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PROGRESS REPORT ON THE PROJECT PORTFOLIO

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ABBREVIATIONS AND ACRONYMS

AFESD	Arab Fund for Economic and Social Development
AsDB	Asian Development Bank
AWP&B	Annual Work Programme and Budget
BCIE	Central American Bank for Economic Integration
BSF.JP	Belgian Survival Fund Joint Programme
CAF	Andean Development Corporation
CDB	Caribbean Development Bank
CI	Cooperating Institution
CPE	Country Portfolio Evaluation
CPM	Country Portfolio Manager
FAO	Food and Agriculture Organization of the United Nations
FLM	Flexible Lending Mechanism
FSA	Financial Service Associations
GAD	Gender-and-Development
ICARDA	International Centre for Agricultural Research in the Dry Areas
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
NENA	Near East and North Africa
NGO	Non-Governmental Organization
OE	Office of Evaluation and Studies
PCR	Project Completion Report
PD	Project Management Department
PMU	Project Management Unit
PPMS	Project and Portfolio Management System
PREVAL	Programme for Strengthening the Regional Capacity for Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean
PROSGIP	Programme for the Strengthening of Gender Aspects in IFAD's Projects
PSR	Project Status Report
SOF	Special Operations Facility
TA	Technical Assistance
UNOPS	United Nations Office for Project Services
WFP	World Food Programme
WID	Women-in-Development
WUA	Water User Association



OVERVIEW

1. As at end-1999, IFAD's current portfolio consisted of 252 projects, including 214 ongoing projects, 20 projects not signed and 18 projects not effective, for a total value of USD 3 233.7 million. Accelerated lending to the West and Central Africa (Africa I) and Eastern and Southern Africa (Africa II) regions commenced in 1998, with 35% of the total lending. This trend was continued in 1999 (reaching 46%) to compensate for the 1997 shortfall in the lending allocation to the region.
2. Total disbursements during 1999 amounted to SDR 207.8 million, approximately 94% of the total for 1998. Except for 1998, the total disbursed compares favourably with the past three years. The overall upward trend in disbursement performance is due to a concerted effort by IFAD staff to facilitate the flow of funds and to remove impediments during project implementation. Project start-up workshops have become an integral part of project-launch activities. These workshops serve as platforms to, *inter alia*, familiarize key implementing personnel with the procedures of IFAD and its cooperating institutions (CI), including procurement guidelines. Coaching of project staff at start-up workshops is supplemented by project implementation manuals prepared in consultation with project implementors.
3. In meeting the requirements of the corporate scorecards, the establishment of strategic partnerships and cofinancing took a new turn in IFAD. The total volume of cofinancing mobilized reached USD 122 million in 1999, amounting to 93% of the scorecard target of USD 131 million. The shortfall is due to the withdrawal of one scheduled cofinanced project for Niger from the Executive Board in December 1999 because of the unresolved arrears problem. New challenges facing IFAD in the area of cofinancing are the shifting emphasis to the non-agricultural sector by a number of donors in some regions and the decentralization of decision-making on the part of bilateral donors to the country level, where IFAD does not have the necessary country representative counterparts for sustained interaction. The latter problem is being tackled to some degree by ensuring that meetings are arranged with donor representatives during country visits as well as arranging for reciprocal meetings at the level of headquarters with bilateral donors. The same practice applies to IFAD's multilateral partners.
4. In 1999, each regional division ensured that almost all underperforming projects and those suspected of having potential problems were visited by IFAD staff and/or specialized consultants. Such visits took place as part of regular supervision by the CI or independently as a follow-up mission by IFAD. In all regional divisions, implementation and thematic workshops (e.g. gender mainstreaming, reality checks) were conducted as orientation and refresher courses. In some regions, extensive use was made of directing grant funds to support the ongoing regional portfolio. The Programme Management Department (PD) will make more systematic use of technical assistance (TA) grants in support of its lending programme and with more rigour across all regional divisions.
5. Implementation support and the provision of technical and managerial backstopping on individual problem projects or projects suspected as having potential problems have resulted in either reversing or arresting a deterioration in implementation performance. As a result, the share of underperforming projects to the total size of rated projects shows a decline from 33% at the end of 1998 to 28% by the end of 1999. As indicated in last year's Progress Report on the Project Portfolio, such figures should still be regarded as tentative. A few more rounds of iterative reviews of the health of the portfolio are needed in order to arrive at a benchmark figure to judge future trends. This is largely because the absence of a uniform reporting format by CIs makes the rating process susceptible to variations arising from exercising relative value judgement.
6. The most common issues confronting the portfolio, particularly the underperforming projects, are the performance of project management, delay in or associated with the flow of funds, counterpart funding, need for design adjustment and, in certain cases, factors beyond the control of project



management (security situation, arrears, etc.). Other generic issues continue to include the need to improve participatory approaches and transform the traditional credit components into more sustainable models of rural microfinance systems.

7. Ongoing projects in the current portfolio suffer from insufficient built-in mechanisms to measure field-level results and the envisaged impact on the policy arena and institutional set-up for poverty reduction. This deficiency is further compounded by generally weak and, at times, misguided monitoring and evaluation (M&E) units within the project set-up. These shortcomings are being addressed by encouraging the application of logical framework (logframe)-based results-oriented instruments throughout the project cycle.

8. Another new approach has been the design of a common format for systematic preparation of project completion reports (PCRs). The whole process involved in this exercise is also to be anchored to the principles of the logframe technique to measure achievements of development objectives. Measurement of project development objectives will include both quantitative (physical and financial) and non-quantitative objectives such as capacity-building, promotion of participatory structures, decentralization, gender mainstreaming, etc. Around 50% of the 27 projects closed in 1999 and possibly a few projects scheduled to close in early 2000 will be assisted to prepare PCRs in accordance with the IFAD format.

9. The ongoing portfolio of 214 projects is being administered by ten CIs and IFAD. As global partners of IFAD, the United Nations Office for Project Services (UNOPS) and the World Bank are respectively responsible for the supervision of 53% and 14% of projects in the ongoing portfolio. The balance is being supervised by regional institutions and IFAD. Annual and periodic meetings take place with all CIs, both at headquarters and in the field. The general challenge confronting this aspect of IFAD collaboration is the diversity of reporting formats and mode of operation. Moreover, because of varying strategies of intervention in the case of financial CIs (that also act as cofinanciers in the majority of cases) and budgetary squeezes by UNOPS (which is mainly a service provider), follow up on IFAD-specific issues by CIs is becoming increasingly difficult during and between supervision missions.

10. Loan agreements for 12 of the 15 directly-supervised projects have been signed, and the loans for seven of the projects became effective by the end of 1999. Early implementation activities under these projects have focused on setting up the necessary institutional framework for effective beneficiary participation. The baseline surveys for the seven projects with effective loans are either under way or completed. Implementation performance of the five operating projects under direct supervision compares well when measured against the control group.

11. The last section of this report is devoted to the theme of the 1999 Portfolio Review, namely, the gender perspective, and contains a concise summary of IFAD's experience and inroads in dealing with gender issues in its project portfolio and the valuable lessons learned. The section presents IFAD's evolving approach to gender mainstreaming, sector-specific activities and experiences, entry points and enabling instruments for doing so. While the section highlights successes, it also recognizes weaknesses where further efforts are required. It concludes with planned approaches by IFAD and the regional divisions on how to more efficiently mainstream gender in their respective portfolios. The suggested theme for next year's report is environment/natural resource management.

I. THE STOCK OF IFAD'S PORTFOLIO

12. With the approval of 30 projects by the Executive Board in 1999, the total number of approved projects reached 550 for a total IFAD amount of USD 6.5 billion¹ as at end-1999. Table 1 shows the number of projects and lending approved over time.

Table 1: Regional Distribution of Projects

Region	1978-1999				1996-1998				1999			
	No. of Projects	% of Total	IFAD Amt USD m	% of Total	No. of Projects	% of Total	IFAD Amt USD m	% of Total	No. of Projects	% of Total	IFAD Amt USD m	% of Total
Africa I	121	22.0	1 140.1	17.5	16	17.2	179.5	14.7	7	23.3	85.8	19.8
Africa II	100	18.2	1 117.4	17.1	17	18.3	192.7	15.8	7	23.3	112.7	26.0
<i>Sub-total Africa</i>	<i>221</i>	<i>40.2</i>	<i>2 257.5</i>	<i>34.6</i>	<i>33</i>	<i>35.5</i>	<i>372.2</i>	<i>30.4</i>	<i>14</i>	<i>46.7</i>	<i>198.6</i>	<i>45.8</i>
Asia	140	25.5	2 141.9	32.9	24	25.8	385.0	31.5	6	20.0	104.2	24.0
LAC	98	17.8	1 030.8	15.8	18	19.4	233.3	19.1	5	16.7	76.2	17.6
NENA	91	16.5	1 089.8	16.7	18	19.4	232.9	19.0	5	16.7	54.5	12.6
Total	550	100.0	6 520.0	100.0	93	100.0	1 223.5	100.0	30	100.0	433.5	100.0

M = million

13. African countries continue to be the largest recipients of IFAD's assistance both in terms of the number of projects (40%) and lending amounts (35%). Lending to the Asia and the Pacific region closely follows, albeit with only 26% of the total number of projects. Accelerated lending to Africa I and Africa II regions commenced in 1998 with 35% of the total lending. This trend was continued in 1999 and reached 46% of the total lending to compensate for the 1997 shortfall in the lending allocation to the African region.

14. Twenty-seven projects closed in 1999, bringing the current portfolio to 252 as at end-1999. The distribution of the current portfolio by region (including ongoing projects and those not signed or effective) is shown in Table 2. The current portfolio is made up of 214 ongoing projects, 20 projects not signed and 18 projects not effective, for a total value of USD 3 233.7 million.

Table 2: Current Portfolio by Region

Region	End-December 1997				End-December 1998				End-December 1999			
	No. of Projects	% of Total	IFAD Amt USD m	% of Total	No. of Projects	% of Total	IFAD Amt USD m	% of Total	No. of Projects	% of Total	IFAD Amt USD m	% of Total
Africa I	50	20.6	500.4	17.0	53	21.3	531.7	17.2	50	19.8	537.9	16.6
Africa II	44	18.1	459.4	15.6	45	18.1	498.3	16.1	51	20.2	600.2	18.6
Asia	58	23.9	878.0	29.8	59	23.7	886.2	28.6	56	22.2	880.5	27.2
LAC	46	18.9	525.2	17.8	46	18.5	560.1	18.1	50	19.8	620.4	19.2
NENA	45	18.5	586.3	19.9	46	18.5	620.5	20.0	45	17.9	594.7	18.4
Total	243	100.0	2 949.4	100.0	249	100.0	3 096.8	100.0	252	100.0	3 233.7	100.0

II. AGGREGATE TRENDS IN PORTFOLIO PERFORMANCE

15. **Pre-implementation performance.** During 1999, an increase was noted in the time between Executive Board approval and loan effectiveness, from the overall average of 11.6 months to 13.7 months. While still suffering from the longest delays over the period 1978-99, the Latin America

¹ Except where otherwise stated, all amounts quoted in this document are the original amounts approved by the Executive Board. Amounts relating to projects are given in United States dollars (USD) and include component grants.

and the Caribbean (LAC) region has shown a significant decrease over recent trends, as has Africa I region (see Table 3). On the other hand, a sharp increase in the period from loan approval to effectiveness has been noted in both the Asia and the Pacific and the Near East and North Africa (NENA) regions.

Table 3: Average Period from Loan Approval to Effectiveness, by Region

Region	Number of Effective Projects			Approval to Effectiveness (Months)		
	1978-1999	1996-1998	1999	1978-1999	1996-1998	1999
Africa I	113	15	9	13.3	15.9	11.7
Africa II	92	16	5	11.3	14.9	12.9
Asia	135	25	8	8.1	6.5	12.6
LAC	89	21	4	15.8	21.6	16.4
NENA	83	16	4	10.7	9.1	18.8
Total/Average	512	93	30	11.6	13.3	13.7

16. The main contributors to the increase in time taken from approval to effectiveness during 1999 have been projects in Egypt, Ethiopia, Guyana and India, which took over two years to be declared effective. In the case of Egypt (1014-EG²), delays were encountered in obtaining parliamentary ratification of the loan. The programme in Ethiopia (1011-ET) was delayed due to the expansion of the programme area to cover three extra regions, which hindered fulfilment of some of the necessary conditions for effectiveness. In Guyana, problems were encountered in recruiting personnel under the “bridging operation” between the (now closed) East Bank Essequibo Development Project (190-GY) and project 1009-GY, which held up the effectiveness of the latter. In addition, arrangements to subcontract international TA services were lengthy. In the case of the project in India (1012-IN), a change in the Government’s approval process and a subsequent change in government severely delayed effectiveness. In addition, the cofinancier (the World Bank) took a long time to clear the project appointments.

17. If these four projects were to be excluded from calculations, the average period from approval to effectiveness in 1999 for the concerned regional divisions would be reduced to: Africa II – 9.2 months; Asia – 10.1 months; LAC – 12.9 months; and NENA – 16.5 months. The overall average is reduced by 2.1 months, to 11.6 months.

18. Special Operation Facility (SOF) funds have been used by recipient projects for a range of activities, all directed to expedite project effectiveness and to get projects off the ground soon after loan effectiveness. SOF grants are often used for the recruitment of project expeditors and TA consultants on a short-term basis. Tasks carried out during the implementation of SOF grants include preparation of the project’s first annual work plan and budget (AWP&B), opening of project accounts, establishment of a format to report physical and financial progress, preparation of the required guidelines and manuals (e.g. credit, M&E), conducting baseline surveys, study tours of future project managers to similar projects in neighbouring countries, formation of farmer groups, and holding of specific training for various projects and implementing staff and beneficiaries. Whenever necessary, SOF funds are also used to fine-tune design features arising at loan negotiations or issues raised by members of the Executive Board during loan approval.

² Project identification and country code. For full name of project, see Annex III for a list of ongoing and not yet effective projects.



19. In 1999, 21 SOF grants were approved for projects³ for a total of USD 1.63 million, an average of approximately USD 78 000 per project. The regional breakdown is as follows: five grants for Africa I (USD 375 000 equivalent); six grants for Africa II (USD 460 000); five grants for Asia (USD 330 000); two grants for LAC (USD 275 000); and three grants for NENA (USD 190 000).

20. **Project extension.** Of the 27 projects that were closed in 1999, 18 were extended for an average period of 1.4 years compared with the overall average of 1.8 years for all closed projects (see Table 4); of the 18 extended projects, 11 had been extended by two years or more.

Table 4: Project Extension

	Closed IFAD Projects 1981-1999	Closed IFAD Projects 1999
Number of projects	298	27
Expected project duration (years)	5.5	6.4
Period of extension (years)	1.8	1.4
Actual project duration (years)	7.3	7.8
Average time overrun (percentage)	33	23
Extended projects:		
number	228	18
percentage	77	67

21. Reasons for approving the extension of closing dates vary from project to project and are summarized as follows: delays in project start-up because of problems associated with procurement; lack of access to the project area due to the security situation in the country concerned; problems associated with the flow of funds; significant delays in project effectiveness due to ministerial restructuring following a change of government; natural disasters, such as floods and drought; and delayed implementation due to a high turnover of project staff. In addition, there have been cases where extensions were granted to allow projects to complete or consolidate certain activities, or to ensure smooth transition to a follow-up phase.

22. As will be seen in Table 5, the period of extension, and notably the percentage time overrun, for projects closed in 1999 compares favourably with recent years. Although slightly higher than 1998, the percentage time overrun of 23% for projects closed in 1999 is considerably less than the time overrun for projects closed in 1996 and 1997.

Table 5: Percentage Time Overrun of Closed Projects

Year	No. Projects Closed	Average Expected Duration (years)	Average Actual Duration (years)	Percentage Time Overrun
1994	15	5.4	7.7	41.6
1995	13	5.5	6.7	22.0
1996	22	5.6	7.5	33.1
1997	27	5.7	7.6	32.8
1998	24	6.6	7.9	20.2
1999	27	6.4	7.8	22.5

23. Stability in the overall size of the project portfolio is being strictly monitored as a policy objective with a view to keeping the supervision budget under control and allowing for some staff capacity for other initiatives such as knowledge management and installation of, and training in,

³ In addition to these grants, two SOF grants were approved in 1999 as increases to previous SOF grants and one SOF grant was approved for the Uganda Women's Effort To Save Orphans (UWESO) Development Project.

logframe-based participatory M&E techniques (see also paragraph 48). The main method has been to control the entries to and exits from the current project portfolio. However, it should be noted that the size of the entire portfolio has been influenced by an increase in the average number of projects approved annually, with 1993 as a turning point; from 23 for the period 1988-92 to 31 for the period 1994-98. Moreover, the size of the portfolio will be influenced for the next several years by the policy directive for the redefined project implementation period, issued in January 1999.⁴

24. **Loan disbursement.** Total loan disbursements during 1999 amounted to SDR 207.8 million, approximately 94% of the total for 1998. This brings the cumulative loan disbursements to SDR 2 838.5 million⁵. For purposes of comparison, Table 6 lists disbursements by region in 1995-99. With the exception of 1998, the disbursement performance in 1999 compares favourably to previous years, in particular against the annual performance of the several years prior to 1996. No doubt, better implementation support by the regional and support divisions within IFAD has contributed greatly to accelerated disbursement since 1996.

Table 6: Disbursement by Region
(SDR million)

Region	1995		1996		1997		1998		1999	
	Total	%	Total	%	Total	%	Total	%	Total	%
Africa I	30.6	24	33.9	19	36.3	19	35.6	16	27.5	13
Africa II	22.3	17	27.0	15	23.4	12	31.9	14	26.2	13
Asia	41.4	32	61.0	34	69.2	37	70.7	32	63.1	30
LAC	19.5	15	24.6	14	33.1	18	37.2	17	38.9	19
NENA	14.0	11	33.9	19	26.5	14	45.1	20	52.1	25
Total	127.8	100	180.3	100	188.4	100	220.4	100	207.8	100

25. In collaboration with the respective CIs, IFAD's role has been to provide backstopping support in the resolution of project implementation issues, and this has facilitated disbursement from the loan account. These efforts included providing sufficient briefings on project design, flow of funds and associated procedures, and major covenants of the loan agreement during project start-up missions. Coaching of project staff at start-up workshops is supplemented by project implementation manuals, prepared in consultation with project implementors. In most regional divisions, implementation and thematic workshops were conducted as orientation and refresher courses. Active participation by IFAD staff in mid-term reviews (MTRs) ensures streamlining of slow-performing activities and the continuation of project implementation on a more focused project design. Projects' AWP&Bs are being increasingly used by project managers to steer the future course of the project, based on learning from the shortcomings of previous years' implementation experience. The findings of interim evaluations have been used to improve the design of second-phase projects. Slow disbursement in some projects where the CI is a *pari passu* cofinancier is due to the fact that the funds of the cofinancier are being disbursed prior to IFAD loans.

26. **Loan cancellation.** All the 27 loans that were closed in 1999 have had cancellations, amounting to 19% of the original commitment compared with 17% for loans closed in 1998 and the overall average cancellation of 17%. In particular, two loans have contributed to this level of cancellation. The Second National Agricultural Extension Project in Kenya (422-KE) disbursed only

⁴ This refers to the President's Bulletin on 'Operational Procedures for Closing Loans which reflects IFAD's Framework for defining Project Implementation Periods and Extension of Loan Closing Dates' (document EB 97/61/R.10), presented to the Sixty-First Session of the Executive Board in September 1997. The redefined project implementation period allows for extending the project to make up for delays in loan effectiveness.

⁵ The first ten loans approved by the Executive Board in 1978 were approved and disbursed in USD. These loans have been excluded from calculations relating to cancellation and disbursement.



8% and the Smallholders Support Project in Suriname (333-SR) was closed ahead of time after disbursing 5%. If those loans are excluded, the average cancellation in 1999 is reduced to 15%. Of the 25 other loans, 17 disbursed more than 85% and the remaining eight disbursed between 47% and 79%.

27. **Loan suspension.** Six loans for five projects were under suspension as at end-1999. Four of the loans were in Africa I (one in The Congo and three in Niger) and two were in Africa II (both in The Comoros). The situation is an improvement on that obtaining at end-December 1998, when eight loans for seven projects were under suspension. During 1999, IFAD continued to closely follow up on loans suspended due to arrears. For example, as a result of the visit of an IFAD mission to The Comoros in 1998, a plan to pay off arrears was drawn up. By the end of 1999, the Government had paid almost all the arrears and IFAD is preparing to reactivate The Comoros portfolio. In Gabon, 246-GN was suspended from 1 September 1998 to 9 August 1999 and a debt rescheduling plan was approved by the Executive Board at its September 1999 Session. At the same Session, a debt rescheduling plan was also approved for Sierra Leone and this made it possible to lift the suspension of 308-SL and SRS-033-SL (for project 308-SL), which were suspended from 15 November 1997 to 9 September 1999.

III. IMPROVING THE HEALTH OF THE PORTFOLIO

A. Overall Health of the Portfolio

28. In the Progress Report on the Project Portfolio for 1998 (EB 98/66/R.10), it was reported that the review of the Fund's project portfolio had taken a new turn. Since then, project status reports (PSRs) have been used across regional divisions as building blocks to monitor the performance of each project. Information contained in PSRs on key project activities is used for the preparation of a composite indicator which shows the performance of a project against one of the following categories: (1) problem free; (2) minor problems; (3) major problems but improving, and (4) major problems but not improving.

29. For the year-end 1998 portfolio performance, it was reported that 33% of the projects fell under categories 3 and 4 and were thus regarded as underperforming. The figure for year-end 1999 is 28%, consisting of 52 projects rated as 3 and nine projects rated as 4, compared with the corresponding figures for year-end 1998 of 55 and ten, respectively. Since last year, some projects have shown an improvement in their performance and have been graduated from their previous rating, whereas a reverse trend was observed in a relatively smaller number of projects. In the majority of cases, it was possible to arrest and even to reverse the deteriorating trend in project implementation performance. In some cases, success has been less evident or even negligible due to the prevailing *force majeure* circumstances.

30. As 1999 was the second year during which PSRs were applied, a number of issues were identified requiring further attention. The primary concern is the need for a uniform reporting format from CIs so as to ensure more even project ratings across regional divisions. The absence of a uniform reporting format makes the rating process susceptible to variations due to exercising relative value judgement. In spite of these shortcomings, the overall health of the portfolio can be reported as improving compared to year-end 1998. As indicated in last year's Progress Report on the Project Portfolio (paragraph 20), several rounds of iterative reviews of IFAD's portfolio are needed to arrive at a benchmark against which the future trend in overall portfolio performance can be judged.

31. The focus of the present section is based on examining some of the prevailing issues being dealt with across IFAD's project portfolio, with specific emphasis on projects identified by regional divisions as underperforming or having the potential for developing major problems.



B. Measures to Improve Performance

32. In 1999, each division ensured that almost all underperforming projects and those projects suspected of having potential problems were visited by IFAD staff and/or specialized consultants. Such visits took place as part of a regular supervision with the CI or independently as a follow-up mission by IFAD. For countries suffering from security problems, key project staff were met in a neighbouring country. There have also been cases of visits to IFAD by relevant project staff and country officials to familiarize themselves with IFAD's rules and procedures and to resolve major pending issues. Regional divisions have employed a number of other measures, such as establishing/strengthening in-region and/or in-country resource groups (e.g. local champions in Viet Nam), to enhance implementation support of their respective portfolios.

33. In some regions, extensive use has been made of grant funds to support the ongoing project portfolio. In particular, this includes the Regional Unit for Technical Assistance for support to microenterprise components and improved marketing in Central America; the Regional Programme for Training in Rural Development for support to M&E; and the Foundation for Training and Applied Research in Agrarian Reform for training in rural development. In addition, these TA grants have facilitated the launching of regional workshops on gender issues. In June 1999, LAC Division conducted the last of a round of four gender-awareness workshops in all its subregions. During these workshops, thematic plans of action, to be followed up by supervision missions, were prepared for projects. The Asia-Pacific Rural and Agricultural Credit Association has succeeded in implementing several studies, workshops and training programmes throughout the region. The microcredit components of projects in Cambodia, Laos and Viet Nam have benefited greatly from these activities. In the NENA region, umbrella TA grants (to the Arab Centre for the Studies of Arid Zones and Dry Lands, the Arab Organization for Agricultural Development and the International Centre for Agricultural Research in the Dry Areas (ICARDA) have been provided for the purpose of resolving technical issues relating to IFAD-assisted projects in the region. PD will be pursuing the policy of using TA grants in support of its lending programme more systematically and with more rigour across all regional divisions.

34. The withdrawal of government services and pursual of a decentralization policy on the part of many governments prompted IFAD to support the involvement of non-governmental organizations (NGOs) and other members of civil society in assuming a more active role in project implementation. IFAD follow-up missions played a determining role in strengthening channels of communication among the new implementing agencies, such as NGOs; with the other stakeholders and among the implementing agencies as a whole on the one hand, and with the respective CIs on the other. This catalytic role continues to remove obstacles during implementation and to expedite the flow of funds both from the project's loan account to the country and from the project to its implementing agencies.

35. The major issues dealt with across regional divisions are classified into five major headings. For demonstration purposes, selected project/country examples are presented here and, where applicable, remedial measures adopted for the underperforming projects have been highlighted.

36. **Performance of project management.** Weakness in the performance of key managerial staff continues to be a challenge in some of the projects facing major problems. The regional divisions are meeting this challenge by adopting various approaches. A successful example is the Community-based Agricultural and Livestock Development Project in Cape Verde (456-CV), where project management was substantially improved by subcontracting credit activities to a specialized local institution, thus reducing and simplifying the project management unit's (PMU) responsibility. In the case of new projects, Africa I is placing increasing emphasis on the adoption of competitive recruitment procedures. In Mauritania, a national loan administration workshop was convened in collaboration with the Controller's Office in March 1999 for the purpose of improving management performance. Wherever possible, the Agricultural Management Training for Africa (AMTA) is also systematically included in the training calendar of new projects.



37. Two projects in Rwanda that were beset by financial and procurement irregularities were subjected to a very rigorous scrutiny and review of procurement issues. This obviously led to a slow-down in procurement and physical achievement. Africa II successfully demanded the removal of project managers, made provisions for substantially strengthening the financial administration of one project through the assistance of a local accounting firm and reached agreement with the Government to take on rigorous corrective measures, including legal action against delinquent contractors for the other project.

38. In Sri Lanka, however, one project (473-LK) continues to be plagued by staff shortages and inadequate implementation capacity. In Pakistan, project 353-PK has been facing, among other problems, inadequate staffing and high staff turnover (five project directors since the project became effective in 1995). In another project in Pakistan (524-PK), implementation has faced a number of constraints from the outset, due mainly to the difficulty of recruiting and keeping staff on the project.

39. In the case of Kenya, two projects (458-KE and 467-KE) have been suffering from four types of interrelated problems that adversely affect their implementation: financial management and reporting; flow of funds to districts/implementation units; problems in the assignment of staff; and development of proper consultation with beneficiaries. The issue of financial reporting (including the non-production of audit reports on a timely basis) has led to suspension in the past, and is gradually being overcome (although delays continue). The Government has agreed to strengthen decentralized financial control and reporting capacity, and it is anticipated that the situation will ease in 2000. Similarly, the Government has acted to facilitate the flow of project funds to decentralized implementation units/districts and the posting of qualified staff to local management – again with improvements anticipated in 2000.

40. Cross-fertilization of managerial skills and experiences is another area where major inroads have been made in various geographic regions. For example, knowledge sharing has taken place through using the project manager of a successful project in Armenia, in the field of developing water users' associations (WUAs), to advise managers of the IFAD portfolio in other countries. Similarly, exchange visits have been arranged between projects in Pakistan and Tunisia to share experience on dryland agriculture and soil conservation through the medium of ICARDA. In LAC, extensive use has been made of the networking facility provided through the Internet-based System of Information Exchange for IFAD Programmes throughout Latin America (FIDAMERICA) to disseminate the positive experience on privatization of services to the IFAD-assisted project portfolio and for the training of service providers.

41. **Counterpart funding.** This problem continues to prevail across various geographic regions and the causes vary from country to country. The issue of counterpart funding is extremely difficult to resolve as it is related to a recurring annual cycle of borrowing countries' budgetary processes. Its resolution in one year through intensive follow-up is not necessarily a guarantee for the smooth flow of counterpart funds in subsequent years. In some countries, lack of counterpart funds often appears together with the problem of arrears and suspension. This has been the case in Gabon, Niger and Sierra Leone. However, in other countries of the Africa I region, e.g. the Central African Republic, Equatorial Guinea and Ghana, the issue is not combined with arrears and persists due to budgetary allocation. Government counterpart payment is a significant issue in Burundi, Kenya, Malawi, the United Republic of Tanzania and Zambia – expressing, in most cases, a general crisis in public-sector finances.

42. In the LAC region, eight projects (located in Ecuador, Guatemala, Paraguay and Venezuela) are reported to be suffering from insufficient and/or slow flows of counterpart funding due to national budgetary constraints, budgetary rigidities or political and institutional events. In Turkey, the continuation of problems associated with counterpart funds culminated in IFAD's rejection of a



request by the Government to extend one of the projects scheduled to close, despite the availability of loan funds.

43. On the whole, PD regional divisions have been tackling the issue through seeking more commitment (assurances) at loan negotiations; amending loan agreements by increasing the share of IFAD's financing, particularly when the exchange rate parity between Special Drawing Rights and USDs led to the availability of additional dollars in the loan account; and consolidating the government share into lesser loan categories at the design stage in order to contain the negative impact of delayed provision of counterpart funds on overall project performance. Other measures include setting government contributions to incremental costs at modest levels and loading contributions to the second half of the project implementation period.

44. **Improving project design.** MTRs and mid term evaluations (MTE) have been used as effective tools for rectifying original design problems and/or modifying project design in the light of changing circumstances. Project 229-BI in Burundi suffered the effects of civil disturbance but the project continued operating despite facing major problems. An MTR in 1999 under IFAD's direct control addressed major structural issues and gave the project a clean bill of health. In the case of project 353-PK in Pakistan, following the MTR, a number of corrective actions identified to ensure proper implementation have been discussed and agreed with the Government and the Asian Development Bank (AsDB) as CI. A time-bound action plan was prepared on the understanding that failure to adhere to its provisions would lead to cancellation of the loan. The conduct of two MTRs for two projects in Mauritania (318-MR and 471-MR) culminated in the major streamlining and refocusing of both. In the case of project 318-MR, the MTR helped draft a priority action plan to ensure that the project met its development objectives. In the case of 471-MR, the MTR concentrated on project management, in particular financial management as well as the disbursement performance of the loan.

45. **Performance affected by loan suspension.** This applies particularly to countries located in Africa I region. In The Congo, Equatorial Guinea, Gabon, Niger and Sierra Leone, the performance of the project portfolio in 1999 was affected by loan suspension due to arrears. Similarly, unresolved arrears problems have been the main reason for not starting new activities in the Democratic Republic of The Congo, Guinea Bissau and Liberia. Altogether, eight countries are affected, in one way or another, by the arrears problem. This corresponds to one third of the countries covered by the Africa I Division.

46. **Projects severely affected by *force majeure*.** In the Africa II region, two projects are severely affected by non-controllable conditions. These are located in Angola (civil war waged in much of the project area) and The Comoros political instability and loan suspension because of arrears). The Angola project, notwithstanding the very precarious conditions in the project area, has been supervised with the support and participation of the country portfolio manager (CPM). Some progress is being made in accessible areas with regard to staff training, mobilization of core TA and multiplication of clean cassava planting material. Further progress is now completely dependent upon an improvement in security conditions, which are extremely grave in the project centre in Malange. In The Comoros, the portfolio has been under suspension since May 1998. Following significant repayment by the Government, the prospects for the suspension being lifted have improved considerably.

C. Generic Portfolio Issues

47. **Monitoring and evaluation (M&E).** Problems with M&E reported in previous portfolio reviews continue to prevail. Insufficient attention may have been paid at the design stage to information flow and reporting requirements. At the project level, key constraints have been inadequate skills and institutional capacity which led to delays in setting up a functional M&E unit.



Once established, M&E units generally lack enough support from project management in the form of access to transport and equipment. Even a well functioning M&E unit is geared to providing information on financial and physical progress, and little attention is paid to measuring the achievements of development objectives. Implementation support by IFAD and the CI with regard to M&E issues has been generally weak.

48. IFAD has been using the instrument of the logframe for some time. However, in the past, consistency in the use of the logframe has been inadequate. Application of a logframe-based results-oriented instrument throughout the project cycle is continuing and will be further encouraged by IFAD to address the M&E issue in the wider context of measuring achievements of development objectives. Training of PD staff, which commenced in 1998, continued in 1999. It is interesting to note that the training of staff in logframe was extended to other departments, e.g. the Management and Personnel Services Department. Within PD, in addition to fresh courses across divisions, the LAC Division arranged for a Spanish-language course in logframe application. In a number of projects in Asia, the logframe technique has been mainly used during project design in conjunction with participatory rural appraisals. Adoption of the logframe approach will require intensive follow up until it is completely internalized by PD staff. Moreover, IFAD is well aware that the application of the logframe at the design stage, and only by IFAD staff, does not necessarily guarantee a well functioning M&E unit. For this reason, it is intended to extend the outreach of logframe training to the project level, and to use the preparation and updating of a project's logframe as an instrument to encourage the participation of stakeholders.

49. **Participation.** In some projects, even when project staff are supportive of a participatory approach to project implementation, they are rarely motivated to dedicate the time and resources required to realize it as anticipated in project design. Project managers are generally evaluated by their government supervisor according to physical achievements rather than to levels of beneficiary participation or ownership. Project staff, in turn, tend to be more sensitive to the needs and expectations of project managers – their supervisors – than to those of the beneficiaries. As a result, the “participatory approaches” included in project design are implemented slowly, and often without the dedication or resources required.

50. In line with the corporate scorecard, PD management has pursued the view that participation deserves even more attention during project implementation than at the design stage (see also paragraph 34). Promoting participatory M&E must be an integral part of project implementation. Increasingly successful institutional responsibility for activities such as group formation is given to NGOs, whose orientation or structure makes them more responsive to people's needs and interests. Efforts are also being made to draw lessons from successful examples in a given locality for other socio-economic conditions, based, however, on careful prior assessment of the specific environment. As mentioned under the section on M&E (paragraph 47), improved use of the logframe-based technique for design and implementation is also expected to facilitate communication among stakeholders, hence enhancing their participation.

51. **Implementation of the credit component.** A large number of projects in the current portfolio have built-in credit components. Not all such components are making satisfactory progress. Frequently encountered problems are weak linkages with formal credit institutions, inadequate capacity of implementing agencies, cost of delivery of credit services and low loan recovery. At times, the problem is compounded by the conflicting policies of other donors, particularly when they advocate subsidized interest charges, thereby creating a duality of approach in the same locality or country where IFAD projects are being implemented. There are also positive experiences in IFAD's project portfolio, demonstrating a range of initiatives moving towards the provision of all-encompassing rural financial services. Such examples include strong emphasis on mobilizing rural savings and reliance on local ownership and management for delivering rural financial services. On the basis of its experience and that of other donors, IFAD is now reviewing its support to rural finance



and judging how it may contribute more effectively to rural development, poverty alleviation and empowerment of the poor. All such considerations will be articulated in a policy paper to be presented to the May 2000 session of the Executive Board.

52. **Audit reports.** The failure of borrowers to carry out timely audits and provide reports remains an issue for the project portfolio, particularly with respect to underperforming projects. Poor quality of audit reports is another aspect deserving of more attention. As part of overall supervision, the CI is responsible for the administration of the loan and for monitoring borrowers' compliance in implementing annual audit provisions. In response to the prevailing shortcomings, operational procedures and guidelines on project audit are being prepared in order to develop outlines of audit documents (e.g. checklist for the review of audit reports, model audit reports, outline of the management letter, etc.) that clearly reflect the expectations of the Fund from the project audit mechanism and take into consideration the practical constraints experienced by the borrowers and CIs. Moreover, the PSRs are used as instruments to record timely receipt, and comment on the quality of audit reports. The issue of timeliness and quality of audit reports is regularly reviewed in annual and other periodic meetings with CIs.

IV. COFINANCING AND PARTNERSHIPS

53. The total amount of cofinancing mobilized in 1999 reached USD 122 million⁶, amounting to 93% of the scorecard target of USD 131 million. The shortfall is due to the withdrawal of one scheduled cofinanced project in Niger from the December 1999 Executive Board due to an unresolved arrears problem.

54. In the period under review, the number of IFAD-initiated projects cofinanced by other donors remained at 15, i.e. half the number of projects approved. Of the total cofinancing provided for these projects, the respective CIs contributed USD 9.1 million (10%), other multilaterals USD 48.5 million (54%), bilateral institutions USD 25.5 million (28%) and NGOs USD 2.5 million (3%). Cofinanciers are still to be determined for the balance of USD 4.2 million (5%).

55. In meeting the requirements of the corporate scorecards, the establishment of strategic partnerships and cofinancing took a new turn in IFAD. In the Fund's operations, forming partnerships goes well beyond the mere mobilization of financial resources. It encompasses other equally valuable resources such as information, knowledge, know-how and technical skills, institutional capacity, goodwill, etc. The modality for establishing partnerships ranges from formal institutionalized arrangements to informal and, at times, pilot/temporary alliances.

56. IFAD's partners fall within three broad categories: global, regional and local. The Bretton Woods institutions, UNOPS and United Nations agencies are its largest global partners. Regional multilateral financial institutions form the most prominent partners of IFAD in any given geographical region. In addition to the governments of the borrowing countries, local and international NGOs (operating at the local level) and members of civil society represent the most significant partners at the local level. Bilateral donors constitute a special category of IFAD's partners and, in geographical terms, may conveniently be regarded as global partners. Relying on differentiated capabilities, IFAD has sought to build partnerships on common overall goals and complementary objectives. This includes common areas of interest on policy, technical, institutional, economic and financial aspects of joint and parallel field-level operations.

⁶ This figure includes cofinancing for project 1092-JO in Jordan, which was approved after the project was presented to the Executive Board.

57. Periodic meetings have continued at senior management level with major partners and cofinanciers. Middle-level management and CPMs follow these up, both at headquarters and in the field. Joint strategy and programme development work has been carried out with the World Bank, the largest IFAD cofinancier. Short- and medium-term cofinancing plans have been agreed, in principle, in focus areas of rural financial system development, rural technology and decentralization. In the two Africa regions, a number of countries have been selected for cofinancing. IFAD is collaborating closely with the OPEC Fund on a cofinancing strategy and on a plan for Burundi and Rwanda. In the Asia region, there is a history of scaling up, on the part of World Bank and AsDB, of successful IFAD initiatives at the grass-roots level. Conversely, in Cambodia, IFAD attempted to scale up the work of other United Nations agencies. In LAC, collaboration and subregional partnerships have been forged with the Andean Development Corporation (CAF) in the Andean region, the Caribbean Development Bank (CDB) in the Caribbean, and the Central American Bank for Economic Integration (BCIE) in Central America, for the purpose of building national and regional capacity in areas of agricultural policy and project development and implementation. In NENA Division, in addition to the World Bank, IFAD has forged strong partnerships and cofinancing arrangements with the Arab Fund for Economic and Social Development (AFESD) and the Islamic Development Bank (IsDB).

58. Close partnerships exist with the two other Rome-based United Nations agencies. Regular tripartite meetings are held at the executive level with the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP). These are followed by close contacts at various organizational levels at headquarters and when IFAD missions visit recipient countries. With WFP, agreement has been reached for collaboration in the following broad areas: post-crisis assistance, joint programming of development projects and enhanced information sharing. These strategic areas are translated into linkages of food aid to projects. In the case of China, for example, close collaboration with WFP is based on the Vulnerability Analysis and Mapping System developed by WFP for the identification of project areas, formulation of project design and cofinancing. Collaboration with FAO also extends to participation in project development, cofinancing and management of IFAD technical research projects and post-emergency projects.

59. Collaboration and cofinancing with bilateral agencies cuts across all geographic regions. As at 31 December 1999, bilateral donors had contributed 17% of the total amount of cofinancing to IFAD-assisted projects (about USD 1 001.7 million); in 1999, this share increased to 18%. On a cumulative basis, the three major cofinanciers are the Governments of France, Germany and The Netherlands. However, over the past few years, cofinancing arrangements with the Governments of Belgium, Denmark, Japan, Sweden, Switzerland, the United Kingdom and the United States have noticeably increased. As has been the practice in the past, regional divisions are continuously pursuing contacts with bilateral donors at both the field and headquarters levels. Partnership with bilateral donors extends well beyond cofinancing and includes provision of trust funds by certain donors to promote studies and reviews of topical and other related development issues.

60. In aggregate terms, IFAD's cofinancing endeavours are summarized in the following table by regional division (Table 7).

Table 7: Financing Breakdown by Region - 1978-1999

Region	IFAD Amt USD m	% of Project Cost	Cofinancing USD m	% of Project Cost	Domestic USD m	% of Project Cost	Project Cost USD m
Africa I	1 140.1	39.2	1 139.0	39.2	626.6	21.6	2 905.8
Africa II	1 117.4	46.4	777.5	32.3	515.0	21.4	2 409.9
Asia	2 141.9	31.3	1 764.5	25.8	2 945.5	43.0	6 851.9
LAC	1 030.8	41.0	743.1	29.6	738.4	29.4	2 512.3
NENA	1 089.8	23.6	1 404.4	30.4	2 126.3	46.0	4 620.5
Total	6 520.0	33.8	5 828.4	30.2	6 951.9	36.0	19 300.3



61. Difficulties in mobilizing cofinancing have been compounded in the last few years by the shifting emphasis to non-agricultural sectors and reorganization by bilateral agencies. Most bilateral donor agencies have decentralized decision-making authority to the country level; however, IFAD does not have country representative counterparts for sustained interaction and dialogue.

62. Various modalities have been employed to overcome this problem. For instance, when PD staff visit countries, it is common practice for them to meet with representatives of the donor community — a practice that has recently gained greater importance in response to the decentralized approach taken by bilateral donors. Country visits are frequently supplemented by reciprocal visits at the headquarters level with bilateral donors. With major bilateral donors, scheduled annual meetings take place to review the overall yearly framework of operations followed by ad hoc visits on a case-by-case basis.

63. Annual review meetings are invariably convened to define broad areas of collaboration with all global and regional partners, and these are frequently followed up with in-country contacts at various stages of the project cycle. Tangible results are already in sight. For example, in Ghana, IFAD's collaboration and cofinancing with the World Bank (1002-GH) is moving the decentralized approach in project implementation from the district to the village level for community-based activities. Similarly, in the same country, the World Bank and the International Monetary Fund (IMF) joined forces with IFAD in a rural financial services project that provides the necessary link between formal and informal financial sectors. In Ethiopia (515-ET), collaboration with the Government and the World Bank was very effective in integrating small farmer seed production and multiplication into the national seed production system. The project also recognizes small farmers as private seed producers.

64. To the extent possible, IFAD staff have participated in consultative group meetings of the World Bank or similar gatherings sponsored by regional banks and bilateral donors to solicit support for IFAD's approach to rural poverty alleviation. An interesting recent development at the country level has been the launching of reality check design workshops with the participation of major resident donors at the country level as well as joint project implementation workshops with CIs.

65. On the whole, a considerable amount of time and effort is expended by regional divisions in establishing partnerships and mobilizing cofinancing. The time allocated to this important activity is estimated at 10-15% of the aggregate time of the regional divisions. However, the estimated time spent by regional divisions does not include that spent by IFAD's senior management, which is equally significant since much of their travel and, to some extent, meetings with external entities are directed to this end. If potential cofinanciers, for various reasons, withdraw from a cofinancing arrangement, additional staff resources are required to identify new cofinanciers or to amend the design to mitigate the negative impact of dropping certain activities envisaged for cofinancing.

V. COOPERATING INSTITUTIONS FOR PROJECT SUPERVISION

66. The ongoing portfolio of 214 projects is administered by ten CIs and IFAD. As will be seen from Table 8, UNOPS is responsible for the supervision of some 53% of the portfolio, followed by the World Bank with 14%. CAF is in third place with 8% of the total number of ongoing projects. As global partners of IFAD, UNOPS and the World Bank provide supervision services for 67% of the current project portfolio, the balance being handled by regional institutions across various geographical locations.

67. The relocation of a considerable number of IFAD-initiated projects from the World Bank to UNOPS, due the sharp increase in the World Bank's average supervision charges, has further increased the relative share of IFAD's portfolio in the custody of UNOPS, with a corresponding decrease in the share of the World Bank, since the beginning of 1999.

**Table 8: Distribution of the Portfolio by Cooperating Institution
End-December 1999**

Cooperating Institution*	No. of Projects	% of Total	IFAD Amt USD m	% of Total
AfDB	6	2.8	54.7	2.0
AFESD	14	6.5	189.0	7.0
AsDB	7	3.3	108.4	4.0
BCIE	5	2.3	45.4	1.7
BOAD	10	4.7	117.5	4.4
CAF	16	7.5	183.1	6.8
CDB	5	2.3	19.8	0.7
IDB	1	0.5	6.0	0.2
IFAD	7	3.3	99.1	3.7
UNOPS	113	52.8	1 541.4	57.3
World Bank	30	14.0	327.9	12.2
Total	214	100.0	2 692.4	100.0

* For full names, see annex

68. Annual and periodic meetings take place with all CIs, both at headquarters and in the field. During these meetings, a number of operational issues are addressed and a programme of work for supervision missions is drawn up. For purposes of efficiency and physical proximity, as requested by IFAD, UNOPS agreed to establish an outpost in Rome in April 1999. This outpost is already operational and will be turned into full office status in 2000 when the outpost assumes management autonomy.

69. The general challenge confronting IFAD's operation in its relation with CIs is the latter's diversity of corporate culture, strategies of intervention, mode of operation, formats for reporting on project performance and provision of backstopping support, particularly on issues of IFAD-specific orientation, such as rural poverty focus, beneficiary participation, targeting, gender mainstreaming, etc. This challenge is particularly felt in the case of most CIs that are financial institutions in their own right, and in the majority of cases are also cofinancing partners of IFAD-assisted projects.

70. The situation with respect to UNOPS, which is a service provider, is of a rather different nature. The present fee level agreed with UNOPS only allows one full supervision and a very light follow-up mission per year, whereas some problem projects and newly-launched projects need more intensive supervision and follow-up work. Moreover, follow up on the IFAD-specific concerns mentioned above necessitates direct contact with, and collection of first-hand information from, the beneficiaries themselves. This requirement calls for visits to key locations of the project area where grass-roots activities are being undertaken, which will have direct bearing on the duration and composition of supervision missions, with the ensuing cost implications. As a result of budgetary restrictions, fulfilment of these expectations is becoming increasingly difficult for UNOPS, despite a senior management committed to IFAD's mandate and dedicated staff responsible for the supervision of IFAD's portfolio.

VI. IFAD DIRECTLY-SUPERVISED PROJECTS

71. In December 1999, the Executive Board approved the final project (in Zambia) for direct supervision, bringing to 15 the number of projects directly supervised by IFAD (see Annex II for a full list of projects approved for direct supervision). In addition to maintaining the regional share required by the Executive Board in approving direct supervision for IFAD, the majority (12) of the loans were made on highly concessional terms. One loan was approved under the Flexible Lending Mechanism (FLM). Rural or agricultural development-type projects account for nine of the projects, with credit and rural financial services-type projects accounting for three.



72. Grants under the SOF were made to 12 of the borrowing countries to facilitate start-up activities. Commitments and disbursements under the ten SOFs that are effective average about 80%. Activities financed under SOF grants include baseline surveys, assistance with procurement issues, and design of M&E systems. Baseline surveys will play an important role in demonstrating the efficacy of direct-supervision. In addition, to further evaluate IFAD as a supervising institution, directly-supervised projects will be compared to two separate control groups. The first control group consists of IFAD-initiated projects approved since April 1997 (when the first IFAD directly-supervised project was approved). This group, made up of 44 signed projects supervised by a traditional CI, has been further divided by region. The second control group is made up of already-approved IFAD projects in a given country. Throughout the pilot exercise, the performance of directly-supervised projects will be compared against that of the control groups.

73. As most IFAD directly-supervised projects have only recently been approved, efforts are being directed to ensuring the timely signature of loan agreements and to fulfilling conditions of effectiveness. Table 9 below compares the average time period to reach key pre-implementation milestones for directly-supervised projects with averages for control group I.⁷

Table 9: Approval to Effectiveness for Directly Supervised Projects

Loan Status	Directly Supervised (months)			IFAD-initiated since April 1997 (months)		
	Approval to Signing/ 31/12/1999	Signing to Effective/ 31/12/1999	Approval to Effective/ 31/12/1999	Approval to Signing	Signing to Effective	Approval to Effective
Effective	2.0	7.1	9.1	3.0	6.1	9.4
Not Effective	6.1	8.8				
Not Signed	9.8					

74. **Loans not yet signed.** Of the three approved loans that have not yet been signed, one is for the Zambia project that was approved in December 1999. The other unsigned loans (Brazil and Uganda) are awaiting parliamentary approval. Both have made significant progress in preparatory work, including, in one case, completion of the baseline survey and preparation of an implementation manual. For both projects, most of the conditions for effectiveness will be completed by loan signing.

75. **Loans not yet effective.** Loans for five projects have been signed but are not yet effective. The 8.8 months average period between signing and effectiveness for these projects is slightly behind the pace for those in control group I (i.e. 6.1 months). The direct supervision process has enabled IFAD to manage activities during the pre-effectiveness period related to expediting effectiveness, but more importantly has allowed IFAD to direct resources during this period towards measures that will enhance and improve implementation.

76. **Effective loans.** Seven directly-supervised projects have now become effective, five during 1999. Beneficiary participation in both decision-making and implementation of project activities characterize these projects. Early implementation activities under these projects have focused on setting up the necessary institutional frameworks for effective beneficiary participation. Start-up workshops have been held for all of these projects and baseline surveys either under way or completed.

77. The main objective of activities carried out during the first three years of the programme in Mali, funded under the FLM, is to set up institutions, mechanisms and procedures that will empower beneficiaries. Significant progress has already been made in the creation and official registration (as private entities) of national and regional associations that will provide beneficiaries with a forum to identify their priorities and give them a voice in the programme's decision-making processes. IFAD

⁷ For definitions and range of indicators, see document EB 98/66/R.10, page 17.



has provided key support in the establishment of these associations and other institutions involved in implementation. In Benin, early implementation activities have forged a strong relationship between the directly-supervised project and IFAD's ongoing project 488-BJ; it is anticipated that both projects will benefit significantly from formal and informal sharing of experiences. To date, seven financial service associations (FSAs) have been formed under the directly-supervised project and rapid rural appraisals carried out in all the villages covered by the project. Early implementation activities in The Gambia also built upon IFAD's previous projects. In this case, some of the assets (including the headquarters building) of an IFAD-financed project that has closed were turned over to the directly-supervised project. The project support unit is fully staffed and two field offices have been established. A comprehensive baseline survey has been completed. The project's draft APW&B was initiated in the field with the participation of the beneficiaries. The institutional framework to include local community groups (*kafos*), local NGOs and non-banking financial institutions is nearing completion.

78. The projects in Sri Lanka and Zimbabwe were declared effective in the latter part of 1999. A process or programmatic approach is an important feature of the design of both projects. In the case of Sri Lanka, establishing the essential link between the small farmers and the private sector is expected to bring about improvements in farmer incomes and to ensure that gains made under the project are sustainable. The project manager and key project staff have been appointed, and advertising for the first service provider contracts is expected in early 2000. In Zimbabwe, the envisaged rehabilitation of irrigation schemes will be undertaken with full beneficiary participation, leading to the eventual transfer to, and management of the schemes by, the beneficiaries. The time to reach effectiveness for this programme was significantly shorter than for recent projects approved for Zimbabwe. The programme facilitator and other key staff are in place, and a provisional APW&B for the first year has been drafted. The criteria for selection of the districts and schemes have been finalized.

79. IFAD's directly-supervised projects in Armenia and Bangladesh have been under implementation the longest. It is still too early to evaluate the effect of IFAD direct supervision in terms of achieving better results in the field and long-term impact. However, preliminary indications from these projects point to some of the benefits that may be expected.

80. The project in Armenia seeks to improve the living conditions of the target population, expressed by higher levels of agricultural production, income and food security. It has already achieved impressive field results. The two main project activities, irrigation and credit, have demonstrated a positive impact in the project area. A repeater survey was carried out at the end of 1999, and the results have been compared to the 1998 baseline survey. The survey found that, for those beneficiaries receiving credit under the IFAD project (more than 3 500 loans have been extended), the incidence of poverty has been reduced from 72% to 45%. The incomes of borrowers rose by an estimated 55%. Project beneficiaries were found to be much less dependent on the sale of assets for survival than people from the same village who have not received credit. The survey also found strong evidence that agricultural yields had increased due to project interventions

81. The project in Bangladesh was designed to increase income and improve the nutrition of landless and marginal families, and to assist small farmers to achieve higher productivity and diversify into higher-value crops. More than 7 000 demonstrations of vegetable and fruit crops were undertaken in 1999, many on the farms of marginal farmers and women-managed homesteads. The project has also made considerable progress in the area of beneficiary training, and important pre-requisite to ensure their effective participation. Anecdotal evidence indicates that the technological packages extended have resulted in higher incomes, and some diversification is already visible, especially among the small farmers who have some access to some additional resources. Subsidiary agreements between the Government and financial intermediaries are expected to be signed at the beginning of 2000, thus providing beneficiaries with a reliable source of credit.

82. Disbursements for directly-supervised projects generally show a favourable trend compared with the control groups, and provide evidence of the positive effect of IFAD supervision and rigorous follow-up action. The lower-than-anticipated disbursement rate for Benin is a result of IFAD’s ability to capitalize on its other projects in Benin. The most recently effective projects lag somewhat behind the control groups; however, the highly participatory nature of these interventions translates into slower disbursement rates at the start of the project. The disbursement rate for the Armenia project is significantly higher than the average for other IFAD projects at this stage of implementation.

Table 10: Comparison of Disbursement Rates for IFAD Directly-Supervised Projects with Control Groups

Country	Disbursement Percentage	Control Group IFAD-initiated	Country Control Group
Armenia	78.9	36.2	18.2
Bangladesh	27.3	56.8	21.4
Benin	4.1	10.8	7.8
Gambia, The	5.5	3.8	8.1
Zimbabwe	2.5	3.8	1.4

Note: Comparison disbursements made against number of quarters since date of effectiveness.

83. Preliminary lessons from IFAD’s experience are:

- Direct supervision enables IFAD to better leverage its country portfolio. For example, in Benin and The Gambia, staff from closed/closing projects have been used as project expeditors to facilitate start-up activities.
- In Armenia, it was noted that direct supervision had led to speedy disbursement, a better functioning M&E system, to acquiring more knowledge about the country and better feedback to improve future project designs.
- Direct supervision provides a vehicle to learn more about the country context, in particular institutional structures. Direct supervision also enables CPMs to establish a network among IFAD projects and facilitates better coordination of the entire project portfolio.

84. Direct supervision has enhanced communication and dialogue with the project, which is a pre-requisite for speedy follow up on recommendations of supervision missions. Under direct supervision, the supervision reports and accompanying letters are prepared and distributed in a more timely manner, generally within one month of the mission’s visit.

VII. FLEXIBLE LENDING MECHANISM (FLM)

85. In September 1998, the Executive Board approved the FLM as a new financing instrument for development projects. The FLM was introduced to provide a greater degree of flexibility in project design, but more importantly during project implementation. In December 1998, IFAD approved its first loan under this financing mechanism — project 1089-ML in Mali. Since then, another five loans have been approved under the FLM (Bhutan, Cape Verde, Guatemala, Guinea and Nicaragua). The FLM is an especially attractive financing mechanism for small countries because the cost of designing a project is about the same, regardless of the eventual size of the loan. Loans for these six projects total about USD 84.0 million.

86. The projects financed under the FLM have in common a highly participatory and innovative approach to implementation supported by long-term institutional development. IFAD recognizes that a longer implementation period (more than five-to-six years) is usually required to ensure the



sustainability of highly participatory projects and to develop the supporting institutional framework. The need for budget and implementation flexibility are also in-built features of the FLM.

87. Thus far, only one of the projects approved under the FLM has become effective, the Sahelian Areas Development Fund Programme in Mali. Two of the loans have already been signed. The remaining three projects were approved by the December 1999 session of the Executive Board, and loan signing is expected in early 2000.

88. Because of the innovative nature of these projects, in particular vis-à-vis project management, pre-implementation and early implementation efforts focus on defining institutional responsibilities and resolving associated constraints. For example, the Mali programme envisages that new private-sector institutions will be established to implement a public sector-funded operation. For the first time in Mali, the project management and coordination units, and the recruitment of key staff, will not fall under the direct responsibility of the Malian authorities. IFAD has been successful in working with formal Malian institutions to devolve responsibilities to the private sector, moving public institutions away from an implementation role to one of oversight. As envisaged under the FLM, the CPMs have been able to draw upon a range of expertise within IFAD to address issues associated with implementation, including support from evaluation, loan and legal officers.

VIII. TECHNICAL ASSISTANCE GRANTS

89. In 1999, 124 TA grants amounting to USD 29.6 million were approved for grant-funded operations. Over the period 1978-99, total amounts of USD 324.9 million and USD 24.1 million for TA grants were approved under the Regular Programme and the Special Programme for Sub-Saharan African Countries Affected by Drought and Desertification, respectively (Table 11).

Table 11: Summary of Technical Assistance Grants

	1978-1999				1999			
	No. of Grants	% of Total	Grant Amt (USD m)	% of Total	No. of Grants	% of Total	Grant Amt (USD m)	% of Total
Project preparation	188	14.1	34.1	9.8	0	0.0	0.0	0.0
Project component	37	2.8	25.1	7.2	2	1.6	0.6	2.2
Project development Fund	391	29.2	38.5	11.0	21	16.9	8.2	0.0
Agricultural research	177	13.2	138.6	39.7	7	5.6	7.0	23.7
Agricultural research CGIAR	123	9.2	93.7	26.8	4	3.2	4.6	15.6
Agricultural research non-CGIAR	54	4.0	44.9	12.9	3	2.4	2.4	8.1
Other research, training and others	181	13.5	83.1	23.8	36	29.0	9.7	32.9
Special Operations Facility	145	10.8	15.3	4.4	24	19.4	1.8	5.9
Preliminary development and testing phase	47	3.5	3.8	1.1	2	1.6	0.1	0.4
IFAD/NGO ECP	171	12.8	10.5	3.0	32	25.8	2.2	7.3
Total	1 337	100.0	349.0	100.0	124	100.0	29.6	100.0

90. **TA Grants to CGIAR and Non-CGIAR-Supported Centres.** IFAD continues to build stronger links among IFAD-funded research programmes and its ongoing or future investment projects, so as to increase the likelihood that the Fund's target groups adopt the technologies so developed. In 1999, IFAD remained the only multilateral financial institution funding research targeting the rural poor's farming systems in the developing countries. The Fund further consolidated its important role in the international community supporting pro-poor technology development, as chair of the Donor Support Group for the Global Forum on Agricultural Research. It helped promote and mobilize international support for strategic partnerships that could help to bring the fruits of frontier science to bear on constraints of resource-poor farming communities.



91. In 1999, four TA grants amounting to USD 4.63 million were approved for agricultural research undertaken by the Consultative Group on International Agricultural Research (CGIAR)-supported centres. These included (a) Diversification of Smallholder Farming Systems in West and Central Africa through Cultivation of Indigenous Trees to Increase Incomes and Reduce Slash and Burn Practices; (b) Farmer Participatory Testing of Technologies to Increase Sorghum and Pearl Millet Production in the Sahel; (c) Development and Testing of an Integrated Approach to the Control of Gastro-Intestinal Parasites of Small Ruminants in South and Southeast Asia; and (d) Adaptive Research on Yam Production and Conservation in West Africa.

92. Three TA grants amounting to USD 2.40 million were approved for research undertaken by non-CGIAR-supported centres. These included: (a) Participatory Evaluation, Adaptation and Adoption of Environmentally-Friendly Nutrient Management Technologies for Resource-Poor Farmers in Bangladesh, Indonesia and Nepal; (b) a Regional Programme for the Dissemination of Improved Apiculture Technologies in North Africa; and (c) the Southern Africa Sub-Regional Project for the Integration of Aquaculture into Irrigated Small-Farming Systems.

93. The 1999 review of TA grants for agricultural research revealed that such grants are often prone to the same general implementation problems that affect the Fund's lending operations. More specific issues addressed by actions during the year focused on: (a) ensuring that the design of TA grants corresponds more precisely to IFAD's general grant criteria, emphasizing farmer participation and capacity building; (b) enhancing the linkage between TA grants and lending operations through the teamwork of technical and programme management staff at the design stage; (c) ensuring more intensive interaction among all the TA grant stakeholders by means of participatory design and implementation workshops; and (d) introducing logframe analysis for all new TA grants to facilitate effective monitoring and for incorporating more effective M&E indicators in TA grant designs. Such implementation issues were also followed up during TA grant supervision as well as on other appropriate occasions. Priority was particularly given to issues such as how to improve TA grant links and relevance to IFAD loan operations and beneficiaries: to this end, discussions were initiated with grantees on the launching of a system of technical advisory notes (TANs). TANs will be aimed at project information on new technologies emerging from IFAD-funded research, and on the categories of rural poor and agro-ecological settings to which they are relevant.

94. **Regional TA Grants.** The regional TA grants are primarily aimed at supporting various capacity-building and training activities, including workshops and special studies, to address regionally-specific concerns. In 1999, TA grants amounting to about USD 4.92 million were approved to support regional activities that will help achieve the objectives of the regional lending programme. The main regional TA grants approved during the year included: (a) the Regional Rural Development Training Programme (Argentina, Bolivia, Chile, Paraguay, Peru and Uruguay); (b) Institutional and Policy Support Programme to Alleviate Rural Poverty in the Southern Cone Common Market Area; (c) Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty Alleviation Projects in Latin America and the Caribbean (PREVAL) – Phase II; (d) Regional Programme for the Development of South-American Camelids (Argentina, Bolivia, Chile and Peru) – Phase III; and (e) the South African Development Community Multi-Donor Food Security and Rural Development Hub. Regional TA grants are increasingly directed at strengthening national, subregional and regional capacity for the enhancement of project portfolio performance (see also paragraph 33).

IX. ASSESSMENT AND DEMONSTRATION OF FIELD-LEVEL RESULTS

95. To follow a systematic monitoring of project portfolio performance, the next logical step is the establishment of a well-organized system for registering and reporting development outcome. Whereas, in addition to providing implementation support, supervision missions deal with the



assessment and reporting of financial and physical progress, a PCR is expected to provide a consolidated picture of how project activities have led to the attainment of field-level results.

96. Regrettably, in the past, preparation of PCRs has been the weakest link in the chain of the project cycle in IFAD. To rectify this shortcoming, IFAD prepared a conceptual framework together with an annotated outline (see Annex III) for the preparation of PCRs to serve the following objectives:

- (a) Promote self-assessment by IFAD and the borrower on the quality of project design and implementation in the achievement of its development.
- (b) Provide feedback from implementing experience to improve country lending strategies and the design of future operations.
- (c) Based on the feedback of (a) and (b) above, stimulate greater development outcome and sustainability in the post-IFAD assistance period.

97. The whole process is to be anchored on the interface with the logframe technique. Installation of a logframe-based results-oriented project management is gaining increasing momentum for new projects in IFAD, accompanied by extensive training courses launched by PD. For the ongoing projects in the portfolio for which no logframe had been prepared at the design stage, a logframe will be “retro-fitted” to allow for standardized preparation of PCRs.

98. The essence of the approach in the future preparation of PCRs is to measure changes in the behaviour (quantitative as well as qualitative) of project clients, expected to be gradually realized during project implementation and projected to continue beyond project completion. Based on this premiss, the approach of a PCR extends well beyond measuring the provision of services by a project (financial and physical progress), which is ordinarily captured by project supervision reports. Instead, the aim of the PCR is to assess if and how project services have been used by project clients.

99. Measurement of achievement of project development objectives will also include non-quantitative aspects such as capacity building, promotion of a participatory structure, decentralization, gender mainstreaming, civil-society participation in project activities, replication and replicability of all or part of project activities, establishment of strategic partnerships during project implementation, environmental aspects and impact on sectoral and subsectoral policies and procedures. Each project may only cover some of the indicators mentioned in this list.

100. Although preparation of PCRs is the responsibility of the borrower, there is certainly need for closer involvement on the part of IFAD and its CIs, at least for several years, until this practice is fully understood and routinely followed by the recipient countries. Supervision and follow-up missions will be briefed to direct and train project staff on the collection of relevant information and preparation of PCRs. This important exercise is to commence systematically in 2000, initially in a selected number of projects completed in 1999.

101. Progression for the preparation of project completion reports receiving backstopping is based on the following schedule:

Year 2000	50% of projects completed in 1999
Year 2001	75% of projects completed in 2000
Year 2002 and thereafter	100% of projects completed in the previous year.

102. The format of PCRs, as shown in Annex III, will be improved/modified to reflect lessons of experience. Because of the introduction of this new approach, the present report does not contain its traditional Annex I which was allocated to the review of the closed projects in the year under review;



it will be presented together with the Progress Report on the Project Portfolio for 2000, based on the result of PCRs (for a list of completed projects in 1999, see Annex IV).

X. GENDER PERSPECTIVE – A CONDITION FOR SUCCESS⁸

A. Why a Gender Perspective is Important

103. Gender concerns have come to be a pivotal element of IFAD's poverty-alleviation strategy and agenda, and for several reasons:

- Across IFAD-supported projects, women have proved to be a driving force in achieving project effectiveness and in having an impact on poverty.
- Women are central to addressing the household food security and nutrition goals that are central to IFAD's mandate.
- Women play a major role in agricultural and livestock development, which are the major thrusts of IFAD's interventions. In order to succeed, projects aimed at increasing agricultural productivity must ensure that women's needs, labour constraints, knowledge and decision-making roles are analysed and specifically addressed.
- The improvement in the socio-economic status, health and education of women has an immediate and lasting impact on the well-being of the entire family.
- Development initiatives can have adverse consequences for women when gender specificities are not taken into account.
- IFAD is committed to playing a transformative role by promoting equal opportunities for men and women.

104. Across all geographical regions, women play a focal (although often unrecognized) role in the survival strategies and economy of poor rural households. A sustainable impact on poverty and food insecurity cannot be achieved unless women are able to express their capabilities to the full. To do so, women need access to assets, services, knowledge, technologies and decision-making. Greater gender equity means that women are able to express their potential, to the benefit of the entire household and community. Increasing the economic resilience of the poor is largely about enabling women to more fully realize their socio-economic potential and improve the quality of their lives.

105. IFAD's Lending Policies and Criteria (Annex, paragraph 4) specify that "Within IFAD's policy and programmatic focus on poverty targeting, the poverty group deserving more particular attention is poor rural women, who are the most significant suppliers of family labour and efficient managers of household food security. ..." The linkage between gender and household food security in IFAD's policy has been formally operationalized through adoption, in the President's Bulletin (99/06), of *Household Food Security and Gender: Memory Checks for Project and Programme Design*.⁹

⁸ Sources of information: five regional reports on gender mainstreaming based on a common outline; a screening for gender-sensitivity of a sample of recent project documents; data on gender staffing of design missions; Evaluation Knowledge System (EKSYST); an analysis of a regionally-representative sample of ten evaluation reports and four country portfolio evaluations (CPEs) carried out between 1996 and 1999 (around 50% of the total number of evaluation work for that period); technical review documents; the project and portfolio management system (PPMS); and technical advisory division, staff working papers.

⁹ The memory checks, available in English, French and Spanish, contain a set of 14 key issues relating to gender and household food security, to be addressed in project design, review and evaluation; a number of support tools consisting of a field data-collection checklist; and a series of sector-specific thematic reminders. "Procedures for Use of the Memory Checks" (President's Bulletin 99/06) specify that the key issues should be reflected throughout the project document and that the obligation to use the memory checks should be included in the terms of reference of all design team members.



106. Evaluations have shown that projects may increase the demand on women's labour, thus affecting their health and care-giving responsibilities. Projects may also have a negative effect on women's control over resources and technologies. Thus, gender analysis in design and gender-sensitive M&E are needed to identify risks and recommend preventive measures.

107. Variations in gender roles, relations and asset control within a region – and sometimes even within a country – can be significant. Approaches that have succeeded in one place may not be applicable in another. Specific mainstreaming strategies need to be developed to suit different project contexts, and generalizations across regions should be made with caution.

B. IFAD's Evolving Approach to Gender

108. IFAD policy has evolved from a women-in-development (WID) approach to the currently prevalent gender-and-development (GAD) one which was adopted in 1992 in IFAD's Strategies for the Economic Advancement of Rural Women (document GC 15/L.5). Projects formulated in the 1970s and early 1980s tended to ignore gender differences. Currently, the ability of an IFAD project to reach the poor – and women – is one of the key indicators against which the achievement of development objectives is judged.

109. The WID approach was developed to address the needs of marginal groups. Some projects were designed specifically for women, or had specific components for women. Generally, but not always, the WID approach has resulted in special programmes for women being appended to projects, with a tendency to focus on women's domestic roles and certain stereotypical activities of fairly marginal economic importance.

110. The GAD approach looks at gender roles and relationships rather than at women only. For IFAD, gender mainstreaming at the project level means ensuring that the specific needs, constraints and roles of men and women are taken into account at all stages of design and implementation. Rather than designing separate activities for women, it involves adapting each project activity to take into account gender specificities.

111. Women are often in a disadvantaged position in terms of access to assets, services, information and formal decision-making status. Given these disadvantages, it is usually necessary to plan specific and differentiated activities to ensure that all members of the community (such as women and the very poor) are capable of participating on an equal level. There is some overlap between the WID and the mainstreaming approaches. In certain situations, designing separate components for women may be the most effective way of involving women or the only feasible way in the short term. There are circumstances in which specific activities for women, e.g. literacy courses leading to training programmes for income-generating activities such as food processing, can contribute significantly to improving women's social and economic status in poor communities. Sixteen of the 17 ongoing projects with separate women-only components are in countries where socio-cultural norms limit the interaction between men and women. However, it is recognized that risks of reinforcing the marginalization of women by designing separate activities and components may exist.

C. Translating Policy into Design

112. Some 88% of ongoing projects do not have separate components for women. This may imply that they are "gender mainstreamed", in the sense that gender specificities are taken into account in various components and activities. Between 80% and 90% of ongoing projects mention women in the project objectives and identify them as a specific target group. However, the degree to which gender specificities are addressed in the design of all project activities and components varies among projects, influenced by the type of activity. Rural finance components are the ones that more often contain specific measures for women's access to financial services. A total of 7.5% of ongoing projects have separate WID components and 4.2% include activities for women in community



development activities. In the ongoing portfolio, project 1012-IN in India is the only women-only project.

113. Awareness within IFAD of the importance of addressing gender concerns has increased significantly. For IFAD today, improving gender mainstreaming in project design is more a matter of understanding how to do it for different types of activities than of awareness of the need to do so. Projects with a food- and nutrition-security focus generally give higher priority to the involvement of women (e.g. China 1048-CN, Côte d'Ivoire 1081-CI and India 349-IN). Overall, recent projects recognize women's mainstream productive roles and place a greater emphasis on the economic and social empowerment of women than on simply meeting their social needs. MTRs and MTEs increasingly report on gender issues and provide valuable lessons. Second-phase projects, and projects that are able to benefit from evaluations of similar projects in the same country, do significantly better in terms of incorporating gender concerns (e.g. Ghana 1124-GH, Indonesia 1024-ID, Syria 311-SY and Zambia 368-ZM).

D. From Design to Implementation

114. Gender-related objectives and targets may be dropped during implementation unless focused back-up is provided (e.g. Morocco 260-MA, The Sudan 268-SD and Zambia 293-ZM). Despite a generally more conducive policy and cultural environment, gender issues are culturally sensitive and often misunderstood. These difficulties may be compounded by weak project management and pressures to achieve physical and financial targets. To favour continuity between design and implementation, references to key gender-related principles and targets are increasingly included in loan agreements (e.g. Burkina Faso 1103-BF, Burundi 1105-B1, El Salvador 1115-SV, Guinea 1135-GN, Honduras 1128-HN and the United Republic of Tanzania 1086-TZ). Definition of clear, gender-related mechanisms and targets in the project implementation manual is also important.

E. Sector-Specific Approaches – Lessons from the Field

115. **Intensifying agricultural production.** In many countries, crops grown and managed by women tend to be neglected in terms of both technology development and national extension services. Some projects have attempted, not always successfully, to direct extension services towards crops of special interest to women (India 349-IN, Indonesia 350-ID and Laos 1099-LA).

116. In almost all regions, women have significant responsibilities (and knowledge) in the care and management of livestock and in the processing of livestock products, even in social contexts where women are more secluded and their mobility is restricted. Purchase of livestock is often women's preferred use of credit, for both income and security. The community-based poultry-raising model successfully tested with women in Bangladesh is currently being replicated in other IFAD projects and by other donors.

117. Lack of women among front-line staff continues to be a major constraint on integrating women in agricultural development. Projects have sought to overcome this obstacle in a number of ways: by hiring women extension staff (e.g. The Sudan 268-SD), or by giving some extension responsibilities to women group promoters/animators, generally hired through NGOs. In Ghana, community-selected women extension volunteers have proved effective as an interface between women's groups and government extension services. In other countries, such as Cambodia and Indonesia, women volunteers have been trained as auxiliaries for animal vaccination. Ensuring that government extension services officially recognize women's groups as contact groups is another way of improving extension outreach to women (Kenya 467-KE). Targeting village associations for extension has proved less effective, since women are poorly represented in such associations (e.g. Mali and Niger).

118. Projects with small-scale irrigation components generally identify women as a specific target group and establish the principle that women's membership in WUAs should be ensured. If well



implemented, introduction of irrigation can result in significant increases in income. Because of this, pressure to control the irrigation system from local elites dominated by men may be overriding.

119. Some projects have been partially successful in increasing women's opportunities to access irrigated land (e.g. Armenia 433-AM and Ghana 457-GH), but enhancing women's participation in irrigation schemes remains a challenge for future projects. Safeguards are also needed against the following risks: increasing women's labour without parallel financial benefits; reduced production of food crops in favour of cash crops; and displacement of women from the plots they control.

120. Evaluations have found that the participation of women in WUAs is generally constrained by land-based membership criteria and the notion that only one person per family should register. In some projects, women have contributed to construction of the schemes, but have been marginalized once the schemes became operational (e.g. Ghana 1124-GH and Sri Lanka 473-LK). These difficulties indicate that it is important to define support measures and institutional arrangements to facilitate women's access to irrigated plots at the design stage.

121. **Rural enterprise and employment generation.** Promotion of micro- and small-scale enterprises figures largely in ongoing projects. In recognition of women's key role in the informal sector, several of these projects have an explicit gender focus and some set percentage targets for women entrepreneurs to be supported (Colombia 520-CO, El Salvador 1069-SV and Sri Lanka 1113-LK). Support to rural enterprises is conceived as an integrated package combining financial and non-financial services, skills training in management and marketing, credit and organizational support. The integrated approach has been a factor in the success of women's business service centres in Gaza and the West Bank, but the key importance of addressing marketing outlets for women's enterprise activities is frequently raised in evaluations and follow-up missions.

122. Promoting women's home-based microenterprises been an important first step. Although generally not profitable enough to have a significant impact on poverty, they are important for diversifying income sources and reducing vulnerability. They also build confidence in dealing with markets, credit repayment and cash flow. Helping women's microenterprises evolve into more profitable small-scale enterprises is a difficult task, since these operations require significantly higher levels of education, business skills, group organization, time and mobility. Not all women are able to make the transition. Some projects recognize this by planning for the needs of different categories of women entrepreneurs (Burkina Faso 1103-BF and Sri Lanka 1113-LK). For the poorest women (and the landless) with few other income-generating alternatives, contract work in the building of infrastructure can provide important income-earning opportunities (e.g. Bangladesh 1062-BD).

123. **Marketing support.** The role of women in marketing is widely recognized and supported by projects. Women play an important role in traditional trade systems, but their role tends to diminish as the modern market economy expands (a risk highlighted by the socio-economic assessment for Viet Nam 1025-VN). Enabling poor rural women with limited resources to market their products more advantageously remains a challenge. To strengthen women's ability to take advantage of market opportunities, training is provided in marketing skills and marketing assistance to build up relationships with suppliers and buyers (e.g. Côte d'Ivoire 513-CI, Equatorial Guinea 358-GQ, business service centres in Gaza and the West Bank, Jordan 329-JO, Lebanon 305-LB and Zambia 430-ZM). One quarter of the ongoing Africa I projects provide marketing support for women.

124. **Rural finance.** To an increasing extent, for IFAD, microfinance is about women. Many projects with a financial services component have given priority to women because they are good savers, prudent investors and conscientious borrowers (e.g. Nigeria 307-NG, Uganda 1060-UG, Sierra Leone 308-SL and nearly half of all ongoing Africa II and Asia projects). Gender mainstreaming is more consistent in rural finance components than in others. Credit activities have been used as an entry-point for organizing women for broader activities. Project experience indicates that



strengthening pre-existing informal financial institutions (e.g. the *tontines* in Guinea and *adashi* in Nigeria) is more effective than setting up new ones. There are encouraging signs that local financial institutions co-owned by women have the potential for being sustainable (e.g. the FSA in Benin).

125. Group-based lending has enabled some women to overcome the collateral requirement, although in many contexts formal financial institutions still require official land titles as collateral. Overall, women have demonstrated their propensity to save and to accumulate funds as a group. Creation of self-help groups (or the strengthening of existing ones) has enabled women's groups to open savings accounts with local banks. Literacy training is sometimes provided to enable women to establish their dossiers with banks (e.g. Burkina Faso 1103-BF, The Gambia 312-GM and Guinea 1135-GN).

126. Projects are increasingly incorporating lessons from past projects in rural finance design (e.g. The Gambia 1100-GM and Mali 497-ML). These lessons have demonstrated the need for flexibility in meeting women's varied demands for financial services. The highest priority is often a savings-deposit facility. As regards credit, women tend to prefer small, short-cycle loans or low-risk investments with quick returns (Bangladesh CPE and Indonesia 1024-ID). Across regions, preferred investments are in livestock and petty trade.

127. Challenges for IFAD-supported projects in the area of rural finance include the following:

- Formal, and many semi-formal, financial institutions do not serve poor rural women.
- In some areas, such as the NENA region, access to finance remains particularly difficult despite legal equality.
- In some cases, diversion by men of loans obtained by women has a negative effect on women's income-generating activities and can cause violence in the family. It is difficult to control and remains a challenge for every project. Occasionally, channelling credit exclusively to women has caused resentment on the part of men. In these cases, projects have sought ways to include men (Uganda 1060-UG).
- Loans obtained by women tend to be small compared with those obtained by men; thus, the activities in which they invest also remain on a small scale.
- Poorer women often do not have investment opportunities that can be financed with a loan (e.g. India 325-IN). Many poor women prefer capital accumulation through savings rather than credit, which they consider a risk. Alternative means need to be sought to increase their incomes.

128. **Training and literacy.** Throughout IFAD-supported projects, women respond readily to training opportunities, often causing project training targets to be exceeded (e.g. Belgian Survival Fund (BSF), Ghana 457-GH, Syria 311-SY and Uganda 1060-UG). Training in income generation has proved most effective, with greater and more sustained participation, when directed at activities chosen by women and having adequate market opportunities (e.g. Syria 482-SY). Women show less interest in training when it focuses exclusively on their care-giving roles or on activities they consider to be marginal, such as knitting, sewing, carpet-making and handicrafts (e.g. India 349-IN, Morocco 260-MA and Syria 363-SY).

129. Women's illiteracy is high in most areas of IFAD operations. It is recognized as a major development bottleneck with implications for the entire household (see the broad empirical evidence for the high correlation between women's literacy and improved child nutrition, confirmed by the CPE for Nepal). It also affects women's ability to benefit from projects. A fairly high percentage of IFAD projects in all regions includes adult literacy (generally 'functional' in type), principally, if not exclusively, targeted at women. For example, 50% of IFAD/BSF Joint Programme (BSF.JP) projects and 20% of those in Africa I and Africa II have literacy components. In Syria, all four ongoing projects contain literacy components for women.



130. **Water, health and nutrition.** Women constitute a prime target for IFAD interventions in health and nutrition and the provision of safe water. When needs assessments are conducted among women, it is generally found that water and health-related concerns figure as a high priority (e.g. Côte d'Ivoire 1081-CI, Guatemala 1085-GT and Uganda 1060-UG). Health, sanitation and nutrition components or subcomponents figure in 20% of ongoing projects (in half of these, the component is BSF-funded). Evaluations of IFAD/BSF.JP projects show that health-related activities provide a powerful entry point for reaching women as they create the opportunity to organize informal interest groups, which later evolve into multifunctional groups dealing also with economic activities (e.g. Chad 469-TD and Uganda 1060-UG).

131. Provision of a safe water supply is frequently included in the infrastructure or community development fund component. It is seen as the principal means not only to enhance health, but also to ease the daily burden of water collection by women (and children). Investments in water supply have proved to be one of the most effective ways of involving women (especially in sub-Saharan Africa, North Africa and the Near East).

132. **Strengthening women's organizations and participation.** In IFAD-assisted projects, strengthening women's ability to organize themselves to pursue their interests is the main instrument for social empowerment. Women report higher status, respect and decision-making power as a result of their participation in groups (Nepal CPE) or cooperatives (Morocco 356-MA). Women's groups are often the most cohesive and best-performing community-level organizations. Participation in groups increases women's participation in overall community development activities.

133. Groups are the entry point for almost all IFAD interventions directed at women. Project-supported women's groups tend to be informal common-interest groups, often savings and credit groups but also cooperatives (e.g. Morocco 260-MA, 356-MA, 1010-MA). In some cases, groups may be specifically established to function as channels for project benefits, principally credit. However, the long-term sustainability of these kinds of groups has been questioned in evaluation reports (Chad 460-TD, The Sudan 268-SD and Honduras CPE).

134. An increasing number of projects places promotion of women's groups in a broader community development perspective. The aim is not just to interact with groups as conduits for project resources, but to help them evolve into viable, self-sustaining community organizations (e.g. Benin 1028-BJ, Chad 460-TD and 469-TD, Côte d'Ivoire 513-CI, Guinea 1135-GN and Nigeria 307-NG.). Support may also involve assistance – through literacy and management training – to enable groups to be recognized as formal producers' organizations.

135. Mixed groups of men and women have been found to work in certain countries (e.g. Kenya and Uganda). In most situations, however, women-only groups are the best option. Initially at least, they allow women to gain greater confidence and autonomy. In mixed groups, women tend to have less influence than men (e.g. Chad 460-TD). However, confining women's participation to women-only groups can perpetuate women's marginalization (e.g., Honduras CPE). Informal, small and socially homogeneous groups have proved to be the most effective channel for involving women. On the other hand, attempting to reach women through village leadership structures or existing community-based organizations has proved to be less effective due to the unequal influence of men and women within those organizations.

136. One challenge facing projects is that of enabling women's organizations to expand their influence beyond the community level, for example, through inter-group associations and clusters (a stated objective of the recently-approved project 1117-GN in Guinea). This is a relatively easier objective to achieve in countries in which well-developed networks of women's groups and associations already exist (such as Rwanda and Uganda).



137. A further challenge is that of ensuring that women's groups manage to incorporate poorer women, who have little time and are often reluctant to join groups composed of better-off women (India 325-IN and The Sudan 268-SD). Younger women may be also poorly represented in groups composed mainly of older women (e.g. Chad 460-TD).

138. There is a growing tendency for project documents to establish procedures that include women in decision-making bodies related to the project (e.g. village committees to plan and implement rural infrastructure works, Albania 347-AL). Despite sound intentions, women's actual participation in these organizations remains a problem (e.g. Bhutan 1094-BT, Gabon 501-GA and WUAs in almost all projects with irrigation components).

139. FLM projects specifically, but also an increasing number of other projects (17% of the ongoing portfolio), are including community development funds to finance (or cofinance) investments and initiatives requested by communities according to an identified planning process and a set of eligibility criteria. Projects may specify methods to ensure women's participation in planning and establish a principle that not less than a certain percentage of microprojects should be initiated by women (e.g. the planned second phase of Chad 460-TD and Guinea 1135-GN).

F. Approaches to Gender Targeting

140. Self-targeting approaches have generally been found to be more effective and applicable than exclusionary criteria. This implies a preselection, based on consultation during design, of types of activities that are likely to be of specific interest (e.g. Côte d'Ivoire 1081-CI). Projects sometimes establish exclusionary credit criteria in favour of women (e.g. Uganda 1060-UG).

141. The extent to which women are reached depends largely on the sensitivity and experience of the implementing agencies, government services or – to an increasing extent – NGOs. It also depends on the incentives provided to work with women, particularly the poorest (e.g. Chad 460-TD and India 325-IN). The number of NGOs reported to be involved in the implementation of IFAD-supported projects increased from 173 in 1994 to 486 at the end of 1999 (see paragraph 34). The issues of NGO selection criteria, training and performance monitoring become increasingly important.

142. Woman-headed households are an important subgroup in many marginal areas characterized by high migration of men. Projects often identify woman-headed households as a specific target group, but ascertaining whether or not women heads of household are effectively reached remains a challenge for project M&E systems. It is interesting to note that the recent Africa I regional poverty report suggests that woman-headed households may not always be the poorest since they have greater autonomy in control of income. This implies that the situation of this category should be assessed in design.

143. In some situations, despite efforts to incorporate poorer women, evaluation reveals that relatively wealthier women connected to local elites take over project benefits. Insufficient information about the project has been identified as one reason preventing poorer women from benefiting. Particular categories, such as nomadic women, may prove especially difficult to reach.

144. Quantitative targets for women beneficiaries are most frequently set for credit (e.g., Egypt 355-EG and see paragraph 124) and sometimes for the proportion of women's groups to be supported (Chad 460-TD and triggers of FLM projects, e.g. Guatemala 1085-GT and Guinea 1135-GN). Experience suggests that it is important for projects to set some feasible quantitative targets for the inclusion of women (e.g. Chad 460-TD and The Sudan 268-SD). Although rarely done, earmarking project funds for women has also proved to be important. These targets provide guidance to project management and a benchmark against which supervision and evaluation missions can measure performance and uncover difficulties (e.g. quota set for women's groups in Chad 460-TD).



G. Enabling Instruments

145. **Gender staffing at the field level.** There is widespread evidence that having women staff members at the field level is probably the single most important factor in determining the ability of a project to reach women (e.g. Benin 488-BJ, Chad 460-TD, 1124-GH, Laos 1099-LA, Mauritania CPE, Morocco 1010-MA, Rwanda 314-RW, 500-RW and The Sudan 268-SD). Sometimes, provisions for the recruitment of women staff members may be contained in the design, but limited to the women-specific components of projects (e.g. Central African Republic 290-CF, Egypt 355-EG, Syria 311-SY, 363-SY, 482-SY, Yemen 330-YE and several Asia projects). Countries where women staff members are most needed, because social and cultural norms limit extra-familial contact between men and women, are also the most difficult environment in which to recruit women staff members at all levels (e.g. Morocco 260-MA and 1010-MA). Quantitative targets for women staff members established by projects are often unfulfilled (e.g. Guinea 313-GN, Pakistan 1042-PK and Rwanda). Problems include restrictions on overnight stays and difficulties in communicating with men colleagues.

146. Projects have occasionally overcome this difficulty by the direct hiring of women field staff members, whether as extension workers (see paragraph 117), women councillors (Gabon 501-GA), group promoters (Nigeria 307-NG) or as women loan officers (e.g. Macedonia 522-MK). Although it addresses an immediate need, this option raises problems of post-project sustainability. There are indications that ensuring more gender-balanced staffing at the field level may be easier when working with NGOs (e.g. IFAD BSF.JP, upcoming Chad 460-TD and 469-TD, and that operate through NGOs using one-man-one-woman teams of group promoters, *binomes* to organize groups). Again, having women field staff members is a necessary but not always sufficient condition. Training and sensitization may be required to modify internalized gender stereotyping (e.g. Syria 311-SY, 363-SY, 482-SY).

147. **Gender staffing at the project management level.** Out of 214 ongoing projects, 17 (8%) have women project managers and eight of the projects are in the LAC Division. Gender-disaggregated information is not available for other project management staff. Experience has shown that having a competent and gender-sensitive social scientist (or a gender adviser) on the project management team can be of crucial importance in ensuring gender-sensitivity of the project during implementation (e.g. Ghana 247-GH and Uruguay 332-UY, where women social scientists recruited during the project were able to substantially strengthen the gender focus). A total of 25% of projects approved in 1998 made some provision for gender staffing at the project management level, generally an advisor responsible for assisting the management team in addressing gender issues. In recognition of the importance of gender staffing at the management level, this requirement is sometimes included in the loan agreement (e.g. Burkina Faso 1103-BF, El Salvador 1115-SV, Guinea 1135-GN and the United Republic of Tanzania 1086-TZ).

148. **Composition and terms of reference of project design teams.** To improve gender mainstreaming in design, a gender specialist (or a social scientist with responsibility for addressing gender concerns) may not be sufficient. The team leader and all team members need to have a mandate – reflected in their terms of reference – to mainstream gender concerns within their respective sectors and in the overall project design. There are also indications that including women consultants on the team increases the likelihood that rural women will be consulted and their priorities and constraints reflected in the design. This may be particularly important in production sectors where women play a major role (e.g. agricultural and livestock production). Currently, 18% of the consultants on IFAD design missions are women; they are generally social scientists or gender specialists, less frequently specialists in other fields.

149. **Monitoring and evaluation at the project level.** In the context of a general lack of data and information on impact and social processes in project M&E, poor availability of gender-disaggregated



information is a further shortcoming frequently noted in evaluations (e.g. The Sudan 268-SD and Syria 311-SY). Project M&E systems generally do not allow for the identification of possible negative impacts on women (e.g., loss of control over assets, increased labour, etc). In some cases, reports from projects contain gender-disaggregated information, but its implications for project implementation are rarely analysed and reflected in project planning. Tracking the influence of gender mainstreaming (or lack of it) on overall project impact is also difficult with existing M&E data.

150. Despite this overall weakness, there are signs of improvement both in design and in implementation. A total of 60% of the projects approved in 1998 contain at least a few gender-disaggregated logframe indicators, most frequently for rural finance activities. Based on a pilot experience (Venezuela 279-VE), a document was prepared on gender-sensitive M&E in collaboration with the Office of Evaluation and Studies (OE) in the context of PREVAL – the TA grant on M&E. This document on gender-sensitive M&E will be used as the basis for training M&E staff in LAC projects. An increasing number of projects collect gender-disaggregated data in baseline surveys (e.g. Zimbabwe 435-ZW). OE is currently taking stock of M&E systems design in IFAD projects in order to identify areas in which improvements are needed.

151. **Evaluation by IFAD.** IFAD evaluations often play an important role in providing feedback to reorient ongoing projects (or their second phases) to better address gender concerns. However, the quantity and quality of gender-disaggregated information available in evaluation reports varies across projects and evaluation teams. Furthermore, the manner in which gender-related information is presented in evaluation reports is not consistent, which makes comparisons across projects difficult. Ongoing efforts in OE to harmonize evaluation methodologies and coverage are allowing greater comparability of gender-related findings. The division is also undertaking two studies on evaluation methods – one on the use of participatory methodologies in project evaluation and another on project performance assessments. Both studies will address the issue of gender-related information and project impact on women.

152. **Supervision.** The issue of inadequate attention to gender issues and their follow up has frequently been raised in IFAD project portfolio reviews. Supervision tends to report more on physical and financial progress than on social processes and impacts (although there are differences between CIs in this respect). Poor availability of M&E data at the project level is a contributing factor. On the other hand, supervision can play an important role in getting projects on track regarding gender (e.g. Namibia 362-NA and Uruguay 332-UY). In November 1999, representatives of the Asia and the Pacific Division discussed issues relating to gender mainstreaming with the UNOPS office for Asia in Kuala Lumpur. A further workshop is planned for 2000. Inclusion of the CI (as well as of counterpart institutions) in the LAC Programme for the Strengthening of Gender Aspects in IFAD's Projects (PROSGIP) (paragraph 153) has been instrumental in ensuring better follow up of gender-related concerns. The early experience of the project, directly supervised by IFAD, indicates a trend towards greater sensitivity to social and gender aspects.

153. **Gender sensitization and training.** Greater gender awareness on the part of government counterparts, project management and beneficiaries is recognized as necessary to more effective gender mainstreaming at the project level. The LAC Division has emphasized gender sensitization and training in gender-sensitive project planning. With funding from the Government of Japan and a contribution from The Netherlands, four regional workshops were organized in the context of PROSGIP. Training and sensitization also figure in other planned regional gender programmes (paragraphs 159-163). A still limited but growing number of ongoing projects provide some kind of gender training for project staff, implementing partners and communities (e.g. Argentina 1098-AR, Chad 469-TD, El Salvador 267-SV, Ghana 477-GH, Honduras 336-HN, Jordan 329-JO, Zambia 368-ZM and 15-20% of projects in the Africa I and Africa II portfolios). As a follow-up to the LAC Division's PROSGIP programme, which ended in June 1999, all projects in the region are expected to



carry out gender training for staff and technical service providers as part of the action plans agreed at the workshops.

H. Taking Stock

154. While highlighting successes, this review has also sought to identify weaknesses to be redressed and gaps to be filled. Successes have been noted particularly in the area of microfinance (although not necessarily to the benefit of the poorest). Significant results have also been achieved in social empowerment through education, training and strengthening of women's groups to become sustainable community-based organizations. The review noted the benefits derived from complementing economic and social empowerment with investments in water supply, health and literacy. Difficulties were noted in technology development and transfer to women, as well as in the promotion of sustainable access by women to land, particularly irrigated land, and common-property resources.

155. At the project level, results have been greatest when women have been reached through an integrated package, including training, credit, organizational support and measures to meet social needs. Despite achievements, it is recognized that results could be greatly enhanced with improved design, focused implementation support and more effective and timely knowledge management. Supplementary funds have been and will continue to be instrumental in improving gender mainstreaming in IFAD-supported projects. Many of the initiatives described below will benefit from the essential support of the Fund's donors.

I. Moving Ahead

156. **IFAD-wide initiatives.** Since their approval in March 1999, *Household Food Security and Gender: Memory Checks for Project and Programme Design*, developed with an initial contribution from the Government of Italy, are increasingly used by design missions. The memory checks aim to ensure that a few minimum requirements are met in the design of different components and activities. Future plans involve: establishing a tracking system to monitor the use of the memory checks; providing support to CPMs and teams to use them; and issuing supplementary guidelines and briefs, where necessary, to improve their use and adapt them to regional and sector-specific needs, incorporating lessons learned from their use in the field.

157. Based on the strengths, gaps and continuing challenges identified in this review, IFAD plans to strengthen the generation, management and sharing of knowledge on gender mainstreaming. With funding from the Government of Japan, a computerized knowledge base on gender and household food security is being developed to systematize and render accessible IFAD's experience and lessons learned from projects, policy documents and IFAD-initiated studies, and operational tools for gender mainstreaming in the different sectors in which IFAD operates. A knowledge network is also being established to enable sharing of knowledge and cross-fertilization among divisions and to provide a forum for debate. The network is expected to enhance IFAD's ability to document and analyse field experiences and to incorporate lessons learned into the design and implementation of new projects in a more timely manner. Regular updates on ongoing initiatives will allow tracking of progress on gender mainstreaming. A logframe outlining an IFAD-wide gender strategy will be placed on the above-mentioned network as a document regularly updated on the basis of experiences from the field.

158. **Regional initiatives.** While recognizing that some common gender standards should apply to all projects, there is an acknowledged need to develop regional, subregional and even country-specific strategies. The regional divisions are at different stages in undertaking extensive programmes to improve the gender focus of their projects and programmes, incorporating lessons from past experiences.



159. The Africa I Division is currently developing a gender programme that is to be submitted to the Government of Norway for funding. Among other activities, it plans to implement participatory gender-sensitive assessments and planning exercises at the village level that would feed into project planning.

160. The Africa II Division has already obtained funds from the Government of Norway to finance a two-year programme in three phases. The first phase will involve field research in selected countries and projects; the second a series of workshops for project management staff that should lead to the formulation of gender-sensitive project plans; and the third will consist of a series of follow-up activities, based on needs identified in the earlier phases, to provide focused support to projects in order to better mainstream gender and implement pilot activities. The Government of Norway has also funded an associate professional officer, who is acting as focal point for the programme.

161. The Asia and the Pacific Division has articulated its own gender strategy, one that recognizes the need for different approaches given the deep differences in gender roles and relations that exist between subregions. The division has established a set of gender-related operational targets summarized in a logframe and reflected in its divisional scorecard. These targets include: a planned 10% increase in the number of women consultants; a workshop with CIs to whom guidelines will be provided; and systematic gender mainstreaming in a relevant portion of projects to be approved during the year.

162. In the context of the PROSGIP programme undertaken by the LAC Division (paragraph 0), four workshops were held (the last in June 1999), field studies conducted to build case histories and a large number of gender mainstreaming tools and manuals produced. As a follow-up to PROSGIP, a TA proposal has been developed to provide focused support at the project level to assist project staff, CIs and consultants to apply the tools and guidelines developed within the initial programme. Management teams of new projects are being regularly supplied with comprehensive gender guidelines (*Pautas y lineamientos para incorporar el enfoque de género*).

163. With funding from the Government of The Netherlands, NENA Division has developed a proposal for a grant to finance a three-year technical assistance programme involving different types of action at various levels – IFAD, borrower governments and projects. It will involve research, training, production of guidelines and focused TA to projects in specific areas that have been identified as relevant to the objective of improved mainstreaming.

J. Environment/Natural Resource Management: Suggested Theme for the Progress Report on the Project Portfolio in 2000

164. The degradation of environmental resources (soil, water, trees, etc.) is viewed as a central factor limiting the development of sustainable systems of production for the poor. Approximately 70% of IFAD's projects are located in ecologically-fragile and marginal environments. Many IFAD-assisted projects deal with land and non-land-based activities. Land-based activities are usually directed as participatory management of common property resources, land-use management, soil erosion control and water management. There has also been sufficient emphasis in IFAD's project portfolio on the diversification of rural economic activities such as off-farm and small-scale enterprises to reduce pressure on natural resources. In recognition of IFAD's past achievements and potential contribution to the implementation of the Convention to Combat Desertification, IFAD was selected to host the Convention's Global Mechanism. It is against this background that the theme for next year's report will be environment/natural resource management. It is intended to highlight the ongoing processes through which regional divisions, in their various approaches, are strengthening the environmental and natural resource management focus of their respective projects and programmes. It will both highlight successes and identify areas where further work is needed, illustrating steps which are being taken to overcome them.



ANNEX I

IFAD'S COOPERATING INSTITUTIONS

AfDB	African Development Bank
AsDB	Asian Development Bank
AFESD	Arab Fund for Economic and Social Development
BCIE	Central American Bank for Economic Integration
BOAD	West African Development Bank
CAF	Andean Development Corporation
CDB	Caribbean Development Bank
IBRD*	International Bank for Reconstruction and Development
IDA*	International Development Association
IDB	Inter-American Development Bank
UNOPS	United Nations Office for Project Services

* IBRD and IDA are part of the World Bank Group.

IFAD DIRECTLY-SUPERVISED PROJECTS

Region	Country	Project ID	Project Name	Lending Terms	Project Type	Board Approval	Loan Signing	Loan Effect.
PA	Benin	1028	Microfinance and Marketing Project	HC	Credit and Financial Services	22/04/1998	03/07/1998	04/05/1999
PA	Gambia, The	1100	Rural Finance and Community Initiatives Project	HC	Credit and Financial Services	02/12/1998	18/02/1999	14/07/1999
PA	Mali	1089	Sahelian Areas Development Fund Programme	HC	Flexible Lending Mechanism	02/12/1998	19/02/1999	14/10/1999
PF	Uganda	1060	District Development Support Programme	HC	Rural Development	10/09/1998		
PF	Zambia	1108	Smallholder Enterprise and Marketing Programme	HC	Rural Development	09/12/1999		
PF	Zimbabwe	1051	Smallholder Irrigation Support Programme	HC	Irrigation	02/12/1998	17/02/1999	14/09/1999
PI	Bangladesh	1029	Agricultural Diversification and Intensification Project	HC	Agricultural Development	29/04/1997	29/05/1997	04/12/1997
PI	India	1063	Bihar-Madhya Pradesh Tribal Development Programme	HC	Rural Development	29/04/1999	25/06/1999	
PI	Sri Lanka	1113	Matale Regional Economic Advancement Project	HC	Agricultural Development	03/12/1998	02/03/1999	15/12/1999
PL	Brazil	1101	Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East	O	Credit and Financial Services	03/12/1998		
PL	Dominican Republic	1068	South Western Region Small Farmers Project Phase II	I	Rural Development	03/12/1998	19/01/1999	
PL	Peru	1044	Development of the Puno-Cuzco Corridor Project	O	Research/Extension/Training	04/12/1997	07/12/1999	
PN	Armenia	1038	North-West Agricultural Services Project	HC	Agricultural Development	04/12/1997	05/12/1997	14/04/1998
PN	Gaza and the West Bank	1079	Participatory Natural Resource Management Programme	HC	Rural Development	23/04/1998	07/05/1998	
PN	Sudan	1045	North Kordofan Rural Development Project	HC	Rural Development	28/04/1999	14/07/1999	

PA – Africa I Division

PF – Africa II Division

PI – Asia Division

PL – Latin America and Caribbean Division

PN – Near East and North Africa Division



ANNEX III

PROJECT COMPLETION REPORT

CONCEPTUAL FRAMEWORK AND ANNOTATED OUTLINE¹

I. Conceptual Framework

Objectives

1. (a) Promote self-assessment, by IFAD and the borrower, regarding the quality of project design and implementation in the achievement of project development objectives.
- (b) Provide feedback from implementation experience to improve country lending strategies and the design of future operations.
- (c) Stimulate sustained development outcome in the post-IFAD assistance period, based on feedback from (a) and (b) above.

The Process

2. Preparation of PCRs is the responsibility of the borrower². However, there is need for initial IFAD assistance and involvement – supported by IFAD’s CIs – for several years to set the process in motion in borrowing Member States. This also enables IFAD to gain hands-on experience with PCRs. The PCR should not be seen as the closing chapter in the history of a project. Instead, for the sake of sustainability of all or part of the project activities, it should be used as a document by the borrower to guide the post-IFAD financing phase. Seen from this perspective, a PCR should serve as an after-sale “project maintenance guide” prepared in a collaborative manner. Thus, efforts must be made so that all stakeholders, particularly the project beneficiaries, actively participate in the discussion of project implementation results. For this reason, a participatory project evaluation workshop should be organized to assess the achievements of project development objectives and to chart a path for the future operation of the project.

¹ In the preparation of this framework, literature of multilateral and bilateral donors on the subject was consulted and various features therein were adapted to suit IFAD’s orientation.

² Section 8.04 of the General Conditions for Agricultural Development Financing stipulates: “As promptly as possible after the Project Completion Date but in any event no later than the date specified in the Loan Documents, the Project Party so designated in the Loan Documents shall furnish to the Fund and the Cooperating Institution a report on the overall implementation of the Project, in such form and substance as may be specified in the Loan Documents or as the Fund or the Cooperating Institution shall reasonably request. At a minimum, such report shall address: (i) the costs and benefits of the Project; (ii) the achievement of its objectives; (iii) the performance by the Loan Parties, the Project Parties, the Cooperating Institution and the Fund of their respective obligations under the Loan documents, and (iv) lessons learned from the foregoing”.

Section 4.04 of model the Loan Agreement stipulates: “Completion Report. _____ shall submit to the Fund (and the Cooperating Institution) the completion report on the Project required by Section 8.04 (Completion Report) of the General Conditions no later than six (6) months after the Project Completion Date. (In addition to those matters specified in said Section 8.04, the completion report shall detail _____).”

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Interface with the logframe

3. The following table recapitulates the main elements of the logframe, and explains each element in the logframe hierarchy in order to clarify its interface with the measurement of the achievement of project development objectives.

Hierarchy of Projects	Definition/Explanation
Overall goal	<p>Goal of the wider sectoral or national programme to which the specific project is designed to contribute.</p> <p>This goal cannot be achieved by one project alone; several other projects in the same sector are required in order to achieve the goal.</p>
Project purpose	<p>Ideally, a project has only one project purpose. It is the central objective of the project. It is the justification for the project.</p> <p>It is the precise and measurable change in the behaviour of the clients that is gradually realized during project implementation and continues beyond project completion. It does not refer to services provided by the project (these are outputs), but to the utilization of those services by the project's clients. To distinguish this set of indicator(s) from those of outputs (see below), they may conveniently be termed as the project outcome.</p>
Outputs	<p>The terms 'outputs' and 'results' are often used interchangeably and in many instances correspond to project components. Outputs are produced by a series of activities. The outputs are what the project will have achieved by its completion date.</p>
Activities	<p>Activities are tasks and actions undertaken to implement the project and to realize specific outputs.</p>
Inputs	<p>Inputs are means and resources (physical, financial and personnel) required to implement the project.</p>

4. Ordinarily, project supervision missions investigate, analyse and report the interrelationship between inputs and outputs and monitor progress (or the lack of it) in the performance of both. Information on the achievement of development objectives (what is usually defined by purposes in the hierarchy of the logframe) is unlikely to be available until the later stages of project implementation, and in some cases may not materialize until after project completion.

5. In the hierarchy of the logframe, outputs relate to services provided by the project. However, it cannot be taken for granted that such services have been used by the project clients or indeed whether these services induced a positive change. Measuring achievements of development objectives, i.e. 'project outcome', should demonstrate if and how the project clients have actually used such services

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and to what extent those services have produced a change in behaviour. The realization of project outcome is gradual; it starts during project implementation and continues well beyond project completion.

6. Although measurement of project outcome takes place at project completion, supervision missions should carry out supervision work bearing in mind that the realization of project 'outputs' is a necessary but not sufficient condition to meet project development objectives. In the case of projects not directly supervised by IFAD, CIs should play a proactive role in the preparation of PCRs. Supervision missions should thus gear their work to the attainment of project development objectives. The use of a dynamic logframe for project design and implementation should facilitate this process, bearing in mind the need to amend the logframe in the course of project implementation. For ongoing projects in the portfolio for which no logframe had been prepared at the design stage, one will be 'retro-fitted' to enable a common approach to the preparation of PCRs.

7. For a results-oriented PCR, when a project is nearing completion, supervision missions should facilitate the preparation of PCRs by making the necessary recommendation to mobilize project teams and to provide backstopping support for the recruitment of resource persons and the conducting of surveys and of thematic studies.

8. The PCR primarily assesses: realization of project outputs; achievement of project outcome; prospects and risks for the project's sustainability; and IFAD, CI and borrower performance during project implementation.

9. As noted above, while the indicators defined to measure project outputs and outcome are derived from the logframe, factors to be taken into account to assess sustainability of completed projects include: institutional and management capacity; advances made in the development of participatory structures; political environment and policy support; economic and financial viability; and environmental considerations.

10. The assessment of the performance of IFAD, CI and borrower starts with the review of project design and its relevance to the stated objectives. This should be followed by a review of supervision mission and other project-related reports such as MTR/MTE. Issues to be examined include: adequacy of coverage of the various implementation issues by the supervision missions; frequency and composition of supervision missions; measures taken to overcome deficiencies in the original design; measures taken to adjust the design in response to changes in the implementation environment (policy, institutional, and natural or man-made disasters); relevance of recommendations to the problems encountered during project implementation; compliance of the borrower with the covenants of the loan agreement and recommendations of supervision and other implementation-support missions; and IFAD's participation in the supervision and follow-up missions.

11. The overall findings of the entire exercise should lead to the drawing of lessons learned as feedback to improve country lending strategies and the design of future projects. The analysis in the document as a whole, together with the lessons learned, will provide the necessary signposts to determine the continuation of whole or selected project activities once IFAD financing is completed.

12. Many recently approved projects have made provision in the project cost estimates for the carrying out of PCRs. However, projects with no such provision should ensure that adequate resources are made available, during MTRs and supervision missions. Efforts should be made to allocate sufficient resources for undertaking PCRs in all new projects.

13. Section II of this annex provides an annotated outline for the PCR.

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II. Annotated Outline

Contents

1. Background Information. Country, project, maps, currency, equivalents, etc.
2. Project Performance at a Glance. This simple form will capture quantitative features and performance indicators; highlights of project results should be shown here against project objectives.

Executive Summary

3. (a) **Introduction.** This section describes the project's history, how it was identified and processed; and provides basic information about the project, including its total cost, IFAD's share and that of other cofinanciers.
- (b) **Summary of Project Description.** The description should include reference to project's overall goal, purpose(s), and output/components as presented in the original design (appraisal and President's reports) and a discussion of changes that occurred during project implementation as a result of MTRs/MTEs, country portfolio reviews, supervision missions, etc.

Assessment of Project Implementation

4. (a) **General.** This key section of the PCR will provide a bird's-eye view of project performance, including target group(s) focus, instruments of targeting and general policy trends in the country on agricultural development and rural poverty alleviation. It should be derived from the lessons learned during implementation and not be merely a re-statement of earlier reports.
- (b) **Project Components/Outputs.** The assessment of the performance of project components (for each component) should be analytical and not descriptive. It should analyse the underlying reasons for successful or poor performance as well as the justification for any judgements passed on performance. Analysis of the logframe assumption associated with each component/output should be presented. Evolution of the policy and institutional environment during project implementation should be analysed and their impact on the performance of the component assessed (including factors beyond the control of the PMU and other project implementators, such as natural disasters, civil disorder, armed conflict, independent actions by cofinanciers, etc.). This section should be supported by major quantitative and qualitative indicators. Quantitative indicators should show the highlights of physical progress. Detailed quantitative and other indicators should be presented in the annexes to the report.

Organization and Management

5. The performance of the implementing agencies should be assessed, including the performance of the M&E unit of the project. Factors to be taken into account are: appointment of project staff with the necessary skills; and prevention of avoidable cost increases or realization of cost savings. Financial management, including flow of funds, financial record keeping, timely provision and quality of audit reports, should also be addressed in this section.
6. The performance of each component, including the performance of project management, should be rated using the following categories:

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Highly Satisfactory
Satisfactory
Unsatisfactory
Highly Unsatisfactory

7. Based on the rating of individual components, a composite rating for the implementation performance of the entire project should be established using the above-mentioned rating definitions.

Project Cost and Financing

8. An examination should be made of the adequacy of financial projections in the original design and of subsequent reallocations among loan categories; performance of cofinanciers, including external cofinanciers (if applicable); government contribution; income generated from project services; contribution of beneficiaries; and calculation of the economic rate of return and its comparison with the appraisal report.

Achievement of Project Development Objectives (Outcome)

9. This section should include the extent of actual and potential use of project services by project clients. It should also include such non-quantitative aspects as capacity-building, promotion of participatory structures, decentralization, gender mainstreaming, civil-society participation in project activities, replication and replicability of all or some project activities, establishment of strategic partnerships, introduction of innovative features, environmental aspects and impact on sectoral and subsectoral policies and procedures. Depending on the type of project, the performance of selected indicators from the above-mentioned menu³ can be rated as:

Substantial
Reasonable
Partial
Negligible

Assessment of Project Sustainability

10. This section analyses prospects for and constraints on the project continuing its activities during the post-IFAD financing period. Principle factors to be taken into account are: institutional capacity, technical relevance of technologies generated/adopted by the project, economic and financial viability of key project activities and the policy environment. Specific steps required in order to continue all or part of the project activities should be clearly spelled out in this section, in close consultation with the borrower (including project authorities) and the beneficiaries.

Performance of IFAD and its Cooperating Institutions

11. This section comments on the major design features of the project in the context of the prevailing socio-politico-economic conditions in the country at the project design stage and changes/improvements in design during project implementation. Performance of the CI (together with IFAD) should be judged by the number of supervision and follow-up missions, timely identification of emerging/actual implementation problems, composition of supervision missions to determine if and how the required implementation support was provided to the project, relevance of the recommendations of supervision missions, timely processing of documents related to various aspects of project implementation (procurement, withdrawal applications, etc.) and timely response to various

³ It should be noted that each project may only cover some of these topics and by no means all. However, efforts should be made to identify and carefully assess as many qualitative indicators as possible.

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queries raised by the project in relation to project implementation. The borrower and project implementors should be encouraged to genuinely assess the performance of IFAD and the CI.

Performance of the Borrower

12. The borrower encompasses both government and the various implementing agencies responsible for project implementation. This section comments on the contribution of the borrower to project design, compliance with the covenants of the loan agreement and follow-up of the recommendations of supervision and implementation support missions. Major factors to be taken into account are: provision of counterpart funding, participation of beneficiaries in project implementation, and specific government policies that enhanced/hindered project implementation and achievement of its outcome.

13. The performance of IFAD, its CIs and the borrower are rated as:

Highly Satisfactory
Satisfactory
Below Par

Lessons Learned

1-2 pages
Total⁴: 18-23 pages

Annexes

14. Annexes are provided at the discretion of those responsible for preparing PCRs. However, all reports should provide the following:

- Original and last-modified logframe of the project.
- Record of supervision and follow-up missions.
- Studies undertaken by the project.
- Disbursement by year, by component and by category of expenditure.
- Summary of the amendments to the loan agreement.
- Project costs compared with the original and amended design.
- Physical progress of the project (by component).
- Status of utilization of the services provided by the project, and by type of beneficiary including gender.

⁴ Any additional information deemed necessary with respect to any section of the above outline may be presented in the form of one or more annexes in order to maintain the length of the main report within the range indicated here.

PROJECTS CLOSED DURING 1999

Project ID*	Country/Project Name	Cooperating Institution	Type of Financing	Approval to Effectiveness (months)	Years Extended	% Time Overrun	Percentage Disbursed (31/12/1999)	No. Days Suspended (for arrears)
Agricultural Development								
289-BJ	Benin	UNOPS	E	9.7	0.0	0%	94%	0
	Second Atacora Rural Development Project							
456-CV	Cape Verde	AfDB	F	7.4	1.0	13%	51%	189
	Community-based Agricultural and Livestock Development Project							
315-SN	Senegal	BOAD	E	8.4	2.0	46%	69%	0
	Village Organization and Management Project							
450-SN	Senegal	IDA	C	5.7	1.0	12%	51%	1 618
	Second Small Rural Operations Project							
286-MG	Madagascar	UNOPS	F	15.0	-0.8	-11%	95%	62
	Midwest Development Support Project							
299-BT	Bhutan	UNOPS	F	6.3	1.0	18%	96%	0
	First Eastern Zone Agricultural Project							
301-ID	Indonesia	AsDB	E	5.5	-2.0	-24%	34%	0
	South Sumatera Smallholder Tree Crops Development Project							
224-SB	Solomon Islands	UNOPS	F	35.6	3.0	56%	93%	438
	Rural Financial Services Project							
114-EG	Egypt	UNOPS	E	7.6	10.0	169%	93%	0
	Minya Agricultural Development Project							
1013-PS	Gaza and the West Bank	IFAD	F	7.1	2.0	57%	100%	0
	Gaza Strip and Jericho Relief and Development Programme							
Sub-total	10 Projects		Average	10.8	1.7	27%	74%	
Credit and Financial Services								
327-TO	Tonga	UNOPS	F	7.2	0.0	0%	98%	0
	Outer Islands Credit Project							
Sub-total	1 Project		Average	7.2	0.0	0%	98%	
Fisheries								
		IDA						
269-YE	Yemen		C	22.2	0.0	0%	49%	0
	Fourth Fisheries Development Project							
Sub-total	1 Project		Average	22.2	0.0	0%	49%	

* Project ID and country code as they appear in PPMS.



PROJECTS CLOSED DURING 1999

Project ID*	Country/Project Name	Cooperating Institution	Type of Financing	Approval to Effectiveness (months)	Years Extended	% Time Overrun	Percentage Disbursed (31/12/1999)	No. Days Suspended (for arrears)
Irrigation								
302-PH	Philippines Visayas Communal Irrigation and Participatory Project	UNOPS	F	4.4	1.0	16%	89%	0
Sub-total	1 Project		Average	4.4	1.0	16%	89%	
Livestock								
361-CF	Central African Republic Livestock Development and Rangeland Management Project	IDA	C	7.8	-0.5	-10%	38%	405
280-BD	Bangladesh Smallholder Livestock Development Project	UNOPS	F	8.4	2.0	36%	79%	0
Sub-total	2 Projects		Average	8.1	0.8	14%	66%	
Marketing/Storage/Processing								
272-CG	Congo Marketing and Local Initiatives Project	UNOPS	F	14.9	2.0	34%	14%	2 305
Sub-total	1 Project		Average	14.9	2.0	34%	14%	
Research/Extension/Training								
312-GM	Gambia, The Agricultural Services Project	IDA	C	11.0	0.0	0%	98%	0
297-PE	Peru Promotion of Technology Transfer Project to Peasant Communities in the Highlands	CAF	F	18.6	0.0	0%	100%	0
Sub-total	2 Projects		Average	14.8	0.0	0%	99%	

PROJECTS CLOSED DURING 1999

Project ID*	Country/Project Name	Cooperating Institution	Type of Financing	Approval to Effectiveness (months)	Years Extended	% Time Overrun	Percentage Disbursed (31/12/1999)	No. Days Suspended (for arrears)
Rural Development								
245-CF	Central African Republic	UNOPS	E	12.5	1.0	13%	97%	427
	Bouca Rural Development Project							
278-ML	Mali	UNOPS	E	19.8	2.0	41%	78%	0
	Village Development Fund Programme - Phase II							
446-ML	Mali	BOAD	F	19.1	3.5	64%	67%	0
	Kidal Food and Income Security Programme							
287-BD	Bangladesh	UNOPS	F	4.7	3.0	68%	93%	0
	Special Assistance Project for Cyclone Affected Rural Households							
282-IN	India	UNOPS	F	4.8	0.0	0%	92%	0
	Andhra Pradesh Tribal Development Project							
255-ID	Indonesia	AsDB	F	5.7	0.2	3%	79%	0
	East Java Rainfed Agriculture Project							
226-DZ	Algeria	AFESD	E	11.8	2.5	34%	49%	0
	Pilot Project in Algeria and Tunisia for the Integrated Rural Development of the Mellegue Watershed							
227-TU	Tunisia	AFESD	F	8.5	2.7	36%	95%	0
	Pilot Project in Algeria and Tunisia for the Integrated Rural Development of the Mellegue Watershed							
243-TR	Turkey	UNOPS	F	3.9	2.0	25%	63%	0
	Bingöl-Mus Rural Development Project							
Sub-total	9 Projects		Average	10.1	1.9	28%	79%	
Total	27 Projects		Average	10.9	1.4	23%	76%	

Notes:

Percentage time overrun in calculated from date of loan effectiveness.

Percentage disbursement is calculated against the approved loan amount.

'C' - projects initiated by a cooperating institution and cofinanced by IFAD.

'F' - projects initiated by IFAD and cofinanced by external donors.

'E' - projects initiated and exclusively financed by IFAD.

The Gaza Strip and Jericho Relief and Development Programme in Gaza and the West Bank (Project ID 1013-PS) received a grant in USD.

It is not included in the average figures for percentage disbursed.



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
Africa I							
488-BJ	Benin	Income-Generating Activities Project	06/12/1995	8.05	1.78	22%	30/06/2004
1028-BJ	Benin	Microfinance and Marketing Project	22/04/1998	9.15	0.38	4%	30/06/2005
369-BF	Burkina Faso	Special Programme for Soil and Water Conservation - Phase II	05/12/1994	11.85	6.77	57%	31/12/2003
512-BF	Burkina Faso	South West Rural Development Project	11/09/1996	10.15	0.65	6%	30/06/2005
1103-BF	Burkina Faso	Rural Microenterprise Support Project	28/04/1999	6.95	0.00	0%	
1080-CM	Cameroon	National Agricultural Research and Extension Support Project	10/09/1998	7.90	0.44	6%	30/06/2003
1126-CM	Cameroon	National Microfinance Programme Support Project	09/12/1999	8.05	0.00	0%	
1015-CV	Cape Verde	Rural Poverty Alleviation Programme	08/09/1999	6.95	0.00	0%	
290-CF	Central African Republic	Savannah Food Crops Rural Development Project	11/12/1991	8.45	4.67	55%	31/12/2001
460-TD	Chad	Food Security Project in the Northern Guéra Region	11/12/1991	7.95	4.33	54%	31/12/2000
469-TD	Chad	Ouadis of Kanem Agricultural Development Project	20/04/1994	4.10	2.57	63%	31/12/2001
337-CI	Côte d'Ivoire	National Agricultural Services Restructuring Project	02/12/1993	7.05	1.12	16%	31/03/2000
513-CI	Côte d'Ivoire	Marketing and Local Initiatives Support Project	11/09/1996	7.25	0.90	12%	30/09/2004
1081-CI	Côte d'Ivoire	Rural Development Project in the Zanzan Region	10/09/1998	8.30	0.00	0%	31/03/2006
358-GQ	Equatorial Guinea	Peasant Production and Marketing Promotion Project	20/04/1994	3.15	2.07	66%	31/12/2002
246-GA	Gabon	Smallholder Support Project	05/12/1989	7.05	4.61	65%	30/06/1999
501-GA	Gabon	Support to Rural Women Project	17/04/1996	8.85	0.00	0%	30/06/2004
428-GM	Gambia, The	Lowlands Agricultural Development Programme	12/04/1995	3.40	0.87	25%	30/06/2004
1100-GM	Gambia, The	Rural Finance and Community Initiatives Project	02/12/1998	6.60	0.36	5%	31/12/2005
466-GH	Ghana	Rural Enterprises Project	02/12/1993	5.55	3.63	65%	31/03/2002
477-GH	Ghana	Upper West Agricultural Development Project	14/09/1995	6.75	3.78	56%	30/09/2003
1002-GH	Ghana	Village Infrastructure Programme	04/12/1996	6.95	0.18	3%	31/12/2003
1053-GH	Ghana	Root and Tuber Improvement Programme	04/12/1997	6.55	0.72	11%	31/12/2004
1124-GH	Ghana	Upper-East Region Land Conservation and Smallholder Rehabilitation Project - Phase II	29/04/1999	8.30	0.00	0%	14/07/2005



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
313-GN	Guinea	Smallholder Development Project in the Forest Region	02/12/1992	9.85	6.81	69%	30/09/2001
478-GN	Guinea	Smallholder Development Project in North Lower Guinea	14/09/1995	10.20	3.24	32%	31/12/2004
1003-GN	Guinea	Fouta Djallon Local Development and Agricultural Rehabilitation Programme	04/12/1996	6.95	0.75	11%	30/06/2005
1117-GN	Guinea	Village Communities Support Project	02/12/1998	5.00	0.00	0%	30/06/2004
1135-GN	Guinea	Programme for Participatory Rural Development in Haute-Guinée	09/12/1999	10.20	0.00	0%	
367-ML	Mali	Income Diversification Programme in the Mali Sud Area	05/12/1994	10.10	2.48	25%	30/06/2003
497-ML	Mali	Zone Lacustre Development Project - Phase II	17/04/1996	8.65	0.79	9%	30/06/2004
1089-ML	Mali	Sahelian Areas Development Fund Programme	02/12/1998	15.65	0.00	0%	30/09/2009
462-MR	Mauritania	Banc d'Arguin Protected Area Management Project	15/04/1992	1.20	1.00	84%	30/06/2000
318-MR	Mauritania	Maghama Improved Flood Recession Farming Project	03/12/1992	7.45	6.14	82%	31/12/2000
471-MR	Mauritania	Oasis Development Project - Phase II	06/09/1994	5.40	3.07	57%	30/06/2002
292-NE	Niger	Aguié Rural Development Project	11/12/1991	8.25	5.49	67%	30/06/1999
434-NE	Niger	Special Country Programme - Phase II	13/09/1995	9.55	2.05	21%	31/12/2003
273-NG	Nigeria	Katsina State Agricultural and Community Development Project	12/12/1990	8.55	7.31	86%	30/06/2001
307-NG	Nigeria	Sokoto State Agricultural and Community Development Project	08/09/1992	6.50	5.17	79%	30/06/2001
1016-NG	Nigeria	Roots and Tubers Expansion Programme	09/12/1999	16.70	0.00	0%	
340-ST	Sao Tome and Principe	National Smallholders Support Programme	02/12/1993	1.50	0.88	59%	30/06/2001
461-SN	Senegal	Agricultural Development Project in Matam	11/12/1991	11.70	8.89	76%	31/12/2000
491-SN	Senegal	Rural Micro-enterprises Project	06/12/1995	5.00	1.03	21%	31/03/2003
1019-SN	Senegal	Village Management and Development Project	04/12/1997	6.90	0.00	0%	30/06/2007
1102-SN	Senegal	Agroforestry Project to Combat Desertification	02/12/1998	5.85	0.00	0%	31/12/2005
1130-SN	Senegal	National Rural Infrastructure Project	09/12/1999	5.40	0.00	0%	
308-SL	Sierra Leone	North-central Agricultural Development Project	09/09/1992	10.25	5.60	55%	31/12/2000
262-TG	Togo	Support to Village Groups in the Eastern Savannah Region Project	19/04/1990	6.85	2.57	38%	30/06/2001

PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
490-TG	Togo	Village Organization and Development Project	06/12/1995	5.10	1.21	24%	31/03/2003
1004-TG	Togo	National Agricultural Services Support Project	04/12/1996	6.95	0.40	6%	31/12/2002
Total: Africa I		50 Projects		381.00	104.73	27%	



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
Africa II							
492-AO	Angola	Northern Region Foodcrops Development Project	07/12/1995	9.00	1.78	20%	31/12/2003
1023-AO	Angola	Northern Fishing Communities Development Programme	04/12/1997	5.30	0.57	11%	30/06/2006
229-BI	Burundi	Bututsi Agro-Pastoral Development Project	29/11/1988	6.70	2.24	33%	31/12/2002
463-BI	Burundi	Ruyigi Rural Resources Management Project	15/09/1993	5.05	2.69	53%	30/06/2003
1105-BI	Burundi	Rural Recovery and Development Programme	28/04/1999	14.75	0.00	0%	31/03/2007
470-KM	Comoros	Support to Economic Grass Roots Initiatives Project	06/09/1994	2.45	0.96	39%	31/12/2002
514-KM	Comoros	Pilot Agricultural Services Project	11/09/1996	0.70	0.00	0%	31/12/2000
365-ER	Eritrea	Eastern Lowlands Wadi Development Project	05/12/1994	8.55	1.50	18%	30/06/2001
342-ET	Ethiopia	Southern Region Cooperatives Development and Credit Project	02/12/1993	12.60	3.44	27%	06/07/2001
45 515-ET	Ethiopia	Informal Seed Component of the Seed Systems Development Project	11/09/1996	4.60	1.66	36%	30/06/2001
1011-ET	Ethiopia	Special Country Programme - Phase II	05/12/1996	15.65	0.73	5%	31/12/2003
1082-ET	Ethiopia	Agriculture and Research Training Project	10/09/1998	13.65	0.00	0%	31/03/2005
458-KE	Kenya	Coast Arid and Semi-arid Lands Development Project	12/12/1990	11.00	5.49	50%	30/06/2000
467-KE	Kenya	Eastern Province Horticulture and Traditional Food Crops Project	02/12/1993	7.90	0.54	7%	31/12/2002
366-KE	Kenya	Western Kenya District-based Agricultural Development Project	05/12/1994	7.95	1.18	15%	31/12/2003
468-LS	Lesotho	Rural Finance and Enterprise Support Project	02/12/1993	2.95	2.18	74%	31/03/2003
1022-LS	Lesotho	Sustainable Agricultural Development Programme for the Mountain Areas	10/09/1998	6.35	0.00	0%	30/09/2004
429-MG	Madagascar	Upper Mandrare Basin Development Project	12/04/1995	4.65	3.34	72%	30/06/2001
499-MG	Madagascar	North-East Agricultural Improvement and Development Project	17/04/1996	8.05	1.20	15%	30/06/2003
1020-MG	Madagascar	Second Environment Programme Support Project	29/04/1997	5.65	0.48	8%	30/06/2002
464-MW	Malawi	Agricultural Services Project: Smallholder Food Security Sub-project	15/09/1993	9.35	4.60	49%	31/03/2000
338-MW	Malawi	Rural Financial Services Project: Mudzi Financial Services Sub-project	02/12/1993	8.65	3.40	39%	31/03/2001

PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
1047-MW	Malawi	Smallholder Flood Plains Development Programme	23/04/1998	9.25	0.98	11%	31/12/2005
1093-MU	Mauritius	Rural Diversification Programme	29/04/1999	8.20	0.00	0%	
334-MZ	Mozambique	Nampula Artisanal Fisheries Project	15/09/1993	4.35	2.58	59%	30/06/2001
359-MZ	Mozambique	Niassa Agricultural Development Project	20/04/1994	8.80	2.99	34%	30/06/2003
1005-MZ	Mozambique	Family Sector Livestock Development Programme	04/12/1996	13.45	1.78	13%	31/12/2004
1109-MZ	Mozambique	PAMA Support Project	08/12/1999	16.55	0.00	0%	
362-NA	Namibia	Northern Regions Livestock Development Project	06/09/1994	4.20	2.70	64%	31/12/2003
232-RW	Rwanda	Gikongoro Agricultural Development Project	30/11/1988	8.35	6.45	77%	30/06/2001
264-RW	Rwanda	Byumba Agricultural Development Project – Phase II	01/10/1990	6.35	3.72	59%	31/05/2001
314-RW	Rwanda	Intensified Land Use Management Project in the Buberuka Highlands	02/12/1992	6.75	2.19	32%	30/06/2002
500-RW	Rwanda	Rural Small and Micro-enterprise Promotion Project	17/04/1996	3.75	1.05	28%	30/06/2002
1059-RW	Rwanda ^{a/}	Rwanda Returnees Rehabilitation Programme	11/09/1997	2.10	2.10	100%	30/06/2001
323-SZ	Swaziland	Smallholder Agricultural Development Project	06/04/1993	5.10	1.74	34%	30/09/2001
324-TZ	United Rep. of Tanzania	Southern Highlands Extension and Rural Financial Services Project	06/04/1993	11.50	11.22	98%	30/09/2000
489-TZ	United Rep. of Tanzania	Mara Region Farmers' Initiative Project	06/12/1995	9.65	5.75	60%	30/06/2003
1006-TZ	United Rep. of Tanzania	Agricultural and Environmental Management Project	04/12/1996	10.30	2.81	27%	31/12/2003
1086-TZ	Tanzania	Participatory Irrigation Development Programme	08/09/1999	12.55	0.00	0%	30/09/2006
360-UG	Uganda	Cotton Sub-sector Development Project	20/04/1994	8.95	6.44	72%	31/12/2000
1021-UG	Uganda	Vegetable Oil Development Project	29/04/1997	14.35	0.58	4%	30/06/2006
1060-UG	Uganda	District Development Support Programme	10/09/1998	9.50	0.00	0%	30/06/2005
1122-UG	Uganda	Area-Based Agricultural Modernization Programme	08/12/1999	9.60	0.00	0%	
293-ZM	Zambia	Northwestern Province Area Development Project - Phase II	11/12/1991	12.00	10.01	83%	31/12/2000
368-ZM	Zambia	Southern Province Household Food Security Programme	05/12/1994	10.40	6.22	60%	31/12/2001
430-ZM	Zambia	Smallholder Irrigation and Water Use Programme	12/04/1995	4.30	1.70	39%	31/12/2000

PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
1039-ZM	Zambia	Forest Resource Management Project	09/12/1999	9.15	0.00	0%	
1108-ZM	Zambia	Smallholder Enterprise and Marketing Programme	09/12/1999	11.55	0.00	0%	
341-ZW	Zimbabwe	Smallholder Dry Areas Resource Management Project	02/12/1993	10.00	1.52	15%	31/12/2001
435-ZW	Zimbabwe	South Eastern Dry Areas Project	13/09/1995	7.15	0.87	12%	31/12/2003
1051-ZW	Zimbabwe	Smallholder Irrigation Support Programme	02/12/1998	8.65	0.22	3%	30/06/2008
Total: Africa II		51 Projects		428.30	113.57	27%	



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
Asia and the Pacific							
343-BD	Bangladesh	Netrakona Integrated Agricultural Production and Water Management Project	02/12/1993	6.40	5.50	86%	30/06/2001
431-BD	Bangladesh	Employment-Generation Project for the Rural Poor	12/04/1995	9.95	4.38	44%	30/06/2001
480-BD	Bangladesh	Small-scale Water Resources Development Sector Project	06/12/1995	7.00	2.51	36%	31/12/2002
1029-BD	Bangladesh	Agricultural Diversification and Intensification Project	29/04/1997	13.65	3.72	27%	31/12/2004
1062-BD	Bangladesh	Third Rural Infrastructure Development Project	04/12/1997	8.50	0.73	9%	30/06/2005
1074-BD	Bangladesh	Aquaculture Development Project	23/04/1998	15.00	1.55	10%	30/06/2005
1076-BD	Bangladesh	Smallholder Agricultural Improvement Project	29/04/1999	13.65	0.00	0%	
1094-BT	Bhutan	Second Eastern Zone Agricultural Programme	08/09/1999	6.95	0.00	0%	
517-KH	Cambodia	Agriculture Productivity Improvement Project	11/09/1996	3.30	0.45	14%	30/06/2004
1106-KH	Cambodia	Agricultural Development Support Project to <i>Seila</i>	08/09/1999	6.35	0.00	0%	30/09/2006
335-CN	China	Yunnan-Simao Minorities Area Agricultural Development Project	15/09/1993	18.40	17.56	95%	31/12/2000
364-CN	China	Qinghai/Hainan Prefecture Agricultural Development Project	05/12/1994	13.50	12.11	90%	30/06/2001
484-CN	China	Jiangxi/Ganzhou Integrated Agricultural Development Project	06/12/1995	15.95	11.91	75%	30/06/2001
523-CN	China	Northeast Sichuan and Qinghai/Haidong Integrated Agricultural Development Project	11/09/1996	19.10	12.17	64%	31/12/2002
1048-CN	China	Southwest Anhui Integrated Agricultural Development Project	11/09/1997	19.10	5.71	30%	30/06/2003
1083-CN	China	Wulin Mountains Minority-Areas Development Project	10/09/1998	21.10	1.02	5%	31/12/2004
1123-CN	China	Qinling Mountain Area Poverty-Alleviation Project	08/12/1999	21.00	0.00	0%	
325-IN	India	Maharashtra Rural Credit Project	06/04/1993	21.25	9.65	45%	30/09/2000
349-IN	India	Andhra Pradesh Participatory Tribal Development Project	19/04/1994	18.95	7.61	40%	31/03/2002
432-IN	India	Mewat Area Development Project	12/04/1995	9.65	3.26	34%	31/12/2003

PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
1012-IN	India	Rural Women's Development and Empowerment Project	05/12/1996	13.30	0.00	0%	30/06/2002
1040-IN	India	North Eastern Region Community Resource Management Project for Upland Areas	29/04/1997	16.55	0.87	5%	31/12/2004
1063-IN	India	Bihar-Madhya Pradesh Tribal Development Programme	29/04/1999	16.95	0.00	0%	
350-ID	Indonesia	Eastern Islands Smallholder Cashew Development Project	19/04/1994	18.45	6.23	34%	30/09/2002
485-ID	Indonesia	Eastern Islands Smallholder Farming Systems and Livestock Development Project	06/12/1995	12.05	2.10	17%	31/03/2004
1024-ID	Indonesia	P4K - Phase III	04/12/1997	18.25	2.95	16%	30/09/2005
487-KP	Korea, D.P.R.	Sericulture Development Project	06/12/1995	10.45	6.42	61%	30/06/2002
1064-KP	Korea, D.P.R.	Crop and Livestock Rehabilitation Project	04/12/1997	20.90	17.02	81%	31/12/2003
479-KG	Kyrgyzstan	Sheep Development Project	14/09/1995	2.35	1.12	47%	30/06/2001
1065-KG	Kyrgyzstan	Agricultural Support Services Project	23/04/1998	5.90	0.53	9%	31/12/2003
351-LA	Laos	Bokeo Food Security Project	19/04/1994	2.95	1.30	44%	30/09/2002
1041-LA	Laos	Northern Sayabouri Rural Development Project	04/12/1997	5.30	0.77	14%	31/12/2004
1099-LA	Laos	Xieng Khouang Agricultural Development Project - Phase II	03/12/1998	4.95	0.61	12%	31/12/2005
472-MV	Maldives	Southern Atolls Development Project	13/09/1995	1.90	0.60	32%	30/06/2002
502-MN	Mongolia	Arhangai Rural Poverty Alleviation Project	17/04/1996	3.45	0.76	22%	31/12/2003
250-NE	Nepal	Hills Leasehold Forestry and Forage Development Project	07/12/1989	10.00	1.84	18%	14/07/2000
352-NP	Nepal	Groundwater Irrigation and Flood Rehabilitation Project	19/04/1994	7.00	3.23	46%	31/12/2001
1030-NP	Nepal	Poverty Alleviation Project in Western Terai	11/09/1997	6.55	1.21	18%	31/12/2004
288-PK	Pakistan	Neelum and Jhelum Valleys Community Development Project	04/09/1991	11.90	7.20	61%	31/12/2001
319-PK	Pakistan	Mansehra Village Support Project	03/12/1992	10.35	6.76	65%	31/12/2000
353-PK	Pakistan	Pat Feeder Command Area Development Project	19/04/1994	20.25	7.62	38%	31/12/2001
524-PK	Pakistan	Dir Area Support Project	11/09/1996	11.35	1.47	13%	30/09/2004
1042-PK	Pakistan	Northern Areas Development Project	11/09/1997	10.75	1.23	11%	31/12/2005
1077-PK	Pakistan	Barani Village Development Project	03/12/1998	11.15	1.31	12%	31/12/2005
326-PG	Papua New Guinea	North Simbu Rural Development Project	06/04/1993	4.35	2.35	54%	30/06/2001

PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
486-PH	Philippines	Cordillera Highland Agricultural Resource Management Project	06/12/1995	6.15	0.54	9%	30/09/2003
505-PH	Philippines	Rural Micro-enterprise Finance Project	18/04/1996	10.15	2.34	23%	01/03/2002
1066-PH	Philippines	Western Mindanao Community Initiatives Project	23/04/1998	11.00	0.57	5%	31/03/2005
283-LK	Sri Lanka	Second Badulla Integrated Rural Development Project	04/04/1991	9.90	4.64	47%	30/06/2001
309-LK	Sri Lanka	North-western Province Dry Zone Participatory Development Project	09/09/1992	6.15	3.32	54%	30/06/2001
473-LK	Sri Lanka	North-Central Province Participatory Rural Development Project	13/09/1995	5.45	1.98	36%	31/12/2003
1113-LK	Sri Lanka	Matale Regional Economic Advancement Project	03/12/1998	8.35	0.00	0%	30/06/2006
328-VN	Viet Nam	Participatory Resource Management Project - Tuyen Quang Province	06/04/1993	13.35	8.93	67%	31/12/2001
1007-VN	Viet Nam	Agricultural Resources Conservation and Development Project in Quang Binh Province	04/12/1996	10.05	3.97	39%	30/06/2002
1025-VN	Viet Nam	Ha Giang Development Project for Ethnic Minorities	04/12/1997	9.20	1.78	19%	30/06/2004
1091-VN	Viet Nam	Ha Tinh Rural Development Project	29/04/1999	11.40	0.73	6%	31/03/2006
Total: Asia and the Pacific		56 Projects		627.25	204.12	33%	



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
Latin America and the Caribbean							
506-AR	Argentina	Rural Development Project for the Northeastern Provinces	18/04/1996	11.35	1.20	11%	30/06/2002
1098-AR	Argentina	North Western Rural Development Project (PRODERNOA)	08/09/1999	12.80	0.00	0%	
1067-BZ	Belize	Community-Initiated Agriculture and Resource Management Project	23/04/1998	1.75	0.15	8%	30/06/2006
354-BO	Bolivia	Camelid Producers Development Project in the Andean High Plateau	20/04/1994	5.45	3.09	57%	30/09/2003
373-BO	Bolivia	Sustainable Development Project by Beni Indigenous People	06/12/1994	4.30	1.69	39%	30/06/2003
1031-BO	Bolivia	Small Farmers Technical Assistance Services Project (PROSAT)	29/04/1997	5.85	0.93	16%	30/06/2004
344-BR	Brazil	Low-income Family Support Project in the Semi-arid Region of Sergipe State	02/12/1993	12.90	9.04	70%	30/06/2002
493-BR	Brazil	Community Development Project for the Rio Gaviao Region	07/12/1995	13.50	3.94	29%	30/06/2003
1101-BR	Brazil	Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East	03/12/1998	17.80	0.00	0%	31/12/2005
427-CL	Chile	Agricultural Development Project for Peasant Communities and Smallholders of the Fourth Region	06/12/1994	5.50	2.84	52%	30/06/2004
520-CO	Colombia	Rural Micro-enterprise Development Programme	11/09/1996	11.00	1.69	15%	30/06/2003
371-CR	Costa Rica	Agricultural Development Project for the Peninsula of Nicoya	05/12/1994	3.40	0.58	17%	31/12/2001
503-DM	Dominica	Rural Enterprise Project	17/04/1996	1.80	0.68	38%	31/12/2002
345-DO	Dominican Republic	Agricultural Development Project in San Juan de la Maguana	02/12/1993	4.25	1.61	38%	30/06/2001
1068-DO	Dominican Republic	South Western Region Small Farmers Project Phase II	03/12/1998	8.75	0.00	0%	31/12/2005
275-EC	Ecuador	Upper Basin of the Cañar River Rural Development Project	12/12/1990	4.85	3.67	76%	30/06/2001
321-EC	Ecuador	Saraguro-Yacuambi Rural Development Project	03/12/1992	8.15	3.39	42%	31/12/1999
1043-EC	Ecuador	Indigeneous and Afro-Ecuadorian Peoples' Development Project	04/12/1997	10.85	0.36	3%	30/09/2002



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
267-SV	El Salvador	Smallholders' Agricultural Development Project in the Paracentral Region	02/10/1990	6.50	6.07	93%	30/09/2000
322-SV	El Salvador	Rehabilitation and Development Project for War-torn Areas in the Department of Chalatenango	03/12/1992	9.25	7.34	79%	30/06/2000
1069-SV	El Salvador	Rural Development Project for the North-Eastern Region	04/12/1997	13.05	1.10	8%	30/06/2005
1115-SV	El Salvador	Rural Development Project for the Central Region (PRODAP-II)	29/04/1999	9.55	0.00	0%	
296-GT	Guatemala	Cuchumatanes Highlands Rural Development Project	11/12/1991	5.50	4.17	76%	30/06/2000
1008-GT	Guatemala	Programme for Rural Development and Reconstruction in the Quiché Department (PRODERQUI)	04/12/1996	10.45	0.92	9%	30/06/2004
52 1085-GT	Guatemala	Rural Development Programme for Las Verapaces	08/12/1999	10.85	0.00	0%	
1009-GY	Guyana	Poor Rural Communities Support Services Project	04/12/1996	7.30	0.60	8%	31/12/2003
241-HT	Haiti	Small-Scale Irrigation Schemes Rehabilitation Project	26/04/1989	8.20	2.80	34%	30/09/2002
1070-HT	Haiti	Food Crops Intensification Project - Phase II	03/12/1998	10.95	0.00	0%	31/03/2008
336-HN	Honduras	Agricultural Development Programme for the Western Region (PLANDERO)	15/09/1993	5.50	3.80	69%	30/06/2000
1032-HN	Honduras	Rural Development Project in the Central Eastern Region	29/04/1997	8.90	1.40	16%	30/06/2004
1087-HN	Honduras	Rural Development Project in the South-Western Region (PROSOC)	03/12/1998	13.75	1.46	11%	31/12/2005
1128-HN	Honduras	National Fund for Sustainable Rural Development Project (FONADERS)	08/12/1999	12.00	0.00	0%	
270-MX	Mexico	Development Project for Marginal Rural Communities in the Ixtlera Region	03/10/1990	21.65	17.46	81%	31/03/2001
303-MX	Mexico	Rural Development Project for the Indigenous Communities of the State of Puebla	15/04/1992	18.25	10.95	60%	31/12/2000
494-MX	Mexico	Rural Development Project of the Mayan Communities in the Yucatan Peninsula	07/12/1995	6.95	1.29	19%	30/06/2002



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
346-NI	Nicaragua	Project for the Capitalization of Small Farmers in the Tropisec Area of the Segovias - Region I (TROPISEC)	02/12/1993	8.25	4.23	51%	30/06/2001
495-NI	Nicaragua	Rural Development Project for the Southern Pacific Dry Region	07/12/1995	8.25	2.78	34%	31/12/2002
1120-NI	Nicaragua	Technical Assistance Fund Programme for the Departments of León, Chinandega and Managua	09/12/1999	10.15	0.00	0%	
331-PA	Panama	Rural Development Project for Ngobe Communities	07/04/1993	5.75	3.65	63%	30/06/2000
474-PA	Panama	Sustainable Agricultural Development and Environmental Protection Project for the Darien	14/09/1995	5.35	1.83	34%	31/03/2003
1049-PA	Panama	Sustainable Rural Development Project in the Provinces of Coclé, Colón and Panama West	04/12/1997	8.90	0.72	8%	31/12/2004
310-PY	Paraguay	Peasant Development Fund Project - North-eastern Region of Paraguay	09/09/1992	8.50	5.11	60%	30/06/2001
496-PY	Paraguay	Peasant Development Fund Credit Project - Eastern Region of Paraguay	07/12/1995	6.65	2.00	30%	30/06/2002
475-PE	Peru	Management of Natural Resources in the Southern Highlands Project	14/09/1995	8.25	2.57	31%	31/12/2003
1044-PE	Peru	Development of the Puno-Cusco Corridor Project	04/12/1997	13.90	0.00	0%	30/06/2005
504-LC	Saint Lucia	Rural Enterprise Project	17/04/1996	1.55	0.70	45%	31/03/2003
295-VC	St Vincent - Grenadines	Smallholder Crop Improvement and Marketing Project	11/12/1991	1.65	1.13	69%	31/12/2000
332-UY	Uruguay	National Smallholder Support Project	07/04/1993	8.55	8.05	94%	31/12/2000
279-VE	Venezuela	Support Project for Small Producers in the Semi-arid Zones of Falcon and Lara States	04/04/1991	11.35	5.91	52%	30/09/1999
521-VE	Venezuela	Economic Development of Poor Rural Communities Project	11/09/1996	8.25	1.12	14%	31/12/2004
Total: Latin America and the Caribbean				438.15	134.03	31%	



PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
Near East and North Africa							
347-AL	Albania	Northeastern Districts Rural Development Project	02/12/1993	8.35	4.97	59%	31/12/2001
372-AL	Albania	Small-scale Irrigation Rehabilitation Project	06/12/1994	6.10	4.12	68%	31/12/2002
1129-AL	Albania	Mountain Areas Development Programme	09/12/1999	9.60	0.00	0%	
276-DZ	Algeria	Artisanal Fisheries Pilot Development Project	12/12/1990	8.10	4.65	57%	30/06/2001
433-AM	Armenia	Irrigation Rehabilitation Project	12/04/1995	5.40	5.24	97%	30/06/2000
1038-AM	Armenia	North-West Agricultural Services Project	04/12/1997	9.55	7.53	79%	31/12/2002
1033-AZ	Azerbaijan	Farm Privatization Project	29/04/1997	6.45	1.60	25%	30/06/2002
1037-BA	Bosnia and Herzegovina	Small Farm Reconstruction and Development Project	30/04/1997	10.10	8.24	82%	30/09/2001
306-EG	Egypt	Newlands Agricultural Services Project	15/04/1992	18.30	12.23	67%	31/12/2001
355-EG	Egypt	Agricultural Production Intensification Project	20/04/1994	14.45	7.09	49%	30/06/2002
1014-EG	Egypt	East Delta Newlands Agricultural Services Project	05/12/1996	17.30	0.75	4%	31/12/2004
1050-EG	Egypt	Sohag Rural Development Project	10/09/1998	18.85	0.00	0%	30/06/2005
1079-PS	Gaza and the West Bank	Participatory Natural Resource Management Programme	23/04/1998	5.80	0.00	0%	30/06/2004
1035-GE	Georgia	Agricultural Development Project	30/04/1997	4.70	1.64	35%	31/12/2002
329-JO	Jordan	Income Diversification Project	06/04/1993	7.30	3.20	44%	31/12/2001
481-JO	Jordan	Agricultural Resource Management Project in the Governorates of Karak & Tafilat	06/12/1995	8.70	3.50	40%	30/06/2003
1071-JO	Jordan	National Programme for Rangeland Rehabilitation and Development - Phase I	04/12/1997	2.90	0.30	11%	30/06/2003
1092-JO	Jordan	Yarmouk Agricultural Resources Development Project	29/04/1999	7.45	0.00	0%	
305-LB	Lebanon	Smallholder Livestock Rehabilitation Project	15/04/1992	7.30	2.95	40%	31/12/2000
370-LB	Lebanon	Irrigation Rehabilitation and Modernization Project	05/12/1994	6.70	1.44	22%	31/12/2001
1036-LB	Lebanon	Agriculture Infrastructure Development Project	30/04/1997	8.70	0.00	0%	30/06/2003
522-MK	Macedonia	Southern and Eastern Regions Rural Rehabilitation Project	11/09/1996	5.65	1.23	22%	31/12/2001
1110-MD	Moldova	Rural Finance and Small Enterprise Development Project	09/12/1999	5.80	0.00	0%	
260-MA	Morocco	Livestock and Pasture Development Project in the Eastern Region	19/04/1990	10.85	3.35	31%	30/06/2001

PROJECT PORTFOLIO AT YEAR-END 1999

Project ID*	Country	Project/Programme Name	Board Approval Date	IFAD Loan (SDR m)	Amount Disbursed (SDR m)	Percentage Disbursed (31/12/1999)	Last Closing Date
356-MA	Morocco	Tafilalet and Dades Rural Development Project	20/04/1994	15.90	8.85	56%	30/09/2002
1010-MA	Morocco	Rural Development Project for Taourirt - Taforalt	04/12/1996	13.50	0.90	7%	30/06/2007
1072-OM	Oman	Community Resources Management Project	03/12/1998	3.85	0.00	0%	31/12/2006
1052-RO	Romania	Apuseni Development Project	10/09/1998	12.40	0.00	0%	30/06/2004
268-SD	Sudan	Southern Roseires Agricultural Development Project	02/10/1990	7.50	7.24	97%	31/03/2000
465-SD	Sudan	White Nile Agricultural Services Project	15/09/1993	7.60	4.91	65%	31/12/2001
1045-SD	Sudan	North Kordofan Rural Development Project	28/04/1999	7.75	0.00	0%	
311-SY	Syria	Southern Regional Agricultural Development Project - Phase II	09/09/1992	12.60	3.64	29%	31/12/2001
363-SY	Syria	Jebel al Hoss Agricultural Development Project	06/09/1994	8.25	0.70	8%	31/12/2002
482-SY	Syria	Coastal/Midlands Agricultural Development Project	06/12/1995	13.65	1.49	11%	31/12/2003
1073-SY	Syria	Badia Rangelands Development Project	23/04/1998	14.95	0.74	5%	31/12/2006
298-TN	Tunisia	Sidi M'Hadheb Agricultural and Fisheries Development Project	12/12/1991	8.70	6.94	80%	30/06/2001
348-TN	Tunisia	Integrated Agricultural Development Project in the Governorate of Kairouan	02/12/1993	9.00	4.38	49%	31/03/2003
483-TN	Tunisia	Integrated Agricultural Development Project in the Governorate of Siliana	06/12/1995	7.55	2.57	34%	31/12/2003
1104-TN	Tunisia	Integrated Agricultural Development Project in the Governorate of Zaghuan	03/12/1998	11.40	0.00	0%	31/12/2005
277-TR	Turkey	Yozgat Rural Development Project	13/12/1990	11.50	6.39	56%	31/12/2001
476-TR	Turkey	Ordu-Giresun Rural Development Project	14/09/1995	13.40	1.45	11%	31/12/2003
330-YE	Yemen	Tihama Environment Protection Project	07/04/1993	7.05	3.92	56%	30/06/2003
1061-YE	Yemen	Southern Governorates Rural Development Project	11/09/1997	8.15	0.53	7%	30/06/2004
1075-YE	Yemen	Raymah Area Development Project	04/12/1997	8.75	0.72	8%	30/06/2006
1095-YE	Yemen	Al-Mahara Community Development Project	09/12/1999	8.90	0.00	0%	
Total: Near East and North Africa		45 Projects		426.75	129.40	30%	
Total		252 Projects		2,301.45	685.84	30%	

a/ IFAD grant.

