



**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board – Seventy-Eighth Session**  
Rome, 9-10 April 2003

**PROGRESS REPORT ON THE PROJECT PORTFOLIO**





## TABLE OF CONTENTS

|   |            |
|---|------------|
| <b>ABBREVIATIONS AND ACRONYMS</b>                                 | <b>iii</b> |
| <b>EXECUTIVE SUMMARY</b>  | <b>v</b>   |
| <b>I. THE STOCK OF IFAD'S PORTFOLIO</b>                           | <b>1</b>   |
| <b>II. IMPROVING THE PERFORMANCE OF THE PORTFOLIO</b>             | <b>4</b>   |
| A. Tools, Processes and Performance Rating                        | 4          |
| B. Cross-Cutting Issues and Remedial Action                       | 5          |
| C. Measures to Improve the Quality of the Portfolio               | 7          |
| <b>III. COFINANCING</b>   | <b>8</b>   |
| <b>IV. COOPERATING INSTITUTIONS FOR PROJECT SUPERVISION</b>       | <b>10</b>  |
| <b>V. PROJECTS DIRECTLY SUPERVISED BY IFAD</b>                    | <b>11</b>  |
| <b>VI. FLEXIBLE LENDING MECHANISM</b>                             | <b>13</b>  |
| <b>VII. TECHNICAL ASSISTANCE GRANTS</b>                           | <b>14</b>  |
| <b>VIII. SPECIAL INITIATIVES</b>                                  | <b>16</b>  |
| A. Main Themes of the Project Completion Reports                  | 16         |
| B. Main Findings of the Project Management Case Studies           | 19         |
| C. Establishment of the Gender Action Plan                        | 23         |
| <b>ANNEXES</b>  |            |
| <b>I. PROJECTS DIRECTLY SUPERVISED BY IFAD</b>                    | <b>25</b>  |
| <b>II. LIST OF 2002 PROJECT COMPLETION REPORTS</b>                | <b>26</b>  |
| <b>III. PROJECTS COMPLETED DURING 2002</b>                        | <b>27</b>  |
| <b>IV. PROJECT PORTFOLIO AT YEAR-END 2002</b>                     | <b>30</b>  |
| <b>V. MAINSTREAMING A GENDER PERSPECTIVE IN IFAD'S OPERATIONS</b> | <b>41</b>  |





## ABBREVIATIONS AND ACRONYMS

|              |   |
|--------------|---|
| AfDB         | African Development Bank                                  |
| AFESD        | Arab Fund for Economic and Social Development             |
| Africa I     | Western and Central Africa                                |
| Africa II    | Eastern and Southern Africa                               |
| AsDB         | Asian Development Bank                                    |
| Asia/Pacific | Asia and the Pacific                                      |
| BCIE         | Central American Bank for Economic Integration            |
| BOAD         | West African Development Bank                             |
| CAF          | Andean Development Corporation                            |
| CDB          | Caribbean Development Bank                                |
| CGIAR        | Consultative Group on International Agricultural Research |
| CI           | Cooperating Institution                                   |
| COSOP        | Country Strategic Opportunities Paper                     |
| CPM          | Country Portfolio Manager                                 |
| DFID         | Department for International Development (United Kingdom) |
| ECP          | Extended Cooperation Programme                            |
| FAO          | Food and Agriculture Organization of the United Nations   |
| FC           | Office of the Controller (IFAD)                           |
| FLM          | Flexible Lending Mechanism                                |
| LAC          | Latin America and the Caribbean                           |
| M&E          | Monitoring and Evaluation                                 |
| MTR          | Mid-Term Review   |
| NENA         | Near East and North Africa                                |
| NGO          | Non-Governmental Organization                             |
| OE           | Office of Evaluation and Studies (IFAD)                   |
| OL           | Office of the General Counsel (IFAD)                      |
| PCR          | Project Completion Report                                 |
| PMD          | Programme Management Department (IFAD)                    |
| PPMS         | Project Portfolio Management System                       |
| PRA          | Participatory Rural Appraisal                             |
| PRS          | Poverty-Reduction Strategy                                |
| PSR          | Project Status Report                                     |
| PT           | Technical Advisory Division (IFAD)                        |
| TA           | Technical Assistance                                      |
| TAG          | Technical Assistance Grant                                |
| UNOPS        | United Nations Office for Project Services                |
| WFP          | World Food Programme                                      |





## EXECUTIVE SUMMARY

1. During 2002, IFAD continued to manage its project portfolio based on two principles – maintaining the size of the portfolio while improving the quality of projects. There were some changes in the relative regional allocations of newly approved loans, but the largest part of resources (36%) was again directed to the two Africa regions. A total of 25 projects were approved.
2. Regional divisions continued their efforts to accelerate loan effectiveness, but frequently met with administrative and legal difficulties beyond their control. Thus the average pre-effectiveness period was 16.5 months. Efforts to strengthen project implementation, on the other hand, succeeded in reducing both the average extension period and the percentage of extended loans during 2002.
3. IFAD maintained its focus on close monitoring of project performance through an integrated process of reporting and analysis based on project status reports and the Project Portfolio Management System. Assessment of the progress of individual projects is placed within the context of the country situation and the objectives of the corporate and regional strategies. This allows for better understanding of the positive and negative factors impacting project implementation.
4. Among the cross-cutting issues affecting portfolio performance, weak management capacity and inadequate monitoring and evaluation (M&E) systems remained prominent. In addition to providing management training through loans and grants, IFAD launched a number of case studies to identify good practices in project management. It also completed a guide for project M&E.
5. Efforts continued to strengthen supervision and implementation support through workshops, follow-up missions, technical assistance grant programmes and regular consultations with cooperating institutions. In this context, IFAD's lack of in-country capacity and presence is a deterrent to better performance, and pilot activities in selected countries were continued to overcome this constraint. During 2002, IFAD also undertook several studies to analyse pilot activities and the practices of other development organizations and international financial institutions and, on this basis, has been reviewing options for strengthening its in-country capacity.
6. The year under review marked the launching of the *Strategic Framework for IFAD 2002-2006*, aimed at realizing IFAD's vision of "enabling the rural poor to overcome their poverty". This was reflected not only in the design of the projects approved during the period, but also in efforts to strengthen the Fund's catalytic role by participating in policy dialogue at the country level and contributing knowledge on rural poverty issues to the international debate.
7. In line with IFAD's mandate of mobilizing additional resources for rural poverty-reduction, efforts continued to attract cofinancing for IFAD-initiated projects and to contribute IFAD funding to the activities of other financiers, with a view to strengthening their poverty orientation. The Fund's absence from borrowing countries and a reduced number of interesting opportunities that supported its vision and approach were among the deterrents to maintaining relative cofinancing shares. IFAD's contribution to the costs of the projects approved in 2002 was, at 45%, above average.
8. As of end 2002, the ongoing portfolio was supervised by nine cooperating institutions and IFAD. The United Nations Office for Project Services (UNOPS) retained its predominant position and was responsible for nearly 60% of the portfolio, followed by the World Bank with nearly 12%. Fourteen projects were directly supervised by IFAD, but for these loans also, UNOPS was entrusted with the functions of loan administration and procurement review. The Office of Evaluation and Studies initiated an evaluation of IFAD's supervision arrangements that is also reviewing the most mature of the directly supervised projects. The outcome of this evaluation, expected for end-2003, will help IFAD improve future supervision arrangements and, in particular, the relative role that IFAD itself should play.
9. It is too early to draw general conclusions from the experience of the 15 directly supervised projects (one of which has already been completed). A clear correlation between supervision input (time and resources) and project performance has been observed, but influences external to a project,



of a political or other nature, are as difficult to defend against as in the case of interventions supervised by cooperating institutions. On a preliminary basis, it can be concluded that IFAD's main comparative advantage lies in its in-depth knowledge of targeted, participatory development in favour of the rural poor, as opposed to the loan administration function, which is being satisfactorily fulfilled by UNOPS.

10. Twenty of the ongoing projects are being financed under the flexible lending mechanism (FLM), introduced in 1998. A review of the experience with this innovative mechanism was undertaken during 2002. It revealed that FLM projects: (i) can be an interesting learning tool, provided that all IFAD units concerned are closely involved; (ii) require additional resources for implementation support; and (iii) have a specific need for a well-functioning M&E system. As anticipated, most of the FLM projects promote institution-building and thus justify their longer implementation periods and more flexible implementation arrangements.

11. During the period under review, IFAD launched special initiatives in three areas: project completion reports; project management case studies; and a gender action plan.

12. Seventeen project completion reports (PCRs) were produced: one for Western and Central Africa, three for Eastern and Southern Africa, three for Asia and the Pacific, three for Latin America and the Caribbean and seven for the Near East and North Africa. Most of the reports followed the standard IFAD format introduced two years ago and provide interesting insights into the various aspects of project performance. While they illustrate very diverse country situations, design expectations and implementation arrangements, they also underline the importance on project outcome of a number of recurrent themes, including project management, M&E, targeting, the participatory approach, sustainability and capacity-building, and the quality of supervision arrangements.

13. Emphasis on targeting has always been a reflection of IFAD's specificity – that is, of its clearly defined target group. Project completion reports reveal the difficulties encountered in implementing this approach and the need to find an equilibrium between identification of the categories targeted by an investment project and the intrinsic difficulties in operationalizing the approach.

14. Participation as a strategic principle is a given throughout the portfolio and has generally produced positive results in terms of impact and sustainability. Project experience illustrates the importance of promoting this approach throughout the project cycle and at all levels of implementation. In particular, the active involvement of beneficiaries in planning and managing activities has permitted investments to respond to the expressed needs of the target group and thus to have an enhanced and sustained positive impact on their socio-economic situation.

15. The concept of sustainability has been interpreted in various ways in PCRs, covering situations in which: a project has created the institutions and capabilities required for future activities; economically viable investments have led to an enduring improvement in the economic situation of the beneficiaries; or the positive outcome of project investments has opened up an avenue for future public resource input. Usually only part of the initiatives supported by a project can be considered sustainable and, in the majority of cases, this refers to the inputs channelled towards the strengthening of grass-roots institutions and capacities.

16. Given the crucial role of project management in the progress and outcome of an investment intervention, IFAD is analysing different cases of more or less successful project management experiences. While this activity is ongoing, a first inventory of lessons points to the need for a clear and realistic design of the project management structure, taking into account the institutional baseline situation; the importance of selecting, training and maintaining well-qualified management staff; and the fact that the use of adequate management tools (e.g. for communication and knowledge sharing) can help overcome constraints appearing suddenly during project implementation.





17. As a first step towards operationalizing the gender aspects of the strategic framework, a plan of action was elaborated during 2002 in a participatory process. Implementation progress will be reported regularly in the annual Progress Report on the Project Portfolio from 2004 onwards.



## I. THE STOCK OF IFAD'S PORTFOLIO

1. With the Executive Board's approval of 25 projects in 2002, the number of approved projects reached 628<sup>1</sup>, for a total loan amount of USD 7.7 billion<sup>2</sup> at year-end. Table 1 shows the number of projects and lending approved over time.

**Table 1: Regional Distribution of Projects**

(USD million)

| Region                 | 1978-2002       |             |                |             | 1999-2001       |             |              |             | 2002            |             |              |             |
|------------------------|-----------------|-------------|----------------|-------------|-----------------|-------------|--------------|-------------|-----------------|-------------|--------------|-------------|
|                        | No. of Projects | %           | IFAD Amount    | %           | No. of Projects | %           | IFAD Amount  | %           | No. of Projects | %           | IFAD Amount  | %           |
| Africa I               | 138             | 22.0        | 1 355.2        | 17.6        | 19              | 23.2        | 243.2        | 19.5        | 6               | 24.0        | 70.6         | 19.1        |
| Africa II              | 115             | 18.3        | 1 356.0        | 17.6        | 18              | 22.0        | 286.5        | 23.0        | 4               | 16.0        | 61.4         | 16.7        |
| <i>Subtotal</i>        | <i>253</i>      | <i>40.3</i> | <i>2 711.2</i> | <i>35.2</i> | <i>37</i>       | <i>45.1</i> | <i>529.7</i> | <i>42.5</i> | <i>10</i>       | <i>40.0</i> | <i>132.1</i> | <i>35.8</i> |
| <i>Africa I and II</i> |                 |             |                |             |                 |             |              |             |                 |             |              |             |
| Asia/Pacific           | 158             | 25.2        | 2 480.4        | 32.2        | 18              | 22.0        | 339.1        | 27.2        | 5               | 20.0        | 97.1         | 26.3        |
| LAC                    | 110             | 17.5        | 1 221.3        | 15.9        | 13              | 15.9        | 209.4        | 16.8        | 3               | 12.0        | 51.7         | 14.0        |
| NENA                   | 107             | 17.0        | 1 291.5        | 16.8        | 14              | 17.1        | 168.5        | 13.5        | 7               | 28.0        | 88.0         | 23.9        |
| Total                  | 628             | 100.0       | 7 704.4        | 100.0       | 82              | 100.0       | 1 246.7      | 100.0       | 25              | 100.0       | 368.9        | 100.0       |

2. Countries in the Western and Central Africa (Africa I) and Eastern and Southern Africa (Africa II) regions continued to be the largest recipients of IFAD assistance in terms of number of projects (40%) and lending amount (35%). In recent years, specific measures were adopted to compensate for the 1997 shortfall experienced in these two regions by allocating a larger share of lending resources<sup>3</sup>. As a result, the actual lending shares for 1999-2001 period were as follows: Africa 42%, Asia and the Pacific (Asia/Pacific) 27%, Latin America and the Caribbean (LAC) 17%, and the Near East and North Africa (NENA) 14%.

3. By the end of December 2002, the total number of projects approved but not yet closed stood at 244. Of these, 203 are ongoing, 19 are awaiting signing, and 22 are signed but not yet effective. The total value of the 244 projects is USD 3.4 billion. Project distribution by region is shown in Table 2. IFAD continued to focus on stable portfolio size, while intensifying efforts to improve the quality of implementation and the impact of projects.

<sup>1</sup> Fully cancelled or rescinded loans were not included.

<sup>2</sup> Except where otherwise stated, all amounts quoted in this document relate to the original amounts approved by the Executive Board. Project amounts are given in United States dollars (USD) and include component grants.

<sup>3</sup> If all sub-Saharan countries are taken into consideration, i.e. including Somalia and The Sudan, the share of total IFAD lending was 44.8% in the period 1999-2001 and did not change for 2002. The comparative figures for the share of *all* countries on the African continent as part of IFAD lending were 47.2% and 50.3%, respectively, for the two periods.

**Table 2: Current Portfolio by Region**

(USD million)

| Region       | End-December 2000 |            |             |            | End-December 2001 |            |             |            | End-December 2002 |            |             |            |
|--------------|-------------------|------------|-------------|------------|-------------------|------------|-------------|------------|-------------------|------------|-------------|------------|
|              | No. of Projects   | % of Total | IFAD Amount | % of Total | No. of Projects   | % of Total | IFAD Amount | % of Total | No. of Projects   | % of Total | IFAD Amount | % of Total |
| Africa I     | 46                | 19.0       | 500.8       | 15.7       | 48                | 19.6       | 558.2       | 16.7       | 50                | 20.5       | 598.6       | 17.7       |
| Africa II    | 49                | 20.2       | 586.9       | 18.4       | 50                | 20.4       | 640.7       | 19.2       | 47                | 19.3       | 640.7       | 19.0       |
| Asia/Pacific | 57                | 23.6       | 930.0       | 29.2       | 59                | 24.1       | 970.5       | 29.1       | 54                | 22.1       | 885.1       | 26.2       |
| LAC          | 46                | 19.0       | 581.5       | 18.3       | 47                | 19.2       | 623.7       | 18.7       | 48                | 19.7       | 651.0       | 19.3       |
| NENA         | 44                | 18.2       | 586.7       | 18.4       | 41                | 16.7       | 544.2       | 16.3       | 45                | 18.4       | 600.9       | 17.8       |
| Total        | 242               | 100.0      | 3 186.0     | 100.0      | 245               | 100.0      | 3 337.4     | 100.0      | 244               | 100.0      | 3 376.3     | 100.0      |

4. **Pre-implementation performance.** For the 19 projects that became effective during 2002, the average time between Executive Board approval and loan effectiveness was 16.5 months. This represents an increase on average of 11.9 months overall, and of 13.9 months on average for the period 1999-2001. The 2002 average for the LAC region dropped compared to recent years. There was evidence of an increase on average in the NENA and Asia/Pacific regions, and of a significant increase in the Africa I and II region averages, hence the increase in the overall average (Table 3).

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

| Region         | Number of Effective Projects |           |      | Approval to Effectiveness (months) |           |      |
|----------------|------------------------------|-----------|------|------------------------------------|-----------|------|
|                | 1978-2002                    | 1999-2001 | 2002 | 1978-2002                          | 1999-2001 | 2002 |
| Africa I       | 128                          | 21        | 3    | 13.5                               | 13.0      | 19.6 |
| Africa II      | 108                          | 16        | 5    | 11.7                               | 12.1      | 18.5 |
| Asia/Pacific   | 150                          | 16        | 6    | 8.5                                | 11.7      | 14.2 |
| LAC            | 103                          | 15        | 2    | 16.1                               | 18.5      | 14.9 |
| NENA           | 98                           | 15        | 3    | 11.2                               | 15.0      | 15.5 |
| Total/ Average | 587                          | 83        | 19   | 11.9                               | 13.9      | 16.5 |

5. The regional divisions continued close follow-up on effectiveness conditions; however, they found it difficult to overcome delays caused by factors beyond IFAD's control. Problems were usually related to the governmental level, for example, parliamentary delays in loan ratification, as experienced in Benin, Rwanda and the United Republic of Tanzania. Timely compliance with agreed conditions also proved problematic in countries suffering from political uncertainty, such as Sao Tome and Principe or Haiti. More specific problems delayed effectiveness of the Rural Livelihoods Support Programme in Malawi, i.e. the withdrawal of a cofinancier, and in Mozambique, where the opening of project accounts for the Sofala Bank Artisanal Fisheries Project incurred unexpected delays. In the central and eastern Europe and the newly independent states subregion, country-level reasons (a weak institutional base and lack of government resources), coupled with difficulties in finding qualified project staff and unfamiliarity with IFAD procedures, led to particularly long pre-effectiveness periods.

6. **Extension of project implementation period.** Of the 26 projects completed during the year (compared to 25 in 2001), 21 were extended for an average period of 1.3 years, significantly below the average period of 1.6 years in 1999-2001 and the overall average of 1.9 years for all completed projects (Table 4). Likewise, the percentage time overrun was lower than the overall average (24% compared to 39%), and the average completion period was below that of recent years (6.9 years compared to 7.2).

**Table 4: Project Extension**

|                                   | Completed IFAD<br>Projects 1983-2002 | Completed IFAD<br>Projects 1999-2001 | Completed IFAD<br>Projects 2002 |
|-----------------------------------|--------------------------------------|--------------------------------------|---------------------------------|
| Number of projects                | 384                                  | 77                                   | 26                              |
| Expected project duration (years) | 4.9                                  | 5.5                                  | 5.5                             |
| Period of extension (years)       | 1.9                                  | 1.6                                  | 1.3                             |
| Actual project duration (years)   | 6.8                                  | 7.2                                  | 6.9                             |
| Average time overrun (percentage) | 39                                   | 30                                   | 24                              |
| Extended projects:                |                                      |                                      |                                 |
| Number                            | 310                                  | 68                                   | 21                              |
| Percentage                        | 81                                   | 88                                   | 81                              |

7. Extensions of more than two years were rare (only six out of 26 closed projects) and usually were needed to make up for delays during the initial launching period of a project, frequently brought about by exogenous or country-level factors, as in the case of the National Smallholders Support Programme in Sao Tome and Principe. In Sri Lanka, exogenous factors and heavy bureaucratic procedures delayed the closing date of the Second Badulla Integrated Rural Development Project exceptionally by over three years, while the Smallholder Irrigation and Water Use Programme in Zambia suffered a two-year delay due to the lengthy restructuring of the Ministry of Agriculture. Delays in disbursing cofinancing resources, added to institutional problems, made redesign necessary for the Rehabilitation and Development Project for War-Torn Areas in the Department of Chalatenango in El Salvador. After a prolonged and problematic launching phase, the Rural Development Project for Ngobe Communities in Panama registered positive implementation results that justified extension of the closing date to permit consolidation of achievements. The North-Eastern Districts Rural Development Project in Albania is a particular case: it was found appropriate to close the project except for the credit component, which was kept open for an additional year with implementation through the Ministry of Agriculture.

8. **Loan disbursement.** During 2002, total disbursements amounted to SDR 206.8 million. For purposes of comparison, Table 5 lists yearly disbursements by region from 1999 to 2002. In particular, Africa II, Asia/Pacific and LAC showed a decrease in the amounts disbursed, whereas Africa I and NENA recorded slight increases compared to last year.

**Table 5: Disbursement by Region**

(SDR million)

| Region       | 1999  |     | 2000  |     | 2001  |     | 2002  |     |
|--------------|-------|-----|-------|-----|-------|-----|-------|-----|
|              | Total | %   | Total | %   | Total | %   | Total | %   |
| Africa I     | 27.5  | 13  | 33.0  | 15  | 29.7  | 13  | 28.8  | 14  |
| Africa II    | 26.2  | 13  | 35.4  | 16  | 44.7  | 19  | 37.7  | 18  |
| Asia/Pacific | 63.1  | 30  | 63.0  | 29  | 77.3  | 33  | 66.2  | 32  |
| LAC          | 38.9  | 19  | 38.9  | 18  | 49.7  | 21  | 39.6  | 19  |
| NENA         | 52.0  | 25  | 47.7  | 22  | 35.0  | 15  | 34.5  | 17  |
| Total        | 207.7 | 100 | 217.7 | 100 | 236.4 | 100 | 206.8 | 100 |

9. Disbursement ratios over the same period were consistent with those of previous years. The ratio percentage is calculated as the yearly disbursement divided by the uncommitted loan balance and therefore neutralizes the impact of increased commitment in disbursement performance.

10. **Loan cancellation.** During 2002, ten loan accounts were closed. Seven of these had cancellations amounting to only 13% of the total original commitment, significantly less than the overall historical average of 17%. A total of three loans had cancellations above the average:



- The Community-Based Agricultural and Livestock Development Project in Cape Verde cancelled SDR 1.9 million, out of an original commitment of SDR 4.1 million (47%), due to the fact that the credit component could not be properly implemented because of institutional constraints.
- The Coast Arid and Semi-Arid Lands Development Project in Kenya cancelled SDR 5.0 million, out of an original commitment of SDR 11.0 million (46%), following long periods of suspension and insufficient use of the special account facility.
- The Byumba Agricultural Development Project – Phase II in Rwanda cancelled SDR 1.5 million, out of an original commitment of SDR 6.3 million (24%), and despite two extensions could not meet expectations, mainly due to the complicated procedures of the cofinancier and cooperating institution (the African Development Bank – AfDB) and to frequent replacement of the project manager.

11. **Loan suspension.** At end-December 2002, ten loans were under suspension: one in the Central African Republic (since 1 July 2001), two in Togo (since 15 January 2001), four in Zambia (since 15 December 2002), and three in Zimbabwe (since 1 February 2002). In all cases, suspension was due to the country's arrears situation.

## II. IMPROVING THE PERFORMANCE OF THE PORTFOLIO

### A. Tools, Processes and Performance Rating

12. During the period under review, IFAD maintained its focus on monitoring project performance through use and refinement of the tools and processes. Progress reporting from ongoing projects, supervision reports and project visits keeps IFAD operational staff abreast of implementation activities and outcomes and provides the basis for data collection and information storage and dissemination. The main tools are project status reports (PSRs) and the Project Portfolio Management System (PPMS). PPMS is regularly updated by staff of the Programme Management Department (PMD), providing managers with current information on the portfolio of approved projects as well as those under design. Available to all IFAD-staff, PPMS is also the source for the project information in IFAD publications and documents and on the corporate website.

13. PSRs are produced annually on all ongoing projects and form the basis of regional portfolio reports. Their format is constantly being adapted to respond to changing information requirements, both for portfolio management and reporting purposes. During 2002, the format and use of the country issues sheet, which had been tested the previous year, were confirmed. The sheet now provides background for a better understanding of the country situation and thus of implementation constraints faced by projects (e.g. lack of counterpart funds). Increasingly, PSRs and regional portfolio reports also analyse country and project activities in relation to the *IFAD V: Action Plan* and the objectives set by IFAD's strategic framework.

14. The practice of rating ongoing projects in accordance with a four-step scale continued in 2002. However, it is planned to strengthen this process in the future, in connection with work on a results and impact measurement system and with requirements resulting from introduction of the Performance-Based Allocation System. While the present rating is based on the subjective assessments of country portfolio managers (CPMs), it also reflects the views of the supervising agency and is discussed with the division director and financial staff. As illustrated in Table 6, overall portfolio performance did not change significantly, and most of the projects considered to have major problems were improving. Problem-free projects are naturally rare, but the fact that 75% of all rated projects had only minor or no problems is a sign that efforts made over the last years to strengthen



project management capacity and improve implementation performance have had some success. The most frequently encountered issues and the remedial action initiated are discussed in the next section.

**Table 6: Trends in the Performance of the Project Portfolio**

|   | 2000  | 2001  | 2002  |
|---|-------|-------|-------|
| Projects eligible for review                                  | 224   | 212   | 229   |
| Projects rated  | 212   | 196   | 198   |
| <i>Rating</i>   |       |       |       |
| 1: problem-free   | 39    | 28    | 28    |
| 2: minor problems   | 118   | 120   | 120   |
| 3: major problems but improving                               | 50    | 41    | 45    |
| 4: major problems and not improving                           | 5     | 7     | 5     |
| Underperforming projects (rated 3 or 4)                       | 55    | 48    | 50    |
| Underperforming projects<br>as a percentage of rated projects | 25.9% | 24.5% | 25.3% |

Note: Excludes projects not effective as of the review date or closed prior to the previous review.

## B. Cross-Cutting Issues and Remedial Action

15. The internal process of regional and global portfolio review has once again confirmed the persistent negative influence that country-level issues can have on the implementation of individual projects. Thus the political situation and civil unrest impact development activities particularly in Africa I and LAC; the latter, like NENA, also suffers from natural disasters such as earthquakes, flooding and drought. Political interference, cumbersome budget and procurement procedures and lack or undependability of counterpart funds are pervasive problems in many countries.

16. At the project level, weak project management capacities and inadequate monitoring and evaluation (M&E) systems are still widespread problems, frequently exacerbated by high staff turnover in management teams. As remedial action, management training for project staff is organized and financed under the loans of ongoing projects, while specific clauses are included in loan agreements to defend against political interference and provide IFAD with a say in the employment of key project staff. A series of case studies on project management arrangements was undertaken in 2002, examining successes and failures linked to specific management structures. The results of the studies are discussed in section VIII.

17. Another cross-cutting issue that has increasingly required remedial measures is the timely submission of adequate audit reports. All projects are obliged by their loan agreements to submit annual audit reports within a given number of months after the end of the financial year. However, this obligation has frequently not been complied with: audit reports have been submitted late and, on occasion, not in accordance with the required format and content. IFAD's regional divisions have reminded projects, directly and through the cooperating institutions (CIs), of the need to submit audit reports according to requirements. The issue is also being treated regularly during project start-up workshops. Moreover, detailed guidelines have been elaborated for the selection of auditors, their terms of reference and reporting requirements, and will be distributed to all projects. It is expected that not only will this measure further timely submission and the quality of reports, but it will provide better insight into the financial management of projects and where necessary facilitate timely intervention.

18. During the period under review, IFAD continued to supplement supervision activities with targeted action to strengthen implementation and monitor project impact. These activities ranged from project-level training workshops to the dispatch of consultants to assist in setting up workplans and



budgets. As in previous years, they also included support to governments in preparing project completion reports (section VIII).

19. Regional and subregional technical assistance grant (TAG)-financed activities have continued to serve as tools for strengthening project performance and impact. Such activities include multicountry and multiproject workshops, networking, electronic conferences, etc. They go beyond providing back-up to investment projects, benefiting a wide audience of stakeholders and executing agencies. These tools have been used particularly in the LAC region, e.g. the Regional Programme to Consolidate Gender Mainstreaming Strategies in IFAD-Financed Projects in Latin America and the Caribbean (PROGENDER) and the Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty-Alleviation Projects in Latin America and the Caribbean (PREVAL). They promote the implementation of subregional action plans and project-based gender strategies and activities, including M&E systems. In parts of the Asia/Pacific region, TAG-financed implementation support is being provided by the International Centre for Research in Agroforestry (ICRAF) with the objective of enabling local governments and communities to manage their natural resources (e.g. in The Philippines and Indonesia). The International Centre for Integrated Mountain Development (ICIMOD) has been using TAG resources to strengthen supervision support in Bangladesh, Bhutan and India.

20. In the NENA-region, TAG resources are being used to improve project performance, e.g. the subregional programme for participatory irrigation management and the Near East and North Africa Management Training in Agriculture (NENAMTA) Programme. The latter matches the Agricultural Management Training Programme for Africa (AMTA), under implementation in sub-Saharan Africa. In Eastern and Southern Africa, implementation support to regional water management projects is also provided through two programmes: the Swiss Trust-financed Support Programme for Water Management and the TAG-funded water-management and irrigation specialist working in the Southern African Development Community (SADC) Hub, who provides support to programme development and implementation.

21. Another example of addressing implementation problems and strengthening management capacities is the implementation workshops organized at regional or subregional levels. During the year, such workshops were held in Benin, Bhutan and Zambia:

- The Subregional Portfolio Review Workshop, held in *Bhutan* in May, was attended by project managers from the South Asia region and IFAD and CI staff. It provided an excellent opportunity for dialogue on substantive issues in the context of presentations on the *Strategic Framework for IFAD 2002-2006*, the *IFAD Strategy for Rural Poverty Reduction in Asia and the Pacific*, and the new M&E guide (paragraph 25). Representatives from grantee institutions responsible for implementation support interacted with project directors to define priorities and develop workplans in gender mainstreaming, electronic networking and upland development.
- The Regional Implementation Workshop held in *Zambia* in October, organized by the United Nations Office for Project Services (UNOPS) and IFAD, also covered both strategy and implementation aspects and was attended by project staff from throughout the region, IFAD, UNOPS and Belgian Survival Fund Joint Programme staff, and government officials. It provided a good opportunity for interaction among IFAD projects, a learning event covering main implementation aspects, and an occasion for IFAD to present its regional strategy.
- The Regional Implementation Workshop held in *Benin* in November united a similar audience, but put particular emphasis on operational aspects, including the drafting of an action plan based on the conclusions and recommendations of the participants and the allocation of follow-up responsibilities.





### C. Measures to Improve the Quality of the Portfolio

22. Consistent improvements in the overall quality of the project portfolio require strategic measures at both the design and implementation level. IFAD further strengthened the use of tools supporting the design process, in particular the key file and logical framework (logframe). Both tools are now being applied to all design processes, starting with the preparation of the country strategic opportunities paper (COSOP). An internal assessment of the key file as a design tool revealed its usefulness in the review process, particularly as regards institutional capacity and targeting aspects.

23. An integral part of the key file, the logframe has proven its worth not only as a design tool, but equally as a management and monitoring tool during implementation. The logframe is being used as a participatory and flexible mechanism, involving project implementers and beneficiaries. To this end, the practice of holding in-country training workshops and logframe reviews was continued during the period under review.

24. In line with its increased focus on impact enhancement and assessment, IFAD elaborated a distinct set of 'domains' related to poverty impact. They will be used not only in future evaluations by the Office of Evaluation and Studies (OE), but will also be applied *mutatis mutandis* in project design, implementation monitoring and in the new results and impact measurement system, which will be elaborated in 2003 in response to a request by Member States. Indicators related to the following domains of livelihood will be used to monitor portfolio performance during implementation and to evaluate project impact at completion point: (i) physical and financial assets; (ii) human assets; (iii) social capital and empowerment; (iv) food security; (v) environment; and (vi) institutions, policies and the regulatory framework. Gender equity, as a cross-cutting dimension, will be addressed in all domains. The domains also reflect the need to provide monitoring of IFAD's contribution to the achievement of the Millennium Development Goals (MDGs). The Fund proposes to contribute particularly to: the rural and gender dimensions of the MDGs; the eradication of extreme poverty and hunger; empowerment of women; environmental sustainability; and a global partnership for development.

25. Recognizing that insufficient M&E systems are a recurring constraint on high-quality project implementation, PMD had requested OE to develop a practical guide for designing, setting up and managing effective M&E systems for development projects. OE prepared the publication *Managing for Impact in Rural Development – A Guide for Project M&E* in close consultation with IFAD staff, CIs, project management teams and other stakeholders. Customization of the guide in the regions was begun in 2002, a process that will be continued during 2003. It involves, *inter alia*, translation into the official IFAD languages and selected local ones and organization of regional and subregional workshops to test and adapt the guide under location-specific conditions. PMD and OE are jointly implementing the customization, which will pave the way for general adoption of the guiding principles, methodologies and instruments.

26. The year marked the launching of the new strategic framework for implementing IFAD's mission "to enable the rural poor to overcome their poverty". Efforts were increased to direct the development of new projects towards attainment of the three strategic objectives: (i) strengthen the capacity of the rural poor and their organizations; (ii) improve equitable access to productive natural resources and technology; and (iii) increase access to financial services and markets. Thus most projects approved in 2002 include activities to empower and strengthen the capacities of community organizations, such as the Maghama Improved Flood Recession Farming Project – Phase II in Mauritania, the Gash Barka Livestock and Agricultural Development Project in Eritrea and the East Kalimantan Local Communities Empowerment Programme in Indonesia, to name only a few. Improving access to financial services is an objective of, among others, the Sustainable Agricultural Development Project in the Forest Region of Guinea, the Rural Financial Services Programme in Uganda, the Environment Conservation and Poverty-Reduction Programme in Ningxia and Shanxi



(China) and the Productive Initiatives Support Programme in Rural Areas (Haiti). Examples of support to market access can be found, inter alia, in Egypt (Second Matruh Resource Management Project) and Peru (Market Strengthening and Livelihood Diversification in the Southern Highlands Project), while the fostering of access to productive natural resources and technology appears throughout IFAD's portfolio, albeit in diverse forms.

27. The strategic framework emphasizes the role of catalytic measures in pursuing the above-mentioned objectives and maximizing direct impact. These involve: harnessing knowledge and disseminating it to a broad spectrum of national and international partners; supporting the development of national partnerships among the poor, governments, the private sector and civil society; building regional and international coalitions; and helping establish pro-poor institutional and policy frameworks. Thus, in addition to close monitoring and implementation support of ongoing projects, IFAD intensified its participation in policy dialogue at the country level and contributed its knowledge on rural poverty issues to the international debate. An internal working group analysed loan-funded investment projects and grant-funded research in order to study IFAD's experience in institutional analysis, capacity-building of organizations of the poor (and those of women in particular), and dialogue towards institutional and policy change. The focus of this work was on decentralization, access to land, rural finance and agricultural technology, leading to a series of advocacy papers and material for a staff training programme. The training is being reinforced with field testing at the country level, with Africa I and LAC playing leading roles.

28. Both in its direct support to project design and implementation and in its catalytic role, IFAD has increasingly experienced constraints related to its lack of institutional presence in the borrowing Member States. It has proven difficult to build and sustain partnership relations with other development agencies with permanent representation in the field, to contribute effectively to processes such as development of a country's poverty-reduction strategy (PRS), to learn from the experiences of other actors in the rural sector, and to share with them the lessons learned by IFAD in a country. During 2002, therefore, IFAD undertook several studies to: (i) assess the practices of other development agencies, (ii) review IFAD's present situation and the mechanisms used by IFAD in several countries to compensate for lack of field presence; and (iii) identify options for strengthening its in-country capacities and presence. As a result of these in-house reflections and discussions with its Member States during the Consultation on the Sixth Replenishment of IFAD's Resources and the Seventy-Seventh Session of the Executive Board, the Fund has been mandated to study the situation in 15 borrowing countries, with a view to drawing conclusions on whether field presence should be strengthened and, if so, through which mechanisms.

### **III. COFINANCING**

29. In aggregate terms, of the total project costs of USD 22.2 billion approved by IFAD since its establishment, 35% has been provided by IFAD, 36% by domestic financing and 30% through cofinancing. These aggregate figures show considerable variation across regional divisions and are particularly high in the Asia/Pacific and NENA regions, as indicated in Table 7.

**Table 7: Financing Breakdown by Region – 1978-2002**

(USD million)

| Region       | IFAD    | % of Project Cost | Cofinancing | % of Project Cost | Domestic | % of Project Cost | Project Cost |
|--------------|---------|-------------------|-------------|-------------------|----------|-------------------|--------------|
| Africa I     | 1 355.2 | 38.5              | 1 286.4     | 36.5              | 881.1    | 25.0              | 3 522.7      |
| Africa II    | 1 356.0 | 43.9              | 1 078.5     | 34.9              | 654.8    | 21.2              | 3 089.3      |
| Asia/Pacific | 2 480.4 | 32.2              | 1 960.6     | 25.4              | 3 271.1  | 42.4              | 7 712.0      |
| LAC          | 1 221.3 | 43.3              | 765.8       | 27.2              | 831.0    | 29.5              | 2 818.1      |
| NENA         | 1 291.5 | 25.6              | 1 474.1     | 29.2              | 2 274.1  | 45.1              | 5 039.7      |
| Total        | 7 704.4 | 34.7              | 6 565.4     | 29.6              | 7 912.1  | 35.7              | 22 181.9     |

30. During the period 1978-2002, total cofinancing reached USD 6.6 billion (Table 8), of which USD 5.2 billion (79%) was provided by multilateral donors and USD 1.1 billion (17%) by bilateral donors. A total of USD 30.2 million (1%) was contributed by non-governmental organizations (NGOs). Private-sector companies provided financing of USD 7.2 million. The remainder is scheduled to be contributed by cofinanciers still to be determined (USD 181.1 million or 3%). Total cofinancing arrangements during 2002 amounted to USD 155.8 million (including USD 8.5 million from cofinanciers still to be determined).

**Table 8: Cofinancing by Cofinancier and Financing Type**

(USD million)

| Cofinancier Type | CI-Initiated Projects |           |        | IFAD-Initiated Projects |           |        | All Projects |            |           |            |        |            |
|------------------|-----------------------|-----------|--------|-------------------------|-----------|--------|--------------|------------|-----------|------------|--------|------------|
|                  | 1978-2002             | 1999-2001 | 2002   | 1978-2002               | 1999-2001 | 2002   | 1978-2002    |            | 1999-2001 |            | 2002   |            |
|                  | Amount                | Amount    | Amount | Amount                  | Amount    | Amount | Amount       | % of Total | Amount    | % of Total | Amount | % of Total |
| Bilateral        | 613.6                 | 15.0      | 0.0    | 510.7                   | 80.5      | 51.2   | 1 124.3      | 17         | 95.5      | 14         | 51.2   | 33         |
| Multilateral     | 3 534.8               | 183.7     | 17.4   | 1 687.8                 | 260.0     | 78.6   | 5 222.6      | 80         | 443.7     | 67         | 96.0   | 62         |
| NGO              | 11.9                  | 0.0       | 0.0    | 18.3                    | 3.0       | 0.0    | 30.2         | 0          | 3.0       | 0          | 0.0    | 0          |
| Private Sector   | 0.0                   | 0.0       | 0.0    | 7.2                     | 7.2       | 0.0    | 7.2          | 0          | 7.2       | 1          | 0.0    | 0          |
| To be determined | 57.4                  | 34.0      | 0.0    | 123.7                   | 79.8      | 8.5    | 181.1        | 3          | 113.8     | 17         | 8.5    | 5          |
| Total            | 4 217.7               | 232.7     | 17.4   | 2 347.7                 | 430.4     | 138.4  | 6 565.4      | 100        | 663.1     | 100        | 155.8  | 100        |

31. The relative share of bilateral cofinancing in 2002 was nearly double the average of previous years (1978-2002), while multilateral cofinancing decreased further to 62%. Overall, the World Bank remains the most important multilateral cofinancier, although in 2002 its share amounted to only 14% as compared to contributions of 30% by the World Food Programme (WFP) for projects in various Asian countries and in Yemen, and 21% by the Arab Fund for Economic and Social Development (AFESD) for a project in Syria. Among bilateral cofinanciers, Germany heads the overall list for the period 1978-2002, while in 2002 the United Kingdom's Department for International Development (DFID) mobilized USD 40 million, i.e. nearly 80% of total bilateral cofinancing resources (benefiting the Orissa Tribal Empowerment and Livelihoods Programme in India).

32. For IFAD-initiated projects, while the resources mobilized externally during 2002 for each dollar of IFAD lending amount to 38 cents and are thus in line with the 24-year average, IFAD's 2002 contribution to project costs for all types of projects was 45% and thus above the 1978-2002 average. This overall decrease in cofinancing contributions from external sources is due to a number of reasons, including disengagement of the World Bank from the agricultural sector in many countries;



withdrawal of certain bilateral partners from countries that are no longer their priority; and fewer promising cofinancing opportunities, given the difficulties in ensuring that IFAD's vision and approach remain in force during implementation of a project that is not IFAD-initiated. It is also a reflection of the Fund's insufficient presence and capacity in borrowing countries (paragraph 28), because effective cofinancing arrangements need to be based on extensive and continuous dialogue, during both design and implementation, among stakeholders of whom the majority are permanently represented.

33. In addition to the external cofinancing resources discussed above, it is worth mentioning that the share of internal contributions in the overall costs of IFAD-financed projects has resumed its previous rising trend, moving from a low of 27.3% in 1999 to 35.6% in the year under review. To this should be added the funds available from 'debt-swap' agreements, which can be allocated by the countries themselves to specific development activities with the consent of bilateral donors. During 2002, such an arrangement was concluded for the West Noubaria Rural Development Project in Egypt due to the availability of over USD 30 million from the Italian Debt Swap Facility.

#### IV. COOPERATING INSTITUTIONS FOR PROJECT SUPERVISION

34. The ongoing portfolio of 203 projects is being administered by nine CIs and IFAD. As shown in Table 9, UNOPS is responsible for the supervision of 58.6% of the portfolio, followed by the World Bank with 11.7% and IFAD with 8.2%.

**Table 9: Distribution of the Portfolio by Cooperating Institution**

| Cooperating Institution | No. of Projects | % of Total | IFAD USD million | % of Total |
|-------------------------|-----------------|------------|------------------|------------|
| AfDB                    | 2               | 1.0        | 14.0             | 0.5        |
| AFESD                   | 11              | 5.4        | 149.3            | 5.5        |
| AsDB <sup>a</sup>       | 4               | 2.0        | 74.4             | 2.7        |
| BCIE <sup>a</sup>       | 4               | 2.0        | 53.8             | 2.0        |
| BOAD <sup>a</sup>       | 11              | 5.4        | 128.8            | 4.7        |
| CAF <sup>a</sup>        | 13              | 6.4        | 154.4            | 5.6        |
| CDB <sup>a</sup>        | 5               | 2.5        | 21.8             | 0.8        |
| IFAD                    | 14              | 6.9        | 223.7            | 8.2        |
| UNOPS                   | 114             | 56.4       | 1 600.0          | 58.6       |
| World Bank              | 25              | 12.4       | 319.8            | 11.7       |
| Total                   | 203             | 100.0      | 2 740.1          | 100.0      |

<sup>a</sup> Asian Development Bank (AsDB), Central American Bank for Economic Integration (BCIE), West African Development Bank (BOAD), Andean Development Corporation (CAF), Caribbean Development Bank (CDB).

35. Eighteen of the projects approved during 2002, i.e. 72% of the total, will be supervised by UNOPS. This growing reliance on a single cooperating institution has become a matter of concern, especially this year when UNOPS underwent a period of financial and organizational problems. Inadequate availability of human resources and increasing costs on occasion impaired the quality of services supplied. Nevertheless, UNOPS' performance was generally rated as satisfactory, particularly regarding the functions of loan administration and procurement review. The practice of periodic meetings between UNOPS and IFAD was maintained, both at global and regional levels, and helped clarify concerns related to the partnership and to UNOPS' performance in the field. Coordination meetings were also held with other CIs, either at headquarters or on the occasion of implementation workshops.



36. Periodic meetings between IFAD and the World Bank on the World Bank/IFAD Rural Partnership (WIRPI), launched in 2001, also served to review operational issues related to cofinancing and supervision. In some countries, e.g. El Salvador and Nigeria, it was possible to intensify collaboration during 2002, in line with the objectives of WIRPI. While the World Bank's services in the case of a cofinanced project are without charges, financial considerations limit IFAD's use of this agency as a CI for IFAD-initiated projects. Only in exceptional cases was a mutually acceptable arrangement found, for example the Community-Based Natural Resource Management Programme – Niger Delta in Nigeria.

37. The performance of smaller CIs received varying ratings by IFAD's operational staff and frequently had to be supplemented by inputs from IFAD staff and consultants. In particular, implementation support related to technical issues and the specificities of IFAD's approach was often not adequately provided by CI missions. In order to make an in-depth assessment of the diverse experiences with supervision arrangements (including the direct supervision of 15 projects on a pilot basis), in late 2002 OE launched an evaluation addressing this topic. The findings will be available in the last quarter of 2003 and will help fine-tune measures to optimize supervision and implementation support of IFAD's project portfolio.

## V. PROJECTS DIRECTLY SUPERVISED BY IFAD

38. In February 1997, the Governing Council authorized IFAD to supervise 15 projects directly, on a pilot basis. Accordingly, between April 1997 and December 1999, 15 loans were approved for which IFAD would act as supervising agency. It was decided, however, that the specific functions of loan administration and procurement review would be subcontracted to UNOPS. By January 2001, all 15 projects had been declared effective.

### Disbursement

39. As of end-2002, one of the projects had been completed (Armenia) and the loan closed with a disbursement ratio of 100%. The remaining 14 projects, of which the last are due to be completed in December 2007, have an average disbursement rate of 23%. Some loans have disbursed quickly: the *North-West Agricultural Services Project* in **Armenia**, for instance, reached 100% disbursement prior to the projected completion date; the *Agricultural Diversification and Intensification Project* in **Bangladesh** used 70% of the loan funds within the first five years. However, no general trend regarding disbursement performance in relation to that of CI-supervised projects can yet be determined. Experience has shown, nevertheless, that intensive supervisory input at the field level has a positive impact on disbursement rates.

### Project Implementation Progress

40. The *Microfinance and Marketing Project* in **Benin** is one of the directly supervised projects that has reached mid-term. Implementation has been judged satisfactory throughout, due to a very dynamic project coordination unit and regular supervision support from IFAD. However, problems persist related to slow procurement and delayed start-up of training activities. The *Rural Finance and Community Initiatives Project* in **The Gambia**, effective since July 1999, has benefited from semi-annual supervision missions and a mid-term review (MTR) mission in December 2002. Overall progress is considered satisfactory, but the underperformance of participating NGOs and delays incurred at IFAD Headquarters level in processing correspondence and approval requests remain major issues. Effective in October 1999, the *Sahelian Areas Development Fund Programme* in **Mali** is financed under the flexible lending mechanism (FLM) and underwent its first-phase review in the last quarter of 2002 (paragraph 48). It is also the first IFAD project in Mali to be implemented by a non-governmental agency; thus the first three years were dedicated mainly to establishing institutional arrangements at all levels of administration. Project supervision missions were less frequent (about



one per year), but involved significant input from the country portfolio manager and various IFAD units, including the Technical Advisory Division (PT), Office of the General Counsel (OL), Office of the Controller (FC) and OE. In the case of this project, also, processing delays at the level of IFAD Headquarters have been experienced.

41. The *District Development Support Programme* in **Uganda** was approved in September 1998, but experienced operational and management capacity problems. Its actual implementation in some districts only started nearly three years later. Since then, however, satisfactory progress has been made, particularly in the development of physical facilities and provision of essential services. Management capacity remains a problem to be further addressed. The *Smallholder Enterprise and Marketing Programme* has registered a better performance than the two ongoing CI-supervised projects in **Zambia**. With its management contracted to a professional private-sector group and with its new approach to farmer-to-market linkage development, it is highly innovative and therefore particularly suitable for direct supervision by IFAD. It has been closely supervised by IFAD staff and consultants and has benefited from regular supervision missions. The overall political and economic situation in **Zimbabwe**, including arrears, has not been without impact on IFAD's portfolio, including the directly supervised *Smallholder Irrigation Support Programme*. Approved in December 1998, four years later it had only disbursed 10% of the loan amount. No improvement can be expected until suspension of the country portfolio can be lifted.

42. The most advanced directly supervised project in Asia is the *Agricultural Diversification and Intensification Project* in **Bangladesh**, approved in April 1997 and effective in December of the same year. It has been closely supervised and has benefited from regular supervision missions. Having fostered a successful government/NGO relationship, the project has contributed to channelling benefits to marginal and landless groups, increasing and diversifying production and improving the position of women. As the first project approved for this type of supervision arrangement, it has also generated a number of lessons on the supervision function, e.g. strategic use of time and other resources to optimize supervision effectiveness, or advantages and disadvantages of recruiting local consultants for supervision purposes. The *Jharkhand-Chattisgarh Tribal Development Programme* in **India** became effective in June 2001, but due to legal and administrative bottlenecks resulting from the creation of the new state of Chattisgarh, its official start-up was delayed until September 2002. However, field activities in parts of the project area have been ongoing for the past two years. Results indicate that the project has great potential to reach its development objective of ensuring household food security and improved livelihoods for the tribal populations, based on equitable use of natural resources. The *Post-Crisis Programme for Participatory Integrated Development in Rainfed Areas* in **Indonesia** has been effective since January 2001 and has since registered encouraging progress, particularly in the area of social mobilization. Project management, however, including strengthening of gender mainstreaming activities, farmer-led research, staffing and overall coordination of activities, requires further attention.

43. Despite close follow up by IFAD, the *Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East* in **Brazil** has been experiencing implementation and disbursement problems. Two years after effectiveness, it had only disbursed 8% of the loan funds; institutional arrangements were slow in being established and management staff had to be changed due to lack of capability. There are still vacant posts and pending collaboration agreements that require continued, close follow-up by IFAD. The *South-Western Region Small Farmers Project – Phase II* in the **Dominican Republic** was approved in December 1998, but became effective only in April 2000. Nevertheless, as of end-2002, loan disbursements had reached 31% due to the rapid setting-up of the project management unit and the preparation of well-conceived annual workplans and budgets. The project has been closely and regularly supervised, and has made progress particularly in the areas of marketing, decentralization, gender, and financial services. Successive changes in the Government were at the root of severe implementation problems encountered by the *Development of the Puno-Cusco Corridor Project* in **Peru**. Approved in December 1997, this project



became effective only in October 2000 and, as of December 2002, had disbursed only 16% of the loan amount. Nonetheless, it has made some progress towards reaching its objectives through the introduction of self-financing market-advisory and rural financial services. It is being monitored closely by the CPM, who is outposted to Peru.

44. With the completion in 2001 of the North-West Agricultural Services Project in Armenia, two projects in the NENA region remain under direct supervision. The **Gaza and the West Bank Participatory Natural Resource Management Programme** was approved in 1998 but became effective only two years later, and has suffered from political unrest throughout. The baseline survey could not be completed, the introduction of computerized credit and project management information systems had to be put on hold, and the work of the consultant supporting these activities had to be interrupted due to security problems in the field. As of December, only 7% of the loan amount had been disbursed, and supervision activities are rendered extremely difficult. The *North Kordofan Rural Development Project* in **The Sudan**, on the other hand, has benefited from a somewhat better environment that permitted regular supervision and follow-up activities. Since it became effective in mid-2000, it has been visited seven times by IFAD staff, including two full supervision missions. Implementation progress is encouraging, especially in social organization and community development activities.

45. Only two years after the effectiveness of all 15 directly supervised projects, it is premature to draw general conclusions. While exogenous constraints affect any type of supervision arrangement, it has nevertheless been observed that, under regular conditions, directly supervised projects can perform better than the average country portfolio. However, this requires regular and close supervision and implementation support, and takes significant IFAD staff time and other resources. On a preliminary basis, it can also be concluded that IFAD's main comparative advantage lies in its in-depth knowledge of targeted, participatory development in favour of the rural poor, social organization and grass-roots initiatives. The Fund is less experienced in tasks related to loan administration, and the subcontracting arrangement with UNOPS has up to now been judged positively. As to the technical aspects of implementation support, IFAD's present staff resources are certainly insufficient and, as in the case of most CIs, consultants and specialized technical experts must be called upon to supplement internal supervision teams.

## VI. FLEXIBLE LENDING MECHANISM

46. As of end-2002, the Executive Board had approved 20 loans under the FLM – seven in Asia/Pacific, five in Africa I, three each in Africa II and LAC, and two in NENA. This mechanism was introduced in 1998, particularly for the financing of capacity- and institution-building projects of a participatory nature. Such interventions require a longer than average time frame and options for adapting the design to the evolving needs of beneficiaries. Thus FLM projects have an implementation period of up to 12 years and comprise several cycles, at the end of which an in-depth review is undertaken. Depending on the results of this review, either the project is closed or the details of the subsequent cycle are designed. The Board receives a report on the results of each in-depth review.

47. IFAD examined the status of ongoing FLM projects in 2002 and reported to the Executive Board.<sup>4</sup> It was concluded that the design of the approved projects generally complied with criteria set out in 1998 regarding institution-building character and emphasis on target-group participation. Loan size, which had been expected to exceed the average of standard-type projects, was typically two thirds higher than the country average. The main lessons drawn from the initial years of implementing FLM projects demonstrate the need for: (i) closer involvement of all concerned IFAD units in the

---

<sup>4</sup> Documents EB 2002/75/R.26 and EB 2002/76/R.8.



learning process; (ii) additional resources for implementation support; and (iii) well-functioning M&E systems.

48. In November, the first full in-depth review of an FLM project took place in Mali, where the *Sahelian Areas Development Fund Programme*, effective since October 1999, had completed its first cycle. The project was the first to be approved for funding under the FLM, and it has three distinct cycles of three, four and three years. Its overall objective is to reduce the incidence of poverty among rural households in the Sahelian zone of Mali by raising incomes and improving living conditions, while the main objective of the first cycle was to set up institutions, mechanisms and procedures, ensure their workability, and develop a limited number of investment activities. These objectives were to be attained through three components: village development support, decentralized financial services and programme management.

49. The main purpose of the review was to assess project performance in relation to attainment of the triggers that would authorize progression to the second cycle. Altogether six triggers had been established, five had been achieved at the time of the review: (i) associations had been established and programme mechanisms tested and effectively adopted, in accordance with the programme implementation manual; (ii) a sufficient number of microprojects had been accompanied by training programmes; (iii) 50-70% of the groups were in place and functioning satisfactorily and independently, in accordance with modalities specified in the manual; (iv) 50% of the target villages had undertaken at least one microproject; and (v) the M&E system was functioning well and providing information on the achievement of triggers. The sixth trigger referred to a revision of the manual in light of implementation experience, originally scheduled for early 2002. Subsequently, however, the Government and IFAD jointly decided to postpone revision until after the first cycle review mission, in order to take into account the findings and recommendations. The review mission therefore decided that passage to the second cycle would be authorized as soon as the manual had been revised and approved by both the Government and IFAD.

50. The review further concluded that the FLM had served its original purpose of providing flexibility in implementation, in order to allow stakeholders, including IFAD, to focus greater attention on project effectiveness and on maintaining a continuously evolving process of design based on experience. The fact that this project is also directly supervised by IFAD (paragraph 40) facilitated direct participation by IFAD staff in this learning process, both through missions and in-house dialogue involving PMD, OE, OL and FC.

## VII. TECHNICAL ASSISTANCE GRANTS

51. During the year under review, the amount available for IFAD-financed technical assistance grants (TAGs) was USD 23.9 million, bringing the total for 1978-2002 to the considerable amount of USD 442.7 million (Table 10).



**Table 10: Summary of Technical Assistance Grants**

(USD million)

|   | 1978-2002     |            |            |            | 2002          |            |            |            |
|---|---------------|------------|------------|------------|---------------|------------|------------|------------|
|   | No. of Grants | % of Total | Grant Amt. | % of Total | No. of Grants | % of Total | Grant Amt. | % of Total |
| Project component   | 40            | 2.4        | 32.4       | 7.3        | 0             | 0.0        | 0          | 0.0        |
| Project preparation/Project Development Fund <sup>a b</sup> | 621           | 37.7       | 89.4       | 20.2       | 0             | 0.0        | 0          | 0.0        |
| Agricultural research                                       | 206           | 12.5       | 162.5      | 36.7       | 15            | 17.4       | 7.9        | 33.1       |
| Agricultural research CGIAR <sup>c</sup>                    | 137           | 8.3        | 109.9      | 24.8       | 6             | 7.0        | 7.2        | 30.1       |
| Agricultural research Non-CGIAR                             | 69            | 4.2        | 52.6       | 11.9       | 9             | 10.5       | 0.8        | 3.3        |
| Other research, training and other <sup>b</sup>             | 296           | 18.0       | 119.6      | 27.0       | 40            | 47.7       | 13.5       | 56.5       |
| Special Operations Facility <sup>b</sup>                    | 185           | 11.2       | 18.1       | 4.1        | 0             | 0.0        | 0          | 0.0        |
| Preliminary development and testing phase <sup>b</sup>      | 52            | 3.2        | 4.2        | 0.9        | 0             | 0.0        | 0          | 0.0        |
| IFAD/NGO ECP <sup>d</sup>                                   | 249           | 15.1       | 16.5       | 3.7        | 30            | 34.9       | 2.5        | 10.5       |
| Total   | 1 649         | 100.0      | 442.7      | 100.0      | 85            | 100.0      | 23.9       | 100.0      |

<sup>a</sup> The Project Development Fund was established in 1995 to cover the costs of project formulation. Prior to 1995, part of such costs was covered under the Preparation Grants facility.

<sup>b</sup> Since the establishment of the Programme Development Financing Facility (PDFF), these categories are no longer part of Regular Programme grants. The PDFF was established as separate from the Programme of Work and Administrative Budget of IFAD to finance expenditures required for the design and implementation of projects and programmes supported by loans and grants.

<sup>c</sup> Consultative Group on International Agricultural Research.

<sup>d</sup> IFAD/NGO Extended Cooperation Programme

52. Of the overall amount, USD 7.9 million went to the agricultural research category (USD 7.2 million for six grants to CGIAR centres and USD 800 000 for nine grants to other agricultural research centres). IFAD continued to play a strong role in the CGIAR system, as co-sponsor together with the World Bank, the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP), and as Vice-Chair of the Finance Committee. As in earlier years, it provided continued support to several CGIAR-centres, e.g. in the areas of cassava pests (to the International Institute of Tropical Agriculture – IITA), of cereals and cool-season food legumes (to the International Center for Agricultural Research in the Dry Areas – ICARDA) and of sustainable production (to the International Livestock Research Institute – ILRI – for a Small Ruminant Health Programme), to name only a few. Moreover IFAD has been contributing, as a catalyst, to the CGIAR challenge programmes to harness “system-wide synergy and encourage a broader range of external partnerships” by supporting innovative research governance arrangements based on meaningful, productive multistakeholder participation.

53. In 2002 the OE Evaluation of IFAD’s Technical Assistance Grants Programme for Agricultural Research concluded that – in operating the agricultural research grant programme for more than 20 years – IFAD has been able to play an advocacy role in redirecting the focus of the CGIAR system towards poverty reduction. The programme remains relevant to IFAD’s mandate, as was expressed also in the strategic framework, but needs a clear strategy, focus and priorities. Other recommendations refer to enhanced poverty and institutional impact; improved internal processes and procedures; and strengthened links between grant-financed research and IFAD’s investment programme. With regard to the latter, in recent years attempts had been made to link research TAGs more closely to the needs and opportunities of ongoing and planned investment projects. To this end, a number of research grants have been developed and managed directly by regional divisions – a strategy that has led to good results.

54. Regional divisions also manage a large share of non-research TAGs, which in 2002 accounted for USD 13.5 million or 56.5% of approvals. Apart from a USD 3.0 million grant for rehabilitation



activities in Gaza and the West Bank, the most important of these grants benefited the Global Mechanism of the United Nations Convention to Combat Desertification (USD 1.2 million) and FAO (USD 2.5 million for two grants). Significant amounts were also allocated to knowledge networking (USD 0.9 million for FIDAMERICA and USD 1.5 million for FIDAFRIQUE).

55. Work on a new TAG strategy continued, and efforts were begun to design and set up a grant-portfolio monitoring process similar to the PSR-based PPMS (paragraph 12). The new strategy will be submitted to the September 2003 session of the Executive Board.

## VIII. SPECIAL INITIATIVES

56. Three initiatives launched during the year further IFAD's ongoing efforts to improve portfolio design and implementation by learning from experience and translating lessons into action:

- The practice of assisting borrowers in preparing project completion reports (PCRs) was continued, and special resources allocated to support the production of 22 such reports.
- In view of the crucial role that project management arrangements play in ensuring or hindering successful implementation, case studies analysed the management experiences and lessons of selected projects.
- A gender action plan was elaborated based on IFAD's experience in empowering rural women as developments agents. It defines adequate tools and allocates responsibility for their implementation, with a view to strengthening project impact on this important target group.

### A. Main Themes of the Project Completion Reports

57. Of the 22 planned project completion reports (PCRs), 17 were completed (Annex II). The remaining five were either postponed in view of extensions in closing dates or replaced by evaluation missions. The reports were generally produced collaboratively by IFAD and the governments and followed the standard outline introduced two years earlier. While they provide an interesting portrait of the diversity of economic, social, political and natural environments in which IFAD's projects are being implemented, a number of themes recur that appear to have great impact on the success or failure of an intervention. In addition to the already-discussed, crucial issue of project management and monitoring and evaluation arrangements (paragraph 16), the most important topics relate to IFAD's target group – including targeting, participation, sustainability and capacity-building – and to the quality of the supervision process<sup>5</sup>.

58. **Targeting.** IFAD's specificity expresses itself, inter alia, in the very clear definition of its primary target group: the rural poor, with emphasis on those most marginalized, rural women, youth and indigenous populations. During the design of each project, this definition must be adapted to the circumstances of the project area and to the population targeted by the specific intervention. When this is not done, difficulties can be encountered in having impact on the intended beneficiaries. The design of the *Groundwater Irrigation and Flood Rehabilitation Project* in **Nepal**, for instance, though considered good in many other respects, provided only a loose definition of the target group, i.e. the size of landholding per capita, without taking into consideration other assets such as livestock. The project had an obviously positive impact on production and income, but the extent to which this benefited the poorest categories cannot be determined. The PCR concluded that in order to reach the poorest strata of the population effectively, it is essential to obtain a precise characterization of the target groups, with a corresponding customization of the approach (socially, organizationally and

---

<sup>5</sup> As mentioned in paragraph 37, this issue is the object of an ongoing OE evaluation.



technically). Besides the size of landholdings and family composition, parameters for establishing the typology should include ethnic group, livestock ownership, off-farm activities and, when feasible, a wealth ranking by fellow villagers.

59. Problems also arise, however, if the target group definition is too narrow and too elaborated, as was illustrated by the design of the *Income Diversification Project in Jordan*. In this case, the appraisal report had described the characteristics of the target group using three main variables: (i) total annual on and off-farm per capita income not exceeding the poverty line; (ii) limited access to land; and (iii) limited owned assets, in terms of both size and quality (e.g. land, livestock). Moreover, eligibility criteria were defined at a level of detail that would have been formidable to administer. The design also provided an exclusionary targeting procedure, based on these criteria, for reaching the rural poor and rural women, particularly women heads of households. While the intention to channel project benefits was certainly good, it proved unfeasible to implement, particularly as the main responsibility for ensuring correct targeting lay with a credit institution that was more profit- than poverty-oriented and was granted an increase in the household income criterion twice during implementation. The overall conclusion of the PCR was that not only is exclusive targeting extremely difficult to apply, but the changes in the income criterion, by effectively redefining the target group, led to the incorporation of non-target households and the exclusion of the very poor.

60. Effective targeting is by no means impossible, as was illustrated by the *Rural Development Project for Ngobe-Communities in Panama*. The overall objective of this project was to improve the income and living conditions of indigenous populations in the project area by strengthening beneficiary organizations at all levels and supporting the development of grass-roots producer groups. Clearly targeted towards the marginalized segment of the population, the impact of the project was not difficult to recognize. It was particularly successful in strengthening the capacities of intended target-group members, on both the individual and the organizational level. Indirectly, the project also contributed to the establishment of a special territory, in which indigenous populations play a fundamental role in administration and development. While the direct impact on production and incomes was less satisfactory, the project has nevertheless provided beneficiaries with the environment and capabilities to improve their living conditions sustainably.

61. **Participation.** The participation of intended beneficiaries in the decision-making processes during project design and implementation has long been recognized as a crucial factor in ensuring that investments meet the actual needs of the target group and can be sustainable. Most IFAD projects provide mechanisms to ensure effective participation as well as capacity-building activities that permit project participants to effectively play a part and benefit from their role. In the *Agricultural Development Project in San Juan de la Maguana in the Dominican Republic*, for instance, an institution-building component included advice and training to farmers and technicians and support to producer organizations. It succeeded in strengthening 80 rural grass-roots organizations and unleashing an organizational dynamic that has led to the spontaneous creation of subgroups, although the participation of women and youth is still insufficient. The PCR concluded that the strengthened organizations will contribute to the sustainability of at least some of the project activities and that further institutional support would be justified. The latter point illustrates another lesson of past IFAD projects, i.e. that the process of strengthening capacities and institutions requires a sufficiently long time period to develop and become sustainable.<sup>6</sup>

62. An example from Asia illustrated that participation is a valid principle under the most varied macroeconomic and project conditions. The *Participatory Resource Management Project – Tuyen Quang Province* – in **Viet Nam** aimed to improve the income and well-being of the target group by applying a participatory approach. Three participatory rural appraisals (PRAs) were undertaken, first to identify the demands of participating households as the basis for village development plans, and

---

<sup>6</sup> See also section VI, Flexible Lending Mechanism



subsequently, after two or three years of implementation, to assess the plans and revise them if appropriate. The completion report stated that the project contributed greatly to the poverty-reduction programme in the project area, especially in promoting participation and thus creating favourable conditions for future development initiatives. It was felt that project activities were effective because they responded to the demands expressed by farmers and because participants were made aware of their responsibilities towards the community and participated in all project processes (planning, implementation and evaluation).

63. The *Aguié Rural Development Project* in **Niger** provides the interesting example of an approach to participation that evolved over a period of ten years, as illustrated by the annual planning process and the approach to extension. Initially, annual programming was done in detail for each component by project staff, in collaboration with public technical services. Only when the component proposals had been consolidated in the programme of work and budget would farmers be present at the review workshop, together with the public service, prior to the submission of the programme to IFAD and the CI. Beneficiary participation in the planning process was thus minimal. During the last years of the project, however, the approach was reversed, and annual programmes were based on a demand-oriented, village-level process. As a result, project activities were better geared towards the requirements of the population. Similar developments were observed in the extension component. A top-down approach had been foreseen initially that did not provide for participation of farmers in the identification of problems and thus resulted in low adoption rates. Subsequent adoption of the training-and-visit system did not render the desired results. The project approach then evolved further, towards a method that rested upon existing dynamics and local knowledge and provided for partnership and full participation by farmers. Towards the end of the project, this led to interesting results due to involvement of the population in research and development activities.

64. **Sustainability.** The overview of the completed projects studied during 2002 also touched upon the issue of sustainability, i.e. the prospect of and constraints on continuation of project activities beyond the IFAD funding period. Results vary and are difficult to compare due to the diversity of situations. A successful first-phase project, for example, might not be sustainable without further heavy financial support simply because the activities initiated (such as institution-building) require a longer time frame. Lack of sustainability in such a case is not necessarily a negative sign, as was illustrated by the above-mentioned project in the Dominican Republic. On the other hand, a project concentrating on production increases or infrastructure investments can be expected to reach a certain degree of sustainability, other things being equal, within the investment period. Such a situation characterized the closing of the *Cotton Sub-Sector Development Project* in **Uganda**, where sustainability depends, nevertheless, on price stability in the sector.

65. Project sustainability has basically two aspects: those conditions that can be influenced by the project itself and those that relate to conditions in the post-project period. Lessons learned from implementation of IFAD's projects clearly indicate three activities that can promote sustainability and thus should be taken into account in designing and implementing projects:

- **Building capabilities.** As already illustrated in some examples above, the strengthening of the capabilities of project participants enables them to be fully involved in project activities and to become responsible for their planning and management. By the same token, strengthening support institutions and their staff prepares the ground for future effective service provision. Where this aspect has been neglected, chances for sustainability are reduced, as was illustrated by the *Yozgat Rural Development Project* in **Turkey**, where the sound sustainability of the infrastructure component was jeopardized by insufficient establishment of water users associations and institutional strengthening associated with this component.
- **Aiming at economic viability.** Activities of a commercial nature, e.g. rural finance, income-generating activities and input supply, need to be economically viable to be



sustainable. This principle is usually applied in designing beneficiary-level interventions, but not always ensured at other levels. Thus the PCR for the *Financial Services Project: Mudzi Financial Services Sub-Project* in **Malawi** painted a rather bleak picture: only a limited number of credit recipients were able to build up farm production on a sustainable basis; the majority were unable to repay their loans due to the high interest rates; while the latter were nevertheless not high enough to permit the credit institution to maintain the revolving fund under inflationary conditions. A more positive situation characterized completion of the *Employment Generation Project for the Rural Poor* in **Bangladesh**. The long-term viability of the credit fund looked promising, albeit this depends on adjustment in the interest rates. The sustainability assessment at the level of the ultimate borrowers was also positive, as many were able to increase their income significantly by investing credit funds in small-business initiatives.

- **Strengthening institutions.** Ensuring that viable support institutions exist at all levels can be a significant contribution to sustaining project activities. For instance, while direct investments in infrastructure and research financed by the *Groundwater Irrigation and Flood Rehabilitation Project* in **Nepal** stopped at project completion, the fact that the project set up and trained tube-well and water users associations to manage this infrastructure was an assurance of future maintenance of project investments. On the other hand, most of the services provided under the *Smallholder Livestock Rehabilitation Project* in **Lebanon** risked being discontinued for lack of viable institutional support, even though some of these functions could have been set up on a financially self-sufficient basis.

66. A second set of conditions frequently quoted in PCRs relates to post-project initiatives to continue activities launched during the project. They refer either directly or indirectly to a continuation of financial support, be it from internal government sources or external donors. The future sustainability of the *Income Diversification Project* in **Jordan**, for example, relied on the existence of breeding stations, veterinary services and extension support – all conditions that presuppose the availability of public funds. Similarly, the sustainability of activities of the *Southern Regional Agricultural Development Project – Phase II* in **Syria** depended on continued availability of services and government funds.

## **B. Main Findings of the Project Management Case Studies**

67. During 2002, the management arrangements of IFAD projects in nine countries were analysed according to the experience gained by IFAD staff in their design and implementation: Bolivia, China, The Gambia, Ghana, Guatemala, Mauritania, Peru, Romania and Syria. Other case studies are in preparation. The cases were selected with a view to the importance of the positive or negative lessons they provide: it is as effective to avoid past mistakes as it is to replicate successes. In reviewing these experiences, it is interesting to note how similar factors impact on the effectiveness of management arrangements despite differences in administrative and political environment, economic situation and human resources among countries and regions.

68. **Project management structure.** Among the most crucial decisions to be taken during the design stage of a project are the allocation of management functions, the relative roles of existing public institutions and the private sector, and the creation of new entities. The case study of IFAD/WFP-supported projects in **China** is an illustration – in particular the design of the management structure for the *Environment Conservation and Poverty-Reduction Programme in Ningxia and Shanxi*. The existing institutional set-up at the national level (Ministry of Agriculture as lead agency and Ministry of Finance for overall financial responsibility) is clearly reflected in the institutional set-up of the project. At regional and provincial levels, it is the Department of Agriculture that assumes primary responsibility for implementation and for the direction and coordination of all other agencies involved. As in other IFAD/WFP-supported projects, implementation is through project management offices formed under the responsibility of local governments and working under



the general guidance of project leading groups. This approach has given good results in the past in terms of the creation of physical infrastructure, disbursements and control of operations. Being somewhat 'top down', however, it has the disadvantage that project investments do not respond adequately to the needs of the beneficiaries and do not ensure beneficiary ownership. This can lead to management and maintenance problems. Thus it has been decided that village implementation groups will be established, each including at least three women. The groups will ensure that the interests of the poor are represented, that the population itself discusses and prioritizes investment options, and that village development plans are formulated accordingly and monitored.

69. While in the above example a clear decentralized structure existed, to which project management arrangements could be adapted, the case of the *Village Infrastructure Programme* in **Ghana** exemplifies a situation in which decentralization is not yet fully established and not clearly distinguished from privatization. The design of this project had provided for implementation by various district line agencies, beneficiaries, NGOs and private contractors, supported by a programme policy committee, a national programme steering committee, a national programme coordination unit and three zonal coordination units. Day-to-day responsibility for project management was vested in existing district assemblies. At the community level, local community development committees and realistic village development plans were to serve as channels to the grass roots. In effect, however, the interaction of project management with communities and grass-roots organizations has been minimal and the decision-making process has involved only the central and district levels. Moreover, the design did not clearly spell out the delivery channel for private goods, in particular credit, leading to confusion in the role of the district assembly. Thus the combined objective of achieving full decentralization, promoting true privatization and ensuring grass-roots participation has not been achieved.

70. The management of IFAD's projects in **Syria** is characterized by full government ownership at all levels. The Ministry of Agriculture and Agrarian Reform has overall responsibility at the national level, operating through a number of sectoral directorates. At the provincial level, overall responsibility for agricultural development rests with the Directorate of Agriculture and Agrarian Reform, which reports to the minister and directs all activities on the basis of guidelines provided by the central administration. For each project, a project coordination committee is set up at the ministry. It is chaired by the minister and comprises the provincial directors, heads of ministerial departments and representatives of other project-related agencies, e.g. the Cooperative Agricultural Bank. Coordination at the provincial level is ensured through subcommittees that, in addition to government representatives, include representatives of village development committees and general unions, e.g. the Union of Women. The experience has shown that government ownership at all levels greatly facilitates and enhances project management and ensures the timely provision of counterpart funds and project staff. Successful implementation on this basis, however, depends on the wide field presence, at provincial and village levels, of the services of the ministry.

71. Analysing the results of these and other case studies, one can identify trade-offs between government ownership, sustainability, beneficiary participation and IFAD's attempts to ensure an adequate balance through different management arrangements. While under certain circumstances strict government ownership can be a means of ensuring sustainability, such a set-up must be complemented by strong links to the grass roots, beneficiary participation arrangements and capacity-building. Otherwise it will be difficult to manage the project in a way that responds to the true needs of the target group and permits full ownership by beneficiaries. On the other hand, allocating a crucial role to the private sector in the interests of sustainability can only be successful if the functions remaining for the public sector are clearly spelled out, and if private-sector actors and organizations are in place to take over their respective roles. Where they do not exist or are inadequate, IFAD will aim to strengthen capacities and/or support the creation of sustainable private entities, beneficiary groups, etc.



72. **Participatory approach.** Effective stakeholder and beneficiary participation is a recurrent theme in design documents and throughout project implementation. In countries where the social and political environment is conducive to a participatory approach and relevant experience has been gained, such an approach can be highly effective in facilitating project implementation and furthering sustainability. Where these conditions are not prevailing, however, it is necessary to allocate sufficient time and resources to increase understanding of the approach, convince decision-makers of its value and strengthen capacities at all levels to permit its application. There are many positive examples in IFAD's past and ongoing portfolio in which an emphasis on participation has enhanced project impact and sustainability. In reviewing the *Cuchumatanes Highlands Rural Development Project* in **Guatemala** and the *Management of Natural Resources in the Southern Highlands Project* in **Peru**, for instance, it was found that the transfer of resources and abilities to local organizations and rural and local communities has been essential to ensuring the success of the projects and has led to complete beneficiary ownership of the project rationale, proposals and instruments. In this context, it was also concluded that sustainability could be increased by empowering the beneficiaries to assume resource-management and related decisions. However, it must be underlined that participatory mechanisms such as project coordination committees, per se, are not necessarily an effective tool for ensuring participation. It depends on the quality of their composition and the legitimacy of their representatives. Committees with a small membership but strong representation of beneficiaries (including women and youth) seem to be the most effective.

73. IFAD's portfolio in **China** also provides some useful lessons on introducing a participatory approach under less conducive circumstances. This approach was introduced in three IFAD/WFP projects at the design stage by applying the PRA methodology prior to formulation. The same methodology was subsequently used in preparing and implementing village development plans. Despite the fact that this was accompanied by training activities, experience to date has shown that the participatory nature of implementation has not yet been fully grasped by management personnel. It has therefore been decided to undertake pilot activities before loan effectiveness and to test the planning process at village and township levels. This should ensure effective participation of all stakeholders in management and allow beneficiaries to choose the activities to be implemented. The participatory planning process should then be complemented by periodic, beneficiary-initiated self-monitoring.

74. A participatory approach to managing project resources is an innovation that has in many countries led to initial misunderstanding and rejection. Sensitization to this approach has to be done at all levels of government and other stakeholders. This is particularly true in countries that are new to IFAD and like-minded development agencies, e.g. the eastern European and newly independent states. But even the case study of **Syria** cited limited understanding of participatory concepts as a negative factor, especially for community development, women-in-development, microfinance and natural resource management. It stated that for participatory interventions to be successful, it is imperative that all stakeholders be trained in participatory concepts and methodologies. Experience elsewhere has shown that this required investment in time, training and sensitization efforts is worthwhile and can lead, albeit only in the medium and longer term, to more efficiently implemented projects with enhanced impact and sustainability.

75. **Project management personnel.** Throughout the 2002 case studies, but also in project completion and evaluation reports, the key role of project management personnel was a recurring theme. Personal aspects such as qualifications, training needs, incentives and selection processes are as important as institutional ones, in particular, the degree of autonomy and accountability. A specific issue is the use of permanent technical assistance for management posts.

76. In identifying and selecting project personnel, lessons from the past are particularly important. In setting up the project support unit for the *Rural Finance and Community Initiatives Project* in **The Gambia**, and based on previous project experiences, particular efforts were made to select highly



qualified and experienced personnel sufficiently independent of institutional influences. A contracted, retired civil servant with wide experience in agriculture was selected as project coordinator. He had no obligation to sector institutions other than strict adherence to agreed project implementation procedures. Such an approach has proven successful, provided that IFAD supports the selected personnel throughout implementation and accompanies the arrangement with the provision of clear guidelines. Similarly, the cases studied in **Bolivia, Guatemala** and **Peru** led to the conclusion that the identification and selection of a highly competent technical team, with wide experience in development, in-depth knowledge of the area and commitment to the project, is a crucial factor in ensuring effective management. Once a good team has been selected and performs well, changes should be avoided. This raises the issue of incentives and remuneration in general. IFAD-projects are usually located in difficult areas, away from the amenities of urban centres, badly linked to the outer world, and affected by climatic, environmental, social and other drawbacks. It is not easy to attract highly qualified management and technical personnel, and the provision of sufficiently interesting employment conditions is essential to employ and retain such people. This view was corroborated, for instance, by the cited cases in the **LAC region**, where technical teams faced poor working conditions, were separated from their families and isolated from their professional circles, and were at times working under high personal risk. It was found that adequate salary policies, appropriate working conditions, and incentive systems, including professional training, were effective tools in improving and upholding a good standard of project management performance. The **Syria** case study came to similar conclusions: the provision of staff incentives as part of IFAD loan proceeds is essential for a project to proceed effectively. IFAD has thus included a lump sum in the loan to encourage project staff working under difficult conditions. For maximum objectivity, payments to eligible staff are based on a transparent scheme reflecting actual performance against predetermined criteria.

77. A well-designed project management structure should also provide for sufficient autonomy of the management entity (e.g. project management unit, project support unit), coupled with a clear allocation of accountability. This objective is not always easy to attain, in particular in countries with strong hierarchical traditions and structures. The *Apuseni Development Project* in **Romania**, for example, was to be coordinated and managed through three mechanisms: a project coordination committee, a project coordination unit at the Ministry of Finance, and a project implementation unit at each regional agency for rural development. The hierarchical structure of the government agencies, coupled with insufficient availability of qualified personnel for the coordination unit – due to lack of incentives and adequate remuneration – has rendered the functioning of the proposed management system extremely difficult. Similarly, in **Syria**, the case study concluded that limited autonomy of project management is a factor delaying project performance and impact. Thus project management should be given more autonomy and the project manager made accountable for project implementation and expenditures.

78. IFAD generally staffs project management structures with national personnel and avoids the placement of long-term technical assistants, with the overall objective of ensuring sustainability and strengthening local capacity. Only in situations in which adequately qualified personnel are not available internally would external technical assistance (TA) be foreseen, either financed through the IFAD loan or provided by other donors. The above-mentioned project in **Romania** is an example of the latter: IFAD helped the Government attract grant funds from a bilateral donor for the financing of the TA needed for capacity-building and support of management and coordination mechanisms. Unfortunately, implementation arrangements were inadequate in that the TA was not linked directly to the IFAD project. Thus the arrangement has not supported the project's capacity-building efforts as originally foreseen. The experience has been better in the *Oasis Development Project – Phase II* in **Mauritania**, where long-term TA was called in under an FAO contract to take over financial management and other managerial functions, with the result that both management performance and impact on beneficiaries has improved. Apart from these positive results, however, it was confirmed that there are also major risks associated with using permanent TA for project management: the risk of the such TA taking over management functions without fulfilling the mandate of capacity-building





of local human resources and transfer of know-how, and the risk of rejection by national authorities of the permanent TA concept for both objective and subjective reasons. Thus it cannot be considered a sustainable remedy for poor project management and implementation.

79. **Implementation tools and obstacles.** A review of the case studies confirms that even for a well-designed project, managed by qualified staff, there is no assurance that implementation will be effective and impact on the target group as projected, unless adequate planning, monitoring and communication tools are applied and necessary modifications to the design introduced efficiently. Among the tools recommended by a number of the case studies are modernization of managerial processes (e.g. taking advantage of modern technologies) and establishment of periodic implementation plans. For example, the LAC experience suggests that projects should take advantage of the annual workplan process to analyse results and practices in each of the components and activities.

80. Apart from purely exogenous constraints such as climatic or political events, the smooth flow of implementation can also be disturbed by external but project-related changes, e.g. modification of the policies of an internal or external partner agency or a change in cofinancing arrangements. In all such situations, regular contacts have proven useful in adapting to changing situations. The study of the *Rural Finance and Community Initiatives Project* in **The Gambia** clearly concluded that regular support-unit management meetings with implementation partners have created a harmonized work situation able to address project implementation constraints promptly. The experience in **Syria** confirms that close coordination between project management units and provincial administrations is crucial to smooth implementation of project activities.

### C. Establishment of the Gender Action Plan

81. At the Fund's inception, rural women were already identified as a primary IFAD target group, particularly in view of their crucial contribution to food production. Over the years, the Fund's perception of the role of women has evolved, and gender equality and women's empowerment have gained increasing importance. In 1992, the document entitled IFAD's Strategies for the Economic Advancement of Poor Rural Women (document GC 15/L.5) summarized IFAD's experience and views on these issues as the basis for emphasizing the promotion of women more in the Fund's interventions. In 1999, the operational guide *Household Food Security and Gender: Memory Checks for Project and Programme Design* was produced and published as an operational support for project designers.

82. IFAD's strategic framework underlines this traditional emphasis on rural women by stating that "among the highly diversified poor rural populations, one significant group stands out: women. The majority of women still remain economically and politically marginalized, although their contributions to the resilience of rural households and their potential as agents of change have been acknowledged.... Unless efforts and resources to address gender inequalities...are significantly scaled up, little progress will be made towards achieving the Millennium Development Goals of reducing poverty and hunger worldwide". The strategic framework also spells out the objectives, and confirms that "Attention to the differing opportunities and constraints of women and men...will be overarching concerns". It does not provide details as to the implementation of the strategic objectives, as this is done within the framework of action plans and regional strategies. During 2002, a plan of action was elaborated as a first step towards operationalizing the principles and objectives for gender mainstreaming and women's empowerment as stated in the strategic framework: **Mainstreaming A Gender Perspective in IFAD's Operations** (Annex V).

83. The plan of action builds on IFAD's past experience and on the recommendations of a two-day workshop on Gender Equity and the Empowerment of Rural Poor Women – Operationalizing IFAD's Strategic Framework. It was developed by the PT-coordinated, internal Working Group on Gender in



Projects and Programmes and aims to systematize and scale up ongoing efforts to mainstream a gender perspective in the different aspects of IFAD's operations. The plan defines "gender mainstreaming" as "the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations, and the focus of continued efforts to achieve excellence". It establishes a common framework within which region and country-specific strategies will be designed and implemented.

84. The plan includes 25 actions in the following key areas: (i) impact achievement in the project cycle, (ii) IFAD's catalytic role (policy and partnerships, learning and innovation) and (iii) accountability and monitoring. The majority of actions fall under the responsibility of IFAD's Programme Management Department, but some relate to OL, OE, and the External Affairs Department (EAD). Monitoring and reporting on gender mainstreaming in the Fund's programmatic work falls under the direct responsibility of the Assistant President for PMD and his team. Country portfolio managers will be ensuring implementation of the project-related activities included in the plan, in collaboration with the governments and CIs concerned.

85. The plan of action is being implemented from 2003 onwards and will undergo a review in 2005. From 2004 onwards, the annual Progress Report on the Project Portfolio will also include a report on implementation of the plan and on the main results achieved in gender equality and the empowerment of rural poor women.

**PROJECTS DIRECTLY SUPERVISED BY IFAD**

| Region | Country                | Prj ID | Project/Programme Name  | Lending Terms | Project Type                  | Board Approval | Loan Signing | Loan Effectiveness |
|--------|------------------------|--------|---|---------------|-------------------------------|----------------|--------------|--------------------|
| 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 (RFCIP)                                     | 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     | 11/02/2000   | 24/05/2000         |
| PF     | Zambia                 | 1108   | Smallholder Enterprise and Marketing Programme  | HC            | Rural Development             | 09/12/1999     | 16/02/2000   | 07/11/2000         |
| 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   | Jharkhand-Chattisgarh Tribal Development Programme  | HC            | Rural Development             | 29/04/1999     | 13/03/2001   | 21/06/2001         |
| PI     | Indonesia              | 1112   | Post-Crisis Programme for Participatory Integrated Development in Rainfed Areas             | HC            | Flexible Lending Mechanism    | 04/05/2000     | 21/06/2000   | 31/01/2001         |
| PL     | Brazil                 | 1101   | Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East | O             | Credit and Financial Services | 03/12/1998     | 10/10/2000   | 21/12/2000         |
| PL     | Dominican Republic     | 1068   | South-Western Region Small Farmers Project – Phase II                                       | I             | Rural Development             | 03/12/1998     | 19/01/1999   | 05/04/2000         |
| PL     | Peru                   | 1044   | Development of the Puno-Cusco Corridor Project  | O             | Research/Extension/ Training  | 04/12/1997     | 07/12/1999   | 17/10/2000         |
| 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   | 01/02/2000         |
| PN     | Gaza and the West Bank | 1262   | Rehabilitation and Development Project in Gaza and the West Bank – Phase II                 | G             | Credit and Financial Services | 05/09/2002     |              |                    |
| PN     | Sudan                  | 1045   | North Kordofan Rural Development Project  | HC            | Rural Development             | 28/04/1999     | 14/07/1999   | 14/06/2000         |

Notes:

G = Grant

HC = highly concessional

I = intermediate

O = ordinary

PA = Africa I

PF = Africa II

PI = Asia and the Pacific

PL = Latin American and the Caribbean

PN = Near East and North Africa

### LIST OF 2002 PROJECT COMPLETION REPORTS

| Region       | Country                 | Project ID         | Project Name   |
|--------------|-------------------------|--------------------|--|
| PA           | Chad                    | 469                | Ouadis of Kanem Agricultural Development Project                         |
| PA           | Guinea                  | 313                | Smallholder Development Project in the Forest Region                     |
| PA           | Niger*                  | 292                | Aguié Rural Development Project  |
| PF           | Ethiopia*               | 515                | Informal Seed Component of the Seed Systems Development Project          |
| PF           | Malawi*                 | 338                | Financial Services Project: Muzdi Financial Services Sub-Project         |
| PF           | Uganda*                 | 360                | Cotton Sub-Sector Development Project                                    |
| PI           | Bangladesh*             | 431                | Employment-Generation Project for the Rural Poor                         |
| PI           | China                   | 484                | Jiangxi/Ganzhou Integrated Agricultural Development Project              |
| PI           | Nepal*                  | 352                | Groundwater Irrigation and Flood Rehabilitation Project                  |
| PI           | Philippines             | 505                | Rural Microenterprise Finance Project                                    |
| PI           | Viet Nam*               | 328                | Participatory Resource Management Project - Tuyen Quang Province         |
| PL           | Dominican Republic*     | 345                | Agricultural Development Project in San Juan de la Maguana               |
| PL           | Ecuador*                | 321                | Saraguro-Yacuambi Rural Development Project                              |
| PL           | El Salvador             | 267                | Smallholders' Agricultural Development Project in the Paracentral Region |
| PL           | Panama*                 | 331                | Rural Development Project for Ngobe Communities                          |
| PN           | Armenia*                | 1038               | North-West Agricultural Services Project                                 |
| PN           | Bosnia and Herzegovina* | 1037               | Small Farm Reconstruction and Development Project                        |
| PN           | Jordan*                 | 329                | Income Diversification Project   |
| PN           | Lebanon*                | 305                | Smallholder Livestock Rehabilitation Project                             |
| PN           | Morocco*                | 260                | Livestock and Pasture Development Project in the Eastern Region          |
| PN           | Syria*                  | 311                | Southern Regional Agricultural Development Project – Phase II            |
| PN           | Turkey*                 | 277                | Yozgat Rural Development Project   |
| <b>Total</b> |                         | <b>22 projects</b> |  |

\* Completed in 2002.

Notes:

PA = Africa I

PF = Africa II

PI = Asia and the Pacific

PL = Latin America and the Caribbean

PN = Near East and North Africa

**PROJECTS COMPLETED DURING 2002**

| Project ID                           | Country/<br>Project/Programme Name  | Cooperating<br>Institution | Type of<br>Financing | Approval to<br>Effectiveness<br>(months) | Years<br>Extended | % Time<br>Overrun | Percentage<br>Disbursed<br>(31/12/2002) | No. Days<br>Suspended<br>(for arrears) |
|--------------------------------------|---|----------------------------|----------------------|--|-------------------|-------------------|---|--|
| <b>Agricultural development</b>      |   |                            |                      |  |                   |                   |   |  |
| 340-ST                               | Sao Tome and Principe<br>National Smallholders Support Programme  | UNOPS                      | F                    | 15.6                                     | 2.3               | 41                | 94                                      | 0                                      |
| 1020-MG                              | Madagascar<br>Second Environment Programme Support<br>Project   | World Bank:                | C                    | 10.7                                     | 1.0               | 26                | 99                                      | 0                                      |
| 323-SZ                               | Swaziland<br>Smallholder Agricultural Development<br>Project  | AfDB                       | E                    | 12.8                                     | 1.0               | 14                | 76                                      | 0                                      |
| 489-TZ                               | Tanzania, United Republic of<br>Mara Region Farmers' Initiative Project   | UNOPS                      | F                    | 6.6                                      | 0.0               | 0                 | 97                                      | 0                                      |
| 430-ZM                               | Zambia<br>Smallholder Irrigation and Water Use<br>Programme   | UNOPS                      | C                    | 11.9                                     | 2.5               | 67                | 65                                      | 89                                     |
| 523-CN                               | China<br>Northeast Sichuan and Qinghai/Haidong<br>Integrated Agricultural<br>Development Project                              | UNOPS                      | F                    | 8.1                                      | 0.5               | 10                | 97                                      | 0                                      |
| 349-IN                               | India<br>Andhra Pradesh Participatory Tribal<br>Development Project   | UNOPS                      | F                    | 4.0                                      | 1.5               | 23                | 89                                      | 0                                      |
| 350-ID                               | Indonesia<br>Eastern Islands Smallholder Cashew<br>Development Project  | UNOPS                      | F                    | 3.3                                      | 0.7               | 10                | 57                                      | 0                                      |
| 1007-VN                              | Viet Nam<br>Agricultural Resources Conservation and<br>Development Project in Quang Binh Province                             | UNOPS                      | F                    | 3.6                                      | 0.7               | 16                | 97                                      | 0                                      |
| 346-NI                               | Nicaragua<br>Project for the Capitalization of Small<br>Farmers in the TropiseC Area of the Segovias<br>- Region I (TROPISEC) | CAF                        | F                    | 14.9                                     | 2.0               | 37                | 97                                      | 0                                      |
| <b>Subtotal</b>                      | <b>10 projects</b>  |                            | <b>Average</b>       | <b>9.1</b>                               | <b>1.2</b>        | <b>22</b>         | <b>86</b>                               | <b>9</b>                               |
| <b>Credit and financial services</b> |   |                            |                      |  |                   |                   |   |  |
| 325-IN                               | India<br>Maharashtra Rural Credit Project   | UNOPS                      | F                    | 9.0                                      | 2.0               | 32                | 81                                      | 0                                      |
| 505-PH                               | Philippines   | AsDB                       | F                    | 7.6                                      | 1.1               | 24                | 82                                      | 0                                      |



**PROJECTS COMPLETED DURING 2002**

| <b>Project ID</b>                  | <b>Country/<br/>Project/Programme Name</b>                                  | <b>Cooperating<br/>Institution</b> | <b>Type of<br/>Financing</b> | <b>Approval to<br/>Effectiveness<br/>(months)</b> | <b>Years<br/>Extended</b> | <b>% Time<br/>Overrun</b> | <b>Percentage<br/>Disbursed<br/>(31/12/2002)</b> | <b>No. Days<br/>Suspended<br/>(for arrears)</b> |
|------------------------------------|---|------------------------------------|------------------------------|---|---------------------------|---------------------------|--|---|
|                                    | Rural Microenterprise Finance Project                                       |                                    |                              |   |                           |                           |  |   |
| <b>Subtotal</b>                    | <b>2 projects</b>   |                                    | <b>Average</b>               | <b>8.3</b>  | <b>1.5</b>                | <b>29</b>                 | <b>82</b>  | <b>0</b>  |
| <b>Fisheries</b>                   |   |                                    |                              |   |                           |                           |  |   |
| 334-MZ                             | Mozambique<br>Nampula Artisanal Fisheries Project                           | UNOPS                              | F                            | 13.6  | 1.5                       | 24                        | 97   | 0   |
| <b>Subtotal</b>                    | <b>1 project</b>  |                                    | <b>Average</b>               | <b>13.6</b>                                       | <b>1.5</b>                | <b>24</b>                 | <b>97</b>  | <b>0</b>  |
| <b>Irrigation</b>                  |   |                                    |                              |   |                           |                           |  |   |
| 480-BD                             | Bangladesh<br>Small-Scale Water Resources Development<br>Sector Project     | AsDB                               | C                            | 6.1   | 0.0                       | 0                         | 86   | 0   |
| 372-AL                             | Albania<br>Small-Scale Irrigation Rehabilitation Project                    | UNOPS                              | F                            | 8.1   | 2.0                       | 37                        | 100  | 0   |
| 465-SD                             | Sudan<br>White Nile Agricultural Services Project                           | UNOPS                              | E                            | 16.1  | 0.6                       | 9                         | 100  | 246   |
| <b>Subtotal</b>                    | <b>3 projects</b>   |                                    | <b>Average</b>               | <b>10.1</b>                                       | <b>0.9</b>                | <b>14</b>                 | <b>95</b>  | <b>82</b>                                       |
| <b>Programme loan</b>              |   |                                    |                              |   |                           |                           |  |   |
| 487-KP                             | D.P.R. Korea<br>Sericulture Development Project                             | UNOPS                              | E                            | 6.5   | 0.0                       | 0                         | 100  | 0   |
| <b>Subtotal</b>                    | <b>1 project</b>  |                                    | <b>Average</b>               | <b>6.5</b>  | <b>0.0</b>                | <b>0</b>                  | <b>100</b>                                       | <b>0</b>  |
| <b>Research/Extension/Training</b> |   |                                    |                              |   |                           |                           |  |   |
| 1080-CM                            | Cameroon<br>National Agricultural Research and Extension<br>Support Project | World Bank:                        | C                            | 8.9   | 0.0                       | 0                         | 37   | 0   |
| 1004-TG                            | Togo<br>National Agricultural Services Support<br>Project                   | World Bank:                        | C                            | 23.7  | 0.0                       | 0                         | 18   | 799   |
| 468-LS                             | Lesotho<br>Rural Finance and Enterprise Support Project                     | UNOPS                              | F                            | 12.6  | 0.5                       | 7                         | 91   | 0   |
| 368-ZM                             | Zambia<br>Southern Province Household Food Security<br>Programme            | UNOPS                              | F                            | 3.7   | 2.0                       | 35                        | 86   | 89  |

### PROJECTS COMPLETED DURING 2002

| Project ID               | Country/<br>Project/Programme Name   | Cooperating<br>Institution | Type of<br>Financing | Approval to<br>Effectiveness<br>(months) | Years<br>Extended | % Time<br>Overrun | Percentage<br>Disbursed<br>(31/12/2002) | No. Days<br>Suspended<br>(for arrears) |
|--------------------------|--|----------------------------|----------------------|--|-------------------|-------------------|---|--|
| 479-KG                   | Kyrgyzstan<br>Sheep Development Project  | World Bank:                | C                    | 7.6                                      | 2.0               | 43                | 67                                      | 0                                      |
| <b>Subtotal</b>          | <b>5 projects</b>  |                            | <b>Average</b>       | <b>11.3</b>                              | <b>0.9</b>        | <b>18</b>         | <b>57</b>                               | <b>178</b>                             |
| <b>Rural development</b> |  |                            |                      |  |                   |                   |   |  |
| 466-GH                   | Ghana<br>Rural Enterprises Project   | UNOPS                      | E                    | 14.0                                     | 1.0               | 16                | 90                                      | 0                                      |
| 283-LK                   | Sri Lanka<br>Second Badulla Integrated Rural<br>Development Project  | UNOPS                      | F                    | 16.3                                     | 3.8               | 59                | 80                                      | 0                                      |
| 322-SV                   | El Salvador<br>Rehabilitation and Development Project for<br>War-Torn Areas in the Department of<br>Chalatenango | UNOPS                      | F                    | 15.1                                     | 3.0               | 56                | 100                                     | 0                                      |
| 347-AL                   | Albania<br>North-Eastern Districts Rural Development<br>Project  | UNOPS                      | F                    | 4.5                                      | 3.0               | 53                | 88                                      | 0                                      |
| <b>Subtotal</b>          | <b>4 projects</b>  |                            | <b>Average</b>       | <b>12.5</b>                              | <b>2.7</b>        | <b>45</b>         | <b>89</b>                               | <b>0</b>                               |
| <b>Total</b>             | <b>26 projects</b>   |                            | <b>Average</b>       | <b>10.2</b>                              | <b>1.3</b>        | <b>24</b>         | <b>84</b>                               | <b>47</b>                              |

**Notes:**

Percentage time overrun is calculated from the date of loan effectiveness.

Percentage disbursement is calculated against the approved loan amount.

C = projects initiated by a cooperating institution and cofinanced by IFAD.

E = projects initiated and exclusively financed by IFAD.

F = projects initiated by IFAD and cofinanced by external donors.

**PROJECT PORTFOLIO AT YEAR-END 2002**

| Project ID      | Country                  | Project/Programme Name  | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|-----------------|--------------------------|---|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| <b>Africa I</b> |                          |   |                     |                         |                                |                                   |                         |
| 488-BJ          | Benin                    | Income-Generating Activities Project  | 06/12/1995          | 8.05                    | 5.22                           | 65                                | 31/12/2003              |
| 1028-BJ         | Benin                    | Microfinance and Marketing Project  | 22/04/1998          | 9.15                    | 2.88                           | 31                                | 31/12/2004              |
| 1127-BJ         | Benin                    | Roots and Tubers Development Programme  | 03/05/2000          | 9.75                    | 0.87                           | 9                                 | 30/09/2008              |
| 1211-BJ         | Benin                    | Participatory Artisanal Fisheries Development Support Programme                       | 06/12/2001          | 7.85                    | 0.00                           | 0                                 |                         |
| 369-BF          | Burkina Faso             | Special Programme for Soil and Water Conservation – Phase II                          | 05/12/1994          | 11.85                   | 11.77                          | 99                                | 30/06/2003              |
| 512-BF          | Burkina Faso             | South West Rural Development Project  | 11/09/1996          | 10.15                   | 2.50                           | 25                                | 31/12/2004              |
| 1103-BF         | Burkina Faso             | Rural Microenterprise Support Project   | 28/04/1999          | 6.95                    | 0.74                           | 11                                | 30/09/2007              |
| 1132-BF         | Burkina Faso             | Community-Based Rural Development Project   | 04/05/2000          | 8.55                    | 0.41                           | 5                                 | 30/06/2007              |
| 1126-CM         | Cameroon                 | National Microfinance Programme Support Project                                       | 09/12/1999          | 8.05                    | 0.00                           | 0                                 | 30/06/2007              |
| 1136-CM         | Cameroon                 | Community Development Support Project   | 23/04/2002          | 9.50                    | 0.00                           | 0                                 |                         |
| 1015-CV         | Cape Verde               | Rural Poverty Alleviation Programme   | 08/09/1999          | 6.95                    | 1.43                           | 21                                | 30/09/2009              |
| 290-CF          | Central African Republic | Savannah Food Crops Rural Development Project   | 11/12/1991          | 8.45                    | 6.00                           | 71                                | 30/06/2002              |
| 1144-TD         | Chad                     | Food Security Project in the Northern Guéra Region – Phase II                         | 03/05/2000          | 8.25                    | 0.43                           | 5                                 | 31/12/2009              |
| 513-CI          | Côte d'Ivoire            | Marketing and Local Initiatives Support Project                                       | 11/09/1996          | 7.25                    | 2.68                           | 37                                | 31/03/2004              |
| 1081-CI         | Côte d'Ivoire            | Rural Development Project in the Zanzan Region  | 10/09/1998          | 8.30                    | 1.70                           | 20                                | 30/09/2005              |
| 1133-CI         | Côte d'Ivoire            | Small Horticultural Producer Support Project  | 04/05/2000          | 8.30                    | 0.55                           | 7                                 | 30/09/2009              |
| 428-GM          | Gambia, The              | Lowlands Agricultural Development Programme   | 12/04/1995          | 3.40                    | 1.98                           | 58                                | 31/12/2003              |
| 1100-GM         | Gambia, The              | Rural Finance and Community Initiatives Project                                       | 02/12/1998          | 6.60                    | 3.09                           | 47                                | 30/06/2005              |
| 477-GH          | Ghana                    | Upper West Agricultural Development Project   | 14/09/1995          | 6.75                    | 5.51                           | 82                                | 31/12/2002              |
| 1002-GH         | Ghana                    | Village Infrastructure Programme  | 04/12/1996          | 6.95                    | 2.37                           | 34                                | 30/06/2003              |
| 1053-GH         | Ghana                    | Root and Tuber Improvement Programme  | 04/12/1997          | 6.55                    | 4.95                           | 76                                | 30/06/2004              |
| 1124-GH         | Ghana                    | Upper-East Region Land Conservation and Smallholder Rehabilitation Project – Phase II | 29/04/1999          | 8.30                    | 3.57                           | 43                                | 31/03/2005              |
| 1134-GH         | Ghana                    | Rural Financial Services Project  | 03/05/2000          | 8.20                    | 0.51                           | 6                                 | 31/03/2008              |
| 1183-GH         | Ghana                    | Northern Region Poverty-Reduction Programme   | 06/12/2001          | 9.75                    | 0.00                           | 0                                 |                         |
| 1187-GH         | Ghana                    | Rural Enterprises Project – Phase II  | 05/09/2002          | 8.50                    | 0.00                           | 0                                 |                         |
| 478-GN          | Guinea                   | Smallholder Development Project in North Lower Guinea                                 | 14/09/1995          | 10.20                   | 10.16                          | 100                               | 31/12/2003              |
| 1003-GN         | Guinea                   | Fouta Djallon Local Development and Agricultural Rehabilitation Programme             | 04/12/1996          | 6.95                    | 3.66                           | 53                                | 31/12/2004              |
| 1117-GN         | Guinea                   | Village Communities Support Project   | 02/12/1998          | 5.00                    | 2.21                           | 44                                | 31/12/2003              |
| 1135-GN         | Guinea                   | Programme for Participatory Rural Development in Haute-Guinée                         | 09/12/1999          | 10.20                   | 0.60                           | 6                                 | 31/03/2011              |
| 1206-GN         | Guinea                   | Sustainable Agricultural Development Project in the Forest Region                     | 05/09/2002          | 9.40                    | 0.00                           | 0                                 |                         |
| 367-ML          | Mali                     | Income Diversification Programme in the Mali Sud Area                                 | 05/12/1994          | 10.10                   | 6.15                           | 61                                | 30/09/2003              |
| 497-ML          | Mali                     | Zone Lacustre Development Project – Phase II  | 17/04/1996          | 8.65                    | 2.27                           | 26                                | 31/12/2003              |
| 1089-ML         | Mali                     | Sahelian Areas Development Fund Programme   | 02/12/1998          | 15.65                   | 2.51                           | 16                                | 31/03/2009              |
| 471-MR          | Mauritania               | Oasis Development Project – Phase II  | 06/09/1994          | 5.40                    | 5.25                           | 97                                | 31/03/2003              |



**PROJECT PORTFOLIO AT YEAR-END 2002**

| <b>Project ID</b>      | <b>Country</b>        | <b>Project/Programme Name</b>   | <b>Board Approval Date</b> | <b>IFAD Loan (SDR million)</b> | <b>Amount Disbursed (SDR million)</b> | <b>Percentage Disbursed (31/12/2002)</b> | <b>Project Completion Date</b> |
|------------------------|-----------------------|---|----------------------------|--------------------------------|---------------------------------------|--|--------------------------------|
| 1179-MR                | Mauritania            | Poverty-Reduction Project in Aftout South and Karakoro                              | 12/09/2001                 | 8.80                           | 0.00                                  | 0  | 31/12/2009                     |
| 1180-MR                | Mauritania            | Maghama Improved Flood Recession Farming Project – Phase II                         | 05/09/2002                 | 7.60                           | 0.00                                  | 0  |                                |
| 434-NE                 | Niger                 | Special Country Programme – Phase II  | 13/09/1995                 | 9.55                           | 6.41                                  | 67                                       | 30/04/2003                     |
| 1139-NE                | Niger                 | Rural Financial Services Development Programme                                      | 03/05/2000                 | 8.80                           | 0.43                                  | 5  | 30/06/2011                     |
| 1221-NE                | Niger                 | Project for the Promotion of Local Initiative for Development in Aguié              | 11/12/2002                 | 7.60                           | 0.00                                  | 0  |                                |
| 1016-NG                | Nigeria               | Roots and Tubers Expansion Programme  | 09/12/1999                 | 16.70                          | 0.00                                  | 0  | 30/09/2009                     |
| 1196-NG                | Nigeria               | Community-Based Agricultural and Rural Development Programme                        | 12/09/2001                 | 23.80                          | 0.00                                  | 0  | 31/03/2010                     |
| 1260-NG                | Nigeria               | Community-Based Natural Resource Management Programme - Niger Delta                 | 11/12/2002                 | 11.35                          | 0.00                                  | 0  |                                |
| 1027-ST                | Sao Tome and Principe | Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme | 26/04/2001                 | 7.95                           | 0.00                                  | 0  |                                |
| 491-SN                 | Senegal               | Rural Microenterprises Project  | 06/12/1995                 | 5.00                           | 2.70                                  | 54                                       | 30/09/2004                     |
| 1019-SN                | Senegal               | Village Management and Development Project  | 04/12/1997                 | 6.90                           | 0.99                                  | 14                                       | 31/12/2006                     |
| 1102-SN                | Senegal               | Agroforestry Project to Combat Desertification                                      | 02/12/1998                 | 5.85                           | 1.53                                  | 26                                       | 30/06/2005                     |
| 1130-SN                | Senegal               | National Rural Infrastructure Project   | 09/12/1999                 | 5.40                           | 0.75                                  | 14                                       | 31/03/2005                     |
| 1156-SN                | Senegal               | Village Organization and Management Project – Phase II                              | 07/12/2000                 | 10.70                          | 0.69                                  | 6  | 30/09/2008                     |
| 308-SL                 | Sierra Leone          | North-central Agricultural Development Project                                      | 09/09/1992                 | 10.25                          | 6.20                                  | 60                                       | 30/09/2003                     |
| 490-TG                 | Togo                  | Village Organization and Development Project  | 06/12/1995                 | 5.10                           | 1.57                                  | 31                                       | 30/09/2002                     |
| <b>Total: Africa I</b> |                       | <b>50 projects</b>  |                            | <b>435.25</b>                  | <b>113.24</b>                         | <b>26</b>                                |                                |

**PROJECT PORTFOLIO AT YEAR-END 2002**

| Project ID       | Country    | Project/Programme Name  | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|------------------|------------|---|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| <b>Africa II</b> |            |   |                     |                         |                                |                                   |                         |
| 492-AO           | Angola     | Northern Region Foodcrops Development Project                                 | 07/12/1995          | 9.00                    | 4.17                           | 46                                | 31/12/2003              |
| 1023-AO          | Angola     | Northern Fishing Communities Development Programme                            | 04/12/1997          | 5.30                    | 0.94                           | 18                                | 31/12/2005              |
| 229-BI           | Burundi    | Bututsi Agro-Pastoral Development Project                                     | 29/11/1988          | 6.70                    | 2.49                           | 37                                | 31/12/2003              |
| 463-BI           | Burundi    | Ruyigi Rural Resources Management Project                                     | 15/09/1993          | 5.05                    | 4.15                           | 82                                | 30/06/2003              |
| 1105-BI          | Burundi    | Rural Recovery and Development Programme                                      | 28/04/1999          | 14.75                   | 3.61                           | 24                                | 30/09/2006              |
| 470-KM           | Comoros    | Support to Economic Grass-Roots Initiatives Project                           | 06/09/1994          | 2.45                    | 1.67                           | 68                                | 30/06/2004              |
| 514-KM           | Comoros    | Pilot Agricultural Services Project   | 11/09/1996          | 0.70                    | 0.58                           | 83                                | 30/06/2003              |
| 365-ER           | Eritrea    | Eastern Lowlands Wadi Development Project                                     | 05/12/1994          | 8.55                    | 7.48                           | 87                                | 31/12/2004              |
| 1097-ER          | Eritrea    | Gash Barka Livestock and Agricultural Development Project                     | 23/04/2002          | 8.10                    | 0.00                           | 0                                 |                         |
| 342-ET           | Ethiopia   | Southern Region Cooperatives Development and Credit Project                   | 02/12/1993          | 12.60                   | 7.77                           | 62                                | 06/07/2004              |
| 1011-ET          | Ethiopia   | Special Country Programme – Phase II  | 05/12/1996          | 15.65                   | 7.73                           | 49                                | 30/06/2003              |
| 1082-ET          | Ethiopia   | Agricultural Research and Training Project                                    | 10/09/1998          | 13.65                   | 1.02                           | 7                                 | 30/09/2004              |
| 1173-ET          | Ethiopia   | Rural Financial Intermediation Programme                                      | 06/12/2001          | 20.15                   | 0.00                           | 0                                 | 31/03/2010              |
| 467-KE           | Kenya      | Eastern Province Horticulture and Traditional Food Crops Project              | 02/12/1993          | 7.90                    | 1.83                           | 23                                | 31/12/2005              |
| 1114-KE          | Kenya      | Central Kenya Dry Area Smallholder and Community Services Development Project | 07/12/2000          | 8.45                    | 0.85                           | 10                                | 30/09/2008              |
| 1234-KE          | Kenya      | Mount Kenya East Pilot Project for Natural Resource Management                | 11/12/2002          | 12.70                   | 0.00                           | 0                                 |                         |
| 1022-LS          | Lesotho    | Sustainable Agricultural Development Programme for the Mountain Areas         | 10/09/1998          | 6.35                    | 1.22                           | 19                                | 31/03/2004              |
| 499-MG           | Madagascar | North-East Agricultural Improvement and Development Project                   | 17/04/1996          | 8.05                    | 4.68                           | 58                                | 31/12/2002              |
| 1167-MG          | Madagascar | Upper Mandrare Basin Development Project – Phase II                           | 07/12/2000          | 9.85                    | 1.30                           | 13                                | 30/09/2008              |
| 1047-MW          | Malawi     | Smallholder Flood Plains Development Programme                                | 23/04/1998          | 9.25                    | 5.73                           | 62                                | 30/06/2005              |
| 1164-MW          | Malawi     | Rural Livelihoods Support Programme   | 12/09/2001          | 10.70                   | 0.00                           | 0                                 |                         |
| 1093-MU          | Mauritius  | Rural Diversification Programme   | 29/04/1999          | 8.20                    | 1.41                           | 17                                | 30/06/2006              |
| 359-MZ           | Mozambique | Niassa Agricultural Development Project                                       | 20/04/1994          | 8.80                    | 6.51                           | 74                                | 31/12/2003              |
| 1005-MZ          | Mozambique | Family Sector Livestock Development Programme                                 | 04/12/1996          | 13.45                   | 7.43                           | 55                                | 30/06/2004              |
| 1109-MZ          | Mozambique | PAMA Support Project  | 08/12/1999          | 16.55                   | 1.62                           | 10                                | 30/09/2007              |
| 1184-MZ          | Mozambique | Sofala Bank Artisanal Fisheries Project                                       | 12/09/2001          | 14.00                   | 1.13                           | 8                                 | 30/09/2008              |
| 362-NA           | Namibia    | Northern Regions Livestock Development Project                                | 06/09/1994          | 4.20                    | 3.58                           | 85                                | 31/03/2004              |
| 314-RW           | Rwanda     | Intensified Land Use Management Project in the Buberuka Highlands             | 02/12/1992          | 6.75                    | 5.52                           | 82                                | 31/12/2003              |
| 500-RW           | Rwanda     | Rural Small and Microenterprise Promotion Project                             | 17/04/1996          | 3.75                    | 2.94                           | 78                                | 30/06/2003              |
| 1149-RW          | Rwanda     | Umutara Community Resource and Infrastructure Development Project             | 04/05/2000          | 11.85                   | 1.82                           | 15                                | 31/12/2010              |
| 1222-RW          | Rwanda     | Umutara Community Resource and Infrastructure Development Twin Project        | 06/12/2001          | 9.40                    | 0.00                           | 0                                 | 31/12/2007              |
| 1232-RW          | Rwanda     | Smallholder Cash and Export Crops Development Project                         | 11/12/2002          | 12.30                   | 0.00                           | 0                                 |                         |

**PROJECT PORTFOLIO AT YEAR-END 2002**

| <b>Project ID</b>       | <b>Country</b>               | <b>Project/Programme Name</b>                         | <b>Board Approval Date</b> | <b>IFAD Loan (SDR million)</b> | <b>Amount Disbursed (SDR million)</b> | <b>Percentage Disbursed (31/12/2002)</b> | <b>Project Completion Date</b> |
|-------------------------|------------------------------|---|----------------------------|--------------------------------|---------------------------------------|--|--------------------------------|
| 1159-SZ                 | Swaziland                    | Lower Usuthu Smallholder Irrigation Project - Phase I | 06/12/2001                 | 11.90                          | 0.00                                  | 0  |                                |
| 1006-TZ                 | Tanzania, United Republic of | Agricultural and Environmental Management Project     | 04/12/1996                 | 10.30                          | 9.03                                  | 88                                       | 30/06/2003                     |
| 1086-TZ                 | Tanzania, United Republic of | Participatory Irrigation Development Programme        | 08/09/1999                 | 12.55                          | 3.73                                  | 30                                       | 31/03/2006                     |
| 1151-TZ                 | Tanzania, United Republic of | Rural Financial Services Programme                    | 07/12/2000                 | 12.80                          | 1.04                                  | 8  | 31/12/2010                     |
| 1166-TZ                 | Tanzania, United Republic of | Agricultural Marketing Systems Development Programme  | 06/12/2001                 | 12.95                          | 0.74                                  | 6  | 31/12/2009                     |
| 1021-UG                 | Uganda                       | Vegetable Oil Development Project                     | 29/04/1997                 | 14.35                          | 1.81                                  | 13                                       | 31/12/2005                     |
| 1060-UG                 | Uganda                       | District Development Support Programme                | 10/09/1998                 | 9.50                           | 4.35                                  | 46                                       | 31/12/2004                     |
| 1122-UG                 | Uganda                       | Area-Based Agricultural Modernization Programme       | 08/12/1999                 | 9.60                           | 0.76                                  | 8  | 30/06/2008                     |
| 1158-UG                 | Uganda                       | National Agricultural Advisory Services Programme     | 07/12/2000                 | 13.70                          | 0.04                                  | 0  | 31/12/2008                     |
| 1197-UG                 | Uganda                       | Rural Financial Services Programme                    | 05/09/2002                 | 13.90                          | 0.00                                  | 0  |                                |
| 1108-ZM                 | Zambia                       | Smallholder Enterprise and Marketing Programme        | 09/12/1999                 | 11.55                          | 1.80                                  | 16                                       | 31/12/2007                     |
| 1039-ZM                 | Zambia                       | Forest Resource Management Project                    | 09/12/1999                 | 9.15                           | 0.51                                  | 6  | 30/06/2008                     |
| 341-ZW                  | Zimbabwe                     | Smallholder Dry Areas Resource Management Project     | 02/12/1993                 | 10.00                          | 4.98                                  | 50                                       | 31/12/2004                     |
| 435-ZW                  | Zimbabwe                     | South Eastern Dry Areas Project                       | 13/09/1995                 | 7.15                           | 2.91                                  | 41                                       | 30/06/2003                     |
| 1051-ZW                 | Zimbabwe                     | Smallholder Irrigation Support Programme              | 02/12/1998                 | 8.65                           | 0.89                                  | 10                                       | 31/12/2007                     |
| <b>Total: Africa II</b> |                              | <b>47 projects</b>                                    |                            | <b>473.20</b>                  | <b>121.78</b>                         | <b>26</b>                                |                                |



**PROJECT PORTFOLIO AT YEAR-END 2002**

| Project ID                  | Country      | Project/Programme Name  | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|-----------------------------|--------------|---|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| <b>Asia and the Pacific</b> |              |   |                     |                         |                                |                                   |                         |
| 1029-BD                     | Bangladesh   | Agricultural Diversification and Intensification Project                        | 29/04/1997          | 13.65                   | 9.49                           | 70                                | 30/06/2004              |
| 1062-BD                     | Bangladesh   | Third Rural Infrastructure Development Project                                  | 04/12/1997          | 8.50                    | 4.85                           | 57                                | 31/12/2004              |
| 1074-BD                     | Bangladesh   | Aquaculture Development Project   | 23/04/1998          | 15.00                   | 4.85                           | 32                                | 30/06/2005              |
| 1076-BD                     | Bangladesh   | Smallholder Agricultural Improvement Project                                    | 29/04/1999          | 13.65                   | 4.34                           | 32                                | 31/03/2006              |
| 1165-BD                     | Bangladesh   | Sunamganj Community-Based Resource Management Project                           | 12/09/2001          | 17.55                   | 0.00                           | 0                                 | 31/03/2014              |
| 1094-BT                     | Bhutan       | Second Eastern Zone Agricultural Programme                                      | 08/09/1999          | 6.95                    | 3.78                           | 54                                | 30/06/2008              |
| 517-KH                      | Cambodia     | Agriculture Productivity Improvement Project                                    | 11/09/1996          | 3.30                    | 2.10                           | 64                                | 31/12/2003              |
| 1106-KH                     | Cambodia     | Agricultural Development Support Project to Seila                               | 08/09/1999          | 6.35                    | 3.91                           | 62                                | 31/03/2006              |
| 1175-KH                     | Cambodia     | Community-Based Rural Development Project in Kampong Thom and Kampot            | 07/12/2000          | 7.85                    | 1.63                           | 21                                | 31/03/2008              |
| 1048-CN                     | China        | Southwest Anhui Integrated Agricultural Development Project                     | 11/09/1997          | 19.10                   | 17.31                          | 91                                | 31/12/2003              |
| 1083-CN                     | China        | Wulin Mountains Minority-Areas Development Project                              | 10/09/1998          | 21.10                   | 5.78                           | 27                                | 30/06/2004              |
| 1123-CN                     | China        | Qinling Mountain Area Poverty-Alleviation Project                               | 08/12/1999          | 21.00                   | 2.17                           | 10                                | 30/09/2007              |
| 1153-CN                     | China        | West Guangxi Poverty-Alleviation Project  | 07/12/2000          | 23.80                   | 1.89                           | 8                                 | 31/03/2008              |
| 1223-CN                     | China        | Environment Conservation and Poverty-Reduction Programme in Ningxia and Shanxi  | 11/12/2002          | 21.95                   | 0.00                           | 0                                 |                         |
| 1064-KP                     | D.P.R. Korea | Crop and Livestock Rehabilitation Project                                       | 04/12/1997          | 20.90                   | 20.52                          | 98                                | 30/06/2003              |
| 1154-KP                     | D.P.R. Korea | Uplands Food Security Project   | 07/12/2000          | 19.15                   | 6.28                           | 33                                | 30/06/2006              |
| 432-IN                      | India        | Mewat Area Development Project  | 12/04/1995          | 9.65                    | 6.50                           | 67                                | 31/03/2003              |
| 1012-IN                     | India        | Rural Women's Development and Empowerment Project                               | 05/12/1996          | 13.30                   | 2.84                           | 21                                | 30/06/2004              |
| 1040-IN                     | India        | North Eastern Region Community Resource Management Project for Upland Areas     | 29/04/1997          | 16.55                   | 2.16                           | 13                                | 31/03/2004              |
| 1063-IN                     | India        | Jharkhand-Chattisgarh Tribal Development Programme                              | 29/04/1999          | 16.95                   | 0.78                           | 5                                 | 30/06/2009              |
| 1121-IN                     | India        | National Microfinance Support Programme   | 04/05/2000          | 16.35                   | 0.76                           | 5                                 | 30/06/2009              |
| 1210-IN                     | India        | Livelihood Security Project for Earthquake-Affected Rural Households in Gujarat | 12/09/2001          | 11.65                   | 0.00                           | 0                                 | 31/12/2009              |
| 1155-IN                     | India        | Orissa Tribal Empowerment and Livelihoods Programme                             | 23/04/2002          | 16.05                   | 0.00                           | 0                                 |                         |
| 485-ID                      | Indonesia    | Eastern Islands Smallholder Farming Systems and Livestock Development Project   | 06/12/1995          | 12.05                   | 4.80                           | 40                                | 31/03/2003              |
| 1024-ID                     | Indonesia    | P4K – Phase III   | 04/12/1997          | 18.25                   | 12.87                          | 71                                | 31/03/2005              |
| 1112-ID                     | Indonesia    | Post-Crisis Programme for Participatory Integrated Development in Rainfed Areas | 04/05/2000          | 17.50                   | 2.71                           | 15                                | 31/03/2009              |
| 1191-ID                     | Indonesia    | East Kalimantan Local Communities Empowerment Programme                         | 11/12/2002          | 15.10                   | 0.00                           | 0                                 |                         |
| 1065-KG                     | Kyrgyzstan   | Agricultural Support Services Project   | 23/04/1998          | 5.90                    | 2.80                           | 47                                | 30/06/2003              |
| 351-LA                      | Laos         | Bokeo Food Security Project   | 19/04/1994          | 2.95                    | 2.72                           | 92                                | 31/03/2003              |
| 1041-LA                     | Laos         | Northern Sayaboury Rural Development Project                                    | 04/12/1997          | 5.30                    | 4.21                           | 79                                | 30/06/2004              |
| 1099-LA                     | Laos         | Xieng Khouang Agricultural Development Project – Phase II                       | 03/12/1998          | 4.95                    | 4.09                           | 83                                | 30/06/2005              |

**PROJECT PORTFOLIO AT YEAR-END 2002**

| <b>Project ID</b>                  | <b>Country</b>   | <b>Project/Programme Name</b>   | <b>Board Approval Date</b> | <b>IFAD Loan (SDR million)</b> | <b>Amount Disbursed (SDR million)</b> | <b>Percentage Disbursed (31/12/2002)</b> | <b>Project Completion Date</b> |
|------------------------------------|------------------|---|----------------------------|--------------------------------|---------------------------------------|--|--------------------------------|
| 1207-LA                            | Laos             | Oudomxai Community Initiative Support Project                           | 23/04/2002                 | 10.80                          | 0.99                                  | 9  | 31/03/2010                     |
| 472-MV                             | Maldives         | Southern Atolls Development Project                                     | 13/09/1995                 | 1.90                           | 1.62                                  | 85                                       | 31/12/2002                     |
| 502-MN                             | Mongolia         | Arhangai Rural Poverty Alleviation Project                              | 17/04/1996                 | 3.45                           | 2.14                                  | 62                                       | 30/06/2003                     |
| 1205-MN                            | Mongolia         | Rural Poverty-Reduction Programme                                       | 05/09/2002                 | 11.20                          | 0.00                                  | 0  |                                |
| 250-NP                             | Nepal            | Hills Leasehold Forestry and Forage Development Project                 | 07/12/1989                 | 10.00                          | 3.74                                  | 37                                       | 30/06/2003                     |
| 1030-NP                            | Nepal            | Poverty Alleviation Project in Western Terai                            | 11/09/1997                 | 6.55                           | 3.67                                  | 56                                       | 15/07/2004                     |
| 1119-NP                            | Nepal            | Western Uplands Poverty Alleviation Project                             | 06/12/2001                 | 15.60                          | 0.00                                  | 0  | 31/03/2014                     |
| 288-PK                             | Pakistan         | Neelum and Jhelum Valleys Community Development Project                 | 04/09/1991                 | 11.90                          | 10.44                                 | 88                                       | 31/12/2003                     |
| 353-PK                             | Pakistan         | Pat Feeder Command Area Development Project                             | 19/04/1994                 | 20.25                          | 11.96                                 | 59                                       | 30/06/2003                     |
| 524-PK                             | Pakistan         | Dir Area Support Project  | 11/09/1996                 | 11.35                          | 4.42                                  | 39                                       | 31/12/2003                     |
| 1042-PK                            | Pakistan         | Northern Areas Development Project                                      | 11/09/1997                 | 10.75                          | 2.15                                  | 20                                       | 30/06/2005                     |
| 1077-PK                            | Pakistan         | Barani Village Development Project                                      | 03/12/1998                 | 11.15                          | 2.67                                  | 24                                       | 30/06/2005                     |
| 1078-PK                            | Pakistan         | Southern Federally Administered Tribal Areas Development Project        | 07/12/2000                 | 13.40                          | 1.13                                  | 8  | 30/09/2008                     |
| 1182-PK                            | Pakistan         | North-West Frontier Province Barani Area Development Project            | 26/04/2001                 | 11.15                          | 0.00                                  | 0  |                                |
| 326-PG                             | Papua New Guinea | North Simbu Rural Development Project                                   | 06/04/1993                 | 4.35                           | 3.68                                  | 85                                       | 31/12/2001                     |
| 486-PH                             | Philippines      | Cordillera Highland Agricultural Resource Management Project            | 06/12/1995                 | 6.15                           | 2.82                                  | 46                                       | 31/03/2003                     |
| 1066-PH                            | Philippines      | Western Mindanao Community Initiatives Project                          | 23/04/1998                 | 11.00                          | 2.99                                  | 27                                       | 31/12/2004                     |
| 1137-PH                            | Philippines      | Northern Mindanao Community Initiatives and Resource Management Project | 06/12/2001                 | 11.60                          | 0.00                                  | 0  |                                |
| 473-LK                             | Sri Lanka        | North-Central Province Participatory Rural Development Project          | 13/09/1995                 | 5.45                           | 4.74                                  | 87                                       | 31/12/2003                     |
| 1113-LK                            | Sri Lanka        | Matale Regional Economic Advancement Project                            | 03/12/1998                 | 8.35                           | 2.05                                  | 25                                       | 30/06/2005                     |
| 1025-VN                            | Viet Nam         | Ha Giang Development Project for Ethnic Minorities                      | 04/12/1997                 | 9.20                           | 7.06                                  | 77                                       | 31/12/2003                     |
| 1091-VN                            | Viet Nam         | Ha Tinh Rural Development Project                                       | 29/04/1999                 | 11.40                          | 5.75                                  | 50                                       | 30/09/2005                     |
| 1202-VN                            | Viet Nam         | Rural Income Diversification Project in Tuyen Quang Province            | 06/12/2001                 | 16.40                          | 0.76                                  | 5  | 30/09/2008                     |
| <b>Total: Asia and the Pacific</b> |                  |   |                            | <b>54 projects</b>             | <b>655.65</b>                         | <b>210.91</b>                            | <b>32</b>                      |



## PROJECT PORTFOLIO AT YEAR-END 2002

| Project ID                             | Country            | Project/Programme Name   | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|--|--------------------|--|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| <b>Latin America and the Caribbean</b> |                    |  |                     |                         |                                |                                   |                         |
| 506-AR                                 | Argentina          | Rural Development Project for the North-Eastern Provinces                                      | 18/04/1996          | 11.35                   | 2.96                           | 26                                | 30/06/2004              |
| 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                    | 0.47                           | 27                                | 31/12/2005              |
| 354-BO                                 | Bolivia            | Camelid Producers Development Project in the Andean High Plateau                               | 20/04/1994          | 5.45                    | 4.74                           | 87                                | 31/03/2003              |
| 373-BO                                 | Bolivia            | Sustainable Development Project by Beni Indigenous People                                      | 06/12/1994          | 4.30                    | 2.29                           | 53                                | 31/12/2003              |
| 1031-BO                                | Bolivia            | Small Farmers Technical Assistance Services Project (PROSAT)                                   | 29/04/1997          | 5.85                    | 2.51                           | 43                                | 31/12/2003              |
| 1145-BO                                | Bolivia            | Management of Natural Resources in the Chaco and High Valley Regions Project                   | 13/09/2000          | 9.25                    | 0.00                           | 0                                 |                         |
| 344-BR                                 | Brazil             | Low-income Family Support Project in the Semi-arid Region of Sergipe State                     | 02/12/1993          | 12.90                   | 12.90                          | 100                               | 31/12/2002              |
| 493-BR                                 | Brazil             | Community Development Project for the Rio Gaviao Region  | 07/12/1995          | 13.50                   | 9.47                           | 70                                | 31/12/2003              |
| 1101-BR                                | Brazil             | Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East    | 03/12/1998          | 17.80                   | 1.44                           | 8                                 | 31/12/2004              |
| 427-CL                                 | Chile              | Agricultural Development Project for Peasant Communities and Smallholders of the Fourth Region | 06/12/1994          | 5.50                    | 3.73                           | 68                                | 31/12/2003              |
| 520-CO                                 | Colombia           | Rural Microenterprise Development Programme  | 11/09/1996          | 11.00                   | 3.83                           | 35                                | 31/12/2004              |
| 371-CR                                 | Costa Rica         | Agricultural Development Project for the Peninsula of Nicoya                                   | 05/12/1994          | 3.40                    | 1.68                           | 49                                | 31/03/2004              |
| 503-DM                                 | Dominica           | Rural Enterprise Project   | 17/04/1996          | 1.80                    | 1.48                           | 82                                | 30/06/2003              |
| 1068-DO                                | Dominican Republic | South-Western Region Small Farmers Project – Phase II  | 03/12/1998          | 8.75                    | 2.74                           | 31                                | 30/06/2005              |
| 1249-DO                                | Dominican Republic | Social and Economic Development Programme for Vulnerable Populations in the Border Provinces   | 11/12/2002          | 10.60                   | 0.00                           | 0                                 |                         |
| 1043-EC                                | Ecuador            | Indigenous and Afro-Ecuadorian Peoples' Development Project                                    | 04/12/1997          | 10.85                   | 7.47                           | 69                                | 30/09/2003              |
| 1069-SV                                | El Salvador        | Rural Development Project for the North-eastern Region   | 04/12/1997          | 13.05                   | 7.31                           | 56                                | 31/12/2004              |
| 1115-SV                                | El Salvador        | Rural Development Project for the Central Region (PRODAP-II)                                   | 29/04/1999          | 9.55                    | 1.86                           | 19                                | 30/06/2007              |
| 1215-SV                                | El Salvador        | Reconstruction and Rural Modernization Programme   | 06/12/2001          | 15.65                   | 0.00                           | 0                                 | 31/12/2008              |
| 1181-GD                                | Grenada            | Rural Enterprise Project   | 26/04/2001          | 3.25                    | 0.00                           | 0                                 | 31/12/2008              |
| 1008-GT                                | Guatemala          | Programme for Rural Development and Reconstruction in the Quiché Department (PRODERQUI)        | 04/12/1996          | 10.45                   | 1.87                           | 18                                | 31/12/2003              |
| 1085-GT                                | Guatemala          | Rural Development Programme for Las Verapaces  | 08/12/1999          | 10.85                   | 0.95                           | 9                                 | 30/09/2011              |
| 1009-GY                                | Guyana             | Poor Rural Communities Support Services Project  | 04/12/1996          | 7.30                    | 1.79                           | 24                                | 30/06/2003              |
| 241-HT                                 | Haiti              | Small-Scale Irrigation Schemes Rehabilitation Project  | 26/04/1989          | 8.20                    | 7.13                           | 87                                | 31/03/2003              |
| 1070-HT                                | Haiti              | Food Crops Intensification Project – Phase II  | 03/12/1998          | 10.95                   | 1.10                           | 10                                | 30/09/2009              |
| 1171-HT                                | Haiti              | Productive Initiatives Support Programme in Rural Areas  | 23/04/2002          | 17.40                   | 0.00                           | 0                                 |                         |

**PROJECT PORTFOLIO AT YEAR-END 2002**

| Project ID                                    | Country     | Project/Programme Name  | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|---|-------------|---|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| 1032-HN                                       | Honduras    | Rural Development Project in the Central Eastern Region (PRODERCO)                          | 29/04/1997          | 8.90                    | 7.74                           | 87                                | 31/12/2003              |
| 1087-HN                                       | Honduras    | Rural Development Project in the South-Western Region                                       | 03/12/1998          | 13.75                   | 8.30                           | 60                                | 30/06/2005              |
| 1128-HN                                       | Honduras    | National Fund for Sustainable Rural Development Project (FONADERS)                          | 08/12/1999          | 12.00                   | 6.59                           | 55                                | 30/09/2006              |
| 1198-HN                                       | Honduras    | National Programme for Local Development (PRONADEL)   | 26/04/2001          | 15.50                   | 1.79                           | 12                                | 31/12/2007              |
| 494-MX  | Mexico      | Rural Development Project of the Mayan Communities in the Yucatan Peninsula                 | 07/12/1995          | 6.95                    | 4.33                           | 62                                | 31/12/2003              |
| 1141-MX                                       | Mexico      | Rural Development Project for Rubber-Producing Regions of Mexico                            | 03/05/2000          | 18.60                   | 1.88                           | 10                                | 31/12/2009              |
| 495-NI  | Nicaragua   | Rural Development Project for the Southern Pacific Dry Region                               | 07/12/1995          | 8.25                    | 7.04                           | 85                                | 31/03/2003              |
| 1120-NI                                       | Nicaragua   | Technical Assistance Fund Programme for the Departments of León, Chinandega and Managua     | 09/12/1999          | 10.15                   | 0.45                           | 4                                 | 30/06/2013              |
| 331-PA  | Panama      | Rural Development Project for Ngobe Communities   | 07/04/1993          | 5.75                    | 4.73                           | 82                                | 31/03/2003              |
| 474-PA  | Panama      | Sustainable Agricultural Development and Environmental Protection Project for the Darien    | 14/09/1995          | 5.35                    | 3.56                           | 67                                | 31/03/2004              |
| 1049-PA                                       | Panama      | Sustainable Rural Development Project in the Provinces of Cocolé, Colón and Panama West     | 04/12/1997          | 8.90                    | 2.24                           | 25%                               | 30/06/2004              |
| 1199-PA                                       | Panama      | Sustainable Rural Development Project for the Ngöbe-Buglé Territory and Adjoining Districts | 06/12/2001          | 19.40                   | 0.00                           | 0                                 |                         |
| 496-PY  | Paraguay    | Peasant Development Fund Credit Project - Eastern Region of Paraguay                        | 07/12/1995          | 6.65                    | 4.77                           | 72                                | 31/12/2003              |
| 475-PE  | Peru        | Management of Natural Resources in the Southern Highlands Project                           | 14/09/1995          | 8.25                    | 7.24                           | 88                                | 31/12/2002              |
| 1044-PE                                       | Peru        | Development of the Puno-Cusco Corridor Project  | 04/12/1997          | 13.90                   | 2.28                           | 16                                | 31/12/2006              |
| 1240-PE                                       | Peru        | Market Strengthening and Livelihood Diversification in the Southern Highlands Project       | 11/12/2002          | 12.10                   | 0.00                           | 0                                 |                         |
| 504-LC  | Saint Lucia | Rural Enterprise Project  | 17/04/1996          | 1.55                    | 1.22                           | 79                                | 30/09/2003              |
| 1161-UY                                       | Uruguay     | National Smallholder Support Programme – Phase II (PRONAPPA II)                             | 07/12/2000          | 10.80                   | 0.88                           | 8                                 | 30/09/2007              |
| 279-VE  | Venezuela   | Support Project for Small Producers in the Semi-arid Zones of Falcon and Lara States        | 04/04/1991          | 11.35                   | 8.96                           | 79                                | 31/12/2002              |
| 521-VE  | Venezuela   | Economic Development of Poor Rural Communities Project                                      | 11/09/1996          | 8.25                    | 3.06                           | 37                                | 30/06/2004              |
| 1186-VE                                       | Venezuela   | Agro-Productive-Chains Development Project in the Barlovento Region                         | 13/09/2000          | 9.75                    | 0.00                           | 0                                 |                         |
| <b>Total: Latin America and the Caribbean</b> |             | <b>48 projects</b>  |                     | <b>469.60</b>           | <b>156.79</b>                  | <b>33</b>                         |                         |

**PROJECT PORTFOLIO AT YEAR-END 2002**

| Project ID                        | Country                | Project/Programme Name  | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|-----------------------------------|------------------------|---|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| <b>Near East and North Africa</b> |                        |   |                     |                         |                                |                                   |                         |
| 1129-AL                           | Albania                | Mountain Areas Development Programme  | 09/12/1999          | 9.60                    | 1.75                           | 18                                | 30/09/2007              |
| 1176-DZ                           | Algeria                | Pilot Project for the Development of Mountain Agriculture in the Watershed Province of Oued Saf Saf | 06/12/2001          | 9.70                    | 0.00                           | 0                                 | 30/06/2009              |
| 1177-AM                           | Armenia                | Agricultural Services Project   | 26/04/2001          | 12.35                   | 4.16                           | 34                                | 30/09/2005              |
| 1033-AZ                           | Azerbaijan             | Farm Privatization Project  | 29/04/1997          | 6.45                    | 5.57                           | 86                                | 30/06/2003              |
| 1148-AZ                           | Azerbaijan             | Rural Development Programme for Mountainous and Highland Areas                                      | 13/09/2000          | 6.90                    | 0.49                           | 7                                 | 30/09/2008              |
| 1157-BA                           | Bosnia and Herzegovina | Livestock and Rural Finance Development Project   | 26/04/2001          | 9.55                    | 0.87                           | 9                                 | 30/06/2008              |
| 1236-DJ                           | Djibouti               | Microfinance and Microenterprise Development Project  | 12/12/2002          | 2.75                    | 0.00                           | 0                                 |                         |
| 355-EG                            | Egypt                  | Agricultural Production Intensification Project   | 20/04/1994          | 14.45                   | 11.53                          | 80                                | 30/06/2004              |
| 1014-EG                           | Egypt                  | East Delta Newlands Agricultural Services Project   | 05/12/1996          | 17.30                   | 4.18                           | 24                                | 31/03/2005              |
| 1050-EG                           | Egypt                  | Sohag Rural Development Project   | 10/09/1998          | 18.85                   | 1.40                           | 7                                 | 30/06/2007              |
| 1204-EG                           | Egypt                  | West Noubaria Rural Development Project   | 23/04/2002          | 14.60                   | 0.00                           | 0                                 |                         |
| 1225-EG                           | Egypt                  | Second Matruh Resource Management Project   | 12/12/2002          | 9.60                    | 0.00                           | 0                                 |                         |
| 1079-PS                           | Gaza and the West Bank | Participatory Natural Resource Management Programme   | 23/04/1998          | 5.80                    | 0.38                           | 7                                 | 31/03/2005              |
| 1262                              | Gaza and the West Bank | Rehabilitation and Development Project – Phase II   | 05/09/2002          | 2.95 <sup>a</sup>       | 0.00                           | 0                                 | Not signed              |
| 1035-GE                           | Georgia                | Agricultural Development Project  | 30/04/1997          | 4.70                    | 2.78                           | 59                                | 31/12/2003              |
| 1147-GE                           | Georgia                | Rural Development Programme for Mountainous and Highland Areas                                      | 13/09/2000          | 6.10                    | 0.62                           | 10                                | 30/09/2008              |
| 481-JO                            | Jordan                 | Agricultural Resource Management Project in the Governorates of Karak and Tafila                    | 06/12/1995          | 8.70                    | 8.22                           | 94                                | 30/06/2003              |
| 1071-JO                           | Jordan                 | National Programme for Rangeland Rehabilitation and Development - Phase I                           | 04/12/1997          | 2.90                    | 0.59                           | 20                                | 31/12/2004              |
| 1092-JO                           | Jordan                 | Yarmouk Agricultural Resources Development Project  | 29/04/1999          | 7.45                    | 1.06                           | 14                                | 30/06/2006              |
| 370-LB                            | Lebanon                | Irrigation Rehabilitation and Modernization Project   | 05/12/1994          | 6.70                    | 3.03                           | 45                                | 30/09/2003              |
| 1036-LB                           | Lebanon                | Agriculture Infrastructure Development Project  | 30/04/1997          | 8.70                    | 1.01                           | 12                                | 31/12/2004              |
| 1188-LB                           | Lebanon                | Cooperative Rural Finance Programme   | 12/09/2001          | 10.25                   | 0.00                           | 0                                 |                         |
| 356-MA                            | Morocco                | Tafilalet and Dades Rural Development Project   | 20/04/1994          | 11.80                   | 10.17                          | 86                                | 31/12/2003              |
| 1010-MA                           | Morocco                | Rural Development Project for Taourirt - Taforalt   | 04/12/1996          | 13.50                   | 3.35                           | 25                                | 31/12/2006              |
| 1178-MA                           | Morocco                | Rural Development Project in the Mountain Zones of Al-Haouz Province                                | 07/12/2000          | 14.10                   | 0.76                           | 5                                 | 31/03/2008              |
| 1110-MD                           | Republic of Moldova    | Rural Finance and Small Enterprise Development Project  | 09/12/1999          | 5.80                    | 1.96                           | 34                                | 31/12/2005              |
| 1052-RO                           | Romania                | Apuseni Development Project   | 10/09/1998          | 12.40                   | 2.00                           | 16                                | 31/12/2003              |



**PROJECT PORTFOLIO AT YEAR-END 2002**

| Project ID                               | Country                                   | Project/Programme Name  | Board Approval Date | IFAD Loan (SDR million) | Amount Disbursed (SDR million) | Percentage Disbursed (31/12/2002) | Project Completion Date |
|--|---|---|---------------------|-------------------------|--------------------------------|-----------------------------------|-------------------------|
| 1045-SD                                  | Sudan                                     | North Kordofan Rural Development Project  | 28/04/1999          | 7.75                    | 2.19                           | 28                                | 30/06/2007              |
| 1140-SD                                  | Sudan                                     | South Kordofan Rural Development Programme  | 14/09/2000          | 13.30                   | 3.13                           | 24                                | 31/03/2011              |
| 363-SY                                   | Syria                                     | Jebel al Hoss Agricultural Development Project  | 06/09/1994          | 8.25                    | 3.54                           | 43                                | 31/03/2004              |
| 482-SY                                   | Syria                                     | Coastal/Midlands Agricultural Development Project                                     | 06/12/1995          | 13.65                   | 4.35                           | 32                                | 30/06/2005              |
| 1073-SY                                  | Syria                                     | Badia Rangelands Development Project  | 23/04/1998          | 14.95                   | 1.20                           | 8                                 | 30/06/2006              |
| 1233-SY                                  | Syria                                     | Idlib Rural Development Project   | 11/12/2002          | 13.30                   | 0.00                           | 0                                 |                         |
| 522-MK                                   | The Former Yugoslav Republic of Macedonia | Southern and Eastern Regions Rural Rehabilitation Project                             | 11/09/1996          | 5.65                    | 3.22                           | 57                                | 30/06/2003              |
| 1162-MK                                  | The Former Yugoslav Republic of Macedonia | Agricultural Financial Services Project   | 14/09/2000          | 6.20                    | 0.60                           | 10                                | 30/06/2007              |
| 348-TN                                   | Tunisia                                   | Integrated Agricultural Development Project in the Governorate of Kairouan            | 02/12/1993          | 9.00                    | 7.48                           | 83                                | 31/12/2003              |
| 483-TN                                   | Tunisia                                   | Integrated Agricultural Development Project in the Governorate of Siliana             | 06/12/1995          | 7.55                    | 5.55                           | 74                                | 30/12/2004              |
| 1104-TN                                  | Tunisia                                   | Integrated Agricultural Development Project in the Governorate of Zaghuan             | 03/12/1998          | 11.40                   | 1.92                           | 17                                | 30/06/2005              |
| 1213-TN                                  | Tunisia                                   | Agropastoral Development and Local Initiatives Promotion Programme for the South-East | 05/09/2002          | 14.10                   | 0.00                           | 0                                 |                         |
| 476-TR                                   | Turkey                                    | Ordu-Giresun Rural Development Project  | 14/09/1995          | 13.40                   | 5.92                           | 44                                | 30/06/2004              |
| 330-YE                                   | Yemen                                     | Tihama Environment Protection Project   | 07/04/1993          | 7.05                    | 6.86                           | 97                                | 31/12/2002              |
| 1061-YE                                  | Yemen                                     | Southern Governorates Rural Development Project                                       | 11/09/1997          | 8.15                    | 4.14                           | 51                                | 31/12/2003              |
| 1075-YE                                  | Yemen                                     | Raymah Area Development Project   | 04/12/1997          | 8.75                    | 3.44                           | 39                                | 31/12/2005              |
| 1095-YE                                  | Yemen                                     | Al-Mahara Rural Development Project   | 09/12/1999          | 8.90                    | 1.47                           | 17                                | 31/03/2008              |
| 1195-YE                                  | Yemen                                     | Dhamar Participatory Rural Development Project  | 05/09/2002          | 10.90                   | 0.00                           | 0                                 |                         |
| <b>Total: Near East and North Africa</b> |   | <b>45 projects</b>  |                     | <b>433.25</b>           | <b>120.89</b>                  | <b>28</b>                         |                         |
| <b>Total</b>                             |   | <b>244 projects</b>   |                     | <b>2 466.95</b>         | <b>723.61</b>                  | <b>29</b>                         |                         |

<sup>a</sup> IFAD grant in USD. Amount not included in totals.





**Operationalizing IFAD's Strategic Framework 2002-2006**

**MAINSTREAMING A GENDER PERSPECTIVE IN IFAD'S OPERATIONS**

**Plan of Action 2003-2006**

**Rome, January 2003**



## ABBREVIATIONS AND ACRONYMS

|       |  |
|-------|--|
| AP    | Assistant President                                |
| AWP/B | Annual Workplan and Budget                         |
| CI    | Cooperating Institution                            |
| COSOP | Country Strategic Opportunities Paper              |
| CPM   | Country Portfolio Manager                          |
| ECP   | Extended Cooperation Programme                     |
| GDI   | Gender-Related Development Index                   |
| GEM   | Gender Empowerment Measure                         |
| M&E   | Monitoring and Evaluation                          |
| MTR   | Mid-Term Review                                    |
| NGO   | Non-Governmental Organization                      |
| OE    | Office of Evaluation and Studies (IFAD)            |
| OL    | Office of the General Counsel (IFAD)               |
| PDT   | Project Development Team                           |
| PMD   | Programme Management Department (IFAD)             |
| PMU   | Project Management Unit                            |
| POA   | Plan of Action                                     |
| PRPP  | Progress Report on the Project Portfolio           |
| PSR   | Project Status Report                              |
| PT    | Technical Advisory Division (IFAD)                 |
| PTGFP | Gender Focal Point, Technical Advisory Division    |
| TAG   | Technical Assistance Grant                         |
| TRC   | Technical Review Committee                         |
| WGGPP | Working Group on Gender in Projects and Programmes |

## DEFINITIONS

### GENDER

The term **gender** refers to culturally based expectations of the roles and behaviors of men and women. The term distinguishes the socially constructed from the biologically determined aspects of being male and female. Unlike the biology of sex, *gender roles* and behaviors and the relations between women and men (*gender relations*) can change over time, even if aspects of these roles originated in the biological differences between sexes.

### GENDER EQUALITY

In IFAD's terminology, **gender equality** means that women and men have equal opportunities, or life chances, to access and control socially valued goods and resources. This does not mean that the goal is that women and men become the same, but it does mean that we will work towards women's and men's equal life chances. In order to achieve this, it is sometimes necessary to empower, or 'build up' groups with limited access to resources. For example, to undertake special actions, such as providing day care for children, to enable women to participate along with men in training workshops. Or to provide credit to rural women because their access to productive resources is restricted. Or to establish educational programmes for boys in Latin America, where their school attendance is weak compared to that of girls.

### GENDER EQUITY

**Gender equity** means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women.

### GENDER MAINSTREAMING

For *IFAD as an institution*, **gender mainstreaming** is the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations, and the focus of continued efforts to achieve excellence. Thus gender mainstreaming is fully reflected, along with other core priorities, in the mindset of IFAD's leadership and staff, its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies, and its learning and improvement processes.

In IFAD's *development activities*, gender mainstreaming implies assessing the implications for women and men of any planned action, including legislation, and ensuring that both women's and men's concerns and experiences are taken fully into account in the design, implementation, monitoring and evaluation of all development activities. The aim is to develop interventions that overcome barriers preventing men and women from having equal access to the resources and services they need to improve their livelihoods.

## MAINSTREAMING A GENDER PERSPECTIVE IN IFAD'S OPERATIONS PLAN OF ACTION 2003-2006

### *Summary*

*During IFAD's 25 years of existence, gender equality and women's empowerment have gained increasing importance, both as objectives and as instruments for poverty reduction. In its operations, IFAD aims to: expand women's access to and control over fundamental assets – capital, land, knowledge and technologies; strengthen their agency – their decision-making role in community affairs and representation in local institutions; and improve well-being and ease workloads by facilitating access to basic rural services and infrastructures. IFAD's action is guided by the principle that development initiatives should incorporate the priorities and needs of both men and women and give them equal opportunities to access benefits and services. In this way, IFAD seeks to address the structural inequalities that prevent women from realizing their potential as human beings, producers and agents of change in the fight against poverty.*

*The Plan of Action 2003-2006 is a first step towards operationalizing those principles and objectives of the Strategic Framework for IFAD 2002-2006 related to gender mainstreaming and women's empowerment. It aims to systematize and scale up ongoing efforts to mainstream a gender perspective in different aspects of IFAD's work and to comply with the many United Nations commitments, most recently with the United Nations Economic and Social Council (ECOSOC) Resolution E/2002/L.14, Mainstreaming a Gender Perspective in all Policies and Programmes of the United Nations.*

*With specific reference to IFAD's programmatic work, gender mainstreaming is defined as “the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations, and the focus of continued efforts to achieve excellence. Thus gender mainstreaming is fully reflected, along with other core priorities, in the mindset of IFAD's leadership and staff, its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies, and its learning and improvement processes”.*

*The plan was developed by the IFAD-wide Working Group on Gender in Projects and Programmes, coordinated by the Technical Advisory Division. It builds on IFAD's experience to date, as well as on recommendations stemming from a two-day workshop held in June 2002 on Gender Equity and the Empowerment of Poor Rural Women – Operationalizing IFAD's Strategic Framework.*

*The Plan of Action establishes a common framework within which region- and country-specific strategies will be designed and implemented. In line with IFAD's increased emphasis on monitoring performance and impact, a set of time-bound and verifiable indicators is specified for monitoring implementation progress. The plan relates essentially to programmatic actions directly under IFAD's control. For the most part, actions identified do not entail additional tasks or resources. However, IFAD will be seeking incremental funds to accelerate the implementation process – and the consequent results in terms of field impact and accelerated learning.*

*Given its focus on programmatic activities, the Plan of Action does not address IFAD workplace-related gender issues. However, efforts to create gender balance within IFAD at all professional levels will be pursued in parallel.*

*By enabling a more equitable access by women and men to development opportunities, together with the design of more sustainable development responses, the plan will help IFAD perform better. In addition, enhanced learning on effective development approaches will contribute to strengthening IFAD's role in policy dialogue and advocacy. Implementation of the Plan of Action will be an important tool in improving the effectiveness of IFAD's investments and their contribution to poverty reduction and the Millennium Development Goals.*

## I. GENDER MAINSTREAMING AND WOMEN'S EMPOWERMENT IN IFAD

### Guiding Principles

1. During IFAD's 25 years of existence, gender equality and women's empowerment have gained increasing importance, both as objectives and as instruments for poverty reduction.<sup>1</sup> As part of its poverty focus, the Fund recognizes women as a target group deserving special attention.<sup>2</sup> In its operations, IFAD aims to: expand women's access to and control over fundamental assets – capital, land, knowledge and technologies; strengthen their agency – their decision-making role in community affairs and representation in local institutions; and improve well-being and ease workloads by facilitating access to basic rural services and infrastructures. IFAD's action is guided by the principle that development initiatives should incorporate the priorities and needs of both men and women and give them equal opportunities to access benefits and services.<sup>3</sup> In this way, IFAD seeks to address the structural inequalities that prevent women from realizing their potential as human beings, producers and agents of change in the fight against poverty.

2. IFAD has also learned that when the different roles and needs of women and men are not taken into account in project design and implementation, development interventions are less effective. But above all, IFAD has increasingly come to recognize that women's social and economic advancement is critical to the reduction of poverty and food security. In all IFAD-financed operations, women have demonstrated their enormous potential for becoming agents of change. Working towards gender equality and women's empowerment means enabling women to express that potential, to the benefit of their households and their communities.

3. Based on analysis of the specific roles and needs of women and men in a given context, IFAD-supported projects and programmes are designed to include men and women both, giving them equal opportunities to access benefits and resources, and enabling them to realize their potential as human beings and economic agents. In parallel, project design and implementation-specific measures are undertaken to empower women to acquire the means and ability to participate in the mainstream of economic and social development, as well as in the decisions that affect their lives and those of their families.

## II. POLICY ORIENTATION

4. IFAD's commitment to gender equality and women's empowerment has been set out in a number of milestone documents: the 1992 policy paper on IFAD's Strategies for the Economic Advancement of Rural Women; IFAD's lending documents; the regional strategies prepared in 2001; and, for some regions, specific approach papers on gender.<sup>4</sup> Its commitment is also highlighted in the recently formulated *Strategic Framework for IFAD 2002-2006*.

5. The framework builds on the Fund's experience in working with rural poor women and men and positions IFAD to contribute to the Millennium Development Goals. It recognizes that addressing gender inequalities and building women's capabilities are essential conditions for achieving impact on poverty and malnutrition worldwide.<sup>5</sup> Thus gender inequality is viewed as both a root cause of poverty and an expression of social injustice. The framework states

*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.*  
IFAD, 1998a, p. 23

*The Loan Parties and the Project Parties shall ensure that the resources and benefits of the Project, to the fullest extent practicable, are allocated among the target population using gender-disaggregated methods.*  
IFAD, 1999a, section 7.13, p. 18

ANNEX V

that attention to gender issues should continue to be an overarching concern in pursuing IFAD's strategic objectives. The framework also emphasizes the need for better targeting and impact monitoring, and for basing project design on the needs and perceptions of the poor themselves. It recognizes that to achieve these objectives, efforts and resources should be significantly scaled up and new priorities established.

6. The framework also points to the importance of empowerment and institution-building, seen as integral components of poverty reduction. Change will only be sustainable if rural poor women and men acquire greater capacity to influence the decisions – public and private – that affect their lives. The framework links political empowerment to economic empowerment: the poor will only have the political power to influence the economic 'rules of the game' in their favour when they have gained access to financial and productive assets (markets, natural resources and technology). Both principles are of special relevance to women, who have less voice than men in public affairs, and fewer assets and income-earning opportunities.

### Achievements to Date

7. Over the years, IFAD-supported projects have achieved a great deal in terms of improving women's socio-economic status and well-being. The thematic review of gender mainstreaming undertaken for the Progress Report on the Project Portfolio for 2000, based on extensive regional reviews, documented both achievements and challenges at the field level.<sup>6</sup>

8. There has been improvement in the way gender issues and women's empowerment are addressed throughout the project cycle, starting with project design. A systematic review of all formulation reports from a gender perspective, the issuing of checklists and guidelines to design-mission members and greater awareness among IFAD staff have all contributed to this improvement.

9. The recent External Review of the Results and Impact of IFAD Operations noted successes in progress towards gender equality in IFAD-financed projects, as well as in policy dialogue and innovation. However, it highlighted the need to ensure greater continuity between design and implementation in order to more fully integrate women into mainstream development activities, and to promote women's access to productive resources and community management.<sup>7</sup>

10. Gender programmes financed through generous contributions from donor countries have greatly increased the capacity of project management teams and partner organizations to address gender concerns during project implementation. They have contributed to our learning with respect to development approaches to empowering women. They have also enabled IFAD to strengthen staff capacity at headquarters by acquiring additional gender expertise.<sup>8</sup>

11. In 2003-2004, IFAD's Office of Evaluation and Studies (OE) will undertake an evaluation of IFAD's approaches to and policy on gender equity and empowerment. This may lead to a new policy paper on gender that would build on lessons learned regarding the effectiveness of different perspectives, taking into account particularly the perspectives of rural poor women and men.

*Before we started baking we did not earn anything. We only did our household chores – which we still do now – and we helped out in the field, together with our children. Now we have our own money, and our husbands help us with the housework, because we also work just like them.*

Maria Luisa López, Peru,  
IFAD, 2001a



### III. THE PLAN OF ACTION

#### Why a Plan of Action?

12. As stated in IFAD's strategic framework, in order to reduce poverty and achieve the Millennium Development Goals, governments and the donor community have been called upon to significantly increase and focus efforts to redress gender imbalances and empower rural poor women. In meeting this challenge, IFAD builds on the rich experience generated through its field operations and special programmes implemented by several divisions. What is needed now is to systematize efforts, generalize best practices across IFAD, fine-tune successful approaches, monitor performance on a regular basis, and be more effective in measuring impact.

13. *At the field level*, the challenge is to increase efforts – in collaboration with our partners – to test, implement and scale up effective and innovative approaches to redress gender imbalances and improve the social and economic status and representation of rural poor women. These approaches will in many cases be specific to a region or even a country.

14. *For IFAD as an institution*, the challenge is to make further progress in integrating gender concerns into the core work of all IFAD staff and specifically within its programme dimension. In this context, **gender mainstreaming** is defined as “the process by which reducing the gaps in development opportunities between women and men and working towards equality between them become an integral part of the organization's strategy, policies and operations, and the focus of continued efforts to achieve excellence. Thus gender mainstreaming is fully reflected, along with other core priorities, in the mindset of IFAD's leadership and staff, its values, resource allocations, operating norms and procedures, performance measurements, accountabilities, competencies, and its learning and improvement processes”.

15. The Plan of Action has been developed as a mainstreaming instrument, the ultimate goal being to ensure gender-equitable access to project resources and benefits and to promote broader equality in rights and opportunities. More specifically, the plan aims to:

- translate the principles and objectives of the strategic framework into a set of concrete actions to be taken to mainstream gender, accompanied by specific, verifiable and time-bound indicators to monitor performance;
- fine-tune and generalize progress in design, while increasing emphasis on implementation, learning and innovation, policy and partnerships, by building on and generalizing IFAD best practices; and
- implement United Nations recommendations regarding the mainstreaming of a gender perspective in the operations of the UN family.<sup>9</sup>

16. The plan was developed by the IFAD-wide Working Group on Gender in Projects and Programmes (WGGPP), coordinated by the Technical Advisory Division (PT) in consultation with other IFAD staff. It builds on IFAD's experience to date, as well as on recommendations stemming from a two-day

*The full and equal participation of women in rural institutions and decision-making and specific measures to improve the status of women are still critical to any strategy aimed at the improvement of the situation of rural women.*  
United Nations, 1999

ANNEX V

workshop held in June 2002 on Gender Equity and the Empowerment of Poor Rural Women – Operationalizing IFAD’s Strategic Framework.

17. Work leading up to the plan has been facilitated by gender initiatives funded principally by Italy, Japan, The Netherlands, Norway and IFAD itself through the gender-related technical assistance grant (TAG) programme.<sup>10</sup> These initiatives have expanded the core group of professionals – both within IFAD and in the regions – working on gender issues in IFAD’s operations and actively participating in the WGGPP, thus making an essential contribution to the development of the Plan of Action. The grant-funded programmes have generated – and continue to generate – knowledge, best practices, tools and guidelines. These programmes have also improved project outreach to women and enabled a more equitable impact on women’s and men’s livelihoods. When shared and adapted to other regional contexts, they can greatly contribute to the implementation of the actions envisaged in the plan.

18. The Programme to Support Gender Mainstreaming in IFAD’s Projects and Programmes, cofinanced by Italy and IFAD and managed by PT (closing at the end of 2003), has provided the essential technical and financial support for the preparation of the Plan of Action.

### Scope of the Plan

19. *The Plan of Action focuses on improvements needed inside IFAD, as an institution, to enable impact outside, in the lives of poor women and men.* Gender-sensitive implementation will be facilitated by good design, a statement of the centrality of gender concerns in the loan agreement, discussion of gender in the start-up workshop, and greater emphasis by supervision on gender issues. More systematic coverage of gender issues in evaluation will yield important lessons for the design and implementation of new projects and for the adjustment of programmes in mid-course. Similarly, improved learning and information sharing will enable replication of best practices and cross-fertilization between regions and countries.

20. *The Plan of Action establishes a common framework within which region- and country-specific approaches will be designed and implemented.* There is no single recipe for all situations, nor is gender mainstreaming the only instrument for improving the well-being and status of women. This is reflected in IFAD’s regional strategies, developed in line with the framework, and which address gender and women’s empowerment issues with different approaches and entry points for the diverse regional and subregional contexts.<sup>11</sup> The plan sets minimum standards and establishes a common framework within which the divisions will develop specific strategies and approaches. Each division will need to determine how, with what resources, and within what time frame it will achieve the established targets, and incorporate these measures into its divisional workplan and budget. Timing and modalities will vary according to how advanced each division is in addressing gender dimensions in the various aspects of its work and the gender situation in the countries it covers.

21. *The Plan of Action does not deal with specific development approaches in working with women.* Sector-specific approaches that have either proven successful or represent special challenges have been identified by: the Thematic Portfolio Review, through research undertaken in the context of the regional programmes; the Thematic Reminders included in *Memory Checks for Project*

*Because the reasons for rural poverty are complex, proposed solutions need to be multifaceted and adapted to local contexts, taking gender, social and political issues into account.*  
IFAD, 2002a

ANNEX V

and Programme Design – Household Food Security and Gender; the Gender Learning Notes on IFAD’s website; and numerous thematic and country studies.<sup>12</sup> In the future, IFAD will intensify its efforts to capture, share and replicate best practices in key areas of concern in various sectors, from rural finance to agricultural extension and community development approaches.

22. *The Plan of Action refers exclusively to IFAD’s role at the programme level.* Although the plan does not address workplace-related gender issues, it is important that efforts to create a gender balance within IFAD at all professional levels be pursued in parallel.

### Action Areas and Objectives

23. The Plan of Action includes 25 actions in the following key areas (presented in detail on pages 53-56).

#### 1. Impact achievement in the project cycle

- Country strategic opportunities papers (COSOPs) articulate IFAD gender- and poverty-targeting strategies for a country.
- Project design fully integrates gender concerns.
- Loan agreement explicitly addresses gender equality concerns.
- Project implementation ensures gender-equitable participation in and benefit from project activities.
- Supervision supports gender mainstreaming.
- Efforts are expanded to ensure that implementation support for gender mainstreaming is available as needed.

#### 2. IFAD as a catalyst: policy and partnerships, learning and innovation

- IFAD expands its capacities to generate, capture and share knowledge on gender and development.
- IFAD strengthens its advocacy role in favour of rural women.

#### 3. Accountability and monitoring

- Institutional accountability for gender mainstreaming is improved.
- Regular monitoring and evaluation (M&E) of progress in gender mainstreaming is ensured.

24. To improve gender mainstreaming in **impact achievement in the project cycle**, COSOPs will articulate IFAD country gender- and poverty-targeting strategies and sector-specific constraints and opportunities more strongly. This will provide a basis for the design of gender-sensitive strategies in future IFAD investments. Gender equality and women’s empowerment concerns will be fully integrated into project design, responding to the Prerequisites of Gender-Sensitive Design, which form an integral part of the Plan of Action (pages 57-58).<sup>13</sup> In this way, outreach to women as well as to men and to young women and men, will be facilitated, and projects will become more effective. This will also be reflected in better legal covenants that support gender equality. To signal to the borrower the special importance that IFAD attaches to gender equality, the texts of loan agreements will reiterate the gender-related clauses contained in IFAD’s *General Conditions for Agricultural Development Financing*. During implementation, IFAD will assist – in partnership with the cooperating institutions (CIs) – in ensuring that the project’s gender strategy is addressed directly at project start-up. It will also provide for specific activities and allocate earmarked resources in the

*...all investment programmes will focus on building individual and community-level capabilities. To do so, they need to maximize the participation of poor women and men and other stakeholders in the planning, implementation and monitoring of activities.*  
IFAD, 2002a



## ANNEX V

annual workplans and budgets to support gender mainstreaming and women's empowerment. This will be coupled with increased efforts to make implementation support available where needed through partnerships and cofinancing arrangements. CIs will be explicitly requested – in the letters of agreement and of appointment – to specifically address gender- and poverty-targeting issues and to revise current reporting formats and tables in which gender is not addressed.

25. With respect to **IFAD's catalytic role – through policy and partnerships, learning and innovation** – actions will be taken to expand IFAD's capacity to generate, capture and share knowledge on gender and development. This will require increased internal and external networking and information sharing to improve cross-fertilization among IFAD's departments and divisions. It will also require strengthened links and exchanges with external networks and knowledge resource centres. An active and regularly updated Gender and Household Food Security website<sup>14</sup> will be both an instrument for dissemination and a reflection of progress in IFAD's contribution to knowledge on effective development approaches. Projects will need to be viewed as a means to an end, rather than an end in themselves, in order to ensure sustainability and a ripple effect of the Fund's investments, particularly in contexts where socio-cultural resistance to changes in women's roles is strong. The strengthening of IFAD's External Affairs Department should make it possible for IFAD to engage more actively in policy dialogue and advocacy. The fairly frequent use of IFAD/NGO Extended Cooperation Programme (ECP) grants in support of advocacy and women's empowerment will be further expanded.

26. To ensure **accountability and monitoring**, several actions are proposed to improve institutional accountability for and monitoring of gender mainstreaming. This will entail including measures to implement the plan in departmental and divisional workplans and budgets, and making the monitoring of progress in this area a regular item in divisional and management meetings. Regular monitoring and evaluation of progress in gender mainstreaming will be ensured through the revision of all IFAD reporting formats – including the key files – to ensure that gender aspects are appropriately addressed. This information will be collated in the annual Progress Report on the Project Portfolio, the format of which will also be revised. A baseline for the Plan of Action will be conducted during 2003 to establish realistic targets and benchmarks against which to measure progress.

### **Responsibilities for Implementation**

27. The Plan of Action focuses on a limited number of time-bound, specific responsibilities. Successful implementation will thus depend on the joint commitment and contribution of all IFAD staff. The table on pages 59-60 outlines the assignment of responsibilities for implementing the plan.

28. While the majority of the actions fall under the responsibility of the Programme Management Department (PMD), others relate to the Office of the General Counsel, OE, and the External Affairs Department.

29. Overall responsibility for ensuring that gender issues are addressed lies with the President, Vice-President, Assistant Presidents and regional directors. Responsibility for monitoring and reporting to the President and the Executive Board on gender mainstreaming in IFAD's programmatic work rests with the Assistant President/PMD, with the support of PT, as needed.

*Reaffirming also the United Nations Millennium Declaration, which affirms that the equal rights and opportunities of women and men must be assured, and calls for, inter alia, the promotion of gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable.*

United Nations, 2002b

ANNEX V

30. At the operational level, responsibility for implementing project-related activities rests primarily with country portfolio managers. PT is to provide technical support, facilitate information and knowledge exchange, and assist in monitoring as required.

31. Ultimately, the responsibility for ensuring that projects empower women and provide gender-equitable access to benefits rests primarily with the borrowing country, and in particular with the project management team. IFAD will work in partnership with the CIs to assist projects in addressing gender.

### Time Frame

32. The time frame for the Plan of Action has been chosen to coincide with that of IFAD's strategic framework. As mentioned, in 2003-2004, OE will undertake an evaluation of IFAD's approaches to and policy on gender equity and empowerment. A review of the plan will take place in early 2005 to measure progress in relation to the benchmarks established through the baseline. Following these two activities, the plan will be revised as needed, and complemented with further actions necessary to complete the process. Many of the actions identified can be implemented in the short term and results can be expected to materialize soon. Others, such as those relating to IFAD's CIs and the Fund's advocacy efforts, will require a longer time frame and complementary actions in order to be effective.

### Resource Implications and Follow-Up

33. The Plan of Action aims to ensure that attention to gender issues becomes a regular feature of IFAD's daily work. Thus most of the actions identified do not entail additional tasks or resources beyond IFAD's regular budget. Based on tested best practices in IFAD and in some IFAD CIs, the plan establishes standards that can realistically be achieved within the current zero-growth scenario. Nevertheless, it is evident that availability of additional resources, resulting either from an expansion of IFAD's budget or supplementary funding, could speed up the process of implementation, improve impact at field level, strengthen advocacy and accelerate learning.

34. The plan assumes that some portion of grant funds *already* secured from various donors and from the IFAD gender-related TAG programme, but still unspent, can be used to jump-start and support implementation of the plan, especially in the first year.

35. In particular, throughout 2003, the Programme to Support Gender Mainstreaming in IFAD's Projects and Programmes, cofinanced by Italy and IFAD and managed by PT, will support initial implementation of the plan. This will include: establishing the monitoring system, conducting the baseline survey and revising IFAD's reporting formats to accommodate the plan's proposed actions. The programme will also publish and disseminate key gender-sensitive design features, issue guidelines for supervision and assist in revision of the letters of agreement with CIs. Another activity that will strengthen the impact of the plan and enable its fine tuning is the aforementioned OE evaluation.

36. Although the Plan of Action can be implemented with existing resources, IFAD will be seeking incremental resources to speed up the process of

*While some progress should be noted, gender perspectives are still not always addressed as a matter of routine, and the analysis of issues and the formulation of policy options are not always informed by a consideration of gender differences and inequalities. Thus, opportunities are not yet consistently identified to narrow gender gaps and support greater gender equality between women and men.*

United Nations, 2002c

ANNEX V

implementation – and the consequent results in terms of field impact. Increased efforts to mobilize and use grant funding to improve field-level impact is an activity of the plan itself (action 13, for example supplementary funds/TAGs/ECP grants), and the increased availability in number and volume of grants will be an indicator. In particular, with additional resources more could be done in implementation support and ensuring impact at the project level. For example, additional resources could support:

- tailor-made orientation/training in both general and sector-related gender issues for staff, consultants, CIs and project management, based on the regional experience gained by IFAD;
- focused technical-assistance support to projects in order to integrate gender equality and women's empowerment concerns into their work, complementing loan resources for technical assistance and training;
- production/refinement of toolkits and guidelines;
- strengthening of movements and associations effectively advocating for women on policy issues of critical concern;
- creation of gender-sensitive policies and procedures for procurement of services;
- collaboration with financial, research and extension partners on institutionalizing gender- and poverty-targeting issues in their operations;
- piloting and testing of innovative approaches;
- documentation and dissemination of best practices and practical lessons learned; and
- undertaking issue-focused reviews and cross-regional workshops to address critical areas of concern such as: gender mainstreaming and poverty impact, women and rural finance, organizational development, women and agricultural extension, and addressing gender issues among rural youth.

37. The Plan of Action is realistic in that it reflects IFAD's current limited involvement in implementation. However, it introduces some measures that could improve attention to gender issues in implementation (such as a more explicit focus on gender issues in the start-up workshop, orientation of CIs, etc). Clearly, any expansion of IFAD's field presence would greatly facilitate follow-up on a number of impact-related concerns, such as gender, targeting and participation.

### **Expected Benefits**

38. It is expected that by 2006 there will be significant improvement in the integration of gender concerns into the daily activities of all IFAD staff, not just those staff with designated gender responsibilities. Supervision and evaluation will be reporting regularly on gender-differentiated participation and impact. The Plan of Action will have enabled a more equitable access by women and men to development opportunities; design and implementation of development programmes will more effectively address women's specific needs and constraints; learning on effective development approaches will have improved; and a more active role will be played by IFAD in policy dialogue and advocacy. Ultimately this is expected to contribute to the improvement of the well-being and socio-economic status of rural poor women, and to progress towards achieving the Millennium Development Goals.

*Poverty reduction is about enabling poor women and men to transform their lives and livelihoods and supporting governments and civil society in creating and maintaining the conditions that allow them to do so.*  
IFAD, 2002a



**MAINSTREAMING A GENDER PERSPECTIVE IN IFAD's OPERATIONS  
Plan of Action 2003-2006**

| Areas of Action   | Actions  | Indicator <sup>15</sup>   | Object of Verification   |
|---|--|---|--|
| <b>1. Impact achievement in the project cycle</b>   |  |   |  |
| <b>1.1 COSOP</b>  |  |   |  |
| COSOPs articulate IFAD country gender- and poverty-targeting strategies.                              | <p>1. COSOP:</p> <p>1.1 Includes gender-related information (including gender empowerment measure (GEM) and gender-related development index (GDI) where available, along with gross domestic product (GDP) in poverty analysis);</p> <p>1.2 Identifies gender-related constraints and/or opportunities.</p> | <ul style="list-style-type: none"> <li>- X% new COSOPs including GDI and GEM figures, where available.</li> <li>- X% new COSOPs identifying gender-related constraints and opportunities.</li> </ul>  | <ul style="list-style-type: none"> <li>- COSOPs</li> <li>- Minutes of Operational Strategy and Policy Guidance Committee (OSC)</li> <li>- Key files</li> </ul>   |
| <b>1.2 Design</b>   |  |   |  |
| Project design fully integrates gender concerns.  | <p>2. Project design complies with the prerequisites of gender-sensitive design (pages 57-58).</p>   | <ul style="list-style-type: none"> <li>- X% newly designed projects complying with the prerequisites of gender-sensitive design.</li> </ul>   | <ul style="list-style-type: none"> <li>- Technical Review Committee (TRC) lead adviser memo</li> <li>- PT review of appraisal reports</li> <li>- Final Project Development Team (PDT) minutes</li> <li>- Key files</li> <li>- Progress Report on the Project Portfolio (PRPP)</li> <li>- Loan agreement</li> </ul> |
| <b>1.3 Loan Agreement</b>   |  |   |  |
| Loan agreement explicitly addresses gender equality concerns.   | <p>3. Article 3 of the loan agreement recalls section 7.13 of the General Conditions as actions that are binding for the borrower.</p> <p>4. Schedule 3A, additional covenants, is fully utilized to describe actions for gender mainstreaming.</p>  | <ul style="list-style-type: none"> <li>- X% loan agreements recalling section 7.13 of the General Conditions.</li> <li>- X% additional covenants in loan agreements describing actions for gender mainstreaming.</li> </ul>   | <ul style="list-style-type: none"> <li>- Loan agreement</li> <li>- PRPP</li> <li>- Loan agreement</li> <li>- PRPP</li> </ul>   |
| <b>1.4 Implementation</b>   |  |   |  |
| Project implementation ensures gender-equitable participation in and benefit from project activities. | <p>5. Start-up workshop:</p> <p>5.1 Discusses the project gender strategy;</p> <p>5.2 Ensures substantial participation of women.</p> <p>6. Annual workplan and budget (AWP/B) addresses gender as a cross-cutting concern.</p>  | <ul style="list-style-type: none"> <li>- X% start-up workshops discussing project gender strategy.</li> <li>- X% women participants attending start-up workshops.</li> <li>- X% AWP/B allocating human and financial resources for gender mainstreaming.</li> </ul> | <ul style="list-style-type: none"> <li>- Workshop report</li> <li>- List of participants by gender</li> <li>- Supervision reports</li> <li>- PRPP</li> <li>- AWP/B</li> <li>- Project progress report</li> </ul>   |



## ANNEX V

| Areas of Action   | Actions   | Indicator <sup>15</sup>   | Object of Verification   |
|---|---|---|--|
|   | 7. Project management unit monitors gender mainstreaming.   | - Project status reports (PSRs) on gender-differentiated participation in and benefits from project activities.   | - Supervision reports<br>- PSR<br>- Mid-term review (MTR)<br>- Evaluation reports<br>- PRPP  |
| Supervision supports gender mainstreaming.  | 8. Letters of agreement are revised to specify tasks related to supervision of gender issues.<br><br>9. Letters of appointment specify tasks related to supervision of gender issues.<br><br>10. Supervision report format is revised to cover gender issues.<br><br>11. Supervision reports provide information on gender-differentiated participation in and benefits from the project. | - Letters of agreement revised and in place.<br><br>- X% letters of appointment of new projects specifying gender-related tasks.<br><br>- A revised supervision report format in place, clearly reflecting gender concerns.<br><br>- X% of supervision reports contain information on gender-differentiated participation in and benefits from the project. | - Letters of agreement<br><br>- Letters of appointment<br><br>- Revised supervision report format<br>- Supervision reports<br>- PSR<br><br>- Supervision reports |
| Efforts are expanded to ensure that implementation support for gender mainstreaming is available as needed. | 12. Partnerships and cofinancing arrangements for gender are expanded as part of IFAD's major focus on improving implementation impact, and especially with regard to gender mainstreaming.<br><br>13. Grant funding (supplementary funds/TAG/ECP) used to improve impact on gender equality and women's empowerment.   | - Number of partnerships for gender equality and women's empowerment increased by X%.<br><br>- Number and volume of grants increased by X%.   | - Joint proposals<br>- Partnership agreements<br>- Cofinancing agreements<br>- Memoranda of understanding<br><br>- ECP grants<br>- TAGs<br>- Supplementary funds |





| Objectives   | Actions  | Indicator <sup>15</sup>   | Object of Verification  |
|--|--|---|---|
| <p><b>2. IFAD as a catalyst: policy and partnerships, learning and innovation</b></p>                  |  |   |   |
| <p>IFAD expands its capacities to generate, capture and share knowledge on gender and development.</p> | <p>14. Working Group on Gender in Projects and Programmes is officially recognized and performs functions as a forum for learning and information exchange.</p> <p>15. IFAD strengthens its gender knowledge exchange with external sources.</p> <p>16. Gender knowledge storing and dissemination systems are improved.</p> | <ul style="list-style-type: none"> <li>- WGGPP established as a thematic group.</li> <li>- Attendance and regional distribution of participation in WGGPP activities.</li> <li>- Regular meetings and email exchange among WGGPP members.</li> <li>- Number and type of external exchanges increased by X%.</li> <li>- Amount of information stored in the internal knowledge base increased by X%.</li> <li>- Use of information stored in the internal knowledge base increased by X%.</li> <li>- Amount of information stored on gender subsite increased by X%.</li> <li>- Number of hits on gender subsite increased by X%.</li> </ul> | <ul style="list-style-type: none"> <li>- Individual scorecards</li> <li>- Intranet</li> <li>- Records of meetings (action points and participants)</li> <li>- Electronic exchanges</li> <li>- Back-to-office reports (BTOs)</li> <li>- Conference papers</li> <li>- Record of visits</li> <li>- Reports to the United Nations</li> <li>- Intranet</li> <li>- DOCS Open</li> <li>- Intranet</li> <li>- DOCS Open</li> <li>- Gender subsite</li> <li>- Hit-counter</li> </ul> |
| <p>IFAD strengthens its advocacy role in favour of rural women.</p>                                    | <p>17. IFAD advocates gender and development issues in global and regional policy forums.</p> <p>18. IFAD expands and intensifies its partnerships for advocacy (at field level, with research institutions, NGOs, United Nations, etc.).</p>  | <ul style="list-style-type: none"> <li>- Reference to gender mainstreaming and rural women is made in all IFAD policy/conference papers and presentations.</li> <li>- Number of partnerships for advocacy increased by X%.</li> </ul>   | <ul style="list-style-type: none"> <li>- IFAD policy/position papers</li> <li>- Speeches</li> <li>- Presentations</li> <li>- Partnership agreements</li> <li>- ECP grants for advocacy</li> </ul>   |



| Objectives  | Actions  | Indicator <sup>15</sup>  | Object of Verification  |
|---|--|--|---|
| <b>3. Accountability and monitoring</b>   |  |  |   |
| Institutional accountability for gender mainstreaming is improved.                      | <p>19. All staff at all levels take on responsibilities for Plan of Action (POA).</p> <p>20. Progress in implementation of POA is regularly followed up by management.</p>   | <ul style="list-style-type: none"> <li>- X% departmental/divisional workplans and budgets reflecting activities to implement POA.</li> <li>- X% individual scorecards reflecting activities to implement POA.</li> <li>- Progress in complying with POA included as agenda item in meetings of divisions (as needed); PMD (every six); senior management (twice a year).</li> <li>- Proportion of administrative budget and IFAD-generated grant resources dedicated to POA implementation.</li> </ul> | <ul style="list-style-type: none"> <li>- Departmental/divisional workplans and budgets</li> <li>- Individual scorecards</li> <li>- Minutes of meetings</li> </ul>   |
| Regular monitoring and evaluation (M&E) of progress in gender mainstreaming is ensured. | <p>21. Existing IFAD reporting formats are revised to ensure adequate and consistent reporting on gender mainstreaming.<sup>16</sup></p> <p>22. A baseline survey is undertaken to establish benchmarks for monitoring POA implementation progress.</p> <p>23. A MTR to assess progress in POA.</p> <p>24. New methodological framework for evaluation disaggregates information by gender in each impact domain.</p> <p>25. Evaluations disaggregate impact information and analysis by gender.</p> | <ul style="list-style-type: none"> <li>- X% of reporting formats revised.</li> <li>- Revised key files.</li> <li>- Benchmarks established.</li> <li>- MTR undertaken in January 2005.</li> <li>- Additional category (column) included in impact matrix to capture gender-differentiated impact and participation in each domain.</li> <li>- Evaluation reports contain a section synthesizing information on gender for all domains.</li> </ul>   | <ul style="list-style-type: none"> <li>- New reporting formats</li> <li>- Key files</li> <li>- PPSR</li> <li>- Baseline report</li> <li>- MTR</li> <li>- New evaluation methodology</li> <li>- Evaluation report</li> </ul> |

## PREREQUISITES OF GENDER-SENSITIVE DESIGN

*Overall goal: IFAD's projects and programmes "aim to: expand women's access to and control over fundamental assets – capital, land, knowledge and technologies; strengthen their agency – thus their decision-making role in community affairs and representation in local institutions; and improve well-being and ease workloads by facilitating access to basic rural services and infrastructures. IFAD's action is guided by the principle that development initiatives should incorporate the priorities and needs of both men and women and give them equal opportunities to access benefits and services. In this way IFAD seeks to address the structural inequalities that prevent women from realizing their potential as human beings, producers and agents of change in the fight against poverty." (See Guiding Principles, page 45.)*

**1. Project document contains poverty and gender analysis data.**

***Explanatory note***

*Includes:*

- division of roles and responsibilities
- access to resources and benefits
- participation in community affairs and decision-making
- perceived needs and constraints; **by gender and socio-economic categories**

**2. Based on the above, the project articulates a gender strategy that:**

- identifies operational measures to ensure gender-equitable participation in, and benefit from, planned activities;
- aims specifically to improve economic and social status of poorer women and their families;
- sets specific targets in terms of proportion of women participants in different project activities and components;
- ensures women's participation in project-related decision-making bodies; and
- clearly reflect actions identified in the gender strategy in the cost tables.

*E.g. extension focus on women's crops/livestock; day-care centres to facilitate women's participation in training; measures to decrease women's workload, etc.*

*E.g. facilitates poor men's and women's access to land and credit; strengthens women's representation in community-based organizations (CBOs), advocacy, adult literacy, etc.*

*E.g. reserves: places for women in community management committees (CMCs); proportion of loans for poorer women; proportion of community development funds (CDFs) for activities of poorer women.*

*E.g. participation in water users' associations; village development councils; etc.*

*E.g. earmarks technical assistance and training, incremental costs for training, etc.*

**3. Project logframe and suggested monitoring system specify sex-disaggregated performance and impact indicators.**



ANNEX V

4. **Terms of reference of project coordinating unit or project management unit (PMU) include responsibilities for gender mainstreaming, especially at level of project director, M&E officer, extension officer and microfinance officer.**
5. **Project explicitly addresses issue of present and likely availability of field staff to ensure outreach to women, and designs activities accordingly.**
6. **Experience working with women and marginalized groups and willingness to work with these groups is included as a criterion for NGO selection.**
7. **Project provides opportunities for policy dialogue on issues related to gender equality and empowerment of women.**

*E.g. assesses whether numbers, gender and qualifications of field staff are appropriate to ensure outreach, taking account of social and practical constraints.*

*E.g. invites government officials to exposure visits and workshops.*

## RESPONSIBILITIES FOR IMPLEMENTING THE PLAN OF ACTION

| Unit/Position                                | Implementation Responsibilities  |
|--|--|
| <b>Senior management</b>                     | <ul style="list-style-type: none"> <li>• Ensure POA is implemented <i>and</i> monitored by allocating necessary human and financial resources.</li> <li>• Include progress in gender mainstreaming as agenda item in senior management meetings twice a year.</li> </ul>   |
| <b>Office of Evaluation and Studies (OE)</b> | <ul style="list-style-type: none"> <li>• Includes gender equality as impact domain in new evaluation methodology.</li> <li>• Requires evaluations to disaggregate impact information and analysis by gender.</li> </ul>  |
| <b>Office of the General Counsel (OL)</b>    | <ul style="list-style-type: none"> <li>• Fully utilizes Schedule 3A (additional covenants) to describe actions for gender mainstreaming within the limitations of project appraisal report.</li> <li>• Recalls section 7.13 as actions binding for borrower under Article 3 of loan agreement.</li> <li>• Ensures that letters of agreement and appointment with CIs specify tasks related to gender issues.</li> <li>• Monitors POA with reference to above.</li> </ul>   |
| <b>External Affairs Department (EAD)</b>     | <ul style="list-style-type: none"> <li>• Catalyses partnerships with other donors and civil-society groups for advocacy and policy dialogue of gender issues and women's empowerment.</li> <li>• Advocates gender and development issues and women's empowerment in global and regional policy forums.</li> <li>• Contributes to strengthening dissemination of gender-related knowledge.</li> <li>• Maintains and expands gender subsite, with technical support of Gender Focal Point, Technical Advisory Division (PTGFP) and WGGPP.</li> <li>• Mobilizes external resources to support implementation of POA.</li> </ul>   |
| <b>Assistant President (AP)/PMD</b>          | <ul style="list-style-type: none"> <li>• Ensures that POA is implemented <i>and</i> monitored by allocating mentioned responsibilities, and necessary human and financial resources.</li> <li>• Ensures that divisional workplans and budgets incorporate gender-mainstreaming responsibilities.</li> <li>• Includes progress in implementing POA as agenda item in PMD meetings every six months.</li> <li>• Recognizes WGGPP as thematic group.</li> <li>• Allocates responsibility to PT to review existing IFAD reporting formats (including supervision and key files) to ensure adequate and consistent reporting on gender mainstreaming.</li> <li>• Ensures that letters of agreement with CIs specify tasks related to supervision of gender issues.</li> </ul> |
| <b>Regional Division Directors</b>           | <ul style="list-style-type: none"> <li>• Ensure that POA is implemented and monitored by allocating the mentioned responsibilities, and necessary human and financial resources.</li> <li>• Incorporate gender-mainstreaming objectives and activities into divisional workplans and budgets and individual staff scorecards.</li> <li>• Increase efforts to ensure implementation support is available where needed.</li> <li>• Include progress in gender mainstreaming as agenda item in divisional meetings every three months.</li> <li>• Ensure, in collaboration with OL, that letters of agreement with CIs specify tasks related to supervision of gender issues.</li> <li>• Nominate staff members to participate in WGGPP.</li> </ul>                         |
| <b>Country Portfolio Managers (CPMs)</b>     | <ul style="list-style-type: none"> <li>• Ensure that COSOPs include GEM and GDI information (where available)</li> <li>• Ensure that COSOPs identify gender-related constraints and opportunities.</li> <li>• Ensure that project design complies with standard design features.</li> <li>• Ensure that start-up workshop discusses gender strategy and is substantially attended by women.</li> <li>• Ensure that AWP/Bs address gender as cross-cutting concern.</li> <li>• Ensure that PMU monitors gender mainstreaming.</li> <li>• Ensure, in collaboration with OL, that letters of appointment specify tasks related to the supervision of gender issues.</li> </ul>  |



| <b>Unit/Position</b>   | <b>Implementation Responsibilities</b>   |
|--|--|
|  | <ul style="list-style-type: none"><li>• Expand on partnerships and cofinancing arrangements to ensure implementation support for gender.</li><li>• Ensure grant funding is used as a catalyst to improve gender-related field impact.</li></ul>  |
| <b>Regional gender focal points<sup>17</sup>/regional economists</b> | <ul style="list-style-type: none"><li>• <i>Provide guidance, advice and assistance on policy-related issues in gender mainstreaming to regional directors and CPMs.</i></li><li>• <i>Strengthen knowledge exchange with external sources on gender and development.</i></li><li>• <i>Participate in WGGPP and in external events.</i></li><li>• <i>Manage time-bound activities in support of gender mainstreaming.</i></li><li>• <i>Assist in integration of gender issues into regional activities.</i></li><li>• <i>Represent IFAD on gender issues to external audiences.</i></li></ul>  |
| <b>Technical Advisory Division (PT) Director</b>                     | <ul style="list-style-type: none"><li>• Ensures that gender concerns are taken into account in all aspects of division's work, specifically TRC, PDT and review of grant proposals.</li><li>• Includes progress in gender mainstreaming as agenda item in division's meetings every three months.</li><li>• Ensures that key files are revised to address gender as cross-cutting concern.</li><li>• Incorporates gender-mainstreaming objectives and activities into divisional workplan and budget.</li></ul>  |
| <b>PT Gender Focal Point</b>   | <ul style="list-style-type: none"><li>• Advises senior management on issues related to POA implementation.</li><li>• Ensures that project design meets gender-sensitive design prerequisites.</li><li>• Undertakes baseline survey to identify benchmarks for POA.</li><li>• Assists in monitoring POA, as requested by AP/PMD.</li><li>• Assists in revision of letters of agreement to specify tasks related to supervision of gender issues.</li><li>• Assists in revision of supervision report format to cover gender issues.</li><li>• Establishes, maintains and expands internal and external gender networks, including gender subsite.</li><li>• Strengthens its knowledge exchange with external sources on gender and development.</li><li>• Chairs WGGPP.</li><li>• Advocates gender and development issues in global and regional policy forums.</li><li>• Represents IFAD on gender issues to external audiences.</li></ul> |
| <b>Working Group on Gender in Projects and Programmes (WG)</b>       | <ul style="list-style-type: none"><li>• Provides policy advice related to gender mainstreaming.</li><li>• Maintains and expands internal and external gender networks.</li><li>• Meets regularly for learning and information exchange on gender and development.</li><li>• Contributes to gender subsite through collection and dissemination of 'best practices' across regions and sectors.</li></ul>   |



## REFERENCES

- International Fund for Agricultural Development (IFAD) (1992). "IFAD's Strategies for the Economic Advancement of Rural Women". GC 15/L.5. Rome: IFAD.
- \_\_\_\_ (1998a). *IFAD's Lending Policies and Criteria*. Rome: IFAD. Available at <http://www.ifad.org/pub/basic/lending/e/02polcri.pdf>
- \_\_\_\_ (1998b). *Rural Women in IFAD Projects – The Key to Poverty Alleviation*. Rome: IFAD. Available at <http://www.ifad.org/pub/other/!brocsch.pdf>
- \_\_\_\_ (1999a). *IFAD General Conditions for Agricultural Development Financing*. Rome: IFAD. Available at <http://www.ifad.org/pub/basic/general/e/gencone.pdf>
- \_\_\_\_ (1999b). *Memory Checks for Programme and Project Design – Household Food Security and Gender*. Available at [http://anniversary/pub/memory/e/mem\(e\).pdf](http://anniversary/pub/memory/e/mem(e).pdf)
- \_\_\_\_ (2000a). *Gender Perspective – Focus on the Rural Poor – An Overview of Gender Issues in IFAD-Assisted Projects*. Rome: IFAD. Available at <http://www.ifad.org/gender/progress/pub/index.htm>
- \_\_\_\_ (2000b). *An IFAD Approach to Gender Mainstreaming: The Experience of Latin America and the Caribbean*. Rome: IFAD. Available at [http://www.ifad.org/gender/approach/gender/g\\_lac.htm](http://www.ifad.org/gender/approach/gender/g_lac.htm)
- \_\_\_\_ (2000c). *IFAD's Gender Strengthening Programme in Eastern and Southern Africa*. Rome: IFAD. Available at [http://www.ifad.org/gender/approach/gender/g\\_pf.htm](http://www.ifad.org/gender/approach/gender/g_pf.htm)
- \_\_\_\_ (2000d). *Gender Mainstreaming: IFAD's Experience in the Asia and the Pacific Region and Lessons Learned*. Rome: IFAD. Available at <http://www.ifad.org/gender/progress/pi/index.htm>
- \_\_\_\_ (2000e). "Defining IFAD – Asia Division's Gender Analysis Approach". In *Gender, Technology and Development*. Vol. 4, No. 3.
- \_\_\_\_ (2001a). *Tales of the 21st Century: Mexico and Peru*. Rome: IFAD. Available at [http://www.ifad.org/pub/other/me\\_pe.pdf](http://www.ifad.org/pub/other/me_pe.pdf)
- \_\_\_\_ (2001b). *Rural Poverty Report 2001*. Rome: IFAD. Available at <http://www.ifad.org/poverty/index.htm>
- \_\_\_\_ (2001c). Regional strategy papers on rural poverty reduction. Rome: IFAD. Available at [www.ifad.org/sf/strategy.htm](http://www.ifad.org/sf/strategy.htm)
- \_\_\_\_ (2001d). *Gender Mainstreaming in IFAD-Supported Projects in Western and Central Africa*. Rome: IFAD. Available at <http://www.ifad.org/gender/progress/pa/index.htm>
- \_\_\_\_ (2002a). *Enabling the Rural Poor to Overcome Their Poverty. Strategic Framework for IFAD 2002-2006*. Rome: IFAD. Available at <http://www.ifad.org/sf/index.htm>



- \_\_\_\_\_ (2002b). *External Review of the Results and Impact of IFAD Operations*. Prepared by the External Review Team. Rome: IFAD. Available at <http://www.ifad.org/pub/external/english.pdf>
- United Nations (1999). General Assembly, Economic and Social Council. "Report of the Secretary-General on Improvement of the Situation of Women in Rural Areas". A/54/123. 7 June. New York: United Nations. Available at <http://www.un.org/womenwatch/daw/followup/e9966.pdf>
- \_\_\_\_\_ (2000). General Assembly. Resolution adopted by the General Assembly. "United Nations Millennium Declaration". A/RES/55/2. 18 September. New York: United Nations.
- \_\_\_\_\_ (2002a). Economic and Social Council. "Mainstreaming a Gender Perspective in All Policies and Programmes in the United Nations System". E/2002/L.14. 19 July. New York: United Nations.
- \_\_\_\_\_ (2002b). General Assembly. Resolution adopted by the General Assembly. "Women in Development". A/RES/56/188. 5 February. New York: United Nations.
- \_\_\_\_\_ (2002c). Economic and Social Council, Report of the Secretary-General. "Follow-Up, and Progress in the Implementation of the Beijing Declaration and Platform for Action and the Outcome of the Twenty-Third Special Session of the General Assembly". E/2002/66. 26 July. New York: United Nations.





## ENDNOTES

---

<sup>1</sup> IFAD, 1998b.

<sup>2</sup> IFAD, 1999a.

<sup>3</sup> IFAD, 1998a, p. 23.

<sup>4</sup> IFAD, 1992; 2000b,c,d,e; 2001c,d.

<sup>5</sup> IFAD, 2002a, p. 5.

<sup>6</sup> IFAD 2000a,d; 2001d.

<sup>7</sup> IFAD 2002b.

<sup>8</sup> Since 1998, donors have contributed USD 6 644 490 and IFAD TAGs an additional USD 1 960 000 to implement regional gender programmes and strengthen the gender-mainstreaming functions of the Technical Advisory Division (PT). These programmes are currently at different stages of implementation. Support has been provided by Italy, Japan, The Netherlands and Norway, and more recently by Germany.

<sup>9</sup> The list of United Nations mandates and commitments are found at <http://www.un.org/womenwatch/daw/followup/>.

<sup>10</sup> Germany will also finance the programmes.

<sup>11</sup> IFAD, 2000b,c,d,e; 2001c,d. Information on regional gender programmes can be found at <http://procasur.org>; and at the website of IFAD's regional network in Asia, ENRAP, <http://www.enrap.org>.

<sup>12</sup> These documents can be found on IFAD's gender website, <http://www.ifad.org/gender>.

<sup>13</sup> These measures are not new: a recent survey of appraisal reports undertaken by PT found that 70% of design documents contained at least some of these features. These best practices need to be consolidated and extended.

<sup>14</sup> See [www.ifad.org/gender](http://www.ifad.org/gender).

<sup>15</sup> Time-bound targets will be set following the baseline.

<sup>16</sup> To include mid-term review, progress report on the project portfolio, project completion report, COSOP, inception, formulation, and appraisal reports, key files, project status report, supervision and evaluation reports, President's report and annual report.

<sup>17</sup> Currently, regional gender focal point responsibilities are assigned to a CPM (one division), a regional economist (one division) and externally funded gender specialists (three divisions). It is expected that by 2006, regional gender focal point duties will be performed by a senior staff member in the context of an overall increase in PMD staff numbers.