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## **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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**Useful references:** IFAD Revised Evaluation Manual ([EB 2022/135/R.29](#)); Development Effectiveness in the Decade of Action: An update to IFAD's Development Effectiveness Framework ([EB 2021/134/R.24](#))

**Action:** The Executive Board is invited to review the 2023 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

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## Categories used for the classification of actions/ recommendations

SN Serial Number

### Type of evaluation

CLE Corporate Level Evaluation  
CSPE Country Strategy and Programme Evaluation  
PPE Project Performance Evaluation

### Level

IFAD IFAD Corporate 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

DEC Decentralization  
ALL Allocations  
ASR Analysis, studies and research  
BEN Beneficiaries and stakeholders' participation and consultation  
CCA Climate change  
COS Country Strategic Opportunities Programme (COSOP)  
DES Project Design  
ENG Policy engagement  
FA Financial architecture  
FRG Fragility  
GDR Gender (including targeting to women)  
GOV Governance  
GRT Grants/ grants financing policy  
INF Infrastructure  
INN Innovation  
KM Knowledge Management  
LTR Land tenure  
MVC Markets and value chains  
NLA Non-lending activities  
NRM Natural resource management  
NTR Nutrition  
ORG Organization development  
PAR Partnerships  
PMA Project management and administration (incl. financial management)  
PVT Private sector  
REPL Replenishments  
RFI Rural finance  
RME Results monitoring, evaluation  
RST Restructuring  
SCA Replication and scaling up  
STRA Strategy  
SUP Supervision  
SUS Sustainability  
TCB Training, capacity-building  
TGT Targeting

YTH	Youth
ENT	Enterprise development

**Status**

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.

## Country Strategy and Programme Evaluations (CSPEs)

Country	Region	Eval.	SN	Level	Nature	Theme	Recommendation	2023 - FollowUp	Status
<b>Islamic Republic of Pakistan - Country Strategy and Programme Evaluation</b>									
Pakistan	APR	CSPE	1	CTRY	OPER	MVC	Place greater emphasis on inclusive market systems development, with due attention to climate resilience and natural resources management. There should be careful consideration of the potential thematic foci and value chains/market systems in agriculture, livestock, fisheries and forestry sectors that are most relevant to the rural poor (on- and off-farm), followed by a diagnostic analysis of constraints and opportunities for strategic programming. The programme should also integrate more deliberately the aspects of climate resilience, disaster risk reduction and natural resources management (particularly water use efficiency), with due attention to innovative practices. Where relevant, it would be important that such investment be accompanied by support for addressing basic needs, in the project or through other complementary initiatives.	The new COSOP 2022-2027 addressed the recommendation and both its strategic objectives follow a holistic approach i.e. agribusiness/value chain development and poverty graduation. At the programming level, the subsequent project placed emphasis and paid careful consideration on climate resilience of small-holder farmers and sustainable natural resource management. The approach under the new project (KPRTEP) is on the multi-products including agriculture, livestock, fisheries, forestry as well as off-farm/non-farm interventions to inclusively address rural economic transformation. Today and going forward, complementarities with ongoing investment by public sector, donor agencies, civil society and private sector are key features and consideration in IFAD funded programming.	F
Pakistan	APR	CSPE	2	CTRY	STR	SCA	Articulate a strategy to promote innovations and scaling up for greater rural poverty impact. Given the relatively smaller resource envelope compared to many other development agencies, IFAD, in consultation with the Government, should better articulate how it plans to add greater value for a country programme with a deliberate focus and synergy. Rather than financing the scaling-up of initiatives or repeating a similar approach in consecutive projects, there should be a stronger emphasis on introducing innovations (approaches, practices and technologies) with high-potential impact on inclusive rural economic development with a strategy to promote scaling up by the Government and other partners. For this, greater attention should be given to leveraging resources and capacity through strategic partnerships, for identifying opportunities for innovations, designing and piloting innovations, and generating and disseminating knowledge – within the project framework and/or utilizing grants.	IFAD country team in collaboration with the Government is exploring the potential for scaling up in view to create greater rural poverty alleviation impact. In 2021 IFAD supported the Government of Punjab to design the Punjab Poverty Graduation Initiative (PPGI), a scale-up and replication of the successful Southern Punjab Poverty Alleviation Project (SPPAP) model. SPPAP has also informed the design of the housing intervention in Sindh province - a mega project to construct more than 2 million housing units for flood affected households, based on the successful low-cost housing model piloted under SPPAP. The IFAD-assisted Gwadar-Lasbela Livelihood Support Project, Phase II (GLLSP-II) draw the attention of the Sindh province and is being replicated under the IFAD-ADB co-financed project - Sindh Coastal Resilience Project. Under the KP RETP, the EU has approved Euro 17 million grant to fund part of the successful approach to agribusiness and rural	O

							This will require significant strengthening of IFAD's non-lending activities in Pakistan.	employment generation model. The country team has entered into the Pakistan Agriculture Transformation (PAT) coalition with the World Bank, Asian Development Bank, FAO and IFPRI working on prioritizing policy issues and issuing just in time policy notes. However, IFAD's non-lending activities are constrained by the lack of resources available to the country team.	
Pakistan	APR	CSPE	3	CTRY	STR	SUS	Place more emphasis on strengthening and linking with institutions, policies and systems for greater likelihood of sustainability. Working with, strengthening and preparing the institutions, policies and systems that will continue to exist after the projects should be given priority. This would also mean engaging stakeholders more systematically right from the project conceptualization phase for greater ownership, and creating sufficient space and budget allocation for their meaningful participation in project implementation, monitoring and evaluation and oversight. It is imperative that the right entry points (in terms of partner institutions, and policy and systems issues to be addressed) be identified at the project design stage and complemented by IFAD's investment in policy engagement. IFAD should also develop a strategy for closer involvement of and stronger oversight by project steering committees.	IFAD-assisted operations are strengthening institutional capacity at the grass roots level as well as strengthening partnerships with national and international development partners and with UN agencies. Programming now and going forward includes investment in professional farmers' organisation and strengthening development of producers-public-private partnerships which offer opportunity for leveraging private sector investments but also fostering innovations. For the first time, IFAD has participated to and signed the UN Strategic Development Cooperation Framework and has aligned the COSOP programming cycle with UNSDCF.	O
Pakistan	APR	CSPE	4	CTRY	OPER	TGT	Adopt a more flexible and differentiated approach in targeting and programming. Selection of geographical areas for interventions could be informed not only by the poverty rate or the number of poor households but also by other factors such as vulnerability, causes of poverty, and opportunities for inclusive economic development, which IFAD would be well-placed to support. Depending on the nature of interventions, consideration should be given to diversifying the basis for household targeting rather than strictly relying on the poverty scores, also in recognition of the dynamic and transitory nature of poverty. There should be continued attention to inclusiveness of institutions of the targeted population, based on the analysis of sociocultural contexts and power relations, but leaving flexibility for adapting the forms and approaches based on the main purposes and a long-term vision for such institutions and the	The targeting approach under country programming is flexible and systematic. It ensures inclusiveness and facilitates alignment with organisational mandate as well as with the priorities of the Government of Pakistan. The existing approach of using poverty score card is reinforced by poverty ranking which is a differentiated criteria, as well by the validation by community organisations which makes reference to socio-economic considerations. The newly designed project is using differentiated targeting criteria and multi-layer prioritization approach based on socio-economic indicators and farming system typologies.	F

							contexts. Furthermore, in-depth differentiated analysis of the actual/potential roles of value chains and the market economy of different categories of the rural poor (men, women, young men and women, other vulnerable groups) is needed for effective targeting. Where relevant, non-traditional employment/income opportunities for women should be explored.		
Pakistan	APR	CSPE	5	CTRY	STR	PAR	Broaden and strengthen partnerships with other development agency partners and non-governmental actors while upgrading the IFAD country office and its support systems. IFAD should seek out opportunities for exchange, coordination and collaboration with other development partners. This could be for: knowledge exchange in areas where IFAD has accumulated experience; collaboration in analytical work and policy engagement; or better capitalizing on the work and lessons of others. IFAD should also explore opportunities to diversify non-governmental partners for different purposes beyond contracting as service providers – for example, to build the capacities of smaller civil society organizations to provide services to the rural poor; or strengthen the role of advocacy and representation; or for research and technical assistance. These would also require strengthening of the ICO in terms of human resource capacity and/or the technical support systems from its subregional hub or headquarters.	IFAD has been expanding partnerships in the spirit of greater attention and resource mobilization towards rural poverty alleviation. In this perspective, co-finance opportunities are explored and pursued with the Saudi Fund for Development, Islamic Development Bank, Asian Development Bank, European Union and World Bank. In addition, partnerships are being explored with private sector including under projects but also at the portfolio level for instance with Engro, Pula, Telnor, Syngenta and a number of fintech and innovative ventures. IFAD effectively collaborates with different partners under the development partners working group facilitated by FAO. Recently IFAD has brought into fruition engagement with FAO and WFP as Rome Based Agency (RBA) collaboration initiative. This is done under the GLLSPII. IFAD also supports networking of farmers' organisation for inclusive and informed policy advocacy in support of smallholder farmers in the country. IFAD country office, however, is constrained in terms of human resources as limited support is extended from hub, regional and HQ teams.	O
<b>Kingdom of Morocco - Country Strategy and Programme Evaluation</b>									
Morocco	NEN	CSPE	1	CTRY	STR	CCA	In line with the priorities of the new Green Generation strategy, establish new strategic guidelines for IFAD's programme in Morocco, which should be pursued in disadvantaged rural areas. The sustainability of production systems (natural resource management and climate change resilience) should be among the programme priorities, providing for mechanisms and approaches to effectively scale up proven innovations to the national level. To this end, it will be necessary to: (i) ensure better dissemination and capitalization of lessons learned within the programme and between	The new COSOP for Morocco (2022 – 2027) sets a clear strategic path along the priorities of the new Green Generation (GG) strategy. It directly aligns with its two strategic pillars and to its results framework. The design of the IFAD 12 project (PADERMO), the first IFAD-financed project under the GG framework, is underway for a submission to the September 2023 EB session. The design of PADERMO stems from the overall GG framework and is rooted in its specific regional plan (PAR) for the Oriental region. It includes a matrix with precise data and targets regarding the project	F

						<p>technical and financial partners operating in the small-scale agriculture subsector (joint periodic review); (ii) better take into account increasing water scarcity and strengthen water governance capacities within douars, communes and watersheds; and (iii) pursue interventions in a single area until a critical threshold of benefits has been achieved before exiting, undertaking a second phase of the projects when necessary.</p>	<p>contributions to the GG results. In addition, the design of PADERMO benefited from a solid collection of lessons learned gathered from the CCR and the CSPE in addition to previous completion, supervision, and MTR missions of various projects of the portfolio. Exchanges between projects have been implemented (example visit of PRODER to Azilal). Water scarcity is at the heart of PADERMO design. The oriental region is one of the most exposed regions to droughts and increasing water stress in the country. This is mostly attributed to climate change and the sharp decline in the water table levels. Water scarcity was one of the main selection criteria for the geographical targeting. The project area is characterised by significant water deficits for agriculture and livestock. Irrigation networks and inefficient water infrastructure (for livestock and crops) is limited and depleting. PADERMO is dedicating about 37.5 % of its overall budget to invest in water-related infrastructure including 68 km of rehabilitated seguias, 7 diversion weirs in the mountain zones of Guercif in addition to livestock water infrastructure and training of agricultural water user associations (AUEA) on sustainable water management. PADERMO will increase sustainable water use in 2,600 ha. These actions will improve access to irrigation and help reduce vulnerability to recurrent droughts and extreme events (flash floods, erosion etc). In terms of geographical targeting, PADERMO is focused on the oriental region with clear geographical targeting that covers 19 communities across Berkane, Oujda, Driouch and Guercif. It is important to note that Government has initially expressed interest in targeting a significantly larger area (including other regions and provinces and suggesting doubling the number of communities). This proposal was not in line with the COSOP and CSPE recommendations. IFAD has engaged in a constructive and evidence-based dialogue with government (backed with field visits and careful assessment of targeting) and recommended a phased approach to focus PADERMO operations and investments on the oriental region until a</p>	
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								critical mass of impact is achieved. The government has endorsed the approach.	
Morocco	NEN	CSPE	2	CTRY	STR	TGT	Continue to pursue actions targeted to women and youth, and ensure effective scaling up of initiatives around occupational teams as part of the new Green Generation strategy, in line with human capital promotion. Pilot actions under different conditions to set up young people (men and women) as agricultural entrepreneurs, based on relevant studies and research action to identify how to remove various constraints (land tenure, access to public land and transfer of family property, training, financing, management, advisory and technical assistance, coaching and marketing), and leverage successful experiences for scaling up. New job opportunities for young people should be explored in the growth areas of green jobs and online marketing of agricultural and food products.	The country programme is maintaining a clear focus on human capital development at strategic and operational levels. This is expressed through: (i) direct linkages with the GG through SO#1 of the COSOP: Promote equitable, inclusive development and build up the social and human capital of the rural population in vulnerable regions) and (ii) concrete project activities (example of PADERMO that is being designed as part of IFAD 12 and PRODER-Taza requiring further in-depth engagement on gender). The Project will target 20,015 rural households, or approximately 100,000 beneficiaries, 30% of whom will be women and 40% young people. PADERMO's specific target groups will be: (i) small farmers with no more than 3 ha irrigated and less than 10 ha rainfed; (ii) small breeders whose herd does not exceed 50 head of sheep/goats; (iii) small beekeepers with less than 50 hives and lost part of their hives due to recurrent mortality in recent years; (iv) groups of women heads of households and those of landless households; and (v) young women and men who are unemployed and motivated to train professionally and engage in an economic activity. PADERMO will also support the establishment of around 60 IGAs promoting local products that improve rural households' income. The Project will support the establishment and coaching for: (i) 20 IGAs to promote local products (aromatic and medicinal plants, saffron, cactus, Ghodan fig, free-range chicken); (ii) 8 IGAs of other products (processing of carob, cereals and natural jujubes, sheep fattening etc); and (iii) around 34 other promising types of IGA (e.g. rabbit farming, hydroponic barley production, table olive conservation, etc.). Most of these investments will target women and youth. The country programme will continue to support literacy and financial education through: (i) basic and functional literacy, which should enable additional 4,900 people to learn to read and calculate and be able to build their capacity to manage their project;	F

									<p>(ii) financial education for 10,000 people, in order to initiate and facilitate their access to the financial instruments offered by the banks. Training and support for business management will promote rural entrepreneurship among youth in the project area by supporting: (i) the creation and support of 8 business teams (équipes métiers), including 6 agricultural service cooperatives and 2 cooperatives of digital agricultural services; (ii) the creation and support of 12 agri-tech innovation micro-enterprises for youth; and (iii) support for 80 FOs (coaching, development of business plans and provision of specific trainings). Similar efforts are being promoted by PDRMA and PRODER-Taza. An IFAD portfolio follow up mission in 2023 has recommended PRODER Taza to step up its efforts in promoting gender equality and economic empowerment. This aspect is at the centre of the MTR mission (June 2023).</p> <p>Regarding online marketing of agricultural and food products, the country programme continues to support: (i) the rehabilitation and upgrading of existing processing units (Unités de valorisation), (ii) the creation and support of 5 units for carob processing, olive pomace processing, almond crushing, honey production, quince storage and packaging); and support for product marketing through the organization of communication, marketing, and promotion campaigns, B2B (Business to Business) meetings and participation in exhibitions. Digital solution and the creation of modern marketing platforms (Example of PRODER Taza) are being explored.</p>	
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Morocco	NEN	CSPE	3	CTRY	OPER	MVC	Pursue the promotion of key value chains to complement territorial development initiatives. Specifically: (i) identify promising value chains in the disadvantaged areas supported and systematize the conduct of full feasibility studies prior to start-up; (ii) perform an explicit analysis of sales outlets, marketing channels and private actors downstream of the value chains identified; and (iii) encourage private actors to enter into partnerships (of the public-private-producer partnership type) with producers to provide them with effective and sustainable access to well paying markets, including strengthening existing partnerships for more rapid and widespread labelling of terroir products. In addition, identify on a participatory basis the priority investments that should underpin value chains development actions (see the following recommendation), and set up arrangements for ongoing proximity technical assistance for the value addition created. Finally, step up support for the professionalization of organizations within the value chains supported.	The COSOP recognises the importance of partnering with the private sector actors to seek out synergies for: (i) expanding smallholders' access to finance and (ii) encouraging more young rural entrepreneurs to start-up ventures by making use of the financing options offered by the public and private operators. The ongoing portfolio of projects is initiating actions towards this objective. The MTR of PRODER Taza is exploring innovative VC downstream segment engagement with the private sector for the establishment of 2 modern marketing platforms for local products. The new project (PADERMO) will selectively invest in new processing facilities and strengthen existing one to ensure vertical VC integration. It will place emphasis on support and better access to markets and financing. It will benefit from public marketing platforms and the new decrees for the application of the aggregation law (law n° 04-12 and its application decrees of May 2021). The project dedicates a component to support producers and to create an enabling environment to improve access to markets. The project is designed to support training and advisory support for business management and marketing. In terms of VC studies and analysis, the design of the new operation accommodates the possibility of retro-financing for studies that could be taken up-front on Government budget and implemented before project start up.	O
Morocco	NEN	CSPE	4	CTRY	OPER	TCB	Step up actions to promote human and social capital in disadvantaged areas and provide further strengthening for grassroots organizations to make them more effective. This should lead to better structuring farmers organizations to enable them to come up with and monitor realistic development plans (value chains and/or localities) to be taken into account at higher levels of decentralization (communal and provincial levels). Farmers organizations should also be able to participate in policy dialogue affecting them, negotiate the mobilization of public services and resources to implement actions (including socioeconomic infrastructure) identified in the plans, and engage in peer	The targeting strategy of the COSOP put particular focus on farmer's organisations and their effective engagement in the development process and the policy dialogue. The country program that spans over the 2022-2027 COSOP duration will contribute to the implementation of the GG and the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Morocco (2023-2027) by strengthening the inclusion of smallholders and emphasizing the support for women and young people. It contributes to the Government's efforts to create an agricultural middle class, and a new generation of entrepreneurs and agricultural	O

							exchanges on the experiences having taken place.	organizations. This objective cascades down into the country programme in various forms including capacity building, participatory development of project priorities and active engagement in project implementation and natural resource management. For example, PADERMO will support a wide range of organisations including producer's organizations, service cooperatives, équipes métiers (of technical and commercial nature), rural micro-enterprises, and processing units and their management organisations. In addition, and in this new set up, PRODER Taza offers space for policy dialogue regarding youth engagement in value chains (although the project progress in this area remains slow). PADERMO puts emphasis on the implementation of financially sustainable FOs models. The country programme entails exchange visits between farmers and projects, sensitisation sessions, FFSs etc). This recommendation is a continuous process that requires time and constant engagement of stakeholders with solid technical backstopping from project implementation units. Particular attention was dedicated to this aspect during the design of PADERMO in 2023.	
Morocco	NEN	CSPE	5	CTRY	STR	KM	Develop and implement an operational knowledge management plan for the country programme to facilitate better capitalization and consolidation of benefits, not only for the projects in the portfolio but also interventions in the disadvantaged rural areas. This could be an area for collaboration with the other Rome-based agencies (FAO and WFP), in addition to the other initiatives under way, and would support the Government in capitalizing on all interventions around small-scale family farming in disadvantaged areas. To this end, it will be necessary to continue improving and consolidating M&E systems.	The operational knowledge management plan has been drafted. The next phase is its wider dissemination and the identification of operational and concrete linkages between the plan and the KM and M&E platforms/channels of the country programme (projects/grants) and other RBA platforms. This is an evolving/ongoing effort. In addition, the country team is also working on a dynamic dashboard for the portfolio capturing data on the main areas of impact and investment priorities across the portfolio. However, it is important to highlight that the lack of non-lending resources is a limiting factor for stronger work on KM.	O
Morocco	NEN	CSPE	6	CTRY	STR	ENG	Strengthen support for the country programme management team for better engagement in dialogue on agricultural policy, especially in the context of the new Green Generation strategy. This will include periodically sending technical missions to provide support not only for public	Country programme has not received any additional support. Morocco continues to be managed through a CPO-led ICO without any in-country support staff. Staff shortage, combined with the lack of non-lending resources has not allowed for a stronger	PA

							agricultural policy dialogue but also better knowledge management within and beyond the programme. In addition, IFAD and the Government will need to reach an agreement on the conditions (appropriate to the country context) to be met prior to signing loan agreements and prior to project start-up.	engagement in policy dialogue. The current policy work is being done through the projects (PRODER Taza and PDRMA) with emphasis on initiatives such as SSTC (policy work with Madagascar and Comoros) and engagement on the area of rural youth employment (yet to be implemented through PRODER-Taza). In March 2023, an IFAD portfolio follow up mission engaged with the Digital Pole of Agriculture, Forest, and Drought Observatory to strengthen the work on key policy questions and linkages with the SSTC. A constructive dialogue is leading to further engagement with the Digital Pole and to possible joint ventures and events that are planned for SIAM (Salon International de l'Agriculture au Maroc) in its 16th edition in 2024. In terms of IFAD and Government agreements on pre-signature and pre-start-up of activities, these have materialised throughout the design of PADERMO with the preparation of detailed list of activities for retractive financing and a detailed project implementation manual that sets all conditions on innovative tools such as the RBL instruments and other aspects including fiduciary and technical elements of project implementation.	
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**Republic of Burundi - Country Strategy and Programme Evaluation**

Burundi	ESA	CSPE	1	CTRY	STR	TGT	Complete the transition to the programme approach and consolidate IFAD's comparative advantage in Burundi. Continue with the process of reflection on refining geographical targeting to ensure greater inclusion of the most vulnerable groups and harmonize approaches on the different kinds of support provided. Developing a theory of change for the programme would help prioritize the gains and innovations to be consolidated and scaled up, and would strengthen the portfolio's complementarity with non-lending activities and grants. Considering the fragile conditions prevailing in Burundi and the large size of the portfolio, the programme should be supported with frequent technical missions and recruitment of the missing expertise for the regional programme units.	The recommendations have been considered and applied in projects funded by IFAD in Burundi - The implementation of the programme approach is ongoing, the Ministry of the Environment, Agriculture and Livestock (MINEAGRIE) has agreed to start the process of setting up the monitoring and support unit which will improve the effectiveness and efficiency of the management of IFAD projects in Burundi. The unit will be attached to the MINEAGRIE and will include focal points from MINEAGRIE and the Ministry of Finance. The unit will serve as an interface between the various stakeholders (Government, IFAD, projects and other implementing partners) and will provide an efficient coordination between project coordinators and progress of ongoing projects. it is intended to unite the	O
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								<p>various projects and put an end to the discrepancies observed in the deployment of personnel within the regional coordination units and the management of shared services (internal audit, Communication and Knowledge Management.).</p> <ul style="list-style-type: none"> <li>- In terms of a programmatic approach to projects, with a coherent theory of change, the portfolio is adopting a portfolio-wide value chain approach. Moreover, PRODER is a continuation of PRODEFI-I and II, as part of a programmatic approach, with a specific focus on entrepreneurship. And strong coherence across the portfolio will also be developed further through the upcoming additional financing for PRODER planned for approval in 2023, and the potential additional financing for PAIFAR-B, provisionally planned for approval in 2024.</li> <li>- IFAD in Burundi has been exploring the expansion of its funded projects in additional intervention zones. For PAIFAR-B project, at the mid-term review mission, criteria for expanding in different communes were defined and await validation from stakeholders. In addition, IFAD received an additional funding from the GCF under the PIPARV-B project which aims at building farmers' resilience to climate change in upper, middle and lower watersheds and increasing agricultural productivity and food security through the adoption of better agro-ecosystem management practices to preserve land resources and in water. The intervention areas were expanded in the MOSO region, identified as highly affected region by climate issues, and where PIPARVB wasn't operating before.</li> <li>- In 2023, IFAD has planned 2 supervision missions for PAIFARB and a mid-term review followed by an implementation support mission for PIPARVB with all required expertise participating in those missions. The teams are composed with technical experts, IFAD staff from the region and portfolio advisers. A new Programme Officer was also recently hired, based in IFAD Regional Office Nairobi to support the portfolio.</li> </ul>
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Burundi	ESA	CSPE	2	CTRY	OPER	MVC	<p>Consolidate the holistic pro-poor value chains approach. Upstream and downstream links should be better integrated, taking into account conditions in terms of marketing, financial services, agricultural advisory assistance and economic functions around the different agricultural products. The agricultural survey to be funded by IFAD and FAO and other studies should be used to identify bottlenecks for smallholder producers, in order to propose actions to reduce transaction costs and improve their negotiating power. This includes the consolidation of interprofessional associations, programme contracts for value chains, support and creation of interprofessional value chain platforms and diversification of private operators. The constraints linked to access to energy should be lifted gradually by promoting the use of renewable energies in value addition centres. Similarly, product quality labelling should be strengthened to increase value added for rural producers.</p>	<p>The holistic pro-poor value chains approach has been considered in the financial inclusion project, PAIFARB, where every actor will be integrated in the market development system, and value chains considered, besides the already explored rice and milk sectors, will take in all sectors identified by the study on value chains that drive growth. In addition, the market development system will also include the work on standards certification which include improving products quality, labelling and packaging.</p> <p>The recommendations on the interprofessional associations will be achieved through the implementation of PRODER, the rural entrepreneurship project which starts in 2023. The use of renewable energies was implemented in the milk sector in the rural areas where electricity provision is not sufficient. Milk collection centres have been set with solar panels in the MOSO region.</p>	O
Burundi	ESA	CSPE	3	CTRY	OPER	LTR	<p>Prioritize strategies and actions to reduce land tenure pressures and facilitate access to assets for the most vulnerable people. The programme should promote the inclusion and financing of integrated management actions on soil fertility, high value added crops (including soil-less crops), intensification and processing of production, and hillside irrigation in land use management plans for hillside terroirs. In addition, the financial sustainability of community land tenure services needs to be consolidated for land title acquisition, documenting good practices in land use management in wetlands and on hillsides. Lobbying to promote access to land for women, youth and minority groups (Batwa) is needed, as is scaling up of the rural youth employment component experience.</p>	<p>PIPARV-B implements soil fertility restoration activities (land development, watersheds, marshes, hillside irrigation) and promotes the value chain approach of high value-added crops (maize and rice) through intensification at the level of land, watersheds and marshes under development, including hillside irrigation, construction of storage sheds, capacity building in agricultural techniques and technologies.</p> <p>In terms of land access, PIPARV-B also supports the establishment and operation of municipal land services (at commune level) by providing them with the capacities and tools to enable them to be sustainable. This support is intended to improve land access for women, youth and minority groups, and is complemented with support for these same groups to access other productive assets including those for alternative income generating activities such as beekeeping, livestock, mushroom cultivation, integrated fish farming.</p> <p>In terms of youth employment, PRODER promotes the employment of young rural</p>	F

								people by putting in place favourable conditions for the creation and emergence of young micro-enterprises (capacity building, establishment of infrastructure, co-financing of business projects).	
Burundi	ESA	CSPE	4	CTRY	STR	SUS	Pursue and strengthen regulatory and financial provisions to ensure the sustainability of gains. The Government of Burundi and IFAD, in consultation with other technical and financial partners and with other key actors, should become more involved in the implementation of the exit strategies of IFAD-funded projects and programmes for all types of support provided. The approval and enforcement of regulatory and financial networks should be accompanied by the development of legal and institutional mechanisms to ensure the transfer of assets to operators capable of ensuring their functionality and long-term survival. The development of regulations and policies on rural infrastructure management, including cost recovery, is a priority.	The elaboration of the exit strategy is a result of extensive consultation done in a participative manner with inputs from the project's key stakeholders such the Government of Burundi and projects direct partners. It outlines the practical arrangements for the transfer of assets and knowledge of IFAD-funded projects and programs in Burundi from the start of their implementation until their completion. The legal frameworks and institutional arrangements for the transfer of assets and liabilities of IFAD-supported projects and programs in Burundi is also developed and detailed in the strategy. There is a global exit strategy designed in June 2017 and was piloted by 2 projects PRODEFI and PNSADRIM. Consequently, each project has now developed specific exit strategy adapted to the sustainability of actions undertaken in the project.	F
Burundi	ESA	CSPE	5	CTRY	OPER	CCA	Reinforce actions to develop the climate change resilience of people and infrastructure. To this end, it will be necessary to: (i) develop regional environmental and social evaluations to identify the cumulative environmental and social impact of the projects and sites to be protected. This approach, integrated into territorial management schemes, would require comanagement contracts between the Department of Forests, communes and populations, including payment options for ecosystem services; (ii) raise the climate risk rating of projects and programmes and mobilize additional funds to build engineering standards into the design of works, taking into consideration climate projections; and (iii) explore the use of micro-insurance products for smallholder producers to address climate hazards and other natural catastrophes, such as plant and domestic animal diseases.	PIPARV-B has received additional funding from the green climate fund of USD 9.9 million. The additional fund will contribute towards improving soil and water management through the adoption of better agro-ecosystem management practices by land users. - The study of environmental and social impact is a mandatory step done for all developed infrastructure with IFAD funded projects - All ongoing projects in Burundi are classified in category B and measures to mitigate all risks, related to the category, with their costs integrated in the project implementation, have been identified and are monitored on a regular basis. - This has not yet been implemented and will require further consideration. It has been added as a recommendation under the PAIFAR-B project.	O



Burundi	ESA	CSPE	6	CTRY	OPER	NTR	Continue and scale up interventions to improve the food and nutritional security of beneficiaries. The programme should invest in water and sanitation and healthcare infrastructure, and clearly formulate sets of interventions according to the needs of multiple types of beneficiaries (functional literacy, women's empowerment, financing of income-generating activities and microprojects, nutritional education, access to basic services, improvement of child nutrition, etc.). Partnerships and synergies with other actors operating in these subsectors should be strengthened, as well as knowledge management to draw emerging lessons.	PIPARV-B focuses on improving food security through agricultural intensification and on nutrition promotion, although the nutrition aspect needs to be further improved. There is also support for water collectors for vulnerable beneficiaries, particularly women, in order to alleviate women's hardship and improve sanitation. It also takes into account in its interventions multiple listed needs (functional literacy, empowerment of women, financing of income-generating activities and micro-projects, nutritional education, access to basic services, improvement of child nutrition, etc.). Regarding the establishment of partnerships and synergies, the projects establish relations with other projects involved in the same sector, in particular in the harmonization of approaches such as the peasant school fields (CEP) follow-up with FAO which has proven expertise in the area, improving nutrition interventions with WFP, and other potential synergies are being explored. The country office is in the ONE UN approach and there is joint planning with all United Nations agencies.	O
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**Republic of Niger - Country Strategy and Programme Evaluation**

Niger	WCA	CSPE	1	CTRY	STR	COS	Complete the transition towards an integrated programme approach. In particular, it is important to: (i) refine the programme's geographical targeting and give priority to consolidating gains made (e.g. economic development poles created) to prepare for scaling up and avoid the risk of geographical dispersion; (ii) draft a COSOP implementation action plan to guide investment and non-lending activities; (iii) ensure that programme-supported activities are integrated with regional and communal development plans; and (iv) orient technical assistance work by CENRAT towards a systematic analysis of the approaches supported and their results.	In progress and on track. i) IFAD Niger Programme has evolved in a solid Country Programme around the theme "Family Farming" with 13 key structural activities around the pillar. These activities are being implemented in a coherent and complementary manner by all projects in all regions covered by the country programme. The geographic targeting follows a scaling up, deepening and complementarity need for successful investments across projects and regions. For instance ProDAF MTZ approaches implemented in Maradi, Tahoua and Zinder was upscaled by ProDAF Diffa in Diffa Region, and as ProDAF MTZ was meant to complete in 2023, PRECIS was designed to reinforce its investments in the same areas but also be upscaled in other zones not covered. The additional financing approved for ProDAF MTZ and ProDAF Diffa will allow these projects to upscale successful investments in covered	O
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								areas but also expand the interventions in Dosso and Agadez regions. Therefore, IFAD Niger portfolio has progressively evolved in a strong countrywide programme. ii). the last COSOP for Niger completed in 2018 and was followed by CSNs. A new COSOP designed in 2023 will cover the 2024-2030 period and will have a comprehensive COSOP implementation plan in line with the nations Plan (PDES 2022-2027); iii) programme supported activities are fully integrated in decentralized (PDR and PCD) plans..	
Niger	WCA	CSPE	2	CTRY	STR	MVC	Revisit the approaches adopted for the economic development poles and for value chain support. In view of the high cost of building infrastructure and the importance of promoting rural poverty reduction, it is important to: (i) give priority to conducting a study of the performance of the existing poles and their impact on small-scale producers before scaling up to other poles; (ii) launch a participatory exercise (including small-scale producers, traders, distributors and other stakeholders) to identify the most relevant value chains for small-scale producers and the bottlenecks hindering their inclusion; and (iii) pay special attention to strengthening the bargaining power of small-scale producers.	It is done and it is continuously monitored. a comprehensive study on the Economic Development Pole model was conducted and generated interesting lessons which are inspiring subsequent replication. in the new generation of projects. The PDE approach follows a stepwise approach (on a scale of 1 to 4) with a strong focus on social engineering and participatory approach by all stakeholders on value chains before any investment is made. with regards to strengthening producers bargaining power a well developed market information systems exist and is accessible to producers and other actors in the commercialization ecosystem.	F
Niger	WCA	CSPE	3	CTRY	STR	NLA	Restore the balance between major structural investments to create economic development poles and interventions in support of basic infrastructure as well as income-generating activities targeting the poorest, including women. Basic infrastructure (drinking water, health care, functional literacy) provides the building blocks for economic and social inclusion of the poorest. Agreements on collaboration and cofinancing could be concluded with other donors. Concerning small-scale income-generating activities, it would be desirable to review implementation approaches and avoid the design and implementation failings that led to high mortality among small livestock. For these activities, all-grant financing could be justified, in alignment with the directives of I3N.	Done. Small-scale income generating activities targeting women (small livestock kits), the implementation approach has been revisited to avoid mortality rate for small livestock (quarantine before distribution and close follow up with proximity livestock auxiliaries). Close collaboration with other Ministry of Livestock and other partners to harmonize the approaches at national and decentralized level.	F
Niger	WCA	CSPE	4	CTRY	STR	CCA	Establish an integrated approach to support for agricultural production, natural resource management and protection and climate change adaptation. This approach should include a	Done. The Niger portfolio do apply an integrated approach around the family farming architecture with 13 interlinked and complementary structuring activities across	O

							<p>conflict management perspective. The initial efforts undertaken by ProDAF and PRECIS to go beyond individual and binary irrigation techniques require a stronger grounding in an integrated watershed management approach. More in-depth reflection is needed on the use of irrigation systems that enable small-scale farmers to build sustainable resilience to climate hazards, for instance by mobilizing water from deep aquifers. The programme should include tools in its theory of change to analyse conflicts within the regional and national contexts, as well as a guide for the design of conflict-sensitive interventions.</p>	<p>all the project. Accordingly, resources have been mobilized (GEF, GCF, IFAD, OPEC fund, etc) to ensure implementation if the approach. The upcoming MTR of PRECIS (2024), the integrated approach being applied (agriculture production, natural resources management and climate change adaptation) will be reinforced further and integrate conflict management.</p>	
Niger	WCA	CSPE	5	CTRY	STR	ENT	<p>Review approaches in support of small enterprises that could benefit young people. The programme should formulate clear priorities for developing enterprises and the technical assistance they need. Opportunities exist in the context of the economic development poles (e.g. providers of services in support of production, processing and commercialization), as well as infrastructure development (e.g. local construction and maintenance enterprises). From the financial point of view, financial services need to be adapted to the needs of small entrepreneurs. A diagnostic assessment to underpin a programme of technical support involving banks and institutions specializing in microfinance, in partnership with RECA, would represent a first phase.</p>	<p>In progress and on track. With promoted income generating activities, micro-enterprises around production and postharvest activities particularly target young entrepreneurs. With the additional financing approved in Dec 2022, PRODAF Diffa and ProDAF MTZ will target youth for small-scale irrigation activities in line with the Government initiative called : "One Village one irrigation scheme" . Collaboration and partnership between IFAD portfolio in Niger and FISAN and RECA has been established to that effect.</p>	O
Niger	WCA	CSPE	6	IFAD	STR	PAR	<p>Strengthen IFAD representation in consultative platforms with the Government and partners. IFAD's collaboration with other donors and with CENRAT remains essential. However, consultations and consensusbuilding cannot be delegated entirely. IFAD needs to ensure its presence or clarify its position and present its own contributions to make its work better understood and recognized. Through the subregional hub and Rome headquarters, IFAD could mobilize technical advisers and support studies or work on capitalization. A minimum complement of support personnel for the national officer stationed in Niamey would position the office more strategically for meetings, policy dialogue and representation.</p>	<p>Done. The IFAD country office in Niger has a resident Country Director/Country Representative in Niger with other key staff including a Country Programme Officer, a Country Program Analyst and a Country Program Assistant. The ICO is fully fledged and well equipped to adequately undertake operational and representational roles devoted to the Country Programme in collaboration with other partners and government of Niger. Though ongoing project, thematic studies and capitalization initiatives are undertaken and feeds into the knowledge sharing with other stakeholders .</p>	F

Republic of Uganda Country Strategy and Programme Evaluation									
Uganda	ESA	CSPE	1	CTRY	OPER	MVC	Expand IFAD's effective value chain approach to other commodities with greater beneficiary outreach potential. There are opportunities to expand marketing hubs to the entire country and regionally, built around key commodities identified in the Third National Development Plan (e.g. livestock, especially dairy, horticulture and fisheries). IFAD should: (i) identify opportunities for small-scale producers to improve income diversity around production and processing; (ii) enhance access to reliable markets and raise product quality; (iii) expand mechanisms such as the Yield Fund to help build private sector capacity; and (iv) strengthen synergies between the programmes, where relevant and practical.	The Country team has worked on the suggestions made by the CSPE as follows: 1) on new commodities the NOSP has expanded to 2 additional oil seeds which are sesame and groundnuts value chains and we are discussing with the Government to expand 2) GOU and IFAD have agreed that new investment for IFAD12 will be livestock and dairy project 3) for processing we have under NOPP with private sector arrangements for oil palm mills for processing oil and for NOSP we have support for manufacturing of animal feeds 4) We have been organizing joint meetings with ongoing projects for knowledge sharing and cross learning and for M&E we have put even more emphasis 5) For the yield fund we have started the business development services	O
Uganda	ESA	CSPE	2	CTRY	STR	CCA	Mainstream climate change more extensively with direct approaches in the new COSOP, given the growing urgency in Uganda. Climate change has been indirectly addressed in the past COSOPs. IFAD's portfolio going forward contains more category A projects than before. Therefore IFAD should: (i) build into the next COSOP stronger support for the measures under the Social, Environmental and Climate Assessment Procedures, including social and environmental safeguards, and the technical expertise to supervise category A projects; and (ii) partner with the most appropriate government entities (Ministry of Water and Environment, Ministry of Works and Transport), non-governmental and donor partners to undertake climate mitigation and adaptation measures more directly around the supported value chains.	This has already been mainstreamed in the new COSOP and was included in all our ongoing projects. Moreover, under NOPP we have strong environment and social measures in place. Before working in any new hub, a detailed Environment and Social Impact Assessment in conduct and displayed for the EB and public hearing for 120 days for any comments or objections. Relevant line ministries like Ministry of Water and Environment and Ministry of Works and Transport are member of all project steering committees and National Environment Management Authority is part of the project steering committee and plays a key role.	F
Uganda	ESA	CSPE	3	CTRY	STR	TGT	Deliver more transformative approaches and interventions tailored to the specific needs of women and youth. This could be pursued by: (i) including strategies and targets on these aspects in the new COSOP; (ii) mainstreaming and scaling up proven methods such as GALS and household mentoring; (iii) greater cross-project learning and use of specialized service partners to identify opportunities around constraints, such as land and ownership norms; (iv) strengthening	Under NOPP we have specific interventions for youth through vocational training to build their skills and provide them with opportunities for jobs. For women, we have the alternative livelihoods interventions for income generating activities for them and also under NOSP they are the main beneficiaries for the oilseeds value chain. Moreover, under NOPP and PRELNOR projects both the households mentoring and GALS are being	F

							staffing in the Project Management Unit to support and monitor the work of service providers; and (v) ensuring IFAD, in particular the Environment, Climate, Gender and Social Inclusion Division (ECG), provides better and more consistent technical oversight on gender and youth.	implemented and they will also be included in NOSP. Regarding staffing, we have expanded the staff in the new projects: for example under VODP we didn't have the technical expertise in the PMU, however now with the new projects we have all the relevant expertise to monitor the work like VC experts, strong M&E team.	
Uganda	ESA	CSPE	4	CTRY	STR	NLA	Develop a non-lending strategy that systematizes knowledge management, partnerships and country policy engagement and provides the necessary resources for its implementation. In order to foster innovation and scaling up within Uganda, IFAD needs to have a knowledge management system that captures project experiences and innovations so that they can be shared with partners and also used as evidence for policy engagement. This requires a documented strategy, and a stronger country presence that includes the Country Director in Uganda. IFAD's decentralized model also requires greater coordination within IFAD. Therefore, relevant divisions (ECG, the Research and Impact Assessment Division, and the Sustainable Production, Markets and Institutions Division) should be more involved in the knowledge management process to support non-lending aims by leveraging financial and human resources from IFAD headquarters as well as the regional hub in Nairobi.	The strategy has not yet been implemented and also given the budget limitations for non-lending. However, as per the recommendation the ICO has been strengthened with the CD now based in Kampala and a new Country Programme analyst hired last year. Also, relevant divisions have been supporting the country team on KM related activities. Also, the regional team and the communication officer provides support with KM.	O
Uganda	ESA	CSPE	5	CTRY	OPER	RME	Strengthen M&E, reporting and financial management to bolster governance and anti-corruption measures and improve the assessment of results, especially at the impact level. Relevant IFAD divisions should ensure risk mitigation around procurement, staff advances and related areas of financial management. In order to take a programmatic approach and to leverage IFAD's full capacities and resources, the ICO requires a knowledge management and/or M&E officer who can: (i) strengthen M&E systems in projects to ensure timely reporting and better documentation that will underpin improved governance and anti-corruption measures; (ii) aggregate results across the portfolio (for lending and non-lending) and share them with the Government and other partners; (iii) capture resources at the regional and/or global level (e.g.	M&E has been significantly strengthened at the project level and also the ICO with new staff, including the Country Programme Analyst, having strong M&E experience. A key role of the ICO with this strengthened capacity will be to aggregate results and share them with the Government, with support from the Regional Team. Risk mitigation on procurement is being done with the regional procurement team and also the ICO has about 8% of its budget for procurement support and same support is received by FMD. With the current capacity at ICO, and support from the Regional Team, we believe there is no need for additional staff on KM and M&E which also is not in the ICO structure. For accessing resources for capacity development, the Country team has been	F

							<p>grants) for capacity development; (iv) support stronger design and analysis of impact studies to improve their statistical accuracy and delivery of more robust results, as well as include impact on reducing malnutrition; and (v) extend the use of new monitoring methods by improving the use of web-based systems, drone monitoring, and others.</p>	<p>exploring potential options that are available and once there are available opportunities like RESOLVE/PRIME project staff will participate. Also, there are funds available within projects for capacity building. The Country team has explored with the GIS team in HQ the possibility of utilizing GIS as an innovative tool for M&amp;E at project/Country level.</p> <p>The ICO is also currently cooperating with RIA to support a strong impact study of PRELNOR, and is pushing ahead with the ongoing impact study of the Uganda Yield Fund.</p>	
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## Project Performance Evaluations (PPEs)

Country	Region	Eval.	SN	Level	Nature	Theme	Recommendation	2023 - FollowUp	Status
<b>Republic of Indonesia - Village Development Programme Project Performance Evaluation</b>									
Indonesia	APR	PPE	1	CTRY	OPER	SUS	<p>IFAD should invest in a long-term and well-resourced cadre of facilitators and facilitation services which can maintain a presence in project area(s) after a project exits. This should include coordination and harmonization with existing programmes which also use facilitation services. The facilitators should be well resourced to carry out their duties in the communities and have provisions for receiving support in the form of refresher trainings, mentoring, coaching and backstopping throughout the project life. This becomes important in the context of TEKAD, which envisages engagement in building sustainable livelihoods.</p>	<p>As of June 2022, TEKAD (a follow up of VDP) mobilised 214 (70.6% women) sub-district facilitators and 499 villages cadre (21.9% women) in 25 districts and 499 core villages.</p> <p>Prior to the mobilisation of the facilitators, awareness raising and start-up workshops were conducted in 5 provinces and 25 districts in 2021. TEKAD has initiated capacity building and trainings since 2021. These trainings were delivered at national level, provincial, district and sub-district levels. While trainings and capacity building to village government and village cadres are delayed, training of trainer (TOT) has been delivered to 403 persons of the project team (53% being women), covering MoV's Community Trainers (PSM) as master trainer, NPMU, officials within Directorate General of Economic Development and Village Investment (Pengembangan Ekonomi dan Investasi Desa - PEID), PPIU, District Technical Team (known as district facilitators) and sub-district facilitators. Topics covered during these TOTs, include: TEKAD project background, entrepreneurship, participatory planning for village economic development, BUMDES, GESI, nutrition, village finance, facilitation skills.</p> <p>Action in progress: Strengthening TEKAD Project understanding at all level (national to village level)</p> <p>Following the restructuring of the project management unit, workshops were conducted in early 2023 to improve understanding about TEKAD approach and detail component activities at all levels. This includes improving the training and capacity building to PPIU, DPIU, district teams and facilitators on TEKAD approach and village participatory planning for economic development. It includes as well clarifying</p>	O

								the tasks and functions of sub-district facilitators and village cadre on areas such as preparing plans to strengthen the village economy development.	
Indonesia	APR	PPE	2	CTRY	OPER	MVC	<p>Livelihood enhancement interventions should have a market orientation. Future projects should include a detailed diagnostic analysis of the existing market demand and map it with existing production patterns in the project area. Commodities and activities of focus should be selected with a view to meeting the market gaps identified in the diagnostic analysis. Additional emphasis should be placed on those groups that are already market-oriented, in terms of product quality and quantity. This would provide demonstration and learning for other community members and groups on critical building blocks for market-oriented livelihoods</p>	<p>TEKAD (follow up of VDP) interventions are clustered around three outcomes and three matching components which include:          Component 1 - Village Economic Empowerment, encompassing all activities that take place at the village level, and which are aimed at improving local-level capacity to promote and implement inclusive and sustainable village economic development, through leveraging village funds and other resources; Component 2 - Partnership for Village Economic Development, which comprises activities at district- and provincial level aimed at enabling an environment whereby villages and village economic organizations are better connected to access services, markets, and financing, and; Component 3 - Innovation, Learning and Policy Development, which focuses on national-level activities designed to support evidence-based learning, policy development and institutional strengthening to support village economic development in eastern Indonesia.          Proposed new investment component. In order to maximize the potential of economic initiatives development at village level, the project cannot fully rely on the village fund (VF). The MTR viewed that the current village fund allocated to support productive activities are limited to inputs and basic production equipment and "consumable" for one production season. It will be thus difficult to create the desired impact and market oriented activities from the village fund investments only. With this consideration, The MTR introduced as part of sub-component 1.2 an investment fund allocated to support the development of business oriented activities at village level. IFAD believes that these additional project investments will be able to leverage more resources from the village fund to support village productive activities. This will also be</p>	0



								an incentives to the village head and village apparat to commit for their development and create larger impact in promoting local economic and productivity. Investments from TEKAD should only be directed to business oriented initiatives. An investment lasts several years and is not "consumed" in one production cycle (no investment will be allowed for seed investment/ starter package). In other words, the type of investment shall be a long term investment to support the value chain development. The amount disbursed will match the village fund annual allocation following submission of proposal.	
Indonesia	APR	PPE	3	CTRY	OPER	TCB	Future CDD programmes working in challenging geographies such as Papua and West Papua will need to take a phased, longer-term view of operations. As a consequence of the two recommendations above, a market orientation of livelihood activities and a strategic view of facilitation services in challenging environments such as Tanah Papua will require a systemic and transformational change in institutional capacities. This will require a long-term and phased engagement of IFAD's interventions. To that end, IFAD should make a strategic choice to look beyond one project cycle and plan its interventions/projects over a longer time horizon.	IFAD interventions are shaping up as programmatic interventions. TEKAD was developed as a follow up of VDP. Major focus is in Papua. For 2023, villages will have to perform quality village planning processes (P3EK) and include findings from this in the official annual village planning documents and if possible longer-term (sub-component 1.1). Support to productive activities will be done through technical trainings and demonstration plots (sub-component 1.2) but no other activities under this sub-component will be delivered in Papua. Priority will be given to production activities that support increased food security and improved family nutrition. Lastly, data reporting will have to be greatly improved to demonstrate these points were achieved. Based on TEKAD results, IFAD will look into possibility of having other phases of interventions of the project. Opportunities to expand other projects into eastern Indonesia will be also pursued along with transforming them into longer term programs.	0
Indonesia	APR	PPE	4	CTRY	OPER	RME	Monitoring and evaluation systems of future CDD projects should be built to create downward accountability to target groups and place sufficient emphasis on measuring the quality of participatory processes in addition to economic outcomes. This would involve target groups having a role in defining the indicators of their interest and having a role in measuring the progress on those indicators. This requires project staff to adopt the role of advisors and facilitators, providing capacity-building, guidance and linkages to	In order to improve TEKAD (follow up of VDP) M&E systems, the national PMU is: (i) updating and finalizing M&E guidelines including clear definition of indicators, type of data to be collected, reporting templates from field to national level and reporting time-frame. This will require field teams collaboration with M&E team; (ii) upon finalization of these guidelines, projects is	0

							markets and public and private services and is thus contingent on project(s) having a robust facilitation structure (refer to annex IX).	conducting proper M&E training at all levels making sure everyone have the same understanding of the key data requirements to report on logframe indicator; (iii) following the changes during implementation, different projects logframe indicators should be adjusted and revised; and (iv) immediately established MIS including the provision of using tablet and other tools to help data collection from grass roots level. The above will include increased focus on participatory processes and building capacity of project staff and ensuring field teams have a key role in M&E.	
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**Republic of Senegal - Agricultural Support Program for Agricultural Development and Rural Entrepreneurship  
Project Performance Evaluation**

Senegal	WCA	PPE	1	PROJ	OPER	SUS	To improve the prospects for the sustainability of PADAER achievements, it will be essential for PADAER-II to continue supporting all infrastructure management committees, pastoral units and certain POs. The goal of the infrastructure management committees will be to strengthen their technical and organizational capacity and find sustainable mechanisms to finance infrastructure maintenance and minor repairs. For major repairs, it will be important to ensure that the State services involved are informed about the need to budget for them and guarantee the work. More sustained support should also be provided to market facility management committees, and the best way to utilize and manage them should be identified. It will be necessary to support pastoral unit management committees and increase their ability to promote participatory pastoral resource management. Since POs are involved, it would be useful for PADAER-II to conduct an in-depth institutional diagnostic before proposing highly targeted assistance to those still in need, based on their degree of autonomy, with particular attention to indebted POs. Support for micro and small enterprises already supported by two earlier IFAD projects could concentrate on specific assistance for the drafting of procurement contracts for raw material through POs. PADAER-II should likewise continue support for the management committees of all market infrastructure and review their anchoring, structure, type of legal entity and modes of operation. More generally, it is recommended that PADAER-II work to rectify the shortcomings identified in this report.	Concerning management committees, PADAER phase I had set up committees for rural infrastructures (pastoral, hydro-agricultural) and started the support process. This support continues with the management of pastoral units by a firm (the contract is currently being awarded). For other rural infrastructures, PADAER II has set up monitoring committees for the implementation and will be set up as management committees for the monitoring and maintenance of these works. In addition, the transfer of project management to local authorities who will be responsible for the monitoring and repair of these infrastructures (market, hydro-agricultural, pastoral, etc.). The support will include structuring, organising, operating, technical and union support.)	0
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Senegal	WCA	PPE	2	PROJ	OPER	RFI	<p>Future IFAD projects (including PADAER-II) to support smallholders should put greater emphasis on the issues of credit access and agricultural insurance, as well as assistance to POs and producers in creating their financing plans with financial institutions. A dialogue with the latter on tailoring the supply of credit for financing agricultural campaigns would also be useful, as would an in-depth study of existing options for the creation of a phased subsidy system managed by grassroots or umbrella POs, bearing in mind farmers' financial capacity and the need to harmonize this mechanism with that of other projects active in the same intervention areas. A dialogue with the Government and other funders of the agriculture sector on national policies to subsidize agricultural inputs (their advantages, disadvantages, etc.), based on an in-depth study of the experience of IFAD and other funders, could also prove very useful. Finally, to avoid the problems experienced with PADAER, it would be important for PADAER-II's monitoring and evaluation system to closely monitor the implementation of this mechanism by developing a set of relevant output and outcome indicators and conducting qualitative surveys that measure farmer satisfaction or problems, among other things.</p>	<p>PADAER II support is directed towards the most disadvantaged farms through their producer organisations. This support is based on a system of degressive subsidies: 80% in the first year, 50% in the second and 30% in the third. To provide this subsidy, financial intermediation to financial institutions (LBA, CMS, ...). In 2021/2022, the LBA had allocated 61,608,641 FCFA to 24 POs as campaign credit. For the 2022/2023 season, the framework agreement with LBA has made it possible to ensure that the financing needs of the different types of beneficiaries of the programme are met, with 74,511,150 FCFA of counterpart funds mobilised from LBA, 50% for the POs of Tambacounda and 70% for those of Kédougou with the support of CNCR and ASPRODEB. In addition, an agreement was signed with PLASPERI, which has a guarantee fund at the level of banks (BNDE, ORABANK, LBA, etc.) that can benefit the beneficiaries (MPER, OPs, UPs, OMs). PADAER I had commissioned a study on the effectiveness of the degressive subsidy.</p>	O
Senegal	WCA	PPE	3	PROJ	OPER	RME	<p>For IFAD project management teams to have regular reliable information on progress in implementation and initial project outcomes, it is essential to base the monitoring and evaluation system on an exhaustive set of relevant indicators in addition to those found in the logical framework of the programme concept note. These indicators should be grounded in the project's implicit or explicit theory of change (or results chain) and regularly measured using appropriate data collection tools, especially periodic quantitative outcome surveys and qualitative surveys. IFAD management teams should also pay closer attention to the tallying of the precise number of beneficiaries (individuals, households, POs, RSMs, etc.) of each type of support, taking pains to avoid duplication in calculating the total number of individuals and households supported each year. It would be useful for supervision missions to systematically include a monitoring and evaluation expert. It is recommended, moreover, that PADAER-II develop a standard methodology for monitoring and evaluating the capacity of the POs supported.</p>	<p>The PADAER II Monitoring and Evaluation System is oriented on the logical framework that is the basis of the project. For the operationalization of this framework, the project has identified, from the results chain, supporting indicators linked to the logical framework indicators. These indicators have been validated with targets (DCP), planning by zone and by year, methods, tools, frequency and person responsible for collection. The data collected through the tools by the collection system is processed and analysed in order to inform the support indicators, as well as the logical framework indicators through the RUCHE (monitoring and evaluation system). PADAER II has a more comprehensive set of indicators than those identified in the project concept note. The indicators are embedded in the project's theory of change. However, the project does not conduct regular outcome surveys. The project adopts a monitoring and</p>	F

								evaluation system called "RUCHE" which avoids double counting in the evaluation of the total number of beneficiaries. A monitoring and evaluation officer is systematically included in the missions. The FOs work in perfect harmony with the project and a methodology linked to the monitoring-evaluation system "LA RUCHE" has been developed to monitor and evaluate the POs. Quarterly monitoring meetings are organised with the POs. PADAER II has a more comprehensive set of indicators than those identified in the project concept note. The indicators are embedded in the project's theory of change. However, the project does not conduct regular outcome surveys. The project adopts a monitoring and evaluation system called "RUCHE" which avoids double counting in the evaluation of the total number of beneficiaries. A monitoring and evaluation officer is systematically included in the missions. The FOs work in perfect harmony with the project and a methodology linked to the monitoring-evaluation system "LA RUCHE" has been developed to monitor and evaluate the POs. Quarterly monitoring meetings are organised with the POs.	
Senegal	WCA	PPE	4	CTRY	STR	DES	In future projects, all approaches should be based on in-depth studies of the context. To provide relevant and effective support for women and youth, it would also be useful to base the interventions of future projects on studies of gender issues to better target the specific needs, opportunities and constraints of these target groups and for projects to offer more exhaustive support to a larger number of women and youth. Likewise, the design of every project aimed at supporting "production," "processing" and "marketing" must be based on in-depth studies of value chains to correctly identify all actors and their roles, as well as the specific constraints or bottlenecks of the supported value chains, before identifying the relevant interventions. Prior to institutional support for producers' organizations, an inventory of the existing POs and an institutional diagnostic to better understand their strengths and weaknesses is necessary.	The recommendation is noted. IFAD is about to start the design of a new project in Senegal to be presented to the Executive Board for approval in 2024. Proposed activities in support of women and youth as well activities aimed at supporting production, processing and marketing will be based on in-depth studies which will be carried out during design. Similarly, support to producers organizations will be based on inventories and institutional diagnostics.	ND

Senegal	WCA	PPE	5	CTRY	OPER	DES	Any significant change to the original design of a project should be preceded by an in-depth analysis of its impact on the project's internal logic. Any decision regarding a change in a key aspect of a project's design (implementation approaches, selection of implementation partners, types of crops to promote, etc.) should not be made until IFAD has conducted an indepth study on the likely impact of these changes on the design's internal logic and budget. Any change that could significantly alter the initial unit costs and budget allocations of components (increase in hectareage, technical modifications, increase in the scale or scope of works, etc.) must first be submitted to IFAD for review of the project's proposed budget and cost table.	Decisions on the restructuring were taken jointly by IFAD, the Government of Senegal and the project during the support mission in February 2023. The costs and budgets were made by the IFAD team during the mission and are reflected in the new project COSTab. Currently IFAD is waiting for the official request from the government on the restructuring, even if the technical part of the restructuring has been done.	F
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**Republic of Uzbekistan - Horticultural Support Project Performance Evaluation**

Uzbekistan	NEN	PPE	1	CTRY	OPER	MVC	Investments in the horticulture subsector should be climate-smart and focus more on regulatory aspects, value chain dynamics, and the creation and strengthening of horizontal and vertical linkages among value chain actors. HSP experience shows that the scale of future irrigation investments should be larger and include modern technology and innovations, so as to maximize the potential for impact and adaptation to climate change. Greater focus is needed on the marketing and demand sides for Uzbek horticultural products, particularly with regard to export barriers and international trade standards. This could include greater support for sanitary and phytosanitary measures, policy support for easing regulatory barriers to trade, and support for organic certification. Creating linkages and formalizing contractual agreements between producers, wholesale buyers and traders would enhance efficiencies in production and guarantee demand for horticultural producers. Supporting dehkans and farmers to create and join associations would enhance technical knowledge sharing and strengthen the bargaining power of producers in negotiating prices.	The new COSOP (2023-27) approved in December 2022, and specifically "SO1: Increased resilience and productivity of small-scale producers through sustainable interventions focusing on natural resources, especially land and water" provides the framework to enable small-scale producers to have improved access to reliable water supplies, produce higher yields and be more resilient to climate change, while enhancing biodiversity conservation, land restoration and resource efficiency. It is foreseen that the adoption of innovative practices, such as low- power drip irrigation systems, and diversified, independent, renewable and critically stable power supply will improve livelihoods and reduce emissions. Having recognized the social significance of irrigation, the government adopted in 2021 a three-year national strategy on water management and development of irrigation which covers several infrastructural, institutional and capacity building measures. As part of the ADMP, IFAD is supporting the modernisation of water infrastructures by upgrading inter-farm irrigation schemes, introducing solar-powered meteorological stations and reinforcing the capacity of Water Consumer Associations (WCAs). IFAD intervention in this area also offers an opportunity to foster partnerships with other countries in the region for the adoption and scaling up of successful micro-irrigation systems. In	F
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								<p>addition to this transfer of technology, Uzbekistan WCAs could be provided technical assistance to operate the modernised systems.</p> <p>The new COSOP “SO2: Improved access for small-scale producers to viable food systems and agricultural markets through greater value chains competitiveness, innovation and enhanced business linkages” will support interventions linking small-scale producers to competitive markets and services and reduce farmers’ risk exposure. This will include enhanced access to inclusive rural finance and catalytic investment in food systems, value addition, marketing capacity of farmers, access to export markets via better food safety and quality standards, and nutrition-sensitive agriculture. Public-private-producer-partnership (4P) arrangements will promote an integrated approach to value chain development, build entrepreneurial capacities, promote cooperation, and strengthen collective organization.</p>	
Uzbekistan	NEN	PPE	2	CTRY	STR	TCB	<p>Future projects should pay greater attention to institutional capacities and frameworks, knowledge-sharing, and ongoing support from technical advisors. Training and capacity development activities should be better sequenced, ideally conducted prior to the disbursement of sub-loans. Capacity development activities should not be one-off events, but rather involve sustained coaching and mentoring, coupled with support to knowledge sharing, networking and twinning, focusing on both technical as well as functional capacities (i.e. soft skills, managerial skills), targeting individuals, organizations and the enabling environment. In the context of the horticultural value chain, this could include: capacity development for forming partnerships between the different value chain actors; organizational strengthening for water consumer associations and newly formed clusters; policy and normative capacity development for policymakers; and awareness-raising and sensitization of rural bank staff with regard to the needs of horticultural producers. Future activities could link more closely with the emerging AKIS service centres for extension support;<sup>2</sup> while the use of Telegram and YouTube offers great potential for knowledge-sharing.</p>	<p>The new COSOP recognizes one of the country’s challenges ADMP is addressing is the lack of modern skills in farm production, planning and decision-making, due partly to inexistent agricultural extension and advisory services. SSTC will support efforts to broaden information dissemination through the provision of digital solutions for extension delivery and increased outreach. To further reinforce the capacity of farmers in horticulture and greenhouse farming, study tours and exchange visits as similarly organised during the implementation of the HSP will be promoted by way of SSTC. Capacity-building activities will be embedded in components of investment programmes and carried out with entities taking part in implementation. In addition, the COSOP will leverage grant resources and prioritize strengthening national capacity in four key areas: (i) M&amp;E (Global Evaluation Initiative), results-based management for rural transformation (RESOLVE) and data use (50x2030 Initiative); (ii) mainstreaming priorities –</p>	F

								gender transformative approaches, nutrition-sensitive agriculture, youth employment and climate change; (iii) technical skills for pro-poor value chain development, 4P approaches, inclusive rural finance and digital agriculture; and (iv) procurement (BUILDPROC with the International Training Centre of the International Labour Organization ) and financial management. Knowledge management will articulate activities and outcomes of the investment portfolio and non-lending activities. The KM strategy for the country programme will build on reliable data generated by robust programme M&E systems. The strategy will document results, lessons learned and successful practices and will promote the unique experience and contribution of small-scale producers to rural transformation in Uzbekistan. Decentralized authorities and agricultural knowledge and innovation system (AKIS) centres will play a key role in knowledge dissemination, transfer and uptake by the target groups and in knowledge use by decision-makers and relevant stakeholders. Knowledge exchange will be further explored at regional level with CGIAR centres and research institutes.	
Uzbekistan	NEN	PPE	3	CTRY	STR	TGT	<p>IFAD should maintain its comparative advantage by allocating sufficient resources and focus to target poorer dehkans, women and youth. As more development partners bring investments to horticultural development centred on larger farms and the eventual shift to a cluster system, IFAD has created a niche in line with its comparative advantage, and in line with recent Government decrees, in targeting small dehkan farmers who may otherwise be left behind. However, poorer dehkan farmers also need targeted and differentiated support in the form of business planning and loan applications, capacity-building and market linkages. Household methodologies could be applied to address the role of women in the family economy, empowering them to be more socially and economically active in future projects. Job creation for rural youth should be a priority in future projects.</p>	<p>In the framework of the new COSOP, and in line with recent Government decrees, a more inclusive targeting strategy has been elaborated and adopted by IFAD. The new strategy identifies new segments of the rural populations that are below the dekhans category. A poverty line, recently defined at national level, has been included for the first time in IFAD county strategy. Specifically, the new targeting strategy identifies the following target groups: (i) poor rural families at or below the minimum consumption level (440,000 sum), including the poorest, landless households whose members depend on informal, part-time or seasonal employment opportunities on other farms or in other enterprises in the area; (ii) smallholder farmers, including dekhans (registered household farmers)</p>	F

							<p>and (unregistered) household farmers relying on rainfed subsistence agriculture who are willing and able to engage in productive economic activities (livestock and horticulture); (iii) unemployed/underemployed rural youth (30 per cent) willing to engage in productive economic activities; (iv) rural women (40 per cent), including landless women farmers, woman-headed households, women entrepreneurs and business leaders; (v) returning migrants lacking employment opportunities; and (vi) persons with disabilities. Other target groups may include private farmers and other rural entrepreneurs based on their contribution to the rural economy. The new COSOP, while securing loan application capacity support for smallholders, it envisages introducing new rural financial mechanisms such as matching grant to broaden its financial inclusion scope. The most recent GALS training, successfully introduced by DVCDP, will be disseminated further and upscaled in new operations and the on-going ADMP, to address the role of women in the family economy.</p>	
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## Impact Evaluations (IEs)

Country	Region	Eval.	SN	Level	Nature	Theme	Recommendation	2023 - FollowUp	Status
<b>Community-based Integrated Natural Resources Management Project in Ethiopia</b>									
Ethiopia	ESA	IE	1	CTRY	OPER	BEN	<p>Adopt a master plan for integrated participatory watershed management as an effective rural development approach, to enable the involvement of all stakeholder groups in the management planning and implementation processes. The holistic nature of an ecosystem requires holistic management since one sector's activity can affect another. A master plan could serve as a framework for the design of an integrated approach to maximize the coordination, complementarities and synergies of implementation efforts from different parties. A livelihoods vulnerability assessment should inform the process for its elaboration to understand the stress factors on the farming systems and natural resources in the watershed, and the capacities of the rural households to cope with those stresses on their assets. It is also recommended that watersheds be developed in clusters defined by the demarcation of the drainage areas within the wider watershed. The key criterion to be used for selecting the micro-watersheds is that the intervention should be essentially a communityorganized process.</p>	<p>The masterplan approach has been adopted in the new project, PACT, as a landscape approach that recognises the multiplicity of interventions. Within the landscape approach, the watersheds will be defined by drainage lines that may be clustered together according to the defined interventions within the landscape. A landscape is a geographic area that may constitute more than one watershed.</p> <p>The PACT provides for a) delineation of a landscape (which may consists of a number of micro-watersheds); b) participatory planning for the preparation of a landscape development and Investment plan (with all possible interventions identified as important for the development of the landscape (masterplan)); c) PACT will identify interventions that are included in the programme, prioritised for implementation under PACT; d) the community and Woreda officials will prepare a workplan and budget for PACT investment.</p>	F

Ethiopia	ESA	IE	2	CTRY	OPER	TGT	<p>Watershed management projects should prioritize the inclusion of women, youth and vulnerable groups in the design and implementation of the management plan of their watersheds. Watershed development projects tend to be biased in favour of those who own and have access to land and other productive resources. Without attention to the poor and landless, inevitably the greatest benefits will flow to those who are relatively better off. Hence, it is important to develop farm typologies based on adequate poverty and livelihoods analysis, including gender analysis, to identify context-specific women’s needs and to determine the most effective pathways for change. To increase equity between landless, nearly landless and farmers with land, a differentiated targeting approach to the vulnerable groups should be provided. Linking livelihoods to natural resource development objectives is key, and opportunities should be sought/provided for those marginal groups, balancing technical objectives with consideration of social inclusion and equality.</p>	<p>The landscape approach in PACT, will be socially inclusive, with the interests of women, youth, landless and people living with disabilities will be prioritized. Pathways for development will be identified by the communities, including the vulnerable, in a bottom up planning process during preparation of landscape development plans. In PACT, the targeting prioritises small scale farms, of households that are under the poverty safety net programme (PSNP). The poverty and livelihood analysis is based on the methodology used by the PSNP. A gender transformative mechanism approach will be used, which is preceded by a rigorous gender analysis (supported by a grant from the Gender Transformative Mechanism grant from BMGF). The design of the project takes a differentiated targeting approach for vulnerable groups, including women, people living with disability and youth. Opportunities will be provided for all the marginal groups according to their needs. As an example, the project will employ an expert on communication for people living with disabilities to ensure that all project interventions are also accessible to them.</p>	F
Ethiopia	ESA	IE	3	CTRY	OPER	DES	<p>For projects that have their principal focus on natural resource management, align the length of the project’s duration with the time frame of the watershed management plan in order to fully see the effects on beneficiaries’ incomes. Results from natural resource management interventions can take longer to come to fruition than results from other interventions, and the expected effect on income may not always be visible immediately after the project’s completion. This does not allow time for undertaking course-correction, if needed, and also limits learning from the project. Allowing for sufficient implementation time for such projects can be one way to see a fuller effect on incomes before a project’s completion, and this can be achieved by ensuring that the duration of the project is at least as long as the time frame required for the implementation of a major part of the master plan.</p>	<p>PACT has a project life of 7 years. Whilst this may not be enough for full benefits to be realised, it is sufficient time to see the trajectory towards the intended benefits. The project has incorporated payment for eco-system services (PES) for benefits of natural resource management interventions as an early incentive until the benefits for the NRM work materialise. The PES will be in the areas of i) carbon credits for agro-forestry and improved soil carbon; ii) early maturing fruits varieties that can reach the market early.</p>	PA

Ethiopia	ESA	IE	4	CTRY	STR	DES	When adding new cross-cutting components to a project after its implementation has already started, ensure that they are holistically integrated into the project rather than appearing as a separate project implemented in a fragmented manner. When adding components and activities to a project already under implementation with the aim of addressing a cross-cutting theme, avoid introducing them through a separate and geographically targeted component, but rather ensure their full integration in all project components where relevant. In order to integrate the added intervention in the existing project strategies, a review and possible revision of the theory of change is of the utmost importance. In the case of an added cross-cutting component such as for climate change adaptation, the revision of the design should set clear foundations for its integration, including clarifying how impact pathways take into consideration both the new and the existing components. It would also require appropriate implementation assumptions, not only with regard to the participatory involvement of target communities, in the case of watershed development, but also contribution to the enabling policy framework.	This is not applicable for the portfolio at the moment as there cross-cutting components added. However, cross cutting issues have been fully integrated in all PACT project components.	ND
Ethiopia	ESA	IE	5	CTRY	OPER	RME	The design of watershed management projects should embed M&E elements that can better facilitate impact studies. It is important to better track where projects will be implemented, where they will not, and the reasons for those decisions. In this manner, when conducting IEs, one can control for those differences in analysis, and the unobservable component of potential programme placement bias is minimized. Another element that can help ex post impact evaluation of projects like CBINReMP that have a wide reach and relatively high number of activities is to track which type of interventions take place in which project areas (in this case, in which watersheds). Finally, to conduct good quality geo-spatial analysis, an accurate depiction and delineation of project boundaries – in this case watersheds – through digitization of existing physical watershed boundary maps to filter out non-agricultural land from imagery at a localized level, is crucial.	<p>The PACT design and PASIDP projects have incorporated a delineation of the micro-watershed/landscape boundaries to facilitate evaluations.</p> <p>GIS tools, as in the on-going PASIDPII, will be used to delineate landscape boundaries, and monitor rangeland improvement</p> <p>The indicators that will be measured and monitored in the project are as follows:</p> <ul style="list-style-type: none"> <li>a) Improved access to resources for production</li> <li>b) Availability of water for ecosystem, humans and livestock</li> <li>c) Adoption of environmental/climate change resilient technologies and practices</li> <li>d) Reduction of time spent for water and fuel</li> <li>e) The project will explore working with ICRAF on rangeland monitoring using the land degradation surveillance tool.</li> </ul>	F

## Historic Follow up: Project Performance Evaluations (PPEs)

Country	Region	Eval.	SN	Level	Nature	Theme	Recommendation	2022 - Follow Up	2023 - FollowUp	Status
<b>PPE Bangladesh - Coastal Climate-Resilient Infrastructure Project</b>										
Bangladesh	APR	PPE	1	CTRY	OPER	INF	Investments in infrastructure should be accompanied by broader support for climate-resilient livelihoods tailored to the project area context, and that include activities to enable value chain development and enhance women's participation in labour markets. Although this was (partially) recognized when CCRIP was designed, there were inadequate measures put in place to ensure that anticipated complementarities with other funding agencies and other IFAD-funded projects materialized and were optimized. In future, IFAD should design projects in such a way as to ensure that a holistic package of support is provided to targeted communities. This should be achieved either by funding the complete package within the project itself, or by ensuring good coordination with partner projects and agencies, and institutional accountability for delivery of anticipated linkages, efficiencies and results. The first step is to ensure that opportunities for, and potential barriers to, coordination are explored during the design process and are adequately reflected in project design. Partnerships with NGOs or other local organizations with recognized expertise in gender and social inclusion should also be included in project design, to develop and apply contextually relevant and effective approaches for addressing barriers to women's participation in markets.	The lessons learned from the CCRIP project has already been incorporated in the PROVATI3 project. The project is now providing vocational training to 30,000 youths to generate off-farm employment and also implementing Gender Action Learning System (GALS) for more than 8,500 participants from the LCS groups where most of the participants are women. The project is also developing a flood early warning system which will support the livelihoods of population in 174 unions under the project districts by providing accurate flood forecasting.	There are a number of IFAD financed projects like SACP, RMTP, PACE, and PROVATI3 which support the livelihood improvement through different intervention models i.e. value chain development, formulation of farmers' business school etc. This is also at the heart of IFAD's new COSOP which ensures that the IFAD projects will be supporting the rural and vulnerable population with enhanced climate resilience and increased access to markets. More recently, a very large agricultural sector program together with the world bank is being approved (PARTNER, 1.3 Billion USD) covering all aspects mentioned.	F

Country	Region	Eval.	SN	Level	Nature	Theme	Recommendation	2022 - Follow Up	2023 - FollowUp	Status
Bangladesh	APR	PPE	3	CTRY	STR	ENG	IFAD should engage with central and local government to enable the development of a policy response and strategy to deal with systemic issues related to market leasing and market maintenance, and to ensure the long-term sustainability and viability of market infrastructure. The PPE findings related to market leasing and funding of market maintenance are not new; indeed, they informed the design of CCRIP and the focus that was placed on establishing and building the capacity of MMCs and requiring local authorities to commit to allocating funds for market maintenance prior to developing markets. The 2017 CCRIP policy study on market leasing provided further evidence on the nature and extensiveness of these issues. Although CCRIP has shown that engaging with local authorities and building the capacity of MMCs can improve the situation, a more sustained and systematic approach coming from the Government is needed. On the one hand this means taking steps to enforce Government regulations on market management and on the allocation of lease values for market maintenance. On the other hand, it involves developing an ongoing training programme for MMCs to prevent capacity declining over time, possibly with donor support.	The Bangladesh ICO is working with the LGED to see how the MMCs' capacity can be further strengthened to ensure future sustainability of the markets.	The Government of Bangladesh has a clear policy on the structure and operating mechanism of the Market Leasing and Market Maintenance. This mechanism is currently working well and providing sustainability to markets infrastructures. Therefore, policy engagement is not required. It is beyond IFAD's scope of work to engage a nationwide level with all local governments and provide training to assure maintenance. However, IFAD is strategically engaged with GAIN that in the context of COVID19 improved management of some markets in the country.	F

## Historic Follow up: Country Strategy and Programme Evaluations (CSPEs)

Country	Region	Eval.	SN	Level	Nature	Theme	Recommendation	Sub-Recommendation	2022 - Follow Up	2023 - FollowUp	Status
<b>Ecuador Country Strategy and Programme Evaluation</b>											
Ecuador	LAC	CSPE	1	CTRY	STR	DES	Reinforce the differentiated territorial approach to project implementation. With experience it has accumulated, IFAD is in a position to design and implement lending operations that take into account the different socioeconomic, environmental and cultural dynamics that can be influenced in order to transform and better link them. To this end, a territorial approach should be taken, with the participation of local stakeholders and value chains that afford access to differentiated markets and that value the country's biocultural heritage.		Since 2017, approximately, the country team has sought a route to work directly with GADs. Given their many areas of authority, these institutions are the suitable to integrate IFAD's cross-cutting themes, and themes related to production and market access, through a territorial approach (although GADs are not responsible for access to credit, for example). The DESATAR project (in negotiation) includes a differentiated territorial approach that considers the dynamics, potential and needs of the diverse groups involved. The new design, EMPRENDER, also takes into account the diversity of the territories covered and contemplates an effective linkage mechanism with the GADs, as key allies for implementation. The greater participation of the GADs will take advantage of their potential to transform the rural reality, and will take into account the social and cultural conditions of the different target groups.	The strategy to work with GADs is still valid and the country team continues to pursue it. This strategy is clearly reflected in both projects of the current portfolio. The decision of working with the GADs foresees taking advantage of their authority and institutional capacity to promote integrated development policies at the territorial level. On one hand, Project DESATAR (EiF in September 2022) seeks directly to articulate farmers with institutions at the territorial level, to promote the adoption of innovative knowledge, practices, and technologies at the territorial level. On the other hand, Project EMPRENDER (approved on December 2022's EB), has an even stronger territorial strategy, insofar as the GADs are directly responsible for implementing the Local Economic Development Centres (CDEL). The GADs have the mandate for the promotion of local production and can access resources for fundamental infrastructure for	F

										territorial rural development. The Project also includes a territorial planning mechanism and linkage with the provincial GADs as key allies and hosts of the CDEL.	
Ecuador	LAC	CSPE	2	CTRY	OPER	MVC	Promote sustainable enterprises. Since enterprises are one of the cornerstones of the Fund's portfolio in the country, it is recommended that they be provided with greater support by promoting market studies during the design phase and by updating those studies during implementation. The studies should, among other things: (i) identify the training required to ensure the sound management of the enterprises; (ii) identify the most relevant partners; and (iii) clarify the most appropriate exit strategy to ensure the sustainability of the enterprises beyond project closure.		As part of the COSOP consulting process in Nov. 2021, a dialogue on "sustainable entrepreneurship" was conducted together with public and private actors. The DESATAR project, which is pending to be approved by June 2022, will promote smallholders' adoption and appropriation of innovations and best practices (technical, technological and socio-cooperative). Additionally, the new design, called EMPRENDER aims to Strengthen the Productive Capacity of Rural Entrepreneurs in the Territories. This project will include the development of Local Economic Development Centers aimed to provide training on productive activities, business management and marketing for agribusiness.	The recently approved project EMPRENDER was designed specifically to promote the competitiveness, resilience, and sustainability of rural producers and MSMEs, and their link to value chains under a circular economy approach. This will be done through the establishment of services for agribusiness in the Local Economic Development Centres (CDEL), which will continue to support the enterprises after the project ends, ensuring the sustainability of results in the territories.	F
Ecuador	LAC	CSPE	3	CTRY	OPER	ENG	Strengthen capacity for policy dialogue with the Government of Ecuador in order to position IFAD as a recognized partner in the implementation of policies, strategies and plans related to rural transformation of small producers. Under the new cooperation framework between the Government of Ecuador and IFAD, it is		The CSN expected to be approved in May 2022, includes a policy dialogue element. It suggests that IFAD's policy engagement will focus on specific areas where its thematic expertise is well-recognized, such as strengthening of the policy and regulatory framework for Farmer organizations and rural MSMEs; and	As projects DESATAR and EMPRENDER are already approved and move to implementation in 2023, real opportunities for IFAD engagement in relevant policy dialogue activities will expand. For example, the start-up of the DESATAR requires the involvement of IFAD	O

							important to strengthen the Fund's specific niche in relation to the country's development objectives. In order to implement this recommendation, and following the example of the Rural Dialogue Group, it is recommended that the work done by this Group be enhanced or that support be provided for a similar mechanism. This mechanism would play a more proactive role at the IFAD portfolio level by strengthening monitoring and evaluation of the country programme in a more strategic manner.	<p>inclusive rural finance. Policy dialogue will be carried out as part of project activities, through consistent dialogue with relevant Ministers and through involvement in the UNCT and other relevant stakeholder fora. Moreover, to influence public policies, IFAD aims to strengthen the Projects' monitoring and evaluation and knowledge management systems. This is an area that will be strengthened in the new design, including support for the development of institutional M&amp;E systems and partnerships with research centres or policy think tanks to develop studies, data analysis and staff training. To this end, it will use all the country programme's instruments, interconnect loans and grants and non-loan activities in general, as long as the necessary resources are available.</p> <p>There has not been available budget for another donation with Delivery Associate and Grupo de Dialogo Rural. However, both remain as country partners for other initiatives</p>	in leveraging good practices and technologies on climate change adaptation. IFAD will support the Government of Ecuador in the organization of an international seminar on this theme, which is expected to have a great impact at national level and to influence future public policies in this area. The country team has been actively engaged in the national discussions for the preparation for Food Systems Stocktaking Moment.	
Ecuador	LAC	CSPE	4	IFAD	OPER	DEC	Strengthen IFAD's presence in the country. In order to improve the effectiveness, efficiency and targeting of the loan portfolio and of nonlending activities, it is recommended that the IFAD team in Ecuador be strengthened. Increased	The country team of Ecuador has a Country Director based in Lima and a liaison person based in Ecuador. The CD also have the support of the PO/CPO based in Lima. The possibility of having a staff in Quito is being	The CD and PO for Ecuador continue to be based in Lima, but travel with some frequency to the country in order to maintain an active relationship with the government counterparts and other relevant	F



							<p>technical and administrative support will help introduce measures to rectify delays and strengthen the monitoring and evaluation system. It should also facilitate greater dialogue with the Government to generate more impact. This will mean establishing contacts beyond traditional rural sector partners, including the Ministry of Production, Foreign Trade, Investment and Fisheries and the autonomous decentralized governments, as well as civil society groups, universities and the private sector.</p>		<p>evaluated based on positive progress of the portfolio in Ecuador. This decision will have to be endorsed by the AVP and EB. The CSN to be approved in May 2022 proposed using all the country programme's instruments, and interconnect loans and grants and non-loan activities in general, as long as the necessary resources are available. During the COSOP consulting progress, 6 roundtables were promoted in diverse topics, in order to receive inputs from diverse public and private actors, as well as to create and strengthen relationship with other partners. As suggested, the new project's counterpart will be the Ministry of Production (MPCEIP) and will contemplate an effective linkage mechanism with the GADs, as key allies for implementation.</p>	<p>partners. IFAD has also hired a senior country liaison consultant to increase country presence and facilitate follow-up of agreements and participations on key activities when required. This alternative arrangement is proving to be working well. There is no provision for any change in the current organizational arrangement, so the recommendation is considered to have been met.</p>	
<b>Madagascar - Country Strategy and Programme Evaluation</b>											
Madagascar	ESA	CSPE	2	CTRY	OPER	MVC	<p>Maintain the COSOP orientation axes while refining approaches by implementing them more synergistically.</p>	<p>(b) Value chains. Interventions upstream of value chains should work to improve access by small-scale farmers to various inputs. Similarly, greater attention should be paid to marketing for food products with actions on a larger scale and mechanisms to enable the most</p>	<p>Ongoing projects have facilitated producers' access to inputs and markets through contract farming promotion and enhanced partnerships with private operators. Projects AD2M-II and DEFIS have supported upstream actors, such as seed producers, local input stores and small manufacturers of agricultural equipment. In addition, IFAD's investments contribute significantly to the financing</p>	<p>Ongoing projects have facilitated producers' access to inputs and markets through contract farming promotion and enhanced partnerships with private operators. Projects AD2M-II and DEFIS have supported upstream actors, such as seed producers, local input stores and small manufacturers of agricultural equipment. In addition, IFAD's investments contribute</p>	F

								<p>vulnerable people to access markets (e.g. by employing a warrantage system).</p>	<p>of grassroots agricultural advisory services in the areas of intervention.</p> <p>The DEFIS programme supports MINAE in updating the national strategy for agricultural services (draft version was shared with partners) and setting up legislation on agricultural aggregation system, which is expected to be enacted in July 2022.</p> <p>This recommendation will also be taken into account for the two upcoming new designs in the country. The upcoming PROGRES will incorporate support to pro-poor value chain development including improvement of access to young women and men to inputs as well as infrastructure and facilitation services for better access of the most vulnerable to markets.</p>	<p>significantly to the financing of grassroots agricultural advisory services in the areas of intervention.</p> <p>The DEFIS programme supports MINAE in updating the national strategy for agricultural services (draft version was shared with partners) and setting up legislation on agricultural aggregation system, which was enacted in July 2022.</p> <p>This recommendation was taken into account for the new designs in the country. The PROGRES will incorporate support to pro-poor value chain development including improvement of access to young women and men to inputs as well as infrastructure and facilitation services for better access of the most vulnerable to markets.</p>	
Madagascar	ESA	CSPE	6	CTRY	OPER	TGT	Reinforce the inclusion of very poor and highly vulnerable rural people in the country programme and improve the consolidation of results by concentrating the geographical area of interventions.	(b) At design, projects should provide for appropriate ways and means to reach the most vulnerable people, such as projects targeting the vulnerable and subsidies for start-ups of reliable income-generating activities, or credits to POs to enable them to	This recommendation is already partially applied by the ongoing projects: 70 000 rural youth to be provided with start-up kits by FORMAPROD, 4 700 vulnerable households to be supported through microprojects by AD2M-II, 23 500 households to be provided with recovery kits by PA2R. Moreover, this issue will be given special attention in the design of the new project PROGRES.	This recommendation is already applied by the ongoing projects: 70 000 rural youth to be provided with start-up kits by FORMAPROD, 4 700 vulnerable households to be supported through microprojects by AD2M-II, 23 500 households to be provided with recovery kits by PA2R. Moreover, this issue was given special attention in the design of the project	F

								help the most vulnerable people participate fully in their activities (social credit, advance financing for the agricultural season, purchasing harvests to avoid dumping).		PROGRES. Level of poverty will be duly considered in the targeting of young women and men. PROGRES will target young women aged 18 to 30 and adult women from small holder households. Priority will be given to women heads of households from the poorest households equivalent to EAF3 of national categorization. The youngest (18-21 years) will be able to benefit from training and be accompanied for the realization of their professional project; and adult women will receive a package of support that will allow them to develop their activities.	
Madagascar	ESA	CSPE	7	CTRY	OPER	GDR	Reinforce the inclusion of very poor and highly vulnerable rural people in the country programme and improve the consolidation of results by concentrating the geographical area of interventions.	(c) The project gender strategy should go beyond quotas for women's participation and move towards operationalizing approaches and actions that directly address gender inequality, to break down the socio-economic and cultural barriers to women's empowerment. Scale up approaches to raise awareness among young people around	The GALS approach is now integrated into the FORMAPROD programme with almost 3200 youth trained in 2 years. The training has been enhanced with lessons of environmental protection and resilience to climate change, nutrition and food security as well as empowerment of vulnerable groups. The DEFIS programme has also started training of GALS trainers. This should lead to a larger scale development starting this year. The ongoing and upcoming projects (PROGRES) will continue with relevant actions to facilitate access by women	This recommendation has been implemented across the portfolio. While scaling up the use of GALS, PROGRES will address major constraints including the lack of financial and material means to start activities. With the consideration of nutrition, environment and climate change in GALS, PROGRES will integrate GALS+ into technical and entrepreneurial trainings. The project is classified as "gender transformative" and "youth sensitive" with all the criteria required at the design stage.	F

								sharing household roles, such as the Gender Action and Learning System (GALS), or facilitate access by women and young people to land or financial services.	and young people to land and financial services.		
Madagascar	ESA	CSPE	8	CTRY	OPER	TCB	Pursue and reinforce capacity-building for support services to producers and producer competencies to improve the sustainability of results. The Government and IFAD, in consultation with other technical and financial partners, should further streamline: (i) capacity-building for arrangements to operationalize the agricultural services strategy under a sustainability-based perspective; (ii) support for the private sector involved in agricultural extension, and technical and management advisory assistance; and (iii) support to regional chambers of agriculture by providing them with the appropriate status and assisting them in seeking out long-term sources of financing.		The portfolio pursues and effectively strengthens these supports to build producers capacity and sustainability of benefits. As mentioned above, support for the national agricultural services strategy, the legislation on agricultural aggregation system and the reform within the Chamber of Agriculture are ongoing. However, it should be noted that these are long processes that involve many actors at the national and local levels. As an innovative operation in Madagascar, IFAD also granted a non-sovereign loan to the SOAFIARY company to support its growth and to extend their activities in partnership with 4000 smallholder farmer households in the intervention regions.	As mentioned in previous report, this recommendation has been implemented. Investments in these areas are ongoing and will continue over the long term.  The NSO loan to the SOAFIARY company is well underway, HQ and ICO teams are providing support to the operations.	F
Madagascar	ESA	CSPE	9	CTRY	OPER	NRM	Reinforce actions in natural resource management and adaptation or mitigation of the effects of climate change on smallscale producers. Introduce natural resource management as a major theme in the next COSOP to scale up activities to preserve natural resources tested by the IFAD portfolio in Madagascar. The recommendations made in		Adaptation to climate change has indeed been introduced as a key theme in the new COSOP 2022-2026. The IFAD Country Team and the Government are currently working together to mobilize additional resources from climate finance to strengthen actions on the ground (53.8 M USD expected from GCF for	The proposal process for DEFIS+ is currently in its final phase and is expected to be approved this year. The AD2M-II and DEFIS projects do work with partners involved in watershed management where possible. Collaboration with the MEDD is effectively strengthened through partnership	F

							the evaluation of the last COSOP continue to be valid: (i) downstream hydro-agricultural improvements should be accompanied by upstream soil restoration, seeking partnerships with donors involved in watershed management; and (ii) collaboration with the Ministry of the Environment, and involvement of the Ministry's regional technical services, should be strengthened. It is also recommended that actions be stepped up around reforestation, agroforestry and reduction of deforestation.		DEFIS+). This will also be the case for the design of the new PROGRES project which will integrate aspects of natural resource management and climate change adaptation.	agreements and this will also be the case in the PROGRES programme.  PROGRES fully takes into account climate and environmental issues. The project is classified as "climate finance" and "adaptive capacity" with all the criteria required at the design stage. For illustration, PROGRES will promote resilient rural enterprise development and at least 30 percent of the enterprises should clearly be focused on "green" (environmental friendly-climate smart) initiatives. Potential co-financings are targeted as follow: Adaptation Fund (US\$10 million), ASAP+ (US\$7 million) and Global Environment Facility (GEF) (US\$3 million). AD2M and DEFIS Programmes incorporate reforestation activities including provision of seedlings for tree plantation in the framework of agroforestry promotion. The projects partner with local producers to disseminate positive behaviour towards better natural resource management.	
Madagascar	ESA	CSPE	10	CTRY	STR	PAR	Strengthen the effectiveness of non-lending activities and improve the monitoring of results and impact.	(a) Partnerships. Financial partnerships should be sought to combat the isolation of rural	The government, in partnership with the EU and the World Bank, is working to opening up the Grand Sud with projects to rehabilitate the main	In addition to the actions already mentioned in the previous report and which continue to be implemented, PROGRES programme design	F

							<p>areas and provide access to basic services, one of the major constraints on the impact of development programmes in rural areas. This includes building roads and providing access to water and healthcare services. The partnership with national research should be strengthened, particularly in isolated areas, to test production technologies and techniques adapted to the most vulnerable. In addition, synergies and coordination should be developed between development projects and humanitarian interventions.</p>	<p>national roads. As a contribution to these efforts, 52 km of rural roads were constructed by DEFIS with Labour-intensive modality; underground water tanks were also constructed to contribute to improvement of availability of water. The portfolio continues and develops partnerships with research institutions such as FOFIFA, ICRISAT and CGIAR research centers.</p> <p>IFAD actively contributes to the different thematic groups for the coordination of development actions in the areas of intervention. Collaborations are particularly strengthened with the RBAs in the South.</p>	<p>foresees the rehabilitation of 40 km of rural tracks in the most remote areas of the South of Madagascar. (Financed by OFID)</p> <p>The partnership building and coordination efforts with other development actors are reinforced with the presence of the Country Director in Madagascar since December 2022.</p> <p>DEFIS and AD2M partner with National Institution in charge of Nutrition. Partnership contributes to reduction of all forms of malnutrition thus reducing morbidity and improving healthcare of children in targeted rural areas.</p>		
Madagascar	ESA	CSPE	13	CTRY	STR	KM	<p>Strengthen the effectiveness of non-lending activities and improve the monitoring of results and impact.</p>	<p>(d) Knowledge management. The Government should provide CAPFIDA with more human resources so that it can fulfill its important role in results capitalization, specifically by analysing factors leading to the</p>	<p>Discussions and reflections regarding CAPFIDA are ongoing. MINAE recently confirmed its willingness to strengthen the unit to maintain its performance, particularly in knowledge management.</p>	<p>Discussions and reflections regarding CAPFIDA are ongoing. MINAE recently confirmed its willingness to strengthen the unit to maintain its performance, particularly in knowledge management. The ToR for recruitment of M&amp;E and Knowledge Management Officer of CAPFIDA has been</p>	O

								success or failure of interventions.		approved and recruitment will be completed soon.	
Madagascar	ESA	CSPE	14	CTRY	STR	RME	Strengthen the effectiveness of non-lending activities and improve the monitoring of results and impact.	(e) Monitoring and evaluation. The projects should have strategies to monitor results and impact based on a unified methodology so that the results of different projects can be aggregated cumulatively.	The projects are currently applying the IFAD methodology for COI measurement. However, this conceptual work for the unified methodology on results and impacts monitoring at country level has not yet been initiated. This is planned to be launched in collaboration CAPFIDA during this year.	The projects are currently applying the IFAD methodology for COI measurement. This conceptual work for the unified methodology on results and impacts monitoring at country level has been initiated with support from ESA Regional Team. Updated M&E Strategies have been finalised for all the projects in collaboration CAPFIDA this year 2023.	F

**Sudan Country Strategy and Programme Evaluation**

Sudan	NEN	CSPE	1	CTRY	STR	PAR	Identify opportunities for partnerships and cofinancing to scale up achievements in key areas and generate greater impact, including the following:	(i) Explore options to mobilize resources for integrated programmes, including basic infrastructure interventions. The rural infrastructures funded by IFAD's portfolio, such as rural roads and water provision (for humans and animals), have proven effective and often necessary interventions to address rural poverty, complementing productive activities (crop and livestock production, forestry) and	This is on-going. Cofinancing opportunities were pursued with the World Bank and African Development Bank but were inconclusive and the two IFIs have now paused their programme in Sudan as well as design/ approval of new operations. In 2022, the ICO Sudan with assistance from NEN and GPR, will focus on Arab Funds, although prospects may be limited as Sudan is in arrears with these funds.	This is on-going. Cofinancing opportunities were pursued with no positive outcomes as the WB and AfDB have paused their cooperation with Sudan and the Arab Funds have suspended financing to Sudan due to arrears.	O
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								<p>natural resource management. IFAD should explore options for mobilizing cofinancing resources for this purpose so as to facilitate enabling conditions for rural communities to be engaged in productive activities and to reduce the risk of a more commercialized approach favouring the betterresourced and more accessible communities. At the same time, there should also be policy engagement with the Government to develop and operationalize a strategy and mobilize resources for adequate operation and maintenance. Support for water provision (for humans and animals) is key in rainfed areas and needs to be integrated into IFAD investment or complementary interventions.</p>			
Sudan	NEN	CSPE	2	CTRY	STR	PAR	Identify opportunities for partnerships and cofinancing to scale up achievements in	(ii) Identify and strengthen partnerships with non-state actors	This is on-going. Currently the partnerships with Microfinance Institutions are yielding good results for	This is completed. SNRLP is replicating the LMRP collaboration with Banks and Microfinance	F



						<p>key areas and generate greater impact.</p>	<p>and development agencies fundamental to the achievements of the projects and the COSOP. IFAD needs to be more inclusive and gain from the comparative advantage of other organizations and institutions with complementary expertise (e.g. academic and research institutions, civil society organizations, NGOs, bilateral and multilateral development agencies and international agricultural research centres). This is important to strengthen: poverty, food and nutrition analysis and assessments; conflict analysis; agricultural research; community development; natural resource governance; agriculture policy dialogue; technology transfer; and innovation.</p>	<p>scaling up and sustainability.</p>	<p>Institutions (MFI) and capitalizing on the first loss default guarantee that the LMRP provided to the Savings and Social Development Bank and the Ebdaa MFI. In addition, SNRLP is replicating IAMDP support to producers' organizations, machinery service providers and linking producers to off-takers. SNRLP collaborated with FAO in facilitating access of improved seed varieties purchased by WFP to producers in SNRLP project areas. SNRLP is also sharing information and exploring complementarities with international NGOs active in the SNRLP project area such as ZOA.</p>	
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