirming interest and commitments and enhancing sustainability. | Through the RAPID Growth project, IFAD will assist the Government in introducing innovative approaches that improve outreach of financial services to rural SMEs with appropriate lending terms. RAPID Growth seeks to demonstrate various SME support models (including financing and business management solutions) for profitable rural enterprise growth, wherein SMEs can become attractive destinations for term loans, equity investment and other financing products. | F |
| Philippines | APR | PPE | 6 | CTRY | OPER | NRM | | Furthermore, attention to the environment and natural resource management should be systematically incorporated in non-financial services to microenterprises. This could be in terms of monitoring and managing any potential negative impact on the environment, as well as encouraging | In 2018, IFAD approved the RAPID Growth project, whose design extends and tailors a number of BDS programmes that have predominantly urban outreach (e.g. the SME Mentoring programme, Shared Service Facilities), to rural enterprises and agribusiness. | F |

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| | | | | | | | | microenterprises engaged to be efficient in resource use. | IFAD also approved signed a small country grant to the Dept of Trade and Industry develops implementation methodologies and procedures for delivering linkages among business service providers and Government support to MSMEs and farmer groups. | |
| | | | | | | | Recommendation 4. Ensure sufficient investment and support for M&E, analytical studies and documentation. | | | |
| Philippines | APR | PPE | 7 | CTRY | OPER | RME | | Capacity development, and research and development geared at practical issues are indispensable elements of a successful MSE support strategy. These should go beyond the number of beneficiaries or volume of borrowing, but should cover other various aspects such as enterprise profitability under different economic/social and organizational parameters. There should be sufficient allocation of financial and human resources accordingly, to enable essential studies and surveys to be conducted, the need for which emerges as a result of proper data capturing and analysis of field practice, and to use M&E data and such survey results as a basis for project implementation and policy development. | The design of RAPID Growth specifies a strategy and budget for results measurement, localized value chain studies, innovation and learning, and documentation and communication. | F |

| République démocratique du Congo - The Agricultural Rehabilitation Programme in Orientale Province in the Democratic Republic of the Congo – Project Performance Evaluation | | | | | | | | | | |
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| | | | | | | | <p>Recommendation 1. The design of future projects should better reflect the very difficult country context by having more realistic objectives and geographical coverage, more closely adapted duration and phasing, a functional M&E system based on contextual risks, and up-front technical assistance declining over time.</p> | | | |
| République démocratique du Congo | WC A | PPE | 1 | CTRY | STR | DES | | <p>Future projects should take into account the difficulties inherent in implementation in the field by having a simpler design focusing on a limited number of objectives and themes, and a realistic number of targeted results and actions in the field. In view of the vast size and diversity of the country's territory and the volume of funding allocated to IFAD projects, it is also important to better focus interventions geographically.</p> | <p>To be taken in account during the next COSOP and new project design using the new country's PBAS allocation once the portfolio suspension has been lifted</p> | PD |
| République démocratique du Congo | WC A | PPE | 2 | CTRY | OPER | PAR | | <p>At the same time it is essential to seek coordination with national institutional partners operating in other sectors and maximize synergies with other projects locally, other technical and financial partners, and the government</p> | <p>IFAD country office is more and more present in the Donors and the UN Agency Coordination meetings. Constructive meetings are conducted with similar projects funded by the World Bank, AfDB, the Belgian Cooperation, and so on.</p> | O |

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| République démocratique du Congo | WC A | PPE | 3 | CTRY | OPER | PMA | | agencies operating in the area. Considering the limited absorption capacity of the project management structures and local service providers, longer implementation periods need to be planned, preferably with a series of phases initiated by triggers. Annual work plans and budgets should be less ambitious for the first few years, becoming gradually more complex as the PMU and project service providers gain experience. Increasing the duration of implementation and phasing projects will also allow for a gradual expansion in project areas. | Longer implementation periods have been planned for PIRAM (9 years), PAPAKIN (10 years) and PASA NK (9 years). But according to new IFAD direction, forthcoming projects would stand for a maximum of 6 years. Relaunching and consolidation of activities in formers PRAPO and PRAPE's areas would be among the issues to be discussed during the COSOP preparation. | PD |
| République démocratique du Congo | WC A | PPE | 4 | IFAD | OPER | RME | | The projects should have M&E systems that are functional in operational, human and budgetary terms and that pay special attention to risks. In this way, the projects will be able to anticipate risks and quickly take action to make adjustments, remedy errors and mitigate adverse impacts on project effectiveness and efficiency. Collaboration between the M&E system and other PMU members and key project partners should be expanded. | M&E teams are being strengthened by the hiring of new staffs and training of the teams. The M&E specialists of the ongoing projects will be involved in the new IFAD-CLEAR trainings. | O |
| République démocratique du Congo | WC A | PPE | 5 | CTRY | OPER | SUP | | Technical assistance that makes use of national as well as regional and international competencies should be provided for as soon as project start up, in particular to support preliminary studies, preparation of the first few annual work plans and budgets, and initial procurement exercises. Technical assistance should be employed to train PMU members to gradually take over during the implementation period. | The issue of technical assistance has been under discussion and agreed up by the Government. It was discussed during the Portfolio review and will be taken into account during the COSOP formulation. | PD |
| | | | | | | | Recommendation 2. To ensure project sustainability, it is imperative to build capacities | | | |

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| | | | | | | | among local private and public actors, in particular community-based organizations and deconcentrated government services. | | | |
| République démocratique du Congo | WC A | PPE | 6 | CTRY | OPER | TCB | | The sustainability of achievements such as the local seed multiplication system or rehabilitated roads and social infrastructure is contingent upon the management capacity of local actors, the resources available to them and the local availability of sound technical knowledge and appropriate tools and inputs. Future projects should pay more attention to capacity-building for local actors to protect results and make them sustainable over the long term. | The capacity building was one of the key issues discussed during the portfolio Review and the new COSOP. Possible to dedicate specific projects or specific budgets to that in the future. | PD |
| République démocratique du Congo | WC A | PPE | 7 | CTRY | OPER | SUS | | To enable producers' organizations and their unions to take over responsibility from the project, they need to become professional organizations in order to then become true actors of local development as well as permanent structures. Hence the need to support them for a long enough period of time to allow for sufficient empowerment and gradual integration with market mechanisms. | A separate workshop on the institutional capacities of farmer's organisation and other community-based organisations is planned by the ICO, to take place after suspension lifting and before the COSOP formulation. | PD |
| République démocratique du Congo | WC A | PPE | 8 | CTRY | OPER | INF | | Management committees for socio-economic infrastructure – a guarantee of sustainable investments – must be trained and provided with sufficient resources to enable them to perform management and maintenance. Options for self-financing operations and maintaining infrastructure should also be given greater consideration. | A separate workshop on the institutional capacities of farmer's organisation and other community-based organisations is planned by the ICO, to take place after suspension lifting and before the COSOP formulation. In the road sector, PIRAM Maniema has innovated by drafting a comprehensive training for local management committees granting | PD |

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| | | | | | | | | | them small funds for income generating activities Contracting with the FONER (national Roads maintenance Fund) for complementary subsidies for m=road maintenance. | |
| République démocratique du Congo | WCA | PPE | 9 | GOV | OPER | SUS | | It is necessary for the Government to continue to be involved after project completion, through agriculture sector support structures such as the National Institute of Agricultural Research and the National Seed Service for seed certification. However, government services should not supply services and inputs to producers when they could be supplied by the private sector. | To be discussed during the COSOP formulation | PD |
| | | | | | | | Recommendation 3. It is crucial that future projects give greater consideration to environmental issues and access to markets, in order to diminish risks relating to overproduction, environmental degradation and climate change. | | | |
| République démocratique du Congo | WCA | PPE | 10 | CTRY | OPER | NRM | | In close collaboration with producers' organizations and their unions, storage and processing capacities should be improved in the project areas. | ICO is involved in the RBA project on Reducing Post-Harvest Losses by improving storage and conservation capacities of small farmers and their organizations. PHL will constitute one of the main axis for the upcoming chai values projects. To be considered in the future designs | PD |
| République démocratique du Congo | WCA | PPE | 11 | CTRY | OPER | ICT | | In addition, group transportation and sales should be encouraged to place producers in a better negotiating position. To this end, one | To be considered in the future designs once suspension is lifted | PD |

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| Congo | | | | | | | | or more information systems on prices for agricultural products in various markets should also be promoted. | | |
| République démocratique du Congo | WC A | PPE | 12 | CTRY | OPER | NRM | | Considerations relating to sustainable natural resources management should be included in the design of all future projects by encouraging sustainable and environmentally friendly farming practices. | To be considered in the future designs once suspension is lifted | PD |
| République démocratique du Congo | WC A | PPE | 13 | CTRY | OPER | TCB | | Similarly, populations should be provided with capacity-building in good fishing practices to avoid destroying spawning grounds and overfishing. | To be considered in the future designs once suspension is lifted | PD |
| République démocratique du Congo | WC A | PPE | 14 | CTRY | OPER | NRM | | Measures to adapt to the effects of climate change – such as greater seasonal variability and heavier rainfall – should be included in all projects. In the PRAPO area, consideration should be given to developing valley bottoms with simple hydraulic improvements to check deforestation and reduce farmers' dependence on rainfall. | To be considered in the future designs once suspension is lifted | PD |
| Nicaragua - National Agricultural Technology and Training Programme: Technical Assistance Fund – Project Performance Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1: Integrated and adapted technical assistance services. | | | |
| Nicaragua | LAC | PPE | 1 | CTRY | OPER | DES | | Development projects geared to providing technical assistance services to poor rural producers should spend more time at the design stage on characterizing and learning about the different types of producers within the target population, along with their production systems, their constraints and potential, and the inputs and processes required to improve their participation in value chain links, as well as their market positioning. Better knowledge of all these aspects is a crucial input to adjust or define | To increase the coverage and improve the quality of technical assistance, IFAD-funded projects in Nicaragua are promoting far-reaching types of technical assistance through "rural promotion" and business plans with consolidated associations and cooperatives. In this way, economies of scale are fully exploited. Moreover, being targeted to the demand, technical assistance is more focused and specialized, and its effectiveness and efficiency are improved. A strategy focusing on rural promotion and technical assistance through | O |

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| | | | | | | | | approaches and strategies that are more fully integrated and adapted to the specificities of each type or group of producers – such as herders, breeders and basic crop farmers – so that the technical assistance services have greater impact on producers in particular circumstances, e.g. those who are landless or living in extreme poverty. | business plans has been used in the most recent IFAD-financed projects (PROCAVAL, NICARIBE and NICADAPTA). The lessons learned are been included in the implementation of NICAVIDA. | |
| | | | | | | | Recommendation 2: Technology market | | | |
| Nicaragua | LAC | PPE | 2 | CTRY | OPER | ICT | | Developing a sustainable market for technology, in addition to ensuring supply and demand, calls for policy instruments in the form of incentives to activate the technology market. IOE recommends that IFAD, together with the Government, consider such incentives as follows: (i) for technology providers (enterprises, non-governmental organizations, universities and individual professionals), entrepreneurial and technical capacity-building, support in terms of facilities and access to financial services; and (ii) for producers on the demand side, technical and financial incentives to facilitate access to technology products, and capacity-building so that they can apply the technologies sustainably. | FAT's experience recognizes – in addition to providing differentiated incentives – the need to strengthen organizations and associations by providing systematic support in areas that are relevant to the sector so that they function as technology providers. IFAD is promoting the need to strengthen capacities in providing specialized technical services to public institutions, it is appropriate to promote their collaboration with centres specialized in agricultural, financial, market and management technologies, etc. This would create a space and opportunities for dialogue with the Government to promote knowledge management. For example, IFAD is promoting the knowledge exchange with the International Centre for Tropical Agriculture (CIAT). | O |
| | | | | | | | Recommendation 3: Environment and natural resources management, and climate change adaptation. | | | |
| Nicaragua | LAC | PPE | 3 | CTRY | OPER | NRM | | Rural development projects implemented in drytropical areas need to combine strategies to build resilience into family livelihoods and | Although the FAT design did not include a broad climate change strategy, the programme included natural resources management | O |

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| | | | | | | | | <p>reduce vulnerability to climate change: technologies appropriate to the surroundings, implementing climate-smart farming practices, diversified and appropriate use of water resources, rational soil use, eco-efficient agricultural value chains, access to competitive markets, and others. These strategies should be aligned with national, municipal and communal policies and strategies.</p> | <p>strategies, especially in terms of soil management and conservation. As the climate change problem intensified and public-sector decision makers became more sensitized to it, the concept of vulnerability to climate change and focus on building resilience were incorporated in the ongoing portfolio. With NICADAPTA, IFAD is promoting a new dialogue and investment spaces aligned with national climate change strategies, with the participation of municipalities and communities.</p> <p>The recently approved IFAD-funded project, NICAVIDA, was designed based on the experience gained in prior projects. Given that the project area is characterized by environmental vulnerability, and that the effects of climate change are most pronounced in this area, actions are focused on building the resilience of families and their communities and territories. NICAVIDA links the generation and diversification of income sources with natural resources management and improving families' nutrition so that they are more resilient to climate change.</p> <p>This approach was highlighted during the start-up workshop in March 2018.</p> | | |
| | | | | | | | Recommendation 4: Evaluation methods. | | | | |
| Nicaragua | LAC | PPE | 4 | CTRY | OPER | RME | | <p>It is recommended that IFAD prepare a detailed evaluation plan from the design stage or during the first months of implementation. The plan should specify indicators, evaluation questions and sources, the type of evaluation being applied, the type of design and its constituent elements, methods for gathering information,</p> | <p>In NICADAPTA's case, a baseline survey was conducted before the project was launched, and the foundation was laid to establish the M&E system on factual data. Similarly, a baseline survey will be developed for NICAVIDA, and the planning, monitoring, evaluation and knowledge management system will</p> | O | |

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| | | | | | | | | and the timing of each one of these factors. | be designed during 2018. Evidence of the progress, achievements and difficulties in project implementation are highly relevant to improve project management, performance evaluations and, thus, the effectiveness and efficiency of investments. It will be linked to the new system ORMS in IFAD-HQ. | |
| Arab Republic of Egypt - West Noubaria Rural Development Project – Project Performance Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1. Institutionalize the role of community organizations and associations. | | | |
| Egypt | NEN | PPE | 1 | CTRY | STR | SUS | | In order for the community driven development approach to be more than merely a transitional instrument for service delivery, future projects must identify strategies to ensure that community-level organizations are linked to formal public administration structures beyond the project's lifetime. | The CDAs are by definition non-governmental institutions with no formal links to formal public administration structures (therefore the Management Response had highlighted that the recommendation was not fully applicable since complete official linkages to public administrative structures might require legal and institutional changes that are beyond IFAD's remit). But IFAD financed projects have now provided extensive linkages between these organizations and public structures and Ministries, ensuring sustainability beyond the project's lifetime. Under the Sustainable Investments and Livelihoods project (SAIL), all infrastructure and services delivered through community development associations (CDA) have been done with protocol agreements with the relevant Ministry (usually, the Ministry of Education or Health). The Ministries are providing operating costs and personnel for the CDA centres, and will continue after project completion. This has also been specifically incorporated in the newly designed Promoting Resilience | 0 |

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| | | | | | | | | | in Desert Environments (PRIDE) project. | |
| | | | | | | | Recommendation 2. Undertake a financial sector assessment. | | | |
| Egypt | NEN | PPE | 2 | CTRY | OPER | RFI | | IFAD should conduct a financial sector assessment to inform the development of future projects in Egypt and provide clear technical advice for ongoing projects. The purpose of the study should be to identify policy constraints, rural finance opportunities, and potential institutional partners and to provide strategic guidance to the IFAD country office with regards to engagement in the rural finance sector. This study would also help to position IFAD as a key partner at the policy level and contribute to dialogue with regulators, other partners working with rural financial services and financial institutions | The financial sector assessment covering constraints and opportunities for the IFAD programme was finalized in 2017. The assessment covered: a. assessing and identifying relevant contextual, policy and regulatory issues that affect the development of smallholder farmers' finance activities in the country; b. identifying the main actors and their activities in the rural finance sector, c. providing an assessment of current challenges facing smallholders with regard to rural finance, d. providing strategic guidance to the role of IFAD operations in the country. The assessment was shared with the Ministry of Investment and International Cooperation (MIIC), the Ministry of Agriculture and Land Reclamation (MALR) and project partners and has fed into MIIC studies and the current COSOP development. | F |
| | | | | | | | Recommendation 3. Devote adequate attention to gender issues throughout the project cycle. | | | |
| Egypt | NEN | PPE | 3 | CTRY | OPER | GDR | | Future projects should devote more attention to gender issues and adopt a more proactive role in monitoring women's participation in project activities. This should be done by ensuring that: (i) dedicated and qualified staff are part of the PMU and supervision missions; (ii) | This has been fully integrated in the currently ongoing Sustainable Investments and Livelihoods project (SAIL) and the new project Promoting Resilience in Desert Environments (PRIDE). SAIL has recruited gender specialists as part of the PMU; PRIDE design also has | F |

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| | | | | | | | | resources are allocated to gender activities; (iii) specific gender targets are formulated; and (vi) M&E systems track and report on impact on women's empowerment and gender equality using the Women's Empowerment Index and other relevant indicators. | budgeted provisions for gender specialists, outreach, and behaviour change activities (a specific objective of PRIDE is to address nutrition through behaviour change and enhanced women's livelihoods). All activities related to gender and women's empowerment have been budgeted and resources allocated, specific targets have been established, and reflected in the M&E systems. | |
| | | | | | | | | Recommendation 4. Ensure that environmental impact assessments are undertaken. | | |
| Egypt | NEN | PPE | 4 | CTRY | OPER | NRM | | For ongoing projects, such as SAIL, rigorous environmental impact assessments should be carried out, as recommended during the implementation of WNRDP. Such an assessment should focus on the long-term sustainability of water supply. | With regard to SAIL, a study on the sustainability and suitability of water supply has been discussed with MALR, who will conduct such an assessment. The PRIDE design has already incorporated studies on the long-term usage of ground-water and sustainability of water networks. IFAD has also coordinated with the African Development Bank on a study covering the use of water and resources across the new lands. As per discussions and planning, the study will be shared with IFAD to ensure enhanced environmental sustainability of IFAD operations. | O |
| | | | | | | | | Recommendation 5. Provide appropriate guidance on M&E. | | |
| Egypt | NEN | PPE | 5 | CTRY | OPER | RME | | IFAD should consider providing additional support to the government by addressing project management competencies in all processes related to M&E (data collection and quality, analysis, reporting, etc.). In addition, in projects with an emphasis on community development, a | IFAD country team has provided in-depth support to project partners, including on (i) upgrading of systems through the ORMS which is now being used by all ongoing projects; (ii) improvement of key tools to measure and manage for results, including updated logical frameworks | F |

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| | | | | | | | | participatory approach to M&E at community level should be considered. Sampling methods for all studies should be carefully selected and consistently adopted in follow-up studies. | under the ORMS initiative. Project M&E officers have been nominated to the PRIME training curriculum to upgrade their skills. Systematic training and certification of project staff is ongoing across IFAD's portfolio. The PRIDE design incorporates specific participatory approaches to be implemented in partnership with communities. All baseline studies (including for SAIL and PRIDE) have incorporated best practices in terms of sampling. | |
| Malawi - Rural Livelihoods Support Programme –Project Performance Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1. Projects to be implemented in the ongoing context of local governance reforms should be based on thorough diagnostics of the capacity of national and local government institutions such as VDCs, Area Development Councils and District Councils. | | | |
| Malawi | ESA | PPE | 1 | CTRY | OPER | GOV | | This will help introduce more realistic project design expectations and interventions that support the development of capacity of local government organizations and efficiently deliver benefits to target groups. | The design of Programme for Rural Irrigation Development (PRIDE) and Financial Access for Rural Smallholders and Enterprise (FARMSE) have included a thorough assessment of national and local government capacity and have integrated capacity building interventions in the project designs. | F |
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| | | | | | | | on 2. IFAD should support and build on collective institutions of target beneficiaries such as cooperatives and farmers' organizations and support delivery of services such as extension, microfinance, bulking, quality control, packing, transportation through these institutions, in order to promote better prospects for the sustainability of results. | | | |
| Malawi | ESA | PPE | 2 | CTRY | OPER | SUS | | Such institutions would help create a more market-driven economic system and reduce dependence on the public sector. | Rural Livelihoods and Economic Enhancement Programme (RLEEP) supported cooperatives and farmer groups for collective access to markets and agricultural inputs. A total of 13 cooperatives and 2 farmer associations were formed and registered and provided with storage facilities (warehouses). Moreover, the capacity of 2 pre-existing cooperatives and 2 associations were strengthened. A total of 2,146 market groups were formed/strengthened and reached 47,270 people belonging to these groups. The project also supported a total of 640 Village Saving and credit Associations (VSLAs) benefitting 9,424 farmers to enhance | O |

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| | | | | | | | | | access to finance. The New Project FARMSE will scale-up the support VSLAs building on lessons learned from RLEEP. PRIDE will support establishment of Water user associations (WUAs) in more than 15 irrigation schemes and link them to market and finance. The project will also support establishment of natural resource management committees in the respective catchment areas of irrigation schemes for collective NRM actions. | |
| | | | | | | | Recommendation 3. IFAD's projects in Malawi should aim at enhancing, resilience and climate change adaptability of smallholders and marginal farming systems by pursuing a higher level of integration of activities in a single farming unit (e.g. crops, trees, forages, small livestock, soil and water management). | | | |
| Malawi | ESA | PPE | 3 | CTRY | OPER | NRM | | Better integration at the farm level would not only refer to the presence of multiple elements but also to their coherent and cohesive functioning to enhance the economic value of a farm's output. A focus on improving the diversity in smallholder farming systems will also help enhance the nutritional well-being of IFAD's target groups. | All the ongoing projects in Malawi include interventions to mitigate climate changes as a result of recurring droughts in the country. This has been through Good Agricultural Practices, such as soil and moisture conservation, tree planting through the Sustainable Agricultural Production Programme (SAPP) and RLEEP and irrigation development through PRIDE. IFAD | 0 |

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| | | | | | | | | | also secured funding from the Global Environmental Fund (GEF) as a co-financing investment to PRIDE for a project called Enhancing the Resilience of Agro-ecological Systems Project (ERASP) to enhance the provision of ecosystem services and improve the productivity and resilience of agricultural Systems of vulnerable rural poor. | |
| | | | | | | | Recommendation 4. To ensure sustainable development and secure livelihoods for the smallholder farmers, there is need for increased attention to access to markets (both for inputs and for agricultural or livestock production). | | | |
| Malawi | ESA | PPE | 4 | CTRY | OPER | MVC | | This entails a two-pronged strategy: (i) developing partnerships with relevant private sector actors; and (ii) supporting the capacity of grass-roots organizations of farmers to engage with such private sector actors. | RLEEP has supported a 4Ps model for beef, sunflower and honey value chains. The smallholder farmers were mobilized and supported to build commercial partnership with private companies (processors) of the three commodities through contract farming brokered by the district councils. | O |
| Maldives - Post-Tsunami Agricultural and Fisheries Rehabilitation Programme – Project Performance Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1. In post-disaster situations, IFAD should not focus on immediate disaster relief, | | | |

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| | | | | | | | but rather on "initiatives that help bridge the gap between emergency relief and the restoration of the development process" | | | |
| Maldives | APR | PPE | 1 | IFAD | STR | FRG | | IFAD's internal structure and financial instrument is not geared towards rapid response and/or post-disaster operations. The danger is that relief considerations may outweigh developmentally oriented activities to the detriment of the latter. A stress on speed of reaction can lead to poorly designed projects or programmes, thus the ex-ante quality assurance procedures within IFAD should not be waived. Additionally, the loan format is probably not suited to quick responses in emergency situations but rather to later phases in the recovery process. Countries in post-disaster context tend to have lower absorptive capacities for finances from various international players, and a later engagement could also ensure the counterparts have better absorptive capacities. | Management concurs with the findings of the PPE for IFAD to focus its interventions on its comparative advantage. In these contexts, Management also takes note of the need to have simpler and flexible designs and implementation modalities. Through the newly established ECG division, and the new climate change strategy, IFAD will help support countries become more resilient to climate related shocks and disasters. IFAD's interventions will continue to support countries for longer term goals rather than short term early disaster recovery, where other development partners are better equipped. | 0 |
| | | | | | | | Recommendation 2. In the recovery process, the design should address long-term goals rather than short-term needs, with a demand-driven participatory approach and technical | | | |

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| | | | | | | | assessment to prevent underuse and inefficient investments. | | | |
| Maldives | APR | PPE | 2 | IFAD | STR | DES | | This requires an analytical approach focusing on the processes which give rise to constraints and issues preventing sustainable agricultural and fishery development. These are essential as the basis for an effective and relevant theory of change. What has to be avoided is an approach which is dependent on the preconceived ideas of both donors and recipients without proper consideration of local needs and community context. | It should be further noted that there have been no new project designs since IFAD8; the last project approved for the Maldives is MEDEP, which seeks to support longer-term sustainable development of the mariculture industry/ sector in the Maldives. | 0 |
| | | | | | | | Recommendation 3. A targeting strategy must be developed and implemented in a systematic way based on sound technical justifications. | | | |
| Maldives | APR | PPE | 3 | IFAD | STR | TGT | | This requires both a clear impact pathway (i.e. theory of change) and solid baseline information to identify the intended beneficiary groups/geographic areas at programme design stage. The information could be obtained either from a baseline survey or from secondary data sources disaggregated at lower administrative units. A poverty index and a specific need index could be combined for such a targeting strategy to ensure that programme investment is utilized wisely | Targeting strategy in the Maldives context is challenging due to the small island context, the relatively small population size, especially in the island communities. Transportation and logistics also need to be considered. Today, the targeting approach is essentially an island geographic approach; project interventions are open to the island population and there is no specific or systematic criteria-based selection beneficiaries, aside from a priority given to low-income households within an island community. For ongoing projects, supervision missions have already identified that there is need for a broader | 0 |

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| | | | | | | | | | assessment to better understand the specific Maldives context related to poverty and targeting of the 'poorer' segments of the population. The PIU has been encouraged to consolidate existing data and analysis from public sector agencies and development partners on issues around poverty, food and nutrition security. Once islands or communities have been selected, a needs assessment would also generate a menu of options that could be more targeted to those households with 'lower' socio-economic standing. | |
| Maldives | APR | PPE | 4 | IFAD | STR | INF | | Additionally, any construction work should also take into account its catchment effect and utilization rate for the intended beneficiaries. | Environmental assessments and approval from the Ministry of Environment is a condition, prior to commencing or implementing activities. Environmental clearance has been obtained prior to start of mariculture activity and the construction of the National Quarantine Facility (under MEDEP). Project beneficiaries undertaking mariculture activities are sensitized on environmental rules and regulations enforced in the Maldives and obtain a Decision Statement on environmental clearance from the EPA. | F |
| Maldives | APR | PPE | 5 | IFAD | STR | TGT | | An outreach and awareness-raising strategy should also be considered to reach the marginalized beneficiaries, rather than a passive approach of waiting for them to join. | The PIU responsible for IFAD-supported projects actively pursues outreach and awareness-raising activities at island-level. | F |
| | | | | | | | Recommendation 4. There must be sufficient investment and support to capacity-building to ensure effective M&E systems, analytical studies and | | | |

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| | | | | | | | documentatio n. | | | |
| Maldives | APR | PPE | 6 | IFAD | OPER | TCB | | As far as M&E is concerned, the focus should be on the outcome and impact levels as well as the input and output levels. Similarly, there should be sufficient financial and human resources to support essential studies and surveys as needed. These data and the material available from effective M&E are an essential basis for project implementation and policy development. | Provision is made for training of PIU staff (M&E courses and participation in IFAD's PRIME course); project beneficiaries have also received training on improving their auto-monitoring. | O |
| | | | | | | | Recommendati on 5. Gender equality and women's empowerment should be supported with a more systematic approach. | | | |
| Maldives | APR | PPE | 7 | CTRY | OPER | GDR | | This approach should not be confined only to collecting gender-disaggregated data; a gender-sensitive poverty and livelihoods analysis should be conducted. This is essential for fishery programmes, in which men tend to be the primary beneficiaries while women's roles are limited to fish processing. | On-going projects have sourced a consultant from the Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN) who has helped to amend the logframes to be gender-sensitive; the project logframes addresses its gender focus at outcome and output levels and the indicators cover gender equality. To date, the gender strategy and action plan has been finalised, though not implemented in full; for example, the project intends to provide leadership training specifically for women to enhance their entrepreneurship skills and develop leadership skills (MEDEP). | O |
| Maldives | APR | PPE | 8 | CTRY | OPER | GDR | | In order to mainstream women's participation, the design needs to include supports to fish processing and other activities, in which women also participate. | MEDEP has been designed to support processing and other activities that are geared towards increased women's participation. In addition, women represent 57% of the loan beneficiaries, utilising loans to facilitate their income earning activities. | F |
| Maldives | APR | PPE | 9 | CTRY | OPER | GDR | | Training should also be customized | The gender strategy and action plan | O |

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| | | | | | | | | to the special needs of women, with regard to location, timing and manner of delivery. | makes provision for customised training for women. Implementation of the action plan is ongoing. | |
| Sri Lanka - Post-Tsunami Coastal Rehabilitation and Resource Management Programme – Project Performance Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1: Within a post-emergency context, first and foremost, recognize the capacity constraints of the government. | | | |
| Sri Lanka | APR | PPE | 1 | IFAD | STR | FRG | | A government faces challenges on several fronts in dealing with such a situation, with its human resource capacities over-stretched. As such, designing and implementing IFAD programmes, with their typical requirements of dedicated project units, after the emergency measures are in place is a more suitable approach. | Management agrees and IFAD will continue to provide longer term support to countries in post disaster situations while allowed other partners to remain involved in immediate disaster relief. | O |
| Sri Lanka | APR | PPE | 2 | IFAD | STR | FRG | | Two, focus only on activities in which IFAD has a clear comparative advantage. This is a related point and argues that IFAD's main strength lies in building the capacity, productivity and market participation of rural people and this should be the main focus of IFAD's programmes in post-crisis situations as well. As outlined in the IFAD Policy on Crisis Prevention and Recovery, IFAD's general policy is to focus on its own core competencies and promote complementary engagement with other agencies in other necessary activities falling outside IFAD's mandate. | Management concurs with the findings of the PPE for IFAD to focus its interventions on its comparative advantage. In these contexts, Management also takes note of the need to have simpler and flexible designs and implementation modalities. Through the newly established ECG division, and the new climate change strategy, IFAD will help support countries become more resilient to climate related shocks and disasters. IFAD's interventions will continue to support countries for longer term goals rather than short term early disaster recovery, where other development partners are better equipped. | O |
| Sri Lanka | APR | PPE | 3 | IFAD | STR | DES | | Three, weave increased flexibility into operational processes, including simplified design and procedures that recognize the challenges of such contexts. Flexibility in design and | Under the OPEX reforms, a simplified and flexible design process is being developed. Under the new process, projects will be categorized based on different categorizations including | O |

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| | | | | | | | | operational procedures is a sound approach in such situations. This flexibility, however, should be aligned with the programme's overall theory of change. | their vulnerability and risks. Different projects will then follow different tracks for design allowing for greater flexibility in operational processes. | |
| | | | | | | | | Recommendation 2: Aim for a targeting strategy that minimizes benefit leakages. | | |
| Sri Lanka | APR | PPE | 4 | IFAD | STR | TGT | | Effective targeting in the case of natural disaster situations, where entire areas may have been affected, poses the issue of reaching out to persons who are not IFAD's core target group. In such cases, it is recommended that programmes actively analyse the trade-off between benefits and the resulting costs – both monetary costs of including non-core target group and costs associated with excluding the target group. Whilst some leakages may be unavoidable in the larger interests of development objectives, when these signify a large part of the project costs, it is recommended that either the targeting strategy or the intervention be reconsidered. | The current portfolio does not comprise any post-disaster projects per se. Furthermore, all new projects include well-defined targeting strategies, validated by IFAD QE and QA reviews. | F |
| Sri Lanka | APR | PPE | 5 | IFAD | OPER | GDR | | Related to targeting, develop capacity of the programme unit to carry out gender-sensitive poverty and livelihood analyses within the particular context of the project-supported areas. A one-size-fits-all gender strategy that treats an entire country as one homogeneous unit will not be effective to achieve objectives in the field of gender relations. | Project staff have received specific gender training in order to support their capacity to analyze and implement gender-sensitive interventions. | O |
| | | | | | | | | Recommendation 3: Build monitoring and evaluation systems that are agile and flexible. | | |
| Sri | APR | PPE | 6 | IFAD | OPER | RME | | This is typical of a post-emergency | Extensive M&E support has been | O |

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| Lanka | | | | | | | | situation where it is difficult to establish detailed objectives and indicators, and where the originally planned activities may change. M&E system should be proactive and able to keep abreast of the pace and direction of changes in activities in a timely manner relying on active coordination with project management and with field operations. Similarly, unlike conventional project monitoring which is based largely on economic/social indicators, M&E in case of such programmes should adequately capture disaster related indicators such as adaptive capacity, resilience, etc. | provided to ongoing and new projects. In addition to PRIME training, and sub-regional (hub) M&E initiative to build capacity of the PMU staff and improve M&E systems is ongoing. | |
| Sri Lanka | APR | PPE | 6 | IFAD | OPER | RME | | In addition, reporting should be more frequent, monthly or even weekly, in order to aid in quick decision-making. | These recommendations relate to a post-emergency situation specifically. However, supervision missions for ongoing projects have identified when there is a need for more intensive monitoring and reporting; the programme management units are responsive to the recommendations provided by supervision missions. | 0 |
| Guatemala - National Rural Development Programme – Phase I: Western Region - Project Performance Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1. Geographically and thematically better-focused project design to ensure that meaningful development objectives are achieved. | | | |
| Guatemala | LAC | PPE | 1 | CTRY | OPER | DES | | The design of future loans should be less complex and ambitious and based on a concept note that can be updated to reflect any changes in national priorities. | The recommendation is being considered for the design of new operations under IFAD11. | 0 |
| | | | | | | | Recommendation 2. Clear | | | |

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| | | | | | | | social targeting strategy for beneficiary and intervention mechanism selection. | | | |
| Guatemala | LAC | PPE | 2 | CTRY | OPER | TGT | | The structural problems underlying rural poverty in Guatemala call for differentiated intervention mechanisms and particular attention to indigenous peoples and vulnerable groups such as women, young people and people with disabilities. The PPE recommends further analysis to determine which groups truly benefited from the two loans in implementation in relation to their initial targeting strategies and the implementation mechanisms used. | The PRODENORTE Programme (in execution to date, and recently extended up to 2020) has met the targeting criteria established in its design. The programme is implemented in rural areas of 19 municipalities with high levels of poverty and extreme poverty, inhabited mostly by indigenous peoples (Achí, Q'eqchí and Pocomchí). The total population served by the PRODENORTE is around of 42,021 indigenous persons living in poverty and distributed approximately 56% of women and 44% of men. Likewise, the programme is aligned in terms of targeting with the COSOP and the UNDAF. | O |
| | | | | | | | Recommendation 3. Improvements in the operational capacity of national agencies. | | | |
| Guatemala | LAC | PPE | 3 | CTRY | OPER | TCB | | | 1) the financial and audit systems at MAGA show some improvements, linked to the supervision mission recommendations; 2) the high level follow up has allowed IFAD portfolio improve its effectiveness, efficiency and accountability; 3) during this pre-elections year some risks need more attention, regarding staff turnover and the targeting and project's development objective approach. | O |
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| | | | | | | | monitoring and social auditing. | | | |
| Guatemala | LAC | PPE | 4 | CTRY | STR | BEN | | Programmes should establish strategies for the participation of all stakeholders in the various phases of design and implementation, including mechanisms for social auditing (oversight committees) with broad participation by social and economic organizations to strengthen local implementation capacities and the sustainability of activities | 1) The PRODENORTE Programme has designed its interventions jointly with the organizations and local governance spaces (COCODES, COMUDES and Municipalities); 2) In the case of business plans, the process is carried out in two phases: i) organizational identification and diagnosis; ii) participatory preparation of business plans. After the design of the investment actions, they obtain a clearance from a technical committee within which each organization submits its business plan for approval, an instance where it is discussed and approved by programme technicians, MAGA representatives and the organization's executive board. In this instance the organizations - jointly with the MAGA- approve the investments, request changes or reject it; 3) During the execution of the business plans each organization is responsible for the management and accountability of its funds, and the MAGA monitors the financial execution, giving due accompaniment to the strengthening of administrative, financial, legal and business capacities. | F |
| | | | | | | | Recommendation 5. Environmental safeguard measures. | | | |
| Guatemala | LAC | PPE | 5 | CTRY | OPER | NRM | | The high environmental and climatic vulnerability of Guatemala and its rural population require the incorporation at the design phase of measures to mitigate the impact of investments, and the inclusion of specific interventions to generate environmental benefits to build the resilience of rural people's livelihoods. | All interventions of the PRODENORTE Programme include safeguards to environmental vulnerability, which depend on the classification of the Ministry of Environment and Natural Resources. This includes environmental impact studies and recommendations for mitigating impacts. In addition to this, in the case of 217 investment | 0 |

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| | | | | | | | | | plans, the Programme supported 1,964 people (940 women and 1,024 men) for the application of improved practices for the recovery and conservation of natural resources in their plots (81 hectares), and implemented 15 forest nurseries in 15 municipalities for the recovery of 400 hectares in coordination with the municipalities for their sustainability. The environmental vulnerability issue will be prioritized in the following project designs at country level. | |
| Mozambique - Sofala Bank Artisanal Fisheries Project -Impact Evaluation | | | | | | | | | | |
| | | | | | | | Recommendation 1: IFAD should work in close partnership with the Government of Mozambique and the World Bank in order to ensure that artisanal fishers' access to markets and finance are duly considered in the revised sectoral policy framework. | | | |
| Mozambique | ESA | IE | 1 | CTRY | STR | PAR | | IFAD should be involved in the renewal process of PESPA, build on its experience and identify opportunities for further partnership and policy dialogue with the World Bank and the Government of Mozambique. The updated sectoral strategy should generate policies which facilitate artisanal fishers' access to formal financial institutions (in particular formal financial institutions) and markets. | IFAD is coordinating with the World Bank and other partners that are supporting the fisheries sector, to strengthening the new National Institute for Fisheries and Aquaculture Development (IDEPA). Access to formal financial institutions and markets is currently being addressed under the ProPESCA project and will be scaled up and strengthened through new SSAPP (small scale aquaculture promotion project currently under design). IFAD has also developed a policy paper based on over 20 years | F |

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| | | | | | | | | | engagement of IFAD with the fisheries sector and the paper is being used as a reference material by the new in particular in the development of the new Policy and Strategy on Seas of the new Ministry of Sea, Inland Waters and Fisheries (MIMAIP),. IFAD is involved with the Government and other partners to develop a new PESPA. | |
| | | | | | | | Recommendation 2: There is need for wider private sector engagement | | | |
| Mozambique | ESA | IE | 2 | CTRY | STR | PVT | | The private sector has an increasing role in general in Mozambique, and their contribution is fundamental for promoting prosperity among artisanal fisheries communities. In particular, IFAD and the Government should ensure that the role of the private sector is clearly articulated as key partners in fisheries development, both in upstream and downstream activities, ranging from the provision of fishing inputs and financial services, to processing, storage, transportation and value addition of fish produce. | The involvement of private sector actors in artisanal fisheries in the fisheries sector is being strengthened through PROPECSA and will be further enhanced through the new project (SSAPP) The provision of services ranging from fishing inputs to financial services is currently provided through the ongoing projects ProPECSA and Project for Promotion of Small-scale Aquaculture (PROAQUA), with a growing involvement of the private sector especially in inland fisheries and mariculture | F |
| | | | | | | | Recommendation 3: Project design should include due attention to gender mainstreaming, and specific activities should be carried out to empower women and ensure they can be more prominently involved in productive activities | | | |

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| Mozambique | ESA | IE | 3 | CTRY | OPER | GDR | | This will require attention to building cooperatives or federation of women's savings and credit groups and linking them to formal financial services. | Projects designed after SBAFP, such as ProPESCA and (Pro-poor Value Chain Development in the Maputo and Limpopo Corridors (PROSUL), have already mainstreamed gender in their value chains methodology. For instance, ProPESCA has a gender strategy on how to mainstream gender in the fisheries value chain and is implementing concrete activities that are gender sensitive, aiming, amongst others, to increase women's capacity to fish, transform and add value to fisheries products, as well as to increase their access to finance services and products, including the Fund for the Promotion of Women Entrepreneurs (FPME) and Saving and Credit groups. The M&E systems are set up to report sex disaggregated data, as well as progress on gender related outputs and outcomes | F |
| Mozambique | ESA | IE | 4 | CTRY | OPER | GDR | | Artisanal fisheries projects in Mozambique should include dedicated activities to train women, especially in value addition and marketing for better returns. Specific training sessions should be conducted for fishermen, as a means for promoting gender equality, so they can better recognise the valuable role women can play in fisheries development. | As indicated under recommendation 3 above, the latest (April 2018) supervision report rated the gender mainstreaming for PROPSCA as 5 (satisfactory) mainly due to concerted training of women and especially on nutrition education and marketing as well as financial literacy. | F |
| Mozambique | ESA | IE | 5 | CTRY | OPER | GDR | | For all this to happen, future project design should clearly include a gender mainstreaming strategy. | PROPESCA already includes a very clear gender strategy. The new project (SSAPP) will certainly include a clear gender strategy and also other IFAD supported projects in the country. In particular PROSUL REFP and PROCAVA | F |
| | | | | | | | Recommendations 4: M&E needs to be better leveraged for promoting greater development | | | |

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| Mozambique | ESA | IE | 6 | IFAD | OPER | RME | | This includes ensuring that logical frameworks are constructed in a participatory manner with the main stakeholders and include a theory of change, with simple and clearly measurable indicators and targets. | All logframes have been revised to align them with the new ORMS system. Training has been provided for M&E officers on the new system. Key stakeholders have been involved through out the design and revision of logframes processes | F |
| Mozambique | ESA | IE | 7 | IFAD | OPER | RME | | The hypothesis and assumptions for converting inputs to outputs, and outputs to outcomes and impacts should be spelt out. Moreover, the logical frameworks should be aligned with project design, as captured in project design documents. Finally, greater attention is needed to ensuring M&E systems collect, analyse and report on results beyond the output level, and indicators in the system should also ensure the RIMS are embedded therein. | All logframes are based on a well thought-out Theory of Change and as part of the design of the project. Every supervision mission focuses on these key elements and were necessary they are revised and updated. The roll out of the ORMS has strengthened the use of the logframe and now ensures that these are updated. Furthermore, guidance on theories of change is provided through the operations academy. | F |

Historic Follow up from 2017 Country Strategy and Programme Evaluations

| Country | Reg | Eval | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| Brazil - Country Strategy and Programme Evaluation | | | | | | | | | | | |
| Brazil | LA C | CPE | 12 | IFAD | STR | DEC | Recommendation 3: Further adjustments to IFAD's operating model for greater development effectiveness | <p>Attention needs to be devoted to consolidating activities related to the six on-going operations to ensure desired results, which will require continued focus and support by the IFAD country team working on Brazil. Moreover, there is need for a better balance between lending and non-lending activities including enhanced national policy dialogue with federal agencies for scaling up impact and knowledge sharing. In order to effectively realize the above, the CPE recommends</p> | <p>Efforts have been made towards the consolidation of the six ongoing projects in Brazil by which disbursement levels have increased considerably and implementation advanced. This was possible mainly because constant contact with state partners, implementation support and supervision missions. With the substantial investment portfolio reaching beneficiaries in the field, the major challenge now is to supervise and follow-up investments and activities in such vast area. The fact that projects started to bear fruits and generate results, has also contributed in elevating IFAD role and status as a reliable partner. As a result, IFAD had a pivotal role in the establishment of the Forum of State Secretaries of Northeast States and Minas Gerais, which has become the most important policy dialogue platform on issues related to family agriculture in northeast Brazil and has become an important vehicle for KM and scaling-up impact.</p> | <p>The six on-going projects in Brazil have been consolidated and overall disbursement level has surpassed the 50% mark. As a result, four state projects have requested additional financing while IFAD has already responded to two of them by designing two new top-up financing documents. The challenge remains overseeing the operations in such a vast area while always maintaining the quality of interventions and responding to the increasing demand for more IFAD funding. The IFAD country team based in Salvador has remained focused and dedicated to the project operations so as to enhance impact and results. Implementation support and supervision missions are more thorough considering an estimated number of about 1,000 productive investments projects under implementation. Non-lending activities have been strengthened mainly through: i) the KM Semear International grant, which has bolstered areas such as south-south and triangular cooperation with both IFAD and non-IFAD operations in South America and Africa; ii) monitoring and evaluation (M&A), with the further development of an IFAD management and best practices system; iii) policy dialogue, either thorough the</p> | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| | | | | | | | | <p>the out-posting of the IFAD country programme manager to Brazil. The recommendation of out-posting the country programme manager is primarily aimed at enhancing the broader impact of the important IFAD-Brazil partnership in promoting better rural livelihoods, recognizing the possible cost implications this might have for the Fund.</p> | | <p>Forum of State Secretaries of Northeast States and Minas Gerais but also with increased cooperation with partners such as IICA and EMBRAPA. KM has also become critical, providing strong linkages between non-lending activities with IFAD operations with exchange visits and the establishment of project staff thematic groups on M&E and gender. M&E has become a priority: the online country-based online M&E system is being further expanded with a panel of figures and best practices being consolidated and updated on a frequent basis. Gender, youth and traditional communities have been mainstreamed in project operations. Partnerships have been expanded such as with National Development Bank (BNDES), which has been engaged in co-financing at least one new state project, while it has also become a partner in activities of on-going projects through thematic co-financing, in particular in sheep/goat breeding with the help of EMBRAPA and water access. Significant joint activities have been developed with UNDP, IICA, World Bank, CAF and IDB . Civil society organizations continue to be strong partners and this has been further consolidated by their involvement in IFAD operations through technical assistance service provision, as well as IFAD support to the Northeastern Network of Territorial Collegiates. State governments in Northeast Brazil remain strong partners and supporters of IFAD, while at</p> | |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| | | | | | | | | | | <p>the federal level new cooperation has been established with the Ministry of Social Development (MDS), Ministry of Environment (MMA), Ministry of Foreign Affairs (MRE) and the Ministry of Finance. Regular contacts with traditional federal partners such as Ministry of Planning and the Special Secretariat of Family Agriculture (SEAD) have been maintained.</p> <p>The CPE recommendation for the outposting of the CPM is at an advance stage of implementation. IFAD office in Brasilia has been established at the UN House in Brasilia through an agreement with UNDP and the selection of the Country Director who will be based in Brasilia has been completed in March 2018. The ouposting will take place over the coming months. It is expected that the Brasilia Office will greatly enhance policy dialogue with the federal government and other international agencies in the federal capital while also enhancing the prospects for co-financing. The HQ Agreement is at an advance stage of negotiation.</p> <p>The Salvador ICO office will remain dedicated to project operations, supervision, design and implementation as well as dialogue with subnational government and civil society groups.</p> | |
| Brazil | LAC | CPE | 15 | IFAD | OPER | DEC | | The outposting of the CPM would require a professional-level staff member at | As agreed with the federal government, the CPM has enhanced his presence in Brasilia during frequent field missions. This arrangement is working well and also guarantees the necessary CPM-level interface | A professional-level consultant has been assisting the CPM at HQ to support day-to-day operations with corporate matters. At the Office in Brasilia a professional staff is expected to be recruited also to assist the Country | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| | | | | | | | | headquarters to be assigned on a part-time basis to the Brazil programme to follow-up on day-to-day operational matters requiring attention at headquarters. | related to Brazil at HQ which has increased with the relevance of non-lending activities, especially Brazil role in major corporate discussions and South South and Triangular cooperation. | Director with requests from HQ. | |
| Bangladesh - Country Programme Evaluation | | | | | | | | | | | |
| Bangladesh | APR | CPE | 1 | CTRY | STR | COS | Recommendation 1: Stronger focus on agriculture. | In future COSOPs, IFAD should consider a more clear-cut focus on agriculture (including fisheries and livestock) and related issues. To support government objective of achieving far reaching reduction in rural poverty, IFAD should focus on some important aspects of agriculture e.g. strengthening investment in extension and research, supply chain development, intensification, diversification, livestock, and particularly | Each ongoing project has an agriculture component with other complementary activities. End of 2016 with adoption of new pipeline, the design of a dedicated project to Ministry of Agriculture was launched: the SACP (Smallholders Agriculture Competitiveness Programme) will be presented to EB Dec 2017 or April 2018. | SACP project (USD 64 million loan) was negotiated in March 2018 and approved by IFAD EB in April 2018. This project focuses on linking farmers to markets and includes partnerships with the private sector through multi stakeholder platforms. Several components are also encompassing research, extension services, etc... by various departments of MoA. Fao will ensure the technical assistance part. NATP2 with world bank is developing its new activities and joint follow up by world bank and IFAD is done through supervision missions. Next pipeline will be developed under extended COSOP with a focus on rural micro enterprises for one project and nutrition for the other project. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| | | | | | | | | inland fisheries which is a major and growing export commodity. | | | |
| Bangladesh | APR | CPE | 2 | CTRY | STR | RFI | Recommendation 2: Access to credit should remain a priority for the IFAD portfolio in Bangladesh. | Despite significant advancement over the last two decades, there are still gaps in the microfinance sector that IFAD, with its knowledge and resources is well-placed to support. The unevenness of microcredit market saturation and the remaining risks, gaps and opportunities within the sector offer imperatives for further IFAD involvement. If new projects are designed to link with the existing portfolio with export led value chains, more specific mechanisms and further capacity development | Results are being collected from the project dedicated to Rural Finance, i.e. PACE with PKSF institution. On this basis. knowledge will be analysed and disseminated. Rural Finance is already a very strong sector in Bangladesh and IFAD objective is more to link to existing national initiatives. In addition, new LGED project under design (CRCD) will have linkages with PKSF. | PACE/PKSF results are increasingly impressive. Thanks to partner organisations in the field thousands of micro-enterprises are getting organised in clusters and around value chains using micro credit from PKSF. This growing success being now scaled up with other donors (world bank) encouraging IFAD and the Government to continue in that direction. A new concept note is being established for the next pipeline to expand PSKF support and encompasses e-commerce as well as productive use of remittances. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| | | | | | | | | of the functionaries as well as specialized credit products and services is required in e.g. debt management, technology, business and marketing capacity development and this may require identification of new partners. | | | |
| Bangladesh | APR | CPE | 3 | CTRY | STR | NRM | Recommendation 3: Environmental protection as a priority in the face of emerging challenges. | In addition to maintaining its current effort in climate change adaptation the future programme will have to carefully balance two competing priorities of environmental protection and poverty reduction in the context of two confronting realities of increasing agricultural intensity and population pressure. The program will | These aspects are being covered under current 2 designs, with environmental scoping, SECAP as well as Economic and Financial Analysis. Results will be closely monitored and used in the next upcoming COSOP to be designed in 2018 for the period 2019- 2025. | The Bangladesh portfolio is highly successful in climate change mitigation and environment protection. Several projects are implementing appropriate infrastructure and agriculture practices to this effect. To name a few: CCRIP with new roads and HILIP with village protection and CDSP with cyclone shelters and embankments. The new Provatiii project (approved in December 2017) will also address infrastructure needs in the north through markets and village protection. As for environment protection major success to be noted are the HILIP and PSSWRSP systems for Bheel community management, which allow poor families to manage these submersible area in a productive way, and number of hectares are increasing on this aspect. Finally new methods will be | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2017 Follow Up | 2018 Follow Up | Status |
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| | | | | | | | | require careful assessment of the potentials and risks and have to track the extent to which the short term gains are being achieved for the communities at a cost of longer term resource depletion. | | included in SACP especially for the south and the mitigation of salinity impact. | |
| Bangladesh | APR | CPE | 4 | CTRY | OPER | NRM | | All Project Implementation Plans should include environmental assessment processes and put in place activities to ensure that environmental objectives are achieved and risks are mitigated. | This is covered in ongoing AWPB generally and more specifically in assessment and impacts studies. | This is covered in ongoing AWPB and assessed through periodic evaluations. | F |
| Bangladesh | APR | CPE | 5 | CTRY | STR | ENG | Recommendation 4: Broadening policy and institutional support for the programme. | To push for more lasting and longer term reform in policies and legislation, IFAD needs to engage more proactively with the Ministries at the central level (e.g ministries of Agriculture, Fisheries and | Ongoing projects are already partnering with these concerned ministries, some with outstanding results like CDSP IV. In addition, the new SACP design with MoA will contain elements of policy dialogue. Finally, annual portfolio review will be revived together with in country CPMT and IFAD participation into sector development groups, all these facilitating the scaling up of our operations. | Thanks to the new country team (CPM, PO, CPO) many activities are ongoing on these aspects. Thematic documents and KM studies are being published and used in public events in Dhaka and Rome. CPO participates to more and more country events and UNCT as well and gets well recognised by authorities. Thanks to the Executive Board visit, a high level dialogue was established end 2017 and IFAD involvement in SDG widely discussed. | F |

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| | | | | | | | | Livestock, Food, Water Resources, Land) to leverage their expertise and experience to focus on some of the important areas of intervention. These agencies also play an important role in national policy formulation, legislation, coordination as well as in designing and financing important national programmes, a broad based partnership with Ministries would offer IFAD an opportunity to be a partner in wider national policy processes and contribute towards shaping them. | | New events will be planned with South Asia Hub and the new CPM once OPEX/Decentralisation will be operational. | |
| Bangladesh | APR | CPE | 6 | REG | OPER | KM | Recommendation 5: Further investment in knowledge management | The country office and the Asia and the Pacific Division should develop a clear and | A first Knowledge workshop was organised in December 2016 with IPS (Inter Press Service Agency from Rome) to all projects to help them in producing KM activities and work plan. A second workshop is being called on 10-11 April to refine these | The KM strategy was highly successful in 2017 with an excellent coordination among projects (monthly meetings) a good organisation and reorientation of knowledge and communication aspects as follow: - higher visibility of IFAD projects | F |

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| | | | | | | | | <p>thorough knowledge management strategy along with a plan for generating specific knowledge products, sponsoring knowledge sharing events, developing platform for periodic facilitated interactive discussions on emerging agriculture and rural development issues among project professionals, research organizations and the academia. Experience of other United Nations agencies in Bangladesh could be tapped or partnership secured in developing such a strategy. A dynamic knowledge management effort requires active interaction with national</p> | <p>plans and incorporate them into new AWPBs of each project. All projects are now committed to publish regularly press articles, case studies and organize KM events (K fair, etc...). With the upcoming EB visit end 2017, documents will be elaborated covering the 40 years partnership between IFAD and GoB. The newly reinforced country office (CPO+KM consultant) is supporting this overall effort and ensuring linkages with development partners and UN agencies.</p> | <p>at national level through press articles (more than 50) and international networks (IPS, facebook, etc...) - case studies on paper and videos were elaborated and disseminated, - with the EB visit many new documents published and distributed during workshops including "40 years" book, the first one in IFAD. Efforts on KM will be continued among project teams and passed on to the new country team.</p> | |

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| | | | | | | | | research organizations, think tanks and academia, which currently seems to be very weak or non-existent. Such an effort could be introduced in a phased way with due allocation of time, resources and accountability from the headquarters and the CPO. | | | |

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| Bangladesh | APR | CPE | 7 | IFAD | OPER | DEC | Recommendation 6: Enhancing IFAD presence and capacity in the country including outposting the Bangladesh CPM. | The recent appointment of the CPO is a welcome step in strengthening IFAD's in-country presence and role. But considering the size of the Bangladesh programme (the third largest IFAD programme) and the volume of in-country interactions between and among the development partners and the government, there is a need to further strengthen IFAD's in-country profile in Bangladesh. In particular, the CPE recommends that the Bangladesh CPM be outposted from Rome to Dhaka as soon as possible. The high level public officials and other development partners met during the CPE all expressed similar views. More effective | Since CPE in 2015, Bangladesh CPO was recruited by IFAD and left Dhaka in June 2016 leaving the office unoccupied. A knowledge consultant supported the country program in country up to December when the new CPO was recruited in January 2017. A new interim CPM as well as part time Program Officer were designated in September and handled pipeline mission in October and initiated 2 designs in early 2017. Recruitment for CPM was launched in October but did not resulted in new recruitment. Status quo will remain for a while with no out posting foreseen in the near future. Efforts are being made on recovering from 2016 delays in terms of designs and strengthening the country office. New partnerships and enhanced CPMTs are being setup. It should be noted that Bangladesh is a highly performing portfolio and the first one in IFAD in terms of disbursements (USD 60 million in 2016). | As part of IFAD's decentralization and OPEX initiative, a Country Director led office is being established in Bangladesh. This will contribute to the closer engagement with the Government on non lending activities. The CD outposted to Bangladesh will be solely responsible for Bangladesh which will allow for dedicated time on the country programme. | F |

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| Turkey - Country Programme Evaluation | | | | | | | | | | | |
| Turkey | NE N | CPE | 8 | CTRY | STR | KM | | Second, strengthen knowledge management. A key dimension of IFAD's value added in Turkey will be linked to its capacity to further strengthen the generation and sharing of lessons from the programme in order to improve performance and to support scaling up. IFAD needs to enhance knowledge management in Turkey, partaking its international and country experience, its technical expertise and its knowledge in involving the rural poor in design and implementation of rural investment projects, M&E, targeting and technical solutions in rural development. | In line with the actions highlighted above as for the strengthening of the linkages between the lending and non-lending activities, the SSTC will feature strongly in the new programmes. The establishment of Turkey's Country Office and its role as a regional hub and knowledge broker, will further strengthen this agenda. Stakeholder workshops and consultation meetings are mainstreamed in the design and operations of the new projects/programmes. | IFAD is making efforts in strengthening KM function within the two ongoing projects. In addition, Knowledge management was given a central role in the URDP programme. IFAD's provided a EUR 0.9 million grant funding specifically dedicated to knowledge management and south-south cooperation activities. URDP has the potential to bring immense field experience into the policy discourse on clustering, rural youth and women agribusiness development in Turkey. Both IFAD and GoT perceive the URDP as considerable investment in learning about how to counter increasing isolation, depopulation and inequality between rural and urban areas. The learnings and knowledge generated by this programme will consequently contribute significantly to the design and implementation of youth empowering agricultural interventions within the agriculture sector as a whole with support from the GoT. | F |

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| | | | | | | | | IFAD needs to make use of its capacity as knowledge broker, to be able to respond to demand on state of the art knowledge products and services, and prove global reach to mobilize required expertise. A dynamic knowledge management effort requires active interaction with national research organizations, think tanks and academia, which currently seems to be limited. | | | |
| Turkey | NE N | CPE | 9 | REG | STR | SOU | | Third, IFAD needs to facilitate exchange of knowledge and experience between Turkey and other IFAD countries, furthering current efforts within the framework of SSTC | Under the RB-COSOP for Turkey, two knowledge products will be developed. Drawing from experiences from IFAD-supported projects in Morocco and Turkey, the first of the KM products will be a thematic study on sustainable development and poverty alleviation in mountainous ecosystems. The second knowledge product involves IFAD aiding the Government in generating a knowledge product on the impact of matching grants and subsidies. | IFAD closely collaborates with the Government and TIKA on exchange of Turkish experiences with other countries. For examples, together with the Ministry of Forestry and TIKA, the IFAD funded MRWRP project is organizing in July 2018 a training program for Africa, Central Asia and Balkan countries. The training will involve 42 experts from about 20 countries to share the Turkish experience in Combating Desertification. | F |

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| | | | | | | | | <p>initiatives as an integral part of the IFAD-Turkey partnership. This transfer of successful ideas from one country to another can lead to considerable development impact. As a broker, IFAD can engage Turkish government organizations (e.g. General Directorate of Agrarian Reform, GDF) and appropriate research and private sector entities in facilitating transfer of knowledge and technical expertise to IFAD operations in other countries in the region (Central Asia, the Balkans, North Africa and the Middle East), in areas in which Turkey has particular strengths, such as e.g. food</p> | | | |

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| | | | | | | | | processing and food safety. | | | |
| Turkey | NE N | CPE | 15 | CTRY | STR | INN | | There is a need to explore, in addition to better access to new markets, alternative sources of investment capital such as Islamic financing models and to build coordinated support services and local business services within the project areas that will provide both improved local economies and establish strong platforms for future growth. There are some promising examples of small women producer groups and farmer-led initiatives such as family farm consolidation and joint marketing that could be studied and | Even though the introduction of Islamic financing products is not feasible in the Turkish context, different modulations of financing are being explored. | The new URDP project will introduce the innovative approach of engaging all main actors of the selected value chains: producers, brokers, traders, processors, input suppliers, transporters and retailers in a Multi-stakeholder platforms (MSPs). These platforms will identify new ideas, discuss constrains and business partnerships. Youth, women and when present, the pastoralist groups, will be represented on the MSPs. | F |

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| | | | | | | | | further developed. This would be of benefit in the Turkey programme and also support South-South and Triangular Cooperation initiatives. | | | |