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Enabling the rural poor
to overcome poverty

**President's report on the
implementation status
of evaluation recommendations and
management actions (PRISMA)**

Volume II

**Agreement at completion point
recommendations
and follow-up action taken by the
Programme Management Department**

Addendum

Executive Board — Ninety-first Session
Rome, 11–12 September 2007

For: **Information**

Note to Executive Board Directors

This document is submitted for the information of the Executive Board.

To make the best use of time available at Executive Board sessions, Directors are invited to contact the following focal point with any technical questions about this document before the session.

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Abbreviations and acronyms

AFD	French Agency for Development
AWP/B	annual workplan and budget
COSOP	country strategic opportunities paper
CPC	commune people's committee
CPE	country programme evaluation
DPMU	district project management unit
IFI	intermediary financial institution
LDB	local development budget
M&E	monitoring and evaluation
MFI	microfinance institution
MoA	Ministry of Agriculture
MTR	mid-term review
PDF	Peasant Development Fund
PMU	project management unit
PPMU	provincial project management unit
RIMS	results and impact management system
SMB	self-management board
SME	small and medium-sized enterprise
TA	technical assistance
UNCDF	United Nations Capital Development Fund
UNOPS	United Nations Office for Project Services
VMG	village management group
WUA	water users' association

Categories Used for Classification of ACP Agreed Actions

Level	IFAD	IFAD Corporate Level
	CTRY	IFAD Country Level
	GOV	Government Authorities (national, local level)
	CI	Cooperating Institution
	PROJ	Project
Nature	PLCY	Policy
	STRAT	Strategy development including COSOPs and projects
	OPER	Operational and Implementation
Theme	ADV	Implementation and management advices
	BEN	Beneficiaries and stakeholders participation and consultation
	DEC	Decentralization
	DES	Project design
	DIA	Policy dialogue
	ENT	Enterprise and private sector development
	EXI	Exit and handover strategy
	FLD	Field presence
	GDR	Gender (including targeting to women)
	HR	Human resources (management, recruitment)
	INF	Infrastructure development
	INR	Innovation and replication
	ISL	Information sharing and learning
	M&E	Monitoring and Evaluation
	MKT	Market development
	NRM	Natural resources management
	ORG	Organisations, groups, institutions and collective approaches
	PAR	Partnership
	PMA	Project management and administration
	RFI	Rural Finance
	STR	Strategy
	SUP	Supervision
	TCB	Training, capacity building
	TGT	Targeting

**AGREEMENT AT COMPLETION POINT RECOMMENDATIONS AND FOLLOW-UP ACTION TAKEN BY THE PROGRAMME
MANAGEMENT DEPARTMENT**

A. INTERIM EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Ghana LACOSREP	IE	1.	CTRY	STR	ISL	IFAD to take the opportunity donor's coordination mechanisms to present and discuss the main lessons learned from its experience in UER. In view of its lack of field presence, IFAD should estimate the level of human and financial resources to be devoted to it.	IFAD has shared IE outcomes with donor partners and local partners. Knowledge sharing and learning will continue within the scope of NRGPs Programme Development and Implementation Partnership (PDIP) which includes partners from public sector and line ministries, farmer organizations and private sector, NGOs and local government.
Ghana LACOSREP	IE	2.	CTRY	STR	DES	Project formulation to draw on the lessons learned by stakeholders at all levels. In the design of a future operation, IFAD (and indeed other multi-laterals) should take care not to waste funds and the time of potential beneficiaries with 'sensitisation workshops', as, by and large, they have already fully articulated their requirements	NRGP formulation was based on the lessons learned from LACOSREP and UWADP. NRGPs will support institutional and market development using the value chain approach. A comprehensive capacity building approach will be carefully articulated at design stage.
Ghana LACOSREP	IE	3.	CTRY	STR	DES	IFAD, GoG and other stakeholders to articulate clearer sequencing and integration of components at inception and formulation. Typically, the project components are listed and the links between them are somehow taken for granted. But in implementation, components are often executed independently. Project design must clearly spell out all the envisaged links, both in terms of its argument and practical action by the PCU.	All components and activities will be integrated within the scope of a commodity/value chain approach aiming at reaching specific outcomes in terms of institutions, markets and poverty reduction.
Ghana LACOSREP	IE	4.	CTRY	STR	TGT	Communities without irrigation infrastructure and special categories of users, following a successful case in UWADP, should be the target of future interventions	NRGP will give priority to interventions in deprived areas i.e. those areas that were by-passed by previous interventions or are characterised by below average socio-economic conditions. A preliminary identification of these areas has been done based on a set of criteria including socio-economic development indicators (literacy, health, education, access to water), relative poverty, infrastructure (feeder roads, access to water and electricity, radio and cell-phone coverage) and social capital endowment (farmers organisation, NGOs and district assemblies capacity). A preliminary list of 14 districts has been elaborated.
Ghana LACOSREP	IE	5.	CTRY	STR	M&E	IFAD to discuss M&E support requirements, including in-country expertise, with MoFA. Henceforth, monitoring should be conducted in conjunction with communities and be subject to joint assent. Projects should collect relevant background data.	IFAD's new intervention, NRGPs, will adapt to the national M&E and reporting context within the framework of the coming SWAP. A clear results and M&E framework is under discussion. It will be ready in 2008. In this respect, MOFA is supported by an EU-financed project. Preliminary discussions have been held with MOFA and EU to harmonize NRGPs ME with the coming M&E arrangements.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Ghana UWADEP	IE	1.	CTRY	STR	ISL	IFAD to take the opportunity of donors' coordination mechanisms to present and discuss the main lessons learned from its experience in UWR and in UER. In view of its lack of field presence, IFAD should estimate the level of human and financial resources to be devoted to it	IFAD has shared IE outcomes with donor partners and local partners. Knowledge sharing and learning with will continue within the scope of NRGPs Programme Development and Implementation Partnership (PDIP) which includes partners from public sector and line ministries, farmer organizations and private sector, NGOs and local government.
Ghana UWADEP	IE	2.	CTRY	STR	DES	Project formulation to draw on the lessons learned by stakeholders at all levels. In the design of a future intervention, IFAD (and indeed other multi-laterals) should take care not to waste the time of potential beneficiaries with 'sensitisation workshops', as, by and large, they have already fully articulated their requirements.	NRGP formulation was based on the lessons learned from LACOSREP and UWADP. NRGPs will support institutional and market development using the value chain approach. A comprehensive capacity building approach will be carefully articulated at design stage.
Ghana UWADEP	IE	3.	CTRY	STR	DES	IFAD to articulate clearer sequencing and integration of components at design. Typically, the project components are listed and the links between them are somehow taken for granted. But in implementation, components are often executed independently. Project design must spend more time spelling out the links, both in terms of its argument and practical action by the PSU	All components and activities will be integrated within the scope of a commodity/value chain approach aiming at reaching specific outcomes in terms of institutions, markets and poverty reduction.
Ghana UWADEP	IE	4.	CTRY	STR	TGT	Target communities <i>without</i> irrigation infrastructure and categories of users in need of social protection following a successful example	NRGP will give priority to interventions in deprived areas i.e. those areas that were by-passed by previous interventions or are characterised by below average socio-economic conditions. A preliminary identification of these areas has been done based on a set of criteria including socio-economic development indicators (literacy, health, education, access to water), relative poverty, infrastructure (feeder roads, access to water and electricity, radio and cell-phone coverage) and social capital endowment (farmers organisation, NGOs and district assemblies capacity). A preliminary list of 14 districts has been elaborated. Social protection activities (especially for the disabled and excluded people) will be implemented building on the successful work undertaken in some of the dam sites (e.g. Karni)
Ghana UWADEP	IE	5.	CTRY	STR	M&E	IFAD, in consultation with MoFA to discuss M&E support requirements including in-country support. Henceforth monitoring should be conducted in conjunction with communities and be subject to joint assent. Projects should collect relevant background data	IFAD's new intervention, NRGPs, will adapt to the national M&E and reporting context within the framework of the coming SWAP. A clear results and M&E framework is under discussion. It will be ready in 2008. In this respect, MOFA is supported by an EU-financed project. Preliminary discussions have been held with MOFA and EU to harmonize NRGPs ME with the coming M&E arrangements.
Ghana UWADEP	IE	6.	PROJ	STR	STR	IFAD should consider future intervention strategies based on a commodity chain approach.	NRGP aims at building inclusive and remunerative commodity chains

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Guinea	IE	1.	PROJ	STR	DEC	For the future programme, attention should focus on: <ul style="list-style-type: none"> The relevance of the <i>Gestion des terroirs</i> approach in a context of decentralization, including geographical units. 	This issue is being taken into account in the planning and design of a new programme not only in the project zone but also in other IFAD projects zones where the <i>Gestion des terroirs</i> approach has been used.
Guinea	IE	2.	PROJ	STR	TCB	<ul style="list-style-type: none"> The possibility of organizing capacity-building in the form of technical training work placements for young people and women. 	The new Regional Programme for capacity strengthening of the all projects in the region has been looking into diverse possibilities to ensure training. This issue is one of them.
Guinea	IE	3.	PROJ	STR	STR	<ul style="list-style-type: none"> PRADEL intervention mechanisms compared to those of PACV, including the Local Investment Fund (FIL). 	Efforts have been made to use, whenever possible, mechanisms established by PACV. The project Local Investment Fund (FIL) is managed by <i>Gestion de terroirs</i> committees, which are at the village level; whereas the PACV's FIL is managed by the council made of local elected people, which is at higher level.
Guinea	IE	4.	PROJ	STR	STR	<ul style="list-style-type: none"> The possibility of a gradual shift from the <i>faire-faire</i> to the <i>faire-avec</i> approach, whereby responsibility would be transferred from the Programme Coordination Unit (UCP) to the communities 	The project has indeed been moving into that direction. Today, communities (<i>gestion de terroirs</i> committees) are fully responsible for the management of their resources and the implementation of their activities (finances, procurement, payment of services rendered, choice of implementing agents, etc.).
Guinea	IE	5.	PROJ	STR	STR	(The 'village-based natural resources management component) should be divided into two parts: (i) a lead component covering cross-cutting planning and including <i>terroir</i> -based management; and (ii) a second component covering agricultural development and natural resource management.	This issue will be taken into account in the new programme for which the design should start in September. It is difficult to implement it during this phase.
India	IE	1.	PROJ	STR	STR	In view of the immense task of bringing the large number of new villages to an acceptable level of self-reliance, the duration of the project should be extended for around two years from its present closing date.	Project duration be extended for two additional years that is up to 31 st March 2008 for completion and 30 September 2008 for loan closure
India	IE	2.	PROJ	STR	EXI	Priority should be given in the remaining years of the project to ensuring that villages and groups reach optimal reliance and proficiency, including through the assistance of additional staff and/or service providers	Discussion on Exit Strategy started in 2005. The project is now going to be upscaled by the WB and IFAD has been invited to participate in peer review of WB design. The idea is to ensure effective hand over of villages and groups covered by NERCOMP
India	IE	3.	PROJ	STR	TGT	A strategy should be devised as a matter of urgency, for application across the project districts, and particularly among new villages, to ensure the inclusion of the poorest groups.	Much more attention is being paid to this issue by all implementing partners although a formal strategy was not carried out.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Venezuela	IE	1.	GOV	STR	STR	It is recommended that the Government of Venezuela ensure budgetary credit to use the remaining IFAD loan proceeds, in the event of an extension in the closing date for Loan 427-VE, as well as the local counterpart contributions, in order to complete a set of pending activities	A two-year extension of the Loan Closing to 30 June 2008 was approved by IFAD. The official request made by the Government was supported by a two-year working plan and budget. Resources for the project, both from IFAD loan proceeds and counterpart funds were ensured by the Government in budget allocated to CIARA, the Lead Agency for the project.
Venezuela	IE	2.	CTRY	STR	STR	It is recommended that the feasibility of carrying out a second phase of the project be analysed, taking into account the findings and recommendations set forth in this interim evaluation.	The Venezuela COSOP reviewed by September 06 EB prioritized a support project for indigenous people and communities. However, the formulation of this project takes into account the findings and recommendations corresponding to PRODECOP activities with indigenous peoples
Venezuela	IE	3.	PROJ	STR	ISL	It is recommended that, given the dynamic implementation of many national programmes targeted to rural populations (e.g. the "Missions", INAMUJER, BANMUJER, etc.) in recent years, PRODECOP deepen its linkages with these and share the systematization of experiences resulting from their work.	There are important synergies with government programmes, in particular the <i>misiones</i> with alphabetization and educational mandate which benefit from PRODECOP successful assistance in community organization. Likewise, projects identified by the community have been financed by BANMUJER. Exchange of knowledge resulting in joint field actions is facilitated by the Inter-ministerial Cabinet and supported at local level by CIARA.
Venezuela	IE	4.	PROJ	STR	TGT	PRODECOP included youth groups dynamically in all of its activities (e.g. rural credit unions, cultural promotion, training, etc.), although they are not explicitly included in the project objectives. It is recommended that this dimension be explicitly addressed in future work plans and in recording the actions and achievements attained.	Rural youth dimension has been addressed in AWP, and rural young have been in project activities and incorporated in specific training programmes such as the Leaders Programme.
Venezuela	IE	5.	PROJ	STR	RFI	A number of credit unions are preparing for growth in a coordinated way (in the western region), either through trust operations among themselves or under a plan to create a "credit union of credit unions" within a single municipal area. This calls for a multiyear strategy based on a consensus among individual credit unions and representative, competent local leaders. Projects of this kind call for preparing with an investment and institution-building plan, and it is recommended that PRODECOP prepare adequately for this mandate (under a possible extension or during a possible second phase).	The creation of second level institutions requires training of project staff to become operational. Related training activities planned in 2006 faced organizational problems and were postponed to first semester 2007.
Venezuela	IE	6.	PROJ	STR	TGT	It is recommended that in planning work with indigenous populations, actions to treat poverty be differentiated from those valuing culture, and that additional efforts be made to recover cultural expressions of indigenous peoples to promote economic alternatives and better living conditions	This action is incorporated in the design of the new project for indigenous people.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Venezuela	IE	7.	PROJ	STR	TGT	It is recommended that actions in indigenous areas be explicitly strengthened through the allocation of greater, better targeted resources and better working conditions for promoters. This shift in emphasis for resource allocation should commence as soon as possible and should characterize actions by PRODECOP in an eventual second phase	This action is incorporated in the design of the new project for indigenous people.
Venezuela	IE	8.	PROJ	STR	GDR	It is recommended that PRODECOP's gender experiences be systematized, in particular the features of organizations promoted for their potential for inclusion and adaptation to the needs and interests of men and women	The systematization process was given an impulse by a training course organized in the country with the support of two IFAD regional programmes (PREVAL, FIDAMERICA).
Venezuela	IE	9.	PROJ	STR	GDR	It is recommended that women be empowered to participate in implementing agencies. It is not sufficient to deploy actions to raise awareness and self esteem among women unless they are accompanied by affirmative action and policies fostering economic undertakings by women	Project implementation structure and achievements respond positively to this recommendation.

B. COMPLETION EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
China	CE	1.	PROJ	STR	RFI	Priority should be given by the RRCs and Village Implementation Groups (VIGs) to smaller "pro-poor" loans, especially those intended for the replication of successful low-cost, labour-intensive production models	Ongoing and new projects have improved their focus in terms of delivering appropriate microcredit products to the poor. RCCs operate independently from PMOs, while PMOs provide beneficiary training which serves as "collateral" to improve the acceptance of RCCs for new clients.
China	CE	2.	PROJ	STR	ISL	Visits to such successful models should be organized for the poorer households by the township PMOs, and the farmers having successfully adopted such models should be stimulated to share their experience at meetings and trainings organized for the poorer households by the township PMOs through the VIGs	Modern, participatory extension methodology have been promoted by IFAD funded projects. Additional thrust was given through the new China COSOP 2005, which promoted the piloting of innovative, participatory extension methodologies.
China	CE	3.	PROJ	STR	RFI	VIGs should try to understand what prevents certain poor households from borrowing and search for solutions	VIG has taken a more central role in the overall implementation of IFAD funded project in terms of participatory planning and implementation. In terms of RCC related activities, the VIG play a decisive role of helping identifying the poor and potentially credit-eligible HH for training and also borrowing from RCC. RCC agents and VIG representatives working together in this regard.
China	CE	4.	PROJ	STR	TCB	Further capacity building in bottom-up participatory approaches for planning at the village level and targeting of the poor should be envisaged.	The new COSOP 2005 places great emphasis on the VIG/VDP approach. The new generation of project (Modular Rural Development Programme - MRDP, Inner Mongolia Autonomous Region Rural Advancement Programme - IMARRAP) have been taken on board lessons learnt and a revised, more participatory VDP approach has been included in the design of these projects.
China	CE	5.	PROJ	STR	INR	In view of the great efforts made by the provincial authorities and the valuable experience they have gained in planning and implementing IFAD-funded activities, continuing contact between the Fund and the province is highly desirable and elements of this project should be replicated elsewhere.	The VDP/VIG approach has been replicated and refined from project to project, by including the lessons learned from successful projects like SWAIADP. IFAD continues to involve the PMO in ENRAP, annual workshop, visits of other PMOs to Anhui etc. to facilitate knowledge sharing.
China	CE	6.	PROJ	STR	RFI	Support to pilot schemes for the latest generation of microfinance approaches and/or the proposed Village Development Funds, in which planning and management of schemes are devolved to village level, would be suitable ways of continuing IFAD's interest in Anhui province.	The new MRDP in Xinjiang will pilot VDF and VCF.
China	CE	7.	PROJ	STR	ISL	It is also desirable that the Anhui provincial authorities, with the assistance of the IFAD Liaison Office, actively encourage workshops and study tours in the project area in order to disseminate the project's achievements.	Young and new projects have been conducting visits to well managed projects in Anhui, Guangxi, Shaanxi and Hubei provinces. The Anhui participated in the 2006 Annual PMO meeting on RCC – PMO cooperation on microfinance for the poor.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
China	CE	8.	PROJ	STR	RFI	The aim of reaching close to 100% loan recovery by the RCCs should be re-emphasised. How it can be achieved requires analysis and discussion at the county and township levels. The provincial PMO could engage in consultations with RCCs. Workshops, staff training and a review of current operational procedures could be considered as proven tools to address this issue with success.	RCC are operating independently from the project, though in good cooperation. The PMO facilitate the access of project beneficiaries to loans and through provision of training for technical and business skills. High loan recovery is widely understood as an essential instrument to achieve viable MFI.
Mexico	CE	1.	CTRY GOV	STR	ORG	Promote the transfer of decision-making on project implementation and resource administration to organizations and communities within the target population, with less intervention from the central government and regional offices, while at the same time promoting participation by organizations, in particular RFs, in planning and decision-making on their own activities, and in local and regional development.	These issues will be addressed, as appropriate, by Project Inception Mission to be undertaken in 2007 (IM-2007) for the new project.
Mexico	CE	2.	CTRY GOV	STR	STR	Promote the incorporation of mechanisms to strengthen the coordination of project actions. More important than permanent coordination bodies are a free flow of information, opportunities for dialogue and instruments for consensus-building among the various stakeholders involved in implementation.	IFAD is actively involved in the coordination mechanisms between Federal, State and Municipal Government especially with respect to municipal plan for micro watershed programmes. The approval of the AWPB for each State needs coordination mechanisms already in place. The IFAD project contributes to this process through the provision of technical assistance.
Mexico	CE	3.	CTRY GOV	STR	PMA	Take steps as necessary to ensure that project budget funds flow as programmed, and to reduce delays between approval and disbursement of cooperation funding.	IFAD loans are not incremental resources to the executing units. The allocation of funds in the AWBP of the counterpart institution should be ensured.
Mexico	CE	4.	GOV	STR	RFI	Define the financial and social nature of the Regional Funds (RFs) and, based on the criteria adopted, come up with strategic actions: development and operability of the structure, efficient management capacity, funding required, diversification of services.	The RF were used by National Indigenous People Development Commission (CDI). On-going IFAD projects do not deal with RF.
Mexico	CE	5.	GOV	STR	RFI	Protect RFs from political contingencies, strengthen their plural nature to reflect low-income rural populations, promote their involvement in participating communities and build together with those communities a future vision for the institution. Focus on improving organizational, administrative, management and service capacities of RFs and strengthen participation by executives in operational controls and monitoring. The goal is efficient resource management, with assistance from participating organizations	The positive lessons learnt from IFAD projects have been used by CDI in order to strengthening the RF. IFAD actively contribute to improve the quality of financial accounts, enhance record-keeping of the transactions approved, screening capacities for project proposals, etc.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Mexico	CE	6.	CTRY GOV	STR	RFI	Place emphasis on the responsibility of borrowers to repay the loans granted, gradually generating a shift in behaviour and culture, while addressing other important objectives in social and organizational areas. Before an organization of very few borrowers is excluded, an effort should be made to rehabilitate it. In designing new projects for populations lacking minimum assets and productive resources, a realistic assessment of the likelihood of recovering small loans should be made and consideration given to other kinds of viable assistance.	Future rural finance support initiatives will take into consideration the experiences of the RFs. The same RFs are applying a stricter control of the borrower repayments in order to improve financial viability.
Mexico	CE	7.	CTRY GOV	STR	STR	Arrange for making use of the various sources of financing in existence in Mexican institutions to alleviate poverty and promote rural development. The RFs should play an active role in seeking and obtaining non-traditional sources of financing, generating services of a financial or social nature.	The new COSOP formulation is taking into account this important issue. The COSOP formulation will act as basis for discussion with national authorities to explore new potential partners and financing opportunities.
Mexico	CE	8.	CTRY GOV	STR	INR	Consider the possibility that the RF model, with adjustments and refinements as needed, could be replicated for the organizational, economic and productive strengthening of rural villages and indigenous communities in Mexico.	The RF is the model utilised by the CDI. The first step is to ensure that all RFs in the country could use the positive experience of IFAD with CDI. This is the precondition for up-scaling the model in other parts of the country.
Mexico	CE	9.	GOV	STR	STR	Develop methodologies and instruments to promote diversified production and sustainable technological innovation (consistent with the culture, environment and sound economics).	The three on going projects already include these methodologies (Rubber Project, Micro watershed and eco tourism).
Mexico	CE	10.	GOV	STR	STR	Guarantee specialized advisory assistance to the technical assistance service for productive projects financed by RFs and create mechanisms to provide support through experienced consultants specializing in relevant issues.	Being federal programmes, RFs will continue benefiting from technical assistance from various sources. This would positively impact on RF capabilities.
Mexico	CE	11.	GOV	STR	TGT	Develop an intervention strategy diversified by category of family beneficiary, by sex and age. Consider, for the medium and long term and once productive units are operating efficiently and producers have raised their incomes, including part of its cost in the loan.	It would be consider during the COSOP formulation.
Mexico	CE	12.	CTRY	STR	GDR	Build an explicit gender focus into the project design; in dealing with social and organizational issues, particularly training, highlight the importance of clear functions and qualified trainers, assistants and promoters in these areas.	Mexico has an important Institution (National Institute for Women) that deals with gender issues which has a strong presence in all States. IFAD projects coordinate closely with this institution in order to enhance gender equality.
Mexico	CE	13.	CTRY	STR	STR	Maintain the requirement to improve applications and productive projects and for transparency and rigour in selection processes.	To ensure transparency, NAFIN is involved as borrower representative. Supervision activity from the Cooperating Institution is also regarded as a guarantee in this respect.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Mexico	CE	14.	CTRY GOV	STR	TGT	Step up financial and particularly technical support for demonstration and dissemination activities in indigenous residences.	This action will be taken into account during the design of new indigenous projects in Mexico. All these activities are financed by the Government.
Mexico	CE	15.	GOV	STR	ISL	Strengthen the holding of events to exchange and systematize experiences, both among RFs and among technical assistants from different regions and member organizations.	The experience gained in the RF will be useful for future interventions to be determined in the IM.
Mexico	CE	16.	GOV	STR	TCB	Emphasize support for training of trainers (technicians and producers), in order to empower the population and lend sustainability to the improvements introduced by the RF programme.	This action will be taken into account in the IM.
Mexico	CE	17.	GOV	STR	ORG	Promote the idea that the objective of creating a group should extend beyond a simple short-term purpose, need or interest.	This action will be taken into consideration during the formulation phase of a new project.
Mexico	CE	18.	GOV	STR	ORG	Help strengthen the internal organization of groups and communities for decision-making purposes, and step up participation by current and potential beneficiaries in assemblies and decision-making bodies.	All ongoing projects include a training component aimed at strengthening internal organisation and capabilities of groups.
Mexico	CE	19.	GOV	STR	ORG	Review conditions and methodologies for institutional support of organizations, particularly in technical respects (production, accounting, organization and others) and marketing.	Support to organisations is already extended in various forms to organisation. This support should be adapted to different realities and social conditions of the country (rubber producer organisation, value chains stakeholders, etc.)
Mexico	CE	20.	GOV	STR	ORG	Encourage groups associated with RFs to be aware that the RF is an organization that they belong to and that belongs to them, and that they should take an active part in its activities, decisions, monitoring and control, so as to ensure greater efficiency and transparency and to achieve the organization's objectives.	Groups associated with RFs continue to operate under the rules and procedures in place.
Mexico	CE	21.	GOV	STR	ISL	Support RFs in the intensive dissemination of their programmes, regulations and requirements.	The good experiences of IFAD-RF funds is disseminated through the CDI to the other RFs.
Mexico	CE	22.	GOV	STR	STR	Promote efficient and effective strategies and mechanisms, as a complement to technical assistance, in order to guarantee social and generational equity, as well as internal cohesion.	To be take into account during IM preparation.
Mexico	CE	23.	CTRY GOV	STR	PMA	Take steps to ensure that recommendations arising from supervision visits and evaluations are actually analysed and applied by the implementing institution, to the extent appropriate and relevant.	Recommendations of supervision mission are already analysed and applied by implementing institutions and a good interaction is established with all the stakeholders involved.
Morocco	CE	1.	GOV	STR	STR	Inscribe the objective of poverty reduction in a regional strategy of integrated and multi-sector development. This strategy, which should be embedded in a perspective of sustainable development and should be validated by the several partners, requires the development of basic infrastructure and the exploitation of the potential of the area.	Given that no financial resources have been allocated to follow-up on ACP agreed actions, on-going IFAD projects acts as platform for engaging governmental authorities in policy dialogue on integrated multi-sector development.

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Morocco	CE	2.	GOV	STR	INF	Provide adequate maintenance of the infrastructure constructed by the project to ensure the sustainability of public investments.	Like all lessons learned from 2 nd generation of projects in Morocco, these issues have been addressed in the COSOP and in the design of all project approved after 2000.
Morocco	CE	3.	GOV	STR	INF	The progressive transfer of management responsibilities for irrigation networks to water users associations (AUEAs) should be accompanied by support to their activities (redeployment of ORMVA staff to strengthen the teams assisting AUEAs, training of AUEAs and formation of technicians to their new role of AUEAs advisors).	
Morocco	CE	4.	C&G	STR	STR	Within this strategic vision, hydro-agricultural interventions should consider the oasis landscape not only as a place for agricultural production but also as a valuable collective heritage. In this sense, hydro-agricultural interventions should allow to: i) protect natural resources (water, soil, genetic specificities...), ii) preserve traditional water systems (khattarah, séguias), iii) contribute to equitable and rational management of water resources, iv) contribute to the employment and income generation, v) support the development of eco-tourism.	
Morocco	CE	5.	GOV	STR	HR	The two ORMVAs are called upon to update their operating approaches and modalities to face a development mission that is largely beyond the agricultural sphere. In order to perform successfully, skilled human resources (beyond agricultural techniques) need to be developed.	No financial resources have been allocated to follow-up on this action.
Morocco	CE	6.	GOV	STR	PAR	Also the ORMVAs need to strengthen their partnership with other public institutions involved in the development of these areas, at the level of planning, formulation and execution of development programmes and projects.	ORMVAs have developed across Morocco a capacity to mobilise partnership with other project institutions and association (and civil society) in harmony with the on-going democratisation process. However, more needs to be done with respect to partnership with the private sector (construction enterprises, research companies, SMEs involved in agro processing, etc.). In any case, during day-to-day activities, ORMVAs are out-sourcing many activities and responsibilities to the private sector and have established a profitable relationship with small and medium agribusiness companies with respect to the provision of business and technical advisory services.
Morocco	CE	7.	GOV	STR	PAR	The two ORMVAs are also called upon to strengthen their partnership with the associations and private sectors, particularly through: i) the identification of the relevant development actors, ii) strengthening of the capacities of associations, through the elaboration of a work programme that is responsive to their needs, iii) the reinforcement of dialogue and exchanges with associations. The ORMVAs should also support the partnership between associations and the private sector (micro-credit, donations...). Certain project experiences warrant an in-depth analysis under a research and development programme involving both the ORMVAs and research institutions, in order to draw the most relevant lessons learned.	

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
						This is the case in particular of the partnership between the ORMVAs and irrigation water users' associations (AUEAs) for maintaining, protecting and enhancing hydro-agricultural infrastructure installed.	
Morocco	CE	8.	C&G	STR	PAR	Improving the partnership also involves the coordination among donors, which deserves strengthening. This coordination, to be embedded in the project design, should include, inter alia, a standardisation of procedures, the organisation of meetings and consultation workshops, the harmonisation of project follow-up activities and the undertaking of common missions.	In a country like Morocco, national procedures, norms and regulatory framework are fairly advanced. For this reason, most donors try to insert project funded activities within these norms. In addition, IFAD through an Informal Country Resource Working Group has managed to be representative by proxy in some donor coordination meetings on themes which are of interest to IFAD and its programmes.
Morocco	CE	9.	C&G	STR	STR	Pay attention to improving integration of rural development interventions, with emphasis on the different sectors involved.	See response to action #1.
Morocco	CE	10.	C&G	STR	TGT	Concerning targeting, it is important to better target project activities, geographically and from the point of view of the needs of the poor and special disadvantaged categories, such as women and the youth and to ensure participation of development actors (associations, civil society and local actors) in the choice of interventions and beneficiaries.	IFAD interventions are now using three levels of targeting. Those are well-described in the COSOP and being applied in the last generation of project in Morocco.
Mozambique	CE	1.	IFAD	PLCY	SUP	Inception reviews should be implemented when projects are designed in situations of extreme uncertainty (such as post-conflict and post-emergency) to assess the validity of design assumptions and the design itself and to introduce the needed design modifications early in the implementation period.	Not any more applicable in the context of Mozambique, as IFAD is not financing programmes in such situations of extreme uncertainty. However, on the basis of the positive experience with another programme formulated in Mozambique (PAMA), for the design of new programmes it is considered to leave the detailed design of the activities after effectiveness once the management team is on board to allow for better adaptation of the design to the actual situation in the programme area.
Mozambique	CE	2.	IFAD	PLCY	SUP	It is recommended that IFAD considers introducing an early inception review. The review would be done jointly with the government and have the mandate to recommend the design changes required. Preferably it should be done when the project management team is on board and has had some time (say six months) to assess the situation and the project design	
Mozambique	CE	3.	CTRY	STR	DEC	Projects in remote areas need to be managed and coordinated locally and the feasibility and problems of doing so need careful assessment at the design stage.	All ongoing, as well as new, IFAD programmes are national programmes with selected geographic implementation areas. Coordination is at national level with decentralisation of implementation, monitoring and some management responsibilities.

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Mozambique	CE	4.	CTRY	STR	TCB	In remote areas with limited human and institutional capital, considerable investments in capacity development are required during the early implementation phase, and repeat-training is needed to bring new staff on board. These needs are significantly higher in multi-sector projects with many implementation partners.	It should first be noted that human and institutional capital has dramatically improved in the whole country and at all levels, including in the most remote areas, since implementation of NADP. However, as there is still much to be done, all ongoing (and new) programmes have important capacity building and institutional strengthening components (especially at decentralised level) to respond to this need.
Mozambique	CE	5.	CTRY	STR	HR	It is recommended that a firm commitment should be made at inception by all, including Government, to avoid as much as possible high turn-over in key staff.	Will be considered in new programmes, although the leverage to enforce it, especially with Government institutions, might be rather limited.
Mozambique	CE	6.	CTRY	STR	TCB	In a future project similar to NADP, it would be relevant to use grants to support capacity development and the provision of close guidance and support, in particular during the initial stage.	See Response at #4.
Mozambique	CE	7.	CTRY	STR	DEC	In a possible future area-based multi-sector project, IFAD and GOM may consider to assign the overall implementation responsibility to the provincial government, instead of a national line agency, but with the Ministry of Finance or Ministry of Planning and Development providing general oversight and serving as the official national counterpart.	It is unlikely for IFAD to finance any more area-based multi-sector projects in Mozambique. However, provincial and district administrations are increasingly playing an important role in the implementation of all IFAD ongoing programmes in line with the Government's recent emphasis on decentralisation processes.
Mozambique	CE	8.	CTRY	STR	ENT	Effective approaches for how government/donors may support and facilitate development of commercially viable activities in the private agribusiness sector are required.	This is one of the priority areas for some of the ongoing programmes as well as for the new programme to be designed.

C. COUNTRY PROGRAMME EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
Bangladesh	CPE	1.	CTRY	STR	STR	The partners agreed that they will clearly state their overall goals and jointly select a limited number of objectives that they commit to reaching in collaboration, with the available resources within a specific time period. These will be set down in the next IFAD COSOP for Bangladesh	The new COSOP, approved by the Board in April 2006, contained a limited number of strategic objectives (5).
Bangladesh	CPE	2.	CTRY	STR	RFI	The partners agreed to adopt the development of financial services to micro-enterprises and small and marginal farmers as one of the main strategic thrusts of the future collaboration between GOB and IFAD. They agreed to consider, <i>inter alia</i> , working to develop loans with customised repayment terms and loan sizes, better arrangements for savings, the possibility of insurance for livestock, and training and technical assistance for borrowers	The new COSOP, approved by the Board in April 2006, includes a strategic objective to develop financial services for micro-enterprises and small farmers. The Microfinance for Marginal and Small Farmers Project (MFMSFP) is innovating with new loan products (such as customised repayment, seasonal loans etc).
Bangladesh	CPE	3.	CTRY	STR	INF	The partners agreed that rural infrastructure to reduce rural poverty will be one of the main strategic thrusts of the future collaboration between GOB and IFAD.	The new COSOP, approved by the Board in April 2006, includes a strategic objective to develop pro-poor rural infrastructure.
Bangladesh	CPE	4.	CTRY	STR	INF	They agreed that GOB and IFAD will seek to collaborate with other financiers and institutions to see that infrastructure in rural areas serves the needs of poor, less advantaged and vulnerable groups.	On 6 August 2006, IFAD signed a co-financing agreement with the Royal Netherlands Embassy, to enable working together on pro-poor infrastructure in the remote charlands of Bangladesh.
Bangladesh	CPE	5.	CTRU	STR	INF	They also agreed that employment of the poorest, including the use of Labour Contracting Societies, will be envisioned wherever possible.	The Labour Contracting Society approach has been fully included in the Market Infrastructure Development Project in Charland Regions of Bangladesh (MIDPCR), approved in December 2005. The on-going Sunamganj Community Based Resource Management Project (SCBRMP) also plans to implement construction works through community organisations of the poor.
Bangladesh	CPE	6.	CTRY	STR	ENT	The partners agreed the new COSOP will include specific objectives for further assisting poor producers to participate in the development of the private sector in local rural economies. (...) They agreed that they could explore the options of working with producer and consumer groups.	The new COSOP, approved by the Board in April 2006, includes a specific section discussing private sector development for the benefit of smallholders. Market linkage components for MIDPCR and MFMSFP include actions to enable producer groups to link with private sector agri-business.
Bangladesh	CPE	7.	CTRY	STR	PAR	They also agreed that the new COSOP will favour the inclusion of efforts to build partnerships with the private sector in areas such as training, research and marketing in the context of IFAD-financed loans and grants. (...) They agreed that they could experiment in the areas of training for and by the private sector, joint trials, seed and	In relation to the private sector, efforts will be made to channel private sector expertise and technology for the benefit of the poor. The sub-programmes of the COSOP include provision for the following: development and support for small scale private sector enterprises; a more pluralistic approaches to provision of agricultural technology, including more

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						other technology testing, marketing agreements and contract growing. They agreed that this could be done not only on a contract basis, but also with possible long-term relationships in mind.	private sector involvement; and promotion of greater private sector involvement in infrastructure provision. In developing enterprise and links to markets, the private corporate sector has a key role to undertake scale-sensitive functions like quality control, input supply and marketing in developing export products, like fresh vegetables, or flowers. While IFAD will not itself finance needed corporate investments, unless they are undertaken in partnership with producers' organisations, it may finance organizations such as NGOs or Business Development Centres, to facilitate better linkages with these organisation. The forthcoming WB-led National Agriculture Technology Project (NATP) which is scheduled to go to IFAD's Board in April 2008 has a challenge fund mechanism for funding of agricultural research which will be open to non-government agencies.
Bangladesh	CPE	8.	CTRY	STR	PAR	The partners agreed that the new COSOP will provide for the development of basic principles for collaboration with NGOs in Bangladesh, including transparent criteria and procedures for approaching and selecting NGO partners. Partners agreed that these efforts should be made in consultation with the NGO Bureau and the NGO Foundation. They also agreed that eventual NGO selection should be job-oriented and transparent, with accountability on both the GOB and the NGO side. They agreed that, in the selection process, considerable weight should be given to the ability of the NGO to sustain activities beyond the project period, especially in remote areas.	For MFMSFP and also the Microfinance and Technical Support Project (MFTSP) IFAD only works with NGO MFI's who are selected by Pali Karma-Sahayak Foundation (PKSF) according to approved PKSF selection criteria. For NGO selection in MIDPCR detailed ToR and selection criteria were included in the appraisal report which ensures only reputable and capable NGOs, who have access to PKSF funds for long term sustainability, will be selected.
Bangladesh	CPE	9.	CTRY	STR	FLD	The partners agree to review the current arrangements of employing a Dhaka-based international consultant to facilitate IFAD operations in Dhaka. They agree to propose to management for approval of an improved arrangement for IFAD in Bangladesh.	A "proxy" field presence has been in position in Bangladesh since April 2004. This CPE ACP recommendation cannot be implemented until IFAD Governing Bodies formally approve an expansion of the field presence initiative. The first step in seeking such approval is the undertaking an evaluation of the field presences (including "proxies") by the Office of Evaluation in 2006/7.
Bangladesh	CPE	10.	CTRY	STR	ISL	The partners agreed to include investments and activities in all future projects to undertake communications and knowledge outreach. They agreed to use all means, including information technology wherever feasible, to make information on project costs, expenditures and procurement available to the public wherever IFAD and GOB regulations permit.	A six monthly newsletter is being prepared to communicate activities under all ongoing projects. The first edition was issued in September 2006. The second edition is due in April 2007. In addition, video's and brochures are now routinely prepared by ongoing projects, and project budgets include provision for more such communications.

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Mexico	CPE	1.	CTRY	STR	STR	Through the new country strategy, it is proposed that a new basis be established to govern the relationship between the Fund and the Mexican Government. Critical elements would include: (a) recognition of the normative and regulatory frameworks for national programmes within which it is proposed to include IFAD-financed projects and programmes;	COSOP formulation is underway. Background report comprises review of national budget allocations for rural development/poverty reduction
Mexico	CPE	2.	CTRY	STR	TGT	(b) IFAD focalization on clearly defined geographical areas and certain types of target populations, such as indigenous peoples;	The recommendations made by the CPE have been taken into account during discussion for the new RB-COSOP and the new project. The on-going IFAD projects will be fine-tuned to this recommendation.
Mexico	CPE	3.	CTRY	STR	INR	(c) innovative elements in both project design and management/implementation that could contribute to improving living standards and incomes for beneficiaries as well as promoting access to financial services and disseminating knowledge in economic and social development;	The lessons learnt from IFAD projects in Mexico have been up-scaled in on-going portfolio especially regarding municipal plans, income generation activities and their linkages with rural financial services.
Mexico	CPE	4.	CTRY	STR	PMA	d) non additionality of IFAD funds in the budgets of project implementing agencies; and	The non-additionality of funds is included in country legislation that IFAD respect.
Mexico	CPE	5.	CTRY	STR	M&E	(e) an explicit focus on monitoring and evaluation	Last two on-going projects have a more structured M&E units. Last IFAD project has undertaken the RIMS baseline survey.
Mexico	CPE	6.	CTRY	STR	STR	The project components supported by the Fund should include activities in the areas of production and marketing in order to boost production and productivity, as well as activities to improve social cohesion and build social capital.	All IFAD projects include production and marketing activities in order to ensure income generation, as well as initiatives aimed at strengthening local organisations to participate in local planning activities.
Mexico	CPE	7.	CTRY	STR	STR	The nature and type of project intervention supported by the Fund should demonstrate the sustainability of activities at the end of the investment period, particularly from the technical and financial point of view.	All the projects and programmes are approved by governmental decision. After the end of IFAD financing, the Government will be responsible for ensuring that the activities will continue receiving adequate support.
Mexico	CPE	8.	CTRY	STR	DIA	It is crucial to ensure that dialogue between IFAD authorities and the Mexican Government take place at a sufficiently senior level, periodically and monitored, and in accordance with basic principles. To this end, a formal annual meeting will be held between the Fund's Latin America and the Caribbean Division and Government representatives (Ministry of Agriculture and/or Rural Development, Social Development, Indigenous Peoples, Finance and Public Credit, External Relations, NAFIN and implementing agencies). The meeting will need to comply with three basic requirements: (i) preparation of a formal agenda for the meeting (agenda items must include a portfolio review and discussion, pending operational issues, financial and	Draft COSOP document has been discussed in formal meeting in Mexico (April 2007)

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						administrative issues between IFAD and the Government, strategic issues on programme orientation, discussion on future programme, sector policy issues, etc.); (ii) preparation of a memorandum of understanding with meeting conclusions, setting forth next steps and deadlines; and (iii) a means of distributing information on meeting preparations and results and on next steps and decisions made, identifying clearly who is responsible for implementing each one.	
Mexico	CPE	9.	CTRY	STR	STR	The Mexican Government and IFAD propose to formally align the Fund's operating modalities in Mexico. This calls for a formal review of current operating modalities, identifying the main problems and setting forth an agreement by both parties on necessary adjustments.	Ongoing discussion during COSOP preparation to be take place during April 2007 with different stakeholders (federal, state, municipal authorities and civil society).
Mexico	CPE	10.	CTRY	STR	STR	A new COSOP should be prepared, in consultation with the Mexican authorities, as soon as possible.	Draft COSOP to be completed in April 2007 in close consultation with all institutions and civil society.
Mexico	CPE	11.	CTRY	STR	TGT	(...) IFAD and the Government will reach an agreement, in the context of the COSOP and preparation of any new project, specific conditions for target populations and a clear definition of areas selected. In this regard, it is recommended that the focus on poor populations, and indigenous populations in particular, and the targeting of beneficiaries be based on shared issues (e.g. participation and gender approach) with actions differentiated by type of population, regional characteristics, type of project, etc.	Draft COSOP will include a specific section of selection of target population, and will be reinforced during inception, formulation and appraisal IFAD missions. It is clear that indigenous population will be the priority of new IFAD interventions in the country,
Mexico	CPE	12.	CTRY	STR	M&E	In parallel to preparing the new COSOP, the parties agree to conduct a joint review of a monitoring and evaluation system for projects and programmes in Mexico. This review should largely be reflected in the new COSOP.	In June 2007, a consultant will visit the project to review the setback of the M&E systems and propose adjustments to be incorporate in the second semester.
Mexico	CPE	13.	CTRY	STR	DES	It is important for IFAD and the Government of Mexico to establish a clear, reliable technical framework for project preparation, and that this framework be consistent and coherent with the Mexican normative framework. Particular attention should be paid in this regard to IFAD's potential for innovation, in cases where IFAD supported projects can be considered to be pioneering projects that complement national rural development programmes.	The micro-watershed programme is an innovative approach for environmental aspects and income generation. Similarly, eco-tourism should be regarded as an innovation in relation to development strategies for indigenous population.

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Mexico	CPE	14.	CTRY	STR	DES	In the design of projects and the normative and institutional framework in place in Mexico, IFAD should highlight its participation in technical advisory assistance as an expression of its comparative advantages in the areas of training as well as technical, financial, administrative, management and institutional matters.	Training in local planning and linkages with financial services will be up scaled in the new IFAD interventions.
Mexico	CPE	15.	CTRY	STR	DES	In terms of strategy and programming for the project preparation phase, IFAD and the Government agree to review their operating modality to: (i) substantially reduce project preparation time, particularly the time between ex ante project preparation/evaluation and the time when implementation begins, and more specifically the time between IFAD Executive Board approval and entry into effect in the country; (ii) ensure consistency between the design of projects (and their physical, economic, financial and other objectives) and the ability to implement them; (iii) ensure that the institutional arrangements called for in project design are faithfully reflected in the legal loan documents; (iv) coordinate with the counterpart implementing agencies on setting operating rules for programmes and projects, supporting the financial agency, in this case NAFIN, and the agency responsible for contracting the external financing, in this case the Ministry of Finance.	Issues to be addressed during IM-2007 and project formulation and appraisal, using local capacity in place and lessons learned by IFAD projects and other institutions (federal, state, municipal and multilateral and bilateral).
Mexico	CPE	16.	CTRY	STR	SUP	It is recommended that the Fund maintain a closer and more continuous presence in supporting the implementation of projects and of the programme overall.	During 2007 several IFAD missions will be held. These include COSOP Missions, Inception mission, supervision missions and CPM follow-up.
Mexico	CPE	17.	CTRY	STR	M&E	Based on the indicators defined during project design, the parties agree to work together on effective implementation of the monitoring and evaluation system. (...) Generally speaking, much more emphasis must be placed on measuring results and impact, through results-based monitoring and evaluation. Also as a general rule, the quality and format of project progress reports must be improved to allow for proper evaluation.	IFAD consultant will review the M&E system during June 2007 and propose adjustment to the system.
Mexico	CPE	18.	CTRY	STR	PAR	IFAD has not maintained an ongoing, relevant dialogue with other development partners in Mexico, particularly the two major international financial institutions – the World Bank and the Inter-American Development Bank – and the United Nations. It is crucial that IFAD's relationship with these institutions improve, during both preparation and implementation of	Issue addressed by COSOP preparation and discussions in April 2007 with all parties in the country, in order to explore partnerships, in special with FAO, UNDP, and coordination with WB and IADB..

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						IFAD's projects and programmes in the country. (...)It is recommended that periodic meetings be held with their representatives, with a clear dual purpose: (i) to learn from one another and avoid duplication or inconsistency among the institutions' strategies and approaches; and (ii) to consolidate strategies under a vision of complementarity (IFAD has several comparative advantages over the others) rather than competition.	
Mexico	CPE	19.	CTRY	STR	PAR	In the same way, it is recommended that relationships with non governmental organizations be operationalized in a more orderly fashion. This kind of strategic partnership should also be considered for exchanges on successful experiences between projects in the region and elsewhere in the world.	A clear picture of these organisations will be discussed during COSOP. Formulation and appraisal. Concrete actions will be identified during formulation of a new project.
Mexico	CPE	20.	CTRY	STR	FLD	IFAD should explore the possibility and viability of maintaining an active presence in Mexico. There are other ways of ensuring an effective institutional presence so that IFAD can perform several essential roles: (a) maintain a more effective dialogue with all IFAD's major partners in the country; (b) ensure closer monitoring of ongoing projects, follow-up on IFAD's missions in the context of the country programme (preparation of new projects, supervision of existing ones, project completion reports) in such a way as to contribute enormously to the consistency and permanence of the Fund's vision of the country's development.	Various COSOP-related missions 2006/2007, supervision missions, follow-up and explore the possibility on have proxy field presence. It was recommended during the discussion of the first draft COSOP to explore possibilities to have a proxy field presence.
Mexico	CPE	21.	CTRY	STR	STR	IFAD and the Government of Mexico (...) undertake to establish a detailed timetable of specific measures to be taken, with precise deadlines and clearly defined responsibilities for the appropriate units on both sides.	Issue addressed by COSOP and formulation missions.
Rwanda	CPE	1.	CTRY	STR	DES	IFAD, building upon a stronger field presence, should put into place a programme (rather than a project) strategy and management approach through the development of new coordination mechanisms. This approach should include: <ul style="list-style-type: none"> • projects designed and managed as pillars of a wider programme, owned and managed by the Government, in support to the development and implementation of the Government's policies for the supported sectors; 	Moving towards this goal: <i>Project d'Appui au Plan Stratégique de Transformation de l'Agriculture (PAPSTA)</i> is designed on the basis of government strategy document <i>Plan Stratégique de Transformation de l'Agriculture (PSTA)</i> , and new COSOP to be fully based on updated poverty reduction strategy (EDPRS) and PSTA.

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Rwanda	CPE	2.	CTRY	STR	DES	<ul style="list-style-type: none"> well planned synergies and complementarities between the projects financed by IFAD within the programme; 	M&E support from <i>Deutschen Entwicklungsdienst</i> (DED) for Umutara Community Resources and Infrastructure Development Project (PDRCIU) and other IFAD-supported projects, and PAPSTA to assist PDRCIU in some implementation aspects.
Rwanda	CPE	3.	CTRY	STR	DES	<ul style="list-style-type: none"> a clear understanding of the roles of and relationships between all stakeholders in the supported sectors, at all levels (national, provincial and local) with reference to the institutional framework of the country and the decentralization policy; 	OK, with the exception of PDRCIU (for which it will be addressed by the June 2007 supervision mission).
Rwanda	CPE	4.	CTRY	STR	DES	<ul style="list-style-type: none"> an analysis of the support that could be given to these stakeholders, including to the Government, civil society organizations, farmer organizations, the private sector and academic institutions; 	Started during early COSOP consultations with farmer organisations, to be addressed further during COSOP finalisation and next project development.
Rwanda	CPE	5.	CTRY	STR	PAR	<ul style="list-style-type: none"> in accordance with the Paris Declaration on Development Aid Harmonization, broader and stronger relationships with other relevant development partners, and Government assessment of partner performance; 	Highly constructive relations with donors, except for Netherlands and Belgium (talks to be intensified). In Aid Effectiveness Report (Nov06) IFAD was scored best (100%) on data quality for the Development Assistance Database.
Rwanda	CPE	6.	CTRY	STR	M&E	<ul style="list-style-type: none"> a monitoring and evaluation system at the programme level in harmony with the project M&E system and the Government's monitoring system for the PRSP, which also permits monitoring of the continuously changing external environment in order to steer IFAD's programme and projects 	Not achieved yet. The DED expert to assist all IFAD-supported projects in M&E is to contribute towards this. A possible role that the <i>Bureaux Central des Investissements Publics et des Financements Extérieurs</i> (CEPEX) may play in this respect is to be explored.
Rwanda	CPE	7.	CTRY	STR	PMA	To ensure an effective coordination of the IFAD programme, a Programme Steering Committee comprised of IFAD, the Government and the other main stakeholders should be formed. This Committee will, among others, organize an annual joint review of the programme. A Country Team should also be formed in order to facilitate and support programme implementation.	CEPEX organised the Country Portfolio Performance Review in March 2007, held together with IFAD and UNOPS. Country team to be evolving out of IFAD COSOP Focal Group.
Rwanda	CPE	8.	CTRY	STR	STR	Considering the numerous requirements of an integrated programme approach, it is recommended to allow more time and resources for the development of the next COSOP. Considering that country programme allocations are now based upon a Performance Based Allocation System, the assessment process should ensure that the Government is fully involved and that it is informed about the criteria and ratings.	COSOP development is taking about 2 years, in order to allow time to Government to prepare an update of its PRSP. Government involvement in the process is intensive.
Rwanda	CPE	9.	CTRY	STR	TGT	IFAD and its partners, in their reflection upon IFAD's role in Rwanda and the strategic orientations of the next COSOP, should concentrate IFAD's intervention on following target groups (in particular in the field of	COSOP is not finalised yet, the recommendation will be taken into account.

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						<p>agriculture, animal husbandry and off-farm activities):</p> <ul style="list-style-type: none"> the poor rural populations of the country, making use of the categories of the poor as defined in the PRSP; productive and economically active women in rural areas; farmer organizations, given their role as important political and economic players representing the farmers in the context of decentralization; young people in rural areas, and specifically on developing their business capacity to address the prevalent unemployment rates. 	
Rwanda	CPE	10.	CTRY GOV	STR	DIA	The Government and IFAD should define the broad priority areas for policy dialogue to which the Fund can contribute in Rwanda, and make its objectives clear in the next COSOP. Policy dialogue should be carried out in collaboration with other relevant strategic partners, including civil society and farmer organizations. IFAD-funded project experiences should provide the main input for IFAD's contribution at policy dialogue.	As above.
Rwanda	CPE	11.	CTRY	STR	FLD	Active involvement in this matter will require a stronger local presence and specific material resources. This could realistically be achieved by formalizing the Country Team facilitated by the locally appointed IFAD Liaison Officer.	PF is in the process of formalising the appointment of the IFAD Liaison officer through FAO.
Rwanda	CPE	12.	CTRY GOV	STR	DIA	Policy dialogue should be carried out in partnership, through channels put into place by the Government of Rwanda. Accordingly, IFAD should take part more actively in the Development Partners Consultative Group (DPCG), comprised of the main development partners and the partner ministries. In that respect, the IFAD Liaison Officer and the Coordinators of IFAD-funded projects should continue their participation in the DPCG's Rural Development Cluster, Private Sector Cluster and Decentralization Cluster.	IFAD is participating actively in the rural development cluster, the EDPRS dialogue and the One UN initiative..
Rwanda	CPE	13.	CTRY	STR	GDR	In order to improve its impact on women, IFAD should develop a systematic approach to mainstream gender in its entire programme in Rwanda. Differentiated indicators according to gender should be used and reflected in the M&E system at project level by collecting and analysing disaggregated data. At the same time, a particular effort should be made to increase gender awareness and sensitivity of project teams and	Much data is already available with a gender disaggregation. However, a more systematic approach needs to be followed in the development of a common M&E system for the country programme.

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						technical assistance teams, and this at all levels of responsibility.	
Rwanda	CPE	14.	CTRY	STR	NRM	IFAD-funded projects should promote sustainable use of natural resources (soil, water and forests) and mitigate environmental impact of project activities.	OK, plus improvements to natural resource sustainability through land and water management activities in PAPSTA and PDRCIU.
Rwanda	CPE	15.	IFAD	STR	STR	In similar situations, IFAD should adopt more elements and tools for analysis, at the programme level as well as at the level of the projects, to ensure its contribution to post-conflict reconstruction and reconciliation. These elements should take particularly into account reconciliation, contribution to the climate of trust and the preservation of equity between citizens	Land tenure support activities are still at an infant stage in PDRCIU (to be addressed by the June 2007 supervision mission).
Rwanda	CPE	16.	CTRY GOV	STR	TCB	IFAD, the Government and the project teams should put greater emphasis on capacity building for grassroots organizations and public institutions to promote sustainable development.	In rural finance, this has already happened through PDRCIU contracting 2 specialised NGOs (CARE and Duterimbere). PAPSTA watershed planning has started, with room for improvement. Smallholder Cash and Export Crops Development Project (PDCRE) cooperative capacity building has fallen back due to the cancellation of the TWIN contract.
Rwanda	CPE	17.	CTRY	STR	TCB	IFAD's programme and projects should: <ul style="list-style-type: none"> integrate capacity development as a long term process in the design and implementation of its programme 	Done in PAPSTA and PDRCIU.
Rwanda	CPE	18.	CTRY	STR	TCB	<ul style="list-style-type: none"> devote greater attention to the development of planning, management, organization and dialogue skills for the stakeholders and, in particular, for farmer associations 	To be addressed by COSOP and next project.
Rwanda	CPE	19.	CTRY	STR	TCB	<ul style="list-style-type: none"> base capacity building activities on needs assessments and monitor progress in order to focus efforts 	To be addressed by COSOP and next project.
Rwanda	CPE	20.	CTRY	STR	TCB	<ul style="list-style-type: none"> use a broader approach to capacity development than solely trainings, including learning by doing, exchange of experiences between peers, field visits, mass communication (magazines, community radio) etc 	To be addressed by COSOP and next project.
Rwanda	CPE	21.	CTRY	STR	TCB	<ul style="list-style-type: none"> provide training for trainers and ensure the use of participatory training methods, using people's knowledge and experiences as the basis for their own capacity development 	To be addressed by COSOP and next project.
Rwanda	CPE	22.	CTRY	STR	HR	<ul style="list-style-type: none"> consider capacity building within IFAD's programme and project structures in the larger context of human resources management, comprising clear job descriptions, recruitment of the right people, regular performance monitoring, the proper use of incentives and the creation of a stimulating working environment in order to retain capable staff 	Has been started with the advent of Government's performance evaluation system. Some staff have actually lost their jobs as a result. PDRCIU adoption of the same is pending, to be addressed by the June 2007 supervision mission.

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Rwanda	CPE	23.	CTRY	STR	DES	Project design should give more attention to the assessment of risks and should promote a more flexible process approach rather than a blueprint, to ensure sustainability of the structures put into place by the projects.	To be addressed by COSOP and next project.
Rwanda	CPE	24.	CTRY	STR	EXI	Progressive exit strategies should be taken into account from the start of the interventions by building upon partnerships, in particular with local authorities and civil society organizations at the grass-roots level, which should operate as co-managers of project activities. Exit strategies should be re-discussed and re-agreed upon by IFAD and its partners at the mid-term review of each project.	In PDCRE this recommendation is not applicable, the cooperatives need more support than thought by the PCU. Yet in principle: to be addressed by COSOP and next project.
Rwanda	CPE	25.	CTRY	STR	RFI	IFAD's programme and projects should continue to use and support existing financial institutions in rural areas, in order to promote the access of the rural poor to sustainable financial services, considering those institutions as genuine organizations and not solely as service providers to the projects.	OK, fully taken on board in PDRCIU contracting 2 specialised NGOs (CARE and Duterimbere), other projects to follow.
Rwanda	CPE	26.	CTRY GOV	STR	BEN	The Government and IFAD should develop an approach and proper tools in order to capacitate the different stakeholders in its projects on participatory approaches. The Government and IFAD should give particular attention as to the implementation of these approaches by the PMUs and by the decentralized administrative bodies. To this end, projects should promote methods for rural facilitation (<i>animation rurale</i>), enabling better communication between parties, especially between stakeholders and project teams, service providers and rural communities	To be addressed by COSOP and next project.
Rwanda	CPE	27.	CTRY GOV	STR	BEN	IFAD and the Government should develop and promote a consultative process during the design and the implementation of IFAD-funded projects through the enlargement of the Steering Committees to other stakeholders and through the strengthening of the mandate of these committees for strategic supervision. This consultation would enable a better strategic integration of IFAD-supported interventions and, above all, a better integrated management of each project. Well thought participation mechanisms and frequent dialogue between key partners in project implementation would ensure a common and continuous understanding of project objectives and approaches.	To be addressed by COSOP and next project, based on the ongoing consultations with stakeholders.

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Rwanda	CPE	28.	GOV	STR	HR	The Government should aim at improving stability of PMU staff through sound selection procedures and ensuring a stimulating working environment. A particular effort by the Government is required, when changing personnel, to ensure the transfer of knowledge internally.	To be addressed by COSOP and next project.
Rwanda	CPE	29.	GOV	STR	PMA	The Government should facilitate project implementation through avoiding delays in disbursement of the counterpart funds and monitoring smooth implementation of contracts with service providers.	Counterpart funds no issue. Contract monitoring to be improved.
Rwanda	CPE	30.	CTRY GOV CI	STR	PMA	It would be beneficial to IFAD, the Government and the Cooperating Institution to review, simplify where possible and harmonize administrative and financial project management procedures.	This is very general, the devil is in the detail. Where possible, IFAD will promote harmonisation.
Rwanda	CPE	31.	CTRY	STR	M&E	The project and programme level M&E system and indicators should be harmonized and articulated with the tools developed by the Government of Rwanda for the monitoring of the national poverty reduction programme (PRSP).	To be addressed by COSOP and next project.
Rwanda	CPE	32.	CTRY	STR	M&E	To improve M&E in IFAD-funded projects, the M&E units need to be provided with adequate human and material resources and, if needed, adequate training.	IFAD provided direct M&E training during 2006. With the recent arrival of the DED expert on M&E this is expected to improve further. More support envisaged.
Rwanda	CPE	33.	CTRY GOV	STR	M&E	Moreover, IFAD and the Government should, in their partnership approach, put emphasis upon building the key stakeholders' capacity for carrying out self-monitoring and self-evaluations.	To be addressed by COSOP and next project.

D. CORPORATE-LEVEL EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP Agreed Action	PMD Follow-up
IFAD	CLE	1.	IFAD	PLCY	SUP	The Fund should develop a specific overall supervision and implementation support policy for its operations which: (a) takes into consideration recent initiatives that are broadly related to supervision and implementation support (e.g. the Field Presence Pilot Programme); and (b) builds on the elements contained in IFAD's new operating model.	In December 2006, the IFAD Executive Board approved the IFAD Policy on Supervision and Implementation Support. Supervision modalities are aligned with the key elements of the New Operating Model, including the enhanced emphasis on country programmes and the reconfiguration of supervision arrangement to enhance partnership with local and national institutions. According to the Policy, implementation support functions remain under the responsibility of IFAD.
IFAD	CLE	2.	IFAD	PLCY	SUP	In close collaboration with partner governments, the Fund is responsible for ensuring that the resources it provides are used for the intended purposes. In this regard, to undertake the supervision of fiduciary aspects, IFAD would – on a case-by-case basis, depending on the project or programme circumstances – decide whether to subcontract a competent national, regional or international entity to perform such functions.	The selection of supervision modalities starts from the general analysis of the country context in terms of: (i) national capacity, (ii) nature, size and complexity of the country programme, (iii) learning and knowledge sharing potential, (iv) availability of appropriate human and financial resources. During the project implementation period, the selected supervision approach may be altered to respond appropriately to changes in the country, in the global development architecture and within IFAD.
IFAD	CLE	3.	IFAD	PLCY	SUP	IFAD would be responsible for providing direct implementation support in all new projects and programmes following the approval by the Executive Board of the proposed supervision and implementation support policy. The CPMs would consequently be responsible for the process, content and outputs of direct implementation support activities. For projects that have not yet reached the mid-term review, IFAD would consider how the projects could take this policy into account	Regardless the supervision modalities, IFAD is always responsible for providing implementation support related to IFAD financing, based on partner country requirement and possibly making use of local and national organisations.
IFAD	CLE	4.	IFAD	PLCY	SUP	Such support would cover all aspects of IFAD country programmes, both at the project level and beyond. With regard to the latter, implementation support could include key aspects related to IFAD's catalytic role, such as policy dialogue, partnership-building, and knowledge management. Moreover, implementation support would pay particular attention to the human dimensions of IFAD operations, including aspects related to gender mainstreaming, participatory processes and empowerment, institution-building, and the development and functioning of monitoring and evaluation systems. Grant-financed activities under the new grants policy should also be explicitly covered	Implementation support is regarded as a tool for addressing specific constraints impeding implementation. This should also facilitate knowledge sharing and evidence-based policy dialogue to produce a conducive environment for reduction of rural poverty. Implementation support implies a continuous use and strengthening of local capacities and pays special attention to social and environmental dimensions, including improved targeting and mainstreaming of gender issues.

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IFAD	CLE	5.	IFAD	PLCY	SUP	The role of partner governments should be given due emphasis and specified. To this end, and where possible and required, governments will continue to be provided with capacity-building assistance to enhance their capacity to undertake more effectively the: (a) supervision of fiduciary aspects of a loan or grant agreement; and (b) ongoing monitoring of project/programme activities and providing implementation support, as required.	The Policy includes the possibility for supervision modalities with reliance on national/regional institutions. For this reason, building the capacities of local/national organisations will be promoted. Allocation of financial resources for training and capacity building is included.
IFAD	CLE	6.	IFAD	PLCY	SUP	It is fundamental that the additional resource requirements for implementing the new policy be clearly articulated in a comprehensive and explicit manner by IFAD. This will require a detailed cost analysis, (...) as well as an assessment of the skills and competency of current CPMs and other concerned staff. Based on the aforementioned analysis, IFAD would develop a full proposal for meeting the additional resources involved in implementing the new policy.	IFAD's greater participation in and direct responsibility for supervision and implementation support will result in increased workload, higher requirement of human resources, increased needs for technical support and consequent increase in cost of contracting partners and consultants. The full implementation of the Policy would entail an increase in annual costs in the range of 4 to 12 percent (800,000 USD to 2.4 million USD).
IFAD	CLE	7.	IFAD	PLCY	SUP	The policy should be evaluable and include a roll-out and implementation plan with performance indicators that can be monitored periodically.	A result framework is associated with the policy. Performance indicators include project relevance, effectiveness and efficiency.
IFAD	CLE	8.	IFAD	PLCY	SUP	A separate section on supervision and implementation support should be included on a standing basis annually in the IFAD Portfolio Performance Report. The section should provide an analytic account of the opportunities and challenges in this area, as well as identify key lessons learned. Moreover, it should provide an indication of ongoing operational measures introduced by IFAD to address emerging issues.	The Portfolio Performance Report (PPR) now contains a section describing the performance of the supervision arrangement. It will be strengthened further beginning the 2007 PPR.
IFAD	CLE	9.	IFAD	PLCY	SUP	The evaluation recommends that the concept of "supervision" as used by IFAD since the Report on the Joint Review of Supervision Issues and the Minimum Supervision Requirements be understood from now onwards as consisting of two distinct yet operationally linked components: (i) Supervision of fiduciary aspects; and (ii) supporting programme and project implementation	The Policy defines supervision and implementation support as two mutually supportive and operationally linked functions. Supervision is "the administration of loans, for the purposes of the disbursement of the proceeds of the loan and the supervision of the implementation of the project or programme concerned. Implementation support focuses on development impact based on assessment of progress against performance indicators, joint identification of problems with recipients, etc.
IFAD	CLE	10.	IFAD	PLCY	SUP	The evaluation recommends that an overall approach to supervision and implementation support be developed at the time of preparing the country strategic opportunities papers (COSOPs).	According to the Policy, the selection of the supervision modality starts with the general country analysis during the result-based country strategic opportunities paper (COSOP). Similarly, the RB-COSOP requires analyses of the diversified supervision arrangement aiming at improving upon the portfolio at risk.

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IFAD	CLE	11.	IFAD	PLCY	SUP	IFAD should establish a management review committee within PMD at the departmental level devoted to reviewing supervision and implementation support activities, results and related operational issues. The committee would meet at least twice a year for this purpose;	At the departmental level, the PMD Management Team (PDMT) – led by the Assistant President of PMD and comprising six PMD directors and some departmental staff – has assumed the role envisaged for the management review committee. With respect to the reviews conducted during 2006, the PDMT discussed issues related to supervision and implementation support at four of its meetings. Apart from an overall review of the performance of cooperating institutions, the PDMT meeting focused on reviewing the draft policy on supervision and implementation support. In addition, PMD took advantage of the portfolio review exercise as an opportunity to review the supervision arrangements and performance of cooperating institutions, in particular, where these institutions had underperformed. A summary of the review's conclusions was presented in the Portfolio Performance Report for 2005/06 (paragraphs 34-35, EB 2006/89/R.11).
IFAD	CLE	12.	IFAD	PLCY	SUP	Six-monthly reviews of supervision and implementation support activities should be undertaken at the regional division level within PMD. The summary of discussions at these meetings should be circulated to all PMD divisions	PMD regional divisions are regularly reviewing the supervision and implementation support activities on regular basis with keeping in view of the supervision performance and the consequent need
IFAD	CLE	13.	IFAD	PLCY	SUP	Building on the experience of other international financial institutions and United Nations and other development organizations, an IFAD-specific quality assurance system should be established, which would review aspects of supervision and implementation support.	Within the context of IFAD's Action Plan for Improving its Development Effectiveness, IFAD management has been reviewing the overall quality assurance framework, including with regard to supervision and implementation support. A subgroup on quality enhancement and quality assurance has been established with a view to achieving a coherent system for enhancing and assuring quality. When completed, the output of the subgroup, which will be in the form of an integrated set of guidelines for entry, design and implementation, will provide a firm basis for assuring quality for supervision and implementation support as well.
IFAD	CLE	14.	IFAD	PLCY	ISL	Necessary incentives need to be provided to IFAD staff, partners and beneficiaries to share the knowledge they acquire.	The newly approved Knowledge Management Strategy (KMS) provides for an upgrade of human resource (HR) management in order to establish a stronger knowledge sharing culture. It will be accompanied by support for management training, breaking of 'silo' culture, updating of job descriptions, and reform of eth incentive system to ensure that staff contribute to knowledge sharing and learning.
IFAD	CLE	15.	IFAD	PLCY	ISL	Documenting and sharing knowledge should be included as an indicator in assessing the annual performance of CPMs.	The HR reform process will also include the staff performance evaluation system (PES) aiming at improve knowledge sharing and learning.

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IFAD	CLE	16.	IFAD	PLCY	ISL	Specific instruments need to be established for facilitating learning and knowledge-sharing inside and outside of IFAD. In particular, time should be reserved on a standing basis in the CPM forum for discussing issues and sharing knowledge generated through supervision and implementation support activities.	The new KMS recognises the need for fostering partnership, equipping IFAD with a more supportive knowledge sharing and learning infrastructure, and retooling of the project cycle activities. The new Supervision Policy lays stress on drawing lessons and codifying them.
IFAD	CLE	17.	IFAD	PLCY	SUP	Each project mid-term review and project completion report should include a specific treatment of supervision and implementation support issues, as should all evaluations undertaken by OE. Summaries of all OE evaluations should be posted on the Evaluation Knowledge System web site.	The Guidelines to Project Completion include a section on the performance of project partners (including IFAD, the CI and Co-Financers). This section would also explore the quality of the implementation and supervision support extended by supervising institutions.
IFAD	CLE	18.	IFAD	PLCY	SUP	The project and country status reports should be reformatted to include a narrative section on supervision and implementation support. Other instruments, such as peer reviews at the PMD divisional level in relation to implementation support activities, would also be introduced.	The Project/Grant Status Report template has been reformulated in April 2007 in order to incorporate the changes in IFAD supervision arrangement. It now has a separate section for assessing supervision performance.
IFAD	CLE	19.	IFAD	PLCY	M&E	Monitoring and evaluation systems at the project level need significant strengthening, if they are to contribute effectively to learning and knowledge generation by IFAD, its partners and beneficiaries. Moreover, in line with the new operating model, it is necessary to assist in developing integrated monitoring and evaluation systems at the country level. Every new COSOP developed starting from 2007 would include a proposal for setting up a monitoring and evaluation system at the country level, including objectives, resource allocation and operational modalities. IFAD would periodically organize workshops at the country and regional levels as mechanisms to cross-fertilize experiences and share knowledge.	IFAD management recognises the need for strengthening the M & E system at the project level. The new COSOP process lays heavy emphasis on the dissemination of lessons and other information locally, nationally, and internationally. Its orientation towards regular review and monitoring of the results would imply more emphasis on strengthening the M& E system including RIMS.
IFAD	CLE	20.	IFAD	PLCY	ISL	Finally, IFAD would build on the experiences of other international financial institutions and United Nations and other development organizations and make more comprehensive use of information technology for knowledge management purposes in relation to supervision and implementation support. In this regard, it is recommended to expand the existing Programme and Project Management System (PPMS) so that it can carry updated summaries of supervision and implementation support activities at all times.	IFAD's new KMS emphasises a stronger information technology platform including Rural Poverty Portal and better information management. The PPMS will be reviewed keeping in view of the recommendations made and the development of additional knowledge tools being proposed under the KMS.