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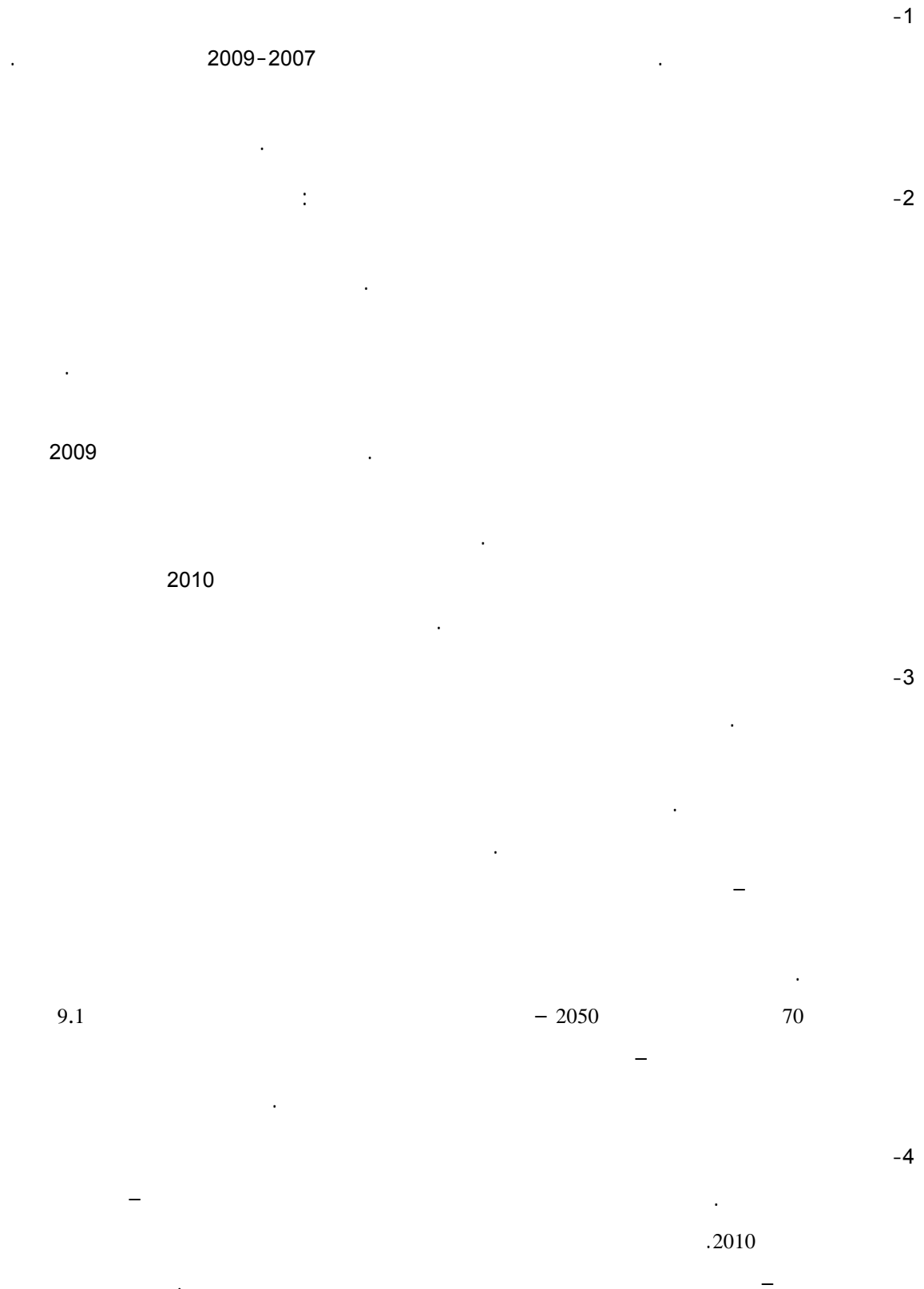
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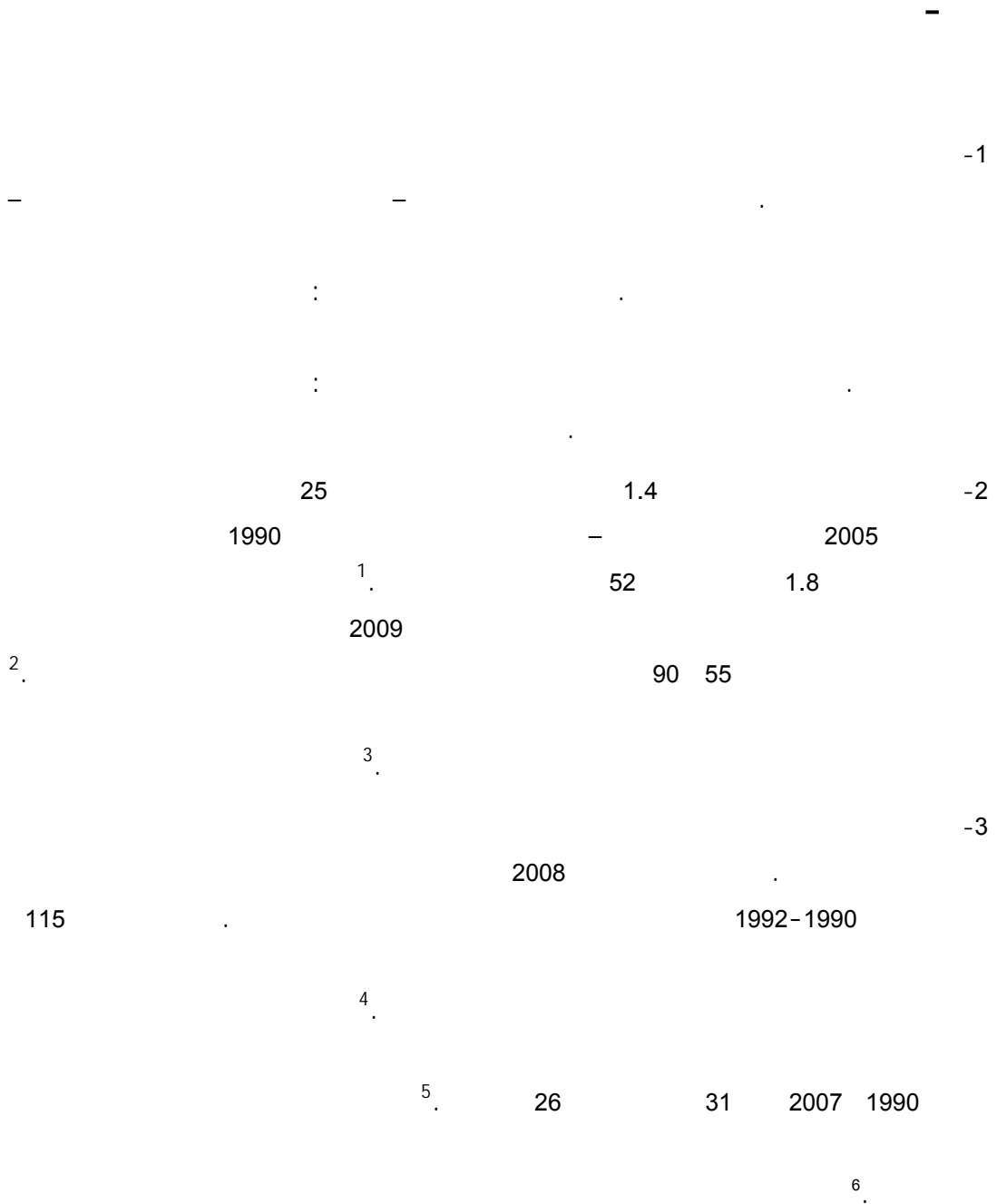
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¹ "The Developing World is Poorer Than We Thought, But No Less Successful in the Fight Against Poverty", Policy Research Working Paper 4703, World Bank, Washington D.C. 2008

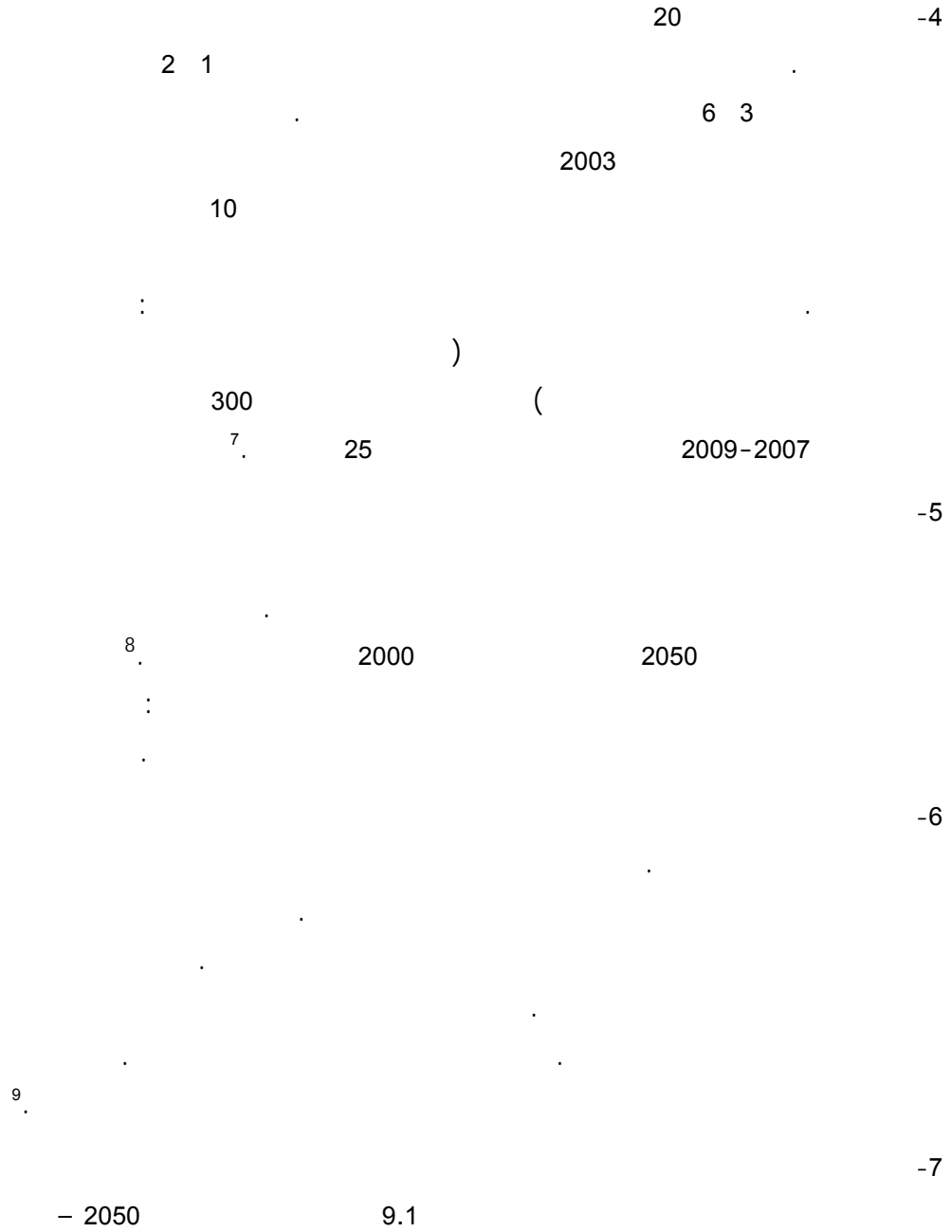
² "تقرير الأهداف الإنمائية للألفية"، 2009، الأمم المتحدة، نيويورك.

³ المرجع نفسه.

⁴ "الاستجابة لأزمة الأغذية: توحيد التدابير المتوسطة الأجل المقترحة في التقييمات بين الوكالات"، منظمة الأغذية والزراعة للأمم المتحدة، روما.

⁵ "تقرير الأهداف الإنمائية للألفية"، 2009، الأمم المتحدة، نيويورك.

⁶ المرجع نفسه.



⁷ "The Global financial crisis and developing countries: taking stock, taking action, Briefing Paper 54", Overseas Development Institute, London, September 2009

⁸ *Climate Change: Impact on agriculture and costs of adaptation*, International Food Policy Research Institute, Washington, D.C., 2009

⁹ مجلة الإيكونومست، 26 سبتمبر/أيلول 2009، لندن.

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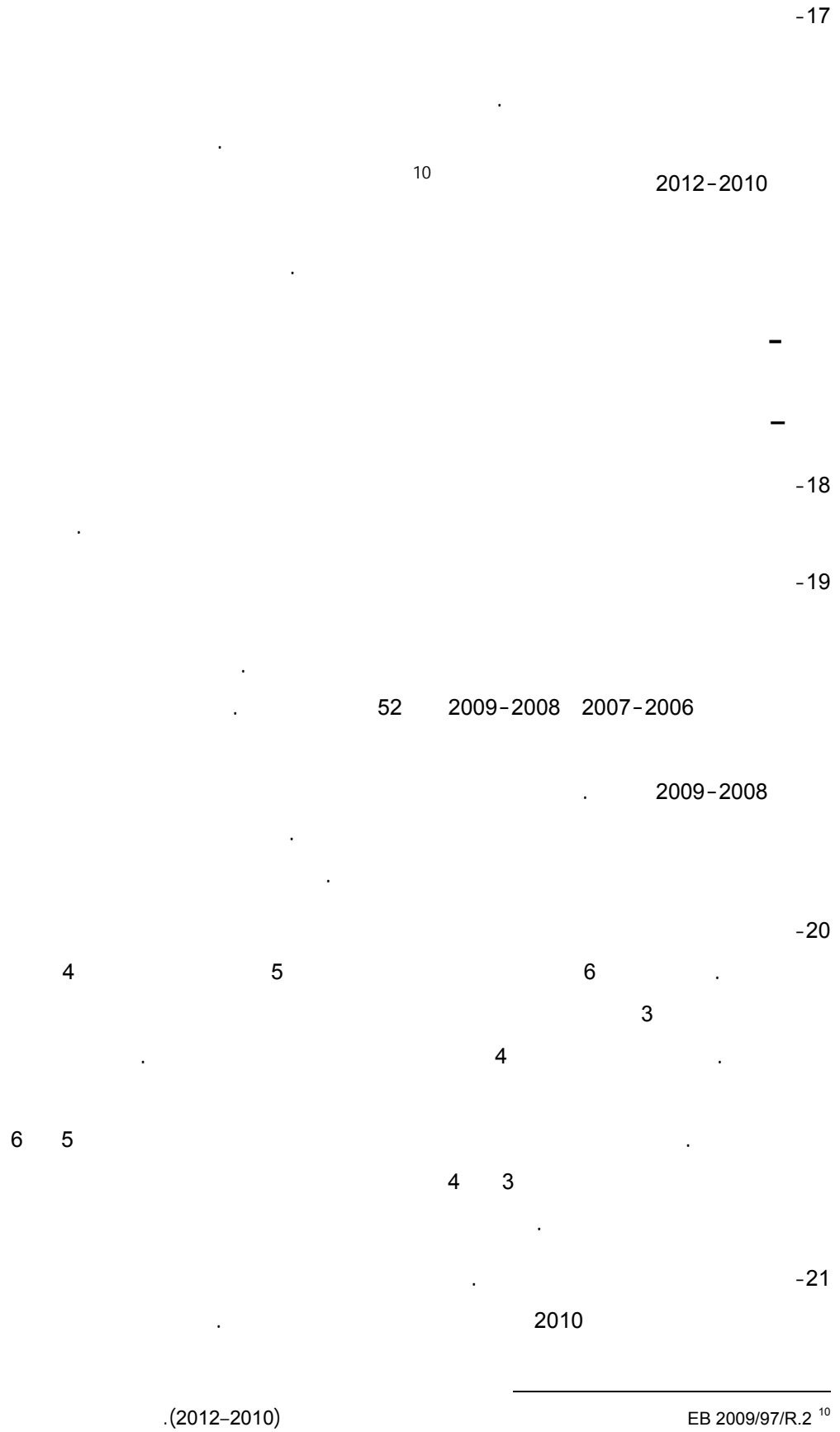
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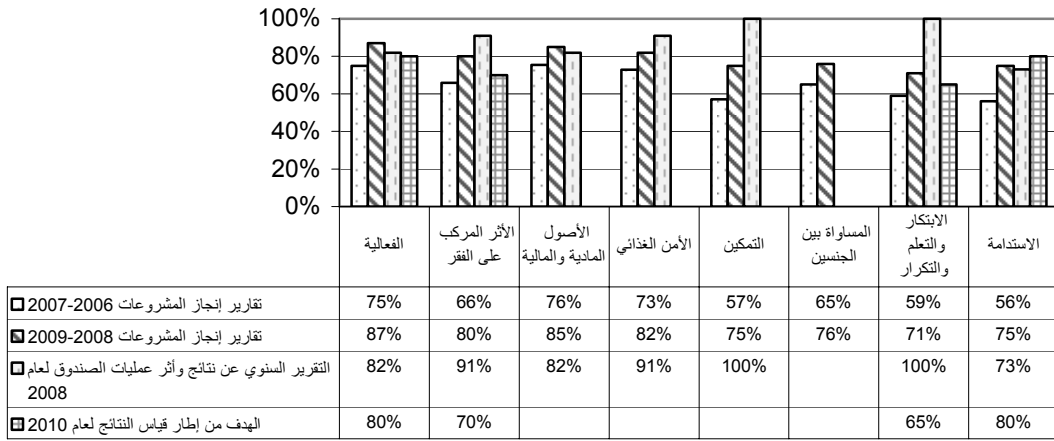
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النسبة المئوية السنوية للمشروعات الحاصلة على تقدير مرض إلى حد ما أو أفضل



تقارير إنجاز المشروعات 2007-2006
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تقارير إنجاز المشروعات 2009-2008
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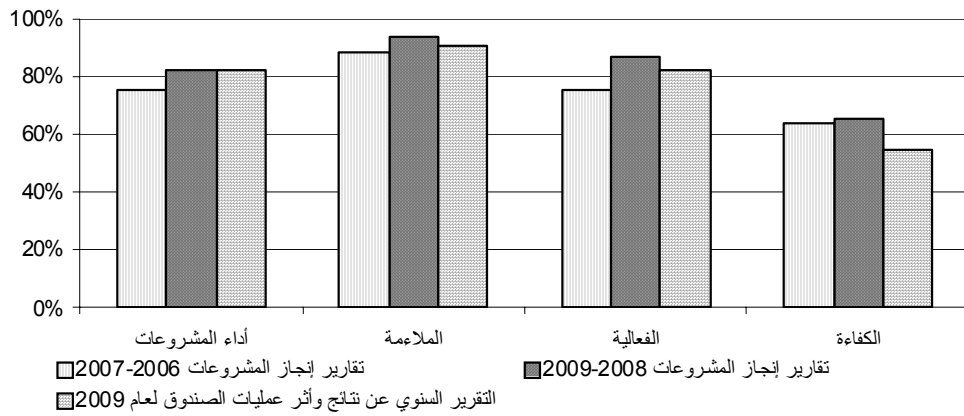
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النسبة المئوية للمؤشرات الحاصلة على تقدير مرض إلى حد ما أو أفضل



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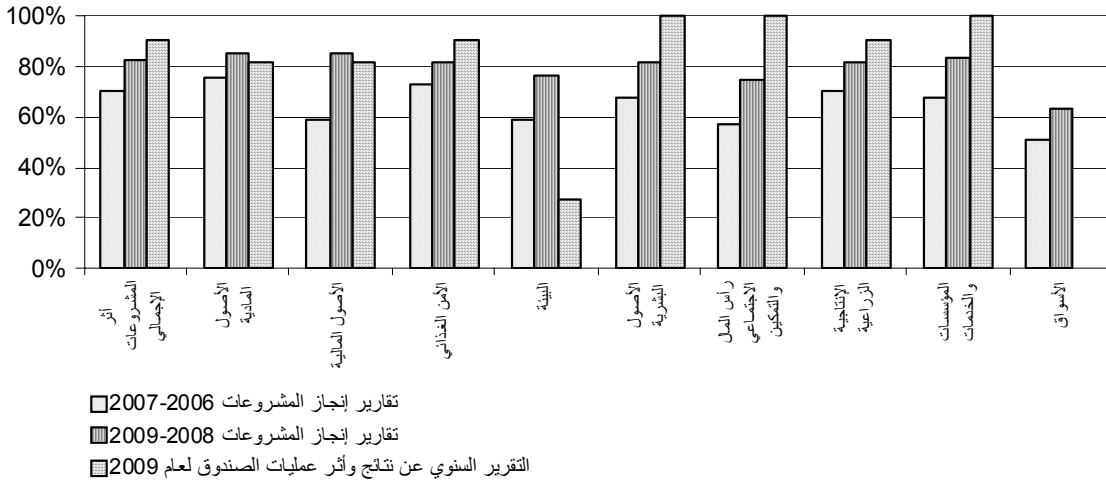
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النسبة المئوية للمشروعات المحصلة على تقدير مُرض إلى حد ما أو أفضل



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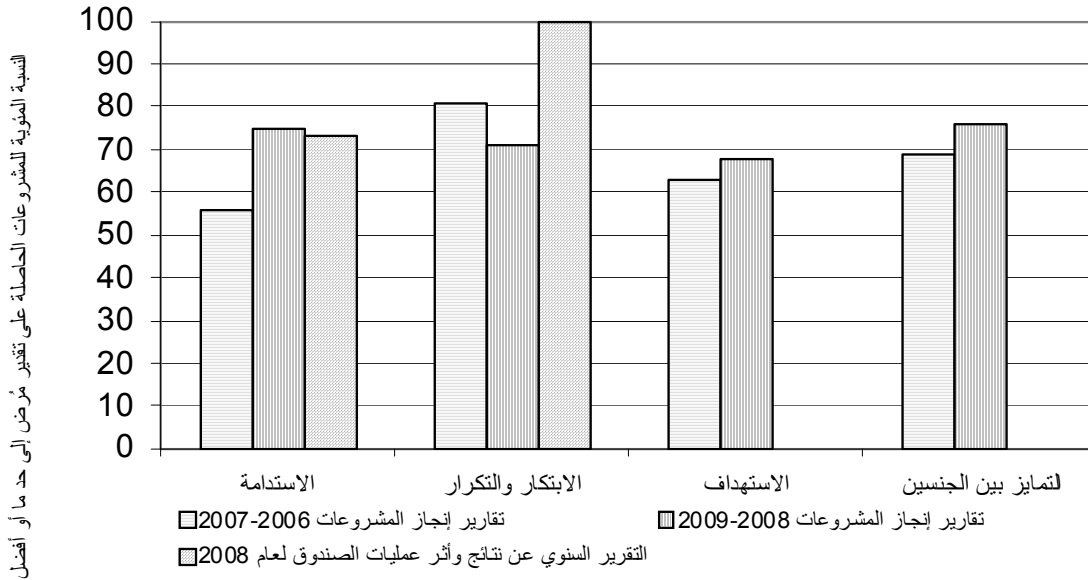
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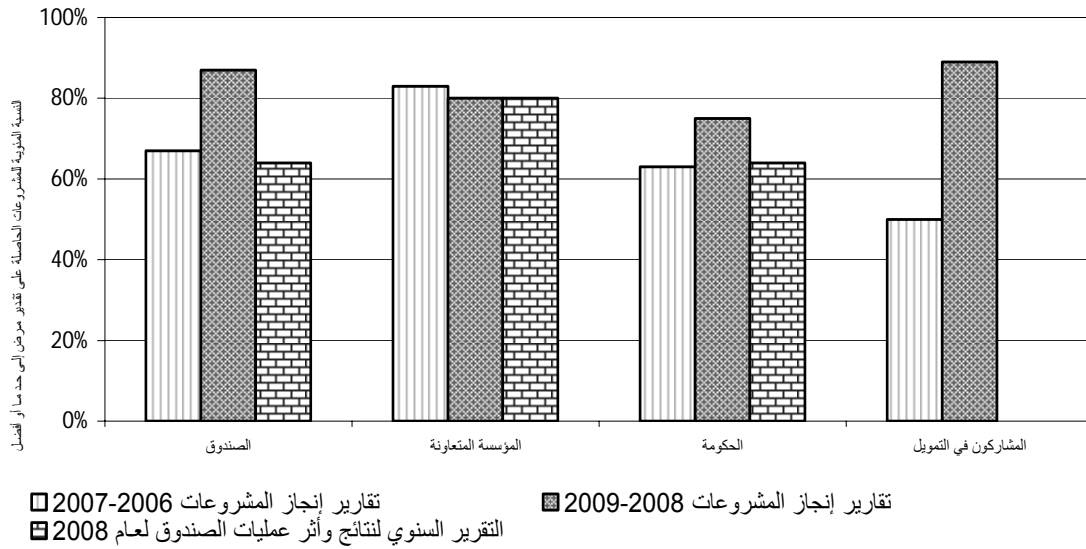
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¹⁹ في الاستعراض السنوي لأداء الحافظة في السنة الماضية، أبلغ عن سبعة مشروعات باعتبارها معرضة للخطر بصورة مزمنة، مما يمثل 22 في المائة من إجمالي مشروعات المشاكل الفعلية.

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List of completed projects reviewed in 2009

	<i>Region</i>	<i>Country</i>	<i>Project Id</i>	<i>Project Name</i>	<i>Project type</i>	<i>Board approval</i>	<i>Effective date</i>	<i>Completion date</i>	<i>IFAD approved financing</i>
1	PA	Burkina Faso	1132	PNGT II (Land Management)	RURAL	04-May-00	17-May-02	30-Jun-07	11 440 000
2	PA	Cameroon	1126	PPMF	CREDI	09-Dec-99	23-Apr-01	30-Jun-07	11 052 000
3	PA	Guinea	1003	PRAADEL	RURAL	04-Dec-96	28-Jan-98	30-Jun-08	10 014 000
4	PF	Ethiopia	1082	Agric & Research Training	RSRCH	10-Sep-98	30-Jun-99	30-Jun-07	18 158 000
5	PF	Kenya	467	Eastern Prov Horticulture	AGRIC	02-Dec-93	14-Jul-94	30-Jun-07	10 970 000
6	PF	Malawi	1047	Smallholder Flood Plains	AGRIC	23-Apr-98	27-Nov-98	30-Jun-06	12 459 000
7	PF	Uganda	1122	AAMP	RURAL	08-Dec-99	20-May-02	30-Jun-08	13 220 000
8	PF	Zambia	1039	Forest Resource Mngmt	AGRIC	09-Dec-99	26-Jun-02	30-Jun-07	12 633 000
9	PI	Bangladesh	1076	Smallholder Improvement	RURAL	29-Apr-99	17-Mar-00	30-Jun-07	18 622 000
10	PI	China	1083	Wulin Mountains MADP	AGRIC	10-Sep-98	21-Apr-99	30-Jun-07	28 014 000
11	PI	China	1123	Qinling MAPA	AGRIC	08-Dec-99	14-Aug-01	30-Sep-07	28 990 000
12	PI	India	1040	NE Region Community	AGRIC	29-Apr-97	23-Feb-99	31-Mar-08	22 900 000
13	PI	Indonesia	1024	P4K- Phase III	CREDI	04-Dec-97	09-Jul-98	31-Dec-06	24 901 000
14	PI	Kyrgyzstan	1065	Agric. Support Services	RSRCH	23-Apr-98	18-Sep-98	30-Jun-07	7 920 000
15	PI	Pakistan	1077	Barani Village	AGRIC	03-Dec-98	01-Sep-99	30-Jun-07	15 258 000
16	PI	Philippines	1066	Western Mindanao	RURAL	23-Apr-98	25-Mar-99	30-Jun-07	15 540 000
17	PI	Sri Lanka	1113	Matale REAP	AGRIC	03-Dec-98	15-Dec-99	30-Jun-07	11 707 000
18	PL	Argentina	506	PRODERNEA	RURAL	18-Apr-96	15-Oct-98	30-Jun-07	16 515 000
19	PL	Colombia	520	Rural Micro-enterprise	CREDI	11-Sep-96	30-Jun-97	31-Dec-06	16 000 000
20	PL	Guatemala	1008	PRODERQUI	RSRCH	04-Dec-96	18-Dec-98	30-Jun-07	15 000 000
21	PL	Guyana	1009	Poor Rural Communities	RSRCH	04-Dec-96	04-Mar-99	30-Jun-07	10 500 000
22	PL	Panama	1049	Cocle, Colon & Panama W.	RURAL	04-Dec-97	30-Oct-98	30-Jun-07	12 248 000
23	PL	Venezuela (Bolivarian Republic of)	521	PRODECOP	RURAL	11-Sep-96	25-Jun-98	31-Dec-07	11 987 000
24	PN	Albania	1129	Mountain Areas Develop.	AGRIC	09-Dec-99	20-Jul-01	30-Sep-07	13 667 000
25	PN	The former Yugoslav Republic of Macedonia	1162	Agricultural Fin Services	CREDI	14-Sep-00	28-May-02	31-Dec-07	8 044 000

PCR assessment guidelines

Criterion	Guiding Performance Questions
Project Performance	
Design	<p><u>Quality</u></p> <ul style="list-style-type: none"> • Was design consistent with the best practice approaches embodied in the pillars of IFAD's Strategic Framework? (KSF 3.1) • Did design adequately reflect lessons learnt from relevant, past rural development programmes and operations by IFAD and/or others? (KSF 3.2) • Were design assumptions and analytical works realistic and comprehensive? (KSF 3.3) • Was the logical framework adequate? Were the outcome, impact and input/output indicators appropriate? (KSF 3.4) • Was the project design and objectives realistic and logical? Were planned outputs meaningful to achieving project objectives and goals? Were human, physical and financial resources sufficient and well targeted to achieve the expected outcomes? • Did design features and underlying hypotheses affect project performance or impact? • Were IFAD policy concerns (targeting, innovation, etc.) adequately incorporated into design? <p><u>Process</u></p> <ul style="list-style-type: none"> • Did design take into account stakeholders analysis and consultation to understand the livelihoods of potential target groups, analyse their asset bases and the development opportunities open to them? (KSF 2.1) • To what extent was the Government involved in project design steps? Has cooperation with key potential implementation staff being maximised? (KSF 1.2) • During project preparation, were alternative approaches considered and evaluated?
Implementation	<p><u>Management</u></p> <ul style="list-style-type: none"> • Were project management arrangements put in place as planned? How well did they function? Were activities programmed, coordinated and implemented in an appropriate manner? • Were the roles of the implementing agencies appropriate considering institutional mindsets and past performance? Were steps undertaken to sensitise them to pro-poor needs and overcome weaknesses? Were their capacities for execution adequate? (KSF 4.2) • Were arrangements for annual work planning and budgeting, progress monitoring and impact evaluation adequate? Were the M&E systems in place and operational? Were stakeholders and beneficiaries consultations included as routine M&E activities? (KSF 4.5) <p><u>Proactivity and Risk-Management</u></p> <ul style="list-style-type: none"> • Did project manage in a successful manner the risks affecting start up and implementation? Was the project affected by delays in loan effectiveness and implementation? What were the causes? Could any of the problems have been anticipated? Can any of the problems be identified as systemic to the country, to IFAD or to its Cooperating Institution? (KSF 5.1) • Did project manage in a successful manner the risks associated with (a) Country capacity? (b) Effectiveness of the organisations and partners chosen to manage and implement the project? (c) Capacity for financial management, especially during start-up? (d) Procurement capacity? (e) Exposure of smallholders to climatic uncertainty (including climate change)? (KSF 5.2) • Were risk mitigating measures effective particularly regarding responsiveness to (a) the findings of environmental screening and scoping exercises and (b) social risks, such as the exclusion of key beneficiaries groups or lack of socio-political support by authorities or communities? (KSF 5.3) • Were inappropriate design assumptions promptly identified? Was the project changed or restructured accordingly? Was the logical framework updated to reflect changes during implementation?
Relevance	<p><u>Relevance at design</u></p> <ul style="list-style-type: none"> • Were project objectives consistent with country and sector strategies? Were financing proposals fully relevant to national development plans, PRSPs and sectoral priorities? • Was project design focusing on the priorities and the needs of the rural poor? (KSF 1.1) • Did project goal and objectives reflect IFAD's strategy in the country? <p><u>Relevance at completion</u></p> <ul style="list-style-type: none"> • Was the project relevant to the current national development and poverty reduction strategies? • To what extent project objectives were consistent with the rural poor's perception of their needs and potential at the time of completion? Did time overtake the project in ways that render it irrelevant?
Effectiveness	<ul style="list-style-type: none"> • To what extent the project achieved the expected targets? Compare the results (at the level of outputs, outcomes and impact) established in the design and approved by IFAD to the achievement at completion. Include problems that may have arisen from poor design or implementation. • Were outputs produced as planned? If there were shortfalls, what caused them? Was it realistic to expect the number/type of outputs, given budget and other constraints? • Did the project provide the expected benefits to the target population?
Efficiency	<ul style="list-style-type: none"> • How efficiently was the project implemented? How does project performance compare with that of others in terms of costs, time required, etc.? • For the resources spent, are the number/quality of outputs an efficient and appropriate investment? Could the project have produced more with the same resources or the same with less money?

Criterion	Guiding Performance Questions
	<ul style="list-style-type: none"> Where available, how does IRR compare to with EIRR (estimated during design)? Were timetables adequately met? Were there any cost overruns? Also note if any cost-/time-saving measures were/could have been taken.
Partner Performance	
IFAD	<ul style="list-style-type: none"> How did IFAD perform with respect to the roles defined in the project? Preparatory and design works? Mid-Term Review? Implementation assistance? Supervision? How did IFAD perform in terms of capacity of dealing with changes in project environment, including amendments to the loan agreement? Were any measures taken to adjust the project in response to inadequacies in the original design or changes in the implementation environment? Has IFAD sought to influence poverty policies? Has IFAD been active in creating an effective partnership for implementation? Relationship between IFAD and other partners? Did IFAD support the CI by taking prompt action whenever required? Did IFAD help to enforce CI recommendations?
Cooperating Institution	<ul style="list-style-type: none"> How did the CI perform with respect to the roles defined in the project? Has the supervision programme been well arranged (frequency, composition, continuity)? Did supervision mission provide adequate services and support? Was there an adequate balance between fiduciary supervision and implementation support? Has implementation problems been highlighted and appropriate remedies suggested? Were CI reports from supervision missions adequate? Were reports filed in a timely manner?
Government	<ul style="list-style-type: none"> Has the Government correctly assumed ownership and responsibility for the project? Did government follow up on the recommendations of donors and support missions? By its actions and policies, has Government been fully supporting of project goals? Did government policies support rural poverty reduction? Did government comply with loan covenants, and if foreseen/required, allocated adequate funds for continued operations and maintenance after project completion? Was counterpart funding provided as agreed?
NGO/Other	<ul style="list-style-type: none"> How did NGOs perform with respect to the roles defined in the project? This may be based on timeliness and quality of service delivery, adherence to schedules and contracts, etc. Where available, use findings of client-satisfaction and beneficiaries surveys.
Cofinancier(s)	<ul style="list-style-type: none"> Were the committed funds provided in full and as agreed? Were there any issues regarding harmonization: reporting structures, special requirements, support missions? Were the co-financiers flexible and responsive where necessary? How was the relationship between co-financier and other partners?
Combined Partner Performance	<ul style="list-style-type: none"> As a whole, how did they perform? How well did they work together?
Rural Poverty Impact¹	
Physical Assets	<ul style="list-style-type: none"> Did households' ownership and access to land, water, livestock, tools, equipment, infrastructure and technology change? Did the project improve entitlement security of land, productive resources and technologies? Where available, apply RIMS third-level indicators²
Financial Assets	<ul style="list-style-type: none"> Did the project affect the financial resources of rural poor households and individuals? Did the project improve the availability of financial services for investment and consumption to the rural poor? Did the project improve institutional framework for rural financial services?
Food Security	<ul style="list-style-type: none"> Did the project affected food availability, whether produced or purchased, to ensure a minimum necessary intake by all members? Did the project improve children nutritional status and household food security? Where available, compare baseline and completion values of third-level RIMS indicators³.
Environment ⁴	<ul style="list-style-type: none"> Did the project contribute to the protection or rehabilitation of natural and common property resources (land, water, forests and pastures)? Were environmental concerns taken into consideration during project implementation? I.e., was environmental impact discussed in agricultural expansion/intensification, infrastructure development, natural resources management activities, etc.?

¹ Rate each domain. Refer to both intended and unintended impact. Other factors that positively or negatively contributed to impact should be mentioned. If information is not provided, not relevant, or not assessable, say so. Rating should take into consideration the sustainability of benefits.

² Project impact on physical assets can be analysed on the basis of the number of households with increased assets ownership index (compulsory RIMS third-level indicator).

³ The following RIMS third-level indicators can be used for assessing project impact on household food security: number and percentage of chronic malnourished, acutely malnourished and underweight children (sex disaggregated); number of households experiencing hungry seasons; month duration of hungry seasons.

⁴ Positive changes are high numbers (4-6); negative changes are low numbers (1-3). No impact would not be rated.

Criterion	Guiding Performance Questions
Human Assets	<ul style="list-style-type: none"> • Did the project affect knowledge and skills of the rural poor? • Did the project improve access of the rural poor to safe water sources? • Did the project promote disease prevention and health care opportunities for the rural poor? • Did the project improve learning opportunities in rural areas (note gender differences)? • <i>Where available, compare baseline and completion values of RIMS third-level indicators⁵.</i>
Social Capital and Empowerment	<ul style="list-style-type: none"> • Did the project affect the capacity of rural poor to influence decision making either on individual or collective basis? • Did the project improve the collective capacity of rural poor to grasp potential economic opportunities and to develop stronger links with markets and external partners? • Did the project impact on social capital, social cohesion and self-help capacity of rural communities? • Did the project strengthen rural poor organisations and promote gender equality?
Agricultural Productivity	<ul style="list-style-type: none"> • Did the project contribute to increase agricultural, livestock and fish productivity measured in terms of cropping intensity, yields and land productivity?
Institutions and Services	<ul style="list-style-type: none"> • Did the project affect institutions, policies or regulatory frameworks? • Did the project improve the capacity of local public institutions in servicing the rural poor and reorienting institutions' existing policies in favour of the poor? • Did the project affected sector and/or national policies relevant for the rural poor?
Markets	<ul style="list-style-type: none"> • Did the project improve rural people's access to markets through better transport routs and means of transportation? • Did the project affect the participation of poor rural producers in competitive agribusiness value chain on equitable or favourable conditions?
Rural Poverty Impact	<ul style="list-style-type: none"> • Provide a weighted average which gives a general view of project impact. This should not be the arithmetic average of impact domain ratings. Intended project objectives should be considered.
Overarching Factors	
Innovation	<ul style="list-style-type: none"> • How innovative was the project? Was innovation discussed with the Government? (KSF 6.3) • Did the project introduce innovative ideas into the project area? What was the experience with introducing innovative ideas and concepts, or setting up processes for innovation? Was the innovative part of the project implemented as planned? • Was the project designed to lead to innovation, for instance, by pilot testing new concepts or technologies, evaluating, up-scaling them? Innovations can be completely new, new to the country, new to the region, or new to the target population
Replicability and Scaling up	<ul style="list-style-type: none"> • What potential exists replicating the project, or some of its activities/components at national level or in other countries? • Can the project be expanded beyond the target area/population? To what extent have prospects for future up-scaling been discussed with the Government and external development partners? (KSF 6.4)
Innovation, Replicability and Scaling up	<ul style="list-style-type: none"> • This will be an overall/combined rating of "innovation" and "replicability and scaling-up". This rating will be used for the overall evaluation.
Sustainability and Ownership	<ul style="list-style-type: none"> • Are project impacts sustainable beyond project interventions? Can they continue without external financing/support? How vulnerable is project continuity to political/economic change? Are there any institutional or capacity issues that could/should have been addressed to ensure sustainability? • Were project measures to ensure sustainability effective particularly concerning (a) more rational use of natural resources, (b) durability of institutional reforms, (c) continuing means to promote pro-poor mindsets and build pro-poor capacities and (d) financial sustainability of the organisations either implementing the project or supported/created by it? (KSF 5.4) • Did the project include a strategy for transferring ownership and responsibilities for managing project facilities after project completion to local stakeholders? If so, how well designed and effective was this strategy?
Targeting	<ul style="list-style-type: none"> • Did the project include instruments and/or criteria for enhancing participation of vulnerable socio-economic categories in planning, prioritisation and implementation of project initiatives? If yes, were they effective? Was the targeting approach appropriate to the country context? • Did the project provide benefits to the poorest socio-economic categories, including women, youth and indigenous people? • Were efforts to identify poverty characteristics and locations comprehensive, especially concerning women, youth and other disadvantaged people? (KSF 2.2) • Did the project analyse the needs of the rural poor and determine specific strategies to address their needs? Were different groups of poor identified and different strategies defined for each group? • What measures were included in the project to ensure service and goods produced by the project were relevant and accessible to the poor, or to ensure the poor were not excluded from accessing project benefits? Did the project meet priority needs of the poor?
Gender	<ul style="list-style-type: none"> • Were gender issues given enough attention during project implementation? (KSF 2.3) • Was the project designed to specifically target the needs of women?

⁵ The following RIMS third-level indicators can be used for assessing project impact on human assets: female/male household members that can read; men/women between 15 and 24 that can read; ratio of women to men between 15 and 24 that can read; number of households with access to improved water sources, number of households with access to improved sanitation.

Criterion	Guiding Performance Questions
	<ul style="list-style-type: none"> • Did women's situation (workloads, access to credit, healthcare, primary education, literacy) change? Did the project contribute to increase social capital, income earning and employment opportunities for women?
Overall Performance	<ul style="list-style-type: none"> • Provide a rating of project overall performance based on key performance indicators, assessment of impact and overarching factors, rate the project as a whole.
Estimated number of beneficiaries	<ul style="list-style-type: none"> • Specify whether it refers to individuals, households, communities, etc.

PCR Quality	
Scope	<ul style="list-style-type: none"> • Does the PCR cover all or nearly all of the elements outlined in Chapter VI of the 2006 guidelines? Note major omissions.
Quality	<ul style="list-style-type: none"> • Are the description, analysis and conclusions convincing or flawed? • Are data well chosen, well analysed and well presented? Quantitative or qualitative. Is there a re-estimated ERR? • Ease of assessment. How easy was it to find all the relevant information for this assessment?
Lessons	<ul style="list-style-type: none"> • Are the lessons clearly drawn? Are these relevant?

